



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 610th Meeting of the
Board of Governors**

**Thursday, May 24th, 2018 at 4:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

PRESENT:	Ms. D. Alves	Mr. G. Farrell	Dr. E. Sloan
	Mr. E. Berhe	Mr. D. Fortin	Ms. L. Honsberger
	Dr. C. Carruthers (Chair)	Mr. O. Javanpour	Dr. A. Summerlee
	Mr. D. Craig	Dr. I. Lee (late)	Mr. T. Tattersfield (Past Chair)
	Ms. L. A. Daly	Dr. P. Merchant	Mr. A. Ullett
	Mr. J. Durrell	Mr. N. Nanos (Vice-Chair)	Ms. L. Watson
	Mr. K. Evans	Mr. J. Nordenstrom	Mr. B. Wener
		Ms. N. Prowse	Ms. C. Young (phone)
REGRETS:	Dr. F. Afagh	Mr. P. Dinsdale	Mr. L. Harrington
	Ms. G. Courtland	Ms. C. Gold	Ms. R. Stiles
STAFF:	Ms. S. Blanchard	Ms. A. Deeth	Mr. S. Levitt
	Ms. J. Conley	Ms. A. Goth (Secretary)	Mr. M. Piché
	Mr. D. Cumming	Dr. R. Goubran	Mr. T. Stewart
			Dr. J. Tomberlin

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.

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. Tattersfield moved, and Mr. Javanpour seconded, that the Open Agenda of the 610th 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:

Item(s) for Approval:

- Minutes of the previous meeting and business arising from the minutes

Item(s) for Information:

- Minutes from Building Program, and Community Relations and Advancement Committees
- The Environmental Health and Safety Annual Report
- Minutes from March Senate

Ms. Daly moved, and Ms. Alves seconded, that the Open Consent Agenda be approved, as presented. The motion carried.

5. ITEMS FOR EDUCATION & RESEARCH STRATEGIC INITIATIVES

5.1 Employability and Experiential Learning Update (S. Blanchard)

Ms. Blanchard was introduced to give a presentation on Employability and Experiential Learning funding provided by the Ministry of Advanced Education and Skills Development (MAESD) for new initiatives. In the last couple of months, increased funding has been provided to really differentiate Carleton.

Career Ready Fund – Stream 1 funding (over two years) was received in November 2017. The proposal included the Faculty of Public Affairs, Sprott School of Business, Faculty of Science, Student Experience Office, Career Services and Co-operative Education all working towards a set of initiatives across the university to increase experiential learning opportunities. An area of increase was international internships abroad for students. Carleton started with a small number last year and slowly increased the number of students participating. Problem based learning and partnering with businesses are being explored.

Career Ready Fund – Stream 2 (one-year funding), received in March 2018 was used to refresh branding and build strong relationship with businesses and employers. Carleton is employing a multi-disciplinary approach to co-operative education and extra-curricular activities.

Create Career Ready is seeking to make jobs accessible (placements) for students with disabilities. Carleton differentiated themselves with accessibility opportunities for employment. The project is a multifaceted collaboration between Career Services, Paul Menton Centre and the READ Initiative. The placements are subsidized part-time and partial subsidized during the full-time hours in the summer. This acts as an incentive for employers to support (tools and understanding) students with disabilities. Encouraging students on campus (300) to seek placements in the Ottawa-region.

The David C. Onley Initiative for Employment and Enterprise was launched on May 4, 2018 (just prior to the election), is for \$5M over two years. This initiative is for students at all Ottawa institutions (colleges and universities) for employment opportunities in the Ottawa-area. MAESD saw this initiative as being led by Carleton but bringing in other institutions. Awareness, outreach and partnerships are needed to place students.

The Ontario Postsecondary Access and Inclusion Program (OPAIP) funding from MAESD for student initiatives (\$1.5M over three-years) through a competitive process. Historically there was a first-generation inclusion program to support different mechanisms and the province decided to work towards more specific initiatives and to assist underrepresented populations to attend university. Carleton decided to build upon the Enriched Support Program to get support and transition students into a full degree program. Peer support, writing tutor and study strategies are being used to help student transition into a program.

The number of co-operative education classes increased every year by about 10%. The increased awareness with employers and trending will to continue the positive relationship with employers and provide opportunities for our students.

Employability for Carleton's students with disabilities is on-par for employability and graduation rates. Carleton's team has the expertise, dedication and commitment to employability.

6. OPEN – ITEM(S) FOR APPROVAL

6.1 Board of Governors Award for Outstanding Community Achievement

A working paper was circulated in advance. A story featuring the recipient Christian Robillard was circulated at the meeting.

