

**CONSENT AGENDA  
to the Open Agenda of the 608<sup>th</sup> Meeting of the Board of Governors**

**Tuesday, March 27<sup>th</sup>, 2018  
Room 2440R River Building, Carleton University**

**4.1 ITEM(S) FOR APPROVAL**

**4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes**

- a) Approval of the Open Session Minutes of the 607<sup>th</sup> meeting on February 8<sup>th</sup>, 2018.

**4.1.2 Miscellaneous Administrative Fees, 2018-2019**

- a) Approval of the Miscellaneous Administrative Fees, 2018-2019.

**4.1.3 Membership of the Founders Award Committee**

- a) Approval of the Board of Governors membership of the Founders Award Committee

**4.1.4 Executive Committee Terms of Reference**

- a) Approval of amendments to the Executive Committee Terms of Reference as recommended by the Governance Committee

**4.2 ITEM(S) FOR INFORMATION**

**4.2.1 Committee Minutes**

- a) Joint Finance and Building Program Committee
  - November 14, 2017
- b) Finance Committee
  - 291<sup>st</sup> Meeting, November 14, 2017

**4.2.2 Minutes from Senate Meeting**

- Approved Minutes from January 2018 Senate meeting were circulated in advance.



**Canada's Capital University**

*The Board of Governors acknowledges and respects the Algonquin First Nation, on whose traditional territory the Carleton University campus is located.*

**Minutes of the 607<sup>th</sup> Meeting of the  
Board of Governors**

**Thursday, February 8<sup>th</sup>, 2018 at 4:00 p.m.  
Room 2440R Richcraft Hall, Carleton University**

<b>PRESENT:</b>	Dr. F. Afagh	Mr. G. Farrell	Ms. N. Prowse
	Ms. D. Alves	Mr. D. Fortin	Dr. E. Sloan
	Mr. E. Berhe	Dr. C. Gold (phone)	Mr. R. Stiles
	Dr. C. Carruthers (Chair)	Mr. L. Harrington (left at 5:23 pm)	Dr. A. Summerlee
	Mr. D. Craig (phone)	Ms. L. Honsberger	Ms. C. Switzer
	Mr. P. Dinsdale	Mr. O. Javanpour	Mr. A. Tattersfield
	Mr. J. Durrell	Dr. I. Lee (left at 5:49 pm)	Mr. A. Ullett
	Mr. K. Evans (phone)	Dr. P. Merchant (phone)	Mr. B. Wener
		Mr. J. Nordenstrom	Ms. C. Young
<b>REGRETS:</b>	Mr. C. Chi	Ms. L. A. Daly	Ms. R. Thompson
	Ms. G. Courtland	Mr. N. Nanos (Vice-Chair)	Ms. L. Watson
<b>STAFF:</b>	Ms. S. Blanchard	Ms. A. Deeth (Secretary)	Mr. M. Piché
	Ms. J. Conley	Dr. R. Goubran	Ms. B. Reid
	Dr. A. Chan	Mr. S. Levitt	Mrs. B. Steele
			Dr. J. Tomberlin

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**OPEN SESSION**

**1. CALL TO ORDER AND CHAIR'S REMARKS**

The Chair called the meeting to order at 4:00 p.m. All attendees, guests and observers were welcomed. The Open Session was live-streamed to Southam Hall 617.

The Chairman had brief remarks. Members of the Board of Governors were asked to sign the Code of Conduct and return them to the Board Office. The March meeting of the Board has been rescheduled to Tuesday, March 27<sup>th</sup>, 2018. Amanda Deeth will acting as recording secretary in Amanda Goth's absence.

**2. DECLARATION OF CONFLICT OF INTEREST**

The Chair asked for any declarations of conflict of interest from the members. There were none declared.

**3. APPROVAL OF OPEN AGENDA**

Mr. Wener moved, and Mr. Dinsdale seconded, that the open agenda of the 607<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried.

**4. APPROVAL OF THE OPEN CONSENT AGENDA**

The following items were circulated in the open consent agenda for approval: open session minutes of the 605<sup>th</sup> meeting December 5, 2017.

The following items were circulated in the open consent agenda for information: Building Program, Community Relations and Advancement, Finance and Audit Committees meeting minutes, and the minutes of Senate for the months of June, September, October and November 2017.

Ms. Alves moved, and seconded by Mr. Harrington, that the open consent agenda be approved, as presented. The motion carried.

**5. ITEMS FOR EDUCATION & RESEARCH STRATEGIC INITIATIVES**

5.1 Interdisciplinary Research and Teaching – The READ Initiative  
(A. Chan)

The Board received a presentation from Dr. Adrian Chan, Assistant Vice-President (Academic), as well as full professor in the Faculty of Systems and Computer Engineering and the Director of the Research and Education in Accessibility, Design and Innovation (READi). Dr. Chan presented information on the READ Initiative. Carleton has become a leader in accessibility (nationally and internationally), and maintains a strong culture of accessibility. The initiative has attracted external support, including from strong champions such David Onley and Rick Hansen. The READ Advisory board has representation from all Faculties and the external community. Funding support for the initiative is provided by, the Paul Menton Centre and the Faculty of Engineering and Design.

The presentation (circulated in advance), highlighted a few of READi's accessibility activities related to research and teaching including, the Innovative Designs for Accessibility (IDeA) competition in which Carleton has placed in the top three finalists since 2012. The integration of innovation in accessibility into academic courses in

engineering and industrial design, and the CanUgan initiative (a partnership with an Ottawa NGO) focused on manufacturing cycles for individuals with disabilities in Uganda linked with interdisciplinary courses and experimental learning. The \$1.65-million NSERC CREATE grant READi, launched in 2017 for 6 years, will deliver the first interdisciplinary post-secondary accessibility training program in Canada. The READi is the first interdisciplinary post-secondary, accessibility-training program offered in Canada, which is a collaborative initiative between Carleton (lead), the University of Ottawa and Queen's University.

The presentation concluded with examples of the research Carleton students are undertaking to improve accessibility and create a more inclusive society. Projects included biomechanics of sledge hockey examining autism and the museum experience in collaboration with the Canada Science and Technology Museum adaptive devices for accessible music making and rehabilitation collaboration with Music, sport and leisure - Skate Chair, affordable 3D-printed prosthetic hands, and lift devices. Projects highlight combining research and teaching and combining them in an interdisciplinary and experiential manner and having a strong impact in the external community.

It was asked if there are any patents or business cases be pursued for any of the designs. According to the intellectual property guidelines and the faculty collective agreement at Carleton, the intellectual property belongs to the students and supervisors (as applicable). In some incidents, the product is commercialized or shared as an open source (social entrepreneurship).

Employability of the students graduating, and the products they developed were discussed. There is some informal tracking but it would be beneficial to conduct more formal tracking.

The risk and liability of design and trial was discussed. It was stated that the proper research protocols are followed which includes research ethics boards and risk management review as applicable.

## 5.2 Research Funding Impact Presentation (R. Goubran)

Dr. Rafik Goubran Vice-President (Research and International) reviewed the research excellence and impact metrics required by Strategic Mandate Agreement (SMA) with the Province. He provided a breakdown of how tri-council research funding is spent, and the benefits of research funding in terms of recruitment, ranking, reputation, leveraging other programs, and assisting graduate students. The key priorities for 2018-19 were presented to the Board, including enhancements to service and support for researchers, celebration of Carleton's research excellence and an increase in Carleton's international engagement.

