

CONSENT AGENDA
to the Open Agenda of the 614th Meeting of the Board of Governors

Thursday, March 28th, 2019
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 613th meeting.

4.1.2 Capital Debt Policy

- a) Approval of the policy as recommended by the Governance Committee.

4.1.3 Committee Terms of Reference

- a) Approval of updated terms of reference for the Audit and Risk Committee.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Audited Financial Statements for the Pension Fund and Report for the Year-Ended June 30, 2018

- A report was circulated in advance.

4.2.2 Talk Exchange Report

- A report was circulated in advance.

4.2.3 Committee Minutes

- a) Governance
 - 38th Meeting – October 4, 2018
- b) Finance
 - 295th Meeting – November 8, 2018
- c) Building Program
 - 155th Meeting – October 15, 2018
- d) Community Relations and Advancement
 - 108th Meeting – October 3, 2018

4.2.4 Minutes from Senate

- Approved Minutes from October 19, 2018, November 30, 2018 and January 25, 2019.



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 613th Meeting of the
Board of Governors**

**Thursday, November 29, 2018 at 3:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

| | | | |
|-----------------|--|---|---|
| PRESENT: | Ms. D. Alves Ms. T. Arnt Dr. B.A. Bacon Dr. C. Carruthers Ms. G. Courtland Ms. B. Creary Mr. P. Dinsdale (phone) Mr. J. Durrell Mr. K. Evans (phone) | Mr. G. Farrell Hon. K. von Finckenstein Mr. D. Fortin (Vice-Chair) Ms. G. Garland (phone) Ms. C. Gold (phone) Ms. L. Honsberger Mr. O. Javanpour Ms. N. Karhu Dr. I. Lee Dr. J. Malloy | Mr. N. Nanos (Chair) Mr. J. Nordenstrom Ms. Y. Osagie Dr. E. Sloan (phone) Dr. P. Smith Ms. A. Spiwak Mr. A. Ullett Ms. L. Watson Mr. B. Wener Ms. E. Wohlbold |
| REGRETS: | Mr. D. Craig | Dr. P. Merchant | |
| STAFF: | Dr. B. Appel Kuzmoarov Ms. S. Blanchard Ms. A. Deeth Ms. J. Conley Mr. D. Cumming | Ms. A. Goth (Secretary) Dr. R. Goubran Dr. K. Horn-Miller Mr. S. Levitt | Mx. B. Michaud Mr. M. Piche Mr. T. Sullivan Dr. J. Tomberlin |
| GUESTS: | Ms. B. Veder | Ms. S. Walker | |

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 p.m. All attendees, guests and observers were welcomed. Board members were thanked for their volunteer hours, commitment, and support to President Bacon and his team. 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 AGENDA

The proposed agenda was circulated in advance and no additional items for discussion or questions came forward.

It was moved by Mr. Durrell, and seconded by Mr. Nordenstrom, that the open agenda of the 613th meeting of the Board of Governors be approved, as presented. The motion carried.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: open session minutes of the 612th meeting on Sept. 25, 2018, Signing Authorities Policy, the 2018/19 Board Award for Outstanding Community Achievement Criteria and Jury Selection.

The following items were circulated in the open consent agenda for information: Building Program Committee minutes from May 3, 2018, Community Relations and Advancement Committee minutes from May 14, 2018, Finance Committee Minutes from Sept. 7, 2018, Governance Committee minutes from May 24, 2018, the Joint Finance and Building Program Committee minutes from May 22, 2018, the June 1 and Sept. 28, 2018 Senate minutes, the Investment Report for the Endowment and the Pension Plan Report.

Mr. Fortin moved, and it was seconded by Ms. Honsberger, that the items in the open consent agenda be approved, as presented. The motion carried.

5. PRESENTATION ON MENTAL HEALTH IN THE POST-SECONDARY EDUCATION SECTOR

Barb Veder, Vice-President Global Clinical Services and Stephanie Walker, Director of were welcomed to the meeting to speak about student mental health in the post-secondary education sector.

The discussion focused on international student mental health, the development of a national standard for psychological health and safety for post-secondary students and the trends in digitization of mental health.

6. ITEM(S) FOR APPROVAL

6.1 Indigenous Strategic Initiatives Committee

The following documentation was circulated in advance:

- Working Paper for Carleton University Indigenous Strategic Initiatives Committee: Approval of Motion
- Presentation entitled *From Strength to Strength*

The Board was advised that Carleton is launching a process to revitalize its indigenous strategy and its relationship with indigenous peoples on and off campus. The President expressed that Carleton is building on strength and embarking on a consultation process over the winter term to define Carleton's Indigenous Strategic Initiatives. The President is expecting clear recommendations that can be implemented towards creating positive lasting change.

Dr. Jerry Tomberlin, Dr. Kahente Horn-Miller and Mx. Benny Michaud were introduced as the co-chairs of the Carleton University Indigenous Strategic Initiatives Committee to speak to the Board about the important work they are embarking on.

This included an overview of the Truth and Reconciliation Commission's 94 Calls to Action and how education holds the key to conciliation with a need for individuals and institutions to change. It was stated that Carleton needs to be a place of equitable education for all and a safe place for Indigenous students, faculty and staff. Involvement of the community will be key to implementation. The recommendation development and implementation team will involve Indigenous elders.

The 2011-12 Aboriginal Coordinated Strategy was a statement of values and principles for Carleton to support Indigenous students, faculty and staff. Cultural programming, student support and safe space is provided at the Ojikwanong Centre.

The Carleton University Indigenous Strategic Initiatives Committee is reviewing nominations for membership with the goal of having cross-sectional representation. A project coordinator will be hired in the coming months and an engagement plan for consultation will be developed with the committee.

It was noted that Ottawa has a unique leadership role to play as the nation's capital and support for all Indigenous students is needed.

The timeline for the work of the committee was outlined and it is hoped that a report with recommendations for implementation will be available by December 2019.

Opportunities for education across campus were highlighted including Carleton University's Collaborative Indigenous Learning Bundles which were conceived by Dr.

Horn-Miller as a way to gather Indigenous ways of knowing and make them available to the learning community without overburdening Indigenous experts. Designed as both a resource for instructors and learning tool for students to use in the classroom, the bundles provide the necessary factual and theoretical basis for understanding Indigenous history and politics in Canada, while also prompting students to consider how this knowledge might be applied in their area of study.

Indigenous Cultural Awareness Workshops are also regularly hosted that help participants understand their own cultural assumptions, beliefs and attitudes with respect to Indigenous peoples and provide them with an awareness of appropriate language use.

Mr. Fortin moved, and it was seconded by Mr. Wener, to approve that the Board of Governors fully supports and endorses the work of Carleton University Indigenous Strategic Initiatives Committee (CUIASIC) and its work towards revitalizing our Indigenous strategy and our relationship with Indigenous peoples on and off campus, as presented. The Board noted that it looks forward to receiving the report and recommendations of the Committee, and to support implementation towards positive, long-term change.

7. ITEM(S) FOR DISCUSSION

7.1 Framework for the 2019/2020 Operating Budget

The following documentation was circulated in advance:

- Working Paper for 2019-20 Planning Framework
- Presentation entitled *Planning Framework 2019-2020*

The Administration made a fulsome presentation at the Finance committee on Nov. 8, 2018, which was followed by in-depth discussions. The framework has a measure of uncertainty on the revenue side, in particular an unknown tuition framework and uncertain base funding. A number of scenarios have been modeled for the operating budget. It was noted that while there is some uncertainty in the budget framework, the university has maintained a mandate for management to maintain a balanced budget.

The budget planning process is similar to previous years except the Provost will now be leading the budget process, as has become the norm in the sector. The change is to ensure alignment of resource allocation with academic priorities. The team leading the process has been renamed the Provost Budget Working Group, and is chaired by the Provost and Co-Chaired by the Vice-President (Finance and Administration). There is also expanded membership.

The key planning dates were outlined for the creation of the 2019/2020 operating budget. The Board of Governors will receive the Ancillary Budget (March 2019) and the Operating Budget (April 2019) for review and approval.

The budget process will include budget presentations to all budget holders which will increase the collective understanding of budget allocations across the university. In May 2019 all budget holders will also share strategic plans and identify lessons learned.

Alternative revenue streams were discussed including intensifying recruitment efforts which has already begun by allocating extra resources in key markets (including visiting over 800 high schools already) and sending out early offers.

8. ITEM(S) FOR INFORMATION

8.1 Free Speech Policy

Senate has been working towards the development of a free speech policy that supports Carleton's academic mission. Carleton's process has been led by the Clerk of Senate, Professor Betina Appel Kuzmarov, with a task force of Senate that also included Board and Senate member Elinor Sloan. The President thanked the Task Force members who have taken the time to contribute to the consultation process.

Dr. Appel Kuzmarov was invited to speak to the process and substance of Carleton's proposed Free Speech policy which is in draft form for presentation to Senate on Nov.30, 2018. On Aug. 30, 2018 the Premier's office issued a statement advising all Ontario colleges and Universities to develop and post publicly a free speech policy by Jan. 1, 2019. This statement contained eight minimum standards that should appear in the policy. Finally, Universities not in compliance were advised they could face budget cuts.

Senate, discussed the issue at its meeting on Sept. 28, 2019. Given the tight timeframe, Senate established a task force comprised of two student members, three faculty members and one contract instructor. The task force met on Oct. 5, 2018 to establish a general direction for the policy and again on Oct. 12, 2018 to review a draft of the policy. This draft was circulated for the Senate meeting on Oct. 19, 2018, where Senate moved the draft to a consultation phase. The draft policy was made public on Oct. 23, 2018 and an online form for comments was opened to the Carleton Community until Nov. 6, 2018. Comments could be made anonymously, but submitters had to identify a constituency – students, faculty or staff. An email advising of the consultation process and the draft policy was sent to all faculty, staff and students. Following the completion of the consultation period, the task force then reconstituted for two meetings, on Nov. 9, 2018 where comments were reviewed and revisions were suggested. On Nov.16, 2018 the task force approved a revised policy and a report on the work of the task force and the main

themes identified in the comments. The documents have now been finalized and will be circulated for the Senate Executive meeting Nov. 20, 2018 to be placed on the Senate agenda for the Nov. 30, 2018 meeting for review and approval.

The task force benefitted greatly from both information from the Council of Ontario Universities and other universities and took advice closely from General Counsel.

The task force received 135 comments and one open letter which shows engagement by the community. The general consensus was supportive and positive of the policy, although there were some expressed concerns both that that policy didn't go far enough, and that it went too far in protecting speech. Many comments followed certain themes, such as requests to define certain terms, using examples for clarity and clarifying the complaints process. There were also substantive concerns expressed about the limits on free speech, protests and criticism of controversial speakers, concern about marginalized groups and authority over visitors. The revised policy addressed concerns to the extent that was both appropriate and possible. In addition, the task force has prepared a report to be made available both to Senate and on the Senate website reinforcing that the policy is a framework document designed to enhance Carleton's strong existing policy framework, complies with the law and introduces no new changes or restrictions.

8.2 Report from the Chair

The Chair thanked the members for attending the Oct. 20, 2018 planning session. A full report has been drafted to be considered at the next meeting. The Chair expressed gratitude for his role in convocation and the pleasure and honour of overseeing the investiture of the President and Vice-Chancellor on behalf of the Board of Governors. The members were thanked for their attendance and participation in convocation.

8.3 Report from the President

The *Presidents Report to the Board of Governors November 29, 2018* was circulated in advance.

The President expressed his gratitude for convocation and his installation. He stated it was wonderful to witness 1,000 students receive their Carleton degree. He specifically noted an appreciation by the community for the Indigenous elements added to the ceremonies including: Indigenous drumming, the Eagle Feather ceremony and the Honor Song.

The launch of Efficiency Canada with Bill Morneau on campus was noted as a great step towards a research cluster and national leadership in energy conservation. The President acknowledged the leadership of Jay Nordenstrom in this project.

Research successes were highlighted including: Manuella Vinciter induction and Lenore Fahrig receipt of the prestigious Mirosław Romanowski Medal from the Royal Society of Canada. Carleton will be hosting the Royal Society of Canada Gala in 2019. Chris Burn's receipt of the Governor General's Polar Medal was noted for his outstanding work in the North.

He noted that a number of consultations are ongoing with the Carleton community on some key strategies including: the Sexual Violence Policy (currently in listening phase), Accessibility Strategy, Transportation Strategy, Indigenous Strategy and Free Speech Policy.

An update was provided on executive searches. The search for Provost and Vice-President (Academic) is ongoing with the review of the long list in December. There are also three decanal searches in progress, lead by our Interim Provost. The President highlighted that he has been visiting all faculty boards which has been very positive.

The President recently spoke at the CEO's breakfast (100 CEOs of the largest companies in Ottawa) and attended his first Invest Ottawa Board meeting and he continues to build positive relationships with the Mayor and a number of Ministers, MPs and MPPs.

8.4 Update on Comprehensive Campaign

Ms. Jennifer Conley, Chief Advancement Officer was introduced to give a brief update on the Comprehensive Campaign. It was noted that the comprehensive campaign has 5 per cent remaining to the \$300-million goal. On Giving Tuesday, the Carleton community raised more than \$1.2 million for student and associated on-campus projects. The campaign total to date is over \$292 million with over \$11.5 million raised so far this fiscal year. The New Year will be a celebration of the campaign close and the generosity of our community.

8.5 Committee Chair Updates

a) Building Program

Ms. Watson, Vice-Chair of the committee reported that the committee met on Oct. 15, 2018. The committee reviewed an initial proposal for the north campus parking facility expansion (P18) and FMP will be providing a full business case and preliminary design to the Finance and Building Program Committees in early 2019. The committee received an update on the Dominion Chalmers Facility which, under the leadership of the Dean of the Faculty of Arts and Social Sciences, an academic vision for the facility is being established.

A transportation master plan is under development and is currently in consultation phase. It was noted that as modes of transportation change and evolve alternative plans for parking structures will be needed.

b) Community Relations & Advancement

Mr. Nordenstrom, Chair of the committee reported that the committee met on Oct. 3, 2018 and held a Talk Exchange event on Oct. 30, 2018.

Topics of focus for the meeting included the criteria and jury for the Board of Governors Award for Outstanding Community Achievement, and a discussion of the Talk Exchange on Oct. 30, 2018. The committee also received an update on activities in communications and advancement which included a presentation by Derrick Feldmann on the Here for Good ethos and further development. Additionally, the committee discussed recruitment initiatives and marketing for 2019-2020.

The Talk Exchange was successful and highlighted four themes for Carleton including interdisciplinary strength, the collective impact, and the ability and desire to tell Carleton's stories.

c) Finance Committee

Mr. Wener, Chair of the Committee reported that they met on Nov. 8, 2018. The committee received an update on the Endowment and Retirement Plan (reports can be found in the consent agenda materials). The committee also received an update on the 2018/19 operating budget which is on track for a balanced budget at year-end.

d) Governance Committee (K. Evans)

Mr. Evans, Chair of the Committee reported that they met on Oct. 4, 2018. The committee's main focus was the Best Practices Review which was the main focus of the board planning session on Oct. 20, 2018. The routine review of the Signing Authorities Policy was conducted and was included in the open consent agenda. The Senate section of the Bylaws were considered but will be going to Senate for information prior to coming to the Board for approval in March. The committee reviewed the consultation plan for the Sexual Violence Policy which is up for routine review. A longitudinal analysis of the board self-assessment was reviewed in correlation with the Best Practices Review.

9. OPEN- OTHER BUSINESS

9.1 Sustainability in the Boardroom

The University Secretariat team was thanked for their quick change of water bottles to jugs, glasses and adding a recycling centre in the boardroom.

10. OPEN-QUESTION PERIOD

There were no questions.

11. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Ms. Osagie, seconded by Mr. Ullett to adjourn the Open Session of the Board of Governors at approximately 5:18 p.m.

| | |
|-------------------------------------|---|
| Policy Name: | Capital Debt Policy |
| Originating/Responsible Department: | Office of the Vice-President (Finance & Administration) |
| Approval Authority: | Board of Governors |
| Date of Original Policy: | April 2008 |
| Last Updated: | January 2014 2019 |
| Mandatory Revision Date: | January 2019 2024 |
| Contact: | Vice-President (Finance and Administration) |

Policy:

[Pursuant to the Carleton University Act and the General Operating By-Law of the University](#), the University's position regarding capital debt is as follows;

1. Capital borrowing will be undertaken by the administration only following approval of a capital project by the Board of Governors. Such approval will include the total cost of the project, the source(s) of funds to repay the debt, and the expected repayment period.
2. Individual Faculties or Departments are not legal entities and as such cannot enter into loan agreements.
3. The University will endeavour to enter into the most advantageous financing available taking into account such criteria as available term, cost of funds, repayment options, and security required. This analysis may include the possibility of financing projects from internal cash flows. The final financing proposal must be approved the Board of Governors.
4. The University should not obtain all its financing from one lender, to avoid undue influence of any one source.
5. Loans shall either be amortized with annual principal payments or alternatively a sinking fund shall be established for non amortizing loans. The objective of the sinking fund is to accumulate sufficient capital to repay the loan at or before maturity. As the sinking fund will have a long term profile, the University will usually invest these funds with the pooled endowment investments.
6. [No borrowing, expenditure, or liability may be incurred which has the effect of involving or impairing any endowment of the University.](#)
- 5-7. In any given year, the following ratios must ordinarily be met in order to incur additional capital debt.

Commented [SL1]: Added to reflect s. 14(d) of the CU Act

These ratios are used by other Universities and rating agencies. The total debt figure will include all externally and internally financed debt ~~fewer~~ less funds restricted by the Board of

Governors and deposited into a sinking fund.

- A. Debt to Full Time Equivalent Student (FTE) < \$~~10,900~~11,800 (as at May ~~2013~~2018)
The \$~~10,900~~11,800 figure will indexed by CPI every May 1.

- B. Debt Service Coverage Ratio (DSCR) > 2.5
DSCR= surplus (deficit) + depreciation expense + interest expense divided by annual debt service charge (i.e. interest and principal).

The annual debt service charge includes those payments legally required and excludes any special repayments made at the Universities discretion.

Purpose:

The purpose is to provide a framework for undertaking external debt, and to establish limits on long term debt outstanding.

Scope:

This policy applies to all capital borrowing by the University.

Procedure:

The policy is applied at the time capital projects are being contemplated (overall borrowing limits) and at the capital budget approval stage (securing the optimal external financing).

Contacts:

Vice-President (Finance and Administration)
Assistant Vice-President, Financial Services
[University Secretary](#)

Links to related Policies:

[Capital Planning Policy \(Note: to be added at a later date\)](#)~~N/A~~

| | |
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6. No borrowing, expenditure, or liability may be incurred which has the effect of involving or impairing any endowment of the University.
7. In any given year, the following ratios must ordinarily be met in order to incur additional capital debt.

These ratios are used by other Universities and rating agencies. The total debt figure will include all externally and internally financed debt less funds restricted by the Board of Governors and deposited into a sinking fund.

A. Debt to Full Time Equivalent Student (FTE) < \$11,800 (as at May 2018)

The \$11,800 figure will indexed by CPI every May 1.

B. Debt Service Coverage Ratio (DSCR) > 2.5

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Contacts:

Vice-President (Finance and Administration)

Assistant Vice-President, Financial Services

University Secretary

Links to related Policies:

Capital Planning Policy (Note: to be added at a later date)

Document Name: Audit and Risk Committee - Terms of Reference

Executive Officer Assigned: Vice-President (Finance and Administration)

Approval Authority: Board of Governors

Date Document Approved: March 2019

Mandatory Review Date: March 2021

Committee's Role - Overview

The Audit and Risk Committee shall oversee the financial framework, management, controls and oversight of the enterprise risk management program of the University. The Committee's functions include review of financial reporting, internal controls, safeguarding of the University's assets and general risk oversight of the identification, assessment and mitigation of enterprise risks. The Committee monitors external and internal audits, confirms that the Auditors' recommendations are given due consideration, and that the Auditors are independent from the University Administration.

Specifically, the Audit Committee shall oversee the following areas:

1. Financial reporting processes to confirm transparency and integrity of financial reports;
2. Enterprise Risk Management Policy and Framework, including the process to identify, evaluate and mitigate enterprise risks as well to confirm it meets the needs of the University;
3. Effectiveness of internal and external audit functions;
4. Implementation of internal and external audit and enterprise risk recommendations.

A. External Audit

In support of its mandate to oversee the external audit, the Committee will perform the following functions annually:

- Consider and recommend to the Board, the appointment of External Auditors as per the Procedure for the Appointment of Auditors.

- Review and recommend the approval of the annual audit letters of engagement, management, independence and scope of services as presented by the External Auditors to the Board of Governors.
- Review and recommend to the Board, approval of the annual audit fees and a list provided by the External Auditors describing their fees for other audits and non-audit services for the previous fiscal year.
- Review and recommend the External Auditor's audit plan, scope of examination and the nature of the level of support provided by administration.
- Review and recommend to the Board for approval the draft annual Audited Financial Statements and financial report, as to the reasonableness of presentation, appropriateness of accounting principles, and adequacy of disclosure.
- Review and recommend to the Board for approval the draft annual Audited Pension Plan Statements as well as reviewing significant findings or recommendations submitted by the External Auditor or Pension Committee.
- Assess the effectiveness of the work performed by the External Auditors, the lead partner, and report the results of this assessment to the Board.
- Review material observations and recommendations made by the External Auditors during the audit and ensure that there is a process in place for response and/or correction of these matters as required.
- Meet privately with the External Auditor lead partner to confirm and assess that the audit function is independent, has the capacity, capabilities and cooperation to perform the audit plan and has ability to facilitate the provision of an independent report.

In support of its mandate to oversee the external audit, the Committee will perform the following functions, as required:

- Review the engagement of the External Auditors. Normally, a request for proposals for external audit services would be issued every five years.
- Review any requests to use the External Auditor's firm for non-audit work as stipulated in Annex A. Non-audit work to be considered for provision by the External Auditor's firm will not include any situations where the External Auditor's firm will act in a managerial or strategic function or will involve either a potential conflict, impairment of independence or the appearance thereof. The Committee shall only permit the External Auditor to perform such non-audit work if the Committee has (a) received confirmation from the External Auditor that, in the External Auditor's opinion, doing such non-audit work will not place the External Auditor in a conflict (or the appearance thereof) nor impair the External Auditor's independence as required by the applicable professional

audit standards and (b) received similar confirmation from the University's Senior Administration that the proposed engagement is not a conflict of interest and complies with the related requirements and limitations expressed in these Terms of Reference and Annex A.

- Where permission for non-audit work is required between regularly scheduled meetings of the Committee and time is of the essence, the Chair of the Committee has the delegated authority to complete the necessary review following the procedures noted above and in Annex A, where the proposed non-audit work does not entail a fee in excess of \$50,000. The Chair will report the outcome of any such action to the Committee at its first scheduled meeting following such review. Notwithstanding the ability to use delegated authority, the Chair of the Committee may choose to consult with the Committee and/or engage its members in the decision-making on these matters.

B. Internal Audit

In support of its mandate to oversee the internal auditing process, the Committee will perform the following functions annually:

- Review and approve the annual internal audit plan and three-year work plan of the internal audit function presented by the Administration and the Internal Auditors.
- Receive a report for each internal audit with a synopsis of the results found and management's response and plan for implementation of the recommendations.
- Receive a report on the status of implementation of all outstanding audit recommendations.
- Meet privately with the Internal Auditor lead partner to confirm and assess that the internal audit function is independent (free of conflicts), has the capacity, capabilities and cooperation to perform the audit plan and has ability to facilitate the provision of an independent report.

The Committee will perform the following functions as needed:

- Examine and report on any matters referred to the Committee by the Executive Committee of the Board.
- Review the effectiveness and cost structure of the Internal Audit function and recommend the service provider to the Board, as per the Procedure for the Appointment of Auditors. Normally, a request for proposals for internal audit services would be issued every five years.

C. Enterprise Risk Management

- Review and approve annually, the Risk Management policy and framework for the University, including risk appetite.
- Satisfy itself, on behalf of the Board, that the University has implemented appropriate systems to identify, assess and mitigate significant business risk;
- Satisfy itself, on behalf of the Board, that the University has implemented appropriate systems of internal control to ensure compliance with legal, ethical and regulatory requirements and that these systems are operating effectively;
- Annually meet privately with the Director of Risk and Insurance Services to confirm that the function has the capacity and capabilities to perform the work plans, and sufficient organizational authority to facilitate the provision of complete, accurate and timely reports to the Committee.
- Receive reports from the Director of Risk and Insurance Services on the enterprise risk assessment on a periodic basis as determined by the Committee.
- Receive regular reports from management on areas of significant enterprise risk to the University, for example but not limited to, significant legal claims, environmental issues, health, safety, and other regulatory matters.
- At least once per year, review with General Counsel: a) any legal matters that could have a significant impact on the financial statements, and b) compliance with applicable laws and regulations and inquiries received from regulators or government agencies.
- Receive annually reports about Environmental Health and Safety.

D. Other

Review no less than every two years, the Committee's mandate, and recommend changes to the Governance Committee, Executive Committee, and Board, as necessary.

Perform such functions as may periodically be assigned to the Committee by the Board of Governors or the Executive Committee.

Membership, Qualifications, and Composition

The Committee shall be comprised of up to eleven members appointed by the Board, including the Chair and Vice-Chair of the Committee. Only those members of the Committee who are community-at-large members shall be entitled to vote.

The following shall be *ex-officio* members of the Committee: the Board Chair, the Board Vice-Chair, and the President and Vice Chancellor.

All Committee members shall be financially literate in that they shall have the ability to read and understand financial statements, accounting practices and policies of a complexity comparable to the financial statements of the University.

Quorum

Quorum for meetings shall consist of one-half the number of members of the committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the committee.

Revisions and Approvals:

- 75th Meeting, Sept. 15/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Board of Governors Meeting, December 1, 2016, approved amended terms of reference for Governance Committee.

ANNEX A

| | |
|--|---|
| Protocol Name: | Pre-approval of non-audit services, and related fees, provided by the External Auditors |
| Originating/Responsible Department: | Vice-President (Finance & Administration) |
| Approval Authority: | Board of Governors |
| Date of Original Policy: | September 1, 2017 |
| Mandatory Revision Date: | September 2022 |
| Contact: | Vice-President (Finance & Administration) |

Protocol:

The Audit and Risk Committee of the Board of Governors should ensure the External Auditor remain independent and free from conflicts or the appearance thereof. This can be achieved by reviewing and pre-approving all non-audit services and related fees being proposed by the External Auditor.

Purpose:

This protocol establishes best practices in establishing quantitative and qualitative parameters used to monitor and ensure the independence of the External Auditor.

