

**CONSENT AGENDA  
to the Open Agenda of the 612<sup>th</sup> Meeting of the Board of Governors**

**Tuesday, September 25<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 611<sup>th</sup> meeting on June 28, 2018

**4.2 ITEM(S) FOR INFORMATION**

**4.2.1 Committee Minutes**

- a) Finance Committee
  - 293<sup>rd</sup> Meeting, April 18, 2018

**4.2.2 Standing Committee Membership**

**4.2.3 Insurance Report**

**4.2.4 Update on Major and Minor Construction Projects**

**4.2.5 Board Work Plan and Schedule of Meetings**



**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 611<sup>th</sup> Meeting of the  
Board of Governors**

**Thursday, June 28th, 2018 at 4:00 p.m.  
Room 2440R Richcraft Hall, Carleton University**

<b>PRESENT:</b>	Dr. F. Afagh	Mr. G. Farrell	Mr. J. Nordenstrom
	Ms. D. Alves	Mr. D. Fortin	Ms. N. Prowse
	Mr. E. Berhe	Ms. C. Gold (phone)	Ms. R. Stiles
	Dr. C. Carruthers (Chair)	Mr. L. Harrington	Dr. A. Summerlee
	Ms. G. Courtland	Ms. L. Honsberger	Mr. A. Ullett
	Mr. D. Craig	Mr. O. Javanpour	Ms. L. Watson
	Ms. L. A. Daly	Dr. I. Lee (4:27 pm)	Mr. B. Wener
	Mr. P. Dinsdale	Mr. N. Nanos (Vice-Chair)	Ms. C. Young
	Mr. K. Evans		
<b>REGRETS:</b>	Mr. J. Durrell	Dr. E. Sloan	Mr. T. Tattersfield
	Mr. P. Merchant		
<b>STAFF:</b>	Ms. S. Blanchard	Mr. D. Cumming	Mr. S. Levitt
	Ms. J. Conley	Ms. A. Goth (Secretary)	Mr. M. Piché
		Dr. R. Goubran	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.

**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. Javanpour moved, and Mr. Craig seconded, that the Open Agenda of the 611<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:

Item(s) for Approval:

- Minutes of the previous meeting and business arising from the minutes
- Nik Nanos and Alaine Spiwak as members of the Chancellor Search Committee

Item(s) for Information:

- Report from the Office of the Vice-Provost and Associate Vice-President (Academic)
- Minutes from Governance Committee
- Minutes from May Senate Meeting

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

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

##### **5.1 Strategic Integrated Plan Updated**

A presentation was provided in advance of the top key performance indicators. President Summerlee was introduced to give a verbal update. It is expected that the incoming President will want to renew the strategic integrated plan.

All goals have been completed with the exception of research excellence (theme 2). It was known that this would be a significant stretch goal but it is important to recognize that Carleton has seen positive increases in the metrics related to research. Dr. Goubran was congratulated on helping Carleton see significant increases in funding from granting agencies, infrastructure grants and many research partnerships.

It was noted that there has been significant growth in the overall graduate student satisfaction while undergraduate student satisfaction continued to grow. The undergraduate satisfaction survey is done annually, and the graduate student satisfaction survey is completed every three years (completed last in 2017).

It was asked if the survey's indicate the level of satisfaction relative to the field of study they are enrolled in or the student's employability. Ms. Blanchard responded that there are two main survey's used by Carleton which include: a) CUSC which measures if the students are satisfied with advising and services; and b) NSSE which measures student engagement, experiential learning opportunities, etc.

## **6. OPEN – ITEM(S) FOR APPROVAL**

### **6.1 Academic Governance of the University Joint Policy**

A working paper and revised joint policy were circulated in advance.

The Clerk of Senate was introduced to speak to the policy. The changes to the policy are to facilitate the inclusion of students in the election process and bring the policy up to date including the ability for Senate to meet on short notice, the ability to consider routine matters via email between meetings as well as removing appendixes which outlined committee membership and nomenclature.

The Chair of the Governance Committee summarized that the policy has been reviewed by the Governance Committee and is recommended for approval by the Board of Governors. The policy outlines the working of the Senate including composition and procedures. The policy complements the Bylaws which has a Senate section. With the policy updated, the Governance Committee will now have the ability to review and propose amendments to the complimentary Senate sections of the Bylaws in 2018/19.

The Chair of the Board recognized and thanked Dr. Russell for this service as Clerk of Senate.

Mr. Wener moved, and Mr. Evans seconded, to approve the modification of the Academic Governance of the University Joint Policy, as recommended by the Governance Committee and the Senate, as presented. The motion carried.

### **6.2 Advisory Committee on the Provost and Vice-President (Academic)**

A working paper and appointment guidelines were circulated in advance.

At the request of the President Designate, it has been requested to commence the process to search for new Provost and Vice-President (Academic).

The committee composition elected includes:

- President and Vice-Chancellor (Chair) Benoit-Antoine Bacon
- Two community-at-large members of the Board – Lynn Honsberger and Peter Dinsdale recommended
- One member of the staff of the University – TBD
- One professional librarian – Janice Scammell
- One full-time tenured faculty from each of the Faculties:
  - o Faculty of Engineering and Design – Adrian Chan
  - o Faculty of Science – Patrice Smith
  - o Sprott School of Business – Howard Nemiroff

- Faculty of Arts and Social Sciences – Mike Brklacich
- Faculty of Public Affairs – Mary Francoli
- One senior administrator and one Dean – Suzanne Blanchard and Pauline Rankin
- One undergraduate student and one graduate student - TBD

Mr. Farrell moved, and Mr. Harrington seconded, to approve Lynn Honsberger and Peter Dinsdale as the community-at-large members of the Board of Governors to serve on the Provost and Vice-President (Academic) Advisory Committee, as presented. The motion carried.

## **7. OPEN – ITEM(S) FOR INFORMATION**

### **7.1 Report from the Chair (C. Carruthers)**

A verbal report was provided by Dr. Carruthers. The Chair thanked all board members and members of administration that have been supportive to his role as Chair. The Chair noted that it was a rewarding and tremendously interesting experience with much accomplished over the last two years.

### **7.2 Report from the President (A. Summerlee)**

A written report on the President's performance review, a story about the Dominion Chalmers United Church, a succession plan and a self-assessment of the Interim President's performance for 2017/18, as well as a report from the Vice-President (Students and Enrolment) were circulated in advance.

Mr. Levitt was thanked for his due-diligence in negotiations with the Dominion Chalmers United Church which is now officially owned by Carleton University. In the Fall there will be an update on the activities of the facility.

Enrolment targets are down 3.7% but are trending to reduce this deficit. Ms. Blanchard and her team were thanked for their efforts to increase enrolment. The largest pressure point at the moment is the Bachelor of Arts program.

The eight convocation ceremonies were very successful and there is a plan to follow-up with all honorees to ask for their assistance towards the completion of the Comprehensive Campaign.

A memo was distributed regarding Education City which is a collaboration between Carleton University, University of Ottawa, Algonquin College and La Cité. It began with "stackable" academic programs but has moved beyond this to a) individualized programming; b) developing research shops; c) access for indigenous students; d) improving opportunities for students with disabilities; e) collaboration on administrative

services; f) branding Ottawa as a destination city for education and supporting international students. The four institutions will be meeting in October 2018 to continue discussions.

A Self-Assessment of the Performance of the Interim President was presented with five objectives and a series of goals outlined. All items are either completed or in progress. The President also outlined several issues that arose that were unexpected during the year as well as personal scholarship and activities. The performance was sound with many highlights and a major lowlight of the CUPE 2424 strike. Thanks was given to the executive of CUPE 2424 for working with Carleton to find ways to reintegrate back to work.

