

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

The 614th Meeting of the Board of Governors
Thursday, March 28th, 2019 at 3:00 p.m.
Room 2440R River Building, Carleton University

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

- Circulated with this agenda is a Consent Agenda which lists items presented to the Board for action or for information.

**5. PRESENTATION ON COLLECTIVE BARGAINING GOALS & PERSPECTIVES –
Peter Simpson, Senior Labour Relations Mediator**

6. OPEN - ITEM(S) FOR APPROVAL

6.1 Carleton University General Operating By-law No.1

- An updated version of the Bylaws were circulated in advance.

6.2 Engineering Student Design Centre

- A proposal and presentation were circulated in advance.

6.3 2019/2020 Ancillary Budget

- A report was circulated in advance.

6.4 2019/2020 Tuition Fees & Miscellaneous Fees

- A report was circulated in advance.

6.5 Board Award for Outstanding Community Achievement

- A report was circulated in advance.

7. OPEN – ITEM(S) FOR INFORMATION

7.1 Free Speech Policy

- Policy and summary of process provided.

7.2 Annual Report on Sexual Violence

- A report was circulated in advance.

7.3 Report from the Chair

- A verbal report will be provided.

7.4 Report from the President

- A report was circulated in advance.

7.5 Update on the Comprehensive Campaign

- A report was circulated in advance.

7.6 Committee Chair Updates

- Verbal reports:
 - a) Building Program (D. Craig)
 - b) Community Relations & Advancement (D. Fortin)
 - c) Finance Committee (B. Wener)
 - d) Governance Committee (K. Evans)

8. OPEN - OTHER BUSINESS

9. OPEN - QUESTION PERIOD

- There are no questions to be addressed.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

The 614th Meeting of the Board of Governors
Thursday, March 28th, 2018 at 3:00 p.m.
Room 2440R River Building, Carleton University

CLOSED SESSION

11. APPROVAL OF CLOSED AGENDA

- The agenda was circulated with the meeting material.

12. CLOSED - CONSENT AGENDA

- Circulated with this agenda is a Closed Consent Agenda which lists items presented to the Board for action or for information.

13. CLOSED – ITEM(S) FOR APPROVAL

13.1 Proposed External Audit Plan and Letter of Engagement from Auditors

- A draft plan and letter were circulated in advance.

14. CLOSED – ITEM(S) FOR INFORMATION

14.1 Report from the Chair

- A verbal report will be given.

14.2 Report from the President

- A verbal report will be given.

14.3 Committee Chair Updates

- Verbal Reports:
 - a) Audit Committee (B. Wener)
 - b) Nominating Committee (N. Nanos)
 - c) Executive Committee (N. Nanos)
 - d) HR/Compensation Subcommittee (D. Fortin)

15. CLOSED - OTHER BUSINESS

16. CLOSED - IN CAMERA SESSION

17. ADJOURNMENT

AGENDA ITEM

6.1

BOARD OF GOVERNORS REPORT

| | | |
|-------------------------------|--|--|
| To: | Board of Governors | Date of Report: 13 March 2019 |
| From: | University Secretary | Date of Meeting: 28 March 2019 |
| Subject: | Carleton University General Operating By-law No.1 | |
| Responsible Portfolio: | University Secretary | |

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

As recommended by the Governance Committee and Carleton University Senate, the Board approve by special resolution the amendments to section 9 and 10 of General Operating By-law No.1 effective immediately.

3.0 EXECUTIVE SUMMARY

In 2015, the Board of Governors underwent a full review and revision of the General Operating By-laws. However, at the time Senate had not completed their own review of their governance processes. As a result the Senate related portion of the Bylaws were not updated at the time.

In June 2018, Senate completed the review of the Academic Governance of the University (AGU) policy and both Senate and the 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 AGU policy and the Carleton University Act;
4. Making the parallel edits to the Senate sections of the By-law.

As a result of the changes the AGU policy complimentary modifications are now necessary to the related provisions of the Bylaws. The proposed amendments are in section 9 and 10 of the Bylaws and are strictly housekeeping matters to ensure both sets of documents are aligned.

Subsequent to the Governance Committee's review, Senate was advised of the amendments for their information at the November 30, 2018 meeting. The amendments have been reviewed by the Clerk of the Senate.

Pursuant to the Bylaws, a special resolution of the Board is required to amend s.9 and 10 of the Bylaws. A special resolution has been prepared and is in the Board material.

4.0 INPUT FROM OTHER SOURCES

The revisions have been reviewed by Carleton University Senate and the Board of Governors Governance Committee. The revisions were drafted by General Counsel to ensure they line up with the changes made to the AGU. General Counsel and the University Secretary have reviewed the materials to ensure all governance documents are aligned.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The recommended amendments support the objectives of the university and are in line with legislation, regulation and other Board and Senate governance documents.

Updated and consistent Bylaws supports the Board's oversight responsibilities in how it self-governs and maintains university autonomy.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of and revisions to the Bylaws.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Bylaws outline the conduct of the affairs of Carleton University and are supported by the Carleton University Act. If the Bylaws amendment are not approved, the 2015 version will remain in force and effect until they are amended and therefore would run the risk of being in conflict with the complimentary provisions in the Academic Governance of the University Policy.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Reputational implications are limited. The University Secretariat Communications Officer will work with the Department of University Communications to communicate the update to the Bylaws through the regular board summary sent to the community following each board meeting.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | VERY LOW | LOW | MEDIUM | HIGH | VERY HIGH |
|---------------|-------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| STRATEGIC | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| LEGAL | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| OPERATIONAL | <input checked="" type="checkbox"/> | <input 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 checked="" type="checkbox"/> | <input 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"/> |

SPECIAL RESOLUTION OF THE BOARD OF GOVERNORS

CARLETON UNIVERSITY

(the "Corporation")

WHEREAS it is considered in the best interest of the Corporation to amend sections 9 and 10 of the General Operating By-law No. 1 of the Corporation;

On motion duly made, seconded and carried it is **RESOLVED THAT:**

1. Effective immediately section 9 and 10 of General Operating By-law No.1, which has been submitted to this meeting and is annexed to the minutes of this meeting as Schedule A, is hereby amended and adopted.
2. Any one of the officers and governors of the Corporation is authorized to take all such actions and execute and deliver all such documentation, which are necessary or desirable for the implementation of this resolution.

ENACTED this ____ day of _____, 2019.

WITNESS the seal of the Corporation.

Chair of the Board

Secretary

CARLETON UNIVERSITY

GENERAL OPERATING BY-LAW NO. 1

GENERAL OPERATING BY-LAW NO. 1

A By-law relating generally to the conduct of the affairs of

CARLETON UNIVERSITY (the “University”)

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GENERAL OPERATING BY-LAW NO. 1

A By-law relating generally to the conduct of the affairs of

CARLETON UNIVERSITY (the “University”)

WHEREAS the University was initially constituted as The Ottawa Association for the Advancement of Learning by Letters Patent issued on June 19th, 1943;

AND WHEREAS the University was thereafter constituted by *The Carleton University Act, 1952*, S.O. 1952, c.117 on the 19th day of April, 1952, which was subsequently amended by *The Carleton University Act, 1957*, S.O. 1957, c.130 and *The Carleton University Act, 1968*, S.O. 1968, c.48590;

AND WHEREAS sections 15 and 18 of *The Carleton University Act, 1952* empower the Board to make by-laws in respect of the University;

NOW THEREFORE BE IT ENACTED as a General Operating By-law of the University as follows:

SECTION I INTERPRETATION, APPLICATION AND DEFINITIONS

1.01 Defined Terms

In all By-laws and resolutions of the University, unless the context otherwise requires:

- (a) “Academic Staff” means all Teaching Staff together with all full-time employees of the University holding the position of Librarian;
- (b) “Act” means the *Carleton University Act, 1952*, S.O. 1952, c. 117, as amended from time to time;
- (c) “Administrative Staff” means all continuing and/or permanent employees of the University, other than Academic Staff;
- (d) “Alumni” means all persons who have received degrees, diplomas or certificates from the University and who are no longer registered as students;
- (e) “Alumni Association” means the Carleton University Alumni Association;
- (f) “Board” means the Board of Governors of the University, established pursuant to the Act;

- (g) “By-laws” means this by-law and all other by-laws of the University as amended from time to time and which are in force and effect;
- (h) “Chancellor” means the Chancellor of the University, appointed by the Board pursuant to section 7.01 of this By-law;
- (i) “*Code of Conduct*” means the duties and responsibilities of Governors as summarized in the document titled “*Board of Governors Code of Conduct*,” adopted by the Board and amended from time to time by Ordinary Resolution of the Board;
- (j) “Executive Officer” means the persons appointed by the University as Executive Officers pursuant to section 7.01.
- (k) “*ex officio*” means an individual who qualifies as a Governor because of the office they hold;
- (l) “Faculty Boards” means the faculty boards referred to in section X of this By-law;
- (m) “Governor” means a member of the Board, either serving *ex officio* or elected to serve as such pursuant to section IV of this By-law, who are directors for the purpose of corporate law;
- (n) “Member” means a member of the University for the purpose of corporate law and “Members” or “Membership” means the collective membership of the University;
- (o) “Officer” means an officer of the University, appointed or elected by the Board pursuant to section VII of this By-law;
- (p) “Operating Policies and General Procedures” means the operating policies and general procedures approved by the Board in accordance with section 1.03 of this By-law;
- (q) “Ordinary Resolution” means a motion or resolution passed by a majority of the votes cast by persons entitled to vote at the applicable meeting duly called for the purpose of considering the said motion or resolution, unless the Act or this By-law otherwise requires.
- (r) “President” means the President of the University, appointed by the Board pursuant to section 7.01 of this By-law;
- (s) “Senate” means the Senate of the University, established pursuant to the Act;
- (t) “Senator” means a member of Senate, either serving *ex officio*, appointed or elected to serve as such pursuant to section IX of this By-law;

- (u) “Special Resolution” means a motion or resolution passed by a majority of not less than two thirds (2/3) of the votes cast by persons entitled to vote at the applicable meeting duly called for the purpose of considering the said motion or resolution, unless the Act or this By-law otherwise requires;
- (v) “Student” means a member of the Board elected to serve as such pursuant to sections 4.01(c) and 4.01(d);
- (w) “Teaching Staff” means full-time employees of the University holding the academic rank of professor, associate professor, assistant professor, lecturer or instructor; and
- (x) “University Secretary” means the University Secretary appointed by the Board from time to time.

1.02 Interpretation

In the interpretation of this By-law, unless the context otherwise requires, the following rules shall apply:

- (a) words importing the singular number only will include the plural and *vice versa* and words importing one gender shall be interpreted to include all genders;
- (b) the word “person” will include an individual, sole proprietorship, partnership, unincorporated association, body corporate, and a natural person;
- (c) the word “including” shall be interpreted to mean “including without limitation,” and shall not be interpreted as limiting any words which precede it by reference to the specific words which follow it;
- (d) if any of the provisions contained in the By-laws are inconsistent with those contained in the Act, the provisions contained in the Act, as the case may be, shall prevail; and
- (e) the insertion of headings in this By-law and the division of this By-law into sections and subsections are for convenience of reference only and shall not affect the interpretation of this By-law.

1.03 Operating Policies and General Procedures

The Board may adopt, amend, or repeal by resolution any such Operating Policies and/or General Procedures that are not inconsistent with the Act or the By-laws of the University including but not limited to such matters as terms of reference of committees, duties of Officers, duties of Governors and conflict of interest, as well as procedural and other requirements relating to the By-laws as the Board may deem appropriate from time to time. Any Operating Policies and General Procedures adopted by the Board will continue to have force and effect until amended, repealed, or replaced by a subsequent Ordinary

Resolution of the Board, including any Operating Policies and General Procedures appended to these By-Laws.

SECTION II **MEMBERS**

2.01 Classes and Conditions of Membership

There shall be one (1) class of Members in the University. Membership in the University shall be available only to Governors, who shall automatically become Members of the University upon election as Governors.

2.02 Rights of Members

A Member of the University shall have the right to receive notice of, attend, speak and participate at all meetings of Members and the right to one (1) vote at all meetings of Members. The role of Members includes receiving the approved financial statements; appointing the auditors; and electing the Governors. Membership in the University is not transferable.

2.03 Termination of Membership

Membership in the University is terminated when:

- (a) the Member dies;
- (b) the Member ceases to be a Governor, either because the term as a Governor expires or the term ends otherwise in accordance with section 4.06;
- (c) the Member resigns by delivering a written resignation to the University Secretary in which case such resignation shall be effective at the time the resignation is received by the University or at the time specified in the resignation, whichever is later; or
- (d) the University is liquidated or dissolved.

Subject to the Act, upon any termination of membership, the rights of the Member automatically cease to exist. Where a person is no longer a Member, then such person shall be deemed to have also automatically resigned as a Governor, an Officer and/or a committee member, as applicable, provided that the Board may, in its discretion, subsequently re-appoint such individual as an Officer or committee member if the Board deems it appropriate in the circumstances.

SECTION III **MEETINGS OF MEMBERS**

3.01 Place of Meetings

Meetings of Members shall be held at the campus of the University, but may be held at such other location within or outside Canada as may be determined from time to time by the Board.

3.02 Annual Meetings

The annual meeting for the purpose of consideration of the financial statements and the audit report thereon, election of Governors and appointment of the auditor shall be held on a day and at a place within Ontario fixed by the Board provided that the annual meeting must be held not later than fifteen (15) months after holding the preceding annual meeting.

3.03 Special Meetings

The Chair may at any time call a special meeting of the Members. The Board shall call a special meeting on written requisition of the Members of the University who hold at least ten percent (10%) of votes that may be cast at a meeting for any purpose connected with the affairs of the University, within twenty-one (21) days from the date of the deposit of the requisition.

3.04 Special Business

All business transacted at a special meeting of Members and all business transacted at an annual meeting of Members, except consideration of the financial statements and the audit report, election of Governors and re-appointment of the incumbent auditor, is special business.

3.05 Notice of Meetings

Notice of the time and place of a meeting of Members shall be given to each Member entitled to receive notice of the meeting, each Governor, and the auditor, not less than twenty-one (21) and not more than fifty (50) days before any annual or special Members' meeting. Notice shall be given in accordance with the manner provided in section 11.01 of this By-law. Notice of any meeting of Members at which special business is to be transacted shall state the nature of that business in sufficient detail to permit the Member to form a reasoned judgment on the business and state the text of any Special Resolution or By-law to be submitted to the meeting.

3.06 Waiving Notice

A Member and any other person entitled to attend a meeting of Members may in any manner and at any time waive notice of a meeting of Members, and attendance of any such person at a meeting of Members is a waiver of notice of the meeting, except where such

person attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

3.07 Persons Entitled to be Present

The only persons entitled to attend a Members' meeting are the Members, the Governors, the Officers, the Executive Officers, the auditors of the University and others who are entitled or required under any provision of the Act or the By-laws to be present at the meeting. Any other person may be admitted only on invitation of the chair of the meeting or by Ordinary Resolution of the Members.

3.08 Participation by Telephone or Electronic Means

A Members meeting will usually be held in person and by teleconference but may be held by means of a telephonic, electronic or other communications facility that permits all participants to communicate with each other during the meeting. A Member participating in the meeting by teleconference or other such means shall be deemed to have been present at that meeting.

3.09 Chair of the Meeting

The Chair of the Board shall be the chair of the Members' meeting. If the Chair of the Board is absent or unable to act, then the Vice-Chair of the Board shall chair the Members' meeting. If the Chair of the Board and the Vice-Chair of the Board are absent or unable to act then the Members present shall appoint by Ordinary Resolution another Governor as chair.

3.10 Quorum

A quorum for the transaction of business at a Members' meeting is an ordinary majority of Members entitled to vote.

3.11 Votes to Govern

All Members shall be entitled to one (1) vote on each question put to the Members at any meeting of Members. Unless otherwise required by the provisions of this By-law, all questions proposed for consideration at a meeting of Members shall be determined by Ordinary Resolution of the votes cast. In the case of an equality of votes, the chair of the Members' meeting, in addition to his original vote, shall not be entitled to a second or casting vote and the motion shall be defeated.

3.12 Voting Procedure

At all meetings of Members, every question shall be decided by a show of hands and by oral vote for Members participating by teleconference, unless a poll on the question is required by the chair of the meeting or requested by any Member. Whenever a vote has been taken upon a question, a declaration by the chair that a resolution has been carried or

lost by a particular majority is determinative and an entry to that effect in the minutes of the University is conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion, except in such cases where a ballot is conducted. Notwithstanding the foregoing, any vote may be held entirely by means of a telephonic, an electronic or other communication facility, if the University makes available such a communication facility.

On any question proposed for consideration at a meeting of Members, the chair of the meeting may require a ballot or any Member entitled to vote on such question at the meeting may demand a ballot. A ballot so demanded shall be taken in such manner as the chair shall direct. A demand for a ballot may be withdrawn at any time prior to the taking of the ballot. The result of the ballot so taken shall be the decision of the Members on the question.

SECTION IV **GOVERNORS**

4.01 Composition of Board

The Board shall consist of the following Governors, serving either *ex officio* or nominated by the constituencies set forth below:

- (a) the Chancellor, *ex officio*;
- (b) the President, *ex officio*;
- (c) two (2) graduate students, nominated following an election conducted by the University Secretary, by the graduate students-at-large;
- (d) two (2) undergraduate students, nominated following an election conducted by the University Secretary, by the undergraduate students-at-large;
- (e) two (2) members of the Administrative Staff, nominated following an election conducted by the University Secretary, by the Administrative Staff;
- (f) two (2) members of the Senate who are also members of the Teaching Staff, nominated by the Senate;
- (g) two (2) members of the Academic Staff, nominated following an election conducted by the University Secretary, by the Academic staff;
- (h) two (2) members of the Alumni, nominated by the Alumni Association;
- (i) eighteen (18) members from the community-at-large, nominated by the Nominating Committee of the Board.

4.02 Election or Appointment of Governors

- (a) The Board shall establish a Nominating Committee, the details of which shall be set forth by resolution or in Operating Policy or General Procedure.
- (b) The Nominating Committee shall solicit names of potential Governors from other members of the Board, from the University community and from the community at large.

- (c) The Governors, other than the President and the Chancellor, shall be elected by the Members by Ordinary Resolution at an annual meeting of Members at which an election of Governors is required.
- (d) Every election of Governors shall be carried out with reference to the report of the nominating committee and shall be in conformity with the requirements as to Board composition set forth in section 4.01.
- (e) The President and Chancellor shall automatically become Governors upon their appointment by the Board in accordance with section 7.01.

4.03 Qualifications/Eligibility Criteria of Governors

- (a) Each Governor shall be an individual who is not less than eighteen (18) years of age. No person who has been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act* to be incapable of managing property, who has been found to be incapable by any court in Canada or elsewhere, or who is bankrupt shall be a Governor.
- (b) Each Governor is required to abide by the *Code of Conduct*. Governors must sign the *Code of Conduct* on an annual basis to remain a Governor.
- (c) Each of the undergraduate and graduate students to be elected pursuant to sections 4.01 (c) and (d) of this By-law shall be a person who, in each of the fall and winter academic terms immediately preceding their election, was registered at the University as a student in at least the equivalent of one full credit course. Such Governors shall cease to hold office if they fail to be registered as a student at the University in at least the equivalent of one full credit course in each of the fall and winter terms of their period of office. Students must be in good academic standing to be eligible to be elected to and serve on the Board.

4.04 Terms of Office

- (a) Governors (other than *ex officio* Governors) shall be elected by the Members to serve the following terms:
 - (i) Student Governors nominated pursuant to sections 4.01(c) and (d) of this By-law shall serve one (1) year terms.
 - (ii) Academic Staff, Administrative Staff, Senate representatives who are members of the Teaching Staff, and community-at-large Governors nominated pursuant to sections 4.01(e), (f), (g), and (h) of this By-law shall serve three (3) year terms.
 - (iii) Alumni Governors nominated pursuant to section 4.01(i) of this By-law shall serve two (2) year terms.

- (b) Notwithstanding the foregoing, the term of any person as a Governor may be extended for a maximum of one (1) year to coincide with the completion of such person's term of office as Chair or Vice-Chair.
- (c) As much as possible, Governors shall be elected and shall retire in rotation.
- (d) The term of office of Governors shall begin on the first day of the month immediately following the meeting at which the election is held pursuant to section 4.02(b) of this By-law, and shall end on the 30th day of June in the first, second, or third year of their term, as appropriate, based on the provisions of section 4.04(a) of this By-law.
- (e) If Governors are not elected at a meeting of Members, the incumbent Governors shall continue in office until their successors are elected, provided that a Governor may not serve for a term longer than four (4) years.

4.05 Renewal Terms/Term Limits

- (a) Subject only to sections 7.03(b) and 8.02 of this By-law, Governors elected pursuant to section 4.04(a) of this By-law shall be eligible for re-election for a maximum of one (1) additional term, provided that a Governor first elected to finish a term pursuant to section 4.08 of this By-law shall be eligible for re-election for two (2) additional terms.
- (b) Notwithstanding section 4.05(a) of this By-law, any Governor who has not held the office of Governor at any time during the preceding twelve (12) months shall be eligible for re-election.
- (c) A Governor previously removed as a Governor in accordance with section 4.07 shall be ineligible to be elected or re-elected as a Governor for the next three terms.
- (d) Governors may serve on the Board for a maximum continuous period of nine (9) years, not including years served as Board Chair or Past Chair.

4.06 Resignation and Termination

The office of a Governor shall automatically be vacated immediately:

- (a) if the Governor dies;
- (b) if the Governor resigns office by written notice to the University Secretary, which resignation shall be effective at the time it is received by the University Secretary or at the time specified in the notice, whichever is later;
- (c) if the Governor no longer fulfils all of the qualifications to be a Governor set out in section 4.03, as determined in the sole discretion of the Board; or
- (d) if the Governor is removed in accordance with section 4.07.

Where a person is no longer a Governor, then such person shall be deemed to have also automatically resigned as a Member, an Officer and/or a committee member, as applicable, provided that the Board may in its discretion subsequently re-appoint such individual as an Officer or committee member if the Board deems it appropriate in the circumstances.

4.07 Removal of Governors

The Members of the University may remove any Governor of the University for any one or more of the following grounds:

- (a) violating any provision of the Act, By-laws, Operating Policies or General Procedures of the University;
- (b) failing to abide by the *Code of Conduct*; and/or
- (c) for any other reason that the Members in their discretion consider to be reasonable, having regard to the purposes of the University.

In the event that the Board determines by Ordinary Resolution that a Governor should be removed, the process shall be done in good faith and in a fair and reasonable manner. The Board shall provide at least fifteen (15) days' notice of proposed removal to the Governor and shall provide reasons therefor. The Governor may speak to the proposed removal at the Board meeting in which the proposed removal is considered. Following the meeting proposing the removal of the Governor, the Governor may make further written submissions to the Board within ten (10) days of the Ordinary Resolution. In the event that no written submissions are received by the Board, the Governor shall be deemed to have resigned as a Governor and the office of that Governor shall automatically be deemed to be vacant as of the expiration of the twenty (20) day period. Where written submissions are received, the Chair shall call a special meeting of the Members notifying the Members of the proposal to remove the Governor, the reasons therefore, and attaching the written submissions of the Governor being considered for removal.

4.08 Vacancy and Filling of Vacancies

A vacancy on the Board shall be filled as follows:

- (a) a quorum of Governors may fill a vacancy among the Governors;
- (b) if there is not a quorum of Governors or there has been a failure to elect the minimum number of Governors set out in the Act, the Governors then in office shall call a special meeting of the Members to fill the vacancy and, if they fail to call such a meeting or if there are no Governors then in office, the meeting may be called by any Member.

A Governor appointed or elected to fill a vacancy holds office for the unexpired term of their predecessor.

SECTION V
POWERS, RESPONSIBILITIES AND ROLES

5.01 Powers of Board

Subject to the Act, the Board shall manage or supervise the management of the activities and affairs of the University. Notwithstanding any vacancies on the Board, the Board may exercise its powers so long as there are at least twelve (12) Governors on the Board.

5.02 Conflict of Interest and Confidentiality

Governors shall respect and comply with their confidentiality and conflict of interest obligations in accordance with the *Code of Conduct*. Failure of a Governor to comply shall result in removal from the Board in accordance with section 4.07.

5.03 Remuneration of Governors

Governors shall serve without remuneration, and no Governor shall directly or indirectly receive any profit from his or her position as such, provided that a Governor may be reimbursed for reasonable approved expenses incurred in performing his or her duties.

5.04 Protection and Indemnity to Governors, Officers and Others

(a) Indemnity to Governors, Officers and Others

Every Governor, Officer, Member, committee member, employee and volunteer of the University, and his/her/its heirs, executors and administrators, and estate and effects, respectively, who has undertaken or is about to undertake any liability on behalf of the University, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the University from and against the following:

- (i) all costs, charges and expenses whatsoever that such Governor, Officer, Member, committee member, employee and volunteer sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against the Governor, Officer, Member, committee member, employee and volunteer for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by them, in or about the execution of the duties of their office or in respect of any such liability; and
- (ii) all other costs, charges and expenses that the Governor, Officer, Member, committee member, employee and volunteer sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges and expenses as are occasioned by their own wilful neglect or default.

(b) Indemnity to Others

The University may also indemnify such other persons in such other circumstances as the law permits or requires. Nothing in this By-law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provision of this By-law to the extent permitted by the law.

(c) Limitation

The University shall not indemnify an individual under section 5.05(a) unless,

- (i) the individual acted honestly and in good faith with a view to the best interests of the University; and
- (ii) if the matter is a criminal or administrative proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that his or her conduct was lawful.

5.05 Insurance

The University shall purchase and maintain insurance for the benefit of any person entitled to be indemnified by the University pursuant to the immediately preceding section, provided that due consideration is first given to the requirements under the *Charities Accounting Act* (Ontario) and any other legal requirements for the purchase of directors and officers liability insurance.

SECTION VI
MEETINGS OF THE BOARD OF GOVERNORS

6.01 Calling of Meetings/Regular Meetings)

- (a) Meetings of the Governors may, subject to section 6.02, be called by the Chair of the Board at any time.
- (b) Any nine (9) Governors may request, in writing, a meeting of the Board. The Board shall hold such a meeting within fifteen (15) working days or as soon thereafter as practicable following receipt of the request, in writing, by the Office of the University Secretary.
- (c) The Board shall normally meet five times in each year between the first day of July and the 30th day of June, as the Board shall arrange. The Board may fix the place and time of regular Board meetings and send a copy of the resolution fixing the place and time of such meetings to each Governor, and no other notice shall be required for any such meetings.

- (d) A record of the proceedings of all meetings of the Board shall be kept by the University Secretary in a book or books provided for that purpose and the minutes of every such meeting shall be submitted at the next meeting of the Board. After adoption by the Board, the minutes shall be open to inspection by any Governor at any time during regular office hours in the Office of the University Secretary.
- (e) Meetings of the Board shall be held at the campus of the University, but may be held at such other location within or outside Canada as may be determined from time to time by Executive Committee of the Board.

6.02 Notice of Meeting

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in section 11.01 of this By-law to every Governor of the University not less than five (5) business days before the time when the meeting is to be held. A Board of Governors meeting may be held without notice immediately before or following the annual meeting of Members. In computing the date when notice must be given pursuant to this section, the date of giving the notice shall be excluded and the date of the meeting of which notice is given shall be included.

6.03 Waiver of Notice

Notwithstanding the provisions of section 6.02 of this By-law, a meeting of the Board may take place without the requisite notice having been provided to Governors if:

- (a) all Governors are present, and none objects to the holding of the meeting;
- (b) either before or after the meeting, those absent from the meeting signify in writing their consent to the meeting being held in their absence; or
- (c) an exceptional circumstance requires the immediate attention of the Board, the determination of which shall be a matter in the sole discretion of the Chair of the Board, or in the absence of the Chair of the Board, the Vice-Chair of the Board.

