

**CONSENT AGENDA
to the Open Agenda of the 616th Meeting of the Board of Governors**

**Thursday, June 27th, 2019
Room 2440R River Building, Carleton University**

4.1 ITEM(S) FOR APPROVAL

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

- a) Approval of the Open Session Minutes of the 615th meeting.

4.1.2 Committee Terms of Reference

- a) Governance
- b) Executive
- c) Finance
- d) Building Program
- e) Advancement and University Relations

4.2 ITEM(S) FOR INFORMATION

4.2.1 Environmental Health and Safety Report

- A report was circulated in advance

4.2.2 Sustainability Annual Report 2018/2019

- A report was circulated in advance

4.2.3 Cyclical Review Program Summary for 2018/19

- A report was circulated in advance

4.2.4 Committee Minutes

- a) Building Committee
 - 156th Meeting, March 6, 2019
- b) Governance Committee
 - 40th Meeting, April 15th, 2019

4.2.5 Minutes from Senate

- Approved Minutes from March 29th, 2019 and April 26th, 2019



Canada's Capital University

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

**Minutes of the 615th Meeting of the
Board of Governors**

**Thursday, April 25, 2019 at 3:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

PRESENT:	Mr. N. Nanos (Chair)	Mr. K. Evans	Dr. J. Malloy
	Mr. D. Fortin (Vice-Chair)	Mr. G. Farrell	Ms. Y. Osagie
	Dr. B. Bacon (President)	Ms. G. Garland	Dr. E. Sloan
	Ms. D. Alves	Ms. C. Gold (Phone)	Dr. P. Smith
	Dr. C. Carruthers (Phone)	Ms. L. Honsberger (Phone)	Ms. A. Spiwak
	Mr. D. Craig	Dr. I. Lee (Phone)	Mr. A. Ullett
	Ms. B. Creary (phone)	Ms. N. Karhu	Mr. B. Wener
	Mr. J. Durrell (Phone)	Mr. O. Javanpour	
REGRETS:	Ms. T. Arnt	Mr. P. Dinsdale	Dr. P. Merchant
	Ms. G. Courtland	Mr. K. von Finckenstein	Ms. E. Wohlbold
STAFF:	Mr. G. Aulenback	Mr. D. Cumming	Mr. M. Piche
	Ms. S. Blanchard	Ms. A. Goth	Ms. B. Reid
	Ms. J. Chandler (Recording)	Dr. R. Goubran	Dr. J. Tomberlin
	Ms. J. Conley	Mr. S. Levitt	
GUESTS:	Ms. B. Desjardins	D.M. Y. Laroche	Ms. J. Wilson

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:05pm. All attendees, guests and observers were welcomed to the second meeting of 2019.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance. The Chair of the Board proposed that a five-minute presentation by the CUPE 4600 Women's Caucus and the Consent Culture Committee regarding the Sexual Violence Policy be added to the agenda.

It was moved by Mr. Craig, and seconded by Ms. Spiwak, that the open agenda of the 615th meeting of the Board of Governors, as amended, be approved. The motion carried.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: minutes of the previous meeting, statement of investment policies and procedures for retirement fund, and Pension and Investment Committees Membership.

The following items were circulated in the open consent agenda for information: Minutes from the Community Relations and Advancement, Finance, and Government Committees, and Minutes from February Senate Meeting.

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

5. PRESENTATION

Deputy Minister for Public Services Accessibility in the Treasury Board of Canada Secretariat and Champion of Carleton University, Yazmine Laroche, was welcomed to the Board of Governors meeting.

Deputy Minister Laroche expressed the pride she felt as a Carleton graduate, specifically as it pertains Carleton's accessibility initiatives. As a student, she decided to attend Carleton as it was one of the most accessible campuses in Canada.

In her role with the Federal Government, Ms. Laroche is the first Deputy Minister in the Federal Public Service for Accessibility charged with making the public service the most accessible and inclusive in the world. To fulfill this initiative, Ms. Laroche has been involved in Canada's adoption of Bill C-81 – Accessible Canada Act. When implemented, this landmark legislation will assist in eliminating the barriers that persons with disabilities face in their place of work. Individuals with disabilities in Canada are still 20% more likely to face discrimination and harassment in the workplace as compared

to other employees. Ms. Laroche stressed that being a part of the Federal Government and changing the country in a positive way is rewarding and fulfilling work.

As Carleton has a great history of inclusion, Ms. Laroche believes that working for the Federal Government is a natural progression for Carleton grads.

Finally, she expressed her support for Carleton's work with the Paul Menton Centre and the David C. Onley initiative in supporting students with both visible and invisible disabilities.

To thank Ms. Laroche for her time, a donation was made in her name to the Carleton Fund for Good, an innovative endowed challenge fund that provides students access to community engagement and experiential learning opportunities outside the classroom.

Deputy Minister Yasmine Laroche left the meeting.

6. ITEM(S) FOR APPROVAL

6.1 2019/20 Operating Budget

An executive summary, presentation and report were circulated in advance.

Mr. Wener, Chair of the Finance Committee introduced the 2019/20 Operating Budget and outlined the process for its creation. The process of forming this budget commenced in November 2018, and was reviewed and recommended for approval by the Finance Committee at their April 11th, 2019 meeting. As per the Board of Governors mandate, Carleton is required to present a balanced budget. The Vice-President (Finance and Administration) and the Provost were recognized for their work on the budget, especially with the Provincial Government's mandated 10% tuition reduction requirement.

There was a discussion regarding the long-term budget projections provided in the materials. The projections are appropriately conservative and are reviewed annually. The budget presented was \$489 million.

As recommended by the Finance Committee, it was moved by Mr. Wener and seconded by Mr. Farrell to approve the 2019/20 Operating Budget, as presented. The motion carried.

6.2 2019/20 Student Association Fees

Mr. Wener, Chair of the Finance Committee introduced the 2019/20 Student Association Fees. It was noted that this item is presented annually for approval to the Board of Governors, but was more complicated this year due to the Provincial Government's mandated opt-out option for Student Association Fees. The President and Office of the

Vice-President (Students and Enrolment) collaborated with Student Associations to review the requirements. Carleton completed a robust process to determine which fees require an option for opt-out versus others that should be mandatory.

Concerns were raised regarding the possibility of Student Associations not being able to operate as a result of this mandate. Carleton has no legal responsibility to assist Student Associations as they are separate legal entities from the University.

As recommended by the Finance Committee, it was moved by Mr. Wener and seconded by Ms. Alves to approve the 2019/20 Student Association Fees, as presented. The motion carried.

6.3 Sexual Violence Policy

An executive summary, two reports, two presentations, and a draft policy were circulated in advance.

The Chair welcomed the guests from CUPE 4600 Women's Caucus and the Consent Culture Committee. It was noted that the Sexual Violence Policy had been reviewed twice by the Governance Committee, and the consultation process was discussed in-depth by the Community Relations and Advancement Committee.

Ms. Reid, Sexual Assault Services Coordinator, delivered a presentation to the board outlining definitions from Sexual Harassment, Sexual Violence and Consent. Ms. Reid reminded everyone that survivors of sexual violence are to be supported, treated with dignity, and given the space to make their own decisions. As per Carleton University protocol, Sexual Violence survivors should be referred to Equity Services, unless it is an emergency situation where Campus Safety is required.

Brigitte Desjardins and Jessica Wilson from the Consent Culture Committee introduced themselves to the Board of Governors. Ms. Desjardins and Ms. Wilson expressed their concerns regarding the current draft of the Sexual Violence Policy. The Consent Culture Committee stated that they had participated in Carleton's Sexual Violence Policy consultation process, and felt as their concerns had been ignored, and therefore wondered if the consultation was done in good faith. Finally, the presenters directed the Board of Governors to a handout which outlined four of their main policy concerns.

The presenters were thanked for their presentation. Ms. Reid stressed that Carleton met with many members of the Carleton community throughout the consultation process, and some of the feedback did not necessarily fit into a policy structure. However, these suggestions were not ignored, but instead will be incorporated in the Sexual Violence Prevention Strategy as appropriate, which is expected to be rolled out in September 2019.

Ms. Blanchard, the Vice-President of Students and Enrolment reminded the Board of Governors that the revised Sexual Violence Policy must be implemented by September 2019 as per the Provincial Government's direction. Therefore, the consultation process was structured to be completed when the majority of students, staff and faculty were present on campus, and prior to the summer semester. Throughout the consultation process, the Carleton community was encouraged to submit their feedback through various mediums, including: anonymous emails, 19 scheduled workshops, and through 21 meetings with student, staff, and union groups. Carleton has published reports including all of the policy feedback received along with the rationale as to why feedback was or was not included in the policy. Many Ontario universities, including Ottawa, Ryerson, Guelph, as well as the Ottawa Police Services have been impressed with Carleton's consultation process on this matter, and have asked how to replicate it.

The consultation process provided many changes to the 2019 Sexual Violence Policy, including but not limited to: relationship guidelines with student, staff, faculty and disclosure requirements, an immunity clause for minor drug and alcohol offences, a conflict of interest clause, and an revised appeal time limit, appeal board and sexual violence review committee.

After a through discussion of the policy it was decided that the policy would go forward with a motion for approval by the Board. Management expressed that a consultation process will be undertaken for revisions to the policy prior to the September 2022 deadline and a full Sexual Violence Prevention Strategy will be established by Fall 2019.

As recommended by the Community Relations and Advancement and Governance Committees, it was moved by Mr. Evans and seconded by Dr. Sloan to approve the revised Sexual Violence Policy, as presented. The motion carried with four opposed.