The SMA2 has system-wide metrics and institutional (Carleton specific) metrics were discussed. The system-wide metrics include:

1. Tri-council research funding share – NSERC (Carleton \$12M per year),
  - SSHRC (Carleton \$ 3.5M per year),
  - CIHR (Carleton \$1M per year).
    - o (Carleton total \$16.5M per year)
2. Number of papers per faculty member (journals and conferences); and
3. Number of citations per paper.

The institutional metrics for Carleton include:

1. Total external research funding (excluding tri-council funding) - Carleton receives funding from the provincial government, industry, and international partners. Total research funding last year was \$59M with \$16.5 from tri-council funding and the rest coming from all other sources; and
2. Number of formal research partnerships (including industry, government, international and not-for-profit organizations).

The Board was advised that the bulk of the research funding (approx. 75%) is paid to graduate students as research assistants. Graduate students receive scholarships from the Faculty of Graduate and Post-Doctoral Affairs, teaching assistantships, and research assistantships related to their thesis.

The remainder of the funds are spent on student travel to conferences, purchase of equipment or renovations, publication costs, payment to research associates, postdoctoral fellows, undergraduate students and the organization of workshops, seminars, symposia and conferences. This research funding does not include students winning their own grants which is tracked separately.

The benefits of having tri-council increased research funding was explained to include:

- payment to graduate student, helping with recruitment, student training and providing experiential learning (vetted by peers) for graduate students;
- the university receives research support funding of 28.9% (\$4.5M last year) of the total funding received to help improve the infrastructure of the university (library, ITS, etc.);
- the number of Canada Research Chairs allocated to the university (salary paid by the CRC), CRC's have a fixed term of 5 or 7 years renewable; and
- the funding envelope for Canada Foundation for Innovation and Ontario Research Fund.

In addition, it was noted that NSERC leverages opportunities with industry. The industry partner provides cash and gifts-in-kind and NSERC provides matching funds. OCE VIP is for partnerships with new industry partners.

The key research priorities for 2018-2019 include:

- improve engagement of faculty members in research;
- introduce incentives and identify how to minimize barriers – a LEAN process is underway;
- provide the necessary support for researchers – for example seed funding;
- provide the necessary cash and in-kind contributions;
- redesign our external grant applications to maximize the benefit to Carleton;
- improve documentation of Carleton’s metrics;
- celebrate Carleton’s research excellence;
- strengthen “Carleton International”; and
- identify strategic partners and initiate beneficial interactions (integrated approach).

## **6. OPEN- ITEMS FOR APPROVAL**

### **6.1 Canada Research Chairs Equity, Diversity and Inclusion Action Plan (A. Summerlee)**

Alastair Summerlee, President and Vice-Chancellor, reported on the completion of Carleton’s action plan to adopt greater transparency in the allocation, selection and renewal process for Canada Research Chairs (CRC). The action plan requires Board approval.

The action plan, which is required by the CRC program, focuses on improving the governance, transparency and monitoring of equity and diversity within the program. All institutions with five or more Chair allocations are required to develop an equity, diversity and inclusion action plan centred on four designated groups — women, persons with disabilities, Indigenous Peoples and members of visible minorities. Institutions are required to report publicly on the progress made in meeting key objectives on a yearly basis. The plan must include impactful objectives with movement to progressively meet them in the 18 to 24 months period following implementation. Dr. Summerlee noted that the institution is well on its way to achieving the required objectives in all categories by May 2018.

There was a question regarding how the statistics are gathered and it was indicated that an individual can appear in multiple categories based on self-identification. It was also noted that the action plan does not conflict with collective agreements.

Dr. Summerlee moved, Ms. Honsberger seconded to approve the Canada Research Chairs Equity, Diversity and Inclusion Action Plan, as presented. The motion carried.

## 7. OPEN-ITEMS FOR INFORMATION

### 7.1 Annual Report on the Sexual Violence Policy (S. Blanchard)

Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar, presented background on the [2017 Annual Report on Sexual Violence](#) (circulated in advance) and introduced Ms. Bailey Reid, Sexual Assault Support Coordinator. Ms. Reid has been instrumental in the delivery of sexual assault awareness and training programs and support through Equity Services.

The Board of Governors approved the [Carleton Sexual Violence policy](#) for a three-year period in December 2016. The policy mandates that an annual report is presented to the Board for information. A pamphlet entitled *Responding to Disclosures of Sexual Violence* was circulated in advance. Every individual faculty and staff member has received a copy of this pamphlet, which discusses the appropriate roles to take and how to support a victim during a disclosure.

A pamphlet entitled *Supporting a Friend in Distress* was circulated at the meeting. The pamphlet reviews at a high level how to recognize and respond to a student in distress, how to refer and reflect, and also includes tips on helping peers. The pamphlet is easy to carry in a pocket and was created in collaboration with students.

An awareness week was hosted in a collaborative and positive manner. Nearly 3,000 members of the community have been involved in programming to increase awareness and prevention techniques regarding sexual violence and violence in general.

Since its inception, 61 individuals have come forward (members of the Carleton community) to the Equity Office and three cases have proceeded to the formal complaint phase. More than 50% of the cases happened more than a year ago requesting support and academic accommodations. The majority of cases did not occur on campus and Carleton provides support in all aspects.

The policy was deliberately designed to be flexible so that a survivor-centric approach could be adopted. To date, that flexibility has allowed the university to accommodate the different circumstances of each case. Despite the intent that the policy would be in place for three years, the administration is suggesting that a consultative process should be implemented to consider potential clarification to and improve aspects of the policy to address perceived barriers.

It was asked if the policy applies when the sexual violence occurs off-campus. Off-campus sexual violence is included and the policy applies to anything that effects the university learning, living and work environment on or off-campus.

A campus wide survey to address barriers to reporting was mandated and designed by the government and was approved by the Research Ethics Board. The survey will be distributed on February 12, 2018. Tyler Hall was thanked for his effort in working with the government on the survey.

7.2 Report from the Chair (C. Carruthers)

The Chair advised Board members that Carleton's Executive Compensation Framework has been submitted to the province and that minor changes were incorporated into the document. Once the province provides final approval to the framework it will be posted on the website for comment.

7.3 Report from the President (A. Summerlee)

The President's report and the report from the Office of the Vice-President (Students and Enrolment) were circulated in advance.

Dr. Summerlee added the following remarks:

The Council of Ontario Universities Executive Heads has developed a very robust pre- and post- election strategy to ensure that post-secondary institutions are included in the mandate letters of the relevant ministers.

The Senior Executive team held a retreat in January with six areas of focus: 1) graduation and retention; 2) employability; 3) research; 4) internationalization; 5) Indigenous relations and activities expansion; and 6) strategic communications plan.

Carleton continues to work with Nunavut Artic College on a collaboration. A proposal was sent to them, followed by a teleconference. Carleton is currently waiting to hear back from the college.

The four higher education institutions in Ottawa are working towards the SMA2 goal of creating an education city with the capital advantage. Joint programming and research are being developed and opening research shops were the institutions could champion research ideas to enhance the connection with the community are being discussed.

While the Prime Minister is in India, two projects related to universities will be announced. Both will be Carleton projects that link business in Canada and India. The work of the Canada-India Centre were recognized for their ability to promote the programming and leverage additional funds for support.

CUSA Undergraduate elections are ongoing.

Negotiations with Dominion Chalmers United Church are ongoing.