Scope

The following approval of services other than statutory audits that the External Auditors might be called upon to perform, will apply.

| Type of service | Description of Example Services | Approval Level | Rationale |
|---|---|---|--|
| Other Audit Services: | Audits of financial information, non-financial information, or internal controls/processes, performed using Canadian Auditing Standards | AVP, Financial Services or VP, Finance & Administration | These audits are usually a requirement of government contribution agreements providing funding to the University for research, capital projects or other specific programs, and are performed concurrently with the financial statement audit. |
| Tax-related services | Services relating to GST/HST, Payroll Taxes, Registered Charity Status, U.S. Tax, International Tax, etc. | AVP, Financial Services or VP, Finance & Administration | Because the University is a registered charity, tax-related services impose little risk on an External Auditor's independence |
| | Contingency Fee Arrangements | Chair of the Audit and Risk Committee | Contingency fee arrangements have an increased risk to auditor independence |
| Advisory/Consulting Services with a cost | Services relating to | Chair of the Audit and Risk | Provision of advisory/consulting |

| | | | |
|--|--|--------------------------|--|
| of \$50,000 or less | governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc. | Committee | services may jeopardize the independence of the External Auditor; consequently, prior approval should be sought to ensure that independence (free from conflict or the appearance thereof) is preserved and that the cost of such services does not exceed the amount indicated. |
| Advisory/Consulting Services with a cost greater than \$50,000. | Services relating to governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc. | Audit and Risk Committee | Provision of advisory/consulting services may jeopardize the independence of the External Auditor; consequently, prior approval should be sought to ensure that independence (free from conflict or the appearance thereof) is preserved. |

1. Total Cost of Advisory/Consulting Services Provided by the External Auditor

The Audit and Risk Committee will monitor the total cost of advisory/consulting services provided by the External Auditor. The University's protocol is that as a general rule, the total cost of advisory/consulting services provided by the External Auditor should not exceed three times the total cost of statutory and other audit services provided by the External Auditor, calculated on a three-year rolling average. In exceptional circumstances, the Audit and Risk Committee may approve advisory/consulting services above this threshold, with the expectation that the External Auditor would return to be within the threshold within a reasonable amount of time.

2. Reporting to Audit and Risk Committee by the External Auditor

In order to assist the Audit and Risk Committee in performing its duties, the External Auditor is required to present a summary of invoices and engagements to the Audit and Risk Committee. The summary will be presented to the Audit and Risk Committee twice annually in conjunction with the Audit Plan and the Audit Findings Report. This will allow the Audit and Risk Committee to ensure the independence of the External Auditor in a timely manner.

Contacts:

Vice-President, Finance & Administration; Assistant Vice-President, Financial Services.

Document Name: Audit and Risk Committee - Terms of Reference

Executive Officer Assigned: Vice-President (Finance and Administration)

Approval Authority: Board of Governors (~~on recommendation from Audit and Risk, Governance and Executive Committees~~)

Date Document Approved: ~~December 2016~~ March 2019

Mandatory Review Date: ~~December 2018~~ March 2021

Committee's Role - Overview

The Audit and Risk Committee shall oversee the financial framework, ~~and management, financial controls and oversight of the enterprise risk management program~~ exposures of the University. The Committee's functions includes review of financial reporting, internal controls, safeguarding of the University's assets and general risk ~~exposure~~ oversight of the identification, assessment and mitigation of enterprise risks. The Committee monitors ~~s the competence with which external and internal audits are conducted,~~ confirms that the Auditors' recommendations are given due consideration, and that the Auditors' ~~have~~ are independent in their relationship with from the University Administration.

Specifically, the Audit Committee shall oversee the following areas:

1. Financial reporting processes to confirm transparency and integrity of financial reports; and External Audit
2. ~~Internal Audit~~ Enterprise Risk Management Policy and Framework, including the process to identify, evaluate and mitigate enterprise risks- as well ~~internal control and risk management environment -~~ to confirm it meets the needs of the University; and
3. Effectiveness of ~~i~~Internal and ~~e~~External ~~a~~Audit functions;
- 2-4. Implementation of internal and external audit and enterprise risk recommendation ~~the lines of communication among the Internal and External Auditors, President, Director of Risk and Insurance Services, Financial Services, and the Audit Committee to confirm they support appropriate and timely action in fulfillment of the fulfillment of the Committee's responsibilities.~~

Financial Reporting

A. External Audit

In support of its mandate to oversee the external audit, the Committee will perform the following functions annually:

- Consider and recommend to the Board, the appointment of External Auditors as per the Procedure for the Appointment of Auditors.
- Review and recommend the approval of the annual audit letters of engagement, management, independence and scope of services letter as presented by the External Auditors to the Board of Governors.
- Review a list provided by the External Auditor describing its fees for other audits and non-audit service for the previous fiscal year.
- Review and recommend to the Board, approval of the annual audit fees and a list provided by the External Auditors describing their fees for other audits and non-audit services for the previous fiscal year.
- Review and recommend the External Auditor's audit plan, scope of examination and the nature of the level of support provided by administration.
- Review and recommend to the Board for approval the draft annual Audited financial Financial statements and financial report, as to the reasonableness of presentation, appropriateness of accounting principles, and adequacy of disclosure.
- Review and recommend to the Board for approval the draft annual Audited Pension Plan Statements as well as reviewing significant findings or recommendations submitted by the External Auditor or Pension Committee.
- Assess the effectiveness of the work performed by the External Auditors, and the lead partner, and report the results of this assessment to the Board.
- Review material observations and recommendations made by the External Auditors during the audit, and ensure that there is a process in place for response and/or correction of these matters as required.
- Meet privately with the External Auditor lead partner to confirm and assess that the audit function is objective (free of conflicts is independent), has the capacity, capabilities and cooperation to perform the audit plan and has ability to facilitate the provision of and independent report.

In support of its mandate to oversee the external audit, the Committee will perform the following functions, as required:

- Review the engagement of the External Auditors as per as per the Procedure for the Appointment of Auditors. Normally, a request for proposals for external audit services would be issued every five years.

Commented [SL1]: Deleted Annex B as its non-compliant with the procurement requirements of the Broader Public Sector Procurement Directive. It also no longer reflects what is actually done in practice as audit services are procured through an RFP process.

- Review any requests to use the External Auditor's firm for non-audit work as stipulated in Annex A. Non-audit work to be considered for provision by the External Auditor's firm will not include any situations where the External Auditor's firm will act in a managerial or strategic function or will involve either a potential conflict, or impairment of independence or the appearance thereof. The Committee shall only permit the External Auditor to perform such non-audit work if the Committee has (a) received confirmation from the External Auditor that, in the External Auditor's view/opinion, doing such non-audit work will not place the External Auditor in a conflict (or the appearance thereof) nor impair the External Auditor's independence as required by the applicable professional audit standards and (b) received similar confirmation from the University's Senior Administration (i.e., CFO/CRO) that the proposed engagement is not a conflict of interest and complies with the related requirements and limitations expressed in these Terms of Reference and Annex A.
- Where permission for non-audit work is required between regularly scheduled meetings of the Committee and time is of the essence, the Chair of the Committee has the delegated authority to complete the necessary review following the procedures noted above and in Annex A, where the proposed non-audit work does not entail a fee in excess of \$50,000. The Chair will report the outcome of any such action to the Committee at its first scheduled meeting following such review. Notwithstanding the ability to use delegated authority, the Chair of the Committee may choose to consult with the Committee and/or engage its members in the decision-making on these matters.

B. Internal Audit

In support of its mandate to oversee the internal auditing process, the Committee will perform the following functions annually:

- Review and approve the annual internal audit plan and ~~five-year~~three-year work plan of the internal audit function presented by the Administration and the Internal Auditors.
- Receive a report for each internal audit with a synopsis of the results found and management's response and plan for implementation of the ~~current year~~ auditsrecommendations, and
- Receive a report on the status of implementation of all outstanding audit recommendations.
- Meet privately with the External Auditor lead partner to confirm and assess that the internal audit function is objectiveindependent (free of conflicts), has the capacity,

capabilities and cooperation to perform the audit plan and has ability to facilitate the provision of an independent report.

~~*—~~ Receive and review the University Risk Assessment Report.

The Committee will perform the following functions as needed:

~~*—~~ On behalf of the Board of Governors, monitor and report on issues identified in the risk assessment as being significant.

- Examine and report on any matters referred to the Committee by the Executive Committee of the Board.
- Review the effectiveness and cost structure of the Internal Audit function and recommend the service provider to the Board, as per as per the Procedure for the Appointment of Auditors. Normally, a request for proposals for internal audit services would be issued every five years.

C. Enterprise Risk Management

- Review and approve annually, the Enterprise Risk Management policy and framework for the organizationUniversity, including risk appetite.
- Satisfy itself, on behalf of the Board, that the University has implemented appropriate systems to ,that confirms that appropriate processes are in place to identify, assess and report on management's control framework and identify, assess and report on material risks, including actions being taken to address and/or mitigate significant enterprisbusnesse these risks.
- Satisfy itself, on behalf of the Board, that the University has implemented appropriate systems of internal control to ensure compliance with legal, ethical and regulatory requirements and that these systems are operating effectively;
- At least once a yearAnnually; meet privately with the Director of Risk and Insurance Services to confirm that the function is objective (free of conflicts), has the capacity and capabilities to perform the work plans, and sufficient organizational authority to facilitate the provision of complete, accurate and timely reports to the Committee. Confirm that material risks are being addressedmonitored by the appropriate committee(s) of the Board and collect information from these committees to be able to provide comprehensive reporting to the Board at least annuallythat management has implemented appropriate mitigation measures
- Receive reports from the Director of Risk and Insurance Services on the enterprise risk assessment on a periodic basis as determined by the Committee.
- Receive regular reports from management on areas of significant enterprise risk to the University, for example but not limited to, significant legal claims, environmental issues, health, safety, and other regulatory matters.

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- At least once per year, review with General Counsel: a) any legal matters that could have a significant impact on the financial statements, and b) compliance with applicable laws and regulations and inquiries received from regulators or government agencies.

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- Receive annually reports about Environmental Health and Safety.

C.D. Other

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Review no less than every two years, the Committee's mandate, and recommend changes to the Governance Committee, Executive Committee, and Board, as necessary.

Perform such functions as may periodically be assigned to the Committee by the Board of Governors or the Executive Committee, including special examinations as may be required from time to time, and if appropriate retain special counsel or experts to assist.

D. Membership, Qualifications, and Composition

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The Committee shall be comprised of up to eleven members appointed by the Board, including the Chair and Vice-Chair of the Committee. Only those members of the Committee who are community-at-large members shall be entitled to vote.

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.

All Committee members shall be financially literate in that they shall have the ability to read and understand financial statements, and accounting practices and policies of a complexity comparable to the financial statements of the University.

E. Quorum

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Quorum for meetings shall consist of one-half the number of members of the committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the committee.

Revisions and Approvals:

- 75th Meeting, Sept. 15/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Board of Governors Meeting, December 1, 2016, approved amended terms of reference for Governance Committee.

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ANNEX A

| | |
|--|---|
| Protocol Name: | Pre-approval of non-audit services, and related fees, provided by the External Auditors |
| Originating/Responsible Department: | Vice-President (Finance & Administration) |
| Approval Authority: | Board of Governors |
| Date of Original Policy: | September 1, 2017 |
| Mandatory Revision Date: | September 2022 |
| Contact: | Vice-President (Finance & Administration) |

Protocol:

The Audit and Risk Committee of the Board of Governors should ensure the External Auditor remain independent and free from conflicts or the appearance thereof. This can be achieved by reviewing and pre-approving all non-audit services and related fees being proposed by the External Auditor.

Purpose:

This protocol establishes best practices in establishing quantitative and qualitative parameters used to monitor and ensure the independence of the External Auditor.

Scope

The following approval of services other than statutory audits that the External Auditors might be called upon to perform, will apply.

| Type of service | Description of Example Services | Approval Level | Rationale |
|---|--|---|---|
| <u>Other Audit Services:</u> | <u>Audits of financial information, non-financial information, or internal controls/processes, performed using Canadian Auditing Standards</u> | <u>AVP, Financial Services</u> or <u>VP, Finance & Administration</u> | <u>These audits are usually a requirement of government contribution agreements providing funding to the University for research, capital projects or other specific programs, and are performed concurrently with the financial statement audit.</u> |
| <u>Tax-related services</u> | <u>Services relating to GST/HST, Payroll Taxes, Registered Charity Status, U.S. Tax, International Tax, etc.</u> | <u>AVP, Financial Services</u> or <u>VP, Finance & Administration</u> | <u>Because the University is a registered charity, tax-related services impose little risk on an External Auditor's independence</u> |
| | <u>Contingency Fee Arrangements</u> | <u>Chair of the Audit and Risk Committee</u> | <u>Contingency fee arrangements have an increased risk to auditor independence</u> |
| <u>Advisory/Consulting Services with a cost</u> | <u>Services relating to</u> | <u>Chair of the Audit and Risk</u> | <u>Provision of advisory/consulting</u> |

| | | | |
|---|--|--|--|
| of \$50,000 or less | governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc. | Committee | services may jeopardize the independence of the External Auditor; consequently, prior approval should be sought to ensure that independence (free from conflict or the appearance thereof) is preserved and that the cost of such services does not exceed the amount indicated. |
| Advisory/Consulting Services with a cost greater than \$50,000. | Services relating to governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc. | Audit and Risk Committee | Provision of advisory/consulting services may jeopardize the independence of the External Auditor; consequently, prior approval should be sought to ensure that independence (free from conflict or the appearance thereof) is preserved. |

1. Total Cost of Advisory/Consulting Services Provided by the External Auditor

[The Audit and Risk Committee should monitor the total cost of advisory/consulting services provided by the External Auditor. -The University's protocol is that as a general rule, the total cost of advisory/consulting Services provided by the External Auditor should not exceed three times the total cost of statutory and other audit services provided by the External Auditor, calculated on a three-year rolling average. -In exceptional circumstances, the Audit and Risk Committee may approve advisory/consulting services above this threshold, with the expectation that the External Auditor would return to be within the threshold within a reasonable amount of time.](#)

2. Reporting to Audit and Risk Committee by the External Auditor

[In order to assist the Audit and Risk Committee in performing its duties, the External Auditor is required to present a summary of invoices and engagements to the Audit and Risk Committee. The summary will be presented to the Audit and Risk Committee twice annually in conjunction with the Audit Plan and the Audit Findings Report. This will allow the Audit and Risk Committee to ensure the independence of the External Auditor in a timely manner.](#)

Contacts:

[Vice-President, Finance & Administration; Assistant Vice-President, Financial Services.](#)

Links to related Policies:

ANNEX B

At its 380th Meeting on March 28th 1989, the Board of Governors approved the following procedure for the Appointment of Auditors:

Each fall, following the presentation of the audited financial statements, the Audit Committee shall consider a report of the President containing a recommendation as to whether the present Auditors' appointment should be continued for the next fiscal year or, whether consideration should be given to calling for proposals from other Auditing companies:

If it is agreed to continue the present Auditors' appointment the Auditors will be invited to propose a letter of engagement to the University which will be considered at the next meeting of the Committee and if it is agreed, a recommendation of the Audit Committee will be forwarded to the Board for its consideration at its April meeting to reappoint the existing Auditors.

If it is agreed to call for proposals the proposals will be submitted to the next meeting of the Committee, with a recommendation from the President as to which firm should be selected. It is expected that part of the proposal will be a proposed letter of engagement. The Committee's decision in respect of the firm selected and the letter of engagement shall form the recommendation to be presented to the Board at its April meeting to appoint Auditors.



The Pension Fund of Carleton University Retirement Plan

**Audit Planning and Findings Report
For the year ended June 30, 2018**

KPMG LLP

Prepared on November 19, 2018 for the Pension Committee meeting on
December 6, 2018

kpmg.ca/audit



The contacts at KPMG in connection with this report are:

Rob Clayton, CPA, CA
Lead Audit Engagement Partner
Tel: 613-212-3601
rclayton@kpmg.ca

Amanda Wilson, CPA, CA
Audit Manager
Tel: 613-350-1266
amwilson@kpmg.ca

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At KPMG, we are **passionate** about earning your **trust**. We take deep **personal accountability**, individually and as a team, to deliver **exceptional service and value** in all our dealings with you.

At the end of the day, we measure our success from the **only perspective that matters – yours**.

Executive summary

Purpose

The purpose of this Audit Planning and Findings Report is to assist you, as a member of the Pension Committee, in your review of the results of our audit of the financial statements of the Pension Fund of the Carleton University Retirement Plan ("the Plan") as at and for the year ended June 30, 2018.

KPMG team

The KPMG audit team will be led by Rob Clayton, Partner, and Amanda Wilson, Manager. Our team is supported by local and national partners and subject matter experts who will be involved in the audit as required.

See page 4.

Effective communication

We are committed to transparent and thorough reporting of issues to senior management and the Pension Committee.

We have planned our work to closely co-ordinate and communicate with management and staff at Carleton University.

Audit Materiality

Materiality has been determined based on total assets available for benefits (rounded). We have determined materiality to be \$12,000,000.

See page 6.

Independence

We are independent and have extensive quality control and conflict checking processes in place. We provide complete transparency on all services and follow Pension Committee approved protocols.

Current developments

There are no new relevant accounting or auditing changes to be brought to your attention at this time.

This Audit Planning Report should not be used for any other purpose or by anyone other than the Pension Committee. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Planning Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Executive summary

Finalizing the audit

As of November 19, 2018, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- completing our discussions with the Pension Committee;
- Receipt of the signed management representation letter;
- Completion of subsequent event audit procedures up to the date the financial statements are approved;
- obtaining evidence of the Pension Committee's approval of the financial statements.

We will update the pension committee, and not solely the Chair (as required by professional standards), on significant matters, *if any*, arising from the completion of the audit, including the completion of the above procedures. Our auditors' report will be dated upon the completion of any remaining procedures.

Control and other observations

We did not identify any control deficiencies that we determined to be significant deficiencies in ICFR.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

This Audit Planning Report should not be used for any other purpose or by anyone other than the Pension Committee. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Planning Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Critical accounting estimates

There are no critical accounting estimates requiring management's judgement to complete the financial statements.



Regulatory Environment

The Financial Services Commission of Ontario (FSCO) issued a Financial Statement Guidance Note in 2013 providing regulatory guidance for certain principles-based requirements set out in the CPA Canada Handbook, including FSCO's expectations with respect to financial statement disclosures. More details on these disclosures are included later in the document.

Adjustments and differences

We did not identify differences that remain uncorrected, nor any that were identified during the audit and subsequently corrected by management. We do work with management to ensure the investment revenues are split appropriately on the Statement of Changes in Net Assets Available for Benefits.

Highly talented team

| Team member | Background / experience | Discussion of role |
|---|--|--|
|  <p>Rob Clayton, CPA, CA Lead Audit Engagement Partner Tel: (613) 212-3601 rclayton@kpmg.ca</p> | <ul style="list-style-type: none"> Rob has over 14 years' experience serving not-for-profit organizations. Rob is a leader of KPMG's public sector audit practice group in Ottawa. This is Rob's 2nd year serving as the engagement Partner for the Plan. Rob is the Chair on the Board of the Carleton Place and District Memorial Hospital | <ul style="list-style-type: none"> Rob was responsible for the quality and timeliness of our work and the conclusions reached by the engagement team. He provided the overall direction for audit and related services, and had frequent and direct contact with the Plan. Rob helped to ensure the Plan received the full benefit of our audit and specialist resources on a timely and effective basis. |
|  <p>Amanda Wilson, CPA, CA Audit Manager Tel: (613) 350-1266 amwilson@kpmg.ca</p> | <ul style="list-style-type: none"> Amanda is a member of KPMG's public sector audit practice group in Ottawa. Amanda has over 4 years' experience serving various industries, including public sector organizations. This is Amanda's 1st year serving the Plan. | <ul style="list-style-type: none"> Amanda worked closely with Rob in developing and executing the audit strategy. She was responsible for the direct supervision and management of the audit, the development of the detailed audit approach in consultation with Rob, the identification of financial reporting and operational efficiency issues, as well as review of the audit. Amanda was on site regularly during the audit period and worked closely with your management team. |

Materiality

The determination of materiality requires professional judgment and is based on a combination of quantitative and qualitative assessments including the nature of account balances and financial statement disclosures.

The first step is the determination of the amounts used for planning purposes as follows:

| Materiality determination | Comments | Amount |
|---|---|-----------------|
| Metrics | Relevant metrics included total assets, total contributions and other income, and total benefits and other expenses. | |
| Benchmark | Based on the total assets available for benefits (rounded). This benchmark is consistent with the prior year. The corresponding amount for the prior year's audit was \$1,220,560,000. | \$1,292,173,000 |
| Materiality | Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was \$12 million. | \$12 million |
| % of Benchmark | The corresponding percentage for the prior year's audit was 1.0% | 0.93% |
| Performance materiality | Used 75% of materiality, and used primarily to determine the nature, timing and extent of audit procedures. The corresponding amount for the prior year's audit was \$9 million. | \$9 million |
| Audit Misstatement Posting Threshold (AMPT) | Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$600,000. | \$600,000 |

Audit approach

Areas of Audit Focus

The following accounts have been identified as significant accounts, and our audit work was focused on these items that represent the majority of assets, liabilities, and changes in net assets available for benefits of the Pension Fund of the Carleton University Refinement Plan being audited.

| Significant account | Audit approach |
|---|---|
| Investments and related income | Design, implementation and operating effectiveness of selected controls related to the investment custodian by obtaining the ISAE Service Organization Reports from CIBC Mellon. Substantive including confirmation of balances as at June 30, and obtaining a reconciliation of investments and income as reported by the investment managers to the general ledger. Verify the investments and income against control accounts and compare investment holdings to the policies approved in the SIPP. |
| Contributions, special payments and related receivables | Substantive testing on contributions including a reconciliation of regular and special contributions to the funding levels recommended in the most recent actuarial valuation and reconciliation of contributions and special payments to the amounts recorded in the custodians report. |
| Benefit, termination payments, withdrawals and related payables | Substantive testing on benefit & termination payments including a benefit & termination payments reconciliation in fiscal year 2018 to the CIBC confirmation, as well as selecting a sample of termination payments & withdrawals and obtaining supporting documentation. |
| Disclosures | Substantive testing verifying that the disclosures presented in the financial statements are appropriate. |

Audit approach

Professional standards presume the risk of fraudulent revenue recognition and the risk of management override of controls exist in all companies.

The risk of fraudulent revenue recognition can be rebutted, but the risk of management override of control cannot, since management is typically in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

| Professional requirements | Why | Our audit approach |
|---|--|--|
| Fraud risk from management override of controls | <p>This is a presumed fraud risk for all entities and cannot be rebutted.</p> <p>We have not identified any specific additional risks of management override relating to this audit.</p> | <p>As the risk is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions.</p> <p>We also made enquiries of upper management related to their awareness of fraud risk factors of the organization and whether the organization is currently dealing with any suspected, alleged or known fraudulent activity.</p> |

Critical accounting estimates

Under accounting standards, management is required to disclose information in the financial statements about the assumptions it makes about the future, and other major sources of estimation uncertainty at the end of the reporting period, that have a significant risk of resulting in a material adjustment to carrying amounts of assets and liabilities within the next financial year. Generally, these are considered to be “critical accounting estimates.”

We have summarized our assessment of the subjective areas:

| Asset / liability | Balance (\$'000s) | KPMG comment |
|-------------------|-------------------|---|
| Special payments | \$13,508 | <ul style="list-style-type: none"> KPMG obtained and reviewed the actuarial accounting valuation reports obtained from the Carleton University's third party actuaries, Mercer with respect to the measurement of employee future benefits. KPMG examined the assumptions supporting the actuarial valuation and assessed the reasonableness of management estimates and assumptions used. As management utilized an expert in preparing the actuarial valuations, KPMG assessed the professional competence and objectivity of management's expert. KPMG also reviewed the disclosures in the notes to the financial statements. |

-
- We believe management's process for identifying critical accounting estimates is considered adequate.

Financial statement presentation and disclosure

The presentation and disclosure of the financial statements are, in all material respects, in accordance with the organization's relevant financial reporting framework. Misstatements, including omissions, if any, related to disclosure or presentation items are in the management representation letter included in the Appendices.

We also highlight the following:

| | |
|---|--|
| Form, arrangement, and content of the financial statements | Adequate. We did not note any missing disclosures in the financial statements. |
|---|--|

Adjustments and differences

Adjustments and differences identified during the audit have been categorized as “Corrected adjustments” or “Uncorrected differences”. These include disclosure adjustments and differences. Professional standards require that we request of management and the pension committee that all identified differences be corrected. We have already made this request of management.

Corrected adjustments

We did not identify any adjustments that were communicated to management and subsequently corrected in the financial statements.

Uncorrected differences

We did not identify differences that remain uncorrected.

Management letter update

During our audit, we followed-up on matters noted in the prior year's management letter and performed required audit procedures to determine management's progress in addressing the internal control deficiency.

Prior Year Management Letter observations and recommendations

There were no new control deficiencies identified in the 2017 Management Letter.

Action required in the current year audit

As there were no control deficiencies outstanding in the prior year Management Letter that require additional testing or follow up in the current year, there are no matters at this time that we plan to address as part of our audit. As such, we will not be issuing a management letter for the current year.

New Auditor Reporting

The new auditors' report will come in to effect for the 2019 fiscal year of the Fund. The impact on the Fund will be fairly minimal as a **non-listed** entity.

Highlights of the new auditors' report include:

| Change | Applicability |
|---|--------------------------------|
| Re-ordering of the auditors' report including moving opinion to the first section | Listed and non-listed entities |
| Expanded descriptions of management's, those charged with governance and auditors' responsibilities | Listed and non-listed entities |
| Separate section on "Material Uncertainty Related to Going Concern", if applicable | Listed and non-listed entities |
| Separate section on "Other Information" (e.g. MD&A) | Listed and non-listed entities |
| Disclosure of name of the engagement partner | Listed entities |

Please refer to Appendix 3 for a draft auditors' report.

Key audit matter reporting today

Communicating the key audit matters (KAMs) apply for audits performed in accordance with the Canadian Audit Standards. KAMs are those matters communicated to those charged with governance that required significant auditor attention in performing the audit, and in the auditor's professional judgment, were of most significance in the audit of the financial statements of the current period. Currently, the reporting of KAMs in the auditors' report is only applicable when required by law or regulation or when the auditor is engaged to do so.

Accordingly, your 2019 auditors' report will not include the communication of any KAMs as we have not yet been engaged to communicate them and there is no law or regulation that requires such communication.