6.04 Persons Entitled to be Present

The only persons entitled to attend a meeting of the Board are the Governors, the Officers, the Executive Officers, the auditors of the University and others who are entitled or required under any provision of the Act or the By-laws to be present at the meeting. Any other person may be admitted subject to space constraints in the meeting room. Any person wishing to attend the open session of the Board meeting is required to contact the University Secretary prior to the meeting. All persons attending the meeting shall not interfere with the ability of the Board to conduct meetings without disruption or intimidation.

6.05 Participation at Meeting by Telephone and Electronic Means

A Board meeting will usually be held in person and by teleconference. In addition, by Ordinary Resolution of the Board or by consents signed by a majority of the Governors, a

meeting of the Board may be held by electronic means that permits each Governor to communicate adequately with each other, provided that:

- (a) the Board of Governors has passed a resolution addressing the mechanics of holding such Board meeting and dealing specifically with how security issues should be handled, the procedure for establishing quorum and recording votes; and
- (b) each Governor has access to the specific means of communication to be used.

6.06 Open and Closed Session

Board of Governors meeting shall be divided into an open and closed session as required. When possible the open session of the meeting will be streamed to a convenient location on campus to allow members of the public who cannot attend in person due to space restrictions to observe the open session of the meeting. The Minutes and supporting material provided for the open session of meetings of the Board shall be posted on the Board's website. Closed sessions of the Board and Committee meetings are held in camera and the discussion and material shall be kept in confidence as required by section 6.07. General guidelines regarding the matters to be considered in closed sessions of the Board and Committees are at Appendix A.

6.07 Confidentiality of Materials and Discussion

Information and documents issued to the Board and its Committees, the discussion at Committee meetings, and anything tabled or discussed during the closed session of a Board meeting is confidential until it is either discussed at or distributed to the Board for the open session of a Board meeting, or is released by the University. Compliance with this practice is a condition of membership on the Board as required by the *Code of Conduct*.

6.08 Agenda and Consent Agenda

The agenda for the meeting shall be prepared by the University Secretary and approved by the Executive Committee as required. The business of a meeting shall be confined to the agenda as approved by the Board at the beginning of the open and closed sessions and no new matter shall be dealt with unless a majority of members present approve the introduction of such new matter.

6.09 Chair of Meetings

The chair of all Board meetings shall be the Chair of the Board. If the Chair of the Board is absent or unable to act, then the Vice-Chair of the Board shall be the chair. If the Chair of the Board and the Vice-Chair of the Board are absent or unable to act, then a Governor appointed by the Board by Ordinary Resolution shall be the chair.

6.10 Conduct of Meetings and Decorum

The Chair shall preserve order and decorum at all meetings of the Board. Any Governor or person admitted to a meeting of the Board who, in the opinion of the Chair, misconducts himself or herself must withdraw from the meeting at the order of the chair; provided that, for greater certainty, such order shall be considered to be a ruling by the chair on a point of order and may be challenged in the manner contemplated by the Rules of Procedure. In the event that such a person refuses to withdraw, the chair has the power to declare a short recess or to adjourn the meeting and may declare that the continuation of the recessed or adjourned meeting shall be *in camera*.

6.11 Quorum

Subject to the Act, nine (9) Governors constitutes a quorum at any meeting of the Board. For the purpose of determining quorum, a Governor may be present in person, by teleconference and/or by other electronic means.

6.12 Votes to Govern

Each Governor may exercise one (1) vote. At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question. In case of an equality of votes, the chair of the meeting in addition to his original vote shall not be entitled to a second or casting vote and the motion shall be defeated. Proxies are not permitted at any meeting of the Board or any of its Committees.

6.13 Voting Procedures

At all meetings of the Board, every question shall be decided by a show of hands and by oral vote for Governors participating by teleconference unless a secret ballot on the question is required by the chair or requested by a Governor. A declaration by the chair that a resolution has been carried and an entry to that effect in the minutes of the Board is conclusive evidence of the fact without proof of the number of proportionate votes recorded in favour or against the resolution.

6.14 Rules of Order

Any questions of procedures at or for any meetings of the Governors, which have not been provided for in this By-law, the Rules of Procedure, or by the Act, shall be determined by the chair. The Rules of Procedure are found at Appendix B

SECTION VII **OFFICERS**

7.01 Appointment and Election

The Board may designate the offices of the University, appoint Officers, specify their duties and, subject to the Act, delegate to such Officers the power to manage the affairs of the University. A Governor may be appointed or elected to any office of the University. An Officer may, but need not be, a Governor unless the Act or this By-law otherwise provides. Two or more offices may be held by the same person.

7.02 Description of Offices

Unless otherwise specified by the Board (which may, subject to the Act, modify, restrict or supplement such duties and powers), the offices of the University, if designated and if Officers are appointed or elected thereto, shall have the following duties and powers associated therewith, as well as such other duties and powers as the Board may specify from time to time.

- (a) **Chancellor** - The Chancellor shall be a Governor *ex officio*. The Chancellor shall be the titular head of the University and shall confer all degrees. In the event of a vacancy in the Office of the Chancellor, or in the absence or incapacity of the Chancellor, and absent any action by the Board in respect thereof, the President and Vice-Chancellor shall be acting Chancellor.
- (b) **President and Vice-Chancellor** – The President shall be a Governor *ex officio*. The President shall be the chief executive officer of the University and, subject to the direction of the Board, shall have supervision over and direction of the academic work and general administration of the University. The Board hereby delegates to the President the power to manage and direct the business and affairs of the University and to employ and to dismiss employees of the University, except the Chancellor. The President shall not be required to give the Board particulars of the exercise of such authority in respect of employment matters for approval or otherwise. The President may at any time and from time to time delegate in whole or in part the authority delegated to the President by the Board pursuant to this subsection.

Except as may otherwise be provided by By-law or law, the President has full authority to hear and determine all complaints, petitions or appeals relating to the terms and conditions of employment of those employees of the University whom the President has authority to employ and dismiss, and there shall be no appeal from the decisions of the President in these respects.

In the event of a vacancy in the Office of the President, or in the absence or incapacity of the President, and absent any action by the Board in respect thereof, the Provost and Vice-President (Academic) *ex officio* shall be acting President.

- (c) **Chair of the Board** – The Chair of the Board shall be a Governor. The Chair of the Board shall, when present, preside at all meetings of the Board and of the Members. The Chair shall be the spokesperson for the Board and shall be the only individual entitled to speak on behalf of the Board unless otherwise determined by Ordinary Resolution of the Board.
- (d) **Vice-Chair of the Board** – The Vice-Chair of the Board shall be a Governor. The Vice-Chair of the Board shall chair meetings of the Board in the absence of the Chair of the Board.
- (e) **Past-Chair of the Board** – The Past-Chair of the Board shall be a Governor. The Past-Chair of the Board shall generally be the immediate past Chair of the Board of the University and may serve until the end of the Chair's term.

The duties of all other Officers of the University shall be such as the terms of their engagement call for or the Board or the Chair requires of them. The Board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any Officer.

7.03 Term of Office

- (a) Officers, except the Chancellor and the President, shall hold their position for a period of one (1) year, or, in those cases where an Officer is appointed by the Board to fill a vacancy during the year, until the next annual general meeting.
- (b) The Chair and Vice-Chair of the Board may be elected to such positions for not more than two (2) consecutive one (1) year terms, and for that purpose, and so long as they remain in such positions, shall not be subject to the limitations imposed on the renewal terms of Governors pursuant to sections 4.05 (a), (b) and (c) of this By-law.
- (c) The Chancellor shall be appointed by the Board for an initial term of three (3) years, and may be re-appointed by the Board for not more than two (2) additional three (3) year terms.
- (d) In special circumstances as may be determined by the Board, the Board may extend the final term of the Chancellor or the Chair for a further period of not more than one (1) year.
- (e) The President shall be appointed by the Board for such term and on such terms and conditions as the Board may determine.

7.04 Vacancy in Office

In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any Officer of the University. Unless so removed, an Officer shall hold office until the earlier of:

- (a) the Officer's successor being appointed;
- (b) the Officer's resignation;
- (c) such Officer ceasing to be a Director (if a necessary qualification of this appointment); or
- (d) such Officer's death.

If the office of any Officer of the Association shall be or become vacant, the Board may appoint a person to fill such vacancy.

7.05 Signing and Executive Officers

At its first meeting following the first day of June, the Board shall appoint the chair of the Finance Committee established pursuant to section 8.02 of this By-law, and nine (9) other persons as signing Officers.

SECTION VIII **EXECUTIVE AND OTHER COMMITTEES OF THE BOARD**

8.01 Executive Committee and Powers

- (a) The Executive Committee of the Board shall consist of the Chancellor, the President, the Chair of the Board, the Vice-Chair of the Board, the Past-Chair of the Board, either the chair or the vice-chair of each of the committees of the Board appointed pursuant to section 8.02(b) of this By-law, and such other persons as the Board may from time to time appoint.
- (b) A quorum for meetings of the Executive Committee of the Board shall consist of one-half the number of members of the Executive Committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the Chancellor, the President or the Chair of the Board.
- (c) Notwithstanding the provisions of section 8.01(b) of this By-law, the Executive Committee of the Board shall have power at any time between meetings of the Board to exercise any or all of the powers of the Board including but not limited to all powers provided to the Board pursuant to this By-law except the following:
 - (i) submit to the members any question or matter requiring the approval of the members;
 - (ii) fill a vacancy among the directors or in the position of auditor;
 - (iii) appoint additional directors;
 - (iv) issue debt obligations except as authorized by the Governors;
 - (v) approve any financial statements;
 - (vi) adopt, amend or repeal by-laws;
 - (vii) establish contributions to be made, or dues to be paid, by members.

- (d) The Executive Committee has the authority to approve mandates and settlements in respect of labour negotiations, recommendations related to compensation and terms and conditions of work of non-unionized employees, compensation arrangements of senior executives, and to appoint Board members to committees.

8.02 Standing and Establishing of Other Committees of the Board

- (a) There shall be Standing Committees of the Board and such other ad hoc committees of the Board as the Board shall from time to time appoint, both in keeping with the overall fiduciary responsibility of the Board and so as to better accomplish the objectives and functions of the Board, including without limitation the oversight of the audit and finance functions of the Board.
- (b) At the first meeting following the first day of June, the Board shall appoint the members of each of the committees referred to in section 8.02(a) of this By-law. Members of the committees so appointed shall assume their responsibilities as such effective the first day of July next following the meeting at which their appointment is made, and shall continue for a period of one year.
- (c) The committees of the Board established pursuant to section 8.02(a) of this By-law shall have power to deal with such matters as may be referred to them by the Board from time to time, so long as such is consistent with the provisions of the Act and this By-law.
- (d) The committees of the Board established pursuant to section 8.02(a) of this By-law shall report on committee activities at each meeting of the Board, and shall table for Board information minutes of committee deliberations following the approval of those minutes by the relevant committee.
- (e) A quorum for committee meetings of the Board shall consist of one-half the number of members of the committee plus one, present in person, by teleconference or by videoconference, at last one of whom must be the chair or vice-chair of the committee.
- (f) The chair and vice-chair of any of the standing committees of the Board established pursuant to this subsection this By-law, may be elected to such positions for not more than two (2) consecutive one (1) year terms, and for that purpose, and so long as they remain in such positions, shall not be subject to the limitations imposed on the renewal terms of Governors pursuant to section 4.05(a) of this By-law
- (g) In special circumstances as may be determined by the Board, the Board may extend the final term of the chair and vice-chair of any of the standing committees of the Board for a further period of not more than one (1) year.
- (h) Meetings of committees shall be closed and follow the Rules of Procedure.

SECTION IX

SENATE

9.01 Senate Membership

The Senate shall consist of the following individuals as Senators, serving either *ex officio* or nominated or elected by the constituencies set forth below:

- (a) the Chancellor, *ex officio*;
- (b) the President and Vice-Chancellor, *ex officio*;
- (c) the Provost and Vice-President (Academic), *ex officio*;
- (d) the Vice-President (Finance and Administration), *ex officio*;
- (e) the Vice-President (Research and International), *ex officio*;
- (f) the Vice-President (Students and Enrolment) and University Registrar, *ex officio*;
- (g) the Vice-Provost and Associate Vice-President (Academic), *ex officio*;
- (h) the Dean of Graduate and Postdoctoral Affairs, *ex officio*;
- (i) the Dean of Arts and Social Sciences, *ex officio*;
- (j) the Dean of Public Affairs, *ex officio*;
- (k) the Dean of the Sprott School of Business, *ex officio*;
- (l) the Dean of Science, *ex officio*;
- (m) the Dean of Engineering and Design, *ex officio*;
- (n) the Director of the Azrieli School of Architecture and Urbanism, *ex officio*;
- (o) the Director of the School of Computer Science, *ex officio*;
- (p) the Director of the School of Industrial Design, *ex officio*;
- (q) the Director of the School of Information Technology, *ex officio*;
- (r) the University Librarian, *ex officio*;
- (s) the President of the Carleton University Students' Association, *ex officio*;
- (t) the President of the Graduate Students' Association, *ex officio*;
- (u) the President of the Carleton Academic Student Government, *ex officio*;
- (v) the Vice-President (Academic) of the Graduate Students' Association, *ex officio*;
- (w) the Clerk of Senate, *ex officio*;
- (x) four (4) members of the Board, appointed by the Board, provided that only two (2) of such appointees shall vote at any Senate meeting;
- (y) ten (10) students who are registered in an undergraduate program and three (3) students who are registered in a graduate program;
- (z) forty (40) members of the Teaching Staff, elected in accordance with subsection 10.03 of this By-law by their respective undergraduate Faculty Boards identified in subsections 10.01 and 10.02 of this By-law; and
- (aa) two (2) members of the Teaching Staff, elected by members of CUPE 4600 Unit 2 (Contract Instructors).

9.02 Senate Terms of Office

- (a) Senators (other than *ex officio* Senators) shall be appointed or elected to Senate to serve the following terms:

- (i) Senators appointed or elected pursuant to sections 9.01(x) through 9.01(y) (both inclusive) of this By-law shall serve one (1) year terms.
- (ii) Senators appointed or elected pursuant to subsections 9.01(z) through 9.01(aa) of this By-law shall serve three (3) year terms.
- (b) Senate has the power to fill any vacancy on Senate for the unexpired term of the Senator to be replaced, and appointments made or elections held for this purpose shall be held by Senate at such time or times as it may decide.
- (c) The term of office of Senators shall begin on the first day of the month immediately following their election, and shall end on the 30th day of June in the first or third year of their term, as appropriate, based on the provisions of section 9.02(a) of this By-law.

9.03 Senate Renewal Terms

So long as Senators continue to meet the eligibility requirements to serve as Senators, they shall be entitled to offer to serve an unlimited number of renewal terms, and may do so upon being appointed or elected by the appropriate constituency.

9.04 Senate Deemed Retirement

Senators referred to in sections 9.01(y) and 9.01(aa) of this By-law who, without prior notification to the Clerk of Senate and not being prevented by circumstances beyond his or her control in each instance, fail to attend at least one-third (1/3) of the meetings of Senate in any year from the first day of July to the 30th day of June next following shall be deemed to have retired from the Senate at the end of that year, and an entry of such retirement in the minutes of the proceedings of Senate shall be sufficient evidence thereof.

9.05 Senators Elected by Faculty Boards

- (a) Senators elected pursuant to section 9.01(z) of this By-law shall be elected by their respective Faculty Boards in such proportions as may from time to time be determined by Senate.
- (b) In making the determination required by section 9.05(a) of this By-law, Senate shall follow the principle that the proportionate numbers of Senators to be elected from each Faculty Board shall reflect as nearly as possible the relative size of the constituency in each Faculty Board, so long as each of the Faculty Boards shall be entitled to elect at least one Senator pursuant to section 9.01(z).
- (c) In determining the relative size of the constituency in each Faculty Board for the purpose of section 9.05(b) of this By-law, the Senate shall not count the members of the Faculty Board referred to in sections 10.01(c), (d), and (e) and 10.02(c), (d), and (e) of this By-law.

9.06 Senate Elections – General

Senate may pass such electoral regulations from time to time as it may consider appropriate, prescribing procedures respecting nominating candidates for Senate, the qualifications of voters and candidates, the conduct of elections, the determination of any dispute or questions of qualification, eligibility and constituency of voters and candidates and the validity of ballots or votes.

SECTION X **FACULTY BOARDS**

10.01 Composition of Faculty Boards

Each of the Faculty Boards of the Faculty of Arts and Social Sciences, the Faculty of Public Affairs, the Sprott School of Business, the Faculty of Science and the Faculty of Engineering and Design shall consist of the following:

- (a) the Dean of the Faculty, *ex officio*;
- (b) all members of the Teaching Staff, *ex officio*, holding an appointment in a department or school within the Faculty;
- (c) all students, *ex officio*, holding elected or appointed memberships of departmental boards or school councils within the Faculty;
- (d) such other members of the Teaching Staff holding appointments outside the Faculty, as may be appointed to and by the Faculty Board from time to time; and
- (e) such other students, being members of another Faculty Board, as may be appointed to and by the Faculty Board from time to time.

10.02 Composition of Faculty Boards for Schools

Each of the Faculty Boards of the Azrieli School of Architecture and Urbanism, the School of Computer Science, the School of Industrial Design and the School of Information Technology shall consist of the following:

- (a) the Director of the School, *ex officio*;
- (b) all members of the Teaching Staff, *ex officio*, holding an appointment within the School;
- (c) those students elected to the Faculty Board in accordance with such regulations as may be passed by the Faculty Board from time to time and approved by Senate;
- (d) such other members of the Teaching Staff holding appointments outside the School, as may be appointed to and by the Faculty Board from time to time; and
- (e) such other students, being members of another Faculty Board, as may be appointed to and by the Faculty Board from time to time.

10.03 Composition of Graduate Faculty Boards

- (a) The Faculty Board of the Faculty of Graduate and Postdoctoral Affairs shall consist of the following:
 - (i) the President, the Provost and Vice-President (Academic) and the Vice-President (Research and International), all *ex officio*;
 - (ii) the Deans of the Faculties referred to in section 10.01(a) of this By-law, all *ex officio*;
 - (iii) the Dean of the Faculty of Graduate and Postdoctoral Affairs, *ex officio*;
 - (iv) the University Librarian, *ex officio*;
 - (v) the Chief Information Officer, *ex officio*;
 - (vi) the President of the Graduate Students' Association and the Vice-President, Academic of the Graduate Students' Association, both *ex officio*;
 - (vii) such other individuals as may be appointed by each of those departments, schools and institutes of the University which give instruction to graduate students, selected from among the chair of such department, school or institute, the supervisor of graduate studies in such department, school or institute, and members of the Teaching Staff in such department, school or institute having an especial interest in research; and
 - (viii) those graduate students elected to the Faculty Board in accordance with such regulations as may be passed by the Faculty Board from time to time and approve by Senate.
- (b) The Dean of the Faculty of Graduate and Postdoctoral Affairs shall be the chair of the Faculty Board of the Faculty of Graduate and Postdoctoral Affairs.

SECTION XI **NOTICES**

11.01 Method of Giving Notices

Any notice required to be sent to any Member or Governor or to the auditor shall be provided by telephone, delivered personally, or sent by prepaid mail, facsimile, email or other electronic means to any such Member or Governor at their latest address as shown in the records of the University and to the auditor at its business address, or if no address be given then to the last address of such Member or Governor known to the University Secretary; provided always that notice may be waived or the time for the notice may be waived or abridged at any time with the consent in writing of the person entitled thereto.

11.02 Computation of Time

Where a given number of days' notice or notice extending over any period is required to be given, the day of service or posting of the notice shall not, unless it is otherwise

provided, be counted in such number of days or other period. Days that fall on the weekend and holidays shall be counted unless the period provided is two (2) days or less.

11.03 Omissions and Errors

No error or accidental omission in giving notice of any Board meeting or any Members' meeting shall invalidate the meeting or make void any proceedings taken at the meeting other corporate matters.

11.04 Borrowing

Subject to the limitations set out in the Act and this By-law, the Board may:

- (a) borrow money on the credit of the University;
- (b) issue, sell or pledge securities of the University; or
- (c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the University including book debts, rights, powers, franchises and undertakings, to secure any securities or any money borrowed or other debt or any other obligation or liability of the University.

11.05 Execution of Documents and Signing Officers

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the University may be signed by any two of its Officers, Executive Officers, or Governors. The authority of the persons appointed as signing Officers shall commence following the meeting at which their appointment is made, and shall continue for a period of two (2) years, or until their term of Governor is completed, whichever comes first. In addition, the Board may from time to time direct the manner in which and the person by whom a particular document or type of document shall be executed. Any person authorized to sign any document may affix the corporate seal, if any, to the document. Any Governor, Officer, or Executive Officer may certify a copy of any instrument, resolution, by-law or other document of the University to be a true copy thereof.

11.06 Appointment Powers

In addition to the powers of appointment referred to in section 7.01 of this By-law, the Board shall have the power to appoint and dismiss each of the Vice-Presidents on such terms and conditions as the Board may from time to time determine.

11.07 Student Non-Academic Misconduct

Pursuant to section 22(g) of the Act, the Board shall retain the exclusive authority to establish policy concerning student non-academic misconduct.

11.08 Academic Governance, Policy and Procedures

- (a) Subject to the provisions of section 22 of the Act, details on the academic governance of the University shall be as agreed from time to time between the Board and the Senate.
- (b) Subject to the provisions of section 22 of the Act, the Senate is authorized to establish academic policy and procedures and to determine the final outcome in all cases of:
 - (i) academic appeals and petitions from students on academic matter; and.
 - (ii) breaches of codes related to academic integrity and misconduct, as such may be developed and adopted by Senate from time to time.

11.09 Head Office

The head office of the University shall be situated in the City of Ottawa, in the Province of Ontario.

11.10 Fiscal Year

Unless otherwise changed by resolution of the Board, the financial year end of the University shall be the 30th day of April in each year.

11.11 Corporate Seal

The University may have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the University Secretary shall be the custodian of the corporate seal.

11.12 Auditors

The Members shall, by Ordinary Resolution at each annual meeting, appoint an auditor to hold office until the next following annual meeting and conduct an audit in accordance with the Act. The Governors may fill any casual vacancy in the office of the auditor to hold office until the next following annual meeting. The remuneration of the auditor shall be fixed by the Board.

11.13 Presentation of Annual Financial Statements to Members

The University shall send copies of the financial statements to all Members who have informed the University that they wish to receive a copy of those documents not less than twenty-one (21) days before each annual meeting of the Members.

SECTION XII
ENACTMENT, AMENDMENT OR REPEAL OF BY-LAWS

12.01 Amendment of By-laws

The By-laws of the University may be repealed or amended by By-law and enacted by a Special Resolution of the Board at a meeting called for that purpose. Except as otherwise provided, a By-law or an amendment to a By-law passed by the Board has full force and effect from the time the motion is passed or from such future time as may be specified in the motion.

12.02 By-laws Unenforceable/Severable

If any part of this By-law shall be held to be invalid or unenforceable, the remainder of this Bylaw shall be interpreted as if such part had not been included

12.03 Repealed By-Laws and Coming into Force

All By-laws of the University, other than borrowing by-laws, are hereby repealed and the foregoing substituted therefore. This By-law is effective upon the approval of the By-law by Special Resolution of the Board.

Approvals and Revisions for General Operating By-law No. 1:

- *Document created February 2016*
- *Approved by Special Resolution of the Board at the 595th Meeting, March 21st, 2016*
- *Revision to s.4.03(b) by Special Resolution of the Board at the 606th Meeting, January 9th, 2018*
- *Revision to s.9.01 – 9.06 & s.10.01 – 10.03 by Special Resolution of the Board at the 614th Meeting, March 28, 2019*

APPENDIX A

BOARD AND COMMITTEE MEETINGS – OPEN AND CLOSED SESSIONS

General Guidelines adopted by the Board in support of General Operating Bylaw No. 1, s. 6.06

As provided in section 6.06 of the Bylaws, each Board meeting may be divided into an open session and a closed session. Generally, all items except those dealing with the matters referred to below shall be considered in the open session. All Committee meetings are held in camera.

The University is required to abide by the provisions of the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31 as amended, the *Personal Health Information Protection Act, 2004*, S.O. 2004, c. 3 as amended, and the *Personal Information Protection and Electronic Documents Act, Canada*, S.C. 2000, c. 5 as amended, to the extent that those statutes have application to the activities of the University, together with general legal rules respecting the protection of privacy.

The ordinary requirement emerging from the various statutes and legal rules is that all records created by the University are available to the public pursuant to the right to information established by those statutes and rules, except to the extent that a particular record is exempt from disclosure pursuant to those statutes or rules. There is no ordinary right in the University to prevent public disclosure of University records simply by considering the matter and creating the record pursuant to a session of a meeting that the University has held in camera, whether at the Board or Committee level. The University may allow that a matter be considered in a closed session of a meeting for the sake of frank and open discussion, but any record generated as a result of that discussion is available to the public unless the record is otherwise exempt from disclosure.

Therefore, the general guideline is that the matters to be considered in closed sessions of meetings of the Board and at Committee meetings are those that result in the creation of records exempt from disclosure, including in particular the matters identified in these Procedures below.

Any matter not identified below may nevertheless be discussed in the closed session of a Board meeting or during a Committee meeting held in camera, it being understood that any record generated pursuant to such discussion will not be protected from public disclosure unless the appropriate statute or legal rule provides for an exemption.

The General Counsel is also the privacy officer for the University, such that questions of interpretation and application of these and other rules related to the University's responsibilities for freedom of information and privacy protection ought to be referred to the University Secretariat.

Consideration of the following matters results in the creation of records exempt from disclosure under the statutes and rules of the Board of Governors. Such matters shall ordinarily be discussed in closed sessions of meetings of the Board.

1. Matters involving the personal information of individuals, including personnel matters.
2. Matters relating to:
 - (i) Proceedings or anticipated proceedings before a court, tribunal or other entity relating to labour relations or to the employment of a person by the University;
 - (ii) Negotiations or anticipated negotiations between the University and a person, bargaining agent or party to a proceeding or an anticipated proceeding, relating to labour relations or to the employment of a person by the University, including without limitation collective bargaining, grievances and arbitrations; and
 - (iii) Any meetings, consultations, discussions or communications about labour relations or employment-related matters in which the University has an interest.
3. Matters relating to negotiations and positions to be taken in negotiations with a government, and generally university-government relations when the release of such information would prejudice the conduct of relations with any level of government by the University.
4. Matters relating to or involving the creation of records that reveal or could reasonably be expected to reveal trade secrets or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the University implicitly or explicitly, where the disclosure of such matters or records could reasonably be expected to:
 - (i) Prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - (ii) Result in similar information no longer being supplied to the University where it is in the public interest that similar information continue to be so supplied;
 - (iii) Result in undue loss or gain to any person, group, committee or financial institution or agency; or
 - (iv) Reveal information supplied to or the report of a conciliation officer, mediator, labour relations officer or other person appointed to resolve a labour relations dispute.

5. Matters relating to or involving the creation of records that reveal or could reasonably be expected to reveal:
 - (i) Information obtained through actual or proposed research by an employee of the University where that information is not available to the public;
 - (ii) Information the disclosure of which could reasonably be expected to prejudice the economic interests of the University or the competitive position of the University, including without limitation information related to financial campaigns and related strategies;
 - (iii) Information the disclosure of which could reasonably be expected to reveal positions, plans, procedures, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the University;
 - (iv) Information relating to plans concerning the management of personnel or the administration of the University that have not yet been put into operation or made public; and
 - (v) Information including the proposed plans, policies or projects of the University where the disclosure of that information could reasonably be expected to result in premature disclosure of a pending policy decision or undue financial benefit or loss to a person.
6. Matters relating to any question on which the principles of solicitor/client privilege are engaged.
7. Matters where disclosure of records related to those matters could reasonably be expected to interfere with a law enforcement matter or an ongoing investigation into an alleged wrong-doing (all whether within or outside the University), or a disciplinary proceeding or conflict resolution process of any kind within the University.
8. Matters relating to or involving the creation of records that disclose or could reasonably be expected to disclose information that could be expected to threaten seriously the safety or health of an individual.