7. ITEMS FOR INFORMATION

7.1 Report from the Chair

The Chair congratulated Jennifer Conley, Chief Advancement Officer and her team on the success of the Here for Good Campaign for reaching their \$300 million goal. The celebration for this accomplishment took place on April 17th, 2019. Additionally, Gary Nower, Assistant Vice-President of Facilities Management and Planning and Kristin Conner were thanked for providing a tour of the Health Sciences Building to the Board of Governors members. The Chair reminded members of the Joint Board and Senate reception which will take place on May 31st, 2019, as well as Convocation, where the new Chancellor, Yaprak Baltacioğlu, will be installed, and the Board of Governors Award for Outstanding Community Achievement will be presented to recipient Frohan Foroutan.

7.2 Report from the President

The President's report was circulated in advance.

President Benoit-Antoine Bacon congratulated Jennifer Conley, Chief Advancement Officer and team for reaching the \$300 million goal in the Here for Good Campaign.

There were two Ministers of campus in April. The Honourable Catherine McKenna, Federal Minister of Environment and Climate Change visited Carleton on April 5th, 2019 to highlight support for sustainability, energy efficiency, and climate change adaptation. Additionally, the Honourable Raymond Cho, Provincial Minister for Seniors and Accessibility delivered a speech to honour the Paul Menton Centre volunteers on April 1st, 2019.

Carleton's partnership with the Ottawa Symphony Orchestra at Dominion Chalmers Church was launched on April 1st, 2019 which will lead to experiential learning and development opportunities for Carleton students.

Rafik Goubran, Vice-President (Research and International) has launched an internal competition: The Multidisciplinary Research Catalyst Fund. Of the 31 applicants, 10 projects will receive the full-funding amount of \$50,000, where nine remaining projects will receive partial funding.

There are various construction projects currently taking place on campus, including: the Health Sciences Building, the Advanced Research and Innovation in Smart Environments (ARISE) Building, Co-generation facility, and the Nicol Building for the Sprott School of Business.

A brief enrolment and recruitment update was provided. As compared to last year, Carleton's admission rate has increased 17%.

Finally, President Bacon addressed the Provincial Government budget, and stated that he will be attending a consultation process in the near future to better understand how this matter will affect Carleton.

7.3 Committee Chair Updates

a) Building Program Committee

Mr. Dale Craig, Chair of the Building Program Committee stated that the committee had not met since the last Board of Governors meeting. However, he had taken a tour of the Health Sciences Building and was very pleased with its progress. Additionally, Dr. Smith, who works in the building, stated that students are very encouraged and pleased with this addition to campus.

Mr. Craig provided brief updates on the remaining construction projects on campus. The Nicol Building for the Sprott School of Business will serve as a beautiful centerpiece of campus when completed, and is the first step in completing an additional quad. Similarly, the Faculty of Engineering and Design – Student Design Centre, approved at the March 25th Board of Governors Meeting, will be a promising addition to campus.

Finally, the status of residence buildings were inquired about. Additional residence buildings are being considered future projects, and would be funded through ancillary budgets. Therefore, demand for these projects must be proven before they are considered by the Board of Governors.

b) Community Relations and Advancement

Mr. Dan Fortin, Chair of the Community Relations and Advancement Committee provided an update from the April 10th, 2019 meeting. Mr. Fortin thanked Dr. Elinor Sloan, Vice-Chair of the committee, for chairing the last meeting in his absence.

At the meeting, the Director of University Communications, provided an update on Carleton's ongoing reputational project. Additionally, the Vice-President (Students and Enrolment) reported on the 2019-20 admission statistics. Ms. Bailey Reid, Sexual Assault Services Coordinator delivered an in-depth overview of the consultation process for the updated Sexual Violence Policy. The Chief Advancement Officer, and her team were congratulated for the success of the Here for Good campaign, and their celebration of its conclusion on April 17th, 2019.

c) Finance Committee

Mr. Bob Wener, Chair of the Finance Committee provided a brief overview of the April 11th, 2019 meeting.

The Finance Committee recommended the Statement of Investment Policies and Procedures for the Fund created under the Carleton University Retirement Plan (SIPP) be approved by the Board of Governors. This item was required to be updated based on new legislation.

Additionally, Mr. Wener stated that the capital and deferred maintenance projects are still on budget. Lastly, the Finance Committee presented an Operating Budget with a \$7 million surplus. The allocation of the surplus will come forward for consideration by the Board in fall 2019.

Mr. Wener was thanked for his seven years of service on the Board of Governors.

d) Governance Committee

Mr. K. Evans, Chair of the Governance Committee provided an update from the April 15th, 2019 meeting.

The two items discussed at the previous meeting were the Sexual Violence Policy and the potential restructuring of the standing committees of Board of Governors. Revised terms of reference for standing committees will be brought forward to the Board of Governors at the June meeting.

8. OPEN- OTHER BUSINESS

There was no other business to be addressed.

9. OPEN-QUESTION PERIOD

There were no other questions.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Mr. Ullett, seconded by Mr. Wener to adjourn the Open Session of the Board of Governors at approximately 5:20 p.m.

Document Name: Governance Committee - Terms of Reference

Executive Officer Assigned: University Secretary & General Counsel

Approval Authority: Board of Governors

Date Document Approved: June 2019

Mandatory Review Date: June 2021

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COMMITTEE'S ROLE OVERVIEW

The Governance Committee of the Board of Governors (the “Board”) of Carleton University is a standing committee of the Board constituted to oversee and advise the Board with respect to the governance of the University and to ensure the Board is comprised of members who possess the skills, qualities and experience to collectively contribute to effective board governance.

1. Governance Responsibilities

- a. Scrutinize the University’s governance model periodically to ensure consistency with the objects and purposes of the University as stated in the *Carleton University Act* (the “Act”) and compliance with applicable legislation.
- b. Review the governance practices of the University to ensure that the principles of transparency, accountability, inclusiveness and effectiveness are respected at all levels of University governance, and make recommendations to the appropriate governing body for change when appropriate.
- c. Periodically review the constating instruments of the University, the Board and the various Board committees, including without limitation the Act, bylaws, procedures of the Board, committee terms of reference, mandates and procedures, and relevant University policies, and make recommendations to the appropriate governing body for development and change where appropriate.
- d. Periodically review, recommend to the Board and monitor the application of the Code of Conduct for Board members.
- e. Develop, implement and monitor the effectiveness of an orientation and training programme for members of the Board.

- f. Periodically review protocols and appointment guidelines for the establishment of search committees for Chancellor, President, Vice-Presidents, and other senior administrative positions in the University, and make recommendations for change when appropriate.

2. Nominating Responsibilities

- a. Seek, identify and recruit qualified individuals to stand for nomination as Governors.
- b. Develop, maintain and update as required a skills matrix for the Board.
- c. Ensure that candidates for nomination meet the qualifications to serve as a Governor, and have fulfilled any additional requirements, including without limitation those set out in Schedule “A” of the Board Nominating Policy.
- d. Ensure communication occurs with candidates to discuss the roles, responsibilities and expectations of a Governor.
- e. Promote diversity of the Board in relation to gender, age, language, ethnicity, professional backgrounds and personal experiences.
- f. Have regard to the specific and desired competencies required on the Board as a whole in soliciting nominations.
- g. Oversee all aspects of the election procedures as per the Board Nominating Policy.
- h. Where appropriate, identify individuals for future nomination as Governors and maintain this information for use by future Governance Committees.
- i. Carry out these duties in a manner that encourages a long-term view of the University’s leadership needs, as well as Board succession planning.
- j. Such additional duties as may be delegated to the gGovernance Committee by the Board from time to time.

3. Other

- a. Review no less than every two years, the Committee’s terms of reference, and recommend changes to the Board, as necessary.
- b. Perform such other functions as may from time to time be assigned to the Committee by the Board or the Executive Committee.

RESOURCES

The Governance Committee will receive the necessary resources from the University to fulfill its mandate.

COMPOSITION OF COMMITTEE

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

Additionally the Committee shall be composed of the following board members:

- Not less than two and no more than three representatives from the community at large;
- One Alumni representative;
- One student representative, whether graduate or undergraduate;
- One representative from the academic staff; and
- One representative from administrative staff .
- One representative of the Board from the Senate

A Chair and Vice-Chair of the Committee shall be named from among members of the Committee and are representatives of the community or alumni.

The University Secretary and General Counsel shall serve as the non-voting executive officers for the Committee.

All members of the Committee shall serve one year terms which may be renewed by the Board.

QUORUM

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

REVISIONS AND APPROVALS

- 26th Governance Meeting, Nov. 17/15, approved date change; deferred formal review until completion of By-law review in Spring 2016
- 599th Board of Governors Meeting, December 1, 2016, approved amended terms of reference for Governance Committee.

Board Nominating Policy

1. PURPOSE

- 1.1 The purpose of this Policy is to ensure that the Board of Governors (the “**Board**”) of Carleton University (the “**University**”) is comprised of individuals who possess the skills, qualities and experience to collectively contribute to effective board governance. This Policy is also intended to assist the Board in identifying qualified individuals to become Governors.

2. NOMINATIONS PROCESS

2.1 Governors elected from the Community-at-large.

- (a) In addition to seeking candidates through the usual networking channels within the community, the Governance Committee will prior to the annual meeting of Members, also issue an open call for nominations from the community-at-large through promotional efforts which may include, but are not limited to, press releases, advertisements, media services, the University’s website, other online services where suitable. The Governance Committee shall review the candidates resumes and candidate nomination forms received from individuals seeking to be nominated.

2.2 Governors nominated by the Senate and the Alumni Association.

- (a) Prior to the annual meeting of Members, the Senate and the Alumni Association shall provide to the Governance Committee the names of the individuals each of them is putting forward for nomination in accordance with section 4.01 of the By-laws.