Detailed audit timetable and debrief

The following table details the detailed audit timetable for the year, outlining specific dates that KPMG will deliver on, as well as deadlines for audit requirements of management, as per discussion with management. The following planned dates have been discussed with management and delays from the timeline may have an impact on the achievement of our audit objectives. We provide a comparison between the planned timeline that was discussed with management prior to the audit, and the actual dates of performance and delivery.

| Key Activities/Deliverables | Planned date, [per discussion with management] OR [per the PBC listing] | Date Delivered or Performed |
|--|---|--|
| Investment manager confirmations sent to management to sign | October 4 th , 2018 | October 4 th , 2018 |
| KPMG to provide year-end PBC listing to management, showing delivery dates | October 9 th , 2018 | October 9 th , 2018 |
| Year-end audit fieldwork to be performed by KPMG | October 22, 2018-November 2 nd , 2018 | October 22, 2018-November 2 nd , 2018 |
| Draft audited Financial Statements submitted to management for review | November 19 th , 2018 | November 19 th , 2018 |
| Draft Audit Findings Report and other communications submitted to management for review | November 19 th , 2018 | November 19 th , 2018 |
| Documents mailing date for the Pension Committee | November 26 th , 2018 | November 26 th , 2018 |
| Presentation of the Financial Statements and post audit findings report to the Pension Committee | December 6 th , 2018 | December 6 th , 2018 |
| Approval of the Financial Statements by the Pension Committee | December 6 th , 2018 | December 6 th , 2018 |

Value for fees

Per discussions with management, we agreed upon a fee of \$15,245 based on the assumptions below. We discuss matters that could impact our professional fees based on assumptions described in the engagement letter, and any revisions to fees. Here are the factors that cause a change in our fees, as well as our observations.

| Matters that could impact our fees | Our observations |
|---|--|
| Audit readiness | Management delivered the audit requests on the first day of scheduled field work and there were no significant delays noted relating to audit readiness that had an impact on meeting deadlines. |
| The availability, participation and responsiveness of Key Pension Fund team members during the audit; | Key Pension Fund team members were available and responsive to the Audit team on a timely manner throughout the audit. |
| Identification of control deficiencies during our audit, resulting in additional audit effort | No significant control deficiencies has been identified during fieldwork. |
| Significant changes in the nature or size of operations | There were no significant changes in the nature or size of the operations noted throughout the audit. |
| Changes to professional standards | There were no changes to professional standards that impacted the June 30, 2018 financial statements or our audit. |
| Changes in the timing of the audit work | There were no significant deviations to the timing of our audit work. |
| Significant one-time transactions | We did not note any significant one-time transactions entered into relating to the June 30, 2018 financial statements. |
| Attendance at more than two meetings of the Pension Committee. | We attended 1 meeting as planned. |

Based on the matters that could impact fees listed above, we find the below audit fees appropriate. These represent agreed upon fees per the proposal.

| Service provided | Current period professional fee | Prior period professional fee |
|--|---------------------------------|-------------------------------|
| Audit of the annual financial statements for the Plan for the year ended June 30, 2018 | \$15,245 | \$15,245 |

Value for fees

The value of our audit services

We recognize that the primary objective of our engagement is the completion of an audit of the financial statements in accordance with professional standards. We also believe that our role as external auditor of the Pension Fund of Carleton University and the access to information and people in conjunction with our audit procedures, place us in a position to provide other forms of value. We know that you expect this of us.

We want to ensure we understand your expectations. To facilitate a discussion (either in the upcoming meeting or in separate discussions), we have outlined some of the attributes of our team and our processes that we believe enhance the value of our audit service. We recognize that certain of these items are necessary components of a rigorous audit. We welcome your feedback.

- Extensive industry experience on our audit team – as outlined in our team summary, the senior members of our team have extensive experience in audits of companies in your industry. This experience ensures that we are well positioned to identify and discuss observations and insights that are important to you;
- Current development update sessions – we can organize and deliver a tailored information session on current developments in
- financial reporting and other matters that are likely to be significant to the organization and your team. These sessions can assist management in proactively responding to / addressing financial reporting and regulatory changes;
- Involvement of KPMG specialists – Our audit team is supported by specialists in income and other taxes, information risk management, valuations, and derivatives. We expect each of the specialists to provide insights and observations on an as-needed basis resulting from their audit support processes;

Appendices

Appendix 1: Audit quality and risk management

Appendix 2: Required communications

Appendix 3: Draft Auditor's report

Appendix 1: Audit quality and risk management



KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards. Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems. Visit our [Audit Quality Resources](#) page for more information including access to our audit quality report, [Audit quality: Our hands-on process](#).

- Other controls include:
 - Before the firm issues its audit report, Engagement Quality Control Reviewer reviews the appropriateness of key elements of publicly listed client audits.
 - Technical department and specialist resources provide real-time support to audit teams in the field.
- We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.
- We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality.



- All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.
- We do not offer services that would impair our independence.
- The processes we employ to help retain and develop people include:
 - Assignment based on skills and experience;
 - Rotation of partners;
 - Performance evaluation;
 - Development and training; and
 - Appropriate supervision and coaching.
- We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.
- Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Appendix 2: Required communications



In accordance with professional standards, there are a number of communications that are required or recommended during the course of our audit. These include:



Engagement letter

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter and any subsequent amendment letters as provided to management.



Management representation letter

We will obtain from management certain representations at the completion of the annual audit. In accordance with professional standards, copies of the representation letter will be provided to the Pension Committee.



Required inquiries

Professional standards require that during the planning of our audit we obtain your views on risk of fraud and other matters. We make similar inquiries to management as part of our planning process; responses to these will assist us in planning our overall audit strategy and audit approach accordingly.



Audit planning and findings report

This is the Audit planning and findings report.

Appendix 3: Draft Auditors' Report (Fiscal 2019)

INDEPENDENT AUDITORS' REPORT – *Example of New Auditor Reporting Model*

To the Pension Committee of the Board of Governors of Carleton University

Opinion

We have audited the financial statements of The Pension Fund of the Carleton University Retirement Plan, which comprise:

- the statement of net assets as at June 30, 2019
- the statement of changes in net assets available for benefits for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements, present fairly, in all material respects, the net assets of The Pension Fund of the Carleton University Retirement Plan as at end of June 30, 2019, in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditors' Responsibilities for the Audit of the Financial Statements**” section of our auditors' report.

We are independent of The Pension Fund of the Carleton University Retirement Plan in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing The Pension Fund of the Carleton University Retirement Plan's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate The Pension Fund of the Carleton University Retirement Plan's or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing The Pension Fund of the Carleton University Retirement Plan's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The Pension Fund of the Carleton University Retirement Plan's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on The Pension Fund of the Carleton University Retirement Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause The Pension Fund of the Carleton University Retirement Plan to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

[KPMG signature]

Ottawa, Canada

[Date]

kpmg.ca/audit



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BOARD OF GOVERNORS REPORT

| | | |
|-------------------------------|---|---|
| To: | Audit Committee | Date of Report: January 2, 2019 |
| From: | Director, Pension Fund Management | Date of Meeting: 1/21/2019 |
| Subject: | Audit of the Carleton University Retirement Fund at June 30, 2018 | |
| Responsible Portfolio: | Director, Pension Fund Management | |

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The audit of the Carleton University Retirement Fund (the Fund) was conducted during October, 2018 and the auditor's report and the financial statements were presented by the auditor, KPMG, to the Pension Committee on December 6, 2018. The financial statements were issued without reservation. The Pension Committee examined the statements and the Audit Findings Report and approved their acceptance. The Financial Statements then were filed with the Financial Services Commission of Ontario as required by regulation. Note that the Board of Governors previously delegated approval of the statements to the Pension Committee so that they could be filed on a timely basis (i.e. prior to December 31st). For this reason, the statements are provided to the Audit Committee of the Board and the full Board for information.

4.0 INPUT FROM OTHER SOURCES

None.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The filing of the audited financial statements on an annual basis is required under the regulations governing retirement plans registered in Ontario. This annual exercise assists the University in its capacity as Sponsor of the Carleton University Retirement Plan (the Plan). It similarly assists the Audit Committee and the Board of Governors in overseeing the Plan.

Note that the audited statements are for the Retirement Fund which is comprised of the investments supporting the Retirement Plan. The financial position of the Plan is assessed by periodic actuarial valuations.

A summary of the highlights of the statements is included in Appendix 1.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications for this item.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Legal and compliance risk is minor as this is an annual process undertaken by the Office of Pension Fund Management and the University's auditors. There is financial and operational risks should there be deviance

from the governance framework of the pension fund; however the clean audit confirms that the governance structure has been followed and, as a result, these risks are minor.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational risk. The statements are available to Plan members upon request.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | LOW | MINOR | MODERATE | SERIOUS | VERY SERIOUS |
|---------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| STRATEGIC | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| TECHNOLOGICAL | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Audit of the Carleton University Retirement Fund at June 30, 2018
Highlights of the Financial Statements and Audit Findings Report

Independent Auditors' Report

- Explains that the statements are prepared in accordance with the financial reporting provisions of the Pension Benefits Act (Ontario), and that management is responsible for their preparation and the internal controls necessary to enable the statement preparation.
- Indicates that the audit was conducted in accordance with generally accepted auditing standards.
- Provides the opinion that the statements are presented fairly in all material respects
- Notes that the statements have been prepared in accordance with the Pension Benefits Act and therefore are intended for use by the Pension Committee and the Financial Services Commission of Ontario.

Statement of Net Assets Available or Benefits (page 1)

- The **net assets** of the Fund increased from \$1.22 billion to \$1.29 billion during the one-year period ended June 30, 2018. The increase reflects an investment return of 7.56%. (Returns for the previous five years ending June 30, were 12.7% (2017) 2.4% (2016), 8.77% (2015) 20.6% (2014), and 15.4% (2013).
- Accrued investment income of \$3.7 million (\$3.7 m in 2017) represents dividend and interest income that will be received after the year end.
- Accounts payable is largely investment management and actuarial fees for the second quarter of 2018 paid after June 30, 2018.

Statement of Changes in Net Assets Available for Benefits (p. 2)

- Combined employee and employer **contributions** to the Fund were \$43.9 million (\$38.4 million in 2017). Special contributions are payments towards the Plan's hypothetical wind-up deficit of \$223.8 million. These increased by about \$4 million in 2018 compared to the previous year, accounting for most of the variance from 2017 to 2018.
- **Investment income** from dividends and interest received was \$48.5 million (\$33.7 million in 2017). Changes in fair value of investments, including gains on assets sold, and an unrealized loss in the market value of investments totaled \$49.7 million compared to \$110.4 million in the prior period.
- **Pension, termination and death benefit payments** were \$63.6 million (\$60.9 million in 2017). Most pensioners received increases of about 5% in the year.
- **Administrative expenses** of \$6.4 million (\$6.3 million in 2017) include investment counsel fees, custody costs, actuarial services, legal fees, performance measurement costs, and regulatory filing fees. Investment management fees (note 7) at \$5.7 million (\$5.4 million in 2017) are based on the market value of assets under management.

Notes to the Financial Statements (p. 3-17)

- Note 1(b), **Funding**, outlines the contribution requirements for members and the University. Both parties are making additional contributions to the Plan in relation to the Plan's deficit position. Member contributions were increased by an additional 1.7% to 2% of pensionable earnings effective July 1, 2011. The University also makes special payments to the Fund under the provisions of Ontario's temporary solvency funding relief regulations.
- Note 2, **Significant Accounting Policies**, discloses how assets, liabilities, revenues and expenses are valued. These are consistent with the previous year.

- Note 3, **Investments**, shows the Fund's investments by asset class on a market value and book value basis.
- Note 4, **Financial instruments**, classifies the Fund's investments based on a "fair value hierarchy" with level 1 being those assets with readily observable values (such as equities quoted on exchanges) and levels 2 and 3 being those assets that do not trade on an exchange. The Fund's level 2 assets are fixed income and equity pooled funds, and level 3 are real estate pools and infrastructure limited partnerships.
- Note 5 outlines **risks** inherent in the fund and the actions that have been taken to mitigate those risks.
- Note 6 contains information about **investment earnings**. The largest variance is in payments from infrastructure funds as those funds mature and positions liquidated.
- Note 7 provides detail about **administrative expenses**. There is no significant variance between 2016 and 2017.
- Notes 8 discusses the asset mix of the fund and related returns.
- Note 9 discloses related party transactions with Carleton University for certain administrative expenses when they occur.
- Note 10 discusses the securities lending program in which the fund participates.

Audit Findings Report for the Year Ended June 30, 2018

This document outlines KPMG's audit plan and discusses controls, misstatements and other considerations. The report indicates that KPMG did not identify any control deficiencies, that they are satisfied with critical accounting estimates, and that they did not identify any uncorrected adjustments or misstatements.

Fund Financial Statements of

**THE PENSION FUND OF THE
CARLETON UNIVERSITY
RETIREMENT PLAN**

Year ended June 30, 2018



KPMG LLP
150 Elgin Street, Suite 1800
Ottawa ON K2P 2P8
Canada
Telephone 613-212-5764
Fax 613-212-2896

INDEPENDENT AUDITORS' REPORT

To the Pension Committee of the Board of Governors of Carleton University

We have audited the accompanying fund financial statements of The Pension Fund of the Carleton University Retirement Plan, which comprise the statement of net assets as at June 30, 2018, the statement of changes in net assets available for benefits for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information. These fund financial statements have been prepared by management based on the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario).

Management's Responsibility for the Fund Financial Statements

Management is responsible for the preparation and fair presentation of these fund financial statements in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these fund financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the fund financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the fund financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the fund financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the fund financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the fund financial statements.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the fund financial statements present fairly, in all material respects, the net assets of the The Pension Fund of the Carleton University Retirement Plan as at June 30, 2018, and the changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario).

Basis of Accounting and Restriction on Use

Without modifying our opinion, we draw attention to note 2(a) to the fund financial statements, which describes the basis of accounting. The fund financial statements are prepared to assist The Pension Committee of the Board of Governors of Carleton University to meet the requirements of the Financial Services Commission of Ontario. As a result, the fund financial statements may not be suitable for another purpose. Our report is intended solely for the Pension Committee of the Board of Governors of Carleton University and the Financial Services Commission of Ontario and should not be used by parties other than the Pension Committee of the Board of Governors of Carleton University or the Financial Services Commission of Ontario.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

December 6, 2018

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

(Registration #0526616)
Statement of Net Assets

June 30, 2018, with comparative information for 2017
(In thousands of dollars)

| | 2018 | 2017 |
|--|---------------------|---------------------|
| Assets | | |
| Accrued investment income | \$ 3,708 | \$ 3,756 |
| Contributions receivable: | | |
| Employee | 19 | 1 |
| Investments (note 3) | 1,288,446 | 1,216,803 |
| | 1,292,173 | 1,220,560 |
| Liabilities | | |
| Accounts payable and accrued liabilities | 970 | 1,197 |
| Termination and pension payments payable | — | 160 |
| | 970 | 1,357 |
| Net assets available for benefits | \$ 1,291,203 | \$ 1,219,203 |

See accompanying notes to fund financial statements.

Approved by:




Chair of the Pension Committee

Member of the Pension Committee

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

(Registration #0526616)

Statement of Changes in Net Assets Available for Benefits

Year ended June 30, 2018, with comparative information for 2017

(In thousands of dollars)

| | 2018 | 2017 |
|--|---------------------|---------------------|
| Increase in Net Assets | | |
| Contributions: | | |
| Employee - required | \$ 14,572 | \$ 13,901 |
| Employee - voluntary | 545 | 541 |
| Employer - required | 13,712 | 13,534 |
| Special payments (note 1(b)) | 13,508 | 9,658 |
| Transfers in | 1,517 | 729 |
| | <u>43,854</u> | <u>38,363</u> |
| Investment income (note 6) | 48,461 | 33,660 |
| Changes in fair value of investments: | | |
| Net realizable gains (note 6) | 68,644 | 56,925 |
| Change in net unrealized gains | (18,972) | 53,468 |
| | <u>49,672</u> | <u>110,393</u> |
| Total increase in net assets | <u>141,987</u> | <u>182,416</u> |
| Decrease in Net Assets | | |
| Benefits: | | |
| Pension benefits payments | 61,188 | 56,726 |
| Termination payments | 2,440 | 4,168 |
| | <u>63,628</u> | <u>60,894</u> |
| Administrative expenses (note 7) | 6,359 | 6,313 |
| Total decrease in net assets | <u>69,987</u> | <u>67,207</u> |
| Increase in net assets available for benefits | <u>72,000</u> | <u>115,209</u> |
| Net assets available for benefits, beginning of year | 1,219,203 | 1,103,994 |
| Net assets available for benefits, end of year | <u>\$ 1,291,203</u> | <u>\$ 1,219,203</u> |

See accompanying notes to fund financial statements.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

1. Description of the Plan:

The following description of The Pension Fund of the Carleton University Retirement Plan (the "Plan") is a summary only. For more complete information reference should be made to the text of the Plan.

(a) General:

The Carleton University Retirement Plan was established by Carleton University effective April 1, 1948. The Plan was revised to its current form in 1973. Membership in the Plan is compulsory for all continuing employees who are 30 years of age or older. Other types of employees may become members under certain conditions.

The Plan is a money purchase plan with a defined benefit minimum guarantee. The net assets of the pension fund are available to meet the pension obligations arising from a member's money purchase component account or a minimum guarantee pension, whichever is greater.

The Plan is administered by Carleton University. The Plan's Ontario registration number is 0526616.

(b) Funding:

Contributions of 4.37% of pensionable earnings up to the year's maximum pensionable earnings plus 6% of pensionable earnings above the year's maximum pensionable earnings are made by each active member to the member's money purchase component account of the members' fund. Effective July 1, 2011, contributions of 1.7% of pensionable earnings up to the year's maximum pensionable earnings and 2.4% of pensionable earnings above the year's maximum pensionable earnings, to a combined maximum of 2% of pensionable earnings, are made by active members to the minimum guarantee fund.

Contributions of 4.62% of pensionable earnings up to the year's maximum pensionable earnings plus 6.25% of pensionable earnings above the year's maximum pensionable earnings are made by the University to each member's money purchase component account. In addition, the University is actuarially required to contribute 3.28% of the total salaries of active members to the minimum guarantee fund. The minimum guarantee fund is used, as required, to ensure that a member's pension on retirement is not less than that produced by a defined benefit formula.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

1. Description of the Plan (continued):

(b) Funding (continued):

The actuarial valuation of the Plan as at July 1, 2010 determined that the Plan had an unfunded liability of \$47,571, a solvency deficiency of \$59,132 and a hypothetical wind-up deficiency of \$168,700 at that date. Carleton University applied for and was granted Stage 1 solvency relief under Ontario Regulation 178/11, Solvency Funding Relief for Certain Public Sector Pension Plans. Under the provisions of Stage 1, minimum special payments of \$7,035 are required annually towards the unfunded liabilities of the Plan. As such, special payments of \$586 per month commencing July 1, 2010 were made to fund the unfunded liability.

The actuarial valuation of the Plan as at July 1, 2013 determined that the Plan had an unfunded liability of \$87,343, a solvency deficiency of \$159,168 and a hypothetical wind-up deficiency of \$159,168 at that date. Carleton University applied for and was granted Stage 2 solvency relief under Ontario Regulation 178/11, Solvency Funding Relief for Certain Public Sector Pension Plans. Under the provisions of Stage 2, minimum special payments of \$9,658 are required annually towards the unfunded liabilities of the Plan. As such, special payments of \$805 per month commencing July 1, 2014 are being made to fund the unfunded liability. In March 2016, Carleton University made a one-time special payment of \$30,000 in addition to the required special payments. The next required actuarial valuation of the Plan will be as at July 1, 2016.

The most recent filed actuarial valuation of the Plan as at July 1, 2016 determined that the Plan had an unfunded liability of \$80,101, a solvency deficiency of \$223,763 and a hypothetical wind-up deficiency of \$223,763 at that date. Carleton University applied for and was granted the third round of solvency relief under Ontario Regulation 178/11, Solvency Funding Relief for Certain Public Sector Pension Plans. Under the provisions of solvency relief provisions announced in October, 2016, minimum special payments of \$9,658 in fiscal year 2017 followed by special payments of \$13,508 for fiscal year 2018 and 2019 are required annually towards the unfunded liabilities of the Plan. As such, special payments of \$805 per month were made in the year ended June 30, 2017 to fund the unfunded liability. Special payments of \$1,126 per month were made in the year ended June 30, 2018 to fund the unfunded liability, and will continue into the next fiscal year. The next required actuarial valuation of the Plan will be as at July 1, 2019.

No contributions remain past due as of June 30, 2018.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

1. Description of the Plan (continued):

(c) Retirement benefits:

The balance in a member's money purchase component account varies from year to year according to the investment performance of the Plan and contributions made during the year. At retirement a member receives a pension provided by his or her money purchase component account or a minimum guarantee pension, whichever is greater.

The minimum guarantee pension is calculated as years of credited service multiplied by the sum of 1.29% of the highest 5 years' average earnings up to the 5 year average of the years' maximum pensionable earnings and 2% of the highest 5 years' average earnings in excess of the 5 year average of the year's maximum pensionable earnings, less the member's Canadian Government Annuity entitlement, if any.

Annual member pension benefits, including lifetime and bridge benefits, are adjusted by a percentage equal to the four-year arithmetic average investment return earned by the fund minus 6%. For benefits relating to service accrued prior to July 1, 2003, benefits are not reduced if the adjustment calculation yields a negative number.

(d) Income taxes:

The Plan is a registered pension plan under the Income Tax Act (Canada) and, consequently, is not subject to income taxes.

2. Significant accounting policies:

(a) Basis of presentation:

As permitted under Section 76 of the Regulation to the Pension Benefits Act (Ontario), the Plan may prepare fund financial statements in accordance with Canadian accounting standards for pension plans or in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit. The Plan has prepared these fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio, the Plan has chosen to comply on a consistent basis with Canadian accounting standards for private enterprises in Part II of the CPA Canada Handbook – Accounting.

These fund financial statements have been prepared to assist the Pension Committee of the Board of Governors of Carleton University in meeting the requirements of the Financial Services Commission of Ontario. As a result, these fund financial statements may not be suitable for another purpose.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

2. Significant accounting policies (continued):

(a) Basis of presentation (continued):

These fund financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about the University's financial condition.

(b) Use of estimates and judgments:

The preparation of fund financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.

(c) Financial assets and financial liabilities:

(i) Non-derivative financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Upon initial recognition, attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred.

The Plan measures its investments at fair value.

All other non-derivative financial assets including contributions receivable are measured at amortized cost.

(ii) Non-derivative financial liabilities:

All financial liabilities are recognized initially on the date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

2. Significant accounting policies (continued):

(d) Fair value measurement:

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

In determining fair value, the Plan follows the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"), in Part I of the CPA Canada Handbook. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.

Fair value measurements are classified within a hierarchy that prioritizes the inputs to fair value measurement. The three levels of the fair value hierarchy are:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities;

Level 2: Inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly; and

Level 3: Inputs that are not based on observable market data.

Note 4 provides these additional disclosures on investments held by the Plan and carried at fair value.

The fair values of other financial assets and liabilities approximate their carrying values due to the expected short-term settlement of these financial instruments.

All changes in fair value of investments, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for benefits as part of the change in net unrealized gains.

Fair values of investments are determined as follows:

- (i) Bonds and stocks are valued at the year-end quoted market prices.
- (ii) Cash and short-term investments are stated at cost, which together with accrued interest income, approximate market value given the short-term nature of these investments.
- (iii) Pooled fund investments are valued at the unit values supplied by the pooled fund administrators, which represent the Plan's proportionate share of underlying net assets at market value.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

2. Significant accounting policies (continued):

(d) Fair value measurement (continued):

(iv) Infrastructure investments are valued by the investment managers of these interests by performing valuations of the underlying investments on a calendar quarter basis and providing quarterly statements. Annual financial statements of the private investment interests are audited and are also provided by the investment managers. The value of the investments in these interests included in the statement of net assets is based on the most recent statements available (typically March 31) adjusted for subsequent cash receipts and cash disbursements from the fund through June 30. The University believes the carrying amount of these financial instruments is a reasonable estimate of fair value.

(v) Derivative financial instruments entered in to by the Plan are recorded at fair value based on year-end quoted market prices where available. Where quoted prices are not available, values are determined using pricing models, which take into account current market and contractual prices of the underlying instruments, as well as time value and yield curve or volatility factors underlying the positions.

The Plan manages some of its foreign currency exposure through foreign exchange forward contracts.

(e) Investments held by the trustee:

The assets of the Plan are held by CIBC Mellon, which acts as the corporate trustee.

(f) Net realized gain (loss) on sales of investments:

The net realized gain (loss) on sales of investments is the difference between proceeds received and the average cost of investments sold.

(g) Revenue recognition:

Contributions and investment income are recorded on an accrual basis.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

3. Investments:

The fair value and the book value of the investments held by the trustee as at June 30 are as follows:

| | 2018 Fair value | | 2017 Fair value | |
|------------------------------------|--------------------|-----------|--------------------|----------------------|
| Cash and short-term investments | \$ | 17,844 | 1.38% | \$ 11,892 0.98% |
| Fixed income: | | | | |
| Canadian | | 77,158 | 5.99% | 72,437 5.95% |
| Non-Canadian | | 48,149 | 3.74% | 46,576 3.83% |
| Pooled funds | | 190,895 | 14.82% | 181,786 14.94% |
| Equities: | | | | |
| Canadian | | 407,455 | 31.62% | 373,953 30.73% |
| Non-Canadian | | 378,293 | 29.36% | 430,229 35.36% |
| Pooled funds | | 76,784 | 5.96% | 16,910 1.39% |
| Real estate pooled fund | | 4,592 | 0.36% | 4,462 0.37% |
| Infrastructure funds | | 91,372 | 7.09% | 66,295 5.45% |
| Foreign exchange forward contracts | | (4,096) | (0.32)% | 12,263 1.00% |
| | \$ | 1,288,446 | 100.00% | \$ 1,216,803 100.00% |

| | 2018 Book value | | 2017 Book value | |
|---------------------------------|--------------------|-----------|--------------------|--------------------|
| Cash and short-term investments | \$ | 17,765 | 1.67% | \$ 13,923 1.45% |
| Fixed income: | | | | |
| Canadian | | 77,294 | 7.27% | 71,443 7.42% |
| Non-Canadian | | 46,633 | 4.39% | 41,140 4.27% |
| Pooled funds | | 196,240 | 18.46% | 183,863 19.09% |
| Equities: | | | | |
| Canadian | | 308,392 | 29.03% | 302,995 31.47% |
| Non-Canadian | | 261,836 | 24.63% | 283,595 29.45% |
| Pooled funds | | 74,211 | 6.98% | 14,061 1.46% |
| Real estate pooled fund | | 3,215 | 0.30% | 3,215 0.33% |
| Infrastructure funds | | 77,300 | 7.27% | 48,697 5.06% |
| | \$ | 1,062,886 | 100.00% | \$ 962,932 100.00% |

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018

(In thousands of dollars)

3. Investments (continued):

The Plan has entered into foreign currency forward contracts as part of its risk management strategy to address the volatility of its investments held in foreign currencies. The Plan has forward contracts with notional values of \$264,987 (2017 - \$306,731). Notional values represent the face amount of the contract to which a rate or price is applied in order to calculate the exchange of cash flows. Notional values do not represent the potential gain or loss associated with the market or credit risk of such transactions. Rather, these values serve as the basis upon which the returns from, and the fair value of the contracts, are determined. Accordingly, notional values are not recorded as assets and liabilities in the fund financial statements. The foreign currency forward contracts have a remaining term to maturity of less than one year.