Approvals and Revisions for Appendix A:

- Document created February 2016
- Approved by Special Resolution of the Board at the 596th Meeting, April 26th, 2016

APPENDIX B

RULES OF PROCEDURE AT MEETINGS

Rules of Procedure adopted by the Board in support of General Operating Bylaw No. 1, s. 6.14

Recognition of Speakers

1. After the Chair has called the meeting to order, only one member should speak at a time, and only after being recognized by the Chair.

Agenda and General Discussion

2. The Chair should follow the agenda, which should provide an opportunity to correct the Minutes of the previous meeting and approve them, and which shall become the order of business unless a motion to amend the agenda is made and adopted.

Discussion may be on any aspect of each subject as a whole until a specific motion is introduced. The Chair in his/her discretion may impose time limits on the discussion of subjects in order to ensure the Board has sufficient time to complete the agenda.

Motions- General Procedure

3. A member who wishes a definite decision may secure recognition from the Chair and make a motion specifying the proposal. The Chair may request motions as required to aid the discussion.
4. A motion must be seconded before the subject matter of the motion is open for debate, and all discussion must apply to it until disposed of, except as provided below. When every member who wishes to speak has done so, the Chair shall call for a vote.
5. A motion may be withdrawn on consent of the mover and seconder, but if either objects, the motion must be put to a vote. This applies to substantive motions and amendments.
6. Motions dealing with procedure shall have priority over other motions. Motions to adjourn if the time for the next meeting has been set, to postpone a decision of a subject to a definite time, or to open or close nominations must be voted upon without debate or amendment.
7. The Chair may summarize discussions and present alternatives for consideration when no motion is pending.

Amendments to Motion

8. An amendment to a motion must fall within one of the following categories:
 - a. The deletion of certain words
 - b. The addition of certain words
 - c. The deletion of certain words and the substitution of others in their place.
9. An amending motion which would nullify the main motion is not an amendment and cannot be introduced
10. There cannot be more than two amendments on a motion before the meeting at one time, but when one of these has been accepted or rejected, another amendment may be introduced but only if it is different in purpose from one previously defeated.
11. Voting is in the following order:
 - a. On the amendment to the amendment, or the second amendment
 - b. On the amendment
 - c. On the motion if amendments have been defeated or on the motion as amended if an amendment has carried.

Point of Order

12. Only on a point of order or privilege can a member interrupt another member who is speaking, except that with the consent of the speaker questions may be asked. If a member feels that improper language has been used, irrelevant argument introduced, or a rule of procedure broken, the member is entitled to "rise to a point of order", interrupting the speaker.
13. The point of order can only be raised at the meeting and must be stated definitely and concisely. The Chair shall then decide the point of order without debate, although the Chair may ask opinions.
14. The Chair's ruling may be appealed by the member who has risen to a point of order and, if so, the Chair states the decision and the point of appeal. The Chair then puts the question which is not debatable: "Shall the decision of the Chair stand as the judgment of this meeting?". A simple majority decides the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair.

Question of Privilege

15. If a member feels that a statement reflects on his/her reputation or that of the Board, the Committee, or the University, the member is entitled to raise a "question of privilege". The procedure is the same as for a point of order.

Procedure on Special Motions

16. On special motions, the following procedure shall prevail:
- a. To adjourn (debatable as to time only; majority vote required for adoption)
 - b. To take a recess (not debatable; majority vote required for adoption)
 - c. To raise a question of privilege (not debatable; admissibility ruled on by Chair)
 - d. To lay on the table (not debatable; majority vote required for adoption)
 - e. To limit or extend the limits of debate (not debatable)
 - f. To postpone to a definite time (debatable as to time only; majority vote required for adoption)
 - g. To amend (debatable; majority vote required for adoption).

Voting

17. Approval by a majority of those members voting or by consent without objection shall be the necessary to carry a motion.
18. Voting shall be decided by a show of hands and by oral vote for any Governors participating by teleconference unless a secret ballot on the question is required by the chair or is requested by a Governor. A declaration by the chair that a resolution has been carried and an entry to that effect in the minutes of the Board is conclusive evidence of the fact without proof of the number of proportionate votes recorded in favour or against the resolution.
19. A tie vote shall defeat the motion

Approvals and Revisions for Appendix B:

- *Document created February 2016*
- *Approved by Special Resolution of the Board at the 596th Meeting, April 26th, 2016*

ENACTED by the Governors of the University this 28th day of March 2019 under the seal of the University

President

University Secretary

AGENDA ITEM

6.2

BOARD OF GOVERNORS REPORT

| | | |
|-------------------------------|---|--------------------------------------|
| To: | Board of Governors | Date of Report: 1/26/2019 |
| From: | Vice-President (Finance and Administration) | Date of Meeting: 3/28/2019 |
| Subject: | Engineering Student Design Centre Addition | |
| Responsible Portfolio: | Vice President (Finance and Administration) | |

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Building Program and Finance Committees, the Board approve the design and construction of the Engineering Student Design Centre addition at a cost not to exceed \$11M.

3.0 EXECUTIVE SUMMARY

The importance of providing students in the Faculty of Engineering and Design (FED) with the proper design work space was identified as a gap in the experience of engineering students at Carleton. Perkins and Will were retained to develop a concept design study with the purpose of developing a concept for an Engineering Student Design space. The Centre will accommodate design studios for the capstone projects developed by students from various departments. In order to achieve this objective preliminary discussions were held with senior administration during the budget hearing of 2018 as well as preliminary consultations with Facilities Management and Planning. In consulting with this office and with due considerations given to the Campus Master Plan, the green space next to parking lot R4 (on Library Road) was selected as an appropriate site to add an Engineering Student Design Centre as an extension to the northern face of 3rd block of Mackenzie Engineering complex.

4.0 INPUT FROM OTHER SOURCES

Input on the preliminary concept design was provided by Facilities Management and Planning, the Faculty of Engineering and Design and Perkins and Will. The project design was also reviewed by the Building Program Committee.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

One of the major factors that has contributed to Carleton's position as a leading engineering faculty in the Province and the Nation is our hands-on and experiential approach to teaching engineering curricula. Amongst a number of factors, this characteristic is best identified by the Group Design approach that was adopted, for the first time, some 30 years ago in our Aerospace Program for our 4th year capstone projects. Depending on the nature of a project, these Group Design projects can involve up to twenty-five 4th year students in a single project.

The main objective of these group design projects is to emulate a real world industry environment, e.g. a design/manufacturing entity in which a project is designed from scratch and built either as a final prototype, e.g., satellite project, or as a final product. Each project is run for the two (fall and winter) terms and is subjected to design reviews at the end of each term. Leading industry representatives are invited to these design reviews and critiques. These sessions are a tremendous opportunity for the industry to meet our students and find out their capabilities, often leading to job offers upon graduation of these students.

Please refer to the Engineering Student Design Centre Feasibility Report and presentation for more information.

6.0 FINANCIAL IMPLICATIONS

This project budget is based on a class D cost estimate and the project budget is estimated at \$11M including all fees, and contingencies. Funding for this project is originating from FED carry over funds

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The risks identified as part of this project are preliminarily focused around the procurement process specifically around procurement of steel, rebar, and curtain wall.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

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

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Date: January 25, 2019
To: Finance Committee
From: Fred F. Afagh
 Interim Dean, Faculty of Engineering and Design (FED)
Re: Proposed New Student Design Centre for FED

It is my pleasure to present to you the attached documents in support of a proposed new Student Design Centre for the students in FED at Carleton University.

We, in the Faculty of Engineering and Design take great pride in contributing to Carleton University as a flagship Faculty. This recognition is due to a number of factors such as:

- a vigorous, yet, healthy growth of both of our undergraduate and graduate student numbers in the last 10 years (please refer to Table 1);
- wide variety of innovative and traditional engineering programs that we offer;
- interdisciplinary and leading edge research of our faculty;
- and a number of other progressive pedagogical undertakings.

| Year | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Arch. | 319 | 326 | 345 | 339 | 350 | 341 | 335 | 355 | 356 |
| SID | 154 | 157 | 167 | 180 | 188 | 193 | 187 | 187 | 197 |
| SIT | 322 | 329 | 369 | 365 | 402 | 442 | 471 | 483 | 510 |
| Eng. | 2,475 | 2,705 | 2,939 | 3,234 | 3,422 | 3,726 | 3,963 | 4,217 | 4,400 |
| FED | 3270 | 3517 | 3820 | 4118 | 4362 | 4702 | 4956 | 5242 | 5463 |

Table 1: Undergraduate Enrollment in FED during the last decade.

One of the major factors that has contributed to our position as a leading engineering faculty in the Province and the Nation is our hands-on and experiential approach to teaching engineering curricula. Amongst a number of factors, this characteristic is best identified by the Group

Design approach that was adopted, for the first time, some 30 years ago in our Aerospace Program for our 4th year capstone projects. Depending on the nature of a project, these Group Design projects can involve up to twenty-five 4th year students in a single project.

The main objective of these Group Design projects is to emulate a real world industry environment, e.g. a design/manufacturing entity in which a project is designed from scratch and built either as a final prototype, e.g., satellite project, or as a final product, e.g., FSAE Race Car. Each project is run for the two Fall and Winter terms and is subjected to design reviews at the end of each term. Leading industry representatives are invited to these design reviews and critiques. These sessions are a tremendous opportunity for the industry to meet our students and find out their capabilities, often leading to job offers to these students upon their graduation.

As you may imagine this is a very labour and resource intensive educational pedagogy, nevertheless, its return and benefits to our engineering students are almost inestimable. As the result, we have grown out of any available space in our facilities on Campus to properly accommodate the existing projects and to grow further. What we lack are design project work space, meeting rooms, and storage space. Unfortunately, currently our students, sometimes need to work on their projects in inappropriate, unsafe and over-crowded spaces (Figures 1 and 2). This is in contrast to the design space that is provided to students by our competitor programs (Figure 3 and 4).

We in FED believe that our students need to be provided with the proper and deserving design work space at the earliest possible opportunity. In order to achieve this objective, after preliminary discussions with senior administration during the budget hearing of 2018, preliminary consultations with the Assistant VP for Facilities Management and Planning (FMP) took place in Winter 2018. In consulting with this office and with due considerations given to the Campus Master Plan, the green space next to parking lot R4 (on Library Road) was selected as an appropriate site to add an Engineering Design Centre as an extension to the northern face of 3rd block of Mackenzie Engineering complex.

As the subsequent step, Perkins & Will Architects were hired to carry out the preliminary study and develop a conceptual design for the proposed plan. During this process, the architects met with myself, FMP colleagues, the chairs of all engineering departments and their technicians in a series of meetings to ensure that the conceptual design addresses all the needs of our students, their instructors and their design projects. The end product of this conceptual design is the report that is attached to this memo.

We believe this will be a much needed addition to the work space of our students while adding an architecturally attractive feature to the general layout of the campus. The proposed architecture of this building “emphasizes contextual alignment with the Mackenzie complex while introducing a modern and progressive material palette of metal and glass” with a bright, inviting and welcoming facade from Colonel By Drive that passes by very closely in the vicinity of this new addition. Besides responding to Faculty’s urgent need for more space, as the architects point out in their report this addition will also showcase our students’ capstone

projects “with abundant use of natural light, both for internal environment of the building and also its visibility from surrounding areas”.

Based on the information and estimates submitted by the architects, we are very excited and hoping that with the timely approval and support from the senior administration of the University, the new facility will be available for occupation in the winter of 2020, so that it will be fully operational by September 2020 when the academic year 2020-21 begins.

Thank you for your time and consideration of this report.

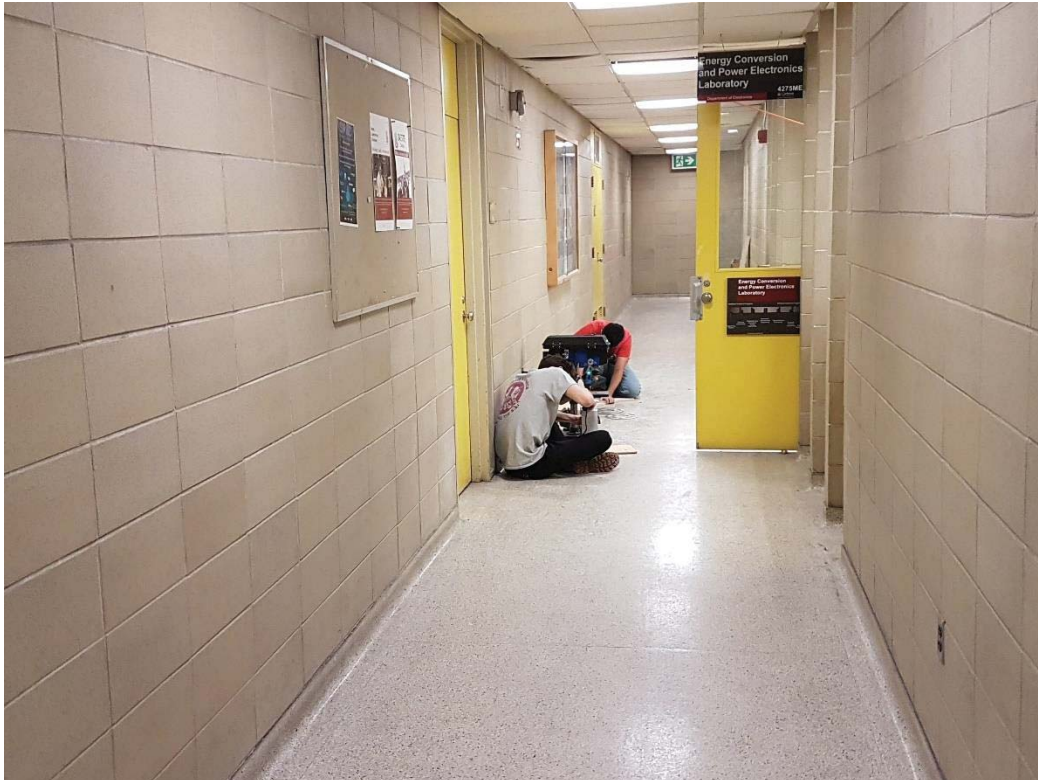


Figure 1: FED Students working in Mackenzie Building hallway

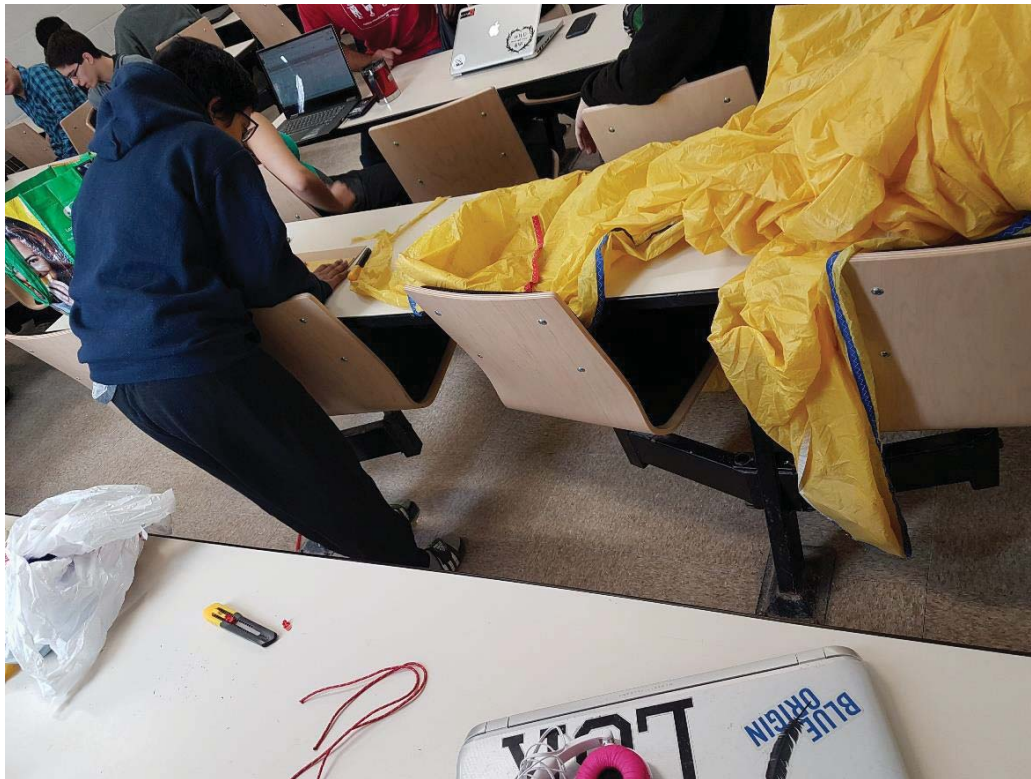


Figure 2: FED Students working in classrooms



Figure 3: University of Waterloo Students working in E-5 Design Centre



Figure 4: University of Ottawa Students working in the Brunsfield Centre

Finance Committee

March 6, 2019



Carleton
UNIVERSITY

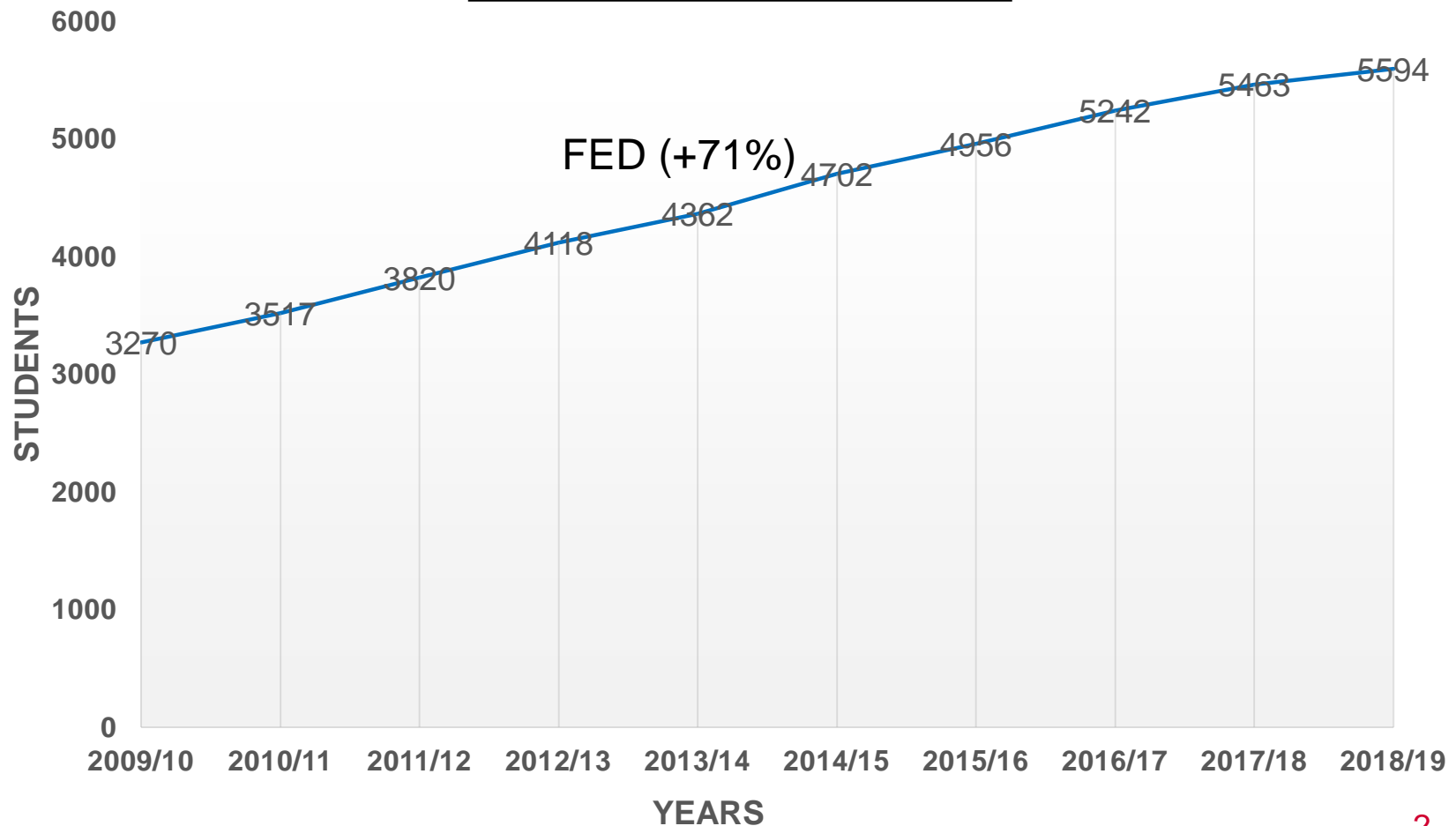
Canada's Capital University

Faculty of Engineering and Design

Student Design Centre



FED Growth - Last Decade



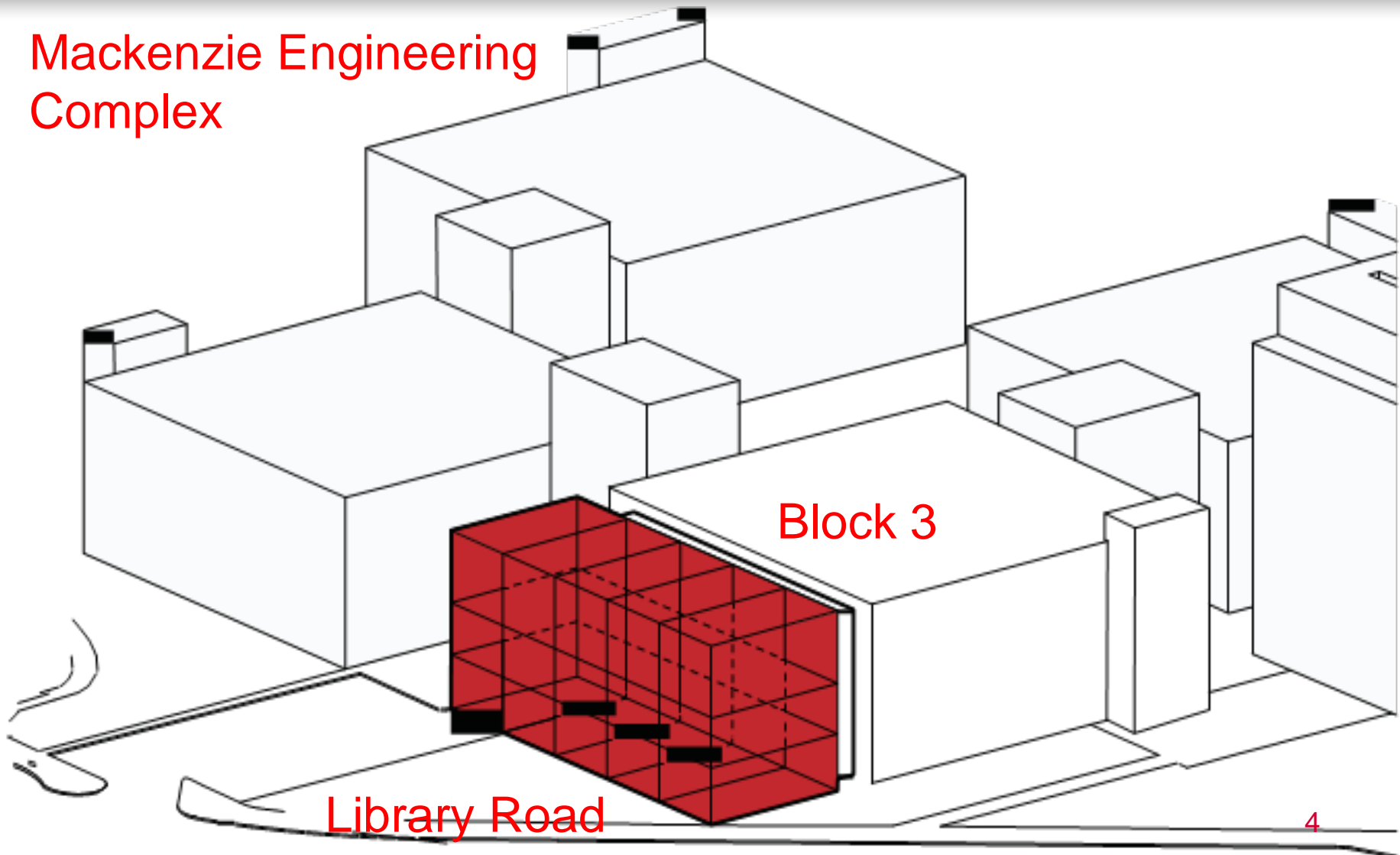


Proposed Student Design Centre (Perkins + Wills Architects)