A number of concerns were expressed from a Board member and Board committees regarding the Health Sciences Building move-in. Dr. Summerlee will be writing a full report to address the concerns by February 28<sup>th</sup>, 2018.

Efrem Berhe was recognized and congratulated for earning a MSc. in Management from the Ivey Business School.

An update on ARISE building was given. The Board was advised that the SIF funding is not affected by the delay in the construction.

#### 7.4 Update on Comprehensive Campaign (D. Fortin)

A campaign progress report and list of upcoming events were circulated in advance.

Dr. Summerlee congratulated the Advancement team and volunteers for their work towards the \$300M comprehensive campaign. It was noted that it is likely the campaign will be completed ahead of schedule.

It was discussed that comprehensive campaigns serve three purposes: 1) raising awareness about what the university does; 2) forming a longer and stronger bond with donors; and 3) growing the long-term impact through annual giving. This campaign has done an excellent job at these three things but now must continue the momentum. To that effect, it was noted that Carleton needs to start considering messaging post-campaign.

Mr. Fortin was introduced, and he thanked the President's office for their strong championship. Mr. Fortin noted that "Here for Good" has been with Carleton from the start of its history. There was a courageous mindset of a small group of Ottawa individuals to support the one million Canadian veterans returning after the war by starting a university. As such, Carleton is a community university built by the community for the common, social and economic good of the community.

It was noted that Giving Tuesday raised \$394,000 in just 24 hours, more than doubling the previous year's total.

"Here for Good" is a statement of Carleton's values and ties together the university's deliverables. There is a momentum behind the phrase and there is a proposal to create an online central platform that showcases the good Carleton continues to do. The Board was asked for their feedback and comments and their support.

The Chair thanked Mr. Fortin and Ms. Conley for their championship and leadership in the campaign. Campaigns are for raising funds, profiles and enhancing relationships. It

was clarified that “Here for Good” is a post-campaign fundraising strategy and is not a brand for the university.

#### 7.5 Committee Chair Updates

##### *a) Building Program (D. Craig)*

Mr. Craig advised that the Committee met on January 11<sup>th</sup>. The agenda included a review of the Internal Audit on Capital Project Management, an update on the major projects, minor project and deferred maintenance projects, an update on the negotiations with the Dominion Chalmers United Church and a review of the questions brought forward from a Board member in regards to the Health Sciences Building move-in. A report is being prepared about the Health Sciences Building move-in. The ARISE Building will be completed behind schedule but the Committee has been assured there is no risk to the funding for the project. The Health Science Building opened in November 2017. A request for tender for the Business Building will be completed in February or March. A list of proposed projects was also distributed at the Committee meeting. It was noted that a business case and supporting rationale will be required when and if any projects come forward for consideration by the Committee.

##### *b) Community Relations & Advancement (J. Nordenstrom)*

Mr. Nordenstrom advised that the next Talk Exchange will be held on March 19<sup>th</sup> from 1- 3 pm in Residence Commons 2<sup>nd</sup> floor. On February 26<sup>th</sup> the Board Award Jury will be meeting to consider the nominations that have come forward.

##### *c) Finance Committee (B. Wener)*

The Committee has not met since the last board meeting. The next meeting will be in March to consider the budget for 2018/19.

##### *d) Governance Committee (K. Evans)*

Mr. Evans advised that the Committee met on February 1<sup>st</sup> to consider the Executive Committee terms of reference (powers and authority and accountability to the Board); the review of the presidential assessment process (best practices and general principals); board assessment for 2017/2018; and a proposal for a government review of the working on the Board, which would involve an external consultant focused on the effectiveness of the Board.

#### **8. OPEN – OTHER BUSINESS**

No additional business was raised.

#### **9. OPEN – QUESTION PERIOD**

No questions were brought forward for question period.

**10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK**

It was moved by Mr. Tattersfield, seconded by Mr. Ullett to adjourn the open session of the board at approximately 6.01 pm.

COMMITTEE: Board of Governors  
MEETING: March 27, 2018  
ORIGINATOR: Vice-President,  
(Finance & Administration)  
ITEM: Miscellaneous Administrative  
Fees, 2018-2019

**I. MATERIAL ATTACHED**

Proposed Miscellaneous Administration fee table.

**II. THE ISSUE**

Fees are reviewed annually.

**III. DECISION REQUIRED**

To approve the Miscellaneous Administration fees for 2018-2019.

**IV. BACKGROUND**

The following fees have been increased by CPI:

Omnibus Fee	Deferred Admission Fee
Supplement Fees	Letters of Permission
Examination Charges (in Canada)	Display Diplomas
Examination Charges (outside Canada)	Replacement Diploma
Challenge for Credit	New Special Students Documentation
Returned Payment Charge	Leave of Absence
Late Payment Charges	Admission Processing Charge
Grad Application Fee	Extension
Reinstatement Charge	Co-op fee

**V. ANALYSIS**

These fees are all existing fees, which have been increased by the consumer price index, then rounded to the nearest \$0.25.

**VI. OPTIONS**

To accept the fee as modified or suggest an alternative.

**VII. RECOMMENDATION**

Approve the Miscellaneous fees to be charged beginning in May 2018.

Fee	2017-2018	2018-2019 Proposed	Increase *	Percentage
Omnibus Fee	\$39.50	\$40.00	\$0.50	1.27%
Supplement Fees	\$71.00	\$72.00	\$1.00	1.41%
Examination Charges (in Canada)	\$82.00	\$83.25	\$1.25	1.52%
Examination Charges (outside Canada)	\$147.50	\$149.50	\$2.00	1.36%
Challenge for Credit	\$211.25	\$214.25	\$3.00	1.42%
Returned Payment Charge	\$34.00	\$34.50	\$0.50	1.47%
Late Payment Charges	\$102.50	\$104.00	\$1.50	1.46%
Reinstatement Charge	\$71.00	\$72.00	\$1.00	1.41%
Deferred Admission Fee	\$45.25	\$46.00	\$0.75	1.66%
Letters Of Permission	\$39.25	\$39.75	\$0.50	1.27%
Display Diplomas	\$116.75	\$118.50	\$1.75	1.50%
Replacement Diploma	\$82.00	\$83.25	\$1.25	1.52%
New Special Students Documentation	\$52.00	\$52.75	\$0.75	1.44%
Leave of Absence	\$71.00	\$72.00	\$1.00	1.41%
Admission Processing Charge	\$64.50	\$65.50	\$1.00	1.55%
Extension	\$71.00	\$72.00	\$1.00	1.41%
Co-op fee**	\$390.00	\$395.50	\$5.50	1.41%

*\*all fees increased by inflationary increase of 1.4% rounded to the nearest \$0.25.*

*\*\*effective September*

**COMMITTEE:** Board of Governors

**MEETING:** March 27<sup>th</sup>, 2018

**ORIGINATOR:** University Secretary

**ITEM:** Founders Award Board Members  
for Jury Committee

**I. MATERIAL ATTACHED**

- No attachments

**II. BACKGROUND**

Carleton University was established in 1942, because of the dedication and commitment of our founders—a small group of Ottawa citizens, led by Dr. Henry Marshall Tory, who dared to imagine a university in the nation’s capital that would serve Canadians whose education was interrupted by World War II. It is our individual founders – past, present and future – whose commitment has helped build one of Canada’s most respected universities and whose leadership will ascertain our future.