4. Fair value hierarchy:

The following tables report the classification of the Plan's investments within the fair value hierarchy as at June 30, 2018 and June 30, 2017.

Cash and exchange traded funds (stocks) are classified as Level 1; short-term investments and assets held within pooled funds, other than exchange traded funds, are classified as Level 2 and Level 3.

| As at June 30, 2018 | Level 1 | Level 2 | Level 3 | Total |
|------------------------------------|------------|------------|-----------|--------------|
| Cash and short-term investments | \$ — | \$ 17,844 | \$ — | \$ 17,844 |
| Fixed income | — | 125,307 | — | 125,307 |
| Equities | 785,748 | — | — | 785,748 |
| Pooled funds | — | 267,679 | 4,592 | 272,271 |
| Infrastructure funds | — | — | 91,372 | 91,372 |
| Foreign exchange forward contracts | — | (4,096) | — | (4,096) |
| | \$ 785,748 | \$ 406,734 | \$ 95,964 | \$ 1,288,446 |
| As at June 30, 2017 | Level 1 | Level 2 | Level 3 | Total |
| Cash and short-term investments | \$ — | \$ 11,892 | \$ — | \$ 11,892 |
| Fixed income | — | 119,013 | — | 119,013 |
| Equities | 821,092 | — | — | 821,092 |
| Pooled funds | — | 181,786 | 4,462 | 186,248 |
| Infrastructure funds | — | — | 66,295 | 66,295 |
| Foreign exchange forward contracts | — | 12,263 | — | 12,263 |
| | \$ 821,092 | \$ 324,954 | \$ 70,757 | \$ 1,216,803 |

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018

(In thousands of dollars)

4. Fair value hierarchy (continued):

During 2018, there was a transfer of assets in the amount of \$60,152 from Level 1 to Level 2. During 2017 there were no transfers of assets between Level 1, Level 2 and Level 3. The table below reconciles the Plan's level 3 investment assets from June 30, 2017 to June 30, 2018:

| | Market value base |
|----------------------------|-------------------|
| Balance, June 30, 2017 | \$ 70,757 |
| Investment income | 17,466 |
| Realized gains | (127) |
| Change in unrealized gains | 7,868 |
| Balance, June 30, 2018 | \$ 95,964 |

The table below reconciles the Plan's level 3 investment assets from June 30, 2016 to June 30, 2017:

| | Market value base |
|----------------------------|-------------------|
| Balance, June 30, 2016 | \$ 53,775 |
| Investment income | 4,472 |
| Realized gains | (47) |
| Change in unrealized gains | 12,557 |
| Balance, June 30, 2017 | \$ 70,757 |

5. Risk management:

The Plan is exposed to a variety of financial risks as a result of its investment activities, and has formal policies and procedures that govern the management of market, credit and liquidity risk. The following is a description of these risks and how they are managed.

(a) Market risk:

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market conditions, whether those changes are caused by factors specific to the individual investment or its issuer, or factors affecting all securities traded in the market. Market risk comprises three types of risk: (i) foreign currency risk, (ii) interest rate risk, and (iii) other price risk.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

5. Risk management (continued):

(a) Market risk (continued):

The Plan uses a diversification strategy to mitigate market risk. The Plan's Statement of Investment Policies and Procedures ("SIPP") establishes a target asset mix among cash and short-term investments, fixed income, high yield debt, global infrastructure and Canadian and non-Canadian equities.

(i) Foreign currency risk:

Foreign currency risk is the risk that the fair value of future cash flows of an investment will fluctuate because of changes in foreign exchange rates.

Investments denominated in currencies other than the Canadian dollar expose the Plan to fluctuations in foreign exchange rates. Investments that have exposure to foreign currency fluctuations represent 40% of net investment assets at June 30, 2018 (2017 - 46%).

Currency risk is managed through the SIPP defined limits on maximum currency exposures, diversification among currencies and through the use of forward contracts to hedge foreign currency exposures.

At June 30, 2018, if the Canadian dollar had strengthened or weakened by 5% in relationship to all foreign currencies, with all other variables held constant including the use of foreign currency forward contracts, the Plan's net assets would have decreased or increased, respectively, by approximately \$12,882 (2017 - \$13,856).

(ii) Interest rate risk:

Interest rate risk refers to the effect on the fair market value of the Plan's assets and liabilities due to fluctuations in market interest rates. The Plan's interest rate risk is limited to fluctuations in the Canadian and non-Canadian bonds funds.

As at June 30, 2018, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Plan's investments in Canadian government and government guaranteed bonds and Canadian corporate bonds would have decreased or increased by approximately \$11,753 (2017 - \$11,149).

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

5. Risk management (continued):

(a) Market risk (continued):

(iii) Other price risk:

Other price risk is the risk that the fair value or future cash flows of an investment will fluctuate because of changes in market prices (other than those arising from foreign currency risk and interest rate risk), whether those changes are caused by factors specific to an individual investment or its issuer or factors affecting all similar securities traded in the market. All investments present a risk of loss of capital. The maximum risk resulting from investments is equivalent to their fair value. As all of the Plan's investments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly result in an increase or decrease in net assets.

The most significant exposure to market price risk for the Plan arises from investments in equity securities. If equity prices on the respective stock exchanges for these securities had increased or decreased by 10% as at June 30, 2018, with all other variables held constant, the net assets of the Plan would have increased or decreased, respectively, by approximately \$78,575 (2017 - \$82,109).

(b) Credit risk:

The Plan is exposed to the risk of financial loss resulting from the potential inability of a counterparty to a financial instrument to meet its contractual obligations. The carrying amount of investments and amounts receivable represents the maximum exposure of the plan to credit risk.

The Plan's SIPP provides guidelines and restrictions for eligible investments taking into account credit ratings, maximum investment exposure and other controls in order to limit the impact of this risk. The Plan, through its external investment managers, minimizes the concentration of credit risk by trading with approved brokers and counterparties on recognized and reputable exchanges. The risk of default is considered minimal as all transactions are settled and paid for upon delivery using approved brokers.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018

(In thousands of dollars)

5. Risk management (continued):

(b) Credit risk (continued):

The credit risk exposure for the Plan's investment in bonds and debentures as at June 30 is as follows:

| Credit rating | 2018 | | 2017 | |
|---------------|------------------|------------|------------------|------------|
| | % of investments | \$ | % of investments | \$ |
| AAA | 6.9 | \$ 89,039 | 5.5 | \$ 66,984 |
| AA | 6.3 | 81,267 | 7.1 | 86,759 |
| A | 2.5 | 31,789 | 2.7 | 32,315 |
| BBB | 2.2 | 28,531 | 3.0 | 37,097 |
| Below BBB | 3.7 | 48,228 | 3.7 | 45,016 |
| Not rated | 2.8 | 36,077 | 2.4 | 29,729 |
| | 24.4 | \$ 314,931 | 24.4 | \$ 297,900 |

(c) Liquidity risk:

Liquidity risk is the risk that the plan will not be able to meet its financial obligations as they become due because of an inability to liquidate assets. For the Plan, liquidity requirements are managed through income generated from investments, monthly contributions made by members and the employer, and by investing in liquid assets that are easily sold and converted to cash. These sources of funds are used to pay pension benefits, make additional investments and fund operating expenses, and the Plan maintains sufficient cash and cash equivalents to meet its liquidity requirements in the short and longer term.

The Plan's liabilities reflected in these financial statements have contractual maturities of less than 30 days and are subject to normal trade terms. The liquidity risk exposure for the Plan's investments as at June 30 is as follows:

| | < 1 year | 1 - 5 years | 5 - 10 years | > 10 years | Total |
|------|----------|-------------|--------------|------------|------------|
| 2018 | \$ 6,823 | \$ 96,858 | \$ 95,190 | \$ 88,477 | \$ 287,348 |
| 2017 | \$ 6,402 | \$ 83,410 | \$ 100,642 | \$ 87,034 | \$ 277,488 |

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

6. Investment income and realized gains:

| | 2018 | 2017 |
|---------------------------------|------------|-----------|
| Interest: | | |
| Cash and short-term investments | \$ 122 | \$ 84 |
| Fixed income | 5,032 | 5,031 |
| Fixed income pooled funds | 5,273 | 5,656 |
| Dividends: | | |
| Equities | 18,891 | 17,417 |
| Equity pooled funds | 1,565 | 962 |
| Real estate pooled funds | 181 | 163 |
| Infrastructure funds | 17,285 | 4,309 |
| Security lending income | 112 | 38 |
| | 48,461 | 33,660 |
| Realized gains (losses): | | |
| Cash and short-term investments | 70 | (62) |
| Fixed income | 352 | 2,646 |
| Equities | 66,151 | 51,581 |
| Equity pooled funds | 2,195 | 2,807 |
| Infrastructure funds | (124) | (47) |
| | 68,644 | 56,925 |
| | \$ 117,105 | \$ 90,585 |

7. Administrative expenses:

| | 2018 | 2017 |
|--|----------|----------|
| Investment counsel fees | \$ 5,672 | \$ 5,405 |
| Actuarial fees | 100 | 309 |
| Trust company fees | 371 | 318 |
| Auditors' fees | 35 | 17 |
| Administrative and management (note 9) | 181 | 264 |
| | \$ 6,359 | \$ 6,313 |

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

8. Capital disclosures:

The main objective of the Plan is to sustain a certain level of net assets in order to meet the pension obligations. The Plan defines capital as the net assets available for benefits. The Plan fulfills its primary objective by adhering to specific investment policies outlined in its Statement of Investment Policies and Procedures (SIPP), which is reviewed annually by the Pension Committee and approved by the Carleton University Board of Governors. The SIPP was last amended effective June 30, 2017. The Plan manages net assets by engaging knowledgeable investment managers who are charged with the responsibility of investing existing funds and new funds (current year's employee and employer contributions) in accordance with the approved SIPP. Increases or decreases in net assets are a direct result of investment income or losses generated by investments held by the Plan, contributions into the Plan by eligible employees and by Carleton University and benefit payments to Plan beneficiaries. The main use of net assets is for benefit payments to eligible Plan members. The Plan is required to file annual fund financial statements with the Financial Services Commission of Ontario.

The Plan's investment objective has been set in the SIPP to earn a 4.1% long-term real return, after investment management fees, over the long term (10 years or more). The Plan's annualized rate of return as of June 30, 2018 was 7.57% (12.67% as of June 30, 2017).

The SIPP permits six categories of assets. The total investment annual rate of return is measured against a set benchmark portfolio. The investment portfolio is expected to produce a return which is better than the return on the respective benchmark portfolio by 1%. The Plan's investments were allocated within the allowed asset categories range, as of the date of the fund financial statements.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018

(In thousands of dollars)

8. Capital disclosures (continued):

The following table presents the asset allocation and annual rate of return for each asset category:

| Asset categories | Benchmark | Asset allocation (%) | | | Annual rates of return (%) | | | |
|---------------------------|---|----------------------|-------|-------|----------------------------|------|--------|------|
| | | As at June 30 | | | Benchmark | | Actual | |
| | | SIP&P Target | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Cash and short-term | DEX (SCM) 91-Day T-Bill | – | – | 0.9 | – | – | (0.4) | – |
| Fixed income | DEX Universe | 20.0 | 20.9 | 20.9 | 0.8 | 0.2 | 1.0 | 0.8 |
| Canadian equities | S&P/TSX Capped Composite Index | 25.0 | 29.0 | 32.2 | 10.4 | 11.1 | 12.0 | 14.2 |
| High-yield debt | Merrill Lynch US High Yield Constrained Index | 5.0 | 3.8 | 4.2 | 1.8 | 12.4 | 0.5 | 12.5 |
| Global infrastructure | CPI + 5.0% | 15.0 | 7.4 | 5.9 | 7.2 | 6.3 | 17.0 | 12.6 |
| Non-Canadian equities | Morgan Stanley Capital International (MSCI) World Index | 25.0 | 29.5 | 31.4 | 11.7 | 18.9 | 9.2 | 22.0 |
| Global Small Cap equities | Morgan Stanley Capital International (MSCI) World Small Cap Index | 5.0 | 4.6 | – | 7.8 | – | (0.9) | – |
| Emerging Markets Equity | MSCI Emerging Markets Equity Index | 5.0 | 4.8 | 4.5 | 9.6 | 14.7 | 12.8 | 16.8 |
| | | 100.0 | 100.0 | 100.0 | 7.9 | 11.0 | 8.0 | 12.7 |

The Plan's investment positions expose it to a variety of financial risks which are discussed in note 5 - risk management.

THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2018
(In thousands of dollars)

9. Related party transactions:

Included in other expenses are administrative and management charges in the amount of \$Nil (2017 - \$Nil) paid to Carleton University, a related entity.

10. Security lending agreement:

The Plan participates in a security lending program with its custodian, whereby certain investments owned by the Plan were loaned to certain reputable brokers/dealers and financial institutions in return for a fee which was shared between the Plan and its custodian. Security lending revenue is reported as part of dividend and interest income in the amount of \$112 (2017 - \$38).



Office of
Board of Governors
CARLETON UNIVERSITY

Carleton University Board of Governors Talk Exchange Report

October 30, 2018

Prepared by Amanda Goth, University Secretary

Contents

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Introduction

The Board of Governors' Community Relations and Advancement (CRA) Committee hosted the Talk Exchange event on Oct. 30, 2018, at Richcraft Hall.

The Talk Exchange provides a unique setting for members of the Board to sit down with staff, faculty, alumni and students to have an open discussion about Carleton University.

The Oct. 30 session looked at Carleton's community impact while digging deeper into University Advancement's Here for Good ethos statement.

The session was chaired by Jay Nordenstrom, CRA Committee Chair and facilitated by Derrick Feldmann, a social movement adviser, author and consultant on Here for Good.

There were 21 participants, seven Board members and five note takers in attendance.

Background

The concept of the Talk Exchange originated from the CRA Committee and reflects its mandate to build relationships, protect and enhance Carleton's reputation, and encourage a culture of philanthropy.

This was the committee's third time hosting the exchange, with past events focusing on questions like "what do we want Carleton to be known for?" and "what do the next 75 years look like?". The previous Talk Exchanges were held in March and October 2017.

Theme – Here for Good

The theme for the Talk Exchange was determined at the CRA Committee meeting on Oct. 3, 2018.

Here for Good represents Carleton's contribution to the social, common and economic good of society through higher education. Originally grounded in fundraising and Carleton's Collaborate campaign, the Here for Good ethos has since gained traction and has come to represent the everyday "good" in the Carleton community. More information on Here for Good can be found on page 15.

Communication & Registration

A communications plan was developed to encourage registration and lay out the foundation of reporting. A webpage on the Board of Governors website was created. This webpage provided background information of the event as well as the registration form.

The event was promoted through direct emails, social media, the student portal and the university's intranet and social calendar. In addition, the event was shared through the university's communications network. Board members and the Advancement Office assisted in reaching out to interested alumni.

The webpage received 353 page views with an average reading time of 03:09.

There were 48 registrants through the website, 33 of which attended the event. Registrants identified as:

- 11 students
- 20 staff

- 9 faculty
- 8 alumni

An article summarizing the event was published on Nov. 1, 2018, on the Carleton Newsroom website. You can view the article here: <https://newsroom.carleton.ca/story/talk-exchange-october-2018/>

Approach

Participants broke into four small groups comprised of members from various constituencies. Group discussions focused on a series of questions that touched upon the identity of Here for Good, including examples seen on campus. The format was designed to allow for individual, small group (table) and large group dialogue.

The Board member at each table led the small group discussions on a sequence of questions. Each question series had an opportunity for every individual to be heard and time allowed for group discussion. Tables then reported key takeaways during the large group dialogue.

The Conversation

The themes of interdisciplinary strength, global community, collective impact and storytelling dominated conversation.

Interdisciplinary strength

Participants discussed how the three goods (social, common & economic) are limiting as Carleton's strength is interdisciplinary studies. Discussions focused on the impact of "knowledge" or "higher" good through innovation, teaching and research.

Global community

Discussions focused on how Here for Good has expanded beyond the university. Through the dissemination of knowledge, Carleton has created a global footprint through the initiatives of students, faculty, staff and alumni. Participants shared the aspiration of having Carleton expand its global outreach – that knowledge has no borders.

Collective impact

Many participants discussed that being Here for Good reflects the individual contributions to society and how they benefit the collective. By sharing the stories and accomplishments of students, staff, faculty and alumni, the university is creating a trickle effect that is fuelling a culture of shared reciprocity.

Storytelling

Participants discussed the abundance of initiatives for "good" across campus that are under the radar and should be shared. Storytelling and photography play an important role to highlight these initiatives and it is important to do so in a thematic way.

Appendix 1: Discussion Breakdown

Question Topic 1: Being Here for Good

Short burst questions:

When you hear the phrase Here for Good, what three words immediately come to mind? Why?

- Stability/long term x5
- Related to Carleton ethos x2
- Pithy (short and snappy) x2
- Pollyanna (a bit rose coloured)
- Happy/positivity x2
- Consistent
- Resilient
- Relates economy to Carleton
- Evolving
- The ideology of Here for Good in Carleton just flows because of the sense of community. You are member of a bigger family that is a form of being Here for Good.
- Contributing to the objectives of Carleton – what and how? Contributing with money, time and more
- The driving purpose, the motivating factor behind decisions at Carleton
- Ethical
- Social justice
- Community
- Leadership
- Strength
- Supportive
- Staying focused on objectivity, not giving power to special interest groups
- Reciprocity
- Collaboration
- Humanity
- Societal betterment
- Citizenship
- Process orientated, not just about an end goal

Write a sentence that uses one of the words you mentioned to describe Here for Good. Please share the sentence with the group.

- Carleton is always evolving to fit the community's needs.
- Good ideas are listened to and responded to.
- The university takes a sustainable approach.
- Having a positive/resilient impact is highly important.
- Collaboration is within the university and the community, you must engage the community.
- The ethos of Here for Good values lived experience.
- Good is modest but authentic- we're contributing in our capacity as a collective, which is powerful.
- Using platforms, being humble, challenging the way that things have been done in the past.
- Providing long lasting leadership – good for Ottawa community and the world.
- True test of community strength = be Here for Good.
- Evokes a sense of place – directs towards type of contribution Carleton/the world wants to make.

- All around responsibility/community/social engagement.
- Here for Good = capital campaign but should not be. It should be permanent.
- Does not feel like a marketing scheme/gimmick – genuinely agree with Here for Good.
- Evokes a lot of pride.
- Sense of pride and identity of Carleton in the city and nationally.
- Shows that Carleton is not self-serving and cares.
- Gives citizens' initiative to do in the community.
- Very welcoming to outsiders.

What is your Here for Good story?

- Student noted that they came to Carleton for the experience of Alternative Spring Break.
- CUSA providing services for students (for example, Wellness Wednesdays).
- Funding that is given to students to help them realize their dreams.
- Walking on campus and spotting a program director picking up a piece of litter; a small act, but shows the concept that everyone contributes no matter who they are.
- ISSO Thanksgiving program.
- There was a professor working on a youth homelessness conference that involved youth voices, specifically those who had experienced homelessness. They were given the platform to speak at the conference, which made it much more meaningful.
- Generosity of alumni and other donors enables the ethos of Here for Good – alumni involvement in general shows a strong community.
- Therapy dog program
- Students helping other students.
- Financial advisor helped a graduate student find housing.

Guiding question: Here for Good represents the intention of the people that make up Carleton University. Alumni, students, faculty, staff and our partners are a part of and lead change for our world through their contributions of skill, knowledge and time. What can we do to embed this understanding within and outside the university?

- There is trouble separating the term from the fundraising campaign. x2
- There is mixed awareness across campus with some having heard about this phrase for years while others are just hearing about it. x2
- The question about whether or not Carleton has a future has disappeared on campus, we are in a period of stability and the university is here for the long haul (albeit under the radar).
- A focus should be engaged communities rather than community engagement.
- Social purpose and long-term vision.
- Here for Good rather than Here for Excellence – shows Carleton is humble.
- Carleton is not a brand or a party but a university – this seems to be ignored and causes discourse.
- The campaign is more than just asking for money.
- Question regarding what percent of faculty donate to the campaign.
- The way Here for Good is portrayed makes people wonder if it could be viewed negatively
- We have to speak up.

- By having lectures that the general community can get involved and participate.
- Academics without borders - to go beyond the Carleton community for global outreach.
- You have to practice being good beyond the university. So, by doing storytelling to get the message across Ottawa and world-wide.
- More about the impact of the collective and making everyone involved feel valuable.
- Action speaks louder than words. Appreciate the value that everyone has to offer.
- Be intentional with each facet of campus, as 'how you do one thing is how you do everything'.
- Storytelling and shared voices – making sure that this is handled effectively so that this commitment to the entire community can be seen.
- Variety of story sharing methods, for multiple audiences in multiple formats.
- Thinking about how graduating students can carry on this philosophy into the global community.
- Appreciating that this message cannot just start at graduation and must be consistent throughout a student's entire time at Carleton – it cannot just pop up at key events.
- Is there enough advertising at Carleton – this should be a huge aspect in Carleton advertising and show be what people think about when they think about Carleton. More people should know about Here for Good.

Key takeaways:

- Through story telling we can have a historical context and share Carleton's future aspirations.
- Need to tie into innovation and teaching aspects of the university (broader connections).
- Unique stories are present that are under the radar and might not be known.

Question Topic 2: The Three Goods

This topic focused on the three goods of Here for Good. Social, common and economic good fuel the contributions students, faculty, alumni and our partners have on communities. This series of questions reviewed the various goods and refined the best approach to elevating the work of those in each category.

Short burst questions:

When you hear social good, what three words immediately come to mind? Why?

- About building a community and being involved in this community
- Involves social engagement and creating positive change
- Focus on connection and relationships
- Inclusion x2
- People x3
- Music making or sharing
- Connection
- Philanthropy
- Public affairs
- Social good brings people together during difficult times
- Community x3
- Social justice x2
- Charity x2
- Responsibility for each other
- Creating better people
- Issues of equity and justice
- Shared x2
- Helping those at a disadvantage (financial problems)
- Social good generalized on others
- Possible issues of equity
- Shows that we want to enhance Carleton
- Assistance
- Connection
- Society
- Basic income
- No control over ensuring, but we can react to world we have
- Correcting mistakes and problems we create, like poverty
- Change
- Culture
- Happiness
- Joy/artistic/creativity - things that enhance life
- Help

When you hear common good, what three words immediately come to mind? Why?

- For the good of everyone, not necessarily for particular causes.
- Related to research and seeking understanding; projects for the progress of mankind.
- Involves systems within society and how they interact with things larger than society, like environmental stewardship.
- Can take place through things that inspire others.
- Society
- Everyone benefits
- Open access (stability or excitability).
- Having different types of learning style; so no-matter where you come from you can get access to learn.
- The health science department is good to the general community.
- Good for everyone

- Leftovers (things that don't fit in either social or economic)
- Knowledge needs to be at forefront.
- Difficulty determining what was meant by common good. Public good? Higher good? Does economic good then read as private good?
- Offers opportunities for everyone.
- Very vague
- Aspects of common good seem like it overall will benefit but it may not affect your life personally in anyway.
- Understanding
- Even playing field
- To access, beyond academics, but also beauty, happiness
- Struggle between difference between social and common
- Disagree with last sentence
- We pursue knowledge for own sake, to make progress in society/ourselves.
- Pursuing knowledge for own sake selfish? Or to make a difference in society?

When you hear economic good, what three words immediately come to mind? Why?

- Progress towards the ability to self-actualize
- Empowerment of others towards freedom
- Focus on sustainability and security
- The training of students has some economic good, applying what you learn in different platforms that we are being provided, it helps students
- The existence of Carleton in itself is an economic good
- Seems colonial
- Always portraying things in the international lens and not domestic
- Very narrow view on economy
- Missing a lot of other economic and social projects
- Seems like it's all about a private institution when discussing economic good
- Alternative spring break program
- Me to We
- Help communities in under-resourced community, using reciprocal learning
- Install water tap, etc.
- Related to recognition that challenges are due to economic inequality
- Food bank, bursaries
- Education is not just to learn, but to go into society and use knowledge to make change
- Text focuses on engineering, business
- Ignores sciences and other disciplines
- What is global citizen?
- Globally aware of world outside community
- Aware of differences and respectful of it
- Pamphlet focuses on international development, not own community
- Problems with pictures on pamphlet
- Male dominate and white dominate

- Imagery of colonialism
- Doing work in Africa – bad representation of Africa
- Does not represent Carleton at all

Do you have a story (personal/peer/colleague) that you can share that represents one of the three goods of Here for Good?

- SEO experiential learning programs like ASB and C2C.
- Research opportunities around campus like the READ initiative and the CCCI Centre.
- At the individual level many people go above and beyond in their day-to-day lives.
- Any activities for groups around campus that can make that group feel seen and heard.
- Focus on the smaller things going on around campus, as every university has their large impressive projects. Carleton's strength is in the good of its community and its collective efforts.
- PMS, attendant services (helping students with disability).
- The research on refugees
- Scholars at risk
- Journalism fact check in the US
- Mental health day. Community resources and outreach
- Health science day: collaborating with Ottawa hospital to find cure for Parkinson disease

Guiding question: Each good has an important impact on the community. How can we inspire more students, faculty and alumni to create projects and innovative approaches to problem solve in their communities? How can we capture those stories?