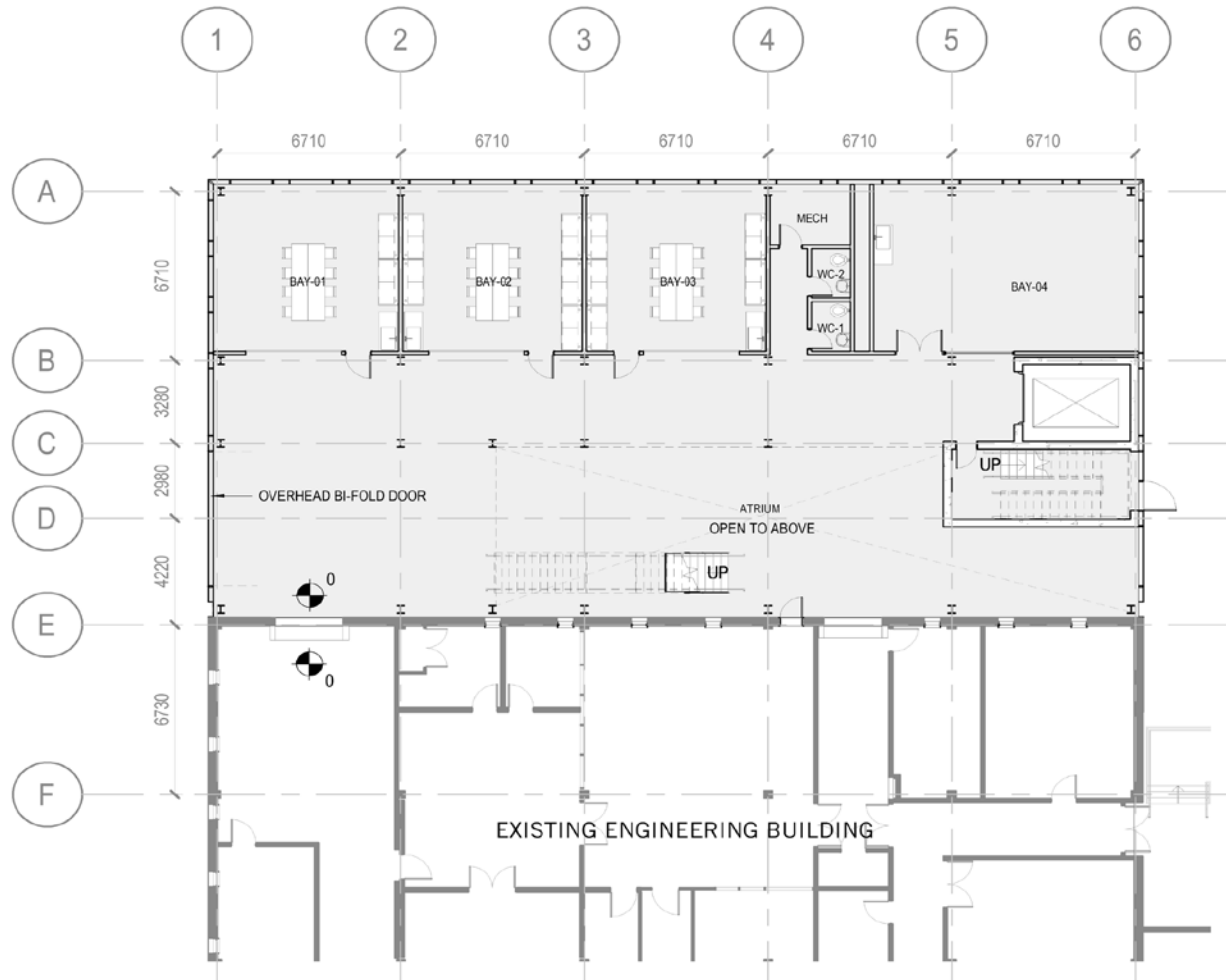


Mackenzie Engineering Complex



North East Corner





Typical Floor Plan: 1st Floor



East-West Section

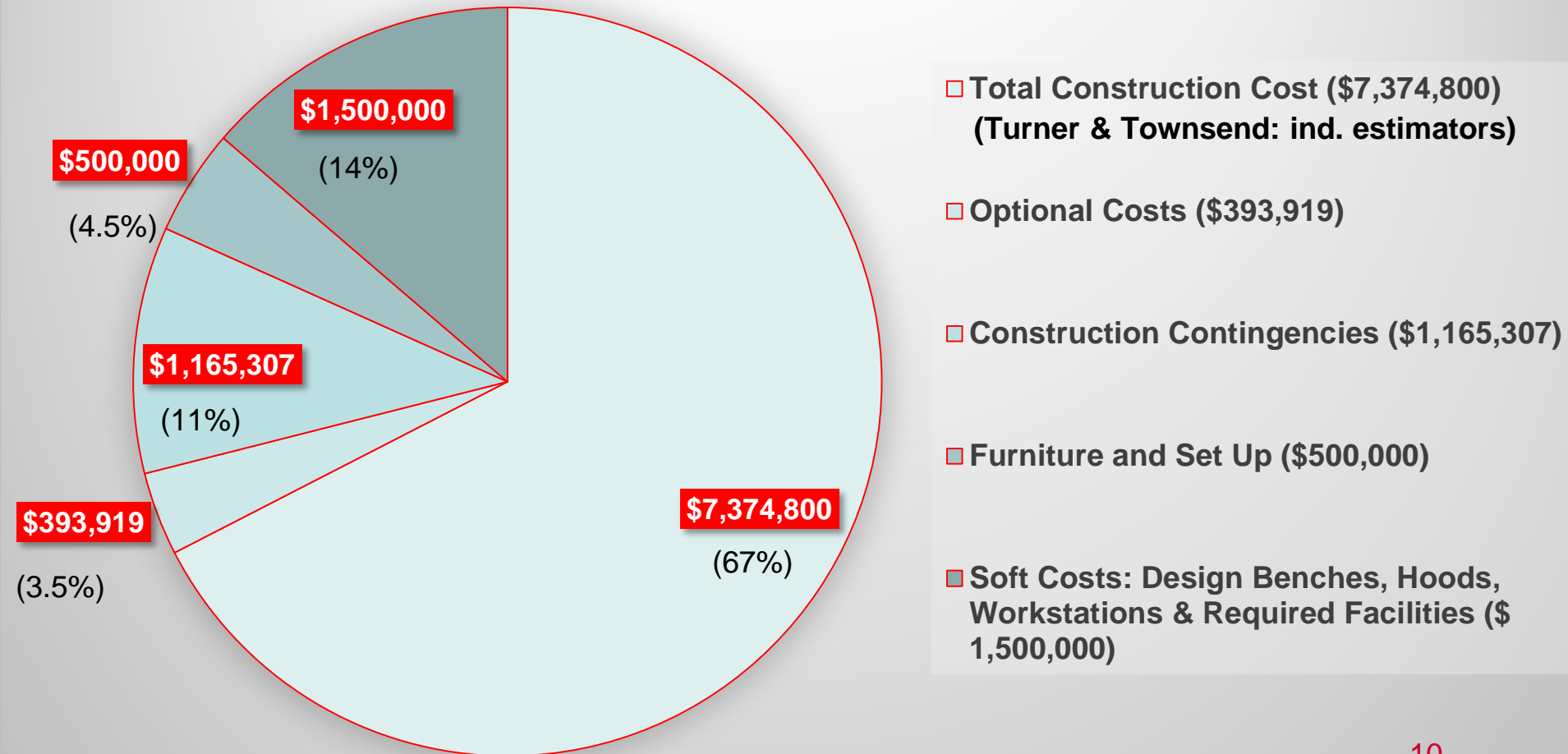


Interior Atrium Looking West

- **Student Design Centre - Addition to MacKenzie Block 3 (North Face)**
- **PROJECT TYPE:** Addition
- **BUILDING AREA:** 1,540 m^2
- **BUILDING HEIGHT:** 3 storeys, 12.6 meters
- **BUILDING CLASSIFICATION:** Group A Division 2 conforming to 3.2.2.24
- **Total Construction Cost :** \$7,374,800
- **Total Project Occupancy Cost:** \$11,000,000
- **Projected Occupancy Date:** September 2020

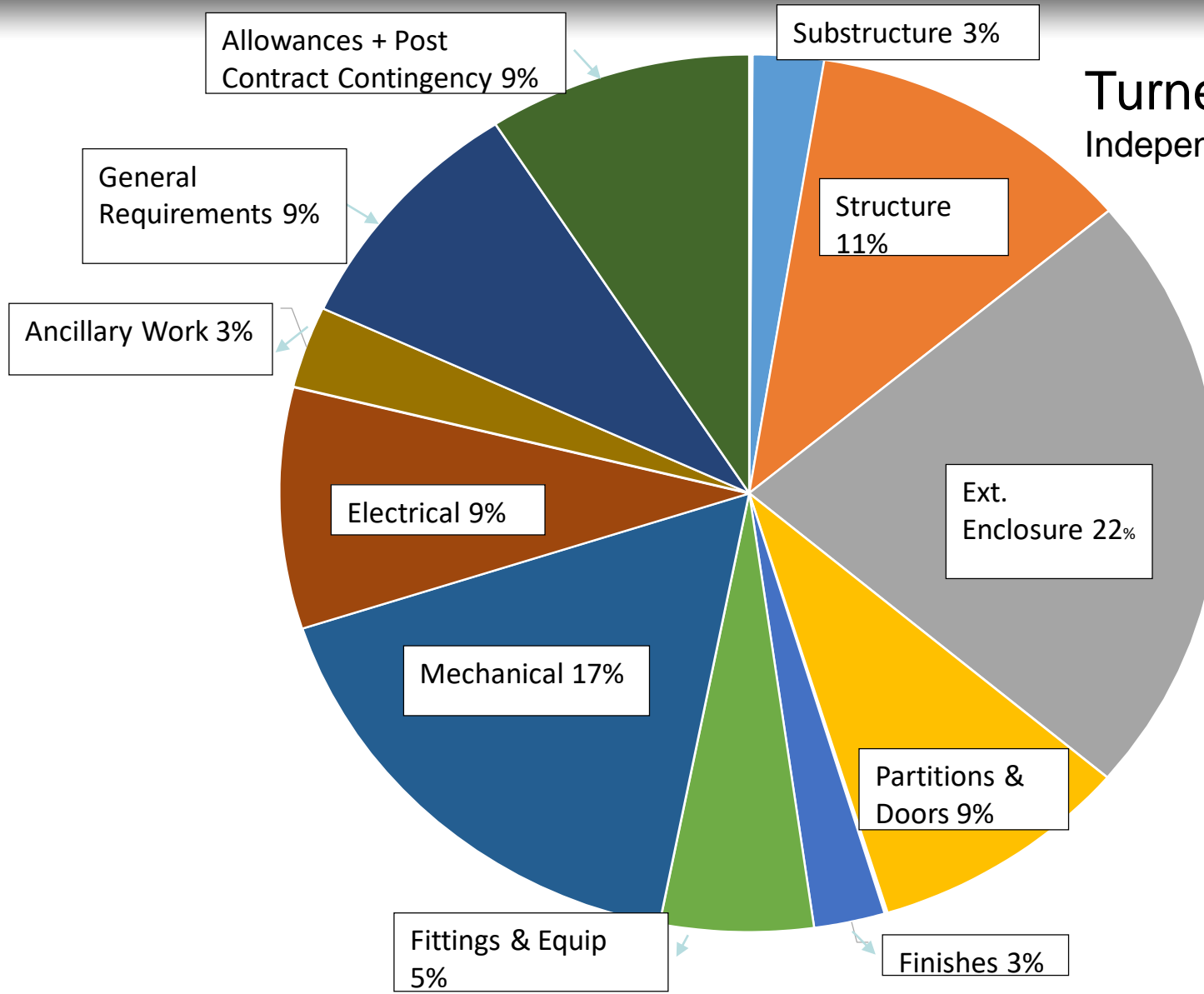


Total Project Cost





Turner & Townsend
Independent Estimators





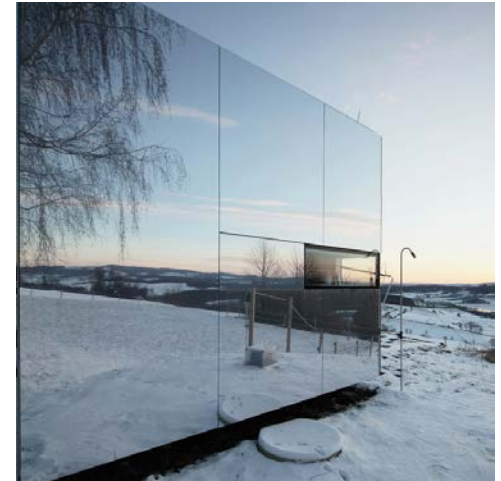
FED Master Plan



Possible site of Future Engineering Building



Thank you
?



Appendix E: Capital Proposal Form

Project Name: Student Engineering Design Centre

Department: Faculty of Engineering and Design

Last Updated: March 2019

Author: G. Nower

Project Manager(s): TBD

Executive Sponsor: Fred Afagh

Project Business Case

Project Overview

The main objective of this project is to provide a space to facilitate group design projects to emulate a real world industry environment, e.g. a design/manufacturing entity in which a project is designed from scratch and built either as a final prototype, e.g., satellite project, or as a final product, e.g., FSAE Race Car.

Currently there is a conceptual design and a class D cost analysis. The steps required to move the project forward are as follows:

1. Issue RFP and award contract for design team
2. Move through design phase to contract documents including a firm cost and schedule
3. Hire a Construction Manager (CM) at the appropriate time in the design phase
4. The CM will bid the various bid packages and subsequently award
5. Once the packages are awarded the University may consider flipping the project to Stipulated Sum
6. Construct, commission, and handover

Issue/Opportunity

As you may imagine this is a very labour and resource intensive educational pedagogy, nevertheless, its return and benefits to our engineering students are almost inestimable. As the result, we have grown out of any available space in our facilities on Campus to properly accommodate the existing projects and to grow further. What we lack are design project work space, meeting rooms, and storage space. Unfortunately, currently our students, sometimes need to work on their projects in inappropriate, potentially unsafe and over-crowded spaces. We in FED believe that our students need to be provided with the proper and deserving design work space at the earliest possible opportunity.

Project Goal

Current Goals include:

1. Provide adequate and proper space for project work design, meeting rooms, and storage space.
2. Provide a space for hands on and experiential learning
3. Provide a space to showcase capstone projects

4. Provide an opportunity and space to allow leading industry representatives to attend design review sessions. These sessions are a tremendous opportunity for the industry to meet our students and find out their capabilities, often leading to job offers upon graduation of these students

Project Duration Estimates

| Project Milestone | Date Estimate | Confidence Level |
|--|------------------|------------------|
| Project Start Date | April 1, 2019 | High |
| Hire Design Team | June 1, 2019 | High |
| Issue drawings to prequalified GC's to bid on. | November 1, 2019 | Medium |
| Construction Start | January 1, 2020 | Medium |
| Project End Date | September, 2020 | Medium |

Project Conditions

| Project Assumptions |
|--|
| <ul style="list-style-type: none"> The project assumes that the site conditions are appropriate for the development of an addition and that minimal secondary effects will be encountered when working in close proximity to the McKenzie building. There is an assumption that there will be minimal code impact during project development. |
| Project Risks |
| <p>The main project risks are related to start date and market conditions for materials. The structure is a simple one.</p> <ol style="list-style-type: none"> The start date of November presents a risk due to weather conditions etc. The price of rebar, curtain wall, and structural steel may still be in flux An additional minor risk is site conditions, specifically below grade however it is anticipated that this will be low. |
| Project Constraints |
| <ul style="list-style-type: none"> There are no constraints identified at this time. |
| Environmental Considerations |
| <ul style="list-style-type: none"> No environmental conditions are anticipated given the proposed location of the work. |

Project Financing

| Project Costs |
|--|
| Please see attached. |
| Project Funding |
| The project will be fully funded internally through the Faculty of Engineering and Design. |
| Project Operating Impact |
| This project expects minimal operating impact and the total cost of ownership model will be developed as part of the design process. |
| Financial Assumptions |
| No Financing required |
| Financial Resources Signoff: |

Project Critical Success Factors (Key Performance Indicators)

| Project Critical Success Factors |
|---|
| <ul style="list-style-type: none">• Budget• Schedule |

APPROVALS

Project Manager: TBD Date: March 19, 2019

Executive Sponsor: Fred Afagh, Dean, FED Date: March 19, 2019

AVP Facilities
Management
Planning: Gary Nower Date: March 19, 2019

Vice-President
Finance & Adm.: Michel Piche Date: March 19, 2019

Budget Log

| Budget Item Number | Budget Item Description | Order of Magnitude Budget (excluding HST) | Budget Notes |
|--------------------------------------|--------------------------|---|--|
| 1 | Consultant Fees | 915,000 | |
| 1.01 | Prime Consultant Fees | 770,000 | Architecture, M&E, Civil, Landscaping, Envelope, Elevator |
| 1.02 | Project Management | 25,000 | |
| 1.03 | Site Due Diligence | 10,000 | Geotechnical, Environmental, Traffic Control, Biologist etc. as required |
| 1.04 | Commissioning Agent | 60,000 | |
| 1.05 | Cost Consultant | 0 | |
| 1.06 | Other Consultants | 0 | Pre-design, functional programming, etc... |
| 1.07 | Inspection and Testing | 50,000 | |
| 1.08 | | | |
| 1.09 | | | |
| 1.10 | | | |
| HIGHLIGHT HERE TO INSERT ROWS | | | |
| 2 | Permits Approvals | 45,000 | |
| 2.01 | Building Permit | 30,000 | \$1.39 per sqft |
| 2.02 | Site Plan Control Fee | 10,000 | |
| 2.03 | Legal Fees | 5,000 | |
| 2.04 | | | |
| 2.05 | | | |
| HIGHLIGHT HERE TO INSERT ROWS | | | |
| 3 | Construction | 7,374,800 | |
| 3.01 | Construction | 7,374,800 | No deep foundation accounted for, no complex tunnel tie in |
| 3.02 | Demolition | 0 | |
| 3.03 | Site Abatement | 0 | |
| 3.04 | | | |
| HIGHLIGHT HERE TO INSERT ROWS | | | |
| 4 | FFE & Misc | 1,500,000 | |
| 4.01 | Signage | 0 | |
| 4.02 | Furniture | 0 | |
| 4.03 | Equipment | 1,500,000 | All furniture, signage, and equipment |
| 4.04 | IT, Security | 0 | no major data center |
| 4.05 | AV | 0 | |
| 4.06 | | | |
| HIGHLIGHT HERE TO INSERT ROWS | | | |
| 15 | Contingencies | 1,165,000 | |
| 15.01 | Project Contingency | 500,000 | To be added as a percentage fee, as required |
| 15.02 | Design Contingency | 500,000 | To be added as a percentage fee, as required |
| 15.03 | Escalation Contingency | 165,000 | To be added as a percentage fee, as required |
| 15.04 | | | |
| HIGHLIGHT HERE TO INSERT ROWS | | | |
| Total Project Budget | | 10,999,800 | |

AGENDA ITEM

6.3

BOARD OF GOVERNORS REPORT

| | | |
|-------------------------------|--|--|
| To: | Board of Governors | Date of Report: 19 February 2019 |
| From: | Vice-President (Finance and Administration) | Date of Meeting: 28 March 2019 |
| Subject: | Proposed Budget for Ancillary Units 2019-20 | |
| Responsible Portfolio: | Vice-President (Finance and Administration) | |

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, the Board of Governor approve Carleton's 2019-20 Ancillary Budget as presented.

3.0 EXECUTIVE SUMMARY

Ancillary units are expected to generate sufficient revenues to fund the cost of providing service, in addition to establishing reserves to cover future capital improvements. The proposed budget for 2019-20 contains proposed increases in rates/fees where applicable, expected growth in revenue, anticipated operating costs, as well as deferred maintenance and capital projects planned for the year. The budget also provides highlights of the 2018-19 year, as well as the priorities for the 2019-20 year for each Ancillary Unit.

Carleton's 2019-20 Ancillary Budget provides for total revenue of \$69.1M, operating expenses of \$46.7M and \$21M earmarked for renovations/debt reductions. Of the net operating surplus of \$1.4M, it is proposed that \$1 million be transferred to the University's operating fund to help address external fiscal challenges, and with the remaining available to fund ongoing deferred maintenance and capital projects.

4.0 INPUT FROM OTHER SOURCES

Each Ancillary Unit has provided input into their respective 2019-20 budget. Ancillaries are comprised of the following units: Physical Recreation and Athletics, The Bookstore, Health and Counselling Services, Housing & Residence Life, Conference Services and Dining Services, Parking Services, The University Centre, The Print Shop, Ancillary Property, Rentals, the Carleton (Dominion Chalmers) Performance Centre, and the Ancillary Capital Fund. The Ancillary Budget was also reviewed by the Provost Budget Working Group (PBWG) and the President's Advisory Group (PAG).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Ancillary Units provide services to the University Community in a financially self-sufficient manner. The proposed budget includes increases in fees/rates where applicable in order to cover costs, as well as to set aside reserves for future capital projects and deferred maintenance. Highlights of the proposed 2019-20 budget are as follows:

- **Housing & Residence Life, Conference Services and Dining Services:** budgeted surplus of \$108K - proposed 2019-20 increases for Residence Board are in the range of 1.8% to 2.5%, and 3% for Residence Dining Plans. In comparison, there were no increases to either Residence or Dining in 2018-19. Infrastructure renewals of \$7.7M are expected in 2019-19, 22% more than 2018-19. A business plan will also be developed in 2019-20 for a new student residence.

- **Physical Recreation and Athletics:** budgeted surplus of \$190K – a significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2019-20 increase for undergraduate students follows CPI (2.5%). The existing agreement with Graduate Students does not provide for annual increases. The other significant fees come from memberships and rentals. Required investments to increase capacity and upgrade facilities are expected to impact future financial results.
- **Parking Services:** budgeted surplus of \$1.2M - Parking Services is proposing a 10% increase on all parking permits to assist with funding replacement parking infrastructure. A longer-term pricing plan will be developed as part of the campus Transportation/Parking Strategy to address market demands.
- **Health and Counselling Services:** budgeted surplus of \$32K - a significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2019-20 increase is set at CPI (2.5%). The projected 2018-19 deficit of \$240K resulted from investments in additional capacity to serve an increasing number of students. An additional \$180K was received from the Operating Fund to cover the cost of three new counselors.
- **The Print Shop:** budgeted surplus of \$246K – the majority of revenue relates to internal income related to printing. In 2019-20, the Print Shop will be developing initiatives to expand the use of its existing equipment, specifically the large format printer and its offset production devices
- **Ancillary Property Rentals:** budgeted break-even – includes the National Wildlife and Research Centre (NWRC), which is leased to Environment Canada and is operated on a cost-recovery basis. Effective 2018-19, the Carleton Technology and Training Centre (CTTC) is no longer considered an Ancillary as the building is now primarily occupied by Carleton University.
- **The University Centre:** budgeted deficit of \$2.0 related to required capital investments of \$2.5M. The University Centre operates on a cost recovery basis. Deferred maintenance for the University Centre is estimated at \$11M. Future demand for Centre space by student associations could be impacted because of government ancillary fees policy change.
- **Carleton (Dominion Chalmers) Performance Centre:** budgeted surplus of \$55K – building acquired in June 2018, the Carleton Performance Centre is a new Ancillary Unit that provides the University and the Ottawa community with academic and performance space. 2019-20 revenue will be earned from space rentals, event rentals and parking income. Restricted donations and pledges in the amount of \$2.7M have been received to cover capital investments in the facility
- **The Bookstore:** budgeted surplus of \$94K – the bookstore is managed by Follet of Canada, under an agreement that provides the University with sales commission. Although a declining business, the unit continues to generate positive results.
- **Ancillary Capital Fund (ACF):** budgeted surplus of \$423K - revenue is derived from external sponsorships and rentals, as well as internal commissions from other Ancillary Units. The ACF has been established to support future capital projects for Ancillary Units. In consideration of the financial pressures the University will face in 2019-20, it is proposed that \$1.0 million be transferred to the Operating Fund from the ACF.

6.0 FINANCIAL IMPLICATIONS

Ancillary units continue to generate operating surpluses needed to fund infrastructure renewal and capital investments. The 2019-20 operating surplus is lower than historical trend because of higher capital investments and cost increases (e.g. minimum wages). The projected accumulated surplus of \$37.5M in 2019-20 will serve to address the \$55.0M liability in deferred maintenance (excluding pool renewal) and future capital projects. Future capital projects include parking renewal/expansion, athletic centre expansion (Wellness Centre), and a new student residence.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Ancillary fees are reviewed annually to ensure that they are competitive with other institutions and comply with the Ancillary Fee Protocol, where applicable. Most fee increases are in line with the Consumer Price Index (CPI).

Although ancillary operations have been successful in generating surpluses in past years, aging infrastructure and changing demand presents increasing financial, operational and reputational risks. Examples include end of life facilities such as the pool and key multi-level parking structure (P9), overcrowded fitness, and need for alternate student accommodation to replace double occupancy offerings. Prudent and sustainable budgeting assists with mitigating the risks associated with ancillary operations.

Non-market based ancillary fees are normally governed by formal protocol between the University and student associations. However, recent changes announced by the Government of Ontario to non-tuition ancillary student fees will provide students with an online opting-out option for non-mandatory non-tuition ancillary student fees. This policy change could have an impact on funding certain ancillary operations such as the University Centre.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Ancillary services support the academic and research mission of the University and directly affect the student campus experience. The University must strive to provide cost-effective services that are competitive with other institutions. Failure to do so could have an impact on the University's reputation and recruitment. The latest student surveys conducted, indicate that Carleton Ancillary Services are generally well-regarded by students and in most cases are rated the same or better as compared to other universities.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | VERY LOW | LOW | MEDIUM | HIGH | VERY HIGH |
|---------------|--------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| STRATEGIC | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| LEGAL | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OPERATIONAL | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| TECHNOLOGICAL | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| FINANCIAL | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| REPUTATIONAL | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

CARLETON UNIVERSITY

PROPOSED BUDGET FOR ANCILLARY UNITS 2019-20

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1. Ancillary Operations – Proposed Budget 2019-2020

Ancillaries are expected to break even over time after covering both direct and indirect expenses. The contribution to indirect expenses highlighted in the analysis below represents contributions to general University overheads, as well as the central office of University Services (for those entities under the jurisdiction of this office). The ancillary units are encouraged to establish reserves to cover future capital requirements.

Appendix A at the end of this Report details the 2019-2020 proposed budget of the ancillaries, as compared to the revised projections for 2018-2019 and the budget for 2018-2019. The 2020-21 and 2021-22 projected budgets are for information purposes only. Overall, the ancillary results are summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|---------------------------------|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | 69,064 | 69,170 | 67,486 | 69,079 | 70,139 | 71,238 |
| Expenses and transfers | 41,615 | 45,747 | 44,435 | 47,724 | 48,059 | 49,406 |
| Surplus from operating activity | 27,449 | 23,423 | 23,051 | 21,355 | 22,080 | 21,832 |
| Renovations and capital debt | 19,700 | 18,532 | 18,072 | 21,003 | 16,756 | 16,761 |
| Surplus for the year | 7,749 | 4,891 | 4,979 | 352 | 5,324 | 5,071 |

The change in the overall accumulated surplus balances are as follows:

| Actual Balance at April 2018 \$000's | Budgeted Balance at April 2019 \$000's | Projected Balance at April 2019 \$000's | Budgeted Balance at April 2020 \$000's | Budgeted Balance at April 2021 \$000's | Budgeted Balance at April 2022 \$000's |
|---|---|--|---|---|---|
| 32,631 | 37,522 | 36,163 | 36,515 | 41,839 | 46,910 |

Note: effective 2018-19, the CTTC is no longer considered an Ancillary. The \$1.4M accumulated surplus associated with the CTTC has been transferred to Capital in 2018-19. See section 1.8 below for further details.

1.1 Housing & Residence Life, Conference Services and Dining Services

The budget for Housing & Residence Life, Conference Services and Dining Services is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|--|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| Residence fees | 21,689 | 21,608 | 21,608 | 22,333 | 22,718 | 23,058 |
| Conference operations | 3,552 | 2,964 | 3,085 | 2,640 | 2,590 | 2,590 |
| Commission income | 7,247 | 6,843 | 6,624 | 6,728 | 6,896 | 7,068 |
| Other income | 1,591 | 1,551 | 1,574 | 1,578 | 1,608 | 1,608 |
| | 34,079 | 32,966 | 32,891 | 33,279 | 33,812 | 34,324 |
| Expenses and transfers | | | | | | |
| Direct expenses | 15,182 | 16,904 | 16,798 | 17,586 | 18,078 | 18,478 |
| Indirect expense contribution | 234 | 242 | 242 | 235 | 235 | 235 |
| Contribution to Ancillary Capital Fund | 1,235 | 1,240 | 1,190 | 1,190 | 1,190 | 1,190 |
| | 16,651 | 18,386 | 18,230 | 19,011 | 19,503 | 19,903 |
| Surplus from operating activity | 17,428 | 14,580 | 14,661 | 14,268 | 14,309 | 14,421 |
| Renovations and capital debt | | | | | | |
| Renovations and alterations | 5,459 | 6,175 | 6,330 | 7,700 | 6,000 | 6,000 |
| Capital debt | 10,190 | 6,989 | 6,503 | 6,460 | 6,343 | 6,353 |
| | 15,649 | 13,164 | 12,833 | 14,160 | 12,343 | 12,353 |
| Surplus (deficit) for the year | 1,779 | 1,416 | 1,828 | 108 | 1,966 | 2,068 |
| Opening fund balance | 7,922 | 9,701 | 9,701 | 11,529 | 11,637 | 13,603 |
| Closing fund balance | 9,701 | 11,117 | 11,529 | 11,637 | 13,603 | 15,671 |

Overview

During the academic year, Housing & Residence Life provides on-campus accommodations for 3,607 full-time undergraduate and graduate students. During the summer months, Conference Services utilizes a significant portion of available beds to provide accommodations to those who are participating in events being held on campus and visiting tourists. The University has contracted Aramark Canada Ltd. to collaboratively manage dining services on campus.