2.3 Governors nominated following an election conducted by the University Secretary.

- (a) The Board includes eight (8) Governors nominated following an election for Board nominees conducted by the University Secretary, as follows:
- (i) two (2) graduate students, nominated by the graduate students-at-large;
 - (ii) two (2) undergraduate students, nominated by the undergraduate students-at-large;
 - (iii) two (2) members of the Administrative Staff, nominated by the Administrative Staff;
 - (iv) two (2) members of the Academic Staff, nominated by the Academic staff;
- (b) The conduct and supervision of the election process for Board nominees under 4.3 is delegated to the University Secretary. The University Secretary is responsible for determining that the criteria for candidacy as required by the By-laws and that all the requirements of the nomination process have been met by candidates. The University Secretary can refuse a nomination form or disqualify a candidate that does not conform to acceptable guidelines or process approved by the Governance Committee. The election process and timetable shall be approved by the Governance Committee from time to time.

2.4 Review of irregularity in Process

- (a) A candidate may request in writing a review by the Governance Committee of any perceived irregularity in the election/nomination process affecting that candidate. The decision of the Governance Committee is final.

2.5 Slate of candidates for election to the Board by Members of Corporation.

- (a) The Governance Committee will ensure that all individuals nominated through the processes described in subsections 4.1, 4.2 and 4.3 of this Policy meet the qualifications/eligibility criteria to be a Governor in the By-Laws.
- (b) The Governance Committee will prepare a slate of candidates for election as Governors using the names of the individuals identified through the processes described in subsections 4.1, 4.2 and 4.3 of this Policy. Only those candidates that meet the qualifications/eligibility to be a Governor and who have consented in writing to acting as a Governor and to sign and abide by the *Board of Governors Code of Conduct* will be eligible to be on the slate of candidates.
- (c) The slate of candidates may contain a number of candidates equal to the number of vacancies of Governors on the Board, or a greater number of candidates than vacancies.
- (d) In preparing the slate, the Governance Committee shall apply objective criteria in determining the appropriate candidates for election to the Board. In making its decision, the Governance Committee shall consider the criteria set out in this Policy, Schedule A, as well as the University's mandate and goals.
- (e) The Governance Committee will make the slate of candidates and the qualifications of the individuals on the slate available to the Members at least seven (7) days before the annual meeting of Members. The Governance Committee shall present the slate of candidates along with a recommendation that the Members elect Governors from among the individuals whose names are on the slate.

3. AMENDMENT

- 3.1 This Policy may be amended by the Board pursuant to s.1.03 of the Bylaws.

Last Review Date: February 24, 2019

Schedule "A"

Qualifications and Core Competencies of Elected Governors

1. Governors shall fulfill all qualifications and eligibility criteria prescribed by the By-laws and all applicable legislation.
2. Governors of the University commit themselves to ethical, businesslike and lawful conduct, including proper use of authority and decorum when acting as a Governor. Accordingly, Governors are fiduciaries and must be able to represent un-conflicted loyalty to the interests of the University. This accountability supersedes any conflicting loyalty such as to interest groups and membership on other boards, unions or associations. It also supersedes the personal interest of any Governor acting as an employee or student of the University, or having a family member who is an employee or student of the University.
3. Governors shall be recruited based upon their demonstrated ability to contribute to the well being of the University and to fulfill their statutory fiduciary responsibilities. The core competencies that ideally will be reflected in the Board as a whole include without limitation:
 - a. Knowledge of and experience in strategic planning and governance;
 - b. Expertise in financial management and oversight, including financial reporting and auditing requirements of a complex private or public sector organization.
 - c. Expertise in or experience with fundraising, public relations, government relations and promotion of the University.
 - d. Leadership skills in the post-secondary education sector, the non-profit sector or other similar endeavours;
 - e. Experience with multi-year capital planning and management of existing, and projected construction of facilities, within a dynamic urban environment.
 - f. Human resources management expertise and experience;
 - g. Legal and risk management expertise and experience; and
 - h. Knowledge of the Carleton community and or post secondary sector.

Document Name: Executive Committee - Terms of Reference

Executive Officer: President and Vice-Chancellor

Approval Authority: Board of Governors

Date Document Approved: June 2019

Mandatory Review Date: June 2021

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COMMITTEE'S ROLE - OVERVIEW

The Executive Committee is established as a standing committee of the Board of Governors by the General Bylaws of the University¹ ("Bylaws"). The primary role of the Executive Committee is the exercise of any or all of the powers of the Board between meetings of the Board, the consideration of matters to be brought before the Board, setting the Board agenda, and the exercise of Board delegated authority on the matters described in these Terms of Reference.

COMMITTEE RESPONSIBILITIES

1. Power of Decision Between Board Meetings

The Executive Committee shall have general power at any time between meetings of the Board to exercise any or all of the powers of the Board except as set out in s.8.01(c) of the Bylaws.

2. Delegated Powers

The Executive Committee has specifically been delegated the Board's powers in respect of the following matters:

a. Labour Relations:

- a. Mandates and settlements arising from labour negotiations/collective bargaining;
- b. Ratification of a Memorandum of Agreement to a labour contract;
- c. Receive reports of pending rights arbitrations or the results of such arbitrations;

¹ General Bylaws, Section VIII – Executive Committees of the Board, Section 8.01

- d. Consider such other labour relations matters as are presented to the Committee by the President, from time to time, and;
- e. Develop and approve the process and procedures related to the matters described in sections a through c above.

b. Non-Unionized Employees:

- a. Examine compensation for, and terms and conditions of work for, employees excluded from bargaining units;
- b. Consider such other matters affecting non-unionized employees as are presented to the Committee by the President, from time to time; and
- c. Review with the President the salary and compensation decisions of the Vice-Presidents and his/her direct reports (including annual salary increases or termination settlements) and ensure annual performance appraisals are being conducted.

c. Presidential Performance Assessment

- a. Conduct an annual review of the performance of the President and Vice-Chancellor and may establish priorities, goals and activities. The review process will be undertaken in accordance with the guidelines and timelines in the President and Vice-Chancellor's Employment Agreement; and
- b. Review and recommend any termination settlements to be paid to the President and Vice-Chancellor.

d. Board Committees:

- a. Appointment of Board members to any of the standing or *ad hoc* committees of the Board of Governors; and
- b. Review proposals from Senior Administration or Governance Committee for additional standing or ad hoc committees that may be required from time to time.

e. General:

- a. Receive reports, for information, from the President on Appointments and Leaves;
- b. Review succession planning for executive administration and academic management positions annually;
- c. At least once per year, review with General Counsel, any legal matters that could have a significant impact on the University's reputation, strategic objectives or financial implications;
- d. Exercise such other delegated authority as is bestowed on the Committee by the Board.

PROCEDURES

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

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

MINUTES AND REPORTS

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

MEMBERSHIP

The Committee shall be composed of the Chancellor, President, the Chair of the Board, the Vice-Chair of the Board, the Past Chair of the Board, either the Chair or Vice-Chair of each of the standing committees of the Board and such other persons as the Board may from time to time appoint².

QUORUM

A quorum for meetings of the Executive Committee shall consist of one-half the number of members of the Executive Committee plus one, present in person, by teleconference, or by videoconference, at least one of whom shall be the Chancellor, President or the Chair of the Board³.

Revisions and Approvals:

- 608th Meeting of the Board, March 27, 2018 – approved revisions in accordance with By-law, clarified procedures, and added section on minutes and reporting.
- 599th Meeting of the Board, December 1, 2016 – approved date change, added Past Chair of the Board as voting member of the committee.

² Section 8.01(a) of the General Bylaws provides that the Committee shall be composed of the Chancellor, the President, the Chair of the Board, the Vice-Chair of the Board, either the Chair or Vice-Chair of standing committees and such other persons as the Board from time to time may appoint.

³ General Bylaws, Section 8.01(b)

Document Name:	Finance Committee - Terms of Reference
Executive Officer:	Vice- President (Academic) & Vice-President (Finance and Administration)
Approval Authority:	Board of Governors
Date Document Approved:	June 2019
Mandatory Review Date:	June 2021

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COMMITTEE ROLE – OVERVIEW:

The Finance Committee is a standing committee of the Board of Governors of Carleton University constituted to oversee the financial framework and management of the University budget. The Committee monitors the institution's financial affairs and makes related strategic and policy recommendations as set out in these Terms of Reference.

1. FINANCIAL PLANNING

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

- a. Review and recommend to the Board, the budget plan for the University's operating and ancillary income and expenses, including any operating debt repayment required.
- b. Review and provide comments to the administration on the major assumptions inherent in the budget plan relating to government operating grants, tuition fees, enrolment and inflationary costs.
- c. Review and recommend to the Board approval of tuition fee and ancillary charges.
- d. Review, assess and make recommendations to the Board relating to the current level of private funding and projections for the future.
- e. Review and, if appropriate, recommend the extent and nature of external borrowing for capital and/or operating needs.

- f. Receive and review a report on the Pension Plan, including a review of surpluses, deficits, and potential liabilities. Examine recommendations from the Pension Committee and make such recommendations to the Board as deemed appropriate.

2. OTHER

The Finance Committee has specific responsibilities relating to reporting requirements and membership of the Endowment Investment Committee:

The Committee shall receive and review reports from the Endowment Investment Committee on the performance of the endowed funds bi-annually or upon request. In addition, the Committee, undertakes the following:

- o Upon recommendation of the President, appoint a Dean to the Endowment Investment Committee.
- o Upon recommendation of the Endowment Investment Committee, appoint two or more additional members with a relevant professional background.
- o Upon recommendation of the Endowment Investment Committee, approve the renewal of membership term, excluding those *ex officio*.
- o As required, review and recommend the financing proposed for new construction projects with a dollar value over five million.

Where circumstances warrant, the Finance Committee may hold joint meetings with the Building Program Committee to consider items of interest to both committees.

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

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

MEMBERSHIP, QUALIFICATIONS AND COMPOSITION:

The Committee shall be comprised of up to eleven (11) members appointed by the Board, including the Chair and Vice-Chair of the Committee.