The Founders Award, Carleton’s highest non-academic honour, was inaugurated in June 1996 to recognize and pay tribute to those individuals who have made significant contributions to the advancement of Carleton through their dedication, generosity and commitment to the values of the university. It is awarded annually, when merited, at Spring Convocation.

Proposed Committee membership:

<b>President, Carleton University Alumni Association- Chair</b>	Louise Hayes
<b>Chancellor of the University</b>	vacant
<b>Chief Development Officer</b>	Jennifer Conley
<b>Clerk of Senate</b>	Donald Russell
<b>Board of Governors Faculty Member:</b>	Celia Young
<b>Board of Governors Staff Member:</b>	Art Ullett
<b>Board of Governors Student Member:</b>	Liam Harrington
<b>Board of Governors Community-at-Large Member:</b>	Peter Dinsdale
<b>Additional member of the Carleton University Alumni Association Executive Council</b>	

**III. DECISION REQUIRED/RECOMMENDATION**

To approve the Board of Governors members on the 2018 Founders Award Committee.



**Carleton**  
UNIVERSITY

Canada's Capital University

<b>Document Name:</b>	Executive Committee - Terms of Reference
<b>Executive Officer Assigned:</b>	The President
<b>Approval Authority:</b>	Board of Governors (on recommendation from Executive and Governance Committees)
<b>Date Document Approved:</b>	<del>December</del> <u>March</u> <del>Februray</del> 201 <u>8</u> <del>6</del>
<b>Mandatory Review Date:</b>	<del>December</del> <u>March</u> <del>February</del> 20 <u>20</u> <del>18</del>

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## **COMMITTEE'S ROLE - OVERVIEW**

The Executive Committee is established as a standing committee of the Board of Governors by the General Bylaws of the University<sup>1</sup>. The primary role of the Executive Committee is the exercise of any or all of the powers of the Board between meetings of the Board, the consideration of matters to be brought before the Board, setting the Board agenda, and the exercise of Board delegated authority on the matters described in these Terms of Reference.

## **COMMITTEE RESPONSIBILITIES**

### **1. Power of Decision Between Board Meetings**

The Executive Committee shall have general power at any time between meetings of the Board to exercise any or all of the powers of the Board<sup>2</sup> except as limited by S. 8.01(c) of the By-law. ~~and shall submit Minutes of its meetings to the Board at the next Board meeting<sup>3</sup>.~~

### **2. Delegated Powers**

The Executive Committee has specifically been delegated the Board's powers in respect of the following matters<sup>4</sup>:

#### **a. Labour Relations:**

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<sup>1</sup> General Bylaws, Section VIII – Executive Committee ~~and Powers of the Board~~, Section 8.01

<sup>2</sup> General Bylaws, Section VIII – Executive Committee and Powers, Section 8.01 (c)

<sup>3</sup> General Bylaws, Section VIII – Executive Committees of the Board, Section 8.01(c)

<sup>4</sup> General Bylaws, Section VIII – Executive Committee and Powers, Section 8.01 (d)

- a. Mandates and settlements arising from labour negotiations;
  - b. Ratification of a Memorandum of Agreement to a labour contract;
  - c. Receive reports of pending rights arbitrations or the results of such arbitrations;
  - d. Consider such other labour relations matters as are presented to the Committee by the President, from time to time, and;
  - e. Develop and approve the process and procedures related to the matters described in sections a through c above, as reflected in Appendix 2 hereto.
- b. Non-Unionized Employees:**
- a. Examine compensation for, and terms and conditions of work for, employees excluded from bargaining units and not included in the terms of reference of the Executive Compensation Subcommittee;
  - b. Consider such other matters affecting non-unionized employees as are presented to the Committee by the President, from time to time.
  - c. Establish, set terms of reference for, and oversee the Executive Compensation Subcommittee.
- c. Pension Matters:**
- a. Examine recommendations from the Pension Committee and make such recommendations to the Board as deemed appropriate.
- d. Board Committees:**
- a. Appointment of Board members to any of the standing or *ad hoc* committees of the Board of Governors;
  - b. Review proposals from Senior Administration or Governance Committee for additional standing or ad hoc committees that may be required from time to time.
- e. General:**
- a. Receive reports, for information, from the President on Appointments and Leaves, and;
  - b. Exercise such other delegated authority as is bestowed on the Committee by the Board.

## **PROCEDURES OF THE BOARD**

The Executive Committee in exercising the powers described in these Terms of Reference is governed by the regulations and practices contained in the General Bylaws.

Where time and circumstances permit, decisions will be deferred to be made or approved by the Board at an the open or closed session as appropriate. Decisions which are delegated to the Executive Committee (as specified above and in the General Bylaws) will be made by the Committee as appropriate.

## **MINUTES AND REPORTS**

The Executive Committee will provide Minutes of its meetings to the Board at the next Board meeting immediately following the minutes approval. The Chair of the Board will provide a report at Board Meetings as appropriate.

## **MEMBERSHIP**

The Committee shall be composed of the Chancellor, the President, the Chair of the Board, the Vice-Chair of the Board, The Past Chair of the Board, either the Chair or Vice-Chair of each of the standing committees of the Board and such other persons as the Board may from time to time appoint<sup>5</sup>.

## **QUORUM**

A quorum for meetings of the Executive Committee shall consist of one-half the number of members of the Executive Committee plus one, present in person, by teleconference, or by videoconference, at least one of whom shall be the Chancellor, President or the Chair of the Board<sup>6</sup>.

## **Revisions and Approvals:**

- 689<sup>th</sup> Meeting, Sept. 22/15 – approved date change; deferred formal review until completion of By-law review in Spring 2016
- 599<sup>th</sup> Meeting of the Board, December 1, 2016 – approved date change, added Past Chair of the Board as voting member of the committee.

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<sup>5</sup> Section 8.01(a) of the General Bylaws provides that the Committee shall be composed of the Chancellor, the President, the Chair of the Board, the Vice-Chair of the Board, either the Chair or Vice-Chair of standing committees and such other persons as the Board from time to time may appoint.

<sup>6</sup> General Bylaws, Section VIII – Executive Committee and Powers, Section 8.01(b)

**Joint Minutes of the Finance and Building Program Committee  
Tuesday, November 14<sup>th</sup>, 2017 at 1:00 p.m.  
Room 2440R, Richcraft Hall**

<b>Present:</b>	Mr. B. Wener, Co-Chair	Ms. L. Honsberger
	Mr. D. Craig, Co-Chair	Mr. N. Nanos
	Ms. D. Alves, Vice-Chair	Dr. A. Summerlee
	Mr. E. Berhe (phone)	Mr. A. Ullett
	Dr. C. Carruthers	Ms. L. Watson
	Mr. P. Dinsdale	Ms. C. Young
	Mr. G. Farrell	
<b>Staff:</b>	Ms. S. Blanchard	Mr. S. Levitt
	Ms. A. Goth (Recording Secretary)	Mr. M. Piché
	Dr. R. Goubran	Dr. J. Tomberlin
<b>Guests:</b>	Mr. D. Boyce	Mr. R. Simm, KPMG (phone)
	Ms. L.A. Daly (phone)	Mr. T. Tattersfield
	Mr. K. Evans (phone)	Mr. B. Travers, KPMG
	Dr. P. Merchant (phone)	
<b>Regrets:</b>	Dr. F. Afagh	Mr. J. Durrell, Vice-Chair
	Ms. G. Courtland	Ms. C. Gold

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**1. CALL TO ORDER AND CHAIRMAN'S REMARKS**

The meeting was called to order at 1:00 p.m. Mr. Wener and Mr. Craig were co-chairing the meeting as the Chairs of the Finance and Building Program Committees, respectively. The main purpose of the meeting was outlined as to have an in-depth discussion and review of the potential Dominion Chalmers United Church acquisition.