- The three goods often seem pigeonholed – social good is arts programs, economic is engineering, etc. Doing away with this would encourage broader creation from people of diverse academic backgrounds.
- People need to identify with the messaging to be inspired, and to identify they need to see themselves reflected in it.
- Making space for the freedom to fail.
- Giving professors more room for things they are passionate about, which will then inspire their students.
- Uniting rather than categorizing; challenging the silos that are in place.
- More opportunities for experiential learning.
- These can be captured through a variety of forms.
- Diversity of story sharing methods is key in creating opportunities for meaningful appreciation.
- We inspire people through storytelling.
- We should have multiple ways for people to give back. So, have a high amount of openness and access.
- Making people more aware of the stories we already have.
- Photos don't tell whole story.
- Careful with focusing on international programs – hints of colonialism (although projects themselves excellent).
- Separating into three groups captures slices but a lot missing and a lot of overlap.
- Nothing that focuses on pursuit of knowledge as good.

Key takeaways:

- Struggle with the differentiation between the three goods – elevating public good, higher good, interdisciplinary and knowledge (insights).
- Uniting instead of categorizing is important. There is overlap between categories and not all inclusive language.
- Ensuring we are more representative in our photos, descriptions, pamphlets, etc.

Question Topic 3: Opportunities

This topic highlighted how existing work on and off campus by students, alumni, faculty and partners applies to Here for Good. This series of questions reviewed the various opportunities and key partners that should be considered for Here for Good.

Short burst questions:

Can you name three programs, events or initiatives on campus that apply to Here for Good?

- Capital campaign
- International internships
- Giving Tuesday
- Alternative spring break x2
- Research month
- Ongoing research
- Talks reaching out to create engaged communities (Science Café)
- Undergraduate research internships
- PMC/accessibility (reframed as well-being)
- Community Pedagogy Group
- Therapy Dogs Program
- Summer camps on campus
- Sports facilities
- Campus master plan
- LRT
- Are there hub roles that Carleton can do to help community?
 - How do programs align to community needs?
 - Carleton has many resources and a great real estate
- SSSC (Science Student Success Centre)
 - Staff members, but 60 student volunteers
- Big Brothers Big Sisters Program
 - May not know what is happening in community/advertised, but many programs doing things that are here for good
- Throwback
 - Alumni back at campus
 - How to interact with 60's grads compared to 2000's grads
 - Internet

What upcoming event or program should Here for Good be a part of?

- Hosting National Basketball Championship in 2020
- Boys and Girls Club
 - Giving them more profile
- Social research
 - Roles that people play

Guiding question: Anyone can design and create opportunities to impact the community. Here for Good is a platform to promote, share and convene on the outcomes of societal benefit. To that end, is there anything that should be considered or created to further promote the outcomes of Carleton University's impact on the community?

- Include it in more communications around campus, specifically more messaging about the actual ethos of the campaign.
- Advertising it publicly in a way that is not superficial; avoid being self-congratulatory while still celebrating stories that align with Here for Good.
- Recognize people in an approach similar to the example of the youth homelessness committee, where the voices that should be heard are front and centre.
- An annual publication of Here for Good stories.
- Better representation in the materials and messaging of staff involvement.
- To promote Here for Good, we need to make the information accessible to everybody, by using themes so that we can develop a memory bank.
- Create a “beat reporter” whose job is to find and report on the good. Department of University Communications does a good job telling the stories it knows about but we need more folk involved in finding the stories.
- President’s report to Board is a good step.
- Look at social impact of various endeavors.
- Clean up dead web pages and bad links.
- Need to focus more on other projects at Carleton.
- Devote more efforts to having someone collect and report on other things happening at Carleton.
- Lots of good work being done with the support systems available at Carleton.
- Great that the Psychology Department sponsored Mental Health Day.
- Good work with Giving Tuesday and Thank You Thursday.
- ASB engagement is beneficial.
- Here for Good is a good slogan.
- Engages the community and gives an explanation about Carleton.
- It’s humbling that it expresses we are here for good and not excellence, there is no competition with other universities about who is better.
- Expresses that we are willing to take a chance.
- A way to promote Here for Good would be t-shirts given to students with the logo on it.
- Name three goods seems like were limiting it to only three.
- There is no focus on knowledge in the categories.
- We need to remember we are a university and not a brand when discussing economic good.
- Economic good sounds capitalist.
- Economic good moves us away from our engagement as a school.
- A name change for common good.
- Main focus seems to be social and economic good with common good being the leftover section to categorize everything else.
- Economic good should showcase some of the things we do here in Ottawa not just promote outreach.

- The picture of the butterfly exhibit would be better suited for social good instead of common good.
- More suitable pictures could have been used.
- Common and social good sound too similar.
- A different variety of pictures to showcase common, social and economic good.
- We need to provide more effort and resources into undergrad student research like the Discovery Centre.
- Consider – ‘Here for Good’ as a slogan for Carleton.

Key takeaways:

- Potential thematic elements – book, story-telling environment like a web portal.
- There is an abundance of stories and there is an opportunity to capture known and unknown Here for Good stories.
- Expanding the categories of “good” and images associated.

Appendix 2: About Here for Good

At Carleton University, we are Here for Good. We are a community with a shared cause. We believe that higher education is a force for good. Our institution was founded in 1942 with the mission to provide a new educational opportunity to the young people of Ottawa. To this day, we believe that through higher education we can improve the lives of individuals and communities around the world. Through higher education, we contribute more to the economic, social and common good of society, improving its economy and institutions and the health and well-being of all citizens.

Social good

We help with the causes and challenges that concern our community and each other. With expertise in public affairs and policy, social sciences, philanthropy, media and arts, we enhance our collective capacity to be good, informed and creative people, and ultimately contribute to healthier, happier and more humane interactions.

Example: We Are All Musicians (WAAM) is a research-creation initiative that works with local organizations to ensure that everyone has a chance to make and experience music, regardless of income, age or level of physical or cognitive ability.

Common good

We pursue knowledge for its own sake to further our ability to understand our world and its systems. By offering access to higher education and research in diverse disciplines such as physics, sciences and the humanities, we can make progress as a society and as human beings.

Example: Each year, Carleton's Butterfly Show showcases the magic of the insect world to children in Ottawa and surrounding areas. Through the joy of discovery, young people may be inspired to one day contribute to our collective understanding of the world.

Economic good

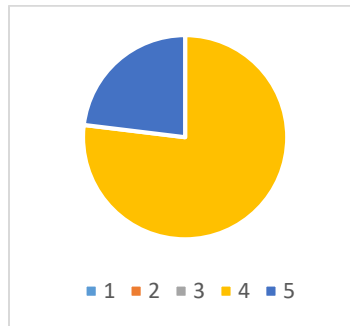
We provide individuals and society with economic opportunity through innovation, growth and leadership. Our students, alumni, faculty and partners lead progress in engineering and technology, champion global opportunity and entrepreneurship, and inspire personal and professional excellence, giving themselves and others the chance to succeed.

Example: Students working with local residents of Tanzania on From Buckets to Rain Barrels, a collaborative project aimed at designing innovative and economically viable water harvesting technologies that will reduce the water collection demands placed on women and children and that will create an income generating operation that supports the local economy.

Appendix 3: Participant Feedback

Participants were asked to fill out an evaluation form on the event. The following are the results.

Q1: Overall, how would you rate your experience at this event? (scale of 1 - 5; 1 being low, 5 being high)



Q2: Today's session was a good use of my time (yes or no) 100% of respondents said yes.

| Q3: The three most interesting or useful aspects I am taking away from today are: |
|--|
| Intention of Here for Good |
| Three aspects of good |
| Food for thought - where else can Here for Good reach? |
| Really enjoyed meeting and talking with colleagues |
| Talking about change together makes a great difference to the community as a whole |
| The caring attitude about Carleton shown by the participants |
| Hearing about other people's experiences and stories |
| Learning more about Carleton |
| Thematic publications showcasing new Carleton achievements |
| Consistency of viewpoints and perspectives |
| Interdisciplinary is a core part of Carleton |
| Nuances in wording is important |
| Better understanding of the "Here for Good" tagline |
| Listening to diverse members of the Carleton community |
| Hearing from staff, students, and faculty. |
| Better understanding of the "Here for Good" origins |
| Seeing how positive the participants are about Carleton |
| Importance of inclusivity in language and examples |
| It is the little "Here for Good" that building capacity and differentiates us. |
| Collaboration |
| Inclusiveness |
| Freedom |

| Q4: How do you think this event could have been made more effective? |
|--|
| Contribution in a positive environment |
| Making new connections |
| Thought provoking |
| Great and healthy food options |
| Hopefully improve campaign |
| Meeting across departments |
| How comfortable people were talking about their opinions |
| Speakers at my table uniformly spoke of a sense of "family" at Carleton and how welcoming everyone feels |
| Mix of stakeholders at the table |
| People from different areas of the community |
| Talking with community, advancement and Board members |
| Diversity of voices |
| Note takers available (allows to focus on discussion) |
| Interesting topic |
| Good subject but could have been introduced a tad differently since not all facilitators actually, knew what to expect |
| Lively discussion with different people and with different perspectives |
| Well-structured and clear format |
| Breath of participants |
| Encouraging communication and participation across the community |
| Various roles at the table |
| Openness of Advancement and the Board to get this feedback |

| Q5: Today's event could have been improved by: |
|--|
| It feels a bit like "preaching to the choir" |
| Folks invited to this event really understand the Here for Good mission. We might benefit from some more unbridled feedback. |
| Everyone here was being very gentle today |
| Discussion of drawbacks of Here for Good message |
| More narrow and specific framework for conversations |
| Free association seems aimless "guiding questions" leading written |
| Introductions around the table |
| Less structured, more informal discussion |
| Good open ended questions but at times confusing what was being asked |
| Ensure quiet voices at the table are being heard (perhaps soliciting their input more explicitly) |
| Sharing thoughts from tables less useful as we did not do anything with that sharing |
| Clearer questions |
| A time limit on the "summaries" |
| Struggled a bit with the questions seemed like a focus group which I don't think was how it was communicated |
| Acknowledgement of First Nations territory |

| Q6: Other comments |
|---|
| Agree it is sad not to acknowledge staff as educators because that's what they are. They are not just "supports" |
| Great job |
| Thanks for asking for input |
| Thanks for being open |

**Minutes of the 38th Meeting of the Governance Committee
Thursday, October 4, 2018 at 3:00p.m.
Room 2440R Richcraft Hall**

| | | |
|-----------------|---|---|
| Present: | Mr. K. Evans (Chair) Mr. P. Dinsdale (Vice-Chair)(phone) Dr. B.A. Bacon Ms. T. Arnt Mr. K. von Finckenstein | Mr. D. Fortin Ms. G. Garland Ms. A. Spiwak (Phone) Mr. A. Ullett |
| Regrets: | Dr. I. Lee | Mr. N. Nanos |
| Staff: | Ms. S. Blanchard Ms. A. Deeth Ms. A. Goth (Recording Secretary) | Mr. S. Levitt Dr. J. Tomberlin |
| Guest: | Ms. L. Honsberger | Mr. T. Lackey |

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:04 p.m.

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. There were none declared.

3. APPROVAL OF AGENDA

The Chair requested to have the following items moved up in the agenda:

- Signing Authorities Policy
- Sexual Violence Policy – Consultation Plan
- Senate Bylaw Review

Mr. Ullett moved, and it was seconded by Mr. Dinsdale to approve the agenda, as amended.
The motion carried.

4. ITEM(S) FOR APPROVAL

4.1 Minutes of Previous Meeting

The minutes of the 37th meeting of the Governance Committee were circulated in advance.

Mr. Ullett moved, and it was seconded by Mr. Evans, to approve the minutes of the 37th Governance Committee meeting, as presented. The motion carried.

5. ITEM(S) FOR DELIBERATION

5.1 Committee Work Plan

A draft work plan was circulated in advance.

The Chair suggested that it may be beneficial to have a meeting in February and then move the meeting in March to April. The Chair requested to defer the discussion of the standing committees' Terms of References' to the next meeting.

5.2 Best Practices Review Report

A draft report and a report summary were circulated in advance.

Dr. Bonnie Patterson and Ms. Harriet Lewis were selected as consultants to conduct a best practices review of the following areas:

- organization and agenda structure of meetings;
- frequency and timing of meetings;
- briefing materials;
- transparency;
- communication and engagement with the community;
- governance training and a possible framework;
- presidential evaluation/assessment;
- board assessment.

The consultants identified thirteen Canadian universities as sample institutions for the purpose of the report. The report is for information only and is to be used to spark discussion for the Board of Governors. The Governance Committee was tasked with reviewing the best practices in the report and extracting relevant topics that will be the focus of the upcoming Board Planning Session on Oct. 20, 2018. After fulsome discussion by the committee, the following four topics were identified:

1. Communications and Engagement
2. Continuing Educations
3. Governance Training

4. Meeting Mechanics, Timing, and Briefing Materials

5.3 Board Assessment Longitudinal Analysis

A presentation was circulated in advance for information. The Chair briefly spoke to the item, stating that overall the results showed that the Board is very satisfied with how committee and Board meetings are conducted. A summary of the results is as follows:

- Over 90% agreed the information the Board receives is useful and timely.
- Over 80% agreed the Board meets the right length of time each meeting.
- Over 80% agreed the Board meets the right number of times each year.
- Over 70% agreed the meeting documentation provides adequate information and allows for appropriate preparation prior to a meeting.
- Nearly 80% agreed the Board has the opportunity to discuss matters and ask questions of critical importance before decisions are made.
- Nearly 70% agreed the Board's meeting agenda clearly reflects the strategic plan or priorities.
- Over 80% agreed the Board is kept apprised of progress with regard to planning, goals and priorities on an annual basis or more frequently as needed.
- Over 80% agreed the Board deals with the most appropriate issues facing the University.
- Nearly 80% agreed the university's strategic goals are clear, sufficient and serve as a useful guide to the Board in the deliberations and policy making decision.
- Over 70% agreed the Board is provided with adequate information and resources for effective decision-making.

5.4 Signing Authorities Policy

The revised policy was circulated in advance.

Mr. Levitt informed the committee that previously, the Signing Authorities Policy and the Signing Procedures Document were two separate documents hosted on the secretariat website. The unintended consequence of the separation was, at times, staff did not always consult both documents when going through the contractual approval and signing process. As result, the major change to the policy was to combine both documents together by moving the procedures into the policy and to move the general provisions to a position of more prominence in the document.

Mr. Levitt advised that in keeping with the Board's desire to have a risk management focused approach to issues, the concept of significant risk is being introduced with the support of Mr. Lackey, Director of Risk and Insurance. This concept was introduced to address that policy previously was based on primarily on dollar

amounts and did not fully account for levels of risk. The policy now introduces a formal risk assessment review for contracts and potentially expose the University to significant risk and includes a contract checklist with a risk matrix to assist with assessment. The policy was also updated to reflect changes to roles and operations. The policy has been reviewed and approved by the Senior Management Committee and is recommended for review by the Governance Committee and approval by the Board of Governors.

Following discussion, the Committee requested that the definition of significant risk be tied to the risk matrix and the policy be amended to have the General Counsel as the officer who parties would be directed to concerning questions of interpretation of the policy. It was also noted that if the process laid out in the policy is not followed there are provisions that allow the President and Vice-Presidents to restrict signing authority.

Mr. Ullett moved and Mr. Dinsdale seconded to recommend to the Board of Governors the approval the Signing Authorities Policy, as amended. The motion passed.

5.5 Sexual Violence Policy - Consultation Plan

A summary and plan were circulated in advance.

Ms. Blanchard, Vice-President (Students and Enrolment), summarized the process that will be followed to carry out consultation with the Carleton community and key stakeholders to amend the current Sexual Violence Policy. Following the first annual review of the implementation of the Sexual Violence Policy, it was recommended that further review of specific areas of the policy was needed. Ms. Blanchard acknowledged that while the policy has been flexible enough to support survivors while balancing the requirement for procedural fairness, there are opportunities for further clarification of policy language.

In order to do this in the most collaborative way possible, Equity Services, in partnership with the Office of the Vice-President (Students and Enrolment) and key stakeholders, have proposed six phases outlined in the work plan for the Sexual Violence Policy Review that was circulated. Consultation on the process begun in September 2018 and the draft of the Campus Strategy on Sexual Violence will be presented to the Board of Governors on April 25, 2019, for approval. Following the potential approval, the final Campus Strategy on Sexual Violence will be released to the community.

5.6 Bylaw Review – Senate

The proposed amended Bylaws were circulated in advance.

The Bylaws underwent a full review and revision by the Board of Governors in 2015. However, at that time Senate had not completed their own review on their governance processes. As a result the Senate related portion of the Bylaws were not updated in 2015. In June 2018, Senate completed the review of the Academic Governance of the University policy and both the Senate and Board of Governors approved the following amendments:

1. Updating the Senate Committee Terms of Reference;
2. Adjusting Senate membership (specifically ex officio membership);
3. Resolving the potential conflict with the definition of Faculty Board between the Academic Governance of the University (AGU) and the Act;
4. Making the parallel edits to the Senate By-Laws.

As a result of changes to the Academic Governance of the University policy, complimentary modifications are necessary to the related provision of the Bylaws. The Amendments were made to Section 9 concerning Senate membership. The changes made are strictly housekeeping matters and to ensure both sets of documents are aligned.

It was agreed that the Bylaw revisions will be sent to Senate for their information prior to being sent to the Board of Governors for final approval.

6. OTHER BUSINESS

There was no other business declared.

7. ADJOURNMENT

Mr. von Finckenstein moved and Ms. Garland seconded to adjourn at approximately 5:12pm. The motion carried.

**Minutes of the Finance Committee
Thursday, November 8th, 2018 at 9:00 a.m.
Room 2440R, Richcraft Hall**

Present: Mr. B. Wener, Chair
Ms. D. Alves, Vice-Chair
Dr. B.A. Bacon
Mr. G. Farrell
Mr. D. Fortin (phone)
Ms. C. Gold (phone)
Ms. L. Honsberger
Mr. O. Javanpour
Dr. J. Malloy
Ms. Y. Osagie (late)

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

Regrets: Mr. N. Nanos

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The meeting was called to order at 9:00 a.m.

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. Honsberger and seconded by Mr. Javanpour that the agenda of the 295th Finance Committee be approved, as presented. The motion carried.

4. APPROVAL OF THE MINUTES

4.1 Minutes of Previous Meeting

The minutes of the 294th meeting of the Finance Committee and the May 22nd Joint Finance and Building Program Committee meeting minutes were circulated in advance.

It was moved by Mr. Farrell and seconded by Ms. Alves that the minutes of the 294th meeting of the Finance Committee and the May 22nd Joint Finance and Building Program Committees meeting minutes be approved, as presented. The motion carried.

5. ITEM(S) FOR APPROVAL

5.1 Framework for the 2019/2020 Operating Budget

A working paper and presentation were circulated in advance.

It was noted that there is a transition underway for the Provost and Vice-President (Academic) (currently Dr. Jerry Tomberlin) to be Chief Budget Officer from the Vice-President (Finance and Administration).

President Bacon introduced the budget planning principles:

- Enhancing Carleton's Academic Mission – Teaching, Research and Student Experience
- Aligning with the Strategic Integrated Plan and Strategic Mandate Agreement-2
- Transparency and clarity – understanding of the process and communicating. This has included expanding the membership of the committee making budget decisions
- Financial stability and sustainability – maintain balanced budget
- Revenue generation and diversification.

The Ontario Government Context was outlined including:

- To date a lack of a tuition framework for 2019/20;
- a new Pension Regulation Framework;
- three satellite campus planned have been cancelled by the government (savings of \$300M);
- Bill 148 – Fair Workplaces, Better Jobs Act has been eliminated and replaced by Bill 47; and
- the Cap and Trade program has been eliminated.

The key planning dates were outlined starting with the Finance Committee in November approving the Planning Framework and Budget update.

A new Strategic Plan will be created in 2019/20 for 2020 onward. For the budget year 2019/20 the university will continue with ongoing initiatives such as research standing, student retention rate, grading practices, graduation rates and employment rates which are important key performance measures of the Strategic Mandate Agreement 2.

Planning themes for 2019-20 include:

- Academic and Student Experience
- Research – partnerships with industry importance of the ARISE Building was highlighted.
- Administration – infrastructure projects and Dominion Chalmers facility

The demographics for the 18-year-old population will begin to increase over coming years (by 2021). The long-term financial forecast assuming no reduction in provincial grants, a 5% grant reduction and a 10% grant reduction were outlined.

The budget assumptions for revenue include enrolment growth, a 3% tuition increase for domestic students and between a 3 – 5% tuition increase for international students, as well as a possible decrease in provincial grants.

The budget assumptions for expenses include an increase in salaries and benefits due to ongoing and upcoming negotiations with union groups, a compensation review for union-exempt administrative staff, the results of the pay equity project for CUPE 2424 staff and a general cost increase of 3%.

The major projects currently ongoing include the Nicol Building, the fit-up of the Health Sciences Building (4 and 6 floors), fit-up of the ARISE Building, and the Co-generation project. Major projects in planning stages (design and cost estimates) include the parking lot expansion of P18, an addition to the Athletics Centre, a new Engineering Building and Workshops, a New Student Residence and an addition to the University Centre.

There was a discussion about the return on investment/value of new spaces and buildings for the university. The value of the new spaces is shown in terms of increase enrolments and capacity, new programs and the high space utilization for academic space on campus.

ACTION: An update on the 2019/2020 budget framework at the March meeting was requested.

The impact of the cancellation of Bill 148 was discussed and it will have minimal impact or cost-saving for the university.

There was a discussion about providing comparators of revenue and expenses of similar sized universities to give context for the board members. It is important to remember that the university is given a mandate to maintain a balanced budget and

based on strategies, initiatives and priorities that are provides a framework. The goal and outcome of such benchmarking needs to be determined. For example, it would be for risk mitigation, attainment of best in class, resources alignment with priorities, etc. Comparison of key indicators can be done with other universities by the SMA metrics of post-graduation employment rate, graduate rates, retention rates, enrolment numbers, research intensity, etc. These indicators are a measure of success and are tracked. The university budget has been exceptionally well managed and there is some danger to benchmarking financial expenses without full context.

Revenue diversification was discussed and a method for incentivizing the units that generate revenue.

Carleton's recruitment weekend was discussed. Residence upgrades can have a direct impact on revenue generation if it helps with recruitment.

It was moved by Ms. Honsberger and seconded by Dr. Malloy to recommend the approval of the 2019/2020 Operating Budget framework to the Board of Governors, as presented. The motion passed.

6. ITEM(S) FOR INFORMATION

6.1 Investment Report for the Endowment

A working paper was circulated in advance.

Ms. Betsy Springer, Director of the Pension Fund Manager was introduced to give a summary of the report. The performance of the University's Endowment Fund (the "Fund") for the period ending September 30, 2018 were given. It was noted that the results have not been shared with the Investment Committee but in the interest of providing current number were provide for information to the Finance Committee.

The objective of the Fund is to achieve returns that will allow annual distributions of 4% of a moving four-year average of the market value of the Fund and a 1% administrative levy while preserving the real value of the Fund in perpetuity. Results for this period show that these objectives have been met.

The General Endowment represents over 90% of all endowed funds and supports student aid and other campus initiatives. The General Endowment totaled \$259.3M at September 30, 2018, up from \$250.6M at December 31, 2017. With the exception of infrastructure and an overweight within global equities, weightings for all asset classes are within the 10% ranges permitted under policy. At September 30, 2018 the investment counsel/manager are PH&N (52.7%), MFS (45.4%) and Infrastructure (1.9%).

The Sprott Bursary has assets invested solely by Sprott Asset Management at the request of the donor. At September 30, 2018, the value of the Bursary was \$12.6M, down from \$15.5 at December 31, 2017.

The Jarislowsky Chair in Water and Global Health (\$4.4M) is invested in a balanced portfolio of Canadian and non-Canadian stocks and Canadian fixed income managed by Jarislowsky Fraser limited. The return for the quarter ended September 30, 2018 was 3.14%.

ACTION: Ms. Springer to check if the infrastructure fund is fully committed (15%).

A discussion regarding the Sprott Bursary under performance and the obligation by Carleton to continue investments with poor returns was discussed. Accepting funds with conditions such as where to invest is not best practice.

ACTION: Mr. Sullivan was asked to see if the 1% administrative levy (overhead recovery) was average or best practice for Endowment Funds.

6.2 Pension Plan Report

A working paper was circulated in advance.

Ms. Betsy Springer, Director of the Pension Fund Manager was introduced to give a summary of the report. The performance of the Carleton University Retirement Plan (“the Plan”) for the period ending September 30, 2018 were given. It was noted that the results have not been shared with the Pension Committee but in the interest of providing current number were provide for information to the Finance Committee.

The Carleton University Retirement Plan (“The Plan”) is valued at approximately \$1.25B. The Plan is of strategic importance to the university as it impacts the operating budget and is very important to employee groups. There is 4,000 members of the Plan – 2,000 actively contributing to the Plan, 1,300 retirees/beneficiaries and approximately 600 people who have left Carleton but have kept their contributions in the Plan.

The Plan falls under the Ontario governments Pension Benefits Act that requires the Plan to have a Sponsor and an Administrator. Carleton University fills both these roles. The University delegated responsibility for administering the Plan to the Pension Committee as per the Retirement Plan text. Recommendations of the Pension Committee must be approved by the Finance Committee and Board of Governors. Items not approved are referred back to the Pension Committee. The Pension Committee consists of employees from the University, the Plan membership and the Board of Governors.

The last actuarial evaluation was done in July 1, 2016. The next actuarial valuation must be prepared as at July 1, 2019. The valuation must be prepared both on a going-concern basis (\$80M deficiency – 93% Funded) and on a solvency basis (with a prescribed interest rate). If a plan has a solvency deficiency (\$223M deficiency – 83% Funded), special contributions to the plan are required over 5 years. The Plan is in third round of Provincial solvency funding relief and it was noted that employees are also making additional contributions (with sunset clause of 2021).

After three rounds of temporary solvency funding relief spanning a decade, the Province introduced new funding rules for pension plans as of May 1, 2018. Solvency valuation are required but solvency funding is only required when the funded status of the plan fails below 85%. This is positive change for Carleton because contributions under the old rules were expected to rise materially with the next valuation. Under the new rules, the going concern deficits are required to be amortized over 10 years (instead of 15 years). This is not materially significant for Carleton.

Under the new regulations, a Provision for Adverse Deviations (PfAD) will be required and fully funded, designed to cushion against market volatility. It is anticipated that PfAD for Carleton will be 10% of actuarial liabilities or \$120M – 130M. The Pension Reserve will be fully used as a result.

In addition, the Pension Benefits Guarantee Fund (PBGF) assessment is used to top up pension benefit payments to retirees of entities that have become insolvent. For Carleton, its contribution is expected to increase to \$2.5M in 2019.

The Fund outperformed (by 1.5%) the benchmark of 8.32% over 4 years.

The Chair commended the Pension Office for their extensive communication with the Plan members.

6.3 Update on Major Capital Projects

A working paper and capital projects expenditures report were circulated in advance.