The Chair thanked Dr. Summerlee for his contributions to Carleton University. The report provides a better understanding of the role and activities of the President.

The Chair noted the increase in the number of students applying for OSAP due to the change in policy by the government, importance of student scholarships and bursaries (a portion of which has been funded by the operating surplus), and mental health support which is led by the Office of the Vice-President (Student and Enrolment). Ms. Blanchard and her team were thanked for their exemplary service.

The new issue of the *Eureka!* Magazine was produced by the Carleton's Department of University Communications in collaboration with and for the Faculty of Science.

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

A report from University Advancement was circulated in advance.

The campaign total is \$270,160,776 as at June 21<sup>st</sup>. The timeline to complete the campaign (\$300,000,000) is in the next year. University Advancement continues to work with Michael Sinkus who has helped with strategy for the campaign with a distributed champion structure and will help formulate the campaign completion. The *Here for Good* ethos is being developed as a continuing development theme following the campaign completion with Derrick Feldmann.

Homecoming/Throwback is scheduled for September 10 – 15 with the various events outlined in the report.

Dr. Summerlee was thanked for his tremendous efforts in fundraising with results well above previous years in the campaign.

It was asked when the next campaign would be commenced. The current thinking around campaigns is that this will be the last large campaign and Carleton will instead be in

continuing (perpetual) campaign mode annually. The campaign is used to increase annual funds coming into the institution by raising the profile of the university. The theme of *Here for Good* is important to continue to the level of support and increase those interested in contributing to the institution.

#### 7.4 Committee Chair Updates

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

Mr. Craig, the Chair of the Committee was introduced to give an update. The committee last met on May 3<sup>rd</sup> to consider the Dominion Chalmers United Church, received updates on construction on the ARISE Building, Nicol Building, Health Sciences Building, received the annual Health and Safety Report and an update on Capital Project Management improvements.

The Dominion Chalmers United Church is now officially owned by Carleton University and the negotiating team was thanked for finalizing the contract. A business model is being developed for operation of the facility.

At the last Board meeting the Nicol Building was approved for construction at a revised budget of 65.1 M and a ground breaking was held on June 19<sup>th</sup>.

Mr. Piché gave a further update that a letter of intent has been signed with R.E. Hein including a reduction in the cost of \$2M as required by the Board of Governors. Construction on site has begun including digging and relocating the gas line.

The ARISE Building construction continues with the exterior of the building being completed. The Building Program Committee was thanked for their input into the exterior design as it will be beneficial to the look and feel of the building. Substantial completion is planned for September 2018 with an official opening in mid-October 2018 recognizing all funders.

The Health Sciences Building floors 4 and 6, design has been completed with extensive consultation with faculty, staff and students. Substantial completion is planned for October 2019.

Recruitment continues for an Assistant Vice-President, Facilities Management and Planning with two short-listed candidates. Follow-up interviews and meetings with key individuals are being scheduled in the coming weeks.

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

The committee had not met since the last Board of Governors meeting. The recipient (Christian Robillard) of the Board of Governors Award for Outstanding Community Achievement will be joining the Board members for dinner this evening.

*c) Finance Committee (B. Wener)*

The Finance Committee has not met since last board meeting. Funds have been put towards capital projects as indicated by the Building Program committee report. All liabilities have been met and the budget is sound.

*c) Governance Committee (K. Evans)*

The Governance Committee had a meeting on May 24<sup>th</sup> to discuss a best practices review which will engage an external consultant. The committee also discussed the 2017/18 Board Assessment Results which had close to 100% response rate. The results were positive and informative.

The request for quote/proposal for the best practices review has been developed and two individuals (who are highly qualified) returned with quotes. Mr. Levitt and Ms. Goth will be reviewing the quotes with the Chair of the Board and the Chair of the Governance Committee and schedule meetings with the consultants to choose the successful proponent. The work of the review will be completed over the summer with a report to the Governance Committee and the full Board of Governors in October 2018.

**8. OPEN – OTHER BUSINESS**

The Board of Governors thanked Dr. Summerlee for his service, time, effort and concrete results for Carleton University as he hit the ground sprinting and was a tour de force in terms of what he accomplished this year as Interim President and Vice-Chancellor.

Dr. Carruthers was thanked for his exceptional volunteer Chairmanship for the Board of Governors. Dr. Carruthers put in countless hours and effort into his service to Carleton.

It was noted that Carleton University is lucky to have exemplary individuals such as Dr. Carruthers and Dr. Summerlee to devote their energy and expertise as top-quality people to move the institution forward.

**9. OPEN – QUESTION PERIOD**

No questions were brought forward for discussion.



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

It was moved by Mr. Ullett, seconded by Mr. Harrington to adjourn the open session of the board at approximately 4:44 pm.

**Minutes of the 293<sup>rd</sup> Meeting of the Finance Committee  
Wednesday, April 18<sup>th</sup>, 2018 at 1:00 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 (phone)  
Ms. C. Gold (phone)  
Ms. L. Honsberger  
Mr. N. Nanos  
Dr. A. Summerlee

**Staff:** Ms. S. Blanchard  
Ms. A. Goth (Recording Secretary)  
Dr. R. Goubran  
Mr. S. Levitt  
Ms. A. Marcotte  
Mr. M. Piché  
Mr. T. Sullivan  
Mr. B. Wener

**Regrets:** Mr. G. Farrell

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

The meeting was called to order at 1:01 p.m. The meeting is the last scheduled meeting of the 2017/18 board year. There is likely to be another meeting scheduled before the end of June.

**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 Dr. Afagh and seconded by Ms. Honsberger that the agenda of the 293<sup>rd</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 292<sup>nd</sup> Finance Committee were circulated in advance. It was moved by Ms. Alves and seconded by Dr. Afagh that the minutes be approved, as amended. The motion carried.

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

##### **5.1 Presentation and Approval of the Operating Budget 2018/2019**

A presentation, report and working paper were circulated in advance.

Mr. Piché, Vice-President (Finance and Administration) gave a presentation outlining the proposed operating budget including planning process, enrolment projections, 2018/2019 budget overview (revenue and expenditures), budget allocations, financial projections from present to 2022-2023, a period during which operating expenses are projected to exceed operating revenues, capital investment, reserves and pension plan funding. There was significant buy-in, effort and involvement in the creation of the operating budget based on strategic priorities.

There was a discussion regarding the number of confirmations of applicants. There has been a slight delay in the number of confirmations of non-high school students due to the labour distribution as they require manual processing.

The percentage of government grants that make up the total budget continues to decrease year to year with a higher percentage of revenues coming from tuition fees. While the tuition fees have increased, there is an increasing amount of government subsidies resulting in most students having free or low tuition costs. It was asked for future presentations that the number of students with subsidized tuition be identified. For those students receiving OSAP (Ontario only), the grants doubled this year to approximately \$34M.

There was a conversation about conservative budgeting and the challenges with financial projections, including the need to maintain a balanced budget. Management expressed confidence that there is sufficient amount of contingencies in the budget.

The number of full-time tendered professors versus contract instructors teaching courses was discussed.

It was moved by Ms. Alves and seconded by Dr. Afagh to recommend the approval of the 2018/2019 Operating Budget, as presented. The motion carried.

## 5.2 Student Association Fees 2018/2019

A working paper was circulated in advance.