2018-19 Highlights

- Master Planning and Market & Demand Analysis report has identified the opportunity to update the current TV/Study lounges throughout the Residence buildings.
- Renovations in Housing this past summer focused on Glengarry windows & pod renovations, upgrades to Prescott utilities, and a variety of IT upgrades.
- Dining Services ranked 2nd by Maclean's Magazine student food survey.
- Dining Services earned the first three-star SPE Certification awarded to a post-secondary institution, which recognizes dining locations committed to nutrition and sustainability.
- A public procurement process was conducted by the University for dining services. There were three proponents and Aramark Canada Ltd. was selected as the vendor of choice.

- Planned renovations for Dining Services include renewals of the two Tim Horton's locations (University Centre main floor and Athletics).
- In order to enhance the affordability of Housing and Dining Services, no rate increases were applied for both Residence Accommodations and Residence Dining Plans.
- Carleton University Conference Services hosted the Canada Wide Science Fair this past summer along with a number of returning groups and events.

2019-20 Priorities

- Utilizing recommendations provided by the Master Planning and Market & Demand Analysis report, Housing & Residence Life will develop a feasibility business plan in relation to a new first-year residence.
- Renovations in Housing this summer will focus on Glengarry windows & pod renovations, upgrades to HVAC system in Lanark & Renfrew (includes the addition of air conditioning to Lanark & Renfrew), and continued updating of common spaces.
- Planned renovations for Dining Services include renewals of the University Centre Galleria Starbucks, Tim Horton's Residence Commons, and kitchen catering.
- Carleton University Conference Services will be hosting the Gymnastics Canada this summer along with a number of returning groups and events.
- Purposed Residence Board Fee increases are in the range of 1.8% to 2.5% and proposed Residence Dining Plan increases are 3% (see Appendix B).

1.2 Physical Recreation and Athletics (excluding football)

The budget for Physical Recreation and Athletics is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|---|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| Athletic fees | 5,575 | 5,678 | 5,750 | 6,010 | 6,156 | 6,281 |
| Other income | 7,713 | 7,522 | 7,848 | 7,744 | 7,845 | 8,037 |
| Internal revenue | 1,342 | 1,252 | 1,280 | 1,298 | 1,333 | 1,368 |
| | 14,630 | 14,452 | 14,878 | 15,052 | 15,334 | 15,686 |
| Operating expenses and transfers | 11,365 | 12,296 | 12,302 | 13,061 | 13,745 | 14,566 |
| Surplus from operating activity | 3,265 | 2,156 | 2,576 | 1,991 | 1,589 | 1,120 |
| Renovations and capital debt | | | | | | |
| Renovations and alternations | 864 | 769 | 480 | 1,037 | 707 | 911 |
| Debt repayments | 761 | 764 | 764 | 764 | 764 | 555 |
| | 1,625 | 1,533 | 1,244 | 1,801 | 1,471 | 1,466 |
| Surplus (deficit) for the year | 1,640 | 623 | 1,332 | 190 | 118 | (346) |
| Opening fund balance | 8,233 | 9,873 | 9,873 | 11,205 | 11,395 | 11,513 |
| Closing fund balance | 9,873 | 10,496 | 11,205 | 11,395 | 11,513 | 11,167 |

Overview

The Department of Physical Recreation and Athletics' mission is to enhance the life, health, and spirit of the Carleton University community by providing quality sport, physical activity, and instruction. A balance of programs is offered for all skills and competitive levels, including freelance recreation, instructional programs, intramural leagues, 15 varsity teams, and 21 competitive club teams.

Athletics generates revenue from various sources, with 39% of the Department's revenue coming from the mandatory Student Athletics Fee, 39% from programs and membership fees, 16% from rentals, and the balance from sponsorships, fundraising and miscellaneous sources. Included in programs and membership fees is revenue generated from summer camps, adult leagues, intramurals, external membership fees, and aquatics program.

The Norm Fenn building was built in 1964, the recreation centre (including the swimming pool) was built in 1974 and the squash courts were added in 1979. Outstanding deferred maintenance is estimated at over \$15M, excluding the pool.

In the fall of 2019, the football team will be entering their seventh year of operations. As a program that is funded largely by external sources, the Football activity is not reflected in the Physical Recreation and Athletics financial summary.

2018-19 Highlights

- A new reservation system was implemented in summer 2018. Athletics continues to finalize the complex migration from the legacy system.
- An external consultant has been contracted to review available options and provide recommendations for dealing with the fitness centre expansion, as well as the swimming pool, which has extensive outstanding deferred maintenance.

2019-20 Priorities

- Complete the migration to the new reservation system.
- Continue to address the deferred maintenance, with \$1M budgeted in 2019-20 for the Icehouse building envelope and roofing of the Norm Fenn building.
- Develop a master plan for the pool and fitness centre.
- Prepare a long-term development plan for the competitive sport programs, which will include an evaluation of current support, benchmarking, reviewing and redefining categories and service levels.

1.3 Parking Services

The budget for Parking Services is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|---------------------------------|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| Parking charges | 5,068 | 5,242 | 5,085 | 5,594 | 5,594 | 5,594 |
| Other income | 292 | 552 | 417 | 571 | 574 | 577 |
| | 5,360 | 5,794 | 5,502 | 6,165 | 6,168 | 6,171 |
| Expenses and transfers | | | | | | |
| Direct operating | 3,389 | 3,613 | 3,516 | 3,653 | 3,704 | 3,758 |
| Indirect expense contribution | 66 | 69 | 67 | 89 | 89 | 89 |
| | 3,455 | 3,682 | 3,583 | 3,742 | 3,793 | 3,847 |
| Surplus from operating activity | 1,905 | 2,112 | 1,919 | 2,423 | 2,375 | 2,324 |
| Renovations and alterations | 1,013 | 1,087 | 1,152 | 1,210 | 1,110 | 1,110 |
| Surplus for the year | 892 | 1,025 | 767 | 1,213 | 1,265 | 1,214 |
| Opening fund balance | 1,951 | 2,843 | 2,843 | 3,610 | 4,823 | 6,088 |
| Closing fund balance | 2,843 | 3,868 | 3,610 | 4,823 | 6,088 | 7,302 |

Overview

Parking Services manages all aspects related to parking on campus including traffic demand management, parking lot maintenance, permit issuance, service of parking equipment and parking revenue collection systems, secure bicycle storage facilities, and parking enforcement on campus. In addition to this service, the unit also co-ordinates the locker rental and repair program for the University.

Parking Services offers permit and temporary parking on campus to students, staff and visitors. There are six permit-only parking lots, four garages, and several 'pay-by-plate' parking areas which in total provides over 4500 spaces.

Parking capacity on campus is currently at 91%, which exceeds the "functional capacity" of 85% as per industry standards. The parking infrastructure will be further stressed over the next five years as a result of a number of anticipated challenges, including:

- LRT Shutdown, currently scheduled for May 2020 to November 2021, which will inevitably result in the increased use of non-transit travel options to access campus.
- Expansion of P18 (three additional levels – 613 spaces) which will require the shutdown of the entire garage for at least 90 days (currently scheduled for May 2020 to August 2020). If the first 90 days of the LRT shutdown is delayed and runs into the Academic year, 880 parking spaces will be displaced.
- The decommissioning of the P9 Parking Garage, which will result in the loss of 651 spaces (five year plan). This will require the construction of an additional parking garage.
- The loss of additional ground parking lot spaces as a result of the anticipated future expansion of Athletics and a new residence building.

2018-19 Highlights

- Permit rates increased 3%, while daily rates remained unchanged from the previous year.
- Renovations are projected to come in at over \$1.1M, with \$1,045K being spent on P9 repairs and \$100K being spent on the new parking garage design.
- In anticipation of the challenges noted above, Parking Services commissioned an external consultant to develop a Multimodal Transportation Strategy (MTS) to guide the University through the immediate and short-term future in accordance with the Carleton University Master Plan (CMP) 2016.

2019-20 Priorities

- Align Carleton University parking rates with industry standards in order to reduce demand and bring capacity closer to the “functional capacity” level. An increase in rates will also provide additional revenue to assist with funding the upcoming parking infrastructure requirements. The external consultant recommended a significant increase in permit rates effective May 2019. Parking Services has presented a budget with a proposed 10% increase in permit rates for 2019-20.
- The 2020-21 and 2021-22 proposed budgets do not include increases in rates. Parking Services will be developing a pricing strategy and business plan to guide the increases for 2020-21 and onwards.
- Major renovations planned for 2019-20 include \$1,020K for potential repairs and maintenance on P9 (dependent on upcoming engineering report), \$60K on bike compounds, \$50K on the new parking garage design, \$50K for upgrades and maintenance to the Library Garage, and \$30K on locker replacements.

1.4 Health and Counselling Services

The budget for Health and Counselling Services is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|---------------------------------|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| Health Services Student Fee | 1,900 | 1,907 | 1,958 | 1,984 | 2,025 | 2,126 |
| Insurance recoveries / other | 1,488 | 1,740 | 1,675 | 1,675 | 1,675 | 1,675 |
| Government Grant | 104 | 100 | 100 | 100 | 100 | 100 |
| | 3,492 | 3,747 | 3,733 | 3,759 | 3,800 | 3,901 |
| Expenses and Transfers | | | | | | |
| Direct expenses and transfers | 3,333 | 3,690 | 3,548 | 3,692 | 3,718 | 3,797 |
| Indirect expense contribution | 29 | 35 | 34 | 35 | 35 | 36 |
| | 3,362 | 3,725 | 3,582 | 3,727 | 3,753 | 3,833 |
| Surplus from operating activity | 130 | 22 | 151 | 32 | 47 | 68 |
| Capital improvements | - | 225 | 400 | - | - | - |
| Surplus (deficit) for the year | 130 | (203) | (249) | 32 | 47 | 68 |
| Opening fund balance | 614 | 744 | 744 | 495 | 527 | 574 |
| Closing fund balance | 744 | 541 | 495 | 527 | 574 | 642 |

Overview

Health and Counselling Services (HCS) offers comprehensive health care to students, staff, permanent faculty and retirees. Counselling services, including personal counselling as well as health and peer education programs, are also offered to students. Health and Counselling Services is comprised of a full team consisting of 14 primary care physicians, four psychiatrists, five G.P. Psychotherapists, six nurses, 12 counsellors (one of which who is a dedicated International Student Counsellor, one who is a dedicated Sexual Assault/Trauma Counsellor, and three counsellors who work out of the University residences exclusively), a Health Promotion Coordinator, plus a team of administrative and support staff. The primary care physicians work part time as independent contractors on a yearly contract. HCS bills OHIP, UHIP and private insurances on behalf of the physicians, retaining a portion of it as overhead to cover their use of space, equipment, supplies and nursing and administrative support.

HCS revenue is the physician's overhead and the compulsory ancillary student health fee. The physicians do not receive any of the student health fee. This fee is adjusted annually for the consumer price index.

2018-19 Highlights

- On target to have over 40,000 visits in 2018-19.
- One third of visits are related to mental health issues.
- HCS drew down the accumulated surplus by \$400K to carry out required renovations, which included adding two exam rooms.
- Two additional suites in the CTTC were taken on by HCS in order to accommodate mental health services for students.
- \$180K of funding was received from the Operating Fund to fund three new counsellor positions.
- Three additional psychiatrists were successfully recruited, providing four psychiatrists working a combined eight days per week, up from one psychiatrist working three days a week.
- The From Intention to Action (FITA) program was operationally moved to operate under HCS.
- The Director of Health Services retired in February 2019, with a replacement scheduled to begin in March 2019.

2019-20 Priorities

- Continue to improve the electronic medical record (EMR) system with the use of technology.
- Ongoing upgrades to computers, servers and printers.
- Continue to manage the challenges related to staffing requirements in order to meet the increases in volume.
- Evaluate remaining required renovations to the clinic, including carpet replacement and the replacement of counters and cupboards in exam rooms.

1.5 The Print Shop

The budget for The Print Shop is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|--|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| External sales | 570 | 523 | 510 | 505 | 505 | 505 |
| Internal sales | 2,189 | 2,195 | 2,236 | 2,260 | 2,260 | 2,260 |
| Other income | 281 | 258 | 303 | 273 | 273 | 273 |
| | <u>3,040</u> | <u>2,976</u> | <u>3,049</u> | <u>3,038</u> | <u>3,038</u> | <u>3,038</u> |
| Less: Cost of goods sold | 446 | 385 | 427 | 435 | 435 | 435 |
| Gross profit | <u>2,594</u> | <u>2,591</u> | <u>2,622</u> | <u>2,603</u> | <u>2,603</u> | <u>2,603</u> |
| Expenses and Transfers | | | | | | |
| Direct operating | 2,001 | 2,189 | 2,193 | 2,167 | 2,236 | 2,280 |
| Indirect expense contribution | 61 | 46 | 48 | 98 | 101 | 103 |
| Contribution to Ancillary Capital Fund | 94 | 91 | 92 | 92 | 92 | 92 |
| | <u>2,156</u> | <u>2,326</u> | <u>2,333</u> | <u>2,357</u> | <u>2,429</u> | <u>2,475</u> |
| Surplus from operating activity | 438 | 265 | 289 | 246 | 174 | 128 |
| Renovations and alterations | - | 300 | 599 | - | - | - |
| Surplus (deficit) for the year | <u>438</u> | <u>(35)</u> | <u>(310)</u> | <u>246</u> | <u>174</u> | <u>128</u> |
| Opening fund balance | 1,004 | 1,442 | 1,442 | 1,132 | 1,378 | 1,552 |
| Closing fund balance | 1,442 | 1,407 | 1,132 | 1,378 | 1,552 | 1,680 |

Overview

The Print Shop is committed to providing quality offset and digital printing to the University community. Located in Robertson Hall, The Print Shop produces promotional items and academic publications for the University, as well as providing print services to external customers. The department is also responsible for multi-functional devices (190 devices) throughout campus for both internal & external users. Campus Card is also included in The Print Shop's operations. Located in the University Centre, the Campus Card office provides students, staff, and faculty with a comprehensive ID card that can be used to make purchases across campus, access services, and gain entry to buildings. Campus Card is also responsible for distributing the UPass transit pass to students.

2018-19 Highlights

- In order to both diversify its revenue streams and expand its service offerings to the University community, the Print Shop has invested a portion of its accumulated surplus in a large format printer.
- In an effort to reduce costs, an investment was made in an offset plate maker which will allow staff to both reduce the reliance on third party vendors and reduce the overall time required to produce offset printing.
- A new fleet of Multi-Functional Printers was deployed for both internal and external users this summer. This new fleet has provided users with the ability to print in colour, a feature highly desired by users.

- Campus Card is investing in new infrastructure for card production. The current infrastructure is in need of renewal as the system will no longer be supported and hardware is at the end of its useful life.

2019-20 Priorities

- The Print Shop will be developing initiatives to expand the use of its existing equipment; specifically the large format printer and its offset production devices.
- Campus Card also manages the point of sale system on behalf of Dining Services. A re-investment will be made in a new point-of-sale software system this year.

1.6 Ancillary Property Rentals

The budget for the Ancillary Property Rentals is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|--|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| External rental revenue | 1,991 | 1,894 | 1,300 | 1,300 | 1,300 | 1,300 |
| Internal rent and occupancy cost | 1,774 | 1,852 | 1,041 | 1,102 | 1,149 | 1,196 |
| Interest and sundry income | 22 | 32 | 32 | 32 | 32 | 32 |
| | 3,787 | 3,778 | 2,373 | 2,434 | 2,481 | 2,528 |
| Occupancy costs and operating expenses | 1,701 | 1,744 | 1,041 | 1,102 | 1,149 | 1,196 |
| Surplus from operating activity | 2,086 | 2,034 | 1,332 | 1,332 | 1,332 | 1,332 |
| Renovations and capital debt | 1,348 | 1,532 | 1,332 | 1,332 | 1,332 | 1,332 |
| Surplus for the year | 738 | 502 | - | - | - | - |
| Opening fund balance | 822 | 1,560 | 1,560 | 113 | 113 | 113 |
| Transfer to Capital - CTTC | - | - | (1,447) | - | - | - |
| Closing fund balance | 1,560 | 2,062 | 113 | 113 | 113 | 113 |

Overview

Historically, Ancillary Property Rentals have included the Carleton Technology and Training Centre (CTTC) and the National Wildlife and Research Centre (NWRC). Effective 2018-19, the CTTC is no longer considered an Ancillary due to the fact that the building is now primarily occupied by Carleton University rather than external tenants. The accumulated fund balance related to the CTTC of \$1.4M has been transferred to Capital in order to fund the projected \$1M in capital improvements projected in each 2018-19 and 2019-20, primarily associated with the renewal of the HVAC system.

The University entered into an agreement with Environment Canada under which the University constructed NWRC building on its property and leased the building to Environment Canada. The lease is for 99 years starting May 1, 2002. The University can terminate the lease after 25 years, without penalty. Under the lease, the University receives base rent of \$1.3 million per year for the first 25 years and \$1 per year for the

remainder of the lease. The \$1.3 million annual rent payment is paid in advance, therefore interest earned on the deferred balance at a short-term investment rate is included in the income calculation. In addition to annual rent, Environment Canada pays the annual occupancy costs including utilities, building operations and security services at a cost of approximately \$1.1 million.

Outstanding deferred maintenance for the Ancillary Property Rentals is currently estimated at \$243K.

1.7 University Centre

The budget for the University Centre is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|---------------------------------|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| <u>Revenue</u> | | | | | | |
| Rental revenue | 652 | 638 | 638 | 641 | 644 | 654 |
| Internal recoveries | 1,089 | 1,064 | 1,064 | 1,101 | 1,162 | 1,209 |
| | 1,741 | 1,702 | 1,702 | 1,742 | 1,806 | 1,863 |
| <u>Expenses and transfers</u> | | | | | | |
| Direct operating expenses | 1,145 | 1,202 | 1,173 | 1,242 | 1,306 | 1,363 |
| Surplus from operating activity | 596 | 500 | 529 | 500 | 500 | 500 |
| Renovations and alterations | - | 500 | 200 | 2,500 | 500 | 500 |
| Surplus (deficit) for the year | 596 | - | 329 | (2,000) | - | - |
| Opening fund balance | 1,895 | 2,491 | 2,491 | 2,820 | 820 | 820 |
| Closing fund balance | 2,491 | 2,491 | 2,820 | 820 | 820 | 820 |

Overview

The University Centre is a student-oriented building that serves as the hub of the campus. It is home to the Carleton University Students' Association (CUSA) and virtually all of its operations including a convenience store, a coffeehouse, and Oliver's Pub. Other tenants include the Graduate Students' Association (GSA), Information Carleton, the Paul Menton Centre for Students with Disabilities, the University Bookstore and a large food court. The University Centre operates on a cost recovery basis.

Priorities 2019-20

The Department of Facilities Management and Planning (FMP) is responsible for the operation and maintenance of the building. Due to the age of the building, capital renewal and deferred maintenance presents a challenge. FMP is in the process of preparing a capital plan for the University Centre. Deferred maintenance, now estimated at \$11 million, will be funded in part by the existing accumulated surplus. The accumulated surplus will be drawn down in 2019-20 to replace the roof at an estimated cost of \$2M.

1.8 Carleton Performance Centre (Dominion Chalmers)

The budget for Carleton Performance Centre is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|---------------------------------|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| External revenue | - | 561 | 190 | 469 | 522 | 545 |
| Internal revenue and transfers | - | 220 | 302 | 300 | 300 | 300 |
| | - | 781 | 492 | 769 | 822 | 845 |
| Operating expenses | - | 639 | 437 | 723 | 606 | 642 |
| Surplus from operating activity | - | 142 | 55 | 46 | 216 | 203 |
| Renovations and alterations | - | 66 | - | - | - | - |
| Surplus for the year | - | 76 | 55 | 46 | 216 | 203 |
| Opening fund balance | - | - | - | 55 | 101 | 317 |
| Closing fund balance | - | 76 | 55 | 101 | 317 | 520 |

Overview

Carleton University acquired the Dominion-Chalmers United Church building (the Performance Centre) in late June 2018. The Performance Centre provides the University with academic and multi-purpose performance space, in addition to serving the Ottawa community. The Performance Centre budget excludes the \$2.7 million in restricted donations and pledges to cover renovations and facility upgrades. In 2018-19, major renovations to the stage and performance hall were completed at an estimated cost of \$500K. A multi-year capital investment plan is being developed.

External revenue is primarily generated from rental income for space leased to the Dominion-Chalmers United Church and the Ottawa Chamber Music Society. Revenue is also earned from space rentals for events, as well as from parking. Carleton University transfers \$300K per annum to cover the operating costs associated with the use of space by the University.

Operating expenses include salaries and benefits, operating costs to run the building, as well as the purchases of required furniture, fixtures and equipment. The University has engaged the previous Building Manager on a term contract to oversee the daily operations of the building, coordinate current and future booking needs, and liaise with the Church, the community and the University itself.

1.9 Bookstore

The budget for the Bookstore is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|--------------------------------|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| <u>Revenue</u> | | | | | | |
| Commissions and reimbursements | 696 | 697 | 689 | 648 | 639 | 630 |
| <u>Operating expenses</u> | | | | | | |
| Direct expenses | 479 | 531 | 484 | 490 | 504 | 518 |
| Indirect expense contribution | 61 | 61 | 62 | 64 | 66 | 67 |
| | <u>540</u> | <u>592</u> | <u>546</u> | <u>554</u> | <u>570</u> | <u>585</u> |
| Surplus for the year | <u>156</u> | <u>105</u> | <u>143</u> | <u>94</u> | <u>69</u> | <u>45</u> |
| Opening fund balance | 111 | 267 | 267 | 410 | 504 | 573 |
| Closing fund balance | 267 | 372 | 410 | 504 | 573 | 618 |

Overview

The University Bookstore is located in the University Centre. The Bookstore sells textbooks, course materials, apparel, supplies and other related accessories. The Bookstore is managed by Follett of Canada under an agreement that provides a commission on sales to the University. This agreement is in place until 2020 with an option to renew at that time. Follett programs such as "Price-Matching", Text Book Rentals, and the sale of used books and buy backs provide affordable options for students to purchase their necessary academic materials. The University and Follett collaborate on promotional and marketing efforts to ensure the mutual benefit of our partnership.

2018-19 Highlights

- Revenues are projected to be lower in the current year. This is attributed to supply-chain management issues incurred by a key book publisher. These issues were not isolated to the University and were felt industry wide. These issues have since been addressed however it is unlikely that overall Bookstore sales will recover for 2018-19.
- Current year marketing efforts included a number of promotional events and sales tied to community activities, holidays and athletics. In addition, there was a renewed focus on student engagement through social media.

2019-20 Priorities

- Collaboratively, both Follett and the University continue to look for opportunities to best serve the University community. In addition to our ongoing marketing efforts, we are exploring the implementation of a Follett tool that would facilitate textbook adoption and student textbook acquisition.

1.10 Ancillary Capital Fund

The budget for the Ancillary Capital Fund is summarized as follows:

| | 2017-18 Actual \$000's | 2018-19 Budget \$000's | 2018-19 Projected \$000's | 2019-20 Budget \$000's | 2020-21 Budget \$000's | 2021-22 Budget \$000's |
|-------------------------------|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Revenue | | | | | | |
| External contributions | 744 | 813 | 802 | 813 | 855 | 863 |
| Internal contributions | 1,495 | 1,464 | 1,375 | 1,380 | 1,384 | 1,389 |
| | 2,239 | 2,277 | 2,177 | 2,193 | 2,239 | 2,252 |
| Expenses and Transfers | | | | | | |
| Capital projects | 65 | 125 | 312 | - | - | - |
| Transfers | 770 | 770 | 770 | 1,770 | 770 | 561 |
| Other expenses | 24 | - | 11 | - | - | - |
| | 859 | 895 | 1,093 | 1,770 | 770 | 561 |
| Surplus for the year | 1,380 | 1,382 | 1,084 | 423 | 1,469 | 1,691 |
| Opening fund balance | 2,330 | 3,710 | 3,710 | 4,794 | 5,217 | 6,686 |
| Closing fund balance | 3,710 | 5,092 | 4,794 | 5,217 | 6,686 | 8,377 |

Overview

The Ancillary Capital Fund (ACF) has been established to support future capital projects for ancillary units.

2018-19 highlights

- External contributions to the ACF include sponsorships and rentals totaling \$802K.
- Internal contributions to the ACF from other Ancillaries include:
 - Commissions from Dining Services of \$1,190K
 - Contributions from other ancillaries of \$185K
- There are \$770K in annual transfers out of the ACF towards Athletics facilities.
- \$312K incurred on renovations of the Athletics Tim Hortons; commissions from this Tim Hortons are recognized in the ACF.

2019-20 priorities

- Due to the significant outstanding deferred maintenance required on all ancillary units, the ACF will continue to grow the accumulated surplus in order to support future capital projects.
- In consideration of the financial pressures the University will face in 2019-20, \$1 million will be transferred to the Operating Fund from the ACF.