Ms. Daly, Chair of the Community Relations and Advancement Committee introduced the item, noting that the Board Award Jury met on February 26th, 2018 and they reviewed ten applications for the Board of Governors for Outstanding Community Achievement.

The individual chosen by the Jury is involved in philanthropy, Mr. Robillard, is a strong Carleton ambassador. The award will be presented during June convocation.

Ms. Daly moved, Mr. Craig seconded to approve Christian Robillard as the recipient of the 2018 Board of Governors Award for Outstanding Community Achievement, as presented and recommended by the Board Award Jury and the Community Relations and Advancement Committee, as presented. The motion carried.

6.2 Nicol Building – Award of Contract

Documentation providing clarification and explanation of the difference in the cost estimates and proposed tender budget were circulated in advance. Mr. Trevor Stewart also joined the meeting to answer questions on the tender results.

The Board of Governors approved the budget for the Nicol Building at its October 5th, 2017 at a cost not to exceed \$48M, based on the cost estimates provided by the firm Turner and Townsend. It was noted that Carleton has a high level of classroom utilization (90%), and this building will provide, much needed space for the Sprott School of Business, additional classroom space to bring the utilization rate closer to 80%. The Nicol Building will be built in P2 across from the Health Sciences Building and once constructed a new quad will be developed to create a welcoming space.

The initial funds for the project will be provided by the \$10M donated from Wes Nicol (now worth \$11.8M), \$8M appropriated from the 2017-18 operating budget, and \$28.2M from the accumulated funds in the Capital Reserve Fund.

On November 14, 2017, the Finance Committee was informed that the tender results would include the build-out of the previous shelled-off 5th floor with an increased cost which was not specified.

Using the MERX system six contractors were prequalified to bid on the project. Five bids for the construction were received. One of the contractors did not submit a bid because of overcommitment to construction in Ottawa. Using the low bid \$53.5M, the total cost of the project is estimated at \$65.1M. Management reviewed the bid with the contractor and the cost-estimator. Additional costs come from the fit-up of the 5th floor, additional soft costs, construction and increased material costs for the whole building. Uncertainty around tariffs and increase has caused steel and material prices to increase dramatically as well. The construction market in Ottawa is also tight due to major projects around the city, including on Parliament Hill.

The Building Program Committee and the Finance Committee held a joint meeting (May 22nd, 2018) to discuss to tender results. The contractors all had an increase in pricing for labour, materials and subtrades. There was a significant discussion concerning numbers provided by the cost estimate and the ability to estimate more accurately complex projects and tight designs on specific sites. There is protection/contingency in the overall

price for cost overrun. Management is exploring ways to find cost savings that will not affect the overall look of the building.

Management recommended proceeding with a revised \$65.1M price (representing an increase of \$17.1M) on the understanding there will be a continued effort to find cost savings with the contractor. A potential place for savings is in the form work of the building. A bubble form will be used which will put spaces in the concrete. This technique has not been used in the Ottawa area but is routinely used in Toronto. This accounts for a \$1.8M difference in cost for a standard building. The spread between bids was \$4-5M and indicates valid prices for the construction in the current market, with the specific materials and finishes, etc. We rely on the expertise of our cost estimating company to provide better warning and mitigated the price shock. It is likely that the steel companies are using the uncertainty around tariffs to justify a price increase.

A fixed price contract will be negotiated. Management also recommends that the additional \$17.1M comes from the capital reserve fund and it will be replenished over the coming years. As a result the possible University Centre project, which is at very preliminary exploratory stage, may be delayed.

The Nicol Building will provide teaching and learning spaces that are unique to experiential learning, problem-based learning, and entrepreneurship. It will not be just the business school as the needs of the students and faculty will be integrated with the rest of campus which speaks to the nature of the business school that has always been heavily integrated into campus life.

Mr. Wener moved, and Mr. Craig seconded, to approve the construction of the Nicol Building at a cost not to exceed \$65.1M, and management proceed to negotiating a stipulated fixed-price contract and the additional funds for the construction to come from the Capital Reserve Fund, as presented. The motion carried.

7. OPEN-ITEMS FOR INFORMATION

7.1 Report from the Chair (C. Carruthers)

A verbal report was provided by Dr. Carruthers. The governors were reminded to complete the 2018 Board Assessment. The assessment is critical for the Board's governance. Thank you to those members that completed the assessment.

The members were reminded of the end-of-year board dinner and the members first opportunity to meet new president Benoit-Antoine Bacon. Interim President Summerlee will also be recognized at the dinner.