It was noted that the Graduate Student Association (GSA) held a referendum in March 2018 to institute a new \$1.31 per semester fee to support the Carleton University Student Emergency Response Team (CUSERT). The referendum participation rate to approve the new fee was 6.5%, below the required 15% threshold (required by the Board in previous years). Therefore the fee was excluded from the recommended 2018-19 fees. Administration will inform GSA that fee has not been recommended for approval due to turn out below an acceptable threshold. An ancillary protocol was created and agreed to by CUSA but GSA has refused. The matter will be referred to the Executive Committee of the Board for further discussion.

It was moved by Dr. Summerlee and seconded by Dr. Afagh to recommend the approval of the 2018/2019 Student Association Fees for implementation on September 1<sup>st</sup>, 2018, as presented. The motion carried.

## 5.3 Statement of Investment Policies and Procedures (SIPP) for the Retirement Fund

A working paper and report was circulated in advance.

Ms. Betsy Springer, Director, Pension Fund Management gave an overview of the SIPP for the Retirement Fund. The SIPP sets the parameters for how the Pension Fund is invested. The assets that support the Pension Plan go into the Pension Fund. The SIPP sets-out the asset mix for the Fund, eligible types of investments, defines the mandates for the managers, names the investment counsel, return expectations and benchmarks. The SIPP is reviewed and approved by the Pension Committee and Board of Governors (recommended by the Finance Committee) annually. The June 30, 2018 SIPP was approved by the Pension Committee on March 8, 2018.

The changes to the SIPP include:

- The inclusion of the hiring of a global small cap equity manager which is Brandes with a \$60M mandate.
- A change in the definition of a small-cap stock to remove limitations in larger capital markets
- A change in the materiality threshold for related party transactions from 3% of the market value to 1% (due to the increased market value of the fund). The current market value of the fund is \$1.2B, therefore the threshold is \$12M.

The University is the Administrator of the Pension Plan and has delegated the tasks to the Pension Committee, which is documented in the plan text.

Recommendations from the Pension Committee flow back to the Board of Governors (through the Finance Committee). If an item brought forward to the Board is declined it would go back to the Pension Committee for reconsideration.

The University also acts as the Sponsor of the Pension Plan. Setting of the contributions to the plan is done by the Administrator of the plan.

The Chair recognized the Pension Management Office for their dedication.

It was moved by Dr. Carruthers and seconded by Mr. Nanos to recommend the approval of the Statement of Investment Policies and Procedures for the Retirement Fund, as at June 30th, 2018, as presented. The motion carried.

#### 5.4 Dominion Chalmers United Church

A memo outlining progress and appendices were circulated in advance.

Management advised that all caveats identified by the Board of Governors at the December 2017 Board meeting have been met with the exception of the finalization of the agreement with the Church, as negotiations are ongoing.

Mr. Levitt was invited to give an update on the ongoing negotiations with the Dominion Chalmers United Church. Mr. Levitt continues to work with external counsel on the Agreement of Purchase and Sale and the lease agreement. The Supplemental Phase 2 Environmental Assessment results have returned with an estimated remediation cost of \$495,000. The Church has decided to obtain a review of the phase 2 results to prepare its own estimated cost of the remediation. The remediation cost is likely to have an effect on the overall purchase price and further negotiation is needed. There is an ability in the contract to terminate the lease agreement with the Church after the first year of the lease by providing 12 months notice.

The \$5M from the provincial government (MAESD) has been received. The funds are being held in Carleton's lawyers trust account in an interest bearing account. If the purchase does not go forward the funds will be returned.

The external source of funds such as the Crabtree Foundation, BMO and "Others" described in the memo have been received, receipted and advised that if the purchase does not go forward the funds will be returned. The \$0.3M "Under negotiations" will not be received until the purchase of the church is complete.

For 2017/2018, \$300,000 has been appropriated in operating costs to cover the universities share of the facility. It is recognized that 2018/2019 will be a transition year.

A report was requested to the Finance Committee to outline all the costs of acquiring the property including but not limited to the environmental assessments, external legal costs, risk assessment, etc. The costs are being tracked.

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

### **6.1 Update on 2017/2018 Operating Surplus**

A working paper was circulated in advance.

Additional salary savings (\$1.2M per week due to the labour disruption) were offset by higher expenses in security and monitoring (\$300,000), legal and temporary help (\$0.25) and the Pension settlement (\$0.5M). The net savings is about \$3.4M. A more detailed accounting will be provided as part of the year-end closing process.

### **6.2 Update on Capital Projects**

A capital expenditure report was circulated in advance.

Management continues to ensure that deficiencies identified in the Health Sciences Building are addressed. The building is moving into the final stages of completion of the vivarium. At the request of the Building Program Committee, a report on the deficiencies and change orders is being created by external consultants. The fit-up of the 4<sup>th</sup> and 6<sup>th</sup> floor is going to tender.

The Nicol Building tender results are expected to be finalized shortly.

## **7. IN-CAMERA SESSION**

An in-camera session was held.

## **8. OTHER BUSINESS**

### **8.1 Master of Social Work Students**

There were a number of students at the door during the meeting regarding the payment of tuition during unpaid placements. This issue will be reviewed and reported back to the committee. It was asked if there be consideration to not publish the closed meetings of the committees on the board website.

## **9. ADJOURNMENT**

There being no further business, it was moved by Mr. Nanos, seconded by Dr. Summerlee to adjourn the meeting at approximately 2:49 pm.

## Board Member Committee Membership 2018-2019

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### EXECUTIVE COMMITTEE

The Committee shall be comprised 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.

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|---------------------------------|---------------------------------|
| ▪ Nik Nanos, <b>Chair</b>       | ▪ Ken Evans (Governance)        |
| ▪ Dan Fortin, <b>Vice-Chair</b> | ▪ Peter Dinsdale                |
| ▪ Chancellor - VACANT           | ▪ Lesley Watson                 |
| ▪ Benoit-Antoine Bacon          | ▪ Jim Durrell                   |
| ▪ Dale Craig (Building)         | ▪ Lynn Honsberger               |
| ▪ Bob Wener (Audit & Finance)   | ▪ Debra Alves                   |
| ▪ Jay Nordenstrom (CR&A)        | ▪ Chris Carruthers (Past Chair) |

**Executive Officer for this Committee:** President Bacon

### Executive Human Resources/Compensation Subcommittee:

The Chair of the Board and four other Executive Committee members as determined by the Executive Committee from time to time.

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|----------------------------|---------------------------------|
| ▪ Dan Fortin (Chair)       | ▪ Chris Carruthers (Past-Chair) |
| ▪ Jim Durrell (Vice-Chair) | ▪ Lynn Honsberger               |
| ▪ Nik Nanos                | ▪ Elinor Sloan (Faculty)        |

**Executive Officer for this Committee:** Michel Piché, Vice-President (Finance and Admin)

### BOARD SENATE REPRESENTATIVES

- |               |                           |
|---------------|---------------------------|
| ▪ Ken Evans   | ▪ Nik Nanos               |
| ▪ Beth Creary | ▪ Konrad von Finckenstein |

## Board Member Committee Membership 2018-2019

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### AUDIT COMMITTEE

The Committee shall be comprised of up to eleven members appointed by the Board, including the Chair and Vice-Chair of the Committee. The following shall be *ex-officio* members of the Committee: the Chancellor, the Board Chair, the Board Vice-Chair, and the President and Vice Chancellor.