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

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

QUORUM:

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

Revisions and Approvals:

- 281st Meeting, Sept. 15/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Meeting, Dec. 1/16 – approval of revised Terms of Reference

Document Name: Building Program Committee - Terms of Reference

Executive Officer: Vice-President (Finance and Administration)

Approval Authority: Board of Governors

Date Document Approved: June 2019

Mandatory Review Date: June 2021

COMMITTEE ROLE – OVERVIEW:

The Building Program Committee is a standing committee of the Board of Governors of Carleton University constituted for the formulation and oversight of policy pertaining to the development of University real property, and the oversight of capital projects meeting the criteria established in these Terms of Reference.

In respect of construction projects, the Building Program Committee is responsible for the technical oversight of such projects, while the responsibility for project funding and financial management falls within the mandate of the Finance Committee¹.

COMMITTEE MANDATE

The Building Program Committee shall:

1. Pursuant to any instructions of the Board about the creation of a Campus Master Plan oversee the development of such and when acceptable to the Committee, recommend its acceptance to the Board. Further, it shall consider all proposals for change to the approved Master Plan and make such recommendations to the Board as it deems appropriate about such changes, before such proposed changes are enacted by the Board. A complete and formal review of the Master Plan shall be undertaken by the Building Program Committee every five years.
2. Consider all proposed changes to the use of the lands of the University and the selection of all sites for construction of facilities, making such recommendations as it deems appropriate, before any determination is made by the Board to designate a site for construction or before it authorizes any change to the use of lands of the University.

¹ See Schedule “B”.

3. Within the agreed parameters of the Capital Planning Policy and Schedule A, consider any matter it deems to pertain to the physical infrastructure of the University and make such recommendations to the Board as it considers appropriate and financially prudent to preserve the integrity of the physical infrastructure.
4. Undertake such tasks as assigned to it by the Board with respect to control of capital projects including the establishment and approval of processes and regulations respecting the same such as, but not limited to, those processes and regulations reflected any Schedules to these Terms of Reference.
5. Receive regular reports regarding deferred maintenance and Infrastructure Renewal Plans and make such recommendations to the Board about the matter contained therein as the Committee deems appropriate.
6. Where circumstances warrant, the Building Program Committee may hold joint meetings with the Finance Committee to consider items of interest to both committees.
7. Undertake such other related tasks and assignments as may be assigned by the Board, from time to time.

MEMBERSHIP, QUALIFICATIONS AND COMPOSITION:

The Committee shall be comprised of up to twelve (12) members appointed by the Board, including the Chair and Vice-Chair of the Committee.

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

In selecting Committee members, the Executive Committee shall ensure that a sufficient number of Committee members shall have expertise in such areas as:

- a. Project management, architecture, engineering and design, and construction;
- b. Multi-year capital planning and management of existing, and projected construction of new physical plant facilities;
- c. Commercial and/or residential real estate management and development;
- d. Knowledge about appropriate property return, financial analysis and market conditions and opportunities.

QUORUM:

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

Revisions and Approvals:

- 144th Meeting, Oct. 6/15 – approved proposed changes presented by Executive Officer, including addition of Annex A to the document.

- 599th Meeting of the Board, December 1, 2016 – approval of revisions to terms of reference.

SCHEDULE “A” TO THE BUILDING PROGRAM COMMITTEE TERMS OF REFERENCE

Regulations for the Approval and Control of Capital Projects

The following regulations shall apply for the approval and control of capital projects for which the estimated cost of construction is higher than five million dollars (\$5,000,000), and to projects which directly impact the exterior image of the campus.

- a. Each project shall be recorded on the authorized Capital Proposal Form.
- b. The President or his/her delegate shall have the authority to approve all such projects whose total cost or estimated total cost is less than five million dollars (\$5,000,000).
- c. For any overrun in excess of fifteen percent (15%) of the total approved cost or five hundred thousand (\$500,000) whichever is lower, the Vice-President (Finance and Administration), with the approval of the Building Program and Finance committees, shall present such overrun to the Board for approval before any expenditure of funds is made to pay for such overrun.
- d. For each project where total estimated cost exceeds five million dollars (\$5,000,000), and for projects which directly impact the exterior image of the campus, the Vice-President (Finance and Administration), upon completion of the needs statement and before proceeding to the preliminary design stage, shall present to the Building Program Committee his/her recommendations about the selection of a site; and the method of design and construction.

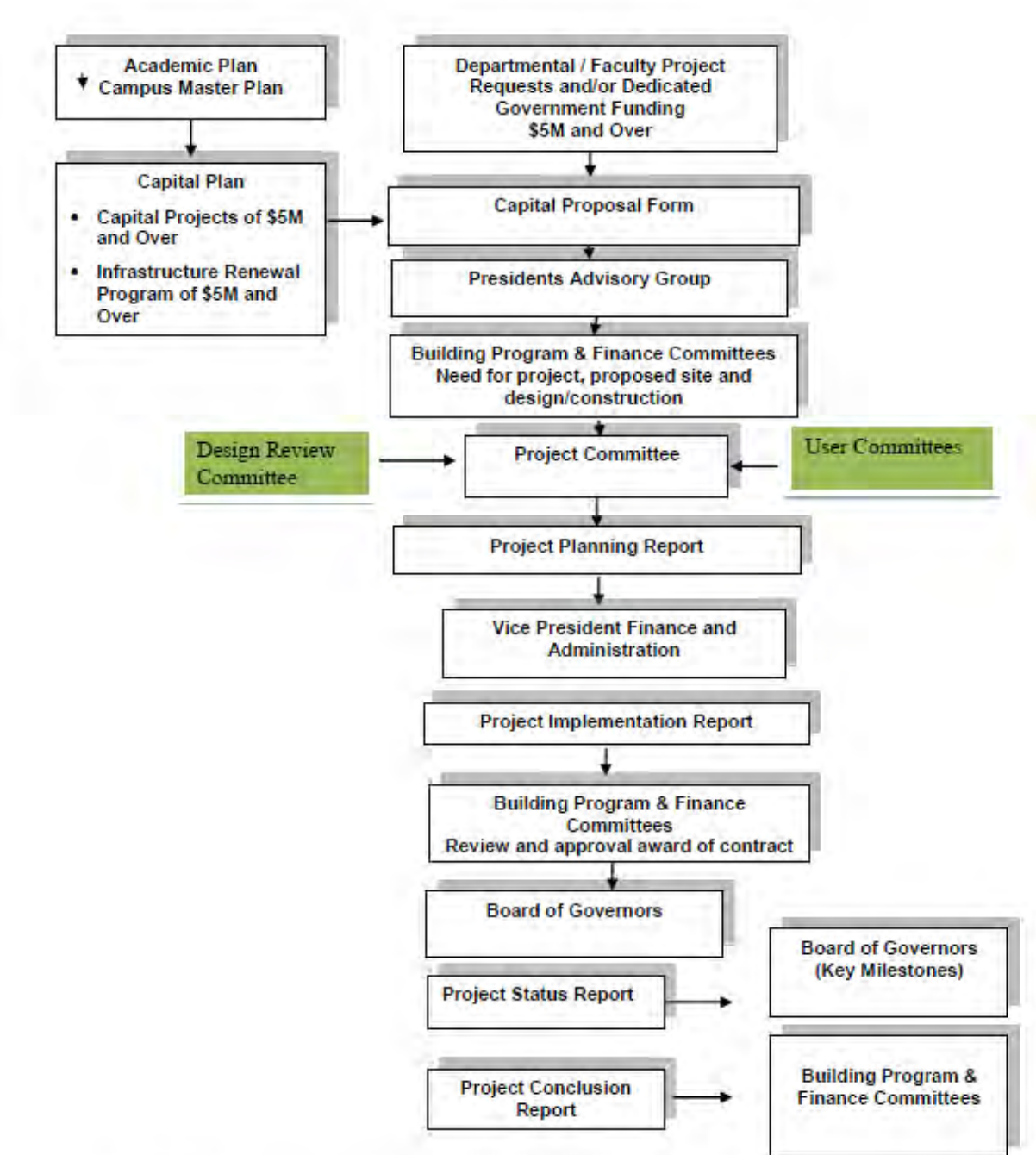
The Vice-President (Finance and Administration) shall present to the Finance Committee his/her recommendation about the budget for the project; and the funding sources for the project for examination and, if approved by the Building Program and Finance Committees, recommend to the Board. The Chair of the Building Program Committee may elect to appoint a member of the Building Program Committee to be on the selection committee for the prime consultant.

- e. The Vice-President (Finance and Administration), in respect of each project approved pursuant to the requirements set forth above in (d), shall present to the Building Program Committee for examination and review:
 - The Capital Proposal Form
 - The Project Planning Report
 - The Project Implementation Report
 - Project Status Reports
 - Project Conclusion Report

- f. It shall be understood that the Executive Committee, within the powers it holds to act for the Board pursuant to the General Bylaws, upon application of the Vice-President (Finance and Administration) in a situation, particularly in the summer when it may not be possible to hold meetings of the Building Program or Finance committees, and where delay would be harmful to the University, may act in place of the Building Program and/or Finance committees and the Board in any one of the steps outlined above.
- g. Upon completion of each project, an analysis of all transactions associated with the project shall be carried out using the Project Conclusion Report. Such analysis shall also be reported to the Finance Committee.

SCHEDULE “B” TO THE BUILDING PROGRAM COMMITTEE TERMS OF REFERENCE

Project Approval Steps



3.1 – Figure 1:
Project Approvals, Planning Process and Reporting Requirements (\$5M and Over)
(See Appendix F for Project Approvals, Planning Process and Reporting Requirements for Projects From \$50K to \$5M)

Document Name: Advancement and University Relations Committee
Terms of Reference

Executive Officers: Chief Advancement Officer & Director of University
Communications

Approval Authority: Board of Governors

Date Document Approved: June 2019

Mandatory Review Date: June 2021

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MANDATE:

The mandate of the Community Relations and Advancement Committee is to provide strategic oversight and assistance on behalf of the Board or its Committees respecting the overarching objectives of the committee as set out below.