Capital projects currently underway total \$215.8M. There is \$188M in major projects and \$28M in deferred maintenance. It is not expected that any projects will exceed allowable budget threshold of \$0.5M or 15% of the budget total.

It was noted that projects that will be coming forward to the Finance Committee at next meeting include the North Campus Parking Structure (P18), and an addition to the Engineering Building. No funding was requested at this time.

6.4 Update on the 2018/2019 Operating Budget

A working paper and presentation were circulated in advance.

An enrolment shortfall (-2.8% first-year enrolment) due to lower than budgeted domestic tuition of \$4.6M and international tuition of \$1.5M. There was also lower international student enrolment due to the labour disruption as students could not apply to student VISAs on time for September enrolment. Government grant funds remain stable. The net results expected is a \$5M surplus at year-end.

The ongoing financial risks include provincial government policy change, an unknown tuition fee framework and unknown investment returns.

7. IN-CAMERA SESSION

An in-camera session was held.

8. OTHER BUSINESS

9. ADJOURNMENT

It was moved by Mr. Javanpour and seconded by Ms. Alves to adjourn the meeting at approximately 11:00 a.m.

**Minutes of the 155th Meeting of the Building Program Committee
Monday, October 15, 2018 at 3:00 p.m.
Richcraft Hall 2440R**

MINUTES

| | | |
|-----------------|--|--|
| Present: | Mr. D. Craig, Chair Ms. L. Watson, Vice-Chair Dr. B. Bacon Mr. G. Farrell | Mr. D. Fortin (Phone) Ms. P. Smith Mr. A. Ullett |
| Regrets: | Ms. G. Courtland Mr. N. Nanos | Ms. E. Wohlbold |
| Staff: | Ms. S. Blanchard Ms. A. Goth Dr. R. Goubran (Left at 4:30pm) | Mr. S. Levitt Mr. M. Piché |
| Guests: | Mr. G. Nower | Mr. T. Stewart |

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The meeting was called to order at 3:02 p.m. The Chair welcomed Mr. Nower to Carleton and to his first meeting of the Building Program Committee.

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. There were none declared.

3. APPROVAL OF THE AGENDA

It was moved by Mr. Farrell and seconded by Mr. Ullett that the agenda be approved as presented. The motion carried.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

It was moved by Mr. Ullett and seconded by Ms. Watson to approve that the minutes for the 154th Building Program Committee meeting and the minutes of the May 22, 2018 Joint Finance and Building Program Committee meeting, as presented. The motion carried.

5. ITEMS FOR APPROVAL

5.1 Parking Garage

A report was circulated in advance and Mr. Piché, Vice-President (Finance and Administration) was introduced to take the committee through the material.

The committee reviewed the Master Plan (last updated in 2016) and discussed how additional buildings in the core of campus would affect the availability of surface parking. As a result, the University acquired air rights from the City of Ottawa to build parking structures over the light rail line at the north-end of the campus.

It was noted that Phase 1 of the North Campus Parking Facility (P-18) was constructed to support an additional 600 spaces through a vertical expansion (Phase 2 of the project). Currently, the projected cost of Phase 2 is \$30M.

Due to the expansion of building projects, the total number of parking spaces on campus has decreased by 320 spaces (from 4,786 (2016) to 4,466 (2018)). Further reductions are expected in coming years to accommodate planned projects and traffic changes, such as re-configuration of parking Lot P-5 for an entrance/exit from Bronson Ave., and the Athletic Centre expansion (loss of 52 parking spaces). While parking spaces are being decreased to make way for new buildings, demand continues to grow, with total parking permits increasing from 5,701 in 2013 to 7,924 in 2017 (an increase of 2,223 permits, or 39% over 4 years). It was noted that future parking losses from planned projects should be addressed and plans should provide room for parking growth.

The City of Ottawa will be shutting the O-Train operations in 2020/2021 to proceed with the Stage 2 of the LRT project. Due to the complexities of building over and around the rail line, the planned rail shutdown provides the only opportunity to complete construction of the parking expansion project (P-18). As a result, the expansion must align with the rail shutdown period.

Facilities Management and Planning (FMP) is conducting a campus wide transportation and parking study with the help of internal and external consultants. The study will cover the P-18 expansion in addition to future parking demand and supply, public transit, and traffic flow/issues on campus with an emphasis on safety. In addition, the study will look into various modes of transportation such as pedestrians, vehicles, bikes and scooters, and will encompass recommendations of how Carleton can incorporate and connect all of the various modes of transportation seen on campus. The study, expected for the end of December 2018, will also help to inform future parking decisions.

A concern was raised that the proposed north campus parking expansion will temporarily remove 600 parking spaces during construction, along with additional surface parking spaces from P-6 and P-7 to accommodate the contractor's activities. In addition, the LRT shutdown for 18 months in May 2020 will increase the demand for parking as students and staff may find alternate bus routes impractical. Additional parking spaces will be required during construction and the LRT train shutdown. It was also noted that delays in completing the project within the short window of allowable time provided by the LRT

train line shutdown could have considerable reputational and financial impacts with internal clients and external stakeholders. In addition, failure to secure additional temporary parking spaces during construction and the rail shutdown could also have considerable reputational implications. The committee was assured that the design work will include a comprehensive communications plan to inform key stakeholders of impacts and timelines.

It was also noted that much consideration should be given to the appearance of the parking structure from the vantage point of Bronson Avenue. This also affects the perception of Carleton as this is the first thing visitors see before entering the campus.

The Chair requested that the method in which this information was presented to the committee be the start of a trend in an effort to ensure the committees are provided with sufficient information in a timely manner to assist with effective decisions making. He also noted that this project can provide an opportunity to bring more sustainability efforts to Carleton while also enhancing the university's appearance from Bronson Avenue. The Chair identified that there may be some challenges associated with budget but that it is better to know that upfront and make adjustments accordingly rather than making a rushed or wrong decision.

Ms. Watson moved, Mr. Ullett seconded to recommend to the Board that the Assistant Vice President of Facilities Management and Planning (FMP) be authorized to hire a design team and construction manager to develop the P-18 North Campus Parking Facility to the schematic design development stage along with a comprehensive schedule and cost estimate. The hiring process should be in accordance with the Carleton University guidelines for professional services and contractors and that a member of the Building Program Committee be included on the selection panel assembled.

The Building Program Committee recommended that the design team and construction manager be made aware that this assignment can be terminated at the discretion of Carleton University at the end of the schematic design stage and that it be made clear that the site and facility design should take into account all modes of transportation, the Transportation Master Plan update early findings, and especially incorporate design considerations meant to reduce the visual impact of the new six storey structure from Bronson Ave. as well as emphasize Carleton's sustainability aspirations.

The design team will be required, as part of the schematic design deliverables, to provide a 3D model of the proposed building in its context, illustrating views from Bronson Avenue and from the campus, as presented. The motion carried.

6. ITEMS FOR INFORMATION

6.1 Review of Committee Work Plan and Terms of Reference

Both the work plan and Terms of Reference were circulated in advance.

Ms. Goth, the University Secretary introduced the items and informed the committee that the content of the three proposed meetings was drafted in collaboration with the Chair and the senior management team. The committee was asked to review the materials and notify the University Secretary of any proposed changes. Any amendments to the Terms of Reference will then be brought forward to the Governance Committee for consideration.

It was brought to the committee's attention that "engineering" should be added under the expertise of the committee members under the header "Membership, Qualifications and Composition" in the Terms of Reference.

The Chair requested that under the Committee's Mandate (a), to include a discussion of the process required to select and acquire an outside project/construction manager. Mr. Piché noted that a Capital Planning and Process Policy is currently being developed and it will look to simplify the Building Program Committee Terms of Reference. The goal is to make the document more manageable by streamlining the language and making it more comprehensive. The draft policy will be brought forward at the next Building Program Committee meeting scheduled for Feb. 21, 2019.

6.2 Project Management Improvements (Audit Response)

A report was circulated in advance.

In response to one of the recommendations of the internal audit report on capital project management, a draft of the Project Management Framework was developed. In addition, FMP is in the final stages of testing a computerized integrated information management system (PMWeb) that will assist in the documenting and tracking of the planning and execution process of all construction related projects. The target date of December 2018 is still considered the date for completion.

In regard to the second recommendation, the existing Contractor Performance Evaluation System was fully reviewed. Additional wording that meets the Broader Public Sector Procurement Directive has and will be inserted into all pre-qualifications. This will ensure increased transparency on the entire process.

In regard to recommendation three, FMP has committed to strengthening senior management reporting to include a review of the uses of contingencies and has modified the Board reporting template to include the aggregate projects under \$5M. Reporting will need continuous improvement and commitment on behalf of FMP and the Board.

In addressing recommendation four, it was noted that FMP reviewed the Broader Public Sector Procurement Directive to determine how it related to the role of the consultants. It was decided that appropriate wording will be inserted into all future pre-qualifications that meet the Broader Public Sector Procurement Directive. In addition, a conflict of interest declaration will be requested for all parties involved in the evaluation of competitive bids in line with the directive.

The university's Environmental Health and Safety group will work to develop and implement a Contractor Safety Monitoring System to be documented through the new EHS Information Management System as soon as possible. The anticipated date of completion for this is December 2018. This will address the fifth and final recommendation of the internal audit report on capital project management.

6.3 Purchasing/Contract Award Process and Guidelines

A presentation was circulated in advance.

Guidelines for Contractor Selection:

- Values < \$100,000 – Request for Quotation (RFQ) and follow the University Purchasing Policy for minimum bids required.
- Values > \$100,000 and < \$3M – Request for Tender issued and will follow the pre-qualified GC rotation list.
- Values > \$3M – Bids are posted on Merx.

Guidelines for Consultant Selection:

- Values < \$100,000 – Invited from pre-qualified lists
- Values > \$100,000 Bids are posted on Merx.
- Total project cost >\$1.5M or new construction >\$500,000 will obtain Building Program Committee recommendation and Board approval of Prime Consultant Selection.

It was suggested that Carleton look to make the construction industry aware of these changes. It was also mentioned that it would be a good opportunity to introduce Mr. Gary Nower to the local constructions agencies and highlight what projects may be coming forward.

6.4 Update on Major Capital Projects

A report was circulated in advance.

The Chair requested an update on Dominion Chalmers be added to the agenda for each meeting moving forward. Mr. Piché advised that the Dean of the Faculty of Arts and Social Science, Dr. Pauline Rankin, is leading in the program development of the location and is currently creating a vision and plan for the space that will see the integration of academic and community users. The position

of a Program Director is still vacant and the search to fill that vacancy continues. The construction project to expand the stage in the main hall has begun. This expansion will allow for the Ottawa Symphony Orchestra to make use of the space, as well as the opportunity to host a variety of festivals that include Ottawa Chamber Fest. It was suggested that Dean Rankin present the plan to the Board.

Mr. Nower advised the committee that the university has capital projects totaling \$215.8M currently underway. He assured the committee that at this time, the current projects are not expected to exceed the allowable budget threshold of 15% or \$500,000 (whichever is less).

The following updates were provided on each of the major capital projects underway:

- **Nicol Building (Sprott Business School):** Construction of this \$65M project begun last June. Shoring works is close to completion, selective tunnel demolition work 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 \$2M. The additional savings will help offset the higher costs from the winning tender. The Project Building Committee led by the 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.
- **Advanced Research and Innovation in Smart Environments (ARISE) Building:** Expected substantial completion of this \$30M building is scheduled for early November. The original completion date of April 30, 2019 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's \$8.5M fit-up was approved as a separate contract and 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.
- **Health Sciences Building (HSB):** The \$52M building and interior fit-up of floors one, two, three and five are completed, with occupancy in place since December 2017. The Vivarium (7th 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 \$9M. The design plans for the fit-up were reviewed and approved by the HSB Building Committee and have been sent-out for tender. Construction is expected to start in October 2018 and take approximately 7-8 months.

- **Cogeneration Facility:** Construction of this \$25M project (of which \$5M was funded by Ottawa Hydro), is progressing, with completion expected in the spring of 2019. The building will be enclosed in the Oct/Nov 2018 timeframe. There was significant extra work at the Bronson substation which added some delays to the project but also allowed for the repair of existing equipment.
- **Light Rail System Upgrades:** The shutdown of the light rail is scheduled for from April 2020 to September 2021, at which time plans to expand the campus north parking structure and complete a tunnel connection under the light rail station will commence. This project will be presented to the Finance and Building Program Committee in the spring 2019.

The concern regarding the appearance of the parking garage was reiterated and the importance of placing much consideration and thoughtfulness into the design of the façade.

6.5 Update on Deferred Maintenance and Minor Construction

A report was circulated in advance.

Mr. Nower advised the committee that there are not immediate concerns with the other projects except for the Steacie Building. There is an issue with an incorrect breaker for one of the chillers. It will be commissioned in spring 2019. The proposed ongoing maintenance scheduled is in effect and on budget.

Mr. Nower informed the committee that Carleton has now retained VFA, which will conduct all of the Facility Condition Audits. These audits will produce 5-10 year rolling Capital Plans. These projects will be prioritized based on available funding and assessed with the use of a risk matrix. Sensitivity will also be required on projects that are considered an emergency. For those emergency projects, a reserve budget will be set aside. The Capital Plan will factor in projects that have acquired funding to ensure the plan has flexibility. The Capital Plan is scheduled to come to the next committee meeting.

VFA was also asked to provide a budget price to transition the campus into a Systems Based Audit. This type of audit will enable FMP to analyze the impacts of the spending over the last few years and assess whether or not there has been improvement to Carleton's Facilities Condition Index (FCI). This analysis will also assist with fleshing out the Capital Plan moving forward.

Budget has been set aside to begin improving the greenspace around the campus. It was noted that there has been consideration of hiring a consultant to develop a Campus Space Masterplan, which would be used to complement the existing masterplan. This Campus Space Masterplan would consider things such as pedestrian pathways, roadways, urban forests, greenspace etc.

6.6 Update on Future Major Capital Project Planning and Priorities

A report was circulated in advance.

A prioritized list of Major Capital Projects that are currently unfunded but are considered a priority for the University was provided. The projects are in various stages of development from conceptual design to budget planning and should management decide to proceed with any project they will be brought for approval.

1. Expansion of Tunnel System to O-Train Station:

The size of extension will consist of approximately 500 ft. of new tunnel with an estimated project budget of \$4M. During the Light Rail Phase 2, expansion there will be an opportunity to construct a tunnel section under the Light Rail Station for future connection to our existing tunnel system. This expansion will provide safe, weather protected and barrier free access to and from the Light Rail System. The project would be in 2019/2020.

2. Addition to the Athletics Complex:

The size of the addition is 35,000 sq. ft. with an estimated project budget of \$10M. The additional space will provide opportunities to create proper heavy weight and free weight space, an expanded fitness areas that will allow for scheduling to meet the needs of the users, and some social gathering space. It was noted that since the 2013 opening of the expanded Fitness Centre (roughly 11,000 sq. ft.), the student population has grown by just over 2-3% per year. A recent study highlighted that there have been approximately 50,000 campus card swipes for the fitness centre turnstile.

Mr. Piché explained that the current fitness centre is over capacity and the space is very crowded and it may lead to turning students away. It was also noted that this is now the number one issue identified in the Student Satisfaction Survey results and demand for women's only area has also increased. The current fitness centre cannot accommodate space for this purpose. The project start date is set for 2019/2020. Mr. Piché added that the Athletics pool is also in desperate need of repair with a cost estimated at \$25M. He noted that it may be difficult to justify the costs when the majority of users are from outside of Carleton. It was discussed that there may be an opportunity to downsize the pool in an effort to keep it within the facility.

3. Addition to the University Centre:

The size of planned addition is 75,000 sq. ft. with an estimated project budget of \$38M. This expansion will refresh, augment, and expand student life and student service amenities. It is expected all services and functions will be arrayed around significant common spaces that will positively contribute to campus life and to student campus experience.

4. New Engineering Building:

Suggested sites for this building are the McKenzie courtyard, which would allow for three to five floors and 22,000 to 35,000 square ft. or a new site on Library Road, which would allow for a building with four to six floors at approximately 60,000 to 90,000 square ft. The Project budget is projected at \$50M with an approximate start of 2020/21.

Dr. Bacon added that Carleton benefited from the Ontario Government's Strategic Infrastructure Funding (SIF) during round 1 and Administration is watching very closely for any news of a round 2. Dr. Bacon reinforced the importance of having a shovel ready design completed when Carleton reaches the maximum capacity for engineering students. He noted it was not an 'if' scenario but a 'when' in terms of timing.

5. New Residence:

The size of the new building would be 240,000 sq. ft. with an estimated project budget of \$52M. The 500 beds would provide two and four bedroom units to serve the needs of upper year and international students. Each unit will be designed with kitchens as well as laundry facilities on each floor. It was noted that Carleton currently has 3,616 residence beds serving a full-time enrolment of 25,000 students. This represents an average percentage of residence spaces to full-time enrolment at about 15%, which is below the level of many Ontario Universities. It was noted that changes in the Ontario high school system several years ago, reducing secondary education from five to four years, have had a significant impact on the demand for residence spaces. Students are now coming to university at a younger age and parents are anxious that their children have the opportunity to live in residence, especially in their first year. It was also recognized that there has been a significant increase in demand from returning students, as second-year students are also a year younger, often only 18 years old. According to university policy, all first-year students who are offered admission to the university are also offered a space in residence.

6.7 Status of Master Plan and Transportation Planning for Campus

A report was circulated in advance.

In the coming months, Carleton University will be developing a five-year Transportation Strategy for the campus. This strategy will take into account all modes of transportation and how members of the Carleton community move around on campus. The international firm Parsons has been hired to guide this process, which will also take into account the Campus Master Plan. This study

will include design recommendations and implementation phasing for all transportation related recommendations of the Campus Master Plan and will ensure that adequate measures are put in place to support anticipated transportation needs within the 5-10 year horizon. The study will also include transportation and parking demand management recommendations to reduce reliance on parking and personal vehicle use.

The overall goal of this study is to develop a transportation strategy that provides choice (i.e. walking, biking and transit should all be as available, safe, affordable and reliable as driving is today), safety (i.e. each mode is allocated space relative to its vulnerability) and optimization of infrastructure (including optimization of transit routes and parking supply). It was noted that as part of the process, the campus community and key external stakeholders will also have the opportunity to provide input through consultation. It was discussed that this project has an aggressive schedule associated with it and could potentially affect other projects. There is a dedicated website for this project and as dates and information becomes available it will be posted.

7. OTHER BUSINESS

There was no additional business raised.

8. ADJOURNMENT

It was moved by Mr. Ullett and seconded by Mr. Farrell to adjourn the meeting at approximately 4:36 p.m.



Canada's Capital University

**Minutes of the 108th Meeting of the Community Relations
and Advancement Committee**

**Wednesday, October 3, 2018
Room 2440R, Richcraft Hall**

| | | |
|-----------------|---|---|
| Present: | Mr. J. Nordenstrom, Chair Ms. T. Arnt Dr. B.A. Bacon Mr. D. Fortin (phone) Ms. G. Garland | Ms. N. Karhu Dr. E. Sloan, Vice-Chair Ms. A. Spiwak Ms. J. Teron (non-voting member) |
| Staff: | Ms. S. Blanchard Ms. J. Conley Mr. D. Cumming Ms. A. Cunningham | Ms. A. Deeth Mr. A. Goth Dr. R. Goubran Mr. S. Levitt |
| Guests: | Mr. G. Aulenback Mr. R. Davies | Mr. D. Feldman Ms. J. O'Farrell |
| Regrets: | Dr. J. Malloy Dr. P. Merchant | Mr. N. Nanos |

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 3:03 p.m. The Chair welcomed the internal staff members present at the meeting as well as Derrick Feldmann, managing director of INFLUENCE|SG.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest. There were none declared.

3. APPROVAL OF THE AGENDA

A revised agenda was circulated which moved the items Comprehensive Campaign and Advancement Update and the Talk Exchange – October 30, 2018 forward in the agenda.

It was moved by Ms. Arnt and seconded by Ms. Spiwak that the Community Relations and Advancement Committee approve the agenda of the 108th meeting, as amended. The motion carried.

4. APPROVAL OF MINUTES

It was moved by Dr. Sloan and seconded by Mr. Nordenstrom that the Community Relations and Advancement Committee approve the minutes of the 107th meeting, as presented. The motion carried.

5. BUSINESS ARISING

There was no business arising from the previous minutes.

6. ITEMS(S) FOR INFORMATION/DISCUSSION

A. Revenue Generation

i) Comprehensive Campaign and Advancement Update

An update was given on campaign progress which included a campaign total of \$280,849,418. Derrick Feldman and Michael Sinkus have worked to develop a Campaign Completion Plan to realize the \$300,000,000 goal. There is currently approximately \$19M left to raise in the campaign which is the amount routinely raised in a single fiscal year but the goal is to raise that amount in a shorter period. While an ambitious goal, the Advancement team believes they have a solid plan, with volume and velocity for attainment of the plan.

The completion plan focused on ascribing an amount of funds that each unit in Advancement will be raising to reach campaign completion. Mr. Sinkus has also recommended for optics, enthusiasm and internal celebration, a 100% participation rate by the Board of Governors member would be a nice sign in collaboration in completing the campaign. Leadership from the Community Relations and Advancement Committee would demonstrate to the Board the commitment to participate in the completion of the campaign. Members were encouraged to find their passion project. Some examples of how students can get involved here given including: crowd funding – Future Funder, donate on Giving Tuesday (November 27) or lead their own movement.

Advancement has been hosting Great Grads Good Deeds events. These feature graduates (alumni) in geohub areas where there is a critical mass of alumni, to talk about the good work they have done, advancing social, common or economic good, their passion projects, their volunteerism and what they have done for the world.

Derrick Feldmann was introduced to give a presentation on the Here for Good ethos. A presentation was circulated in advance. Mr. Feldmann is an expert and leader in causes and movements and has authored two books on causes and millennial engagement

The presentation highlighted the institutional needs connecting with the external forces such as expectations and needs which leads to an opportunity for consistency in messaging across campus. Advancement had a desire to be the first of its kind in post-secondary which having the campaign featured as a cause or movement.

Phase 1 of creation of the Here for Good message (Fall 2015) included a qualitative exploration of a unifying narrative on the impact and outcome of charitable giving and university affinity. The goal was to design a message that could be modified as Carleton encountered and engaged with various groups.

Phase 2 involved testing and modification to the ethos that refined the elements of the theme and included creation of collateral, visual elements and key messages.

Phase 3 was the socialization and feedback phase which took extensive consultation and refinement of messaging to ensure the viability of the ethos.

Energy is now focused on further expansion of the ethos which include five key strategies of dialogue, enhancement, advancement, integration and engagement.

It was noted that a digital hub (focal point) is being created on the web to elevate stories of good with images, stories for learning and a go-to place to hear speakers having societal impact with the work they are doing.

As part of engagement, Advancement is considering a campus physical marker which could ask as an inspiration point for students, faculty, staff and alumni of the societal impact and new ideas of Here for Good. Approval of the Here for Good ethos was discussed. It was highlighted that the ethos was an iterative process that was reinforced over time instead of a top-down approval approach.

Mr. Feldmann for the last twelve years has led a research initiative by Steven Case, funders of America Online, on how 18-40 year-olds interact with social issues and causes. This generation is pre-disposed to “doing good”, being participatory in social issues and wanting to effect change. When discussing an ethos for the campaign – “Here for Good” not only described what was currently being done at Carleton but also where society is moving towards. This showed that the impact and outcomes of Carleton are bigger than just the University but for the greater good of society.

B. Relationship Development and Engagement

i) Talk Exchange – October 30, 2018

The concept of the Talk Exchange was started in 2016 and the CR&A committee aims to hold two per year. The discussion is summarized and brought to the Board of Governors.

Mr. Feldmann will be facilitating the Talk Exchange around the topic of Here for Good – social, common and economic good.

Participants will be asked to consider:

- What is Carleton University's community impact?
- What does "Here for Good" mean to you?
- How can we advance Here for Good's cause and value statement?

A board member will be asked to listen and facilitate the discussion at each table. There will also be a note-taker at each table and a summary report will be created.

7. ITEM(S) FOR APPROVAL

A. Board Award Criteria and Jury Selection

The Board of Governors Award for Outstanding Community Achievement is given annually and recognizes the spirit of volunteerism and substantial community contribution while at Carleton. The award is usually awarded at the June convocation with a value of \$2,000.

The composition of Board Award Jury was proposed as:

| | |
|--|-----------------|
| Chair of the Jury | Jay Nordenstrom |
| Vice-Chair of the CR&A Committee | Elinor Sloan |
| One Faculty Representative | Jonathan Malloy |
| One Staff Representative | Nina Karhu |
| One Undergraduate Student Representative | Taylor Arnt |
| One Graduate Student Representative | Alaine Spiwak |

It was moved by Mr. Nordenstrom and seconded by Dr. Sloan to recommend the approval of the Board of Governors Award for Outstanding Community Achievements criteria and jury selection to the Board of Governors. The motion carried.

8. ITEM(S) FOR DISCUSSION

A. Committee Work Plan and Terms of Reference

The Committee work plan and terms of reference were circulated in advance. Any additions or changes should be sent to Ms. Goth. The terms of reference are up for mandatory review and will be considered by the Governance Committee.

B. Reputation Protection and Enhancement

i) Department of University Communications Update

Mr. Cumming, Director of University Communications was introduced to outline five projects that DUC is engaged in across campus.

- The Bell Media's CTV Two partnership guarantees 26 weeks of television profile for Carleton's innovative research, new initiatives and people. CTV's Ottawa newscast on Saturday's at 6 p.m. will broadcast a Carleton story (2-3 min in length) most weeks starting fall 2018 with an audience reach of more than 1.5M.
- Carleton has joined the Conversation which is a unique digital journalism platform that was launched in June 2017 to boost the visibility of Canada's academic faculty and researchers. DUC is hosting a professional development session on October 25 and 26 to introduce researchers and faculty to the Conversation platform.
- Life Books Video Series to engage and profile faculty. Faculty are profiled in two-minute video features sharing why a book changed or influenced their life or their teaching career.
- Shari Graydon lecture will be hosted on October 10. Ms. Graydon is the founder of Informed Opinions and will host a professional development lecture for faculty members on doing interviews, writing blogs, op-eds and using social media to disseminate knowledge.
- Reputation research will be conducted over the coming year to evaluate Carleton's reputation to inform the next strategic planning cycle. DUC will work with a research firm (to be selected through an RFP in fall 2018) to conduct this research through surveys, focus groups, interviews with target audiences. The project's aim is to gain a deeper understanding of the current perceptions of the university including its strengths, weaknesses, and its opportunities to leverage its research platform and other attributes that enhance its reputation. A goal of the project is to establish baseline data that can be compared in future years.