**2. DECLARATION OF CONFLICT OF INTEREST**

The Chairs asked if anyone on the Committee felt the need to declare a conflict of interest regarding any of the items on the agenda. No conflicts were declared.

### **3. APPROVAL OF AGENDA**

It was moved by Mr. Dinsdale and seconded by Dr. Carruthers that the agenda of the Joint Finance and Building Program Committees be approved, as presented. The motion carried.

### **4. ITEMS FOR INFORMATION**

#### **4.1 Major Construction and Deferred Maintenance Projects Update**

A working paper, Capital Expenditures Report and Major Capital Projects Budget Report were circulated in advance. Both committees regularly receive updates on the capital projects expenditures. The Capital Expenditures Report provides a detailed update project by project.

The Health Science Building has been delayed but is on track to have the natural gas and emergency generator in place by February 2018. The project remains on budget. The vivarium installation is complex with a double-wall construction and humidity control. The system will be tested and CCAC approvals for operation are expected in early April 2018. The delay in moving the mice and rats and could impact graduate student work. As a mitigation measure, the agreement with the University of Ottawa Animal Care Facility is being extending until the end of April 2018. The President will also be addressing with the key contingencies involved. Management is working with the Chairs to facilitate further extensions and looking for ways to off-set student expenses such as tuition fees. Other considerations are loss of income for the delay and the cost of living.

The ARISE project is also delayed and the SIF funding was discussed. The government is providing monthly allocations towards the project. Monthly updates are provided by Carleton to the government on what has been received and spent on the project. It was asked how the federal funds flow and the committee was advised that the funds flow as progress payments throughout the period of construction.

The design for the 5<sup>th</sup> floor of the Nicol Building as an optional part of the tender for the building is being completed. It is likely that the building will go to tender the end of January and by late April building construction will begin.

### **5. ITEMS FOR DELIBERATION & APPROVAL**

#### **5.1 Dominion Chalmers Church**

The Report on the Proposal for the facilitated purchase of the Dominion Chalmers United Church by Carleton University and seventeen appendices were circulated in advance.

The President remarked that he wished that the process for consideration of this purchase could have been done differently. Mr. Piché was thanked for his continued time and effort on this project. It was stressed that there is a need to decide the direction of this project due to the time and effort put in by management. In the President's opinion, the purchase should move forward because: 1) the faculty and students are in much need of space; 2) it would support SMA3 metrics; 3) operating cost would be offset by renting the space and there are a number of committed renters; 4) there would be a negative impact on Carleton's reputation and communication; and 5) the facility would be designed on behalf of and for the community which is one of the founding principles of Carleton.

Page 2 of the report outlines a number of caveats that will need to be addressed with the most significant being changing the zoning of the facility to institutional use. The city has assured that they can fast track this process but it is much debated if this is possible or even a good thing to do. The project also has local MPPs support.

It was clarified that the report was authored by Dr. Summerlee and the appendices are gathered by management and the church with appendix 6 being an analysis from KPMG on the proposed church purchase.

It was asked if the internal staff in both Risk Management and Finance were consulted and had input into both the main report, the risk register and the KPMG report. Mr. Piché advised the Committees that internal staff in Risk Management and Finance were consulted and had reviewed and commented on the reports.

The Phase 1 Environmental Study was discussed. There were contaminants from a nearby dry cleaners but not on this property and there is possible oil tank contamination. Other near-by properties might have caused contamination to flow through to the property, but a Phase 2 Environmental Study will be needed to determine this. Asbestos, contaminants, and lead were found during the Environmental Study and will need to be addressed during renovations. The Committee was advised that the asbestos in the building is in a stable state (non-friable) but an inventory of the asbestos and the occupants will be informed. There is potential that the pipe insulation is in a non-stable or friable state and this will need to be address and removed when the building is taken over. It will be an additional expense, but it will depend on the amount of the renovations done to the building. Any found contaminants will be considered as part of the negotiated price of the building. In addition, it was noted that the potential liability from previous owner and current owner needs to be investigated.

The Committees were advised that it was expected majority of the caveats outlined on page 2 of the report can be dealt with relatively quickly with the exception of the zoning process.

It was noted that a building assessment including a roof assessment is needed to determine long-term issues that will need to be repaired over the next 10 years.

There is a risk to taking on a heritage building but management believed this can be mitigated. It was suggested that a heritage conservation study be done and a conservation/restoring approach be taken. The proposed study would set the parameters for the next 10 – 30 years for the building. This cost is not included in the current finances but would not be overly expensive and could inform the process going forward. With a heritage building there is a need to be cautious about the amount of renovations done to the building or onerous and expensive Building Code obligations could be triggered.

The air rights of the dome was discussed. It was stated that if ever the air rights were needed they could be transferred in order to build.

Seismic considerations were discussed. The building is in an earthquake zone and is not up to current Building code requirements, which provides inherent risks. However most Ottawa buildings in the same area present the same risk. Vibration and balcony concerns were raised. Caution was advised on any assembly use or rhythmic performances in this space. A study of the loading and capacity of the balcony is needed to address if any repairs or upgrades are required to ensure it can be used safely.

The main resources for students will remain on campus and accessibility and transportation between the church and main campus was discussed. It was questioned if management had any studies of the issue or the extent of the concern and the impact on scheduling from the students. We currently have programs in other parts of the city such as the BIT program which is a joint program with Algonquin College. Scheduling works to ensure that the time needed to move between campuses within a day is limited and with this project they will endeavour to do something similar. Additionally, music students are currently organizing transportation of themselves and instruments across downtown for master classes and having a central location is expected to be beneficial for music students.

The motivation for this project was discussed. I.e. is this a project for the community or space for Carleton? It was indicated that it is definitely both. The facility will provide space for a recording studio which is sought by programs. Some of the activities of the programs will move off-campus and that will allow Carleton to expand current and future programming. The facility will also allow for community interactions. Community engaged scholarship is a metric for the Strategic Mandate Agreement 3. This facility will allow experiences and activities for students to engage in and with the community. Some of the activities at the facility (such as the active Church) will not be linked to academic programs but academic programming will be the driving force.

Questions were asked whether the use of the space by the Faculty of Arts and Social Sciences (FASS) will the faculty's need for space. The Committees were advised that

space will address a specific designated need by the Faculty and will free up space on campus for other programs.

It was discussed that there is an opportunity in the future to build a condo or retirement home on the property or mixed use building with live-work space for graduate students as examples. It was countered that there is potential space on campus for such uses towards Bronson Ave or Dow's Lake.

The Committees were advised that Church see themselves as a long-term tenant in the facility and want to continue to serve their congregation. The parts of the facility they will use will have to be negotiated with an exit arrangement. The church would like a 50-year lease agreement. However, Carleton would like to see a five to ten year renewable option. There was a discussion about who is the owner of the church – Dominion Chalmers United congregation or the United Church of Canada. Carleton will need to see any agreements between the two to ensure that any conditions are agreed upon as part of a purchase and sales agreement. A land registry would give an answer to whom is on the title of the land and who has the legal right to sell the property.

Management advised the Committees that it would be very costly to build a performance space, recording studio on campus and that an on campus location there would provide very little opportunity to off-set operating costs of building. Management advised that if we do not proceed with the purchase of the Dominion Chalmers United Church there may be a need to close the music program and not offer music as an elective for other programs.