KEY OVERARCHING OBJECTIVES:

The overarching objectives of the Community Relations and Advancement Committee is to facilitate:

1. Relationship development

- a. Provide strategic oversight and assistance with respect to the University's community engagement to support its academic and operational objectives and ensure that its reputation is maintained and enhanced.
- b. Oversee and provide assistance in matters of communication and engagement with the community;
- c. Oversee the process for selection of the recipient of the annual Board of Governors Award for Outstanding Community Achievement.

2. Reputation Protection and enhancement

- a. Offer oversight and assistance in matters pertaining to alumni affairs;
- b. Provide oversight and assistance with communication strategies, including issues management;
- c. Provide oversight and assistance to enhance the university through media communications, marketing including branding strategies;
- d. Provide oversight regarding the development of institutional branding, visual identity and associated marketing and implementation strategy.

3. Revenue generation

- a. Provide oversight and assistance regarding fundraising and Advancement activities including annual giving, planned giving and major gifts to ensure opportunities to fund are optimized through donations and grants;
- b. Encourage, facilitate and assist, on a confidential basis, individuals to consider philanthropic gifts to the University;
- c. Review progress toward achievement of annual and multi-year fundraising targets.

SCOPE:

1. Make recommendations to the Board or its Committees on:
 - a. All issues defined under its objectives above;
 - b. Any other related matters referred to it by the Board.
2. Receive regular reports related to Student Support Services, Communications, and Advancement portfolios.

MEMBERSHIP:

The Committee shall be composed of appropriate representation from all constituencies. The Committee may also appoint up to four non-voting members (who are not otherwise members of the Board of Governors) for specific purposes on the recommendation of the Executive Committee acting in turn on the advice of the Committee chair.

QUORUM

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

Revisions and Approvals:

- 97th Meeting, Sept. 28/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Meeting of the Board, December 1, 2016 – approval of revised terms of reference

BOARD OF GOVERNORS REPORT

To:	Building Program Committee	Date of Report: 26 April 2019
From:	Vice-President (Finance and Administration)	Date of Meeting: 16 May 2019
Subject:	Environmental Health and Safety Annual Report	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

Not applicable

3.0 EXECUTIVE SUMMARY

The 2018 Annual Report highlights the effectiveness of Carleton's efforts in managing the operational risks of a research and educational intensive university. It illustrates our commitment to the protection of the health, safety and wellbeing of all members of the University Community and the creation of a safe environment for all to learn, study and grow.

4.0 INPUT FROM OTHER SOURCES

The Environmental Health and Safety annual report was prepared by the Environmental Health and Safety Office with information gathered from our campus partners including Risk and Insurance, Campus Safety Services, the Joint Health and Safety Committee (JHSC) and Deans and Chairs from high risk faculties. The Council of Environmental Health and Safety Officers (CEHSO) and the COU are responsible for the WHMIS cost avoidance element.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Receiving the annual report on Environmental Health and Safety and making appropriate recommendations to the Board is within the mandate of the Building Program Committee, and therefore fulfills the oversight responsibilities. The annual report summarizes the effectiveness of Carleton's Health and Safety Management System (HSMS) in managing the operational risks of a research and education intensive university and supports student success.

6.0 FINANCIAL IMPLICATIONS

Without a strong HSMS supported by effective systems, there is a risk of failures which could lead to increased insurance claims, associated costs and increases in WSIB premiums.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Report supports the Board's and the Building Program Committee's oversight in relation to risk and legal compliance. Failure to comply with regulations under the Occupational Health and Safety Act, ministry guidelines and environmental legislation exposes the university to charges and fines. The report reflects the activities of the Health and Safety Department and its efforts to mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Occupational Health and Safety charges and fines, as well as Employer performance under the WSIB are now fully within the public domain. Significant events or lack of oversight would negatively impact our reputation, and strategic goals.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

2018

Environmental Health and Safety Annual Report

WORK SAFE. BE SAFE. STAY SAFE.



Carleton
UNIVERSITY



The Environmental Health and Safety Office mission is to promote a safe and environmentally conscious campus by providing expert guidance and effective leadership in support of Carleton University's strategic goals.

1 Message from the Director

2 ENVIRONMENTAL
HEALTH AND SAFETY
ACCOMPLISHMENTS

- 2 Four-year Action Plan
- 3 Did You know?
- 4 Research and Operational Safety
- 5 Emergency Response
- 5 Risk Mitigation
- 6 Fire and Life Safety
- 7 Training Highlights
- 7 Community Outreach

8 REPORTING
AND REGULATORY
COMPLIANCE

10 LEGISLATIVE
CHANGES

12 STRATEGIC PRIORITIES
FOR 2019

13 EHS TEAM

MESSAGE FROM THE DIRECTOR

The 2018 Annual Report highlights the effectiveness of Carleton's efforts in managing the operational risks of a research and educational intensive university. It illustrates our commitment to the protection of the health, safety and wellbeing of all members of the University Community and the creation of a safe environment for all to learn, study and grow.

By partnering with the faculties, departments and services across campus we continuously improve service to the community.

This report describes some of the many highlights from 2018.

Leading the way

With CUWorksafe, we are the 1st Canadian University to implement a fully integrated EHS management software solution. It was featured in industry publications as an innovative means to decrease risk through prevention. Other universities are seeking to emulate our success. Our goal was 50% of incidents, injuries and good catches directed through the portal. **We achieved 95%!**

Collaboration

Multi stakeholder review successfully restructured the Animals on Campus Policy to reflect strategic initiatives such as the Carleton Therapy Dog program.

Innovation

We are raising the bar from simply ensuring engineering controls meet

design flow rates to ensuring they fully protect staff and students working with hazardous materials. An initiative that also provides experiential learning for Health Science students.

Excellence

In the fall, technical expertise was critical in supporting Ottawa Fire Hazmat during a Benzene spill and limiting the impact to a single evening of lost classes. Prior safety training ensured proper actions were taken, avoiding exposures.

Managing Risk

The regulatory changes to WHMIS legislation would have introduced significant costs to the university in order to ensure compliance. As a result, substantive discussions with the province resulted in the Regulation being amended. **Cost Avoidance for Carleton is estimated at \$3.7M.**

Ultimately, the state of health and safety at Carleton is a campus wide success story, supported by Senior Leadership, with engagement across all levels of the organization. It is a tribute to our Carleton culture.

WORK SAFE. BE SAFE. STAY SAFE.



Nancy Delcellier, MBA, BSc, CRSP
Director
Environmental Health and Safety



Environmental Health & Safety Accomplishments

PUTTING OUR PLAN INTO ACTION

In an effort to continuously improve health and safety at Carleton University, a multi year action plan to further enhance safety culture was developed. This action plan required consideration from a variety of sources including an audit of Carleton's Environmental Health and Safety Management System, new Leadership within FMP, a review of previous incidents, contributions by key stakeholders, as well as regulatory imperatives. In turn, this will drive the development of key programs and continue to entrench the safety culture at Carleton University.

Year 1 (2017)	Year 2 (2018)	Year 3 (2019)	Year 4 (2020)
Engineering controls – Enhance testing protocols	Implement CUWorkSafe (Phase 1—IIGC)	WHMIS 2015 program and training updates	Implement CUWorkSafe (Phase 2—Inspections)
Campus wide Noise Assessment	Developed strategy for occupation based training	Develop CUWorkSafe (Phase 2—Inspections)	Campus workshop equipment audit
Install AEDs across campus	Hot Work and Smudging Procedures	Update of Health and Safety Management System	Engineering controls – Enhance testing protocols with personal monitoring
Develop CUWorkSafe (Phase 1—IIGC)	Designated Substances Program update	Update Workplace Violence and Harassment Prevention training	—

DID YOU KNOW?

In 2018 EHS completed:

160⁺ Laboratory
Inspections

100⁺ Ergonomic
Assessments

200⁺ Fume hood and local
exhaust ventilation
verification tests



35⁺ Biohazards applications
approved and renewed

25⁺ Biological Safety Cabinet
verification tests



90⁺ Life Safety Alarm (Cl₂, NH₃,
CO, H₂S, O₂, etc.) tests and
calibrations

165⁺ Special event
applications reviewed

55⁺ Environmental
assessments (asbestos,
mould, IAQ, noise etc.)

25⁺ Smudging ceremony
locations evaluated and
approved for use

Research and Operational Safety

As Carleton endeavors to become a leader in research excellence, the expansion of laboratory safety programs is critical to ensure protection of faculty, staff and students. By meeting the increased demands, the EHS office supports the community in conducting safe and compliant research.

500⁺

Knowledge sharing opportunities related to safe laboratory and workshop practices

We continue to provide expertise through all phases of laboratory space improvements: project design, decommissioning, renovation and construction.

Laboratory decommissioning activities include removal of all hazards from the space, decontamination of all surfaces and testing of drains and exhaust ducting for hidden hazards. Working with the faculties, 6 laboratories were confirmed safe to allow construction crews to begin demolition for the renewal of dated laboratories to then meet the needs of the researchers.

Interdisciplinary research is on the rise! For example, one project in MAE involves mechanical forces, electrical and chemical hazards, x-rays, lasers, and biohazards. The risk associated with this type of research is unique and requires careful assessment. Our approach to risk assessment is one of close collaboration with the researcher and laboratory personnel with an objective to stay safe and to achieve success.

EMERGENCY RESPONSE AND FOLLOW UP

Keeping the CU community safe is critical in a hazmat situation. With their knowledge and expertise, the EHS Team members were integral in the successful response, investigation and follow up of 3 such events in 2018.

A graduate student was exposed to hydrofluoric acid during a routine lab procedure. With the objective to prevent a recurrence of

DID YOU KNOW?