**\*\*Only those members of the Committee who are community-at-large members shall be entitled to vote.**

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|---|--|
| ▪ Bob Wener, <b>Chair</b>                 | ▪ Christina Gold (CAL)                   |
| ▪ Lynn Honsberger, <b>Vice-Chair</b>      | ▪ Oliver Javanpour (CAL)                 |
| ▪ Benoit-Antoine Bacon, <b>ex officio</b> | ▪ Debra Alves (CAL)                      |
| ▪ Nik Nanos, <b>ex officio</b>            | ▪ Gregory Farrell (CAL)                  |
| ▪ Dan Fortin, <b>ex officio</b>           | ▪ Jonathan Malloy (Faculty) – non-voting |
| ▪ Chancellor - VACANT                     |  |

**Executive Officer for this Committee:** Michel Piché, Vice-President (Finance & Admin)

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### BUILDING PROGRAM COMMITTEE

(Up to 12 members including the Chair and Vice-Chair of the Committee and ensure that a sufficient number of Committee members shall have expertise in such areas as project management, architecture and design, and construction. The following shall be *ex-officio* members of the Committee: the Chancellor, the Board Chair, the Board Vice-Chair and the President and Vice Chancellor.)

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|---|---------------------------------|
| ▪ Dale Craig, <b>Chair</b>                | ▪ Greg Farrell (CAL)            |
| ▪ Lesley Watson, <b>Vice-Chair</b>        | ▪ Gina Courtland (CAL)          |
| ▪ Benoit-Antoine Bacon, <b>ex officio</b> | ▪ Elise Wohlbold (Grad Student) |
| ▪ Nik Nanos, <b>ex officio</b>            | ▪ Art Ullett (Staff)            |
| ▪ Dan Fortin, <b>ex officio</b>           | ▪ Patrice Smith (Faculty)       |
| ▪ Chancellor - VACANT                     |                                 |

**Executive Officer for this Committee:** Michel Piché, Vice-President (Finance & Admin)

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## Board Member Committee Membership 2018-2019

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### COMMUNITY RELATIONS & ADVANCEMENT COMMITTEE

Appropriate representation from all constituencies (no limit on membership).

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|---|--------------------------------------|
| ▪ Jay Nordenstrom, <b>Chair</b>           | ▪ Pradeep Merchant (CAL)             |
| ▪ Elinor Sloan, <b>Vice-Chair</b>         | ▪ Jonathan Malloy (Faculty - Senate) |
| ▪ Benoit-Antoine Bacon, <b>ex officio</b> | ▪ Taylor Arnt (UG)                   |
| ▪ Nik Nanos, <b>ex officio</b>            | ▪ Alaine Spiwak (Grad)               |
| ▪ Dan Fortin, <b>ex officio</b>           | ▪ Gail Garland (Alumni)              |
| ▪ Nina Karhu (Staff)                      |                                      |

*The following people have been extended a standing invitation to each CR&A meeting as they are available. They do not have any voting privileges:*

- ADV - Jean Teron

#### Executive Officers for this Committee:

- Suzanne Blanchard, Vice-President (Students & Enrolment) - STUD
- Don Cumming, Director, University Communications - COMM
- Jennifer Conley, Chief Advancement Officer - ADV

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### FINANCE COMMITTEE

The Committee shall be comprised of up to eleven (11) members appointed by the Board, including the Chair and Vice-Chair of the Committee. The following shall be *ex-officio* members of the Committee: the Chancellor, the Board Chair, the Board Vice-Chair, and the President and Vice Chancellor.

- |   |                             |
|---|-----------------------------|
| ▪ Bob Wener, <b>Chair</b>                 | ▪ Christina Gold (CAL)      |
| ▪ Debra Alves, <b>Vice-Chair</b>          | ▪ Lynn Honsberger (CAL)     |
| ▪ Benoit-Antoine Bacon, <b>ex officio</b> | ▪ Oliver Javanpour (CAL)    |
| ▪ Nik Nanos, <b>ex officio</b>            | ▪ Greg Farrell (CAL)        |
| ▪ Dan Fortin, <b>ex officio</b>           | ▪ Jonathan Malloy (Faculty) |
| ▪ Chancellor - VACANT                     | ▪ Yvonne Osagie (Undergrad) |

#### Executive Officer for this Committee:

Michel Piché, Vice-President (F&A)

## Board Member Committee Membership 2018-2019

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### GOVERNANCE COMMITTEE

(Chair and Vice-Chair of the Board, President and Chancellor not less than two nor more than three representatives of the community, one Alumni, one student representative whether graduate or undergraduate, one representative from the academic and library staff and one representative from University staff who is not a member of the academic or library staff)

- |   |                                 |
|---|---------------------------------|
| ▪ Ken Evans, <b>Chair</b>                 | ▪ Konrad von Finckenstein (CAL) |
| ▪ Peter Dinsdale, <b>Vice-Chair</b>       | ▪ Ian Lee (Faculty)             |
| ▪ Benoit-Antoine Bacon, <b>ex officio</b> | ▪ Art Ullett (Staff)            |
| ▪ Nik Nanos, <b>ex officio</b>            | ▪ Gail Garland (Alumni)         |
| ▪ Dan Fortin, <b>ex officio</b>           | ▪ Taylor Arnt (Undergrad)       |
| ▪ Chancellor - VACANT                     | ▪ Alaine Spiwak (Grad)          |

**Executive Officer for this Committee:**

Amanda Goth, University Secretary  
Steven Levitt, General Counsel

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### NOMINATING COMMITTEE

Shall include: the Chair, the Vice-Chair, the Past Chair, the President, a student member, an academic staff member, an administrative staff member and two community-at-large members.

- |   |                                    |
|---|------------------------------------|
| ▪ Nik Nanos, <b>Chair</b>                 | ▪ Oliver Javanpour (CAL)           |
| ▪ Dan Fortin, <b>Vice-Chair</b>           | ▪ Patrice Smith (Faculty - Senate) |
| ▪ Chris Carruthers, <b>Past-Chair</b>     | ▪ Ian Lee (Faculty)                |
| ▪ Benoit-Antoine Bacon, <b>ex officio</b> | ▪ Elise Wohlbold (Grad)            |
| ▪ Pradeep Merchant (CAL)                  | ▪ Yvonne Osagie (Undergrad)        |
| ▪ Beth Creary (CAL)                       | ▪ Nina Karhu – (staff)             |

**Executive Officer for this Committee:**

Amanda Goth, University Secretary

<b>To:</b>	Finance Committee	<b>Date of Report:</b> 8/1/2018
<b>From:</b>	Vice-President (Finance and Administration)	<b>Date of Meeting:</b> 9/7/2018
<b>Subject:</b>	Insurance Report	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

## 1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

## 2.0 MOTION

This report is for information only.

## 3.0 EXECUTIVE SUMMARY

To comply with the University's risk management policy, the University transfers its liability and property risks to various insurers, thus reducing its financial risk from catastrophic liability and property losses. The Liability and Building and Contents exposures are transferred to the Canadian University Reciprocal Insurance Exchange (CURIE), while excess liability and specialized property exposures are transferred to the commercial insurance market. In 2017/18, total insurance premiums were \$1,103,729, compared to \$1,131,822 in 2016/17 a decrease of 2.48%. Appendix A provides details concerning Carleton policy coverage and premiums.

During 2017/18, seven claims were submitted to CURIE. There were three slip and fall claims, one failure to educate loss and one class action under the Liability policy, all of which are under investigation or in litigation at this time. Two water damage claims were reported to CURIE and in both cases, it appears damage will be below the University's deductible.

In addition to the claims reported to CURIE, there were five claims reported to non-CURIE insurers. Two claims were reported under the University's Automobile policy, two claims were reported under the Non-Owned Automobile policy and one claim was reported under the Boiler and Machinery policy. All claims are in the process of being closed.

The outlook for 2018/19 is for a moderate increase of between 2-3 per cent for all lines of insurance.