It was requested that management prepare a report of the true internal costs thus far for the project. Mr. Piché was asked that if the Province of Ontario did not provide \$5 million towards the purchase of the facility would management still recommend that the purchase go ahead. Mr. Piché advised yes.

Mr. Travers attended to speak to the KPMG report which provided a forecast/proforma, and a proposed management structure of business trust. There was a discussion about the value of using a business trust. A business trust would only be needed if the charitable status of the university was effected by the project. Mr. Travers advised that Carleton University purchasing the facility to help support its mission would uphold its charitable status therefore a business trust is not required. It will be important for Carleton to have documentation to show the background of the purchase and that it was purchased to support academic purposes for financial purposes and taxes. The parking revenue if a third party is used may present a risk but two concepts allow for revenues of charitable organizations: 1) if related to the business e.g. campus parking, and 2) if it is use of excess capacity e.g. use on weekends or athletic games. If Carleton was proposing to build or purchase something not directly related to the academic mission then a business trust would need to be considered.

Donations associated with the purchase were discussed. It was indicated there is no obligation to pay the funds back to the donors if the facility is sold in the future. It was noted that the facility provides fundraising potential for Carleton such as room or space naming and funding for specific student or faculty projects.

There are positive benefits of the facility for Carleton and for marketing in general. The space can be used for student recruitment and to potentially attract Canada Research Chairs. There is an ability to market the facility both inside and outside of Ottawa.

It was decided that there needs to be a common measure of what defines success including metrics for the facility to be deemed successful by the Board.

It was moved by Mr. Ullett and seconded by Mr. Dinsdale to recommended that Carleton University proceed to negotiate and draft an agreement of purchase and sale and lease agreement for the Dominion Chalmers United Church property subject to the appropriate closing conditions and caveats, including:

- a) That the negotiated purchase price must be within the scope of the grant funds provided by the Province and the monies donated to the University for the project to ensure there are no additional capital funds required for either the purchase or renovations of the property;
- b) Receiving written confirmation from the Crabtree Foundation of their donation of \$2M to support the required renovations for the facility;
- c) A condition for environmental assessment reports and other investigative reports to be done including a structural assessment of the balcony to determine that it can withstand the anticipated load and assessment of asbestos and other potential containments in the facility all to the sole satisfaction of Carleton;
- d) Identification of the specific space that will be used by the Church Authorities, the University and the remaining space that will be available to rent to tenants;
- e) lease terms to be negotiated with the Church Authorities for a renewable lease for a term not to exceed 5 to 10 years in length with specific conditions on the process for renewal and for termination of the lease at Carleton's sole discretion on a defined period of reasonable notice (i.e. six months) as recommended by legal counsel;
- f) Clear provisions in the agreement of purchase and sale allowing the University to terminate at its discretion as recommended by legal counsel;
- g) An approved financial plan for the facility demonstrating operating costs and the estimates of rentals to off-set costs including lease agreements with potential tenants;

- h) A condition that the agreement of purchase and sale would not be binding unless all required planning applications for the uses intended by Carleton for the property, including an official plan and Zoning Amendment, as recommended by counsel are approved and all appeal periods have expired and all conditions of approval are to the sole satisfaction of Carleton;
- i) A re-examination of the roof renovations costs and the timing of required renovations to the roof;
- j) Management to provide for approval a clear definition of and the metrics for success of the project;
- k) An estimated cost for approval and completion of a heritage conservation study and all other studies as well as consultant work required for the project;
- l) The agreement of purchase and sale and lease agreement to be prepared by legal counsel and to include all appropriate legal terms and conditions as recommended by counsel including and not limited to those already identified in the legal opinion;
- m) The drafts of the agreement of purchase and sale and lease agreement to be approved by the Executive Committee; and
- n) Final Board approval of the purchase is required following the closing conditions being met in the agreement of purchase and sale.

The motion passed with 11 votes in favour and 2 abstentions (C. Carruthers and N. Nanos).

## **5. IN-CAMERA SESSION**

An in-camera session was not held.

## **6. OTHER BUSINESS**

No additional business was raised.

## **7. ADJOURNMENT**

It was moved by Ms. Alves and seconded by Mr. Carruthers to adjourn the meeting at approximately 3:30 p.m.



**Carleton**  
UNIVERSITY

**Canada's Capital University**

**Minutes of the 291<sup>st</sup> Meeting of the Finance Committee  
Tuesday, November 14<sup>th</sup>, 2017 at 4:00 p.m.  
Room 2440R, Richcraft Hall**

**Present:** Mr. B. Wener, Chair  
Ms. D. Alves, Vice-Chair  
Mr. F. Afagh  
Dr. C. Carruthers  
Mr. P. Dinsdale  
Mr. G. Farrell  
Ms. L. Honsberger  
Mr. N. Nanos  
Dr. A. Summerlee

**Staff:** Ms. S. Blanchard  
Mr. D. Boyce  
Ms. A. Goth (Recording Secretary)  
Dr. R. Goubran  
Mr. S. Levitt  
Ms. A. Marcotte  
Ms. N. Merriman  
Mr. M. Piché  
Mr. B. Springer  
Mr. T. Sullivan  
Dr. J. Tomberlin  
Mr. B. Winer

**Regrets:** Ms. C. Gold

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**1. CALL TO ORDER AND CHAIRMAN'S REMARKS**

The meeting was called to order at 3:59 p.m. The Chair welcomed the new members to the committee and the staff and management of the University introduced themselves.

**2. DECLARATION OF CONFLICT OF INTEREST**

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest regarding any of the items on the agenda. No conflicts were declared.

**3. APPROVAL OF AGENDA**

It was moved by Ms. Alves and seconded by Mr. Farrell that the agenda of the 291<sup>st</sup> meeting of the Finance Committee be approved, as presented. The motion carried.

#### **4. APPROVAL OF MINUTES**

##### **4.1 Minutes of the previous meeting**

Minutes of the 290<sup>th</sup> Finance Committee and Joint Finance and Building Program Committees meeting held on September 19, 2017 were circulated. It was moved by Mr. Dinsdale and seconded by Ms. Honsberger that the minutes be approved, as presented. The motion carried.

##### **4.1.1 Business Arising- Completion of the 5<sup>th</sup> floor of the Nicol Building**

From the time the original project scope for the Nicol Building was put forward, the Sprott School of Business has grown and the need for space for entrepreneurial studies has increased. To maximize space for faculty and graduate students the tender for the building will be put forward with the option of completion of the 5<sup>th</sup> floor. If additional funds are required, the proposal will be brought to the Finance Committee for consideration. A justification for completion of the 5<sup>th</sup> floor of the new Business/Classroom Building was presented to the Executive Committee on September 24, 2017.

#### **5. ITEM(S) FOR APPROVAL**

##### **5.1 Investment Committee Membership**

A working paper and the terms of reference for the Carleton University Investment Committee were circulated in advance.

The working paper outlined the backgrounds of the three individuals under consideration.

Mr. Afagh moved and it was seconded by Mr. Nanos, to approve the following individuals as members of the Investment Committee effective December 1, 2017: Christopher Dyrda for a three-year term, Linda Schweitzer for a one-year term and Bill Wolfenden for a three-year term (reappointment), as presented. The motion carried.

#### **6. ITEM(S) FOR INFORMATION**

##### **6.1 Investment Report for the Endowment**

A working paper was circulated in advance.