1. There are 600+ wet labs and workshops across campus
2. 2,700 chemicals were added to the inventory in 2018. There is a total of 25K+ chemicals housed at CU
3. 11,000+ kg of hazardous chemicals and biological waste safely disposed
4. CU partnered with ChemWatch, giving the Carleton community access to over 35 million Safety Data Sheets

\$8k

Invested into emergency response materials and distributed to high risk areas across campus.

2018 Environmental Health and Safety Annual Report

such a serious incident, timely corrective actions included revisions to the laboratory HF handling and emergency response SOPs.

A toxic benzene spill in ME required response by Ottawa Fire Services (OFS) Hazmat with the support of the EHS team and their expertise. Subsequent to spill clean up and departure of OFS, building ventilation was increased to purge the building of lingering benzene vapours. To ensure entry into the laboratory space only once levels had dropped to acceptable levels, we continuously monitored ambient benzene concentrations using specialized equipment.

Improper storage of an aqueous waste solution containing highly toxic sodium azide resulted in a spill. A frozen glass bottle in an outdoor waste storage bunker, cracked and spilled its contents. Access to the area was restricted while the situation was assessed. Cleanup by an external company with proper equipment to safely handle the spill was coordinated by EHS.

Overall, incident findings highlighted the need for stronger laboratory specific procedures. As a result, follow up actions included the development of standard operating procedures for hydrofluoric acid and benzene use that laboratories can customize for their specific needs. Procedures are available on the EHS website.



CONTINUED RISK MITIGATION ON CAMPUS

We continue to improve processes to validate the effectiveness of engineering controls on campus (our primary safety control).

In 2018, personal air monitoring campaigns were completed in welding workshops to validate the effectiveness of local snorkels on worker manganese exposure. The exposure limit for manganese was recently reduced to 0.02 mg/m³. This created a concern for possible elevated worker exposure levels when MIG welding. Personal airborne concentration levels confirmed current engineering controls in place were acceptable and safeguarded staff and students.

This is a shift to more focused task and equipment specific testing of engineering controls whereby worker exposure is no longer inferred but measured. A process to be expanded in the future.

Office Ergonomics continues to be a high demand program for our team with **100+** assessments completed in 2018. Over 90% of the requests come from staff who report pain while working at their desk. More than 40 of those staff members used their paramedical benefits to help address their symptoms.

30

Number of staff no longer using paramedical services after an ergonomic intervention this year (estimated)

Fire and Life Safety

Annual building evacuation drills are a requirement under the Ontario Fire Code. This provides an excellent opportunity for staff and students to refresh their knowledge of the evacuation process, meet the volunteer Fire Safety Wardens and reconfirm their Safe Destination Sites. All buildings completed an evacuation drill in 2018. The target for a successful evacuation is substantial building evacuation by **8 minutes**. All buildings met this target.

5.0

Average time in minutes to evacuate academic and administrative buildings

5.5

Average time in minutes to evacuate residence buildings

2018 ACCOMPLISHMENTS

165⁺

Hot work permits evaluated

5

Successful applications made to the City of Ottawa SEAT Committee for Special Events

10⁺

Fire Safety Plans revised, updated and submitted to OFS

5⁺

Safe Destination Sites revised in response to active construction projects

4

Buildings with updated fire evacuation and fire system signage

DID YOU KNOW?

1. The EHS team works closely with Ottawa Fire Services. Fire Response and HAZMAT teams are frequent invited guests to tour higher risk buildings, so they are familiar with the buildings and activities. OFS considers this valuable training and collaboration. 6 walkthroughs were completed in 2018.
2. Over 2000 fire extinguishers are inspected monthly on campus.
3. There are over 475k ft² of active fire suppression on campus.

2018 Environmental Health and Safety Annual Report

TRAINING HIGHLIGHTS

Safety training is a key component to ensuring staff and students are aware and able to work safely at Carleton University. The EHS team works diligently to provide training opportunities across a variety of platforms to meet the needs of our community. We focus on information transfer through online training courses, in-class sessions, and passive knowledge transfer (i.e., website, Top 5 @ CU etc.). Currently, we offer the CU community **20+** general and occupation specific training courses. We have created and implemented 12 courses in the last 5 years and have identified gaps where an additional 15+ courses are required. We are working with stakeholders to address this community need.

Due to the number of required attendees, the online training platform is a necessity. Since the EHS team rolled out online courses in 2014, this method has allowed for over **33,000 course completions** by staff and students. Some 2018 training metrics are noted below:

6,000⁺

Completed online training sessions by staff and students

2,000⁺

Undergraduates completed online WHMIS training

In-class Sessions

Training Course	# of Participants
Bio-Safety Awareness	81
Workplace Health and Safety Inspections	16
Emergency First Aid and CPR	55
Laboratory Safety	173
Laser Safety Training	23
Radiation Safety Training	8
Transportation of Dangerous Goods	14
Young Worker Orientation	67
Total	437

The EHS team prioritizes and provides in-class training for higher risk operations and environments. In 2018, EHS provided **110+** hours of face to face formal training.

COMMUNITY OUTREACH

57k⁺

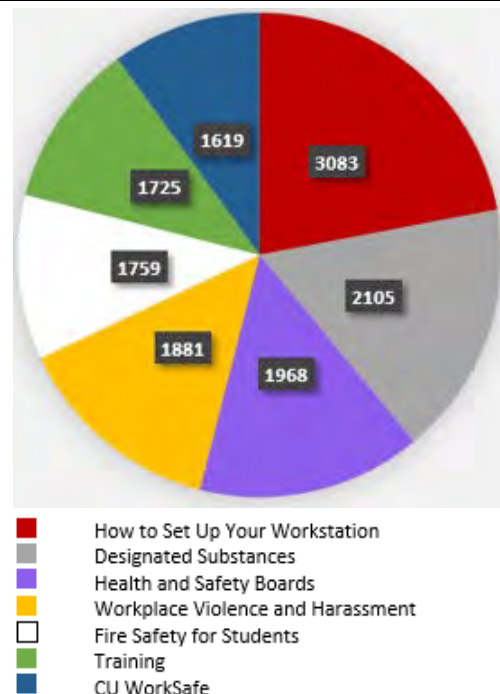
EHS website page views

3k⁺

Page views on how to set up your office workstation

5⁺

Average time (minutes) spent on webpage showing how to set up your office workstation



2018 Environmental Health and Safety Annual Report



In 2018 the Carleton community was introduced to Phase I of **CUWorkSafe**. *The first EHS software solution to be implemented by a Canadian University that will be a fully integrated, enterprise EHS management solution.* Enabling our team to collect comprehensive information on incidents, injuries and inspections while seamlessly generating corrective actions and safety metrics to drive a culture of safety and operational excellence within our institution.

The implementation of Phase I of **CUWorkSafe** focused on the reporting of **incidents, injuries and good catches (IIGC)** on campus through one contact point for all staff and students. No longer are workers required to fill out multiple and duplicate forms to meet internal and external reporting requirements.

KEY INDICATORS FOR 2018

530

Incidents, Injuries and Good Catches (IIGC) in 2018

160⁺

Good Catches reported by the CU community in 2018

95%

Of all IIGC's were initiated through **CUWorkSafe**

155⁺

Corrective Actions generated

78%

Of all IIGC's investigations by supervisors or EHS have been closed

70%

Corrective Actions generated have been completed and closed






Good Catches are the university's primary way to report hazards and prevent future injuries. The table below highlights the top 3 categories of Good Catches reported by our safety engaged CU community, indicating the number of possible incidents that were prevented in 2018.

Good Catch by Accident Type	Examples	Count
Possible Harmful Substance Exposure	Fume hoods not working, possible exposures to mould, diesel, asphalt, welding fumes, natural gas, sulfur, and no life safety alarms	50
Possible Fire or Injury	Blocked egress by material/equipment, missing fire extinguishers, inappropriate storage of highly combustible materials	40
Possible Slip, Trip, or Fall	Icy conditions, raised interlocking bricks, pot holes, damaged staircases, removed manhole covers	27



CRITICAL INJURIES AND REGULATORY COMPLIANCE

In 2018, there were 7 critical injuries on campus. Five were related to slip and falls as a result of environmental conditions, one was related to a contractor's use of equipment and the last was an electrical shock to a Carleton staff member from a light brought in by a third party. Our statistics for the number of lost time injuries and days lost due to injury is improving and we are in a WSIB premium rebate position as we move to the new WSIB premium framework in 2020.

	2015	2016	2017	2018	Change
# of Critical Injuries	2	3	4	7	
Days Lost to Injury Claims	102	48	42	8	
# of Lost Time Injuries	9	7	8	5	
Average # of Lost Days/Injury Claim	11.3	6.9	5.25	1.6	
# of Good Catches Reported	37	89	160	161	

4

Number of site visits completed by the MOL in 2018

3 orders were issued by the MOL on two separate occasions. All issues were fully addressed with no impact to staff safety or university operations.

Ministry of Labour (MOL) - Enforcement		Ministry of Labour (MOL) - Notifications	
	<ul style="list-style-type: none"> • 4 inspections • 3 orders issued, all complied with 		<ul style="list-style-type: none"> • 7 notifications for Critical Injuries <ul style="list-style-type: none"> • 2 contractor caused, addressed • 5 weather/ personal caused • No orders, No legal pursuits
Ministry of Environment (MOE) – Enforcement		Canadian Nuclear Safety Commission (CNSC)	
	<ul style="list-style-type: none"> • No inspections • Follow-up from previous abatement plan continues 		<ul style="list-style-type: none"> • No inspections • Full compliance • License renewed for another 5 years
Canadian Food Inspection Agency (CFIA)		Public Health Agency of Canada (PHAC)	
	<ul style="list-style-type: none"> • Full compliance • 4 labs certified 		<ul style="list-style-type: none"> • Full compliance
Public Works and Government Services Canada (PWGSC)			
	<ul style="list-style-type: none"> • Full compliance 		



Legislative Changes

With over 100 separate legislative requirements in Health and Safety, Environmental, and regulatory compliance, Carleton's EHS team must continuously monitor change and respond accordingly.