## 4.0 INPUT FROM OTHER SOURCES

Information for this report was sourced from CURIE Financial Statements and the insurance policy documents provided by the insurers on risk management.

## **5.0 ANALYSIS AND STRATEGIC ALIGNMENT**

As part of the University's stewardship of resources, a comprehensive risk-financing program is procured annually, to minimize the University's exposure to liability and property risks.

Effective January 1, 1988, as an alternative to the commercial insurance market, which at that time, had imposed large premium increases and reduced coverage, Canadian universities, formed a self-insurance organization called the Canadian Universities Reciprocal Insurance Exchange (CURIE). CURIE is a self-managed co-operative composed of sixty-four Canadian universities and colleges that insures property and liability risks. Appendix A provides a summary of the University's risk-financing (insurance) program.

The year 2017 marked the fifth year of CURIE's sixth, five-year underwriting cycle. In July of 2017, Carleton University agreed to continue to participate as a member of CURIE for the CURIE VII underwriting period, which runs from January 1, 2018 to December 31, 2022. See Appendix B for an overview of CURIE's results for the year-ended December 31<sup>st</sup>, 2017.

## **6.0 FINANCIAL IMPLICATIONS**

In 2017/18, total insurance premiums were \$1,103,729, compared to \$1,131,822 in 2016/17 a decrease of 2.48%. The following is a breakdown of premium changes for the year;

Carleton's overall CURIE premium for 2017/18 decreased by 2.8% compared to 2016/17. The decrease in Carleton's CURIE premium was comprised of a .4% increase in Property premium and a 5.8% decrease in liability premium. The substantial decrease in liability premiums was a result of improved liability loss experience for Carleton, which produced a premium credit. The liability premium decrease was offset by a small increase in Property premiums, which was a consequence of normal inflationary increases to the University's insured property values. Carleton received \$16,907.89 as its share of the 2017 surplus distribution from CURIE.

Non-CURIE insurance premiums were 2.45 percent higher in 2017/18 than in the previous year, mainly due to a 33.4 % increase in premiums for Non-Owned Auto Liability, a 7.6% increase in the costs of Boiler and Machinery cover, and 4.8% increase in the Cyber Liability premium. These increases were offset by a of 77.4% reductions in premium for the Student Accident and Disability policy

### **Outlook for 2018/19**

A very substantial property claim at a member University, which is estimated at \$50,000,000, is forecasted by CURIE to have a negative impact on property rates in 2018/19. Also, the additions of the Health Sciences and Arise Buildings as well as the Dominion Chalmers Church to the insured values will result in increased property premium. If the liability loss experience continues the negative trend experienced in 2017/18, an increase in liability rates is also expected. Considering the factors listed Carleton's CURIE premium should see a moderate 2-3% increase for fiscal year 2018/19.

A review of the commercial insurance market suggests there will be a slight hardening of the marketplace for commercial insurance in the coming year. Lines such as Cyber Liability, Crime and Boiler and Machinery are facing premium increases in the coming year. Our risk management programs and good claims experience puts us in a good position to keep rate increases for Non-CURIE lines of business at reasonable levels. Never the less, it is expected Non- CURIE premiums will see increases in the 2-3% range in 2018/2019.

Even with the increases forecasted, the insurance program provides good value, and continues to mitigate the financial consequences of catastrophic liability and property losses faced by the University.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Carleton's insurance program complies with regulatory and legal requirements.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is a possible reputational risk with any insured loss if the matter is improperly handled. To mitigate this risk the Director of Risk and Insurance works closely with internal stakeholders, including General Counsel and with our insurers to ensure that the University's reputation is a factor considered when taking any step in the settlement process.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	Low	MODERATE	HIGH	VERY HIGH
STRATEGIC	☒	☐	☐	☐	☐
LEGAL	☐	☒	☐	☐	☐
OPERATIONAL	☒	☐	☐	☐	☐
TECHNOLOGICAL	☒	☐	☐	☐	☐
FINANCIAL	☐	☒	☐	☐	☐
REPUTATIONAL	☐	☒	☐	☐	☐

## APPENDIX – A –

### CARLETON INSURANCE PORTFOLIO 2017-18

	Total Coverage	Premium
<b>1. <u>Property Insurance</u></b>	<b>\$1,250,000,000</b>	<b>\$453,461</b>
<b>Expires December 31, 2018 (renewed annually)</b>		
1,250,000,000	Per occurrence coverage on property of every description located anywhere in Canada and United States.	
1,000,000	Per occurrence for property anywhere in the world except Canada and the United States.	
100,000	Deductible per occurrence, except earthquake, which is 3% of the value of the property damaged subject to a minimum of \$250,000, and except flood which is 2% of the value of the property damaged subject to a minimum deductible of \$100,000. The deductible for property in transit is \$25,000.	

The property policy includes "extra expense" coverage in the amount of \$5 million. The policy defines "extra expense" as the excess (if any) of the total cost during the period of restoration for the purpose of continuing the insured's business over and above the total cost that would normally have been incurred to conduct the business during the same period had no loss occurred; the cost in each case to include expenses of using other property or facilities of other concerns or other similar necessary emergency expenses. Business Interruption coverage in the amount of \$43,917,000 is also included for the University's ancillary operations. Coverage is limited to the amounts specified for each location. Business Interruptions covers net profit plus the salaries of permanent staff, supervisors and those deemed important to the operation. Included in the Business Interruption coverage is loss of rents from the University's residence buildings.

Additional insureds under this policy are defined as subsidiary, affiliated and associated firms, corporate or otherwise of the named insured (Carleton University) and other interests as they now exist or hereafter may be constituted.

<b>2. <u>General Liability</u></b>	<b>\$50,000,000</b>	<b>\$455,715</b>
<b>Expires January 1, 2019 (renewed annually)</b>		

Covers claims the University is legally obligated to pay to claimants for Bodily Injury or Property Damage as a result of negligence on the part of the University, its officers, employees or students, subject to a \$5,000 deductible per occurrence.

Coverage is also provided for claims arising from "environmental impairment" with limits of \$10,000,000, which covers "sudden and accidental" environmental impairment only. This premium includes the Educational Institutions Errors and Omissions Policy.

	<b>Total Coverage</b>	<b>Premium</b>
<b>3. <u>Education Institutions Errors and Omissions Liability</u></b>	<b>\$50,000,000</b>	<b>Included in GL</b>
<b>Expires January 1, 2019(renewed annually)</b>		

Covers claims arising from wrongful acts, errors or omissions in the rendering or failure to render professional services. Insureds include the Board of Governors and Directors of the Employee Pension Fund.

In 2017, there were no substantial policy changes in either the liability or property coverages. The start of the CURIE VII underwriting period commenced on January 1, 2018 and as the University of Ottawa has decided to leave CURIE and place their insurance in the commercial market, the limits for Carleton's coverage for the perils of earthquake and flood will be enhanced. While the University of Ottawa was a member of CURIE, the aggregate limit of \$1.25 billion dollars for earthquake and flood, was shared proportionately between the two Ottawa institutions. Now that the University of Ottawa has left CURIE, Carleton will benefit from the full earthquake and flood limit should a catastrophic loss occur.

The remainder of the University's insurance policies are purchased in the insurance market through the brokerage firms of Aon Reed Stenhouse Limited and Marsh Canada Inc.