Ms. Betsy Springer, Director, Pension Fund Management presented an overview of the Carleton University Endowment Fund. The fund is comprised of three subsidiary funds – the General Endowment which makes up 93% (or \$240.3 million at September 30, 2017) of the endowment and is where most donations are directed, and

two smaller, single manager funds- the Sprott Bursary fund and the Jarislowsky Chair in Water and Global Health. The Sprott Asset Management (SAM) equity mandate within the General Endowment was terminated in June 2016. Exhibit A (in the working paper) shows the returns over a five-year period and indicates strong returns.

It was noted that the infrastructure variance (-13.9%) was quite high. The University only recently retained Brookfield and as a result there will be a J curve effect with the payment of fees on the full investment at the beginning but that will equalize overtime. A rebalancing of assets into other areas such as fixed income might be considered.

## 6.2 Retirement Plan Report for year end June 30<sup>th</sup>, 2017

A working paper was circulated in advance.

Ms. Betsy Springer, Director, Pension Fund Management gave a presentation with an overview of the Retirement Plan Report – update for plan year ending June 30, 2017. The Pension Benefits Act of Ontario requires the Plan to have a sponsor and an administrator and Carleton University fills both of these roles. The administration is delegated to the Pension Committee and recommendations of the committee must be approved by the Board of Governors. All parties involved in the administration of the plan must act as fiduciaries in the best interest of all plan members. The Pension Committee is composed of two ex officio members, five plan members and one individual appointed by the Board of Governors. All decisions are made by consensus. This structure is unique.

The plan is a money purchase account (similar to an RRSP) with a minimum defined benefit guarantee. At retirement, the pension is calculated two ways – individual money purchase account and defined benefit formula. There are approximately 2,000 active plan members, 500 deferred members (i.e members who left Carleton but keep their pension money here), and 13,000 retirees.

To date, there have been three rounds of temporary provincial pension solvency relief. This relief has made the plan sustainable as otherwise contributions would have to be increases or benefits reduced.

There is a pilot project between the Council of Ontario Universities and OCURA called the JSPP initiative which Guelph, Queen's and U of T are participating in discussions. Should the initiative be introduced province wide, the impact on the Carleton Plan is not known but it is likely that there will be different benefits, increased contributions for the employees and employers and a change to our current governance structure (Pension Committee).

The actuarial valuation was filed in March 2017 and is filed every three years. Overall, Carleton is in a good position financially, management of the plan and a

reserve set aside for solvency. Carleton has been very candid and transparent with employees about the plan and Pension Fund Management has recently been doing a series of information sessions about the pension.

ACTION: Ms. Springer to report back to the committee regarding the Finance Committee responsibilities versus the Pension Committee's responsibilities to the members.

### 6.3 Update on the 2017/18 Operating Budget Results & Framework for the 2018/19 Operating Budget

A presentation was circulated in advance.

The projected enrolment numbers are positive which will likely increase revenue. Ongoing financial risks were outlined which included: ongoing labour negotiations with CUASA and CUPE 2424, Bill 148 – Fair Workplaces, Better Jobs Act and the new Pension Plan Framework. Bill 148 is not in effect currently but will likely come into law in January 2018 and will affect: leaves, benefits, equal pay and minimum wage rate.

The annual planning process was outlined and includes the Board Retreat where a strategic planning framework was defined. In December and January, the internal management will be working on sharing high-level initiatives, identifying potential synergies and areas for cross-functional collaboration, SMA priorities and Strategy moving forward. After this internal work is completed management will be able to report back to the Board of Governors. It is likely that another meeting of the Finance Committee will be needed before March to approve the budget framework and will need to be included in the work plan. The February Board meeting will have the approval of the budget framework.

The 2016 – 2022 planning assumptions include a frozen enrolment over time. The break-even point for the revenue versus expenditure will be in 2022/23 and will leave no funds for infrastructure or special projects. This shows that leveraging our assets is important and needed. The enrolment corridor for funding can be renegotiated with the province in 2020 and we need to be proactive and ready.

The appendix of the presentation includes a summary of the metrics that will need to be managed for the SMA2 and lead into the SMA3. There was a discussion that the Board of Governors should get an update on KPIs and SMA metrics annually using a scorecard that can focus the board's attention.

Mr. Piché, Vice-President (Finance and Administration) gave a presentation on the 2016/2017 budget and the planning framework for 2017/2018.

**7. IN-CAMERA SESSION**

An in-camera session was not held.

**8. OTHER BUSINESS**

No additional business was raised.

**9. ADJOURNMENT**

It was moved by Dr. Carruthers and seconded by Ms. Honsberger to adjourn the meeting at approximately 5:20 p.m.



*Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.*

**Carleton University Senate  
Meeting of January 26, 2018 at 2:00 p.m.  
Senate Room, Robertson Hall**

**MINUTES**

**Attending:** F. Afagh, S. Ajila, A. Barclay, A. Bellerive, S. Blanchard, A Bowker, L. Callaghan, C. Carruthers, A. Chandler, W. Clement, J. Coghill, D. Deugo, T. Di Leo Browne, A. Dodge, C. Dogan, L. Dyke, J. Erochko, M. Esponda, R. Goubran, E. Grant, N. Grasse, J. Green, P. Gunupudi, B. Hallgrimsson, A. Hassan, E. Hitsman, W. Horn, F. Hosseinian, W. Jones, J. Kovalio, E. Kwan, D. Long, K. Lumsden, A. Maheshwari, C. Miller, J. Miller, H. Nemiroff, M. Neufang, D. Nussbaum, Z. Parkkari, J. Paulson, M. Piche, A. Plourde, M. Rooney, D. Russell, A. Shotwell, D. Siddiqi, E. Sloan, P. Smith, A. Summerlee, S. Taylor, J. Tomberlin, J. Wolfart, C. Young.

**Guests:** Z. Clayden, J. C. Prent, J. Shields [nominees]

**Recording Secretary:** Kathy McKinley

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**1. CALL TO ORDER**

The Chair called the meeting to order at 2:00 p.m.

**2. APPROVAL OF AGENDA**

It was **MOVED** (C. Miller, J. Paulson) that Senate approve the agenda for the meeting of Senate on January 26, 2018, as presented.

The motion **PASSED**.

### 3. APPROVAL OF MINUTES

It was **MOVED** (M. Neufang, C. Miller) that Senate approve the minutes of the Open Session of the Senate meeting on November 24, 2017, as presented. The motion **PASSED**.

### 4. MATTERS ARISING

There were none.

### 5. CHAIR'S REMARKS

**a) Smudging at Senate** – One of the new Senators, who is Anishinaabe, has offered to perform a short smudging before Senate to promote the values of good governance, truth, reconciliation, and comradery. This is an important activity that Senate would like to include, while being mindful of sensitivities to smoke that some Senators may have. The Senate Office will circulate more information prior to the next Senate meeting as decisions around this activity are finalized.

**b) Sexual Assault Awareness Week** – Many events and activities on campus supported this initiative over the past week. More than 3,000 people engaged in training and other activities centred around awareness and reporting of sexual assault. A summary report is expected and will be published. Some issues with the language in the policy remain, and these will be addressed following a broad consultation with students across campus. The Chair thanked Equity Services for their leadership on this issue.

**c) Department of University Communications** – The Chair recognized the efforts of the Department of University Communications in reporting on the Federal Budget and on recent activities of the provincial government that are of interest to Carleton. We are anticipating announcements with the provincial government around research and employment opportunities for people with disabilities, which is key strength of our university.