WHMIS 2015

Workplace Hazardous Materials Information System (2015) Federal legislation started to come into play in mid-2016, adopting new international standards for hazardous workplace chemicals. These federally legislated changes focus on labelling, Safety Data Sheets and Training. In 2018, the provincial strategy and legislative wording was released for consultation, at which time the Ontario Universities' Health and Safety Directors (CEHSO) identified a critical financial risk to universities, should the legislation successfully pass as written. Across the Ontario University Sector, the cost of compliance was estimated at \$114M.

The cost avoidance for Carleton University is estimated at \$3.7M.

Following significant discussion and negotiation with the Ministry of Labour and Cabinet Office, the Ontario Government introduced Bill 66 on April 2nd, 2019, which amends the Regulation, and permits a cost effective alternative labelling solution, which provides the same level of safety, and avoids the prohibitive costs. EHS will oversee and implement the labelling solution during summer 2019, while offering experiential learning opportunities to a number of Faculty of Science students who will be trained in the solution.



Cannabis Legalization

The Federal *Cannabis Act*, and the Provincial *Cannabis Control Act*, came into force in October 2018, legalizing the consumption of cannabis and introducing associated risk to the university. Mitigation strategies, involving student leaders and representatives from university stakeholders focused on policy development and governance (fit for duty and safety sensitive positions), decreasing risks for residence operations, intersectionality with the Occupational Health and Safety Act, training and education program development, and supporting initiatives including accommodation needs and enforcement.

The following were updated to ensure compliance and address risk: The Alcohol and Cannabis Use Policy addressed cannabis use at events. There is to be no cannabis use. Smoking on Campus (Tobacco and Cannabis Consumption on Campus) Policy confirms that cannabis is not to be consumed on Carleton property. The Student Rights and Responsibilities Policy was amended to address possession, use and distribution of cannabis; and the Environmental Health and Safety Policy was amended to address impairment in the workplace. Very few incidents occurred followed legalization.

Monetary offenses under the Occupational Health and Safety Act

Bill 177 raised the fines that individuals and corporations could face if convicted of an offense under the Act. For an individual, the fine has quadrupled from **\$25,000 to up to \$100,000** per offense. Jail sentences for individuals remain unchanged at a maximum of 12 months. The maximum fine for corporations has increased threefold from **\$500,000 to \$1.5 million**. The limitation time for laying charges under the Act has now been extended from one year from the date of the offense to one year from the date that an inspector becomes aware of the alleged contravention. Some additional changes were introduced which increase reporting requirements.

Strategic Priorities for 2019

2019 UPDATE

For 2019 and into 2020, we will continue to make progress on our 4 year plan and enhance the safety culture at Carleton University. Some of the key areas of focus for 2019/2020 include CUWorkSafe, WHMIS 2015, and occupation specific training.

CUWorkSafe

Refinement of the CUWorkSafe Inspection module. Thus providing Carleton University with a comprehensive tool to assist supervisors and managers to evaluate and correct hazards.

WHMIS 2015

Carleton's chemical inventory will be resurveyed for accuracy, relabelling all chemicals in accordance with the new WHMIS 2015 Regulation. Updating the training to account for WHMIS 2015 changes.

Employee Training

Establishing the systems necessary to embed risk based health and safety training within each employee's file will firmly establish Carleton as a health and safety innovator.

It is also noted that lessons learned from the January 2019 Steacie building fire will continue to be incorporated into action plans to address infrastructure needs, training gaps and enhanced laboratory operational effectiveness. These lessons learned are being shared across the university sector.

COMMUNITY ENGAGEMENT

To promote and encourage a safety culture within CU and beyond, the EHS team members either lead or are involved with the following committees and organizations:

INTERNAL
Joint Health and Safety Committee
Radiation Safety Committee
Animal Care Committee
Biohazards Committee
Emergency Management Advisory Committee and Emergency Management Team
Working Group for Workplace Violence and Harassment Prevention
EXTERNAL
Council of Environmental Health and Safety Officers
Ontario University Biological Safety Officers
AIHA Ergonomics Committee
AIHA Control Banding Committee
CSSE Journal Sub-Committee



Student Impact and Experiential Learning

Building on the success of existing experiential learning activities, discussions will continue to seek out additional opportunities for student engagement and knowledge transfer. This will continue to include the following:

- FED Capstone projects – review of safety plans for projects. Introduction to real world requirements
- Review of Lab exercises for Faculty of Science undergraduate laboratories
- Placement for Health Sciences student annually
- Completion of respiratory fit testing for student work placements
- Summer students as part of the EHS team

EHS
Team

Our team supports the prevention of incidents and injuries on campus through a number of solution based programs. Our highly skilled team works collaboratively with faculty and staff to enable and support research and student activities.

Nancy Delcellier MBA, BSc, CRSP
Director

David Hunt MScA, CIH
Manager— Operations Safety

Tina Preseau MSc
Manager— Laboratory and Academic Safety

Tim Golding BSCEE, CRSP
Fire Prevention and Safety Officer

Norm Barton
Radiation Safety Officer

We value and incorporate student experiential learning into our office. In 2018 we hired four students and continue to support the Health Sciences Capstone Course with a field placement during the fall and winter semesters. All students from our previous years have gone on to further graduate studies and successful professional careers.

Environmental Health and Safety Office

For more information about our services, please visit [**Carleton.ca/ehs**](https://carleton.ca/ehs)

EHS Contact Information:

Carleton University
209 Maintenance Building
1125 Colonel By Drive
Ottawa, ON
K1S 5B6

p| 613.520.2600 x 3000
e| ehs@carleton.ca



BOARD OF GOVERNORS REPORT

To:	Building Program Committee	Date of Report: 2 May 2019
From:	Vice-President (Finance and Administration)	Date of Meeting: 16 May 2019
Subject:	Sustainability Plan update	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information or discussion only.

3.0 EXECUTIVE SUMMARY

Carleton University is committed to embedding continuous sustainability improvement, to further enhance performance, in all operations, research and teaching. A commitment to sustainability allows for us to reduce our collective impact while ensuring we continue to enjoy our unique campus.

This demonstrable commitment has seen Carleton build upon existing work and programs. In 2018 Carleton was ranked 33rd/712 universities (2nd in Canada) in the UI Green Metric Global university sustainability rankings. Since 2005 the University has shown a 35% reduction in absolute GHG reduction. Showing progress towards a 50% reduction target by 2030. We have also seen a 19% reduction in water use since 2014. Waste programs have progressed with our main food courts both being certified as Zero waste, while our overall diversion rate is 54%.

An additional priority has been increased engagement and broader recognition for our operational progress. A number of engagement activities have continued, including bike to work and a Sustainability Fair. Carleton also signed up to Carbon 613, an Ottawa sustainability network of organizations that are setting and achieving greenhouse gas reduction targets in Ottawa.

4.0 INPUT FROM OTHER SOURCES

The Sustainability Annual Report was prepared by Facilities Management and Planning, with additional information from respective project managers and partner reports, including energy and waste data.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Sustainability report provides a broad understanding of key programs and KPI metrics as they relate to sustainability within the previous fiscal year. The report therefore aligns to outcomes within the Strategic Plan and the Campus Master Plan.

6.0 FINANCIAL IMPLICATIONS

While not pertinent to the reporting year, as of April 2019 the Federal Carbon Tax has come into effect, at \$20/tonne. This provides Carleton with a financial liability of approximately \$600,000 (2019/20). Thereafter there will be incremental increases of \$10 a year, up to \$50/tonne.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

As related to the Carbon Tax only, the Ontario Government is before the courts challenging the federal carbon tax and any resulting changes could have specific legal and compliance issues. In addition once the Co-generation plant is online, natural gas usage will increase by 50%, increasing our exposure to the Carbon Tax.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Sustainability and awareness around climate change have, in recent years, increased and become more prevalent in the media. FMP have worked with the Department of University Communications to develop a comprehensive communications plan to further embed and highlight programs and engage the wider community and external stakeholders.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



SUSTAINABILITY ANNUAL REPORT

2018-2019



Sustainability
CARLETON UNIVERSITY



Carleton
UNIVERSITY

MILESTONES

2004

Carleton University signed on to the Talloires Declaration, which defined 10 action items that Carleton and the other signatories around the globe agreed to follow. As of March 2019, there were 507 signatories worldwide.

2014

Carleton University launches its first comprehensive Sustainability Strategic Plan.

2015

Launch of the Green Revolving Fund, to engage and provide funding for community ideas.

Joined AASHE (Association for the Advancement of Sustainability in Higher Education).

2016

Designated as a Fair Trade Campus.

Campus Master Plan published.

2017

Achieved a Silver rating in STARS (Sustainability Tracking Assessment & Rating System), a university rating system.

2018

Carleton University Energy Master Plan published.

Food courts on campus (Residence and University Centre) designated zero waste.

2019

Carleton joins Carbon 613, an Ottawa network of organizations committed to reducing Greenhouse Gas Emissions.

35% reduction in Carbon Emission Intensity from 2009 levels.

Carlton ranks 33rd out of 719 universities in the UI Green Metric Global Sustainability rankings.