#### **2017/18 NON-CURIE INSURANCE PORTFOLIO**

	<b>Total Coverage</b>	<b>Premium</b>
<b>1. <u>Fleet Policy Liability Limit</u></b>	<b>\$ 6,000,000</b>	<b>\$35,653</b>

**Expired April 30, 2019 (renewed annually)**

Physical Damage Deductible      **\$ 1000 per occurrence**

(32 vehicles, 15 Trailers)

Fleet Policy provides Third Party Liability coverage, along with physical damage cover with a \$1000 deductible per occurrence and loss of use

<b>2. <u>Non-Owned Auto Policy</u></b>	<b>\$5,000,000</b>	<b>\$7,292</b>
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**Expires April 30, 2019 (renewed annually)**

Non-Owned Auto covers the University and its employees for claims arising from the business use of automobiles, which are not owned by the University.

<b>3. <u>Radio &amp; Television Broadcasters Liability</u></b>	<b>\$1,000,000</b>	<b>\$3,240</b>
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**Expires April 30, 2019 (renewed annually)**

Covers liability arising from radio broadcasting by CKCU-FM. Deductible \$10,000.

	<b>Total Coverage</b>	<b>Premium</b>
<b>4. <u>Boiler &amp; Machinery</u></b>	<b>\$ 100,000,000</b>	<b>\$43,229</b>

**Expires April 30, 2019 (renewed annually)**

Coverage includes business interruptions and extra expense coverage on ancillary operations.

Deductibles:

• Consequential/Resultant Damage/Spoilage	\$ 5,000
• All machinery and electrical objects	\$ 50,000
• Direct Damage - Pressure Objects	\$ 5,000
• Water tube Boiler	\$ 50,000

Waiting Period

- Machinery objects - 48 hours
- Pressure objects - 24 hours

Period of Indemnity - 24 Months

<b>5. <u>Comprehensive Crime</u></b>	<b>\$8,000,000</b>	<b>\$ 27,502</b>
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**Expires April 30th, 2019 (renewed annually)**

Coverage Includes:

Employee Dishonesty	\$8,000,000	Deductible	\$50,000
Loss Inside/Outside Premises	\$ 150,000	Deductible	\$5,000
Loss from Robbery and Safe Burglary	\$ 150,000	Deductible	\$5,000
Computer and Transfer Fraud	\$8,000,000	Deductible	\$50,000

<b>6. <u>Fine Arts</u></b>	<b>\$19,500,000</b>	<b>\$13,900</b>
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**Expires April 30, 2019 (renewed annually)**

Various coverage:

The Fine Arts Policy is arranged for members of the Canadian Museums Association. The University has joined this Association in order to take advantage of this insurance. The policy covers permanent and loaned collections, displays and exhibits situated anywhere in North America. The policy has the following Sub-limits:

\$ 2,500,000 Unnamed locations  
\$ 1,000,000 Transit (wall to wall)  
\$ 3,500,000 for exhibitions within territorial limits  
\$ 2,500,000 Legal liability

Deductible

- Earthquake \$10,000
- Other Losses \$ 0



	<b>Total Coverage</b>	<b>Premium</b>
<b>7. <u>Excess Liability</u></b>	<b>\$20,000,000</b>	<b>\$ 19,291</b>
<b>Expires April 30, 2019 (Renewed Annually)</b>		

The Excess Liability policy provides an additional \$20 million liability cover over and above the \$50 million provided under the CURIE General Liability policy, and the Errors and Omission policy. It also provides the additional limits for the Auto Fleet Liability policy and the Composite Marine policy. The Excess Liability wording mirrors that of the CURIE policies, the Standard Automobile Liability policy and Composite Marine Liability policy.

<b>8. <u>Chemical Still Bond</u></b>	<b>\$ 1,000,000</b>	<b>\$250</b>
<b>Expires May 1, 2019 (renewed annually)</b>		

Guarantees the payment of excise taxes to the Canadian Revenue Agency for the production of alcohol on campus.

<b>9. <u>Composite Marine Package</u></b>
<b>Expires April 30, 2019 (renewed annually)</b>

Haul Coverage	<b>\$ 90,000</b>	<b>\$2,444</b>
Liability	<b>\$1,000,000</b>	

This policy covers the University's fleet of watercraft (3) against physical damage to the vessels, as well as liability arising out of their use.

<b>10. <u>Facility Users General Liability Policy</u></b>	<b>\$20,000,00</b>	<b>\$0</b>
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**Expires March 1, 2019**

The policy provides a vehicle by which renters of Carleton facilities (other than students and staff) can purchase liability coverage for the activities they are undertaking on Carleton premises. The program is self-funded by premiums collected from the users of the facilities.

	<b>Total Coverage</b>	<b>Premium</b>
<b>11. <u>Cyber Liability</u></b>	<b>\$3,000,000</b>	<b>\$40,134</b>

**Expires May 3, 2019 (renewed annually)**

This policy provides indemnity to the University, for first party costs related to a cyber-attack resulting in interruption of the University's computer network, the loss of confidential personal information, including costs associated with notifying affected individuals, legal expenses and costs related to managing the crisis. Finally, the policy will pay claims the University is legally obligated to pay to third parties for damages arising from a security failure or privacy breach.

<b>12. <u>Unpaid Work placement AD&amp;D</u></b>	<b>various coverages</b>	<b>\$2,098</b>
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**Expires December 31, 2018**

In 2014, the Ministry of Training Colleges and University modified the type of experiential learning courses, for which the Ministry provides Workplace Safety and Insurance Board (WSIB) coverage. This change potentially created a gap in coverage for students attending work placements. To close the gap and to ensure students have reasonable first party accident and disability coverage when attending experiential learning opportunities, the University purchased an Accident, Disability and Death (AD&D) policy. This policy provides indemnity for medical, rehabilitation, and lost income for students who are injured while attending an unpaid work placement.

## APPENDIX – B –

### CURIE RESULTS FOR THE YEAR-ENDED DECEMBER 31, 2017

CURIE completed the year of operation on December 31, 2017 with net underwriting revenue of \$21,931,310, which represents a .4% decrease over 2016. The decrease in revenue was a direct result of a slight reduction in property rates for the year.

In 2017, net expenses, including claims and operating costs, were \$27,897,941 representing an increase of \$17,094,150 or 158.2% over 2016. The increase in expenses was a direct result of substantially higher Liability claims frequency and severity. The combined Property and Liability loss ratio for 2017 was 108.5% versus 31.2% in 2016. Underwriting revenue less expenses resulted in an underwriting loss of \$(5,966,631) in 2017, a negative change of 153.2% over 2016. Investment and other income decreased to \$5,076,436 in 2017 from \$5,365,110 in 2016, with the recognition of the value of available for sale assets (accumulated other comprehensive income) increased to \$1,754,682 from a recognized loss of \$(1,354,657) in 2016. The total comprehensive income for CURIE for 2017 was \$864,467 compared to \$15,228,779 in 2017.

At December 31, 2017, CURIE's surplus position decreased by \$3,675,726 to \$81,232,228. The reduction to surplus was directly attributable to a distribution to members of \$4,510,113, and the net underwriting loss of \$(890,195) for the year. The distribution and net income loss were offset by a gain of other income of \$1,754,662. Despite the decrease in surplus CURIE continues to be in an excellent financial position and compliant with regulatory requirements.

CURIE is regulated by the Financial Services Commission of Ontario, which expects insurance organizations to meet a Minimum Capital Test ratio of capital available to capital required of at least 150%. The Reciprocal's practice is to maintain a surplus level, which is higher than this regulatory minimum. At December 31, 2017, the Reciprocal's Minimum Capital Test ratio was 370.0% compared to 470% in 2016. The appointed actuary evaluates the Reciprocal's surplus adequacy at regular intervals. The evaluation takes into account the gross exposure to risk, the level and nature of reinsurance purchased, and assessment of loss volatility, and the resulting net exposure to members.