Carleton University Proposed Budget for Ancillary Units
Proposed Ancillary Units Budget 2019-20
Projected Ancillary Units Operating Results - 2018-19

| | 2018-19 Projections | | | 2019-20 Proposed Budget | | | 2020-21 Projected Budget | | | 2021-22 Projected Budget | | | Accumulated Surplus | | |
|---------------------------------------|---------------------|----------------------|----------------------|-------------------------|----------------------|----------------------|--------------------------|----------------------|----------------------|--------------------------|----------------------|----------------------|---------------------|-----------|----------|
| | Revenue | Expenses | Surplus | Revenue | Expenses | Surplus | Revenue | Expenses | Surplus | Revenue | Expenses | Surplus | Apr 2018 | Apr 2019 | Apr 2020 |
| | \$000's | & Capital \$000's | (Deficit) \$000's | \$000's | & Capital \$000's | (Deficit) \$000's | \$000's | & Capital \$000's | (Deficit) \$000's | \$000's | & Capital \$000's | (Deficit) \$000's | Actual | Projected | Budget |
| 1.1 Housing, Conference & Dining | 32,891 | 31,063 | 1,828 | 33,279 | 33,171 | 108 | 33,812 | 31,846 | 1,966 | 34,324 | 32,256 | 2,068 | 9,701 | 11,529 | 11,637 |
| 1.2 Physical Recreation and Athletics | 14,878 | 13,546 | 1,332 | 15,052 | 14,862 | 190 | 15,334 | 15,216 | 118 | 15,686 | 16,032 | (346) | 9,873 | 11,205 | 11,395 |
| 1.3 Parking Services | 5,502 | 4,735 | 767 | 6,165 | 4,952 | 1,213 | 6,168 | 4,903 | 1,265 | 6,171 | 4,957 | 1,214 | 2,843 | 3,610 | 4,823 |
| 1.4 Health and Counselling Services | 3,733 | 3,982 | (249) | 3,759 | 3,727 | 32 | 3,800 | 3,753 | 47 | 3,901 | 3,833 | 68 | 744 | 495 | 527 |
| 1.5 The Print Shop | 3,049 | 3,359 | (310) | 3,038 | 2,792 | 246 | 3,038 | 2,864 | 174 | 3,038 | 2,910 | 128 | 1,442 | 1,132 | 1,378 |
| 1.6 Ancillary Property Rentals | 2,373 | 2,373 | - | 2,434 | 2,434 | - | 2,481 | 2,481 | - | 2,528 | 2,528 | - | 1,560 | 113 | 113 |
| 1.7 University Centre | 1,702 | 1,373 | 329 | 1,742 | 3,742 | (2,000) | 1,806 | 1,806 | - | 1,863 | 1,863 | - | 2,491 | 2,820 | 820 |
| 1.8 Carleton Performance Centre | 492 | 437 | 55 | 769 | 723 | 46 | 822 | 606 | 216 | 845 | 642 | 203 | - | 55 | 101 |
| 1.9 Bookstore | 689 | 546 | 143 | 648 | 554 | 94 | 639 | 570 | 69 | 630 | 585 | 45 | 267 | 410 | 504 |
| 1.10 Ancillary Capital Fund | 2,177 | 1,093 | 1,084 | 2,193 | 1,770 | 423 | 2,239 | 770 | 1,469 | 2,252 | 561 | 1,691 | 3,710 | 4,794 | 5,217 |
| Total Ancillary Units | 34,595 | 31,444 | 3,151 | 35,800 | 35,556 | 244 | 36,327 | 32,969 | 3,358 | 36,914 | 33,911 | 3,003 | 22,930 | 24,634 | 24,878 |

Carleton University Ancillary Operations

Proposed Residence Fees for 2019-20

| | 2018-19 | | | | 2019-20 | | | |
|---|------------------|------------------|-----------------------------|------------------|------------------|------------------|-----------------------------|------------------|
| | *SUITE SINGLE | SINGLE | SUITE DOUBLE PRESCOTT | DOUBLE | *SUITE SINGLE | SINGLE | SUITE DOUBLE PRESCOTT | DOUBLE |
| Traditional | | | | | | | | |
| Room | 7,600.00 | 6,300.00 | 6,405.00 | 5,196.00 | 7,760.00 | 6,460.00 | 6,545.00 | 5,290.00 |
| Communications | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 |
| All Access Meals (Includes \$100 flex) | 4,900.00 | 4,900.00 | 4,900.00 | 4,900.00 | 5,050.00 | 5,050.00 | 5,050.00 | 5,050.00 |
| Residence Association Fee (Note 1) | 67.63 | 67.63 | 67.63 | 67.63 | 69.32 | 69.32 | 69.32 | 69.32 |
| | <u>13,051.63</u> | <u>11,751.63</u> | <u>11,856.63</u> | <u>10,647.63</u> | <u>13,363.32</u> | <u>12,063.32</u> | <u>12,148.32</u> | <u>10,893.32</u> |
| Alternative Food - Plan 7 | | | | | | | | |
| Room | 7,600.00 | | 6,405.00 | | 7,760.00 | | 7,760.00 | |
| Communications | 484.00 | | 484.00 | | 484.00 | | 484.00 | |
| Board (7 meals and \$450 flex) | 3,549.00 | | 3,549.00 | | 3,656.00 | | 3,656.00 | |
| Residence Association Fee (Note 1) | 67.63 | | 67.63 | | 69.32 | | 69.32 | |
| | <u>11,700.63</u> | | <u>10,505.63</u> | | <u>11,969.32</u> | | <u>11,969.32</u> | |
| Alternative All Access Food Plan | | | | | | | | |
| Room | 7,600.00 | 6,300.00 | 6,405.00 | 5,196.00 | 7,760.00 | 6,460.00 | 6,545.00 | 5,290.00 |
| Communications | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 | 484.00 |
| All Access Meals (Includes \$400 flex) | 5,200.00 | 5,200.00 | 5,200.00 | 5,200.00 | 5,350.00 | 5,350.00 | 5,350.00 | 5,350.00 |
| Residence Association Fee (Note 1) | 67.63 | 67.63 | 67.63 | 67.63 | 69.32 | 69.32 | 69.32 | 69.32 |
| | <u>13,351.63</u> | <u>12,051.63</u> | <u>12,156.63</u> | <u>10,947.63</u> | <u>13,663.32</u> | <u>12,363.32</u> | <u>12,448.32</u> | <u>11,193.32</u> |

* It is an option for Suites Residents of Leeds House and Frontenac House to join a meal plan.

Note 1: Residence Association fees for Graduate Students are collected on behalf of GSA for assignment to Graduate Residence Committee.
All others are collected on behalf of the Rideau River Residence Association (RRRA). This is subject to changed based on a referendum.

Carleton University Ancillary Operations 2019-2020 Residence Room Rate Comparison

| | Suite Single | Suite Double | Traditional Single | Traditional Double |
|-----------------------------|-----------------|-----------------|-----------------------|-----------------------|
| Carleton | | | | |
| 2018-19 | \$8,151 | \$6,956 | \$6,851 | \$5,747 |
| 2019-20 | \$8,313 | \$7,098 | \$7,013 | \$5,843 |
| U of Ottawa | | | | |
| 2018-19 | \$8,921 | \$7,826 | \$7,633 | \$6,401 |
| 2019-20 | TBD | TBD | TBD | TBD |
| Waterloo | | | | |
| 2018-19 | \$7,549 | N/A | \$6,320 | \$5,673 |
| 2019-20 | \$7,826 | | \$6,553 | \$5,879 |
| Western | | | | |
| 2018-19 | \$9,810 | N/A | \$7,890 | \$7,090 |
| 2019-20 | \$10,100 | | \$8,170 | \$7,410 |
| Brock | | | | |
| 2018-19 | \$7,960 | \$7,160 | \$7,160 | \$6,360 |
| 2019-20 | \$8,540 | \$7,740 | \$7,740 | \$6,940 |
| Queen's | | | | |
| 2018-19 | N/A | N/A | \$14,173-15,007 | \$13,839 |
| 2019-20 | | | TBD | TBD |
| (High-speed internet extra) | | | (includes meals) | (includes meals) |

Except where noted, all rates compared above include room, telephone and network connection.

¹ Carleton rates include the Residence Association fee.

Carleton University Proposed Budget for Ancillary Units 2019-20 Proposed Parking Rates (excluding HST)

| Permit Rates Effective May 1 | 2018-19 | 2019-20 | |
|---|---------|--------------|---------|
| RESERVED PERMIT AREAS | Present | Proposed 10% | Monthly |
| R1 - Lot1 | \$1,169 | \$1,286 | \$108 |
| R2 - (Mackenzie/Life Sciences) | \$821 | \$904 | \$76 |
| R3 - Herzberg (Physics) | \$862 | \$949 | \$80 |
| R4 - Mackenzie (Engineering) | \$862 | \$949 | \$80 |
| R7/R15 - Residence Areas | \$862 | \$949 | \$80 |
| R8 - Loeb Building | \$1,169 | \$1,286 | \$108 |
| STAFF/FACULTY PERMIT AREAS | Present | Proposed 10% | Monthly |
| River Building (P-16) | \$1,418 | \$1,560 | \$130 |
| LGAR - Library Garage (Level 1) | \$1,181 | \$1,300 | \$109 |
| LGAR - Library Garage (Level 2) | \$1,070 | \$1,177 | \$99 |
| LGAR - Library Garage (Level 3) | \$939 | \$1,033 | \$87 |
| P9 - Admin. Garage (Level 4) | \$915 | \$1,007 | \$84 |
| P9 - Admin. Garage (Level 5) | \$891 | \$981 | \$82 |
| P9 - Admin. Garage (Level 6) | \$867 | \$954 | \$80 |
| P9 - Admin. Garage (Level 7) | \$843 | \$928 | \$78 |
| P9 - Admin. Garage (Level 8) | \$821 | \$904 | \$76 |
| P9 - Admin. Garage (Level 9,10) | \$781 | \$860 | \$72 |
| 03 - Lot 3 | \$748 | \$823 | \$69 |
| 04 - Lot 4 | \$748 | \$823 | \$69 |
| CTTC - Lot 11 | \$748 | \$823 | \$69 |
| Athletics Lot (Lot 12) | \$616 | \$678 | \$57 |
| NWRC Permit Lot | \$616 | \$678 | \$57 |
| 05 - Lot 5 | \$493 | \$543 | \$46 |
| 06 - Lot 6 | \$493 | \$543 | \$46 |
| P-18 - Residence Garage | \$862 | \$949 | \$80 |
| STUDENT PERMIT AREAS (Sept to Apr) | Present | Proposed 10% | Monthly |
| 05 - Lot 5 | \$308 | \$339 | \$57 |
| 06 - Lot 6 | \$308 | \$339 | \$57 |
| 07 - Lot 7 | \$284 | \$313 | \$57 |
| P9 - Admin. Garage (11-15) | \$409 | \$450 | \$57 |
| P18 - General & Resident Student Parking | \$409 | \$450 | \$57 |
| PART-TIME (Valid After 4PM) PERMITS | Present | Proposed 10% | Monthly |
| LGAR - Library Garage, P9 - Admin (annual rate) | \$318 | \$350 | \$44 |
| Lot 5 - Athletics Memberships | \$305 | \$336 | \$42 |
| SPECIAL PERMITS | Present | Proposed 10% | Monthly |
| Special - Staff | \$519 | \$571 | \$57 |
| Special - Student (Sept to Apr) | \$325 | \$358 | \$57 |
| MOTORCYCLE PERMITS | Present | Proposed 10% | Monthly |
| Motorcycle - Surface/Garage Areas | \$210 | \$231 | \$20 |
| OTHER PERMITS AND FEES | Present | Proposed | Monthly |
| Service Vehicle Permit (Annual) | \$933 | \$1,027 | \$86 |
| Bicycle Compound | \$10 | \$15 | |
| Weekend Rate | \$5 | \$6 | |
| TRANSIT FARES - 2017-18 | Present | | |
| Adult Express/Regular Routes (Monthly) | \$117 | | |
| Student (13-19) Regular Routes (Monthly) | \$90 | | |
| Carleton U-PASS (Academic Year) | \$420 | | |

**CARLETON UNIVERSITY - ANCILLARY OPERATIONS
PARKING SERVICES
COMPARISON OF PARKING RATES 2018-19**

| Institution | Student Monthly Permit Rate | Student Residence Monthly Permit Rate | Staff Monthly Permit Rate | Hourly Rate | Daily Maximum | Saturday & Sunday |
|--------------------------------------|-----------------------------|---------------------------------------|---------------------------|------------------|---------------|--|
| Carleton University 2018-19 | \$38-51 | \$61 | \$42-\$119 | \$3.50/hr | \$8-\$15 | \$5 Flat Rate |
| Carleton University 2019-20 Proposed | \$57 | \$57 | \$57-\$130 | \$4.00/hr | \$16 | \$6 Flat Rate |
| University of Ottawa | \$110-\$165 | \$110-\$165 | \$110-\$165 | \$4.50/hr | \$17 | \$9 Max. or \$4.50/hr |
| Algonquin College | \$57-\$155 | \$80-\$162 | \$91-\$155 | \$4.00/hr | \$10-\$18 | \$5.00 Flat Rate |
| City of Ottawa | \$31-\$143 | \$31-\$143 | \$65-\$205 | \$1.50/2.00 | \$8-\$20 | Some Lots Free Sunday |
| University of Guelph | \$68 | \$45 | \$68-\$122 | 2.75/hr | \$10 | Some Lots Free |
| Queen's University | \$107-\$140 | \$107-\$140 | \$107-\$140 | \$3.00/hr | \$14 | \$6 Flat Rate |
| McMaster University | \$51-\$127 | \$51-\$127 | \$51-\$127 | \$4.00-\$8.00/hr | \$20 | \$4-\$8 |
| University of Western Ontario | \$47-\$125 | \$47-\$125 | \$54-\$141 | \$3.00/hr | \$12 | \$3-\$12 Saturday Free on Sunday |
| University of Waterloo | \$38 | \$38 | \$38 | \$2.00-\$5.00/hr | \$5-\$15 | \$5/\$6 Flat Rate / One free lot |
| York University | \$81-\$128 | \$81-\$128 | \$81-\$128 | \$3.50-\$5.00/hr | \$10-\$20 | \$7 Flat Rate Saturday \$5 Flat Rate Sunday |
| Ottawa Hospital – Civic/General | \$92 | \$92 | \$92 | \$7.00/hr | \$13 | \$7/hr or \$13 Max. |
| OC Transpo | \$58.50 | \$58.50 | \$117 | \$3.50 per trip | N/A | N/A |

* Some garages/parking lots have no daily maximum

Carleton University Proposed Budget for Ancillary Units Summary of Outstanding Debt

| | 2018-19 \$000's | 2019-20 \$000's | 2020-21 \$000's | 2021-22 \$000's |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Physical Recreation and Athletics | \$ 436 | \$ 221 | \$ 6 | \$ - |
| Bookstore | - | - | - | - |
| Health and Counselling Services | - | - | - | - |
| Housing & Residence Life, Conference Services and Dining Services | 67,004 | 63,432 | 59,785 | 55,936 |
| Parking Services | 22,915 | 22,440 | 21,948 | 21,440 |
| University Centre | - | - | - | - |
| The Print Shop | - | - | - | - |
| Ancillary Property Rentals | 8,370 | 7,555 | 6,686 | 5,758 |
| Ancillary Capital Fund | - | - | - | - |
| Carleton Performance Centre | - | - | - | - |
| | <u>\$ 98,725</u> | <u>\$ 93,647</u> | <u>\$ 88,424</u> | <u>\$ 83,135</u> |

Carleton University Proposed Budget for Ancillary Units Summary of Deferred Maintenance

Deferred maintenance is currently estimated to be the following (\$000's):

| | |
|---|------------------|
| Physical Recreation and Athletics (excluding the pool) | \$ 14,770 |
| Bookstore | - |
| Health and Counselling Services | - |
| Housing and Residence Life, Conference Services and Dining Services | 18,620 |
| Parking Services | 10,000 |
| University Centre | 11,000 |
| The Print Shop | - |
| Ancillary Property Rentals | 243 |
| Ancillary Capital Fund | - |
| Carleton Performance Centre | - |
| | <hr/> |
| | \$ 54,633 |

AGENDA ITEM

6.4

BOARD OF GOVERNORS REPORT

| | | |
|-------------------------------|---|--------------------------------------|
| To: | Board of Governors | Date of Report: 2/19/2019 |
| From: | Vice-President (Finance and Administration) | Date of Meeting: 3/28/2019 |
| Subject: | 2019/20 Tuition and Misc. Adm. Fees | |
| Responsible Portfolio: | Finance and Administration | |

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, the Board approve the University's 2019/20 domestic and international tuition fees, in line with the new Government tuition fees framework, and the Misc. Administrative fees.

3.0 EXECUTIVE SUMMARY

This 2019-20 tuition fee schedules for domestic and international students are provided to the Finance Committee for review and for recommendation to the Board for approval. They highlight changes in the regulatory environment (domestic fees) and market conditions (international). Annual increases to the Misc. Administrative fees are also proposed.

4.0 INPUT FROM OTHER SOURCES

Changes to the Tuition Fees and Misc. Adm. Fees are supported by an accompanying presentation, which identifies key changes in the regulatory environment and shows comparative domestic and international fees.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Domestic fees are fully regulated by the provincial government. On January 17th, 2019, the Ontario Government announced its new Tuition Fee Framework for colleges and universities, which require tuition fee reductions of 10 percent in 2019-20, relative to 2018-19 levels. The Tuition Fee Framework also requires colleges and universities to maintain tuition fee levels in 2020-21 at the same level as 2019-20 tuition. International fees are not regulated and are set using a number of factors such as: comparison with other institutions, recruitment strategy and impact on the existing international student body.

Annual increases to Misc. Administrative fees proposed for 2019-20 generally follow CPI (2.5%), with the exception of Graduate Application Fees, where a 10% increase is requested. This fee has not seen any increase for over 10 years and the level of the increase is expected to be matched by uOttawa.

6.0 FINANCIAL IMPLICATIONS

It is estimated that the new domestic tuition framework will have a \$20M negative impact on the university operating budget in 2019-20 (excluding \$8M of lost revenue growth when taking into account the old framework). However, management is comfortable that existing budget capacity will be sufficient to cover expected revenue shortfall for 2019-20.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

None identified

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Although reduction in domestic tuition fees should be good news to students, changes in the Ontario Student Assistance Program (OSAP) and the Government's new approach to Ancillary Students Fees (opting out provision for non-essential services), could have an impact on the University's reputation and will require a clear communications strategy.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Finance Committee



Carleton
UNIVERSITY

Canada's Capital University

2019-20 Tuition Fees

March 6, 2019

2018-19 DOMESTIC TUITION (MAJOR UNIVERSITIES - NEW COHORT)

| | B.A./ B.Sc. | B.Com. | B.C.S. | B. Eng. | M.A./ M.Sc. | M.Eng. | M.A.Sc. | PhD (Most) |
|-------------------------------|----------------|---------------|---------------|---------------|----------------|---------------|--------------|---------------|
| Carleton | 6,742 | 8,537 | 10,152 | 11,692 | 8,715 | 10,857 | 9,861 | 8,256 |
| Guelph | 6,768 | 9,456 | 9,456 | 12,540 | 7,925 | 8,322 | - | 7,769 |
| McMaster | 6,714 | 10,394 | 8,886 | 13,829 | 7,008 | - | - | 7,008 |
| Ottawa | 6,765 | 8,381 | 9,173 | 10,468 | 8,189 | 10,515 | 9,083 | 7,074 |
| Queen's | 6,759 | 18,097 | 7,107 | 13,239 | 6,414 | 8,992 | - | 6,414 |
| Ryerson | 6,789 | 9,336 | 9,514 | 11,322 | 10,245 | 10,245 | 9,059 | 8,458 |
| Toronto | 6,780 | 17,670 | 12,690 | 15,760 | 6,900 | 14,870 | 6,900 | 6,900 |
| Waterloo | 6,810 | 16,708 | 14,300 | 15,522 | 7,524 | 9,216 | 7,524 | 7,524 |
| Western | 6,723 | 28,000 | 6,723 | 13,661 | 7,067 | 12,086 | - | 7,067 |
| York | 6,798 | 9,608 | 9,608 | 12,762 | 4,785 | - | 10,000 | 4,785 |
| | | | | | | | | |
| Average (Ont. All) | 6,711 | 11,382 | 8,937 | 12,094 | 8,270 | 10,232 | 8,865 | 7,876 |
| Average (Ont. Major) | 6,765 | 13,619 | 9,761 | 13,080 | 7,477 | 10,638 | 8,738 | 7,126 |
| Median (Ont. Major) | 6,766 | 10,001 | 9,485 | 13,001 | 7,296 | 10,380 | 9,071 | 7,071 |
| Carleton +- UofO | -23 | 156 | 979 | 1,224 | 526 | 342 | 778 | 1,182 |
| Carleton +- Avg.(Maj.) | -23 | -5,082 | 391 | -1,388 | 1,238 | 219 | 1,123 | 1,130 |
| Carleton +- Med.(Maj.) | -24 | -1,464 | 667 | -1,309 | 1,420 | 477 | 790 | 1,186 |

Graduate program fees are measured on a three term basis, all others on a two term basis.

For 2019-20

- All Domestic Tuition Fees Reduced 10% following the New Provincial Government Tuition Framework

For 2020-21

- All Domestic Tuition Fees Held Constant (from 2019-20)

2019-20 DOMESTIC TUITION -CALCULATED (MAJOR UNIVERSITIES - NEW COHORT)

| | B.A./ B.Sc. | B.Com. | B.C.S. | B. Eng. | M.A./ M.Sc. | M.Eng. | M.A.Sc. | PhD (Most) |
|-------------------------------|----------------|---------------|--------------|---------------|----------------|--------------|--------------|---------------|
| Carleton | 6,068 | 7,683 | 9,137 | 10,523 | 7,844 | 9,771 | 8,875 | 7,430 |
| Guelph | 6,091 | 8,511 | 8,511 | 11,286 | 7,133 | 7,490 | - | 6,992 |
| McMaster | 6,043 | 9,355 | 7,998 | 12,446 | 6,307 | - | - | 6,307 |
| Ottawa | 6,088 | 7,543 | 8,256 | 9,421 | 7,370 | 9,463 | 8,175 | 6,367 |
| Queen's | 6,083 | 16,287 | 6,396 | 11,915 | 5,773 | 8,093 | - | 5,773 |
| Ryerson | 6,110 | 8,403 | 8,563 | 10,189 | 9,220 | 9,220 | 8,153 | 7,613 |
| Toronto | 6,102 | 15,903 | 11,421 | 14,184 | 6,210 | 13,383 | 6,210 | 6,210 |
| Waterloo | 6,129 | 15,037 | 12,870 | 13,970 | 6,772 | 8,294 | 6,772 | 6,772 |
| Western | 6,051 | 25,200 | 6,051 | 12,295 | 6,360 | 10,877 | - | 6,360 |
| York | 6,118 | 8,647 | 8,647 | 11,486 | 4,307 | - | 9,000 | 4,307 |
| | | | | | | | | |
| Average (Ont. All) | 6,040 | 10,244 | 8,043 | 10,885 | 7,443 | 9,209 | 7,978 | 7,088 |
| Average (Ont. Major) | 6,088 | 12,257 | 8,785 | 11,772 | 6,729 | 9,574 | 7,864 | 6,413 |
| Median (Ont. Major) | 6,090 | 9,001 | 8,537 | 11,700 | 6,566 | 9,342 | 8,164 | 6,363 |
| Carleton +- UofO | -20 | 141 | 881 | 1,101 | 473 | 308 | 700 | 1,064 |
| Carleton +- Avg.(Maj.) | -20 | -4,574 | 352 | -1,249 | 1,114 | 197 | 1,011 | 1,017 |
| Carleton +- Med.(Maj.) | -22 | -1,318 | 600 | -1,178 | 1,278 | 430 | 711 | 1,067 |

Graduate program fees are measured on a three term basis, all others on a two term basis.

INTERNATIONAL TUITION INCREASES FOR 2019-20

PRELIMINARY

| | International |
|-----------------------------------|---------------|
| Overall Increase | ** |
| BAS, BEng, BID (All Years) | 8.0% |
| BIT, BCom, BIB (All Years) | 8.0% |
| Other Undergraduate (All Years) | 3.0% |
| Master's (Most): First Year | 3.0% |
| Master's (Almost All): Upper Year | 3.0% |
| MAcc (First and Upper) | 3.0% |
| MBA (First Year) | 8.0% |
| MBA (Upper Year) | 8.0% |
| MDes, MArch, MCS (First Year) | 3.0% |
| MApSc (First Year) | 3.0% |
| MEng, MEnt (First Year) | 8.0% |
| MEng, MEnt (Upper Year) | 8.0% |
| PhD (First Year, Upper Years) | 0.0% |

** 2019-20 increases are identical to increases in 2018-19

International fees are unregulated; set using competitive analysis.

2018-19 INTERNATIONAL TUITION (MAJOR UNIVERSITIES - NEW COHORT)

| | B.A./ B.Sc. | B.Com. | B. Eng. | B.C.S. | M.A./ M.Sc. | M.Eng. | PhD (Most) |
|-------------------------------|----------------|---------------|---------------|---------------|----------------|---------------|-----------------------------|
| Carleton | 24,761 | 27,045 | 32,402 | 31,552 | 21,699 | 27,015 | 19,590 |
| Guelph | 22,091 | 25,064 | 29,175 | 23,383 | 19,915 | 20,915 | 19,108 |
| McMaster | 27,977 | 35,341 | 45,402 | 31,658 | 17,096 | - | 17,096 |
| Ottawa | 31,444 | 38,591 | 45,832 | 36,243 | 22,149 | 29,454 | Domestic via scholarship |
| Queen's | 41,614 | 45,681 | 43,576 | 41,614 | 12,927 | 19,492 | 12,927 |
| Ryerson | 24,454 | 25,935 | 27,676 | 24,454 | 20,912 | 22,656 | 20,037 |
| Toronto | 49,800 | 56,610 | 54,840 | 51,500 | 22,640 | 54,840 | Domestic |
| Waterloo | 29,230 | 37,302 | 44,614 | 31,646 | 20,514 | 28,326 | 20,310 |
| Western | 28,743 | 40,000 | 36,886 | 28,743 | 17,889 | 30,167 | Domestic |
| York | 26,030 | 28,472 | 32,746 | 26,261 | 18,825 | - | 18,000 |
| | | | | | | | |
| Average (Ont. All) | 26,722 | 30,624 | 35,964 | 28,340 | 20,377 | 27,386 | 19,375 |
| Average (Ont. Major) | 30,614 | 36,004 | 39,315 | 32,705 | 19,457 | 29,108 | 18,153 |
| Median (Ont. Major) | 28,360 | 36,321 | 40,231 | 31,599 | 20,215 | 27,671 | 19,108 |
| Carleton +- UofO | -6,683 | -11,546 | -13,430 | -4,691 | -450 | -2,439 | - |
| Carleton +- Avg.(Maj.) | -5,853 | -8,959 | -6,913 | -1,153 | 2,242 | -2,093 | 1,437 |
| Carleton +- Med.(Maj.) | -3,599 | -9,276 | -7,829 | -47 | 1,484 | -656 | 482 |

International graduate program fees are measured on a three term basis, all others on a two term basis

MISC. ADMINISTRATIVE FEE – 2019-2020

| Fee | 2018-2019 | 2019-2020 Proposed | Increase * | Percentage |
|--------------------------------------|-----------|-----------------------|------------|------------|
| Omnibus Fee | \$40.00 | \$41.00 | \$1.00 | 2.50% |
| Supplement Fees | \$72.00 | \$73.75 | \$1.75 | 2.43% |
| Examination Charges (in Canada) | \$83.25 | \$85.25 | \$2.00 | 2.40% |
| Examination Charges (outside Canada) | \$149.50 | \$153.25 | \$3.75 | 2.51% |
| Challenge for Credit | \$214.25 | \$219.50 | \$5.25 | 2.45% |
| Returned Payment Charge | \$34.50 | \$35.25 | \$0.75 | 2.17% |
| Late Payment Charges | \$104.00 | \$106.50 | \$2.50 | 2.40% |
| Grad Application Fee** | \$100.00 | \$110.00 | \$10.00 | 10.00% |
| Reinstatement Charge | \$72.00 | \$73.75 | \$1.75 | 2.43% |
| Deferred Admission Fee | \$46.00 | \$47.25 | \$1.25 | 2.72% |
| Letters Of Permission | \$39.75 | \$40.75 | \$1.00 | 2.52% |
| Display Diplomas | \$118.50 | \$121.50 | \$3.00 | 2.53% |
| Replacement Diploma | \$83.25 | \$85.25 | \$2.00 | 2.40% |
| New Special Students Documentation | \$52.75 | \$54.00 | \$1.25 | 2.37% |
| Leave of Absence | \$72.00 | \$73.75 | \$1.75 | 2.43% |
| Admission Processing Charge | \$65.50 | \$67.25 | \$1.75 | 2.67% |
| Extension | \$72.00 | \$73.75 | \$1.75 | 2.43% |
| Co-op & Career Services fee*** | \$395.50 | \$405.50 | \$10.00 | 2.53% |

* All fees increased by inflationary increase of 2.5% rounded to the nearest \$0.25.

** In tandem with the University of Ottawa - fee has not been increase in over 10 years (University of Ottawa's BoG scheduled to approve increase on March 28, 2019)

*** Effective September

AGENDA ITEM

6.5

COMMITTEE: Board of Governors

MEETING: 614 – March 28, 2019

ORIGINATOR: Board Award Jury

ITEM: 6.5 - Board of
Governors Award for
Outstanding
Community
Achievement

I. INFORMATION PRESENTED TO THE BOARD

On February 12, 2019, the Board Award Jury met to review the nominations for the Board Award. This year, twenty nominations were received.

It was agreed by the Jury that this year's recipient of the award be Frohan Foroutan, who will be graduating with a Bachelor of Economics (Honours) with a double concentration in Economic Theory and in Mathematics and Quantitative Economics in June 2019.

The Jury was impressed by Foroutan's significant volunteerism across campus at Carleton University and in the Ottawa community. The Jury noted that her volunteerism exemplified her passion for helping and her deep empathy for others. Her mentees across campus have included many marginalized and at-risk students including first-generation university students, international students, cancer patients, mature learners, blind students and student leaders. For the better part of a decade, she has mentored, coached, taught, tutored, and guided peers in various capacities such as a Bounce-Back Mentor, First Year Connections' Mentor, Enriched Support Program Facilitator, Paul Menton Centre Tutor and Mentor, as a teaching assistant and in various roles at the Carleton Undergraduate Economics Society. Foroutan contributes to the greater Ottawa community through the Student Experience Office's Carleton Serves and Day's of Service.