C. Relationship Development and Engagement

i) Student Enrolment Update

Overall, full-time and part-time undergraduate enrolment is 1% higher than 2017/2018. First-year new intake is lower than expected (about -3%) with the final numbers to be known in November. Carleton is pacing well for retention rates.

ii) Recruitment Initiatives and Advertising

The domestic and international viewbook were circulated and showcase programming and student campus life.

International recruitment initiatives were outlined including 32 active agent partnerships, 16 government and non-government scholarship programs and online recruitment with virtual admissions “office hours”. Intake and full-time enrolment increased for international students in 2018/2019. All Saudi Arabia students in Masters and PhD programs have been given permission to stay at Carleton.

The new Customer Relationship Management (CRM) called Carleton360 is being introduced which is a portal for interactions with students allowing a central point of access, updates and target audiences. The CRM is fully integrated and allowed Carleton at the Ontario University Fair to take names of prospective students and send thank you emails to those who visited as well as provide additional information about Carleton.

New domestic undergraduate recruitment initiatives were outlined which include a podcast/YouTube pilot on the Carleton student experience. Carleton has been tailoring messaging based on where students are in the recruitment/application/conversion process.

The Robertson Hall Lobby is being renovated to offer a welcoming and professional space to begin campus tours for potential students.

The Admissions Website is annually reviewed and updated but this year it is being targeted with information at the right time for students. The admissions team is looking at how and when the website is being used.

New promotional videos, bus board and bill boards have been created to share information on programs and faculty to recruit students including “Why Carleton”. Following the meeting the following videos were shared with the committee (<https://admissions.carleton.ca/video-previews>)

- Forensic Psychology (30s commercial)
- Health Sciences (30s commercial)
- Electrical Engineering – Women in Engineering (30s commercial)
- Accessibility (full video – new)

9. OTHER BUSINESS

9.1 Alumni Association – Board Member Membership

Mr. Nordenstrom mentioned that he will be bringing forward to the Alumni Association Executive the idea of giving Board members honorary alumni membership

10. ADJOURNMENT

It was moved by Ms. Spiwak and seconded by Ms. Arnt to adjourn the meeting at approximately 5:02 p.m. The motion carried.



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 October 19, 2018, at 2:00 pm
Senate Room, Robertson Hall**

MINUTES – Open Session

Present: R. Dansereau (proxy for F. Afagh), S. Ajila, A. Angulo, B.A. Bacon (Chair), T. Bazinet, S. Blanchard, A. Bowker, J. Coghill, , T. Di Leo Browne, A. Dodge, D. Dragunoiu, L. Dyke, J. Erochko, K. Evans, P. Farrell, R. Goubran, E. Grant, P. Gunupudi, H. Gupta, B. Hallgrimsson, A. Harrison, J. Hayes, , B. Hughes, W. Jones, C. Joslin, S. Klausen, J. Kovalio, S. Kroff, B. Kuzmarov (Clerk), C. Macdonald, A. Maheshwari, R. Mackay, H. Nemiroff, M. Neufang, M. Piché, M. Francoli (proxy for A. Plourde), B. Popplewell, M. Qalinle, J. Ramasubramanyam, P. Rankin, M. Rooney, L. Schweitzer, W. Shi, S. Shires, A. Shotwell, D. Siddiqi, E. Sloan, P. Smith, T. Tandon, J. Tomberlin, C. Trudel, K. von Finckenstein, J P. Watzlawik-Li

Regrets: S. Boyle, A. Chandler, J. Cheetham, B. Creary, C. Cruickshank, C. Dion, M. Esponda, N. Grasse, W. Horn, F. Hosseinian, D. Howe, E. Kwan, P. Lagasse, J. Liu, N. Nanos, D. Nussbaum, D. Oladejo, J. Paulson, J. Smith, J. Stoner, C. Viju, J. Wolfart

Recording Secretary: K. McKinley

1. WELCOME

The Chair opened the meeting at 2:04 p.m.

2. APPROVAL OF AGENDA

The Chair noted the late addition of one item on the agenda under Items for Information: the Academic Year Schedule 2019-20 (from SCCASP).

It was **MOVED** (E. Grant, A. Shotwell) that Senate approve the agenda for the open session of the Senate meeting on October 19, 2018 with this addition.

The motion **PASSED**.

3. MINUTES – SEPT. 28, 2018

It was **MOVED** (M. Qalinle, W. Jones) that Senate approve the minutes of the Senate meeting on Sept. 28, 2018, (Open Session) as presented.

Discussion:

A correction was requested in Item 5(b); the number of volumes added to the library collection each year should be 4,000 to 5,000 and not 12,000 to 14,000.

The motion **PASSED** with this correction.

4. MATTERS ARISING

a. Library Committee Follow-up

- The Assistant University Secretary reported that the Secretariat Office undertook a search of Senate records but found no record of a policy on library collections management coming to Senate for approval.
- The Clerk of Senate reported that the Chair of the Senate Library Committee will attend the Nov. 30, 2018 meeting of Senate to report on the work of the committee and their understanding of the issues raised at Senate on Sept. 28, 2018.

b. Dominican University College Equity Policy (Provost)

RE: Cyclical review of Dominican University College (DUC) graduate programs in philosophy

- The Provost was asked to bring the Senate's concerns about equity in hiring back to the DUC leadership for further discussion. The Provost reminded Senate that the DUC is a small institution with only 14 full-time faculty members divided between the two faculties of philosophy and theology. Senior management at DUC are aware of the need to hire more women, but have faced challenges in recent attempts to do so. Two positions became available in the Philosophy Faculty last year, but only 10 per cent of the applicants were female. Also, a female applicant who had been ranked first for one of the positions withdrew her name from the competition. It is notable, however, that two previous Deans of Theology at DUC were women and one of

them was the first female Dean of a Catholic University in the entire world. DUC does have an open advertising policy, but they do not have an Equity Action Plan. It may be possible moving forward for Carleton to provide equity training for members of their hiring committees.

c. SRC Chair / Committee membership process (Clerk)

The Clerk of Senate provided an overview of the Senate committee membership process, noting that according to the Academic Governance of the University (AGU), Senate Executive is the body with the responsibility to nominate committee members. The Clerk reminded Senators that a Chair is still needed for the Senate Review Committee and that participation in Senate standing committees is important for the successful governance of the university and for the functioning of Senate.

d. Clerk Selection process (Provost)

- The Provost reviewed the process for selecting a new Clerk of Senate, according to Carleton's Governing Documents and current policies. According to the Academic Governance of the University (AGU), the process of choosing the Clerk is the responsibility of the Senate Executive Committee (AGU Article 7.1b). The Committee nominates one person for the Clerk of Senate position, and that nomination is ratified by Senate in a closed session.
- New procedures were put into place in 2017-18 to make the process more open and transparent. A Call for Nominations was circulated in the spring of 2018. Expressions of interest received by the Senate Office were reviewed by the Senate Executive Committee in May of 2018, and the committee made a recommendation to Senate. The nomination was approved in a closed meeting of Senate on June 1st.

5. CHAIR'S REMARKS

The Chair provided an update on significant events and developments at Carleton University over the past month:

- More than 100 Carleton students, staff and faculty attended and participated in the Ontario Universities Fair in Toronto. Carleton's

booth attracted a great deal of interest from prospective students. Recruitment efforts will continue as Carleton hosts 100 high school guidance counsellors on campus this week, and welcomes prospective students and their families to an open house over the next two weekends.

- Carleton University has maintained its top 5 position in MacLean's ranking of Comprehensive Universities this year. Carleton also placed within the top 10 universities in Canada for international QS rankings for graduate employability. Carleton was within the top 1% of universities worldwide for this ranking, which is a tribute to the type of students we attract and the education that is offered here.
- Manuella Vinciter from the Department of Physics has been named Deputy Spokesperson for the ATLAS project at CERN in Switzerland.
- The Azrieli School of Architecture and Urbanism celebrates its 50th anniversary this year (2018).
- The Chair extended thanks to the Department of Psychology for hosting the first Psychology Mental Health Day.
- Teaching & Learning Services and the Office of the Vice-Provost and Associate Vice-President (Academic) are hosting a symposium dedicated to experiential learning on Oct. 23, 2018. Presentations, demonstrations, workshops and displays will showcase the variety of experiential learning opportunities at Carleton.
- The review of Carleton's Sexual Violence Policy is moving into the listening phase (October and November). There will be many opportunities to provide input over the next few months as the process continues.
- The newly launched Carleton University Indigenous Strategic Initiatives Committee (CUISIC) will lead a broad consultative process to revitalize Carleton's Indigenous strategy and Carleton's relationship with Indigenous peoples on and off campus. The Chair thanked Kahente Horn Miller, Benny Michaud and Provost Jerry Tomberlin for co-chairing this effort.
- The Association to Advance Collegiate Schools of Business (AACSB) has recommended that the accreditation for the Sprott School of Business be renewed for another five years. Formal accreditation should be confirmed in 2019. The Chair congratulated Dean Schweitzer and the entire team at Sprott for their success.
- The Chair urged Senators to participate in Carleton's United Way Campaign, which will run from Oct.24 to Nov. 16, 2018.

- The Chair noted the passing of two members of Carleton's community: one of Carleton's Honorary Doctorate recipients and former Liberal cabinet minister, Donald MacDonald, passed away on Oct. 14, 2018 at the age of 86, and William E. Beckel, who served as President of Carleton University from 1979 to 1989, passed away on Oct. 15, 2018 at the age of 92.

6. QUESTION PERIOD

No questions were submitted in advance.

7. SENATE ADMINISTRATION (CLERK)

a) Senate and Senate Committee Membership Ratification

The Clerk presented the list of new committee nominees, and noted that all proper procedures were followed in bringing the names to Senate.

It was **MOVED** (S. Angulo, E. Sloan) that Senate ratify the new Senate Committee appointments, as presented.

The motion **PASSED**.

b) Convocation date for fall 2021

It was **MOVED** (S. Blanchard, J. Tomberlin) that Senate approve the following date for Fall Convocation 2021: Saturday, Nov. 13, 2021.

The motion **PASSED**.

8. REPORTS

a) Senate Academic Program Committee (SAPC) (J. Tomberlin)

Three motions were brought to Senate for approval.

New graduate programs in Migration and Diaspora Studies

It was **MOVED** (J. Tomberlin, L. Dyke) that Senate approve the proposed MA and Graduate Diplomas in Migration and Diaspora Studies programs to commence with effect from Fall 2019.

- The Vice-Provost indicated that the calendar language for the graduate diploma was not included and will come to Senate in November. Senate is voting to approve the program to commence, which can occur without the calendar language in order to meet Ministry deadlines.
- A Senator asked about the workload involved in co-teaching, which is a recommendation in the proposal. Innovative teaching methods should be supported, but the workload for faculty co-teaching a course can be excessive. There is concern about implementing this as a regular model. The Chair asked for this concern to be noted and taken back to the committee for discussion.

The motion **PASSED**.

New graduate programs in Linguistics

It was **MOVED** (J. Tomberlin, P. Rankin) that Senate approve the proposed MA and Graduate Diploma in Linguistics and the PhD in Linguistics, Language Documentation, and Revitalization programs to commence with effect from fall 2019.

Discussion:

- The Dean of FASS noted that there are two new positions in support of this program.

The motion **PASSED**.

Change in governance for Human Computer Interaction program

It was **MOVED** (J. Tomberlin, E. Sloan) that Senate approve the proposed change in governance to Human Computer Interaction, as presented, to take effect upon approval.

Discussion:

- A Senator raised a concern about the ability of administrative staff in different departments to take up a new unit, as the directorship for this program rotates between departments. The

Vice-Provost indicated that administrative rotation is the existing practice.

The motion **PASSED**.

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

H. Nemiroff presented three motions and an update on the Senate Committee on Curriculum, Admission and Studies Policy (SCCASP) review of the student amnesty/accommodation motion, plus one item for information.

Experiential Learning element added to the Calendar

It was **MOVED** (H. Nemiroff, L. Dyke) that Senate approve the Undergraduate Calendar entry for courses with an Experiential learning activity will include the following statement: “includes: Experiential Learning Activity” for the 2019/20 Calendar.

Discussion:

- A Senator asked why the calendar language does not mention the 12 types of experiential learning activities specified in the Carleton guidelines. Response: That level of detail will be used for Ministry reporting, but would be too restrictive for calendar language.
- A Senator asked if this type of addition would be problematic for courses taught by contract instructors on a rotating basis. Specifically, would placing this language in the calendar obligate contract instructors to adopt the approaches of previous instructors for a given course? Response: Curriculum committees, program Chairs & Directors have been asked to tag courses with experiential learning only if there is a continuing commitment to experiential learning in that course, not if experiential learning is instructor-specific.

The motion **PASSED**.

Change to Examination Regulations to accommodate labs/practical exams

It was **MOVED** (H. Nemiroff, P. Smith) that Senate approve the revisions to Regulation 2.4.5 for the 2019/20 Calendar as presented.

The motion **PASSED**.

Clarification of course evaluation criteria as communicated in the Course Outline

It was **MOVED** (H. Nemiroff, S. Klausen) that Senate approve the revisions to Regulation 2.1 and 2.2.4 for the 2019/20 Calendar as presented.

Discussion:

- A Senator asked what advantage would be gained by making the language in 2.1 less specific. Instead of stating that students must meet all course requirements for attendance, term work and examinations, the new language states that students must satisfy course requirements as published in the course outline. Response: The old language implied that the student must meet all listed requirements in order to pass the course. The new language allows the instructor to specify in the course outline what requirements must be met to pass the course.
- Several Senators felt that the terms “final grade” and “overall approximate grade” in 2.2.4 were confusing. The Chair asked that the committee review the vocabulary for clarification and report back to Senate at a later date.

Item for Information: Academic Year for 2019-20 in 10(b) – The Chair of SCCASP briefly mentioned this item, which is included later in the agenda under Items for Information.

Update on Amnesty Policy

SCCASP was asked by Senate in May to develop a formal policy regarding academic accommodation for students in the event of a labour disruption on campus.

The Chair of SCCASP began by reviewing the motion:

Whereas a labour disruption, legal strike, or lock-out at Carleton University may significantly affect students' ability to attend class, access resources, receive academic guidance, and complete academic assignments in a timely manner;

Whereas during a labour disruption, legal strike, or a lock-out it remains the obligation of Senate as the final academic authority on campus to ensure the maintenance of high academic standards and quality for all programs across the university:

Senate asks SCCASP to develop a formal policy governing the process of providing accommodation for students unable to participate in academic activities in the case of a labour disruption, legal strike, or lock-out while maintaining academic standards under these circumstances.

This was brought to SCCASP in August, and has been reviewed several times since then. A formal policy will be presented to Senate in December or January.

The Chair thanked Jerry, Howard, SAPC and SCCASP for this work.

9. TASK FORCE ON FREE SPEECH POLICY (CLERK)

The Chair began by thanking the Clerk and other members of the Task Force for being willing to serve and for their work on this policy. The Chair also reminded Senators that the goal is not to approve the policy today, but to review the draft, take in feedback and support the general direction of the work.

The Clerk began with a review of steps taken since the last Senate meeting on Sept. 28, 2018:

- A Call for Expressions of Interest to serve on the Task Force was circulated to all Senators
- Expressions of Interest were collected until Oct. 2, 2018.
- Members were confirmed on Oct. 4, 2018, by an e-poll to all of Senate.
- The Task Force met for the first time on Oct. 5, 2018, to discuss a general direction for drafting.
- The Task Force met on Oct. 9, 2018, to review a draft policy and discuss in a line-by-line review.
- A draft of the policy was circulated to Senators prior to this meeting (Oct. 19, 2018)

The Clerk named and thanked the members of the Task Force for their commitment to this important issue:

- Dana Dragunoiu (Faculty Member)
- Andrea Chandler (Faculty Member)

- Elinor Sloan (Faculty Member)
- Timothy Di Leo Browne (Contract Instructor)
- Emily Grant (Undergraduate Student)
- Tariqa Tandon (Graduate Student)

Based on initial discussions, the Task Force committed to a policy that represented Carleton's values while meeting the requirements set out by the Provincial Government.

Senate was asked to support the next step in the process, to open the draft to further consultation with Carleton faculty, staff and students.

Proposed timeline moving forward:

- The draft policy will be posted on the Senate website, and comments from the Carleton community will be accepted from Oct. 23 to Nov. 6, 2018.
- The Task force will meet on Nov. 9 and Nov. 16, to review feedback, and to revise the policy.
- The revised policy will be brought to Senate on Nov. 30, 2018, for detailed discussion and, if possible approval. (The final deadline for posting policy is Jan. 1, 2019.)

Discussion:

- Senators commended the Task Force on their work and on the draft policy generated. Discussion included:
 - The strategy to repeat the language of the bullet points from the Ministry press release in the policy as part of a "min specs" approach.
 - External parties using Carleton space for potentially controversial events are still governed by existing event space policies (among others)
 - The need for instructors to control conversations in the classroom is protected via the academic freedom clause in the collective agreement. The Task Force was asked to consider the academic freedom issue for contract instructors, as a similar clause does not exist in their collective agreement.
 - Other policies are not superseded by this policy.
- Senators were encouraged to submit all comments and feedback for the Task Force via the online form.

10. REPORTS FOR INFORMATION (CHAIR)

- a) Senate Executive Minutes: Sept. 18, 2018
- b) Academic Year Schedule 2019-20 (SCCASP)

There was no discussion.

11. OTHER BUSINESS

The Chair reminded faculty members of Fall Convocation on Nov. 10, 2018, and encouraged anyone interested in attending to register online. Also, a joint holiday reception between Senate and the Board of Governors is planned for December 6, 2018. More details will be communicated to Senators soon.

[SUBSEQUENT NOTE: The joint reception has been postponed to Spring 2019.]

Movement into Closed Session:

It was **MOVED** (R. Goubran, A. Shotwell) that Senate move into the closed session of the meeting.

The motion **PASSED**.

Non-senators were asked to withdraw from the chamber for the next part of the meeting.



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 November 30, 2018, at 2:00 pm
Senate Room, Robertson Hall**

MINUTES

Present: F. Afagh, F. Afaq, S. Ajila, B.A. Bacon (Chair), S. Blanchard, A. Bowker, S. Boyle, A. Chandler, J. Coghill, , B. Creary, T. Di Leo Browne, C. Dion, A. Dodge, D. Dragunoiu, L. Dyke, J. Erochko, M. Esponda, P. Farrell, R. Goubran, E. Grant, N. Grasse, P. Gunupudi, H. Gupta, B. Hallgrimsson, A. Harrison, W. Horn, B. Hughes, C. Joslin, S. Klausen, J. Kovalio, S. Kroff, B. Kuzmarov (Clerk), E. Kwan, P. Lagasse, A. Maheshwari, R. Mckay, M. Neufang, D. Nussbaum, D. Oladejo, J. Paulson, M. Piché, A. Plourde, M. Qalinle, J. Ramasubramanyam, P. Rankin, M. Rooney, L. Schweitzer, W. Shi, S. Shires, A. Shotwell, D. Siddiqi, P. Smith, J. Stoner, T. Tandon, J. Tomberlin, C. Viju, K. von Finckenstein, J P. Watzlawik-Li, J. Wolfart

Regrets: C. Cruickshank, K. Evans, J. Hayes, W. Jones, C. Macdonald, H. Nemiroff, E. Sloan, J. Smith, C. Trudel

Absent: S. Angulo, J. Cheetham, F. Hosseinian, D. Howe, J. Liu, N. Nanos, B. Popplewell

Recording Secretary: K. McKinley

Guests: George Duimovich (Library)

The Chair opened the meeting at 2:02 p.m.

1. WELCOME & APPROVAL OF AGENDA

The Chair noted that Item 7c (Reports – Library Committee) should be struck from the agenda, as the Chair of the Library Committee is unable to attend this meeting.

It was **MOVED** (L. Schweitzer, E. Grant) that Senate approve the agenda of the Senate meeting on November 30, 2018 with this change.
The motion **PASSED**.

2. MINUTES – OCT. 19, 2018 – Open Session

It was **MOVED** (S. Blanchard, L. Dyke) that Senate approve the minutes of the Open Session of the Senate meeting on Oct. 19, 2018, as presented.
The motion **PASSED**.

3. MATTERS ARISING

- The Chair noted that the update requested from SCCASP regarding Calendar language will be brought to Senate at the next meeting, since the Chair of SCCASP is absent.
- The Chair also announced that the joint holiday reception with the Board of Governors has been postponed to Spring 2019.

4. CHAIR'S REMARKS

The Chair presented the following updates of recent events and developments at Carleton:

- Fall Convocation on November 10:
 - Over 1,000 students graduated.
 - The President was installed at the morning ceremony.
 - A number of Indigenous elements were added and well received: Indigenous drumming to accompany the student procession, and an Eagle Feather Ceremony and Honour Song that were featured in the Installation.
- New and Recent Experiential Learning initiatives:
 - 200+ individuals participated in the Experiential Learning Symposium on October 23
 - A new CU Experiential Learning Fund was announced by the Provost
 - Sprott is expanding its Project-Based Learning Initiative
 - Stories North Program with Journalism Professor Kanina Holmes sent 21 students to the Yukon and Northern British Columbia to listen to and provide platforms for First-Nation stories.

- 25 Undergraduate Students from Carleton began biotechnology internships in collaboration with the National Research Council.
- Research Successes:
 - Chancellor's Professor Chris Burn received the Governor General's Canadian Polar Medal, for his outstanding work in the polar regions and Canada's North.
 - Carmen Robertson has been appointed Canada Research Chair in North American Indigenous Visual and Material Culture.
 - Manuella Vinciter (Physics) has been inducted into the Royal Society of Canada.
 - Lenore Fahrig (Biology) received the prestigious Romanowski medal from the Royal Society of Canada.
 - Carleton will co-host the Royal Society Gala next year.
- Update on Searches:
 - The Provost Search is progressing well. The committee will review a long list of candidates in December, and will move to the short list and interviews in the winter term.
 - Three decanal searches, led by the Provost, are in progress.
- Recruitment Update:
 - Over 800 high schools have been visited by the Recruitment team
 - 2500 offers have been sent out already.
- The President and Provost have completed a tour of all of the Faculty Boards to answer questions about academics, research, infrastructure, budgets, technology, and other issues.

The Chair concluded by thanking his team, the Board of Governors, and the Senate for a successful and enjoyable transition period. A special thank-you was offered to Senate and the Senate Task Force for the progress made on the Freedom of Speech Policy. Finally, the Chair wished all student Senators the best of luck with their exams.

5. QUESTION PERIOD

No questions were submitted in advance.

6. SENATE ADMINISTRATION

a) Senate and Senate Committee Membership Ratification

The Clerk presented the list of new Senate and Senate committee nominees, and noted that all proper procedures were followed in bringing the names to Senate.

It was **MOVED** (B. Kuzmarov, C. Dion) that Senate ratify the new Senate and Senate Committee appointments, as presented.

The motion **PASSED**.

b) Senate Committee Review

The Clerk of Senate announced that the Senate Office is beginning a comprehensive review of Senate Standing Committees. It is believed the last review of Senate committees was undertaken by the Clerk of Senate in 2011-12. The process will begin with a benchmarking study of Senate committee structures at other Ontario universities, and an archival review of the history of Carleton's current committees. An update on this research will be provided to Senate in January.

7. REPORTS

a) Senate Academic Program Committee (SAPC) (J. Tomberlin)

Four major modifications to Graduate programs were brought to Senate plus two Final Assessment Reports for cyclical reviews.

Major Modifications - Individual Motions:

It was **MOVED** that Senate approve the major modifications to the Master of Social Work program as presented with effect from Fall 2019.

It was **MOVED** that Senate approve the introduction of the specialization in Digital Humanities to the Master of Cognitive Science program as presented with effect from Fall 2019.

It was **MOVED** that Senate approve the introduction of the specialization in Data Science to the Master of Arts in Geography program as presented with effect from Fall 2019.

It was **MOVED** that Senate approve the deletion of the Master of Business Administration with concentration in International Development Management and specialization in African Studies program, as presented with effect from Fall 2019.

Major Modifications - Omnibus Motion:

The modifications were combined into a single omnibus motion.

It was **MOVED** (J. Tomberlin, F. Afagh) that Senate approve the major modifications above as presented with effect from Fall 2019. The motion **PASSED**.

Final Assessment Reports

It was **MOVED** (J. Tomberlin, A. Plourde) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Criminology & Criminal Justice. The motion **PASSED**.

It was **MOVED** (J. Tomberlin, A. Plourde) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Master of Political Management.

Discussion: A Senator noted an item in the Action Plan regarding the MPM Donor Advisory Committee and asked for clarification of the committee's role in the academic program. The Dean of FPA responded that this committee ensures that the provisions of the donor are met but has no direct role in the academic program. It was further noted that this provision was included in the quality assurance documentation at the request of the external reviewers.

The motion **PASSED**.

b) Senate Academic Governance Committee

The Carleton Academic Student Government (CASG) is proposing a number of changes to its constitution. The Senate Academic Governance Committee has reviewed these changes and is presenting them to Senate for approval.

A document with tracked changes and a concordance detailing the changes were circulated in advance to Senators.

The President of CASG noted that in addition to a number of language updates and grammatical changes, new provisions were added to allow for more Senate oversight.

It was **MOVED** (B. Kuzmarov, E. Grant) that Senate approve the changes to the Constitution of the Carleton Academic Student Government, as presented.

Discussion: A Senator commended CASG for the detailed explanation of changes, but asked for clarification of how Senate would be able to oversee the activities of CASG. The President of CASG noted in response that there is overlapping membership between the two bodies: Senate representation on CASG exists, and student representatives on Senate are also CASG members. It was also noted that increased Senate oversight provides CASG with greater accountability and transparency.

The motion **PASSED**.

8. TASK FORCE ON FREE SPEECH POLICY (Chair, Clerk)

The Chair thanked all members of the Task Force for their time, energy and thoughtful collegial work on the policy. The Chair also thanked Senate for electing a strong and effective Task Force and for providing them with clear direction and feedback.

The Clerk thanked the President for entrusting Senate with this important task. The Clerk provided an overview of the process and an update on the progress of the Task Force:

- On August 30, 2018, the Premier's Office issued a statement advising all Ontario colleges and universities to develop a Free Speech Policy and to post it publicly by January 1, 2019.
- The statement from the Premier's Office contained 8 points to be included in the policy, and stated that universities not in compliance with the directive could face funding cuts.
- Senate discussed the issue on September 28, 2018, and established a Task Force comprised of two student members, three faculty members, 1 contract instructor and the Clerk of Senate, to draft the policy.