	<b>2017</b>	<b>2016</b>	<b>Change</b>
Underwriting Revenue	21,931,310	22,022,117	(90,807)
Other Income	5,076,436	5,365,110	<u>(288,674)</u>
Less Expenses	<u>27,897,941</u>	<u>10,803,791</u>	<u>(17,184,957)</u>
Net Underwriting Income	(890,195)	16,583,436	(17,473,631)
Other Comprehensive Income	<u>1,754,682</u>	<u>(1,354,657)</u>	<u>3,398,013</u>
Total Comprehensive Income	864,487	15,228,879	(16,093,226)
Opening Surplus	84,907,954	69,679,075	15,228,879
Distribution to Member	<u>4,540,113</u>	<u>-</u>	<u>4,540,113</u>
Closing Surplus	<u>81,232,228</u>	<u>84,907,954</u>	<u>3,675,72</u>

Property and liability risks are shared between CURIE and the commercial insurance market (re-insurance). The following is the risk-sharing arrangement for 2017/18:

<b>Participation</b>	<b>Total Coverage per Occurrence</b>	<b>CURIE</b>	<b>Commercial Carriers</b>
Property Policy	1,250,000,000	5,000,000	1,245,000,000
General Liability Policy	50,000,000	5,000,000	45,000,000
Errors and Omissions Policy	50,000,000	5,000,000	45,000,000

Coverage provided by the property and liability commercial re-insurers is identical to the CURIE primary policies.

## BOARD OF GOVERNORS REPORT

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 9/17/2018
<b>From:</b>	Vice-President (Finance and Administration)	<b>Date of Meeting:</b> 9/25/2018
<b>Subject:</b>	Capital Projects Update	
<b>Responsible Portfolio:</b>	Finance and Administration	

### 1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

### 2.0 MOTION

None

### 3.0 EXECUTIVE SUMMARY

Capital projects totalling \$215.8 million are currently underway. As of July 31<sup>st</sup>, 2018, total expenditures incurred and value of work completed totaled \$123 million, with forecast spending of \$93 million. The Health Science Building (\$52 million) is essentially complete (subject to settling of deficiencies with the contractor), and the new Nicol Business Building (\$65 million) is well underway. At this time, we do not expect any of the projects underway to exceed allowable budget threshold of 15% or \$500,000 (whichever is less).

### 4.0 INPUT FROM OTHER SOURCES

The capital project expenditures report was prepared by the Facility Management Planning group from information provided by the respective project managers and expenditures financial reports.

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The following provides an update of the major capital projects underway:

- **Health Sciences Building (HSB)** – The \$52 million building and interior fit-up of floors one, two, three and five are completed, with occupancy in place since December 2017. The Vivarium (7<sup>th</sup> floor) is at 97% completion, with certification expected by the end of September. Occupancy of the Vivarium is planned for the spring of 2019 in order to accommodate the fit-up of floors 4 and 6. Fit-up of these floors is being managed through a separate contract estimated at \$9 million. The design plans for the fit-up were reviewed and approved by the HSB building committee and have been sent-out for tender. We expect construction to start in October 2018 and take 7-8 months.
- **Advanced Research and Innovation in Smart Environments (ARISE) Building** - Expected construction of this \$30 million building is scheduled for early November. The original completion date of April 30<sup>th</sup>, has been delayed as a result of unexpected geotechnical conditions which affected the installation of piles and concrete, but is still expected to come-in on or under budget. The building envelope is progressing in stages and the cladding (the last stage) has started on the south side. The building \$8.5 million fit-up, approved as a separate contract, will begin in November following substantial completion of construction phase. The detailed fit-up design has been reviewed and approved by the ARISE building committee, led by the Vice President (Research and International). A prequalification process is currently underway with requests for tender going out in September with expected completion in the spring of 2019.

- **Cogeneration Facility** - Construction of this \$25 million project (of which \$5 million was funded by Ottawa Hydro), is progression well, with completion expected in the spring of 2019. The building will be enclosed in the Oct/Nov timeframe. Significant extra work at the Bronson substation added some delays to the project but also allowed for the repair of existing equipment.
- **Nicol Building (Sprott Business School)** – Construction of this \$65 million project begun last June. Shoring works is close to completion, selective tunnel demolition works is finished, and both underground services and mass and rock excavation are progressing. The start-up of the work was delayed slightly because of negotiations with the contractor to secure additional savings of \$2 million. The additional savings will help offset the higher costs from the winning tender. The project building committee led by the A/Dean of the Business Faculty will be organized shortly and will provide advisory design support during construction to facilitate hand-over following substantial completion. At this point the project remains on schedule and on budget.
- **Light Rail System Upgrades** – The shutdown of the light rail is scheduled for between April 2020 to September 2021, at which time we plan to expand the campus north parking structure and complete a tunnel connection under the light rail station. This project will be presented to the Finance and Building Program Committee in the fall of 2018.

## 6.0 FINANCIAL IMPLICATIONS

At this time, we do not expect any issue that will have a material impact on being able to complete the capital projects on or under budget.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

None identified

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Delays in completing capital projects could have a reputational impact with internal clients and additional financial costs to the University. Ongoing communications with key stakeholders is part of project management oversight.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Board of Governors Annual Work Plan  
2018/2019 Board Year**

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**BOARD Work Plan**

<b>Meeting Schedule</b>	<b>Work Plan</b>
<b>September 6<sup>th</sup></b>	<b>Orientation</b> <b>Presentation:</b> David Lindsay – President and CEO, Council of Ontario Universities
<b>September 25<sup>th</sup></b>	<b>Presentation:</b> <ul style="list-style-type: none"><li>○ Invest Ottawa – Michael Trembley, President and CEO</li></ul> <b>Approve:</b> <ul style="list-style-type: none"><li>○ Audited Financial Statements for year ended April 30/18 and Audit Finding Report (this will be done as a separate MEMBERS MEETING agenda item as well)</li></ul> <b>For Information/Discussion:</b> <ul style="list-style-type: none"><li>○ President’s Goals and Objectives for 18/19</li><li>○ Comprehensive Campaign Update</li><li>○ Major and Minor Construction Projects Update</li><li>○ Update on Provost Search</li><li>○ Update on Chancellor Search</li><li>○ Update on Enrolment</li><li>○ Board Retreat Planning</li><li>○ Update on 2018/2019 Operating Budget</li></ul> <b>Consent Agenda:</b> <ul style="list-style-type: none"><li>○ Work Plan</li><li>○ Standing Committee Membership</li><li>○ Standing Committee Approved Minutes</li><li>○ Minutes of Previous Meeting</li><li>○ Insurance Report</li><li>○ Internal Audit Report on Cash Management</li></ul>
<b>October 20<sup>th</sup></b>	<b>Board Retreat</b> <ul style="list-style-type: none"><li>- Draft Best Practices Review Discussion</li></ul>