It was noted by her references "she purposely seeks out opportunities to volunteer, support and mentor students struggling with personal challenges or the demands of university life", "she is a true self-starter...always looking for opportunities to improve processes and engage our students." Foroutan has an exceptional commitment to leadership and mentoring critically applying her experience towards personal growth. She has an innate curiosity, compassion and determination with unparalleled leadership.

In addition to her numerous pursuits, in her academic studies she maintains high GPA. It should also be noted that Foroutan academic achievements are all the more remarkable when one considers she is studying in her fourth language and has battled melanoma for the last few years. She has also engaged in path-breaking educational research that resulted in the creation of the Language of mathematics in English and Online Mathematics Tutorials for CU Students and is part of the project management committee for her implementation plan for adapting GPS technology to the map function of the CUMobile app to assist in the development of an accessibility initiative for a talking map designed for blind students.

II. RECOMMENDATION TO THE COMMITTEE

It is recommended that the Board approve the recommendation of the Jury that Frohan Foroutan receive this year's Board of Governors Award for Outstanding Community Achievement for 2018/19 academic year.

AGENDA ITEM

7.1

BOARD OF GOVERNORS REPORT

| | | |
|-------------------------------|-------------------------------|--|
| To: | Board of Governors | Date of Report: 13 March 2019 |
| From: | University Secretary | Date of Meeting: 28 March 2019 |
| Subject: | Free Speech Policy | |
| Responsible Portfolio: | President and Vice-Chancellor | |

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

As recommended by the Carleton University Senate, the Board of Governors endorses the Freedom of Speech Policy.

3.0 EXECUTIVE SUMMARY

On August 30, 2018, the Premier of Ontario advised that all publicly assisted colleges and universities must develop, and implement a free speech policy that met a specified minimum standard prescribed by the government by January 1, 2019.

Senate discussed the matter on September 28, 2018 and created a task force of Carleton University Senators (which included Board member Elinor Sloan), composed of both faculty and students, mandated to draft the policy. Senate reviewed this draft policy on October 19, 2018 and subsequently shared it with the community for feedback. The Carleton community was invited to provide feedback from October 23, 2018 to November 6, 2018. The task force reviewed all the feedback, prepared a revised draft for Senate's approval and a consultation feedback report. The input received in this process helped to finalize the content of the policy, which was approved unanimously by Senate on November 30, 2018.

4.0 INPUT FROM OTHER SOURCES

- Province of Ontario
- Carleton University Senate
- Carleton University Community
- Board of Governors
- Council of Ontario Universities
- Legal Counsel

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The new Freedom of Speech Policy confirms and reflects Carleton's long-standing university commitment to freedom of speech and does not introduce any new restrictions or changes. The policy is not an exhaustive of all university policies with respect to freedom of speech and is not intended to amend or qualify university policies on academic freedom or equity and human rights. Rather, the policy summarizes the framework of the principles that informs the interpretation of and is reflected in existing policies notability: Student Rights and Responsibilities, Human Rights, Sexual Violence, Student and Visitor Ban, Accreditation of Student Organizations, Booking Space on Campus, Booking University Centre Galleria Space, Posting, Workplace Harassment Prevention and Workplace Violence Prevention amongst others.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with endorsing the Freedom of Speech Policy. The minimum requirements set by the Province of Ontario have been met and therefore there are no financial implications anticipated.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Province of Ontario will monitor compliance by universities through an annual report on progress to the Higher Education Quality Council of Ontario. This reporting requirement will start in September 2019. Colleges and universities that do not comply with the free speech requirements may be subject to a reduction in operating grant funding. Students whose actions are contrary to the free speech policy are subject to existing campus student discipline measures. Any complaint against the institution that remains unresolved may be referred to the Ontario Ombudsman. The Policy also reflects the law as it relates to freedom of speech and the existing legal boundaries placed on speech found in federal, provincial and common law.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The Department of University Communications will continue to monitor any press coverage of the Free Speech Policy creation in Ontario. There is a slight possibility that press coverage may be seen in Fall 2019 as the reporting requirement is implemented. There is also the possibility of students or outside groups testing this policy by specifically creating events and or situations which create controversy and pit safety and/or equity concerns against principles of speech. These cases will have to be managed on a case by case basis.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | VERY LOW | LOW | MEDIUM | HIGH | VERY HIGH |
|---------------|-------------------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| STRATEGIC | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| LEGAL | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OPERATIONAL | <input checked="" type="checkbox"/> | <input 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| REPUTATIONAL | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

FREE SPEECH POLICY CONSULTATION FEEDBACK REPORT

Introduction

The Task Force wishes to thank all members of the community who submitted feedback. The Task Force is comforted in knowing that so many people in our community not only care deeply about freedom of speech, but also share our unanimous view that it is an essential part of a dynamic university community. Our university is enriched by the voicing of many perspectives that reflect the diverse body of people who are welcomed here and who belong here. The Task Force believes that the free flow of discussion, strengthened by a multiplicity of diverse ideas and beliefs, is one of the hallmarks of excellence in academia and at Carleton.

Freedom of speech is vital because debates, unconstrained by preordained conclusions or threats of exclusion, are fundamental to the pursuit of truth, knowledge, and understanding. Carleton has a history of hosting vigorous debates on a wide variety of issues while maintaining a calm, respectful atmosphere for the voicing of contending perspectives. To that end, the Free Speech policy is intended as a framework that summarises what is already in place and practiced through various policies at Carleton.

The Task Force would like to emphasize that the policy does not introduce new restrictions or changes. Rather, it briefly summarizes the framework for existing policies while confirming the longstanding commitment to freedom of speech at Carleton. Reviewing Carleton's existing policies, including the university's equity and human rights policies, one can see that the new document confirms and reflects these long-standing policies.

The Ontario Government's recent guidance on free speech "requires every publicly assisted college and university to develop and publicly post its own free speech policy by January 1, 2019 that meets a minimum standard specified by the government." Although a framework policy on free speech is a response to the guidance from the Ontario government, it provides us an opportunity to summarize in a cohesive manner where we stand as a community on this important issue.

Background and Process

On Aug. 30, 2018, the Premier's Office advised all publicly assisted colleges and universities in Ontario to develop and post a free speech policy that meets specified minimum standards by Jan. 1, 2019.

Senate discussed the matter at its Sept. 28, 2018, meeting and mandated a Task Force of Carleton University Senators, composed of faculty, students and a contract instructor, to create a draft policy. Senate reviewed the draft policy at the Oct. 19, 2018, meeting and presented it to the community for feedback.

A website dedicated to the consultation process was created at www.carleton.ca/senate/free-speech. An organization-wide email was distributed on Oct. 23, 2018, from the Clerk of Senate outlining this process and requesting feedback on the policy. This email was posted on the Senate's website, the student portal and distributed throughout the university's communication network. The university invited input on this draft from the Carleton community from Oct. 23 to Nov. 6, 2018.

The Task Force met on Nov. 9, 2018 and Nov. 16, 2018 to review all of the feedback received and to consider revisions to the draft free-speech policy. A revised policy was presented and approved by Senate at the Nov. 30, 2018 meeting.

Feedback Metrics

Website

- 2,568 page views
- 06:19 average time on page.

Email

- 5,812 total recipients
- 2,513 unique opens (43.2%)—any unique open rate over 40% is high for this combined target audience
- 4,269 total opens
- 449 clicks on link – high in comparison to other Carleton emails.

Summary of Feedback Received

The draft policy was provided on the website and the following questions were asked through the online form:

- First and last name (not required)
- Option to submit anonymously (not required)
- Constituency (required)
 - Undergraduate student
 - Graduate student
 - Faculty
 - Staff
- Feedback (open box form)
- Consent (required)
 - My comments may be published along with my name.
 - My comments may be published without my name.
 - My comments will not be published.

As of the final date for submissions on Nov. 6, 2018, there were 135 responses received through the website as well as an open letter. Responses identified as:

- 28 Faculty members
- 30 Graduate Students
- 71 undergraduate students
- 6 Staff

The general feedback consensus was positive, with many submissions praising Carleton for protecting free speech and consulting with the university community before finalizing the policy. The Task Force acknowledges that many people provided favourable comments on the policy that helped us to know that we are on the right track. Others thought the policy could go further, while others thought the policy could be even more succinct (still others expressed that there should be no policy at all). There is a difficult balance to be struck between providing an overly detailed policy and one that is too simple to capture such a complex issue. We have tried to strike the right balance by providing a framework that informs Carleton's existing policies. We have stated how we regard the ability to engage in public debate as a cherished value at Carleton, as well as providing a framework of how we understand free speech to be respected under Canadian law and Carleton's existing policies.

The following are recurrent themes and questions received through the submissions along with what we hope are helpful responses from the Task Force. The answers draw on Carleton's policies, statements, and best practices. We hope these responses provide approachable, easy-to-understand answers to what are sometimes complex questions. Nevertheless, it is important to emphasize that these answers are not intended to replace or reinterpret Carleton's policies. For a rigorous, comprehensive treatment of these issues, it will be important to refer back to the original policies themselves.

1. Defining certain terms and in particular "hate speech."

We received comments suggesting that the policy define terms. Suggestions included defining terms such as hate speech and discrimination. While the Task Force considered definitions, it was recognized that adding definitions for legal terms that are continually updated by virtue of changing law would not be helpful and would cause the policy to rapidly be out of date. In addition, complicated legal issues such as hate speech cannot be succinctly captured in a definition beyond referring to statutory provisions that are not necessarily helpful without reviewing case law. In consequence, the Task Force felt it was best to leave definitions to existing policies and/or the law as appropriate.

2. Using examples for clarity.

Some respondents requested concrete examples of actions to accompany definitions. By definition, policies are sets of guidelines and principles used to guide actions and decisions. In this case, the policy is meant to be a framework that informs and is reflected in Carleton's existing policies. The Task Force recognizes that there is an educational component to freedom of speech and is recommending to the administration that an FAQ document and/or education tools be created to help educate the community.

3. Clarifying the complaint-reporting process

There were requests for outlining the procedures and process for complaints and/or reporting for those who violate the policy. In reading the policy, it is important to keep in mind that the policy is a framework that informs Carleton's existing policies that include many different complaint procedures. To that effect, the policy contains a section on complaints that sets out the existing mechanism for students under the Students Rights and Responsibilities Policy. For staff and faculty, the appropriate process will depend on the applicable circumstances and/or collective agreement (where applicable).

In light of the comments, the Task Force has added a sentence to the policy clarifying that questions regarding the appropriate complaint process or interpretation of the policy in a given circumstance are to be directed to the Provost and Vice President (Academic). We have also added a list of related policies for ease of reference.

4. Are there limits on free speech at Carleton?

Yes. As noted in the policy, Canadian law, including the Criminal Code of Canada and the Ontario Human Rights Code, sets legal boundaries on speech. Various federal and provincial statutes, as well as the common law and contractual agreements, place limitations on some forms of speech. This is true whether the speaker is on a street corner or on a university campus. The Policy describes how the university might limit or guide the right to free speech, for example, when speech is used as a direct attack to prevent the lawful exercise of speech by other University members or invited guests, or to interfere with the conduct of authorized University business. The policy also notes that the purpose of the University depends upon an environment of tolerance and mutual respect. Every member should be able to work, live, teach and learn in a University free from discrimination and harassment. No member of the University should use language or indulge in behaviour intended to demean others on the basis of

their race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, or disability.

5. Will protest and criticism of controversial speakers be permitted on campus?

We would also like to assure members of the community that the proposed free-speech policy does include the right to voice criticism and peacefully protest when controversial speakers are invited to campus. The policy recognizes that university community members may engage in demonstrations and make reasonable use of University facilities in accordance with its policies. Peaceful protests would be permitted, provided they do not disrupt an event or threaten the security or safety of participants. Under the draft policy, the University is guided by a commitment to the right of University members to communicate and to discuss and explore all ideas, as well as to engage in peaceful demonstrations. Indeed, the Task Force is of the view that peaceful protest has been a force for progressive change for generations.

6. Concern about marginalized or minority groups

The Task Force received comments from some individuals concerned about the impact on marginalized or minority groups. The Task Force recognizes that members of minority groups or disadvantaged communities may find it hard to exercise their right to free speech even though, in principle, all members of the university community enjoy identical rights to free speech. In this regard, the lived experience of individuals in our community is especially meaningful. Some groups have felt marginalized, oppressed, sidelined, intimidated, or targeted with malicious, cruel, or stigmatizing speech. The policy notes that freedom of speech requires being civil and respectful and the purpose of the university depends on an environment of tolerance and respect. In light of the comments received, the Task Force has further added to the policy: “In exercising free speech, staff, students and faculty are encouraged to consider the value of mutual respect. Informed, thoughtful and respectful argument, even when disagreement is profound, benefits the University community and fosters its essential purpose.”

It is also valuable to hold ongoing conversations about how to ensure that there is a level playing field for free speech. At the same time, the free-speech policy covers speech, in all its simplicity and all its complexity. The University’s policies are clear that we must support and encourage free speech, particularly in those quarters where such speech may be more difficult, by providing opportunities for all members of the community to express themselves, engage with each other, and respect differences.

The University has policies and procedures that address discrimination, workplace harassment, and health and safety concerns. Any member of our community who feels physically unsafe or threatened is encouraged to seek out these resources.

7. What authority does the university have over groups or visitors not affiliated with Carleton?

The University campus is private property. With respect to the assignment of space, the University's first priority must be for room bookings that contribute directly to the academic mission of teaching and scholarship. At the same time, Carleton plays a role in the community by opening our auditoria and rooms on occasion to external groups on appropriate terms in accordance with University policy and procedure. All users of University space are required to comply with all applicable University policies, federal and provincial statutes and municipal by-laws relating to private property, the rights of individuals and the University.

Questions or Comments?

For more information, please contact the Clerk of Senate at clerkofsenate@carleton.ca

| | |
|----------------------------|--|
| Policy Name: | Freedom of Speech Policy |
| Date of Approval: | November 30, 2018 |
| Approval Authority: | Senate |
| Contact: | Provost and Vice-President (Academic) |

Policy:

Carleton University is proud of its longstanding commitment to free speech. This commitment is reflected in the purpose of the University and its existing policies. As an institution of higher learning anchored in the ideals of open inquiry and debate, the University's students, staff, and faculty have the freedom of speech to articulate their views. Pursuant to the *Carleton University Act*, the essential purpose of the University is to engage in the pursuit of the advancement of learning, the dissemination of knowledge, and the intellectual development and betterment of its community. To achieve this purpose, members of the University have freedom of speech, which is defined as the right to examine, question, investigate, speculate, comment and criticize except insofar as limitations are necessary by law or the functioning of the University. The purpose of the University also depends upon an environment of respect and tolerance. Every member needs to be able to learn, teach, live and work free from harassment and discrimination.

Therefore, subject to the limits set by law, the University is committed to the following principles:

- That the University is a place of open discussion and free inquiry;
- That the University introduces students to a wide range of ideas and does not attempt to shield students from debates or opinions that they may disagree with or find offensive;
- Faculty, students and staff are free to criticize, contest and condemn the views expressed on campus;
- At the same time, faculty, students and staff may not prevent, obstruct or interfere with the freedom of others to express their views;
- Freedom of speech includes accompanying responsibilities such as civility, respect and tolerance;
- Speech that violates the law will not be permitted including but not limited to hate speech, threatening violence, harassment, discrimination, unjustified invasion of privacy or confidentiality interests, defamation or speech that is otherwise directly incompatible with the functioning of the University.

Disagreements and dissenting views make for a vibrant academic culture. The University strives to find a balance between allowing for critical views to be

expressed civilly on campus and not obstructing the freedom of others to communicate their views. In exercising free speech, staff, students and faculty are encouraged to consider the value of mutual respect. Informed, thoughtful and respectful argument, even when disagreement is profound, benefits the University community and fosters its essential purpose.

Canadian law recognizes that freedom of speech is not absolute and can be limited in situations where there is a need to balance competing interests such as respect for differences and equality. The University may intervene, for example, when speech violates the law, interferes with the conduct of University operations, demeans others on prohibited grounds of discrimination, is harassment, defamatory or in breach of legal obligations.

University community members may engage in peaceful assemblies and demonstrations as well as make reasonable use of University facilities in accordance with its policies. Of necessity, in order to achieve its essential purpose, the University must be able to operate free from unreasonable interference from any person or group. Therefore, the University reserves the right to reasonably regulate the use of facilities and the time, place and manner of speech. The University may intervene when activities disrupt the operations of the University, its learning, living and work environment, the safety of the community and to comply with the legal obligations including but not limited to the *Occupational Health and Safety Act*, the *Freedom of Information and Protection of Privacy Act* and the *Ontario Human Rights Code*.

Organizers of events on campus or using University facilities are responsible for ensuring that their invited speakers and participants are aware of and are in compliance with the law as well as the University's expectations and policies. The University will consider a student organization's compliance with this policy as condition for ongoing financial support or recognition pursuant to the Accreditation of Student Organizations Policy. The University encourages student organizations to consider adopting policies that respect freedom of speech.

This policy does not exhaust all of the University's policies with respect to freedom of speech. Rather, it informs the interpretation of and is reflected in other University policies. The policy does not amend or qualify University policies on academic freedom, including, as expressed for example, in Article 4 of the Collective Agreement with Carleton University Academic Staff Association. The University reaffirms its commitment to diversity, equity, inclusion and human rights as set out in the University's Human Rights Policies and Procedure.

Scope:

This policy applies to all members of the University community, including but not limited to, faculty, students, staff, contractors as well as visitors and guests.

Complaints:

Students whose actions violate this policy are subject to complaint and disciplinary action pursuant to the Student Rights and Responsibilities Policy. Such violations include, but are not limited to engaging in disruption that significantly interferes with the ability of an event to proceed or the ability of others to express themselves. Similarly, faculty and staff whose actions violate this policy are subject to complaint and disciplinary action pursuant to the Workplace Harassment Prevention Policy, the Human Rights Policies and Procedure and any collective agreement as applicable in the specific circumstances. Disciplinary action involving unionized staff and faculty will be subject to the applicable collective agreement.

Questions regarding the interpretation and application of this policy, including the appropriate complaint process, are the responsibility of the Provost and Vice-President (Academic).

Contacts:

Provost and Vice-President (Academic)

Related Policies*:

Student Rights and Responsibilities Policy
Human Rights Policies and Procedure
Sexual Violence Policy
Student and Visitor Ban Policy
Accreditation of Student Organizations Policy
Booking Space on Campus Policy
Booking University Centre Galleria Space Policy
Posting Policy
Workplace Harassment Prevention Policy
Workplace Violence Prevention Policy

*Carleton University Policies: <https://carleton.ca/secretariat/policies/>

AGENDA ITEM

7.2

BOARD OF GOVERNORS REPORT

| | | |
|-------------------------------|--|--|
| To: | Board of Governors | Date of Report: 28 February 2019 |
| From: | Vice-President (Students and Enrolment) | Date of Meeting: 28 March 2019 |
| Subject: | 2018 Annual Report on Sexual Violence | |
| Responsible Portfolio: | Vice-President (Students and Enrolment) | |

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Board of Governors approved the Carleton Sexual Violence Policy for a three-year period in December, 2016. The Policy and related legislation requires that an annual report is presented to the Board for information. Nearly 5,000 members of the community have been involved in programming to increase awareness of the signs and prevention techniques to limit and deal with reports of sexual violence and violence in general. Since January 2018, the second year of the implementation of the Sexual Violence Policy, there have been 168 disclosures seeking support services. Of the 168 disclosures, 5 cases went to a formal investigation process as requested by the respective complainants. Of the 168 total disclosures, 68 are based on incidents that occurred within a year of the time the disclosure took place and 100 were considered to be based on historical incidents. The increase in disclosures is a positive and encouraging sign that the Policy and awareness activities are having an effect. We have learned that there is an increasing desire to have conversations about sexual violence on campus. Carleton University is undertaking an extensive consultation and review of the Sexual Violence Policy. The revisions to the policy will be presented to the Board of Governors for approval at its April 25, 2019 meeting.

4.0 INPUT FROM OTHER SOURCES

The Office of the Vice-President (Students and Enrolment) (OVPSE), Equity Services, Campus Safety Services, Health and Counselling Services, Housing and Residence Life and Student Affairs have collaborated in the creation and delivery of prevention, education and awareness initiatives and communications. Annual Statistics have been collected by Equity Services, Campus Safety Services and Housing and Residence Life.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Pursuant to Bill 132, the University is required to have a stand-alone sexual violence policy which is reviewed and approved every three years by the Board and is required to provide an annual report. The purpose of the Policy is to articulate Carleton University's commitment to a safe, supportive and healthy campus and to confirm its commitment to provide support to those members directly affected by sexual violence. As such, the Policy sets out the University's statement of values and commitments to address sexual violence; provides information about supports and services available at Carleton University and in the community; ensures follow-up once a report is made to the University and provides information about the University's process for responding to and addressing incidents and complaints of sexual violence. The Policy and related legislation require that an annual report is presented to the Board for information.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of the annual report and revisions to the Policy.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Policy and annual report are required to meet the University's obligations under Bill 132 including in particular *the Ministry of Training, Colleges and Universities Act* and the *Occupational Health and Safety Act* with respect to sexual violence, sexual harassment, and workplace sexual harassment. In addition, the Policy reinforces and enhances the Carleton University Statement on Conduct and Human Rights and related policies and procedures addressing sexual violence, sexual harassment and workplace sexual harassment. The annual report is designed to provide the Board of Governors with information relating to prevention, education and awareness initiatives being undertaken at Carleton in addition to annual reporting statistics and assist the Board to meet its risk oversight requirements. The Government of Ontario has identified six broad categories in which to collect and report on statistics related to sexual violence (as defined in the Policy and Bill 132). These categories are sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant reputational and legal risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Equity Services continues to maintain a stand-alone website outlining sexual violence support and sexual assault services (carleton.ca/sexual-violence-support). Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – is posted on the Current Student website and in the MyCarleton Portal. In addition, information on sexual violence support was added to the Carleton Mobile app. We continue to develop and provide print collateral for faculty, staff and students with input from the Sexual Violence Prevention and Education Committee. Sexual Assault Awareness Week is held annually in January and involves a number of events for members of the Carleton community. Ongoing communications regarding the education and prevention of sexual violence at Carleton University will continue each year.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | VERY LOW | LOW | MEDIUM | HIGH | VERY HIGH |
|---------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|
| STRATEGIC | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| LEGAL | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" 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 type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

CARLETON UNIVERSITY 2018 ANNUAL REPORT ON SEXUAL VIOLENCE

PRESENTED TO THE BOARD OF
GOVERNORS

BOARD OF GOVERNORS MEETING
MARCH 28, 2019



Executive Summary

The Board of Governors approved the Carleton Sexual Violence Policy for a three-year period in December, 2016. The Policy and related legislation requires that an annual report is presented to the Board for information. Nearly 5,000 members of the community have been involved in programming to increase awareness of the signs and prevention techniques to limit and deal with reports of sexual violence and violence in general. Since January 2018, the second year of the implementation of the Sexual Violence Policy, there have been 168 disclosures seeking support services. Of the 168 disclosures, 5 cases went to a formal investigation process as requested by the respective complainants. Of the 168 total disclosures, 68 are based on incidents that occurred within a year of the time the disclosure took place and 100 were considered to be based on historical incidents. The increase in disclosures is a positive and encouraging sign that the Policy and awareness activities are having an effect. We have learned that there is an increasing desire to have conversations about sexual violence on campus. Carleton University is undertaking an extensive consultation and review of the Sexual Violence Policy. The revisions to the policy will be presented to the Board of Governors for approval at its April 25, 2019 meeting.

Prevention, Education and Awareness Initiatives

The Office of the Vice-President (Students and Enrolment) (OVPSE), Equity Services, Campus Safety Services, Health and Counselling Services, Housing and Residence Life and Student Affairs created and delivered training sessions for students, staff and faculty. In addition, steps have been taken to communicate the Policy and information about sexual violence to students, staff and faculty at Carleton University.

Training Sessions

Since January 2018, **over 5,000 members** of the campus community were trained on the response to sexual violence, including specialized training for varsity athletes, Campus Safety Services and Fall Orientation leaders. Highlights from the trainings this year, encompassing more than 125 hours of workshops, include the following.

| Training Description | Audience |
|---|---|
| Three day, in-depth “I Can MANifest Change” trainings, in partnership with the Ottawa Coalition to End Violence Against Women | <ul style="list-style-type: none">• Leaders on campus, particularly men, who want to engage other men in ending sexual violence |
| Over 50 general sexual violence trainings, including a special workshop as part of the Student Support Certificate initiative | <ul style="list-style-type: none">• Faculty and staff• Residence Fellows• Fall orientation leaders and organizers |
| Training with special guest, JR LaRose from the Canadian Football League (CFL) | <ul style="list-style-type: none">• Carleton varsity football team |
| Full-day specialized, intersectional sexual violence response training, in partnership with the Ottawa Police Service | <ul style="list-style-type: none">• Campus Safety Services |
| First-year “Residence Life” training | <ul style="list-style-type: none">• All first-year residence students |
| Peer Supporter training | <ul style="list-style-type: none">• Carleton Sexual Assault Support Centre volunteers |
| EAAA Training | <ul style="list-style-type: none">• Female-identified students |

Communications

Equity Services continues to maintain a stand-alone website outlining sexual violence support and sexual assault services (carleton.ca/sexual-violence-support). Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – is posted on the Current Student website and in the MyCarleton Portal. In addition, information on sexual violence support was added to the Carleton Mobile app.

In order to educate Carleton's community about the Sexual Violence Policy and its processes, the OVPSE and Equity Services have developed, and continue to develop, print collateral for faculty, staff and students with input from the Sexual Violence Prevention and Education Committee. In September 2018, all faculty and staff received the *Responding to Disclosures of Sexual Violence* reference document as part of a *Supporting our Students* package which includes advice on how to handle a disclosure of sexual violence, as well as information and resources for students.

Sexual Assault Awareness Week 2019

Sexual Assault Awareness Week (SAAW) was held from January 21-25, 2019. The week was co-developed with collaboration between administrative offices and student groups. The theme for this year was "Solidarity," and the main event was an art project called, "Love Letters to Survivors," where the President and the Vice-President (Students and Enrolment), faculty, staff and students wrote messages of support to survivors on campus. Equity Services also supported the CUSA Womxn's Centre with their event, Survivors Speak, at the Museum of Nature which featured three headline speakers. SAAW was highlighted on the Current Student website by using a purple colour theme in lieu of red throughout the website.

Stakeholder Collaboration

Partnerships will continue to be built with students, staff, faculty and community organizations in consultation with the Sexual Violence Prevention and Education Committee to continue to develop the Campus Sexual Violence Prevention Strategy. The SVPEC plans to release a draft of the strategy in tandem with the release of the revised Sexual Violence Policy at the end of April, 2019.

What Has Been Learned

Over the past year, we have learned that there is an increasing desire to have conversations about sexual violence support on campus. This has been demonstrated by the Student Support Certificate program where a workshop on "Responding to Disclosures of Sexual Violence" is one of the mandatory credits. This workshop reaches full registration for every session and we are looking to increase the frequency of these workshops. We are also looking to develop a second-level version of this workshop where we can provide more in depth information and training about trauma-informed supports for survivors and provide a greater focus on the prevention of sexual violence.

Further, we also learned throughout the Sexual Violence Policy review consultation process that there is a desire for restorative, educational or alternative resolution processes as an alternatives to the formal complaint process. Given the proportion of formal complaints to informal disclosures, many survivors do not necessarily always desire or seek to have formal consequences for those who caused them harm. Many survivors wish for models of accountability that educate or transform respondents, so that they do not cause future harms. As a result, a new section regarding alternative resolutions has been proposed in the revised draft of the policy (section 8.10).