7.2 Report from the President (A. Summerlee)

A written report, a report from the Office of the Vice-President (Students and Enrolment) and the Carleton Energy Master Plan was circulated in advance. The senior administration and the board members were thanked for their support on the Dominion Chalmers United Church purchase.

Interim President Summerlee alerted the Board that due to the labour disruption, Carleton might have up to 5% fall in enrolment in 2018/19. Carleton's offers out to the 105's (non-traditional Ontario high school students) were delayed and are subject to a more complicated process that takes a lot of one-on-one support and staff time to get the offers out.

Spring convocations are coming up June 12 – 15 and all are very welcome to attend.. The honorary degrees being awarded at Convocation are: Helen Clark, Gilles Patry, Jayne Stoyles, Catherine Frazee, Peter Buckley, Gordon Hicks, Steven Davis, and Gerison Lansdown.

A primer on bargaining process was provided for the board to take them through the normal steps in the process. Interim President Summerlee advised that a considerable amount of the president's time has been set-aside to assist with transition of Dr. Bacon

The Director of Equity is retiring mid-year but this has been part of the transition plan for the office.

The commitment to action on self-identification for Indigenous faculty, staff and students was recognized. Assistance was offered by Mr. Dinsdale as he has experience in this area from various institutions.

7.3 Update on Comprehensive Campaign (D. Fortin)

A brochure was circulated in advance.

Dr. Summerlee gave an update as of April 30, 2018 (fiscal year-end). Credit was given to the Advancement team, Ms. Conley, Ms. Chea and Mr. Fortin for raising \$41.5M for 2017/2018 which is double previous years and a considerable achievement. It also reflects the considerable support provided by members of the Board with peer-to-peer and collaborative approaches. There are also considerable ongoing efforts to get to the campaign goal/target of \$300M. The type of campaign is agile and does not follow the norm of campaigns and depends on engagement of peers. 23,000 new donors and 16,000 have attended events. Sustainment is needed to continue to gain support funds from generous donors.

Mr. Nordenstrom's leadership for the Clean Economy Fund was noted as a significant achievement of \$870,000. Mr. Javanpour was recognized for his tireless support, and outreach for the Zelikovitz Centre.

The leadership of the President in championing the campaign was noted.

7.4 Committee Chair Updates

a) *Building Program* (D. Craig)

The Building Committee met on March 5th and will be meeting on May 3rd, and in a joint meeting with Finance later in May. The May agenda items include the Health and Safety Report, an update on Dominion Chalmers United Church purchase (a final agreement is being completed), project management improvements, transportation and parking, Health Sciences Building update (building and fit-up), ARISE Building (building and fit-up), and Nicol Building (tender results).

b) *Community Relations & Advancement* (L.A. Daly)

The Committee met on May 14th and were scheduled to meet for a Talk Exchange in March which was cancelled due to the strike. The Committee was updated on reputation enhancement, student experience and engagement and campaign advancement. Ms. Blanchard reported on increased provincial funding. Advancement reported on the fundraising campaign. In December, the School of Journalism and the department of communication paired to create a digital only publication that is distributed to 17,000 homes and business called Community Connections (Centre Town News). Linda Ann was thanked for her excellent chairmanship of the committee over the last year.

c) *Finance Committee* (B. Wener)

The Finance Committee has reviewed the operating and ancillary budgets for 2018/19, student fees, and is maintaining a watch on the budgets of ongoing capital projects.

c) *Governance Committee* (K. Evans)

The Governance Committee will be meeting in May to discuss update and amendment to the academic governance of the university (joint policy of senate and the board). Review of this document will clear the way to complete the amendment of the portion of the bylaws that relate to senate. The board self-assessment results were discussed, and the best practices review with a focus on

frequency and format of meetings, training and orientation of members, and board recruitment. The committee is currently seeking out a consultant for the best practices review and the president designate is interested in getting involved in the review. The report is expected to be prepared for the retreat in the fall.

d) *Nominating Committee* (C. Carruthers)

The next meeting is in June and transition and the new board members will be approved as part of the membership. 166 persons applied for the vacant positions. The Chair and Vice-Chair will be meeting with three potential candidates to discuss the time commitment, skill set and preferences and will be bringing two new candidates forward at the June 28th meeting for approval.

8. OPEN – OTHER BUSINESS

No additional business was raised.

9. OPEN – QUESTION PERIOD

No additional questions were raised.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

It was moved by Mr. Wener, seconded by Mr. Javanpour to adjourn the open session of the board at approximately 5:42 pm.