**Board of Governors Annual Work Plan  
2018/2019 Board Year**

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<b>November 29<sup>th</sup></b>	<p><b>Presentation:</b></p> <ul style="list-style-type: none"><li>○ Matthew McEvoy and Paula Allen – research presentation on mental health in a PSE setting</li></ul> <p><b>Approve:</b></p> <ul style="list-style-type: none"><li>○ Committee terms of reference for standing committees which might have proposed changes (if applicable)</li><li>○ Board Award Criteria and Jury</li><li>○ Parking Garage Extension Project</li></ul> <p><b>For Information/Discussion:</b></p> <ul style="list-style-type: none"><li>○ Framework for the 2019/20 Operating Budget</li><li>○ 2019/20 Tuition Fees</li><li>○ Final Report on Best Practices Review</li><li>○ Update on Provost Search</li><li>○ Comprehensive Campaign update</li><li>○ Employability OVPSE Presentation</li><li>○ Enrolment Report</li><li>○ Status of Implementation of Internal Audit Recommendations</li><li>○ Investment Report for the Endowment</li></ul> <p><b>Consent:</b></p> <ul style="list-style-type: none"><li>○ Minutes of Previous Meeting</li><li>○ Standing Committee Approved Minutes</li><li>○ Senate Approved Minutes</li><li>○ Enterprise Risk Management Report</li><li>○ Committee Work Plans</li><li>○ Signing Authority Policy</li><li>○ Update on Major and Minor Construction Projects</li></ul>
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**Board of Governors Annual Work Plan  
2018/2019 Board Year**

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<b>March 28<sup>th</sup></b>	<p><b>Presentation:</b></p> <ul style="list-style-type: none"><li>▪ Yazmine Laroche, Deputy Minister, Public Service Accessibility, Treasury Board of Canada Secretariat</li></ul> <p><b>Approve:</b></p> <ul style="list-style-type: none"><li>○ Recommendation from CR&amp;A for Board Award recipient</li><li>○ Proposed External Audit Plan and Letter of Engagement from Auditors</li><li>○ Audited Financial Statements for the Pension Fund and Report for year ended June 30, 2018</li><li>○ 2019/20 Proposed Ancillary Budget</li><li>○ 2019/20 Proposed Student Fees</li><li>○ Update on Provost Search – Recommendation</li><li>○ Committee terms of reference for standing committees which might have proposed changes (if applicable)</li><li>○ Presidential Assessment Process</li><li>○ Internal Audit Reports</li></ul> <p><b>For Information/Discussion:</b></p> <ul style="list-style-type: none"><li>○ Internal Audit Reports</li><li>○ Campus Masterplan Overview</li><li>○ Annual Report on the Sexual Violence Policy</li><li>○ Enrolment Update</li><li>○ Best Practices review Final Report and Implementation Plan</li><li>○ October Talk Exchange Report</li></ul> <p><b>Consent:</b></p> <ul style="list-style-type: none"><li>○ Minutes of Previous Meeting</li><li>○ Standing Committee Approved Minutes</li><li>○ Senate Approved Minutes</li><li>○ Capital Debt Policy</li><li>○ Update on Major and Minor Construction Projects</li></ul>
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**Board of Governors Annual Work Plan  
2018/2019 Board Year**

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<b>April 25<sup>th</sup></b>	<p><b>Presentation:</b></p> <ul style="list-style-type: none"><li>○ National Chief Perry Bellegrade</li></ul> <p><b>Approve:</b></p> <ul style="list-style-type: none"><li>○ 2019/20 Proposed Operating Budget</li><li>○ President's Assessment Questionnaire</li><li>○ Board Assessment Questionnaire</li><li>○ Draft Sexual Violence Policy</li></ul> <p><b>For Information/Discussion:</b></p> <ul style="list-style-type: none"><li>○ Internal Audit Reports</li><li>○ Status of Implementation of Internal Audit Recommendations</li><li>○ 18/19 Risk Assessment Report</li><li>○ Enrolment Update</li><li>○ March Talk Exchange Report</li></ul> <p><b>Consent:</b></p> <ul style="list-style-type: none"><li>○ Minutes of Previous Meeting</li><li>○ Standing Committee Approved Minutes</li><li>○ Senate Approved Minutes</li><li>○ Statement of Investment Policies and Procedures for the Retirement Fund</li><li>○ Update on Major and Minor Construction Projects</li></ul>
<b>June 27<sup>th</sup></b>	<p><b>Approve:</b></p> <ul style="list-style-type: none"><li>○ Recommendations from Nominating Committee for membership and signing officers for 19/20 (closed)</li><li>○ Proposed changes to Bylaws (Senate Sections)</li></ul> <p><b>For Information/Discussion:</b></p> <ul style="list-style-type: none"><li>○ Results of President's Assessment Questionnaire</li><li>○ Results of Board Assessment Questionnaire</li><li>○ Strategic Plan Update</li><li>○ Enrolment Update</li></ul> <p><b>Consent:</b></p> <ul style="list-style-type: none"><li>○ Minutes of Previous Meeting</li><li>○ Standing Committee Approved Minutes</li><li>○ Senate Approved Minutes</li><li>○ Environmental Health and Safety Report</li><li>○ Cyclical Review Program Summary for 2018/19</li><li>○ Update on Major and Minor Construction Projects</li></ul>

Month	Day	Activity	Room
<b>AUGUST</b>	21	Executive	RB 2440R
<b>SEPTEMBER</b>	6	Orientation (8 am – 4 pm)	RO608
	7	Finance (1-3pm)	RB 2440R
	7	Audit (3- 5pm)	RB 2440R
	18	HR (1- 3pm)	RB 2440R
	18	Executive	RB 2440R
	25	BOARD	RB 2440R
	28	Senate (2- 4pm)	RO608
<b>OCTOBER</b>			
	3	Comm. Relations	RB 2440R
	4	Governance	RB 2440R
	20	BOARD RETREAT	DCC
	15	Building	RB 2440R
	19	Senate (2 – 4pm)	RO608
<b>NOVEMBER</b>	8	Finance (9-11 am)	RB 2440R
	8	Audit (11- 1pm)	RB 2440R
	19	HR (11- 1pm)	RB 2440R
	19	Nominating (1- 3pm)	RB 2440R
	19	Executive	RB 2440R
	29	BOARD	RB 2440R
	30	Senate (2 – 4pm)	RO608
<b>DECEMBER</b>	14	Senate (2 – 4pm)	RO608
<b>JANUARY</b>	21	Audit (12 – 2 pm)	RB 2440R
	21	Executive	RB 2440R
	25	Senate (2 – 4pm)	RO608
<b>FEBRUARY</b>	15	Senate (2 – 4pm)	RO608
	20	Comm. Relations	RB 2440R
	21	Building	RB 2440R
<b>MARCH</b>	6	Governance	RB 2440R
	7	Finance (12-2pm)	RB 2440R
	7	Audit (2-4pm)	RB 2440R
	18	HR (11-1pm)	RB 2440R
	18	Nominating (1- 3pm)	RB 2440R
	18	Executive	RB 2440R
	28	BOARD	RB 2440R
	29	Senate (2 – 4pm)	RO608

Month	Day	Activity	Room
<b>APRIL</b>	10	Comm. Relations	RB 2440R
	11	Finance (12-2 pm)	RB 2440R
	11	Audit (2- 4 pm)	RB 2440R
	15	Executive	RB 2440R
	25	BOARD	RB 2440R
	26	Senate (2 – 4pm)	RO608
<b>MAY</b>			
	15	Governance	RB 2440R
	16	Building	RB 2440R
	30	Nominating (1 – 3 pm)	RB 2440R
	31	Senate (2 – 4pm)	RO608
<b>JUNE</b>	17	HR (1- 3pm)	RB 2440R
	17	Executive	RB 2440R
	21	Senate (2 – 4pm)	RO608
	27	BOARD (3 – 6pm) Year-End Dinner (6 - 10pm)	RB 2440R

**All meetings begin at 3pm unless otherwise noted.**

- Room 2440R (Mezzanine level, Richcraft Hall)
- Room 617 Robertson Hall
- DCC - Dominion Chalmers Facility - 355 Cooper Street

*Senate Meeting Room (608 Robertson Hall, 6<sup>th</sup> floor) \*\*meetings are from 2pm to 4pm*