**d) Department of University Advancement** – The Chair reported that the Carleton University Campaign is proceeding well. He praised members of the Board of Governors for their leadership in supporting the campaign.

**e) SIPC Retreat** – Next Week the SIPC (Strategic Integrated Planning Committee) retreat will frame issues around the budget and budget development. Consistency of information across platforms will be at the center of discussions, as will supporting students, graduation and retention rates, and communication processes in general.

## **6. QUESTION PERIOD (Chair)**

There were no questions submitted in advance or from the floor.

## **7. MOTION RE: SENATE EMERGENCY ACADEMIC RESPONSE COMMITTEE (J. Paulson)**

It was **MOVED** (J. Paulson, J. Wolfart) that Senate revoke all authority of the Senate Emergency Academic Response Committee until such time as Senate clarifies the circumstances under which the President may invoke an emergency.

There was no discussion of the motion. 21 voted in favour, and 25 were opposed. The motion **FAILED**.

One Senator asked for clarification on whether or not a strike on campus would be considered an emergency. The Chair agreed that a strike would be a campus emergency, but not one that would suspend Senate's ability to act. A strike is not a Senate emergency, and would not, in itself, be enough to cause the President to call the SEARC into existence.

The Chair noted that the Senate Academic Governance Committee is still working on the constitution and other issues of SEARC.

## 8. ADMINISTRATION (Clerk of Senate)

### a) Senate and Senate Committee appointments

The Clerk noted that many of the vacant positions for Graduate Students on Senate Standing Committees have been filled since the last Senate meeting. In addition, one retiree and one faculty member have been nominated for vacancies on committees and three undergraduate students have been elected to Senate.

It was **MOVED** (D. Russell, C. Miller) that Senate ratify the new Senate and Senate Committee appointments, as presented.  
The motion **PASSED**.

#### Discussion:

The Clerk was asked to clarify the Senate policy for appointing or approving members to Senate and Senate Standing Committees. The Clerk explained the current student appointments as a continuation of the process that began last fall. A Call for Nominations was circulated via CASG and GSA, and elections were held in cases where there was more than one candidate for a position. The Clerk agreed to provide a rationale explaining the process with any future lists of appointments circulated to Senate.

**b) CUASA** – There were four (4) appointments contrary to advertising policy in the collective agreement. (This announcement was for information purposes only.)

**c) Response to previous question regarding majority votes in Senate:** The Clerk clarified when a simple majority is needed to decide a vote, and when a 2/3 majority of those present is required.

- Most motions require a simple majority of those voting. This is the default rule for majority votes on motions.
- Some motions, such as a waiver of notice, or a motion to close or limit debate, require a 2/3 majority of those present to pass.

## 9. REPORTS

### a) SAPC Senate Academic Program Committee (Tomberlin)

The committee prepared an omnibus motion to cover 19 major modifications for existing programs, all of which have been approved by Faculty Boards and have passed through the Quality Assurance process before coming to Senate.

It was **MOVED** (J. Tomberlin, W. Clement) that Senate approve the major modifications as presented with effect from Fall 2018. The motion **PASSED**.

Modifications included in the omnibus motion are listed below for information:

- Major modifications to the Bachelor of Arts in Sociology (Honours, Combined Honours) programs as presented with effect from Fall 2018.
- Major modifications to the Mention Français program in Sociology & Anthropology as presented with effect from Fall 2018.
- Major modification to the Certificate in Public Service Studies as presented with effect from Fall 2018.
- Major modifications to the Bachelor of Arts in Religion program as presented with effect from Fall 2018.
- Introduction of the Interdisciplinary Public Affairs (IPAF) courses as presented with effect from Fall 2018.
- Major modifications to the Bachelor of Information Technology, Information Resource Management program as presented with effect from Fall 2018.
- Introduction of the Bachelor of Journalism, Concentration in Health Science program and independent project course as presented with effect from Fall 2018.
- Major modification to HLTH4909 as presented with effect from Fall 2018.
- Major modifications to the Bachelor of Arts in Film Studies program as presented with effect from Fall 2018.
- Major modification to the minor in Disability Studies as presented with effect from Fall 2018.

- Introduction of the specialization in Digital Humanities to the Master of Arts in Canadian Studies program as presented with effect from Fall 2018.
- Introduction of the specialization in Data Science to the Master of Information Technology program as presented with effect from Fall 2018.
- Introduction of the specialization in Data Science to the Master of Arts in History program as presented with effect from Fall 2018.
- Introduction of the specialization in Data Science to the Master of Arts in Psychology program as presented with effect from Fall 2018.
- Major modification to the Master of Philanthropy and Non-Profit Leadership program as presented with effect from Fall 2018.
- Major modification to the Masters programs in Sustainable Energy as presented with effect from Fall 2018.
- Major modification to the PhD in Canadian Studies program as presented with effect from Fall 2018.
- Major modification to the PhD in Canadian Studies with a specialization in Political Economy program as presented with effect from Fall 2018.
- Major modification to the PhD in Public Policy with a specialization in Political Economy program as presented with effect from Fall 2018.

Discussion:

The committee was asked if there had been any dissent at lower levels of approval, or if there were any issues arising at these levels that Senate should be aware of. The Chair of SAPC assured Senators that there were no concerns at SAPC, SCCASP or CUCQA.

Several Senators also commended the committee for removing courses that were no longer taught from several of the programs.

## **9. REPORTS (continued)**

### **b) SCCASP Senate Committee on Curriculum, Admission and Studies Policy (H. Nemiroff)**

The Committee presented four motions for approval.

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve the revisions to R UG-2.2 for the 2018/19 Calendar as presented.  
The motion **PASSED**.

It was **MOVED** (H. Nemiroff, C. Miller) that Senate approve the inclusion of BIT recommended courses in the 2018/19 Calendar as presented.  
The motion **PASSED**.

It was **MOVED** (H. Nemiroff, L. Dyke) that Senate approve the Journalism program changes for the 2018/19 Calendar as presented.  
The motion **PASSED**.

It was **MOVED** (H. Nemiroff, W. Clement) that Senate approve the additional high school French Admissions requirements for the Specialization in French and Francophone Studies in the BGIInS degree for the 2018/19 Calendar as presented.  
The motion **PASSED**.

## **9. REPORTS (continued)**

### **c) Senate Committee on Student Awards**

It was **MOVED** (D. Russell, A. Shotwell) that Senate approve the list of new awards and changes to existing awards, as presented.  
The motion **PASSED**.

#### Discussion:

Senators expressed appreciation for the work that Advancement has done on these awards. Several Senators requested clarification of the process involved in endowing an award, or changing its terms. The Chair agreed to invite Advancement to Senate to provide a presentation on student awards, to clarify the process, and answer specific questions that Senators may have.

## **10. REPORTS FOR INFORMATION**

The following reports were submitted for information.

### **a) Senate Executive Committee Minutes**

1. August 29, 2017
2. October 17, 2017
3. November 14, 2017

### **b) Senate Committee on Curriculum, Admission and Studies Policy**

1. Final Glossary for 2018-19 Calendar
2. Course Program Minor Modifications for 2018-19  
(Undergraduate and Graduate)

There was no discussion.

## **11. OTHER BUSINESS**

There was no other business.

## **12. ADJOURNMENT**

The meeting was **ADJOURNED** at 2:33 pm.