- The Task Force met on October 5 and 12 to establish a general direction for the policy, and to review, line by line, a rough draft.
- The draft policy was circulated to Senate in advance of the October 19 meeting, when Senate was asked to move the draft forward to the consultation phase.
- The draft was made public on October 23, and a forum for comments was included on the website. The Carleton community was invited to provide commentary on the draft between October 23 and November 6.
- The Task Force reconstituted on November 9 and 16, where comments were reviewed, and general directions for revisions were suggested. A revised draft was created and a response document to the main themes identified in the comments was also prepared.
- The revised draft and response document have been circulated to Senate for review in advance of this meeting.

Feedback received included 136 written comments. The general consensus in the feedback was that the policy was on the right track. Common themes and concerns expressed in the comments have been addressed in the response document, which explains the choices made in revising the policy. The Clerk stressed that this policy is a framework document designed to enhance Carleton's strong structure of existing policies that manage free speech issues.

A member of the Free Speech Task Force noted that the policy demonstrates that freedom of speech is valued at Carleton, including the freedom to disagree and dissent. In approving this policy, Senate is also approving a process by which diverse stakeholders came together in an inclusive way, examined diverse viewpoints, and were able to work to craft a policy within a tight timeline.

It was **MOVED** (B. Kuzmarov, K. von Finckenstein) that Senate approve the Freedom of Speech policy, as presented.

Discussion: A Senator noted that the policy specified student compliance in several sections; she asked why students seem to be singled out in this way. The responder noted that student groups were mentioned in the policy to meet the specific criteria of the provincial mandate, which included a focus on students and student groups.

Another Senator pointed out that according to the Freedom of Speech policy, student organizations that do not comply with the policy would lose financial support or recognition. It was noted, however, that this provision already exists in the Student Organization Accreditation Policy, which specifies the university's

right to revoke accreditation to any student group on campus in violation of a given policy on campus. The Vice-President of Students & Enrolment added that there are mechanisms in place currently for student groups and clubs to discuss these issues with the Director of Student Affairs and to resolve any potential complaints in a collaborative process, without the need to move to de-accreditation.

A Senator asked how this policy might reflect the relationship between Carleton University and the provincial government. In response, it was noted that universities are not historically creatures of the government, even though they are publically funded. The Task Force on the advice of legal counsel suggested that the best practice is not to anchor the policy in the government directive, which could result in ancillary legal effects in the years to come. Instead, the policy references the Carleton Act itself, which reflects Carleton's historic and ongoing approach to these issues.

Senators also discussed the issue of academic freedom and its relationship to the policy. It was noted that whether or not they are referenced in the policy, collective agreements with CUASA and CUPE 4600 guarantee the protection of academic freedom to instructors in those unions. The policy does not take away that freedom. The Freedom of Speech policy is designed to mesh with and support existing policies on campus, including collective agreements.

A Senator cited specific examples of problematic speakers at US campuses that directly endangered students and mobilized racist sentiments; she asked how Carleton would use this policy to respond in a similar case. Respondents noted that comparisons to situations on campuses in the United States is problematic, as Ontario campuses operate under a different legal framework grounded in Ontario Human Rights law, and there are different levels of protection for speech in Canada. The policy is designed as a framework to support the decision-making process in individual cases, by engaging with the existing policies relevant to that situation, such as the Human Rights Policy, Booking Space on Campus Policy, or campus safety regulations. Free speech must always be balanced against safety and security, and cannot jeopardize the operations of the university.

In response to another question, the Clerk noted that any speech tied to Carleton University in a meaningful way would still be subject to the same limits under Ontario Human Rights Law, whether or not that speech occurs in physical or digital space.

Finally, it was noted that the reporting process has yet to be finalized as guidelines have not been released by the government.

The motion **PASSED**, with 0 opposed, and 2 abstentions.

9. REPORTS FOR INFORMATION

The following items were circulated to Senators for information:

- a) Senate Executive Minutes: October 9, 2018
- b) Revised Carleton University Bylaws
Revisions to the Bylaws were made to reflect changes to the AGU, which came through Senate in 2017-18, and to make the Bylaws in agreement with the AGU. These revisions will be presented to the Board of Governors for approval in March of 2019.
- c) Dominican University College - Minor Modifications
- d) Calendar language for Graduate programs in Migration and Diaspora Studies
- e) Calendar language for Graduate programs in Linguistics, Documentation, and Revitalization

The CourseLeaf entries were omitted from the SAPC memos circulated for the October Senate meeting. They are included here for information only, since the calendar language for the new programs has been approved.

There was no discussion.

10. OTHER BUSINESS

There was none.

11. ADJOURNMENT

The meeting was adjourned (M. Qalinle, E. Grant) at 3:45 pm.



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 25, 2019, at 2:00 pm
Senate Room, Robertson Hall**

MINUTES

Present: F. Afagh, F. Afaq, S. Ajila, S. Angulo, B.A. Bacon (Chair), S. Blanchard, A. Bowker, S. Boyle, A. Chandler, J. Coghill, B. Creary, C. Cruickshank, J. Deaville, T. Di Leo Browne, C. Dion, L. Dyke, P. Farrell, R. Goubran, E. Grant, N. Grasse, P. Gunupudi, H. Gupta, B. Hallgrimsson, J. Hayes, W. Horn, B. Hughes, W. Jones, C. Joslin, S. Klausen, J. Kovalio, S. Kroff, B. Kuzmarov (Clerk), J. Liu, C. Macdonald, R. McKay, H. Nemiroff, M. Neufang, S. Paul, J. Paulson, M. Piché, A. Plourde, B. Popplewell, M. Qalinle, J. Ramasubramanyam, P. Rankin, M. Rooney, L. Schweitzer, S. Shires, A. Shotwell, D. Siddiqi, E. Sloan, J. Smith, P. Smith, T. Tandon, J. Tomberlin, C. Trudel C. Vijju, J P. Watzlawik-Li, J. Wolfart

Regrets: A. Dodge, D. Dragunoiu, J. Erochko, M. Esponda, K. Evans, B. Hughes, E. Kwan, D. Nussbaum, W. Shi, K. von Finckenstein

Absent: A. Ahmad, J. Cheetham, A. Harrison, W. Horn, F. Hosseinian, D. Howe, P. Lagasse, A. Maheshwari, N. Nanos, D. Oladejo, J. Stoner,

Recording Secretary: K. McKinley

Guests: K. Horn-Miller, B. Michaud (Co-chairs of CUISIC), S. Fai (Chair of the Senate Library Committee)

The Chair opened the meeting at 2:04 p.m.

1. WELCOME & APPROVAL OF AGENDA

It was **MOVED** (J. Paulson, C. Dion) that Senate approve the agenda of the Senate meeting on January 25, 2019, as presented.
The motion **PASSED**.

2. MINUTES – November 30, 2018

It was **MOVED** (E. Grant, M. Qalinle) that Senate approve the minutes of the Senate meeting on November 30, 2018, as presented.
The motion **PASSED**.

3. MATTERS ARISING

a) SCCASP Vocabulary Clarification RE: Revisions to Regulation 2.2.4 in Undergraduate Calendar as discussed in SCCASP Report, October 19, 2018. SCCASP was asked to clarify vocabulary used in this regulation, specifically “final grade” and “overall approximate grade.”

Chair Howard Nemiroff indicated that SCCASP replaced the term “final grade” in 2.2.4 with “cumulative grade earned,” which is the language used more consistently throughout the Calendar. There was no further discussion.

b) Report on co-teaching responsibilities for new program in Migration and Diaspora Studies, as discussed on October 19, 2018.

A question was raised at the Senate meeting in October 2018 regarding the potentially heavy workload for faculty involved in co-teaching courses in this new program. Vice-Provost Lorraine Dyke reported that the question was referred back to SAPC and CUCQA for review. Program leads indicated that they did not perceive a cause for concern, but agreed to contact the Dean should any issues arise in the future. CUCQA and SAPC did not feel the need to revisit this issue. In the interim, the program has been approved by the Quality Council and is moving toward Ministry approval.

4. CHAIR'S REMARKS

The Chair wished Senators a Happy New Year, and highlighted some of the recent events and developments at Carleton University:

- Shireen Hassim will join Carleton University's Faculty of Arts & Social Sciences as the *Canada 150 Research Chair in Gender and African Politics*.
- Ellen Waterman has been appointed the first *Helmut Kallman Chair for Music in Canada*, in Carleton's School for Studies in Art & Culture.
- Halim Yanikomeroglu from the Department of Systems and Computer Engineering has been awarded a 2019 Engineering Institute of Canada Fellowship (FEIC) for a lifetime of dedication and contribution to engineering in Canada. Professor Yanikomeroglu also received the IEEE Communications Society Wireless Communications Technical Committee (WTC) Recognition Award in 2018.
- Carleton Science alumna Mary L'Abbé, a leading researcher in nutrition, has been appointed to the Order of Canada.
- Sprott School of Business won a number of awards at the JDCC (Jeux du Commerce Central), central Canada's largest undergraduate business school competition: first prize in Accounting, third prize in Entrepreneurship, and third prize in Digital Strategy.
- Carleton University's Dining Services is the first among Canadian universities to receive a Three-Star SPE Certification.
- The Provost search is progressing well. Short-listed candidates were interviewed last week, and a second round of interviews is planned for early February. A final decision will be made after interviews have concluded.
- Decanal searches are progressing in staggered phases. The Provost is in discussions with the preferred Business candidate, Engineering is on track in the short-list phase, and the search for the Graduate & Postdoctoral Studies Dean has launched.
- The Carleton University Indigenous Strategic Initiatives Committee is now fully staffed and has held two meetings to establish themes and a process for consultation. Co-chairs Kahente Horn-Miller, Benny Michaud and Jerry Tomberlin will present more information to Senate later in this meeting.
- Benny Michaud has been appointed as Assistant Director of the Department of Equity Services. The Chair noted that Benny has been performing admirably in this role as Acting Assistant Director for several months and is a valued asset to Carleton University.

- The Provost and CUASA jointly announced a partnership to move towards ten new Indigenous faculty hires for Carleton University.
- The revised Sexual Violence Policy will be posted on January 29th. The process allows for public consultations and workshops with various groups. The Chair thanked everyone involved in this important review process.
- The Chair noted the passing of these members of Carleton's community:
 - Bruce Thomlinson and Judy Booth, two alumni killed in the Westboro bus tragedy.
 - Stuart Adam, an important academic leader for Carleton in the 1990s and early 2000s as part of President Van Loon's team.
 - Marc Andrew Hewson, Professor of American Literature and a nationally recognized Ernest Hemingway scholar. The English Department, in conjunction with Dr. Hewson's family, has established the *Doctor Marc Andrew Hewson Memorial Scholarship* to honour his many contributions to the department.
 - Gilles Paquet, who was Chair of Economics and Dean of Graduate Studies at Carleton. Professor Paquet was also an outstanding teacher, researcher and well-known public intellectual. He was awarded a Carleton honorary degree.
 - Peter Calamai, a leading figure in Canadian journalism and an adjunct research professor at the School of Journalism and Communication.
- Finally, the Chair spoke to the recent announcements from Queen's Park regarding changes to tuition, student bursaries and loans, and student fees at Ontario universities.
 - The Provincial Government announced a 10% tuition rollback on domestic student tuition. The cut in Carleton's overall budget amounts to approximately 4%, or about \$20M. The Chair assured Senate that Carleton is in a solid fiscal position, and will adjust the budgeting process to protect Carleton's academic mission and operations.
 - The government has yet to provide more information on the changes to bursaries through OSAP.
 - The government also announced changes to student fees that would differentiate between essential mandatory fees, and non-essential optional fees. The impact on student

associations and important services such as the U-PASS is not yet known. The Chair indicated that the administration will work with student associations to formulate a plan once more details have been released by the government.

Questions and Discussion:

A Senator asked who will determine which student fees are essential and whether Senate could make that determination under its mandate. The Chair indicated that these details are not yet known. It is likely that universities will have some leeway, but choices will be based on government guidelines.

The Chair also indicated that the U-PASS is an important program for the city, but it will be difficult to maintain without mandatory fees. This issue will be on the list of questions taken to the technical briefing.

5. QUESTION PERIOD

a) Question regarding the *Senate Policy on Accommodation for Student Activities*

A Senator submitted a question outlining specific concerns regarding the *Senate Policy on Accommodation for Student Activities*, which was passed by Senate on March 31, 2017. The concerns focused on issues faculty members have experienced in providing accommodations for student athletes.

It was noted that the policy was not included in the materials circulated to Senators, but can be found on the Senate website policy page, for reference.

The Provost noted first that the policy applies to a broad range of activities, as indicated in paragraph 2 of the policy:

Carleton University strongly supports these activities. Faculty members must provide all reasonable accommodation to students who compete or perform at the national or international level. In particular, this includes varsity athletes, students participating in recognized international academic competitions or student artists performing internationally.

The Provost acknowledged that athletics does appear to be emphasized in the policy, and that the language could be reviewed for possible revision by SCCASP.

The Provost then spoke to the specific concerns raised in the question:

i) Use of the [McIntyre Exam Centre] MEC for student athletes, without [Paul Menton Centre] PMC accommodations. The issue here is that the MEC is closed to us for other makeup exams, on the grounds that it is only to be used for accommodating PMC students.

The Provost responded that the use of the MEC is not mentioned or specified in the policy.

ii) The policy puts no burden of responsibility on the students: they do not have to make their accommodation request by any particular deadline. There is a related expectation by student athletes that all their games or travel shall be accommodated and missed classes "excused", and that their athletic schedule should take precedence over their academic schedule.

The Provost indicated that this is a valid concern. Accommodation requests should be declared to the professor at the beginning of the term if the dates required are known and predictable. The onus should be on the student to do so. The Registrar also noted that the Athletic Director can and should determine which accommodation requests are valid, depending on the level of competition or activity.

iii) The new policy is inappropriately bundled into the course outlines with human rights and equity policies, though it is neither and should not be conflated with these.

The Provost responded that the notice from the Provost's Office has bundled these together, but that can be altered moving forward.

iv) There is no policy for accommodating childcare or work shifts that may require students to miss classes or exams; why travel for athletic competition is more important than these is perplexing and leads to equity concerns.

The Provost agreed that there is no over-riding policy for health emergencies or childcare emergencies, largely because it has not been required. Students currently are able to request this type of accommodation on an individual basis from their Professor, and can appeal if necessary through the Director of their program, or through the Associate Dean or Dean of their faculty. SCCASP could review this concern, although the current system appears to be functioning well.

v) As written, the Athletic Director has inappropriate oversight over the acceptability of accommodations made in what should be an academic matter (with the Dean as the only overseeing authority).

The Provost noted that the Athletic Director is the appropriate authority for athletic accommodations, but she would not determine the eligibility of academic or other accommodation requests. The Chair of SCCASP also noted that the policy states that the Dean, when required, will make a determination regarding academic accommodations. The Provost added that SCCASP will review the policy language to see if a revision could clarify this.

A Senator asked for additional clarity around the timelines required for submitting an accommodation request, and whether a deadline could be suggested. Additionally, an acceptable range for the total number of classes missed through these accommodations would be useful. The concern is that learning outcomes will be compromised if too many classes are missed within a semester.

The Provost agreed to take all of these questions back to SCCASP for review and discussion.

6. SENATE ADMINISTRATION

a) Convocation Date Changes for Spring Ceremonies (Clerk)

The Clerk of Senate noted that the Convocation Working Group in coordination with the Registrar's Office has proposed a change to June Convocation in order to accommodate the growing number of Engineering graduates. The proposed change would split the Faculty of

Engineering & Design graduates into two ceremonies on Thursday of graduation week and add a separate 9th ceremony on Monday afternoon for the graduates from the Sprott School of Business.

This change requires Senate approval to add an extra date (Monday) to the Convocation week for June 2019, 2020 and 2021.

It was **MOVED** (B. Kuzmarov, L. Schweitzer) that Senate approve the following dates for Spring Convocation: June 10-14, 2019; June 8-12, 2020; June 7-11, 2021.

The motion **PASSED**.

b) Senate Committee Review

The Clerk presented an update on the Senate Committee Review. Stage one of the review, the Benchmarking Study, has been completed. Eighteen universities were involved in a survey of the landscape of committee structures at Ontario universities. Data from this study, circulated to Senators in advance of this meeting, demonstrates the following key observations:

- Carleton University has the most Senate committees of all Ontario universities surveyed, at 14.
- Carleton is the only Ontario university of those surveyed that does not require the Governance Committee and other key committees to be staffed by Senators.
- Other Ontario university Senates have consolidated their appeals committees; Carleton's Senate currently has four appeals committees.

The next step in the review is to focus on the Carleton context. Over the next few weeks, the Clerk will be asking Chairs of Carleton Senate committees for feedback on the functioning, structure, and terms of reference of their committees. This information will be shared with Senate in February. The Clerk thanked Senate for its support of this important project. There were no questions from Senators on the materials circulated, analysis provided or the process followed.

c) Notice of Appointments Contrary to Advertising Procedures

The Clerk noted that in December, the Senate Office was notified of two appointments made contrary to advertising procedures. Both were

Instructors whose positions were converted from term positions to preliminary appointments. There were no questions or comments from the floor.

7. REPORTS

a) Senate Academic Program Committee (SAPC) (J. Tomberlin)

The Provost presented eight major modifications to Senate.

1. It was **MOVED** that Senate approve the major modifications to the Master of Political Management program as presented with effect from Fall 2019.
2. It was **MOVED** that Senate approve the major modifications to the PhD in Legal Studies and the PhD in Legal Studies with Specialization in Political Economy programs as presented with effect from Fall 2019.
3. It was **MOVED** that Senate approve the deletion of the Carleton-Leeds Internship program as presented with effect from Fall 2019.
4. It was **MOVED** that Senate approve the deletion of the Bachelor of Computer Science, Biomedical Computing Stream program, as presented with effect from Fall 2019.
5. It was **MOVED** that Senate approve the major modification to the Bachelor of Information Technology, Optical Systems and Sensors program as presented with effect from Fall 2019.
6. It was **MOVED** that Senate approve the major modification to the Bachelor of Food Science program as presented with effect from Fall 2019.
7. It was **MOVED** that Senate approve the major modifications to the Bachelor of Arts and Bachelor of Science (Hons, Gen.) in Linguistics programs as presented with effect from Fall 2019.
8. It was **MOVED** that Senate approve the major modification to ALDS 5215 and ALDS 5806 as presented with effect from Fall 2019.

OMNIBUS MOTION:

It was **MOVED** (J. Tomberlin, L. Dyke) that Senate approve the major modifications as presented above with effect from Fall 2019.

Discussion:

A Senator asked to have the second modification (for the PhD in Legal Studies, and PhD in Legal Studies with Specialization in Political Economy) pulled out of the omnibus motion to be considered separately.

The second item was removed from the omnibus motion for separate consideration before the vote.

The motion **PASSED**.

Item #2: It was **MOVED** (J. Tomberlin, L. Dyke) that Senate approve the major modifications to the PhD in Legal Studies and the PhD in Legal Studies with Specialization in Political Economy programs as presented with effect from Fall 2019.

Discussion:

Several Senators objected to this modification, which removes the second language requirement from the PhD in Legal Studies. It was noted that proficiency in a second language has been a standard requirement of most PhDs, and is meant to enhance research breadth. Many Senators felt that there was merit in keeping this requirement, while others felt that graduates could make a solid contribution to scholarship in an area with only one language and that this is not unusual in similar disciplines. The Dean of the Faculty of Graduate and Postdoctoral Studies also noted that there was no objection to this modification at Faculty Board. After a thorough discussion, the Chair called the vote.

The motion **PASSED**, with 36 voting for the motion, 7 against, and 7 abstentions.

The Dean of Graduate and Postdoctoral Affairs offered to take this issue back to Faculty Board for discussion, to review the percentage of Carleton PhD programs with language requirements and to bring that information back to Senate. The Chair thanked the Dean for this offer and suggested that it be included in Matters Arising at the next Senate meeting.

b) Senate Committee on Curriculum, Admissions and Study Policy (SCCASP) (H. Nemiroff)

Three items were brought to Senate for approval, two items were circulated for information and there was one item for discussion.

Items for Approval:

Regulation Changes to the BJ and BJHum: clarification in the calendar to ensure that the CGPA for graduation is embedded in the progression through the program. (6.5 for BJ and 7.0 for BJHum)

It was **MOVED** (H. Nemiroff, B. Popplewell) that Senate approve the changes to the Bachelor of Journalism and Bachelor of Journalism and Humanities for the 2019/20 Calendar as presented.

The motion **PASSED**.

Revisions to Regulation 7.5 for the BComm: Replacement of BUSI1402 with BUSI 2800 as a required course.

It was **MOVED** (H. Nemiroff, L. Schweitzer) that Senate approve the changes to regulation 7.5 Bachelor of Commerce for the 2019/20 Calendar, as presented.

The motion **PASSED**.

Revisions to Regulation 8.2 – Application for Graduation: Deadline for Spring Graduation Applications moved from March 1 to April 1.

It was **MOVED** (H. Nemiroff, C. Dion) that Senate approve the changes to regulation 8.2 Application for Graduation for the 2019/20 Calendar as presented.

A Senator asked if this would negatively impact the Registrar's Office in terms of workload. The Registrar indicated that because of improvements to automation processes, resources are adequate for the change.

The motion **PASSED**.

Items for Information:

A list of minor modifications to programs in all faculties was circulated to Senators in advance. There was no discussion and no motion for this item.

The second item - minor modification to calendar language presented in Matters Arising.

Item for Discussion: Senate Policy on Academic Implications of Labour Disruptions

Senate passed a motion in May of 2018 asking SCCASP to develop a policy for student accommodations in the event of a labour disruption on campus. A draft policy was circulated to Senators for discussion and comment.

The Chair of SCCASP noted that this policy is loosely based on an existing policy at York University, with a few key differences. It was also noted that McGill University brought a similar policy to their Senate, but it was defeated on the floor.

One Senator expressed concern with emulating York University policy too closely. In his view, providing too many accommodations for students decreases the pressure to end the strike and can prolong labour disruptions. It was suggested that this could be a factor in the prolonged and frequent strikes in recent years at York University.

A few Senators commented on the language in Section 2.1 of the draft policy - *Academic Standards and Quality*:

During a Labour Disruption, Senate will ensure the maintenance of academic standards and quality for all programs. No dilution of standards normally expected of students is permitted. Diminution in the instructional or supervisory support given to students should be minimized to the extent possible.

One Senator asked how this policy language could be applied to the variety of possible labour disruptions on campus, from academic staff to support staff, TAs and so on. For example, in the case of a faculty or TA strike, diminution in instructional and/or supervisory support would occur, and likely could not be avoided. Another Senator expressed concern with the implications of the language in the first sentence of this section, specifically what Senate's role would be during a labour disruption, and how Senate would or could guarantee the maintenance of academic standards. The Chair of SCCASP agreed to take these concerns back to the committee for review and discussion.

In response to another question, the Chair of SCCASP noted that the current policy includes accommodations for students “unable” to cross the picket line, but not for those “unwilling” to cross. This wording reflects a preference expressed at Senate last May. It was noted that conscientious objectors are not currently accommodated in the policy, and movement on this issue would require further discussion.

There was some confusion regarding the exact wording of the original motion passed by Senate in May of 2018. The Chair indicated that the minutes from this meeting will be consulted for clarification, and brought to the next Senate meeting under Matters Arising.

The Chair thanked Senators for their input and asked the Chair of SCCASP to take these comments back to SCCASP for consideration.

c) Reports – Senate Library Committee (S. Fai, guest)

The Chair of the Senate Library Committee, Steven Fai, provided an update on the activities and mandate of the committee. A question was raised at a previous Senate meeting regarding the committee’s role in overseeing library operations including the weeding of collections.

Professor Fai indicated that he has been the Chair of the Senate Library Committee since 2011. The committee exists as an advisory body to the library, and normally meets once per semester, but due to scheduling difficulties, it has yet to meet this academic year. Professor Fai noted that culling books occurs annually, and is a regular practice at every academic library, including Carleton. He also indicated that the library has been working proactively this year with some departments (Art History and English) that had expressed concerns with the large culls in their collections.

A Senator noted that the Terms of Reference for the Library Committee suggest that there is a role for the committee in collections management. He asked if the Library Committee practices oversight over library policies such as weeding. Professor Fai responded that in his view the mandate of the committee is to help to determine the development of university

library collections. Library operations, including the practice of culling books, is the responsibility of librarians and not the committee.

Another Senator noted that materials belonging to one department are often used by students in other disciplines, and that it is important to remember that a cull in one department would impact several departments across the university. For example, books and materials belonging to the History department are often used by students in Political Science.

A Senator added that in his experience, a department was notified of a cull after it had occurred, only to have the cull reversed to reacquire materials that were still needed. This is an example of how Senate oversight could provide protection from this type of error. It was suggested that the Library Committee could have a more active role in reviewing plans for culls and acquisitions.

Further discussion revealed some disagreement among Senators on the interpretation of the current Terms of Reference of this committee, and to what extent the committee is mandated to oversee library operations and collections management. Several Senators expressed the view that collections management is a deeply academic issue that impacts the ability to deliver programs, and that Senate should have more of a role in this process.

The Chair thanked Senators for their comments and noted in summary the concerns expressed by Senate that the Library Committee has not had the opportunity to review and comment on plans for collections management. The Clerk indicated that a review of the Library Terms of Reference and its mandate will be included in the comprehensive review of Senate committees currently underway.

8. CARLETON UNIVERSITY INDIGENOUS STRATEGIC INITIATIVES COMMITTEE (CUISIC) PRESENTATION

Co-Chairs Jerry Tomberlin, Kahente Horn-Miller, and Benny Michaud gave a presentation on the activities of the newly formed Indigenous Strategic Initiatives Committee. (See attached pdf.)

It was **MOVED** (J. Tomberlin, J. Paulson) that Senate support and endorse the work of the *Carleton University Indigenous Strategic Initiatives Committee* (CUI SIC) towards revitalizing our Indigenous strategy and our relationship with Indigenous peoples on and off campus, as presented. The motion **PASSED**.

As part of the consultation process, the Co-Chairs of the committee have agreed to return to Senate within the next few months for a more substantial conversation and discussion. The Chair congratulated the committee Co-Chairs on their achievements so far in working towards positive and lasting change at Carleton.

9. REPORTS FOR INFORMATION

The following items were circulated to Senators for information:

- a) Senate Executive Minutes: November 20, 2018
- b) Membership reports for the University Promotions Committee and the Tenure and Promotions Appeal Committee
- c) Dominican University College - Minor Modifications
- d) SCCASP – Course Program Minor Modifications

There was no discussion.

10. OTHER BUSINESS

There was none.

11. ADJOURNMENT

The meeting was adjourned (J. Paulson, E. Grant) at 4:03 pm.