Annual Statistics

The Government of Ontario has identified six broad categories in which to collect and report on statistics related to sexual violence (as defined in the Policy and Bill 132). These categories are sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

Based on these categories, and as of January 2018, there have been 168 disclosures seeking support services. Of the 168 disclosures, 5 cases went to a formal investigation process as requested by the respective complainants. Of the 168 total disclosures, 68 are based on incidents that occurred within a year of the time the disclosure took place and 100 were considered to be based on historical incidents. Further, of the 168 disclosures, 50 disclosures involve a respondent who is a member of the Carleton community and 38 incidents took place on campus. The increase in disclosures is a positive and encouraging sign that the Policy and awareness activities are having an effect.

We consider the increase in the number of individuals coming forward for support to be a positive result due to the increase in our training and outreach numbers. We can infer that the work that has been put forward by our various on-campus partners in raising the prevention, education and awareness of sexual violence on campus has had an impact in showing that Carleton is committed to a safe campus where every member of the community is treated with dignity and is supported.

Policy Review Process

While the Sexual Violence Policy has allowed enough flexibility to support survivors, so far, while balancing the requirement for procedural fairness, there were opportunities to further clarify policy language. Beginning in September 2018, The OVPSE and Equity Services undertook an extensive consultation and review of the Sexual Violence Policy. A draft of the policy has been released to the Carleton community for feedback and a revised version will be presented to the Board of Governors for approval at its April 25, 2019 meeting.

The process has included consultation meetings with 11 stakeholder groups and 13 design-thinking workshops for the listening phase of the consultation work plan. During the drafting and fine-tuning phase of the consultation work plan, eight additional design-thinking workshops have been scheduled as well as several stakeholder meetings. Additional feedback has been provided by email and through an anonymous online form. A report outlining the feedback received throughout the consultation process and an ongoing record of all community outreach activities has been made available on the consultation website: carleton.ca/sexual-violence-support/sexual-violence-policy-consultation

Many of the feedback items identified in the feedback on the Sexual Violence Policy will be used in the development of the Campus Sexual Violence Prevention Strategy. This strategy will be created by the Sexual Violence Prevention and Education Committee (SVPEC) and will serve as their work plan. The SVPEC plans to release a draft of the strategy in tandem with the release of the revised Sexual Violence Policy at the end of April 2019. The SVPEC continues to be committed to providing sexual violence training and information to members of the university community.



Carleton
UNIVERSITY

Canada's Capital University

2018 Annual Report on Sexual Violence

Board of Governors
March 28, 2019



Overview (Jan – Dec 2018)

- Carleton University continues to be committed to addressing sexual violence on campus.
- Over the last year (January – December 2018), we saw an increase of disclosures by over **150%**, as we also increased our training numbers by a similar proportion.
- The numbers at a glance:
 - **5,000+** members of the community trained
(increased from 3,000 last year)
 - **125+** hours of training
(increased from 87.5 last year)
 - **168** disclosures
(68 within a year of the disclosure; 100 considered historical)
(from 61 last year)
 - **5** formal investigations
(from 3 last year)



Of the **5,000+** Members on Campus Trained

- **370** were faculty or contract instructors
- **1,150** were staff or student staff
- **3,500** were students

Training Highlights

- Every Campus Safety Services staff member trained, in partnership with Ottawa Police Services
- Every varsity athlete trained, with specialized training for the varsity football team by JR LaRose, CFL player
- In-depth three-day training with “I Can MANifest Change” for campus champions in ending sexual violence
- Every Orientation Week leader and facilitator trained



Sexual Violence Prevention and Response Training

Overview

- Focus on how to receive a disclosure of sexual violence
- Walk through of policy and process around formal and informal reporting mechanisms
- Discussion about attitudes and culture around sexual violence
- Definitions as per the Sexual Violence Policy
- Resources on and off campus

Outreach

- Now a formal part of the Student Support Certificate program
- Completed by the Board Chair, President and the Carleton executive team
- Feedback is very positive and the training is rated very highly





Communications

- Stand-alone website
carleton.ca/sexual-violence-support
- Current Student website
- MyCarleton Portal
- Carleton Mobile app
- Print Collateral
Responding to Disclosures of Sexual Violence
- Sexual Assault Awareness Week (SAAW)
January 21-25, 2019



Sexual Violence Categories (Provincial Requirements)

- Sexual assault
- Sexual harassment
- Voyeurism
- Indecent exposure
- Sexual exploitation
- Stalking

Carleton Numbers

- **168** total disclosures
- **68** within a year of the disclosure
- **100** considered historical
- **5** formal complaints
- **50** disclosures involved a Carleton Respondent
- **38** incidents took place on campus



Questions to Consider

Are “more” disclosures “better?”

- The number of disclosures we receive can be indicators of successful awareness campaigns, and high levels of trust in the supports on campus.

Why don't more survivors report formally?

- Many survivors don't feel that a formal report will provide the outcome they are seeking. Many seek accommodations, counselling support, or someone to talk to.
- It is best practice to provide an array of support options for survivors to access and we are committed to this.



- **Prevention:**
Campus Strategy on Sexual Violence Prevention
- **Education:**
Responding to Disclosures 2.0
- **Measurement:**
Standardized recording procedure to track our work





Carleton
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Canada's Capital University

Questions?



THANK YOU!

carleton.ca/sexual-violence-support

AGENDA ITEM

7.4



PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

March 28, 2019



REPUTATIONAL AND COMMUNITY HIGHLIGHTS

Collaborate Campaign surpasses \$300-million goal

Carleton has officially surpassed the \$300-million goal of its Collaborate Campaign, the most ambitious fundraising campaign in the university's history. The campaign continues and will officially close at a community celebration on April 17. The Collaborate Campaign was publicly launched in 2015. Its impact is already evident, not just on campus, but in the community as well. Support from more than 25,000 donors has enabled Carleton to develop academic, research, and teaching and learning initiatives that empower students, faculty and staff to develop new approaches to social and economic issues, both locally and internationally.



President Bacon speaks to Ottawa leaders at City Hall

Carleton is woven into the fabric of Ottawa, and in today's age of partnerships, the university's collaborations with government, industry and non-profit institutions will play a key role in its ability to successfully navigate the fast pace of societal change. These ideas, the central theme of a speech delivered by Carleton President Benoit-Antoine Bacon at the Mayor's Breakfast series at City Hall on Feb. 12, drew vigorous applause from a council chamber packed with nearly 300 local business, political and community leaders. Bacon was introduced by Ottawa Mayor Jim Watson, a Carleton alumnus, who noted that extra seats had to be set up to accommodate the large audience.



Top NASA official attends rover demo on campus

NASA Administrator Jim Bridenstine and Canadian Space Agency President Sylvain Laporte attended a demonstration in Richcraft Hall on Nov. 13 by Carleton-based Mission Control of its software for the J5 planetary rover prototype. The collaboration includes a simulated Mars mission in Iceland, and potential deployment of the technology on a rover during NASA's 2020 mission to Mars.



Computer Science graduate takes home an Academy Award

Derek Bradley, who has both a master's and bachelor degree in Computer Science from Carleton, was part of a team that won a Technical Achievement Award at the Academy of Motion Picture Arts and Sciences' Scientific & Technical Awards ceremony on Feb. 9. The team was recognized for the conception, design and engineering of the Medusa Performance Capture System, which allows filmmakers to record and digitally reconstruct an actor's face as a full-motion animated character. Bradley, who has worked as a scientist for Disney Research in Zurich, Switzerland since 2010, credits Carleton for providing invaluable hands-on knowledge, industry experience and inspiration.

LEADERSHIP RENEWAL



Yaprak Baltacioğlu named Carleton's new Chancellor

Alumna and accomplished public-sector leader and adviser, Yaprak Baltacioğlu, has been named as the university's 12th Chancellor. "We are very excited to have Ms. Baltacioğlu coming back to our campus," said Carleton President Benoit-Antoine Bacon. "She is a resilient and purposeful leader who throughout her outstanding and award-winning career has always taken time to mentor many of her colleagues, including young civil servants beginning their careers." The appointment embodies Carleton's strong tradition of appointing accomplished Canadians to this important role. "Personal integrity is of utmost importance in this role," said Nik Nanos, chair of Carleton's Board of Governors. "The chancellor is a champion of the university's values, and in ceremonies and other public settings, she will inspire our students and foster Carleton pride."



Jerry Tomberlin appointed Provost and Vice-President, (Academic)

Interim Provost and former Dean of the Sprott School of Business Jerry Tomberlin, has been selected as the next Provost and Vice-President (Academic) of Carleton. "Jerry brings remarkable higher education understanding and experience to the role," says Carleton President Benoit-Antoine Bacon, "in addition to vast institutional knowledge of Carleton and exceptional human qualities."

Michael F. Charles starts as Director of Equity Services

Michael F. Charles joined Carleton as Director of the Department of Equity Services on March 1. Charles comes to Carleton from York University, where he served most recently as Executive Director for the Centre for Human Rights, Equity and Inclusion. To underline the strategic aspect of his role, Charles also carries the title of University Advisor on Equity.



Dana Brown named Dean of Sprott

Dana Brown has been appointed as Dean of Carleton's Sprott School of Business for a five-year term starting July 1, 2019. Brown is currently the Pro Vice-Chancellor (Enterprise)/Dean at De Montfort University's Leicester Castle Business School. She was previously Director of the MBA at the University of Oxford's Saïd Business School.



Larry Kostiuk named Dean of Engineering

Larry Kostiuk has been appointed Dean of Carleton's Faculty of Engineering and Design and will begin a five-year term on July 1, 2019. Kostiuk joins Carleton from the University of Alberta, where he has worked since 1993 and served as Associate Vice-President (Research) after a transformative decade as Chair in the Department of Mechanical Engineering.



Patrice Smith named Dean of Graduate and Postdoctoral Affairs

Patrice Smith has been appointed as Dean of Carleton's Faculty of Graduate and Postdoctoral Affairs and will begin a five-year term on July 1, 2019. Smith is a full professor in the Department of Neuroscience and Associate Dean (Academic Affairs) in the Faculty of Science. Her research specializes in understanding how the brain responds to injury and mechanisms to promote repair and recovery. She was elected to the Board of Governors for a three-year term commencing July 1, 2018.

ACADEMICS

Carleton Mourns Loss of Professor Pius Adesanmi

Carleton was devastated by the sudden death of Prof. Pius Adesanmi, a member of the Department of English Language and Literature, director of the Institute of African Studies and a remarkable writer, poet and political commentator who was celebrated for his eloquence and fearlessness in speaking truth to power. He was among 18 Canadians killed in the March 10, 2019 crash of an Ethiopian Airlines jet at the Addis Ababa airport. "The contributions of Pius Adesanmi to Carleton are immeasurable," says Pauline Rankin, dean of the Faculty of Arts and Social Sciences. "He worked tirelessly to build the Institute of African Studies, to share his boundless passion for African literature and to connect with and support students. He was a scholar and teacher of the highest calibre who leaves a deep imprint on Carleton."



Prof. Sarah Todd wins 3M National Teaching Fellowship

Sarah Todd, a professor in the School of Social Work, has been selected as a recipient of a 2019 3M National Teaching Fellowship. The 3M National Teaching Fellowship is the most prestigious recognition of excellence in post-secondary teaching and educational leadership in Canada. "While this award is given to one person, it speaks volumes to the creativity and support that Carleton puts into teaching and learning," says Todd. "When the classroom is exciting and fresh, lots of interesting learning happens."



Partnerships with our faculty union

A renewed collective agreement between Carleton University and the Carleton University Academic Staff Association (CUASA) was signed by both parties on Feb. 7. In addition, Carleton and CUASA issued a joint statement in January about working in partnership toward the goal of recruiting 10 additional Indigenous tenure-track faculty members over the next two years. Positions are currently open in the Sproutt School of Business and in the Faculty of Public Affairs.



Renewed AACSB accreditation for Sproutt

Following a rigorous continuous improvement process and peer review visit, AACSB International has extended its accreditation of Carleton's Sproutt School of Business for another five years. AACSB accreditation has been earned by only five per cent of the world's business schools that offer degree programs at the bachelor level and higher.



Collaborative Indigenous Learning Bundles launched

One of the Calls to Action of Canada's Truth and Reconciliation Commission is about integrating Indigenous knowledge and teaching methods into the country's post-secondary institutions. Carleton Prof. Kahente Horn-Miller's idea — a series of focused Indigenous knowledge modules, available online for faculty members to deliver in their classes — has been developed into the Carleton University Collaborative Indigenous Learning Bundles (CUCILB) project.

Agreement with Dominican University College renewed

Carleton has renewed its affiliation agreement with Dominican University College involving non-ecclesiastical programs and academic degrees. The agreement was signed by Carleton President Benoit-Antoine Bacon and Dominican President Maxime Allard on Dec. 11, 2018.



Women Entrepreneurship Hub

Carleton was named a partner in the new Women Entrepreneurship Knowledge Hub consortium, a one-stop source of knowledge, data and best practices for women entrepreneurs that was recently awarded close to \$9 million over three years by Innovation, Science and Economic Development Canada. The consortium is being led by Ryerson University and Carleton is one of eight regional hubs.



RESEARCH AND INNOVATION

An announcement by the Government of Canada to invest **\$40 million in BlackBerry QNX will support Carleton's research** leadership in autonomous systems and provide great opportunities for Carleton students. The announcement was made on Feb. 15 in Kanata by Prime Minister Justin Trudeau and focused on the next generation of connected and autonomous vehicles. "This investment in cutting-edge technologies will generate 1,000 much needed co-op placements, as well as new scholarships for young women and Indigenous people," said Carleton President Benoit-Antoine Bacon. "We are proud to partner with BlackBerry QNX to continue to build Carleton's and Ottawa's leadership in next-generation autonomous systems."



Carleton Social Work Prof. **Pam Grassau** is teaming up with a local community-led volunteer initiative to launch the Healthy End of Life Project (HELP), a combined public health intervention and research project that will pilot a groundbreaking practical approach to helping people receive end-of-life care in their homes or in the community. The project will receive \$641,000 over three years from the **Mach-Gaensslen Foundation**.

Shireen Hassim joins Carleton as the Canada 150 Research Chair in Gender and African Politics. The Institute for African Studies is her academic home on campus. The Chair was awarded \$350,000 a per year for seven years. A total of 24 Canada 150 Research Chairs have been awarded nationwide.



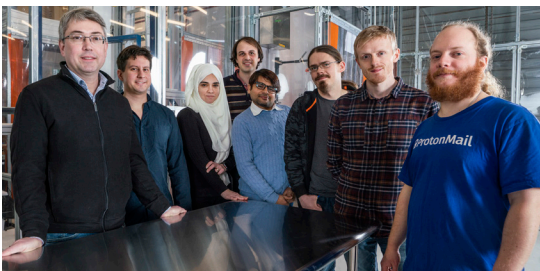
Carmen Robertson was appointed as Tier 1 Canada Research Chair in North American Indigenous Visual and Material Culture. Her research deals with contemporary Indigenous art and visual culture; she examines ruptures in art narratives informed by an interdisciplinary approach.

Physics Prof. **Mark Boulay**, Canada Research Chair in Particle Astrophysics and Subatomic Physics, and his team of 80 Canadian and international researchers have released the results of their first year collecting data on dark matter, confirming that the sensitive detector is working as anticipated. Their DEAP-3600 detector, operating at the underground SNOLAB in Sudbury, Ont., since late 2016, is searching for particles of mysterious dark matter that permeate the universe. This \$30-million project is the largest dark matter detector of its kind in the world.



Adjunct Research Prof. **Yiyan Wu** received the Order of Canada for digital TV and multimedia communications research in February.

Carleton's School for Studies in Art and Culture has appointed **Ellen Waterman** as the first Helmut Kallmann Chair for Music in Canada. She brings a distinguished record of research and performance practice to the new chair, touching on diverse areas such as contemporary composition, creative improvisation, acoustic ecology, and music and disability.



Prof. **Stephan Gruber** (Geography and Environmental Studies) has been renewed as a Canada Research Chair in climate change, and **Merlyna Lim** (Journalism and Communication) was renewed as a Tier II Canada Research Chair in Digital Media and Global Network Society.

Carleton researchers have received more than \$1 million in funding from the Canadian Institutes of Health Research to support leading projects by **Maria DeRosa** and **Matthew Holahan**, **Paul Villeneuve**, and **Hongyu Sun** on reducing Parkinson's-related neurodegeneration, how exposure to nature can benefit individual health, and understanding early-life epilepsy.

The Social Sciences and Humanities Research Council of Canada has awarded funding to 12 Carleton researchers in the amount of \$593,000 through its Insight Development Grant program. The research covers northern energy infrastructure, labour mobility and floodwater planning in Indigenous communities. In addition, SSHRC awarded 64 scholarships to Carleton graduate students.

STUDENTS

Sexual Assault Awareness Week (SAAW) was held from January 21 to 25. The week was co-developed with collaboration between administrative offices and student groups. The theme for this year was “Solidarity,” and the main event was an art project called, “Love Letters to Survivors,” where President Bacon, Vice-President (Students and Enrolment) Suzanne Blanchard, faculty, staff and students wrote messages of support to survivors on campus.

A new student transition website for students called **Pathways to Graduation** has been designed to help guide students along a path to graduation that is right for them. As they transition through each phase of their undergraduate degree, and reach their ultimate goal of graduation, important program specific information related to the five success pillars — academics, employability, campus life, finances and wellness — is contained within each phase. (pathways.carleton.ca)

Sprott triumphed at JDC Central, Canada’s largest business school competition, at the University of Guelph in January. The team brought home first place in the accounting case competition, as well as third in digital strategy and third in entrepreneurship. JDCC Sprott also received awards for Captains of the Year, Volunteer of the Year and Team Sportsmanship.

Carleton’s annual **summer job fair** was held on Jan. 31 and saw 24 employers from various industries attend, including Ericsson, Canopy Growth Corporation, Canada Revenue Agency, Lockheed Martin Canada and the National Research Council Canada.

Carleton’s annual **winter networking event** was held on Feb. 26 and was sponsored by IBM, 2Keys and Cisco. Seventy employers registered to attend this event from across a wide variety of industries — the highest number of employer registrations we have ever received. 475 students registered to attend.

Carleton students and chefs won first place in both the Appetizer and Main categories at the 6th annual **Iron Chef Competition** hosted by UMASS on Feb. 23. This is the first time a Canadian institution has won at the event, placing ahead of the University of Toronto, McGill University and the University of Ottawa. All team members are majoring in the Food Science program at Carleton.

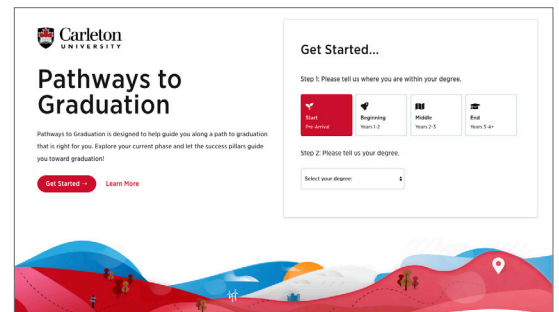
Bachelor of Commerce students **Cassandra Lee, Nicole Opsteen** and **Hala Saoudi** won the University of Vermont Global Family Enterprise Case Competition in January. The team advanced to first place among teams representing 13 business schools from four continents. Saoudi also won the Best Presenter Award for the final round of competition.

MBA students **Andrei Ghita, Blake Daly, Harsh Vaniwala** and **Kiarash Khorram** won first place in the marketing case competition at the 2019 MBA Games in January. More than 600 MBA students from 20 Canadian universities competed in the games.

In November 2018, Sprott School of Business hosted more than 160 Ottawa-area high school students for the second annual **Sprott Secondary Business School Challenge**, which featured a business case competition organized by current Sprott students.

Bachelor of Commerce student **Blair Watson** was named a national finalist in Odgers Berndtson’s CEOx1Day leadership program and spent a day shadowing Mindbridge AI CEO Eli Fathy.

Information Technology PhD student **Anthony Scavarelli** developed a virtual reality platform showcasing the story of Viola Desmond





FOCUS ON ATHLETICS

The **men's basketball team** won its 14th USPORTS National Championship after competing in Halifax from March 8 to 10. They also won the provincial championship (OUA) Wilson Cup on March 2. The **women's basketball team** finished second in the OUA East and reached the OUA semi-finals before losing to McMaster.

To date this year, Carleton's student-athletes have won **three OUA gold medals** (men's basketball, women's Nordic skiing, men's curling) and **two OUA silver medals** (men's Nordic skiing, men's fencing).

The **women's Nordic skiing team** captured the OUA Championship on Feb. 17, their fourth consecutive title, while the **men's Nordic skiing team** claimed silver. Zoe Williams (4th year, Bachelor of Science, Neuroscience and Mental Health) was named women's individual overall champion and an OUA All Star for winning the 5km classic, the classic relay and the 10km mass free start. Aidan Kirkham (3rd year, Bachelor of Science, Environmental Science) and Alex Slobodian (4th year, Bachelor of Arts, Criminology & Criminal Justice) both competed at the World University Games in Krasnoyarsk, Russia, from March 1 to 12. Carleton's head athletic therapist, Nadine Smith, worked with the Canadian medical team in Russia.

The Ravens **men's curling team** qualified for the USPORTS National Championship in Fredericton, New Brunswick, taking place March 14 to 19, after claiming its first OUA Championship banner on Feb. 18.

The **men's fencing team** lost to U of T by two points at the OUA championship in Toronto on Feb. 10 and earned silver. Carleton's Daniel Manyoki, Phillip McCully and Zac Zanussi were named OUA All Stars.

The **men's ice hockey team** qualified for the USPORTS Nationals being held in Lethbridge, Alberta, from March 14 to 17. After falling just short in the OUA East semi-final against Queen's, the men won the March 8 bronze medal game against Western.

Carleton pool held the **Canadian University Synchronized Swimming Championships** on the weekend of Feb. 15 to 17.

The Ravens Baseball Club hosted the **Canadian University World Series** from Oct. 18 to 21. The team lost in the semi-finals to the eventual champions from McGill.

The **figure skating team** came home with two individual OUA medals on Feb. 13. Vanessa Chartrand and Hannah Whitley came first in Open Rhythm Dance and Amanda Cousineau and Carolyn Hall came second in Intermediate Similar Pairs.

The **women's rugby team** made it to the playoffs for the first time in the program's history

CAMPUS AND COMMUNITY

New tunnel wayfinding system pilot launched

During the week of Feb. 25, Facilities Management and Planning launched a pilot project of a new colour-coded wayfinding system in the tunnel system. The pilot will run until April 30 in the tunnels between the University Centre and the Loeb Building, designated as the pink B Line. As part of the pilot, feedback from faculty, staff and students is being collected.

10th anniversary of Service Excellence at Carleton

On Feb. 28, Carleton celebrated 10 years of Service Excellence at the annual Service Excellence Awards, where all nominees and recipients were recognized. There were a record 288 nominations for individuals, teams and innovative ideas. The winners included the team behind the Collaborative Indigenous Learning Bundles project, who received the Service Excellence for Innovation award, and the Undergraduate Recruitment office for Service Excellence by a Team

Sustainability strategy update

The university's Sustainability Strategy is being updated and the Sustainability Office is in the process of engaging the Carleton university community on specific topic themes to better understand key issues and campus priorities. The new Sustainability Strategy will steer the university towards reaching these key outcomes and help guide countless initiatives tied to sustainability across campus. Once all the input has been collected it will help inform the final strategy, expected to be released in summer 2019.

Carnegie Classification on Community Engagement

Carleton recently applied — and was accepted — as a participant in the Canadian pilot of the Carnegie Classification on Community Engagement. This comprehensive assessment of university community engagement will highlight Carleton's strengths and identify opportunities for further development of our community engagement strategy.

Chemistry Magic Show

In January, the 12th annual Chemistry Magic Show saw the largest turnout in its history and broke records for combined food and cash donations collected for the Ottawa Food Bank.

CUAG honored

The Carleton University Art Gallery received the Exhibition of the Year Award and the Curatorial Writing Award at the 2018 Ontario Association of Art Galleries Awards.

Dominion Chalmers is open for business

Several community events have recently taken place in this wonderful venue such as the Munro Beattie Lecture: The First Semester, by David Chariandy; Thirteen Strings Presents Candlelight Christmas; a holiday reception for ambassadors; and The Walrus Talks Impact. The first concert of the Ottawa Symphony Orchestra at the venue will take place on April 1.



FALL 2019 ENROLMENT AND RECRUITMENT UPDATE

Undergraduate enrolment

First Year 101 (Ontario High School) Applications
February 6, 2019 vs. February 7, 2018 (OUAC Data)

| | 2018 | 2019 | % Change |
|-----------------------------|--------|--------|----------|
| Carleton 1st Choice | 4,114 | 4,297 | + 4.4% |
| Carleton Total Applications | 19,552 | 20,659 | + 5.7% |
| System 1st choice | 89,404 | 91,508 | + 2.4 |

First year, New, Approvals and Confirmations (Carleton Data) as of Feb. 27, 2019 — All Applicants

| | Applicants | Approved | Confirmed |
|----------|------------|----------|-----------|
| 2018 | 22,101 | 10,603 | 854 |
| 2019 | 22,484 | 11,270 | 938 |
| % Change | + 1.7% | + 6.3% | + 9.8% |

Applications to programs related to computing, health science, criminology, psychology, media production and design and aerospace engineering are up significantly. Applications to commerce and journalism are showing a decline at this time.

Undergraduate recruitment

On Feb. 25, the Undergraduate Recruitment Office hosted the GTA Information Evening in Toronto. President Benoit-Antoine Bacon joined the presentation that highlighted students' "firsts" (your first decision, your first steps to success, your first week, etc.).

The Undergraduate Recruitment Office will return to more than 200 high schools in Ontario for follow-up visits with applicants.

The international admissions team has undertaken school visits and events in 40 countries across Africa, Middle East, South East Asia, Latin America, India and Europe.

The Undergraduate Recruitment Office held its first Applicant Reception in Sudbury on Feb. 21.

AGENDA ITEM

7.5



HERE *for* GOOD

UNIVERSITY ADVANCEMENT
REPORT TO BOARD OF GOVERNORS
MARCH 2019

CAMPAIGN PROGRESS

CAMPAIGN TOTAL: \$305,265,350

FISCAL YEAR:

Annual Giving: \$2,443,126

Major Giving: \$18,953,236

TOTAL FISCAL: \$21,396,362

As of February 11, 2019, Carleton University has officially surpassed the \$300-million goal of its Collaborate Campaign. The campaign continues and will officially close at two celebration events: one for the campus community on March 28 and one with external partners on April 17.

University Advancement is rolling out a communications and engagement plan to celebrate this achievement with students, faculty, staff, volunteers, champions and, of course, our generous donors. Under the Here for Good ethos, this plan will also highlight the campaign's impact—the positive change it has helped to realize both on campus and in the communities we serve.

In these closing months and into the post-campaign period, Advancement and its campus champions will build on this momentum to engage even more philanthropic, research, corporate and community partners for our new Strategic Integrated Plan.

GIFTS OVER \$100K

CARL MCMILLAN - \$1,050,000

Pushkin Endowment Fund in Support of the McMillan Chair in Russian Studies

MCCONNELL FOUNDATION INC., J. W. - \$500,000

Transitions Pathway Accelerator

IVEY FOUNDATION - \$175,000

Efficiency Canada

K. SETHU RAMAN - \$106,480

K. Sethu Raman Endowment for Field Education in Earth Sciences

UPCOMING EVENTS

March 28:

Campaign Completion Community Celebration

April 1:

Ottawa Symphony Orchestra Performance at Dominion-Chalmers Church

April 2:

PhilanthroTHINK: Inspiring Philanthropy to do Better

April 5:

Football Dinner

April 8:

Alumni Mentors Program Finale & Alumni Awards Presentations

April 17:

Carleton University's Campaign Celebration

April 30:

Washington Alumni-Student Reception

May 15:

Toronto Alumni Event

June 3:

Planned Giving Event at CUAG