QUICK FACTS



35%

REDUCTION IN EMISSIONS
INTENSITY (SINCE 2009)



56%

OVERALL WASTE
DIVERSION RATE



21%

REDUCTION IN ENERGY
INTENSITY (SINCE 2009)



11

CERTIFIED GREEN BUILDINGS
(PRE-DESIGN AND DESIGN)



71%

OF TRIPS BY SUSTAINABLE
MODES OF TRANSPORT



2nd

RANKED IN CANADA, 33/712 OVERALL
IN UI GREEN METRIC UNIVERSITY
SUSTAINABILITY RANKINGS)



ZERO

WASTE FOOD COURTS,
UNIVERSITY CENTRE AND
THE CAF (RESIDENCE
CAFETERIA)



24%

PURCHASES MADE THROUGH
DINING SERVICES WHICH
ARE COMPRISED OF LOCAL,
ECOLOGICAL AND HUMANE FOODS

ENERGY AND CLIMATE CHANGE

QUICK FACTS

- 35%** Absolute GHG reduction (tonnes CO₂) since 2005
- 613** Carleton joins Carbon 613.
- 5** 2,600,000 kWh savings from 5 retrofit buildings.

Carleton University is continuing to implement actions and programs within its Energy Master Plan. The plan provides key strategic direction for achieving reductions in energy usage and emissions reduction; utility and carbon cost savings; and campus engagement towards the university's plan and individual actions. Carleton has also set aggressive targets towards carbon reduction with a 50% reduction by 2030 and zero carbon/neutral by 2050.

KEY ACHIEVEMENTS

ENERGY RETROFITS

Large scale energy retrofits have been completed in Athletics, Robertson Hall, Loeb, Mackenzie, Minto CASE, Dunton Tower and Maintenance Building. This has seen targeted energy reduction measures including building assessment and energy audits, LED re-lamping, replacing control systems, retrofitting plumbing fixtures with high efficiency, IT computer sleep software and improvements to building exteriors.

To date, within the five initial buildings included as part of the first phase of energy retrofit programs, there have been annual cost savings of \$660,342 and GHG reductions of 1281 equivalent CO₂ tons. A number of other buildings have been targeted for future implementation and retrofits.

Further promotion and engagement to individual departments to encourage energy conservation has also been further developed. This is included as part of the Green Workplace checklist. Targeted promotion in residence has seen the installation of Energy Display Screens to provide real-time data regarding energy use to all residents. In addition, the development of a sustainable living floor has ensured wider promotion of best practices.



SWITCH TO LED LIGHTING

In 2018, over 1,200 exterior lighting fixtures including parking lots, roadways, pathways and tunnels, were replaced with more energy efficient LEDs. This project will provide annual savings of 652,000 kWh. With funding coming in part from the Green Revolving Fund, tunnel lighting was also included. The overall LED lighting project will save the equivalent CO₂ emissions from 93 homes energy for one year and annual cost savings of an estimated \$115,000.

DID YOU KNOW?

Carleton has 259 Energy meters to monitor performance

GREEN BUILDINGS AND WATER

QUICK FACTS

- 11** Buildings on campus certified by Green Globes.
- 1st** Richcraft Hall recognized as best green venue.
- 19%** Reduction in water use since 2013-2014.

The quality and sustainability of our buildings are interdependent and ensuring a greener building, both provides for reduced costs and emissions but also serves for a better place to work and teach, and ultimately a better place to learn and to conduct research. The Campus Master Plan and building design standards demonstrate Carleton University's commitment for a better campus for all.

KEY ACHIEVEMENTS

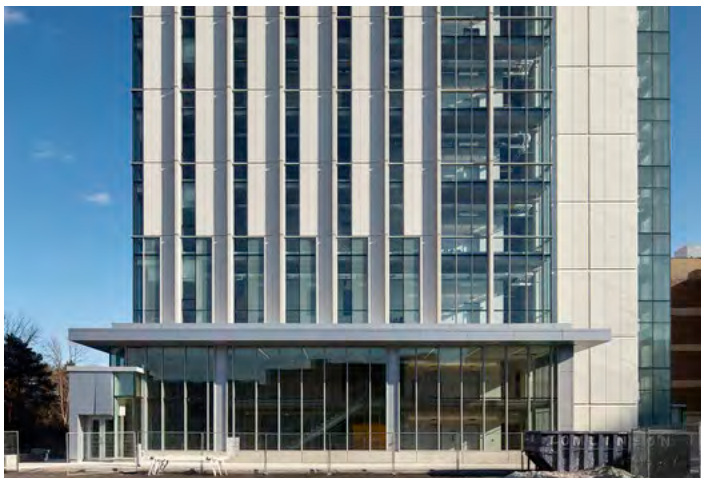
GREEN GLOBES

Carleton continues to utilize the Green Globe standard for all new buildings and major renovations on campus. This standard, similar to LEED, allows for the review of buildings at design stage, during construction and post construction. This staged approach allows for continuous review and adjustment to sustainability needs and standards, and ongoing monitoring to meet requirements. In addition, a full-day sustainability design charrette is also completed, encouraging innovation and best practice.

WATER RETROFIT

Water management and consumption is included in the broader Energy Master Plan and addresses both the historic usage and expected future use. The plan includes conservation opportunities.

Water management is also included within the recently revised building specifications for all new builds and renovations with the inclusion of ultra-low fixtures. Recent programs towards water reduction have seen retrofits of plumbing fixtures.



LIVING LAB

Working alongside colleagues in Facilities Management and Planning, Carleton researcher Liam O'Brien has been looking at office environment and comfort levels, and energy savings. A project within the new Health Sciences Building, compared differing offices with changes to controls, lighting and automated blinds. The intent is to ensure research such as this, conducted on the Carleton campus, informs future buildings and renovations for energy savings and improved comfort.

DID YOU KNOW?

All new buildings are reviewed for sustainability at design and post construction

WASTE AND RECYCLING

QUICK FACTS

- 5,000kg** Amount of household items and clothing donated to the Canadian Diabetes Association at Residence Move Out.
- 54%** Waste Diversion Rate.
- 136** Tonnes of Organic Waste collected in 2018.

Carleton set a target for waste diverted from landfill of 60% in 2014 and continues to work towards this. Meeting and exceeding this target is a priority area and improving campus recycling infrastructure is a major focus for changing how Carleton disposes of waste. In addition, campus-wide engagement programs and improved signage, as well as identifying problem areas are seen as key next steps.

KEY ACHIEVEMENTS

ORGANIC WASTE

Last year the university collected 136 tonnes of organic waste and recognize the importance that the campus community places on capturing this stream. The addition of collection points for liquid and organic waste in major food courts (Loeb, University Centre, Residence cafeteria and the Oasis) have provided greater opportunity for disposal, this in addition to existing kitchen programs.

E-WASTE COLLECTION

Carleton partnered with Electrobac in 2017 to set up three personal E-Waste collection bins. These are located in Athletics, Residence and the University Centre. In 2018, the community recycled over 2,633 devices. This is the equivalent positive impact on the environment as 3,317 litres of oil saved.

In addition to the E-Waste bins for personal items, IT recycled over 20,000kg of Carleton E-Waste from redundant computers and printers.

WASTE CONTAMINATION

In 2018 a program to identify which locations have the most contamination and identifying problem areas for collection resulted in new waste collection pick-ups and bins allocation.



ZERO WASTE

The Food Court, located in the University Centre, is part of a continual improvement program to increase waste diversion in all operations. This has seen the introduction of new recycling stations in dining locations, additional staff training towards sustainability, and the development of a Recycling Ambassador program.

DID YOU KNOW?

Carleton has a bulb crusher on campus to recycle all spent light bulbs

PROCUREMENT AND DINING

QUICK FACTS

- 3 Stars** SPE Certification for commitment to nutrition, sustainability and well-being.
- 24%** Purchases made through Dining Services which are Local, Ecological and Humane foods.
- Gold** Awarded in the category of waste management from the National Association of College and University Food Services.



BAN PLASTIC STRAWS

Carleton University has launched the Say No Thanks to Straws campaign, eliminating plastic straws from its non-franchised food areas on campus. Paper straws are available on request. The campaign dovetails with other university initiatives around packaging, which included a full audit and review of all packaging in the University Centre food court to enable and encourage better recycling practices.

Carleton has been working with campus partners to ensure that sustainable procurement principles are embedded into all operations. This has seen developments such as Carleton becoming a Fairtrade Campus in 2017, and gaining recertification in 2018, and increasing our use of sustainable and local purchasing such as Cage Free Eggs and Marine Stewardship Council certified fish products.

KEY ACHIEVEMENTS

REDUCING OIL USE

Fryer oil is filtered to help reduce waste and improve taste – usage has been reduced by 30% saving approximately 40,00L in 2018. The remainder is recycled into bio-diesel fuel, which is used to power landscape vehicles off campus.

LOCAL FOOD

Carleton supports local farmers and producers by buying local foods wherever possible. Students are engaged towards this program with visible Locally Grown icons on menu boards in the caf which identifies items with more than 50% local ingredients.

Carleton also established a local food project to allow direct orders from farmers and co-ops in the region. Funded by a grant from the Greenbelt Fund, the pilot allows, via an online portal, to see what is available in the field and ready to be picked.

MARKETPLACE

In 2018 Carleton launched an online Marketplace to enable staff and faculty to buy and sell goods online within the Carleton community. The idea was to both provide a safe platform for selling goods, and to encourage re-use and diversion from landfill. Items can also be offered for free. Since its launch over 680 items have been potentially diverted from landfill.

Marketplace operates in addition to our university surplus list, which encourages reuse of furniture electronic items and other equipment within departments.

TRANSPORTATION

QUICK FACTS

- 71%** Trips coming to campus made by sustainable transportation
- 600** Number of people engaged in the new Transportation Strategy.
- 200+** Number of users of bike share program in 2018.



BIKE SHARE

Carleton has partnered with VeloGo, the city-wide bike share program to offer bike sharing on campus. The expanded program saw additional hub (drop off and pick up locations) on the campus, as well as the ability to drop bikes at a convenient and safe location. Over 200 members of the community, including visitors to the campus, used this facility to get around the campus and explore our beautiful city.

Carleton, set outside the downtown Ottawa core, is a destination campus for those visiting either from the city or from communities outside our region. With an O-Train stop in the centre of the campus, and good bus links over 70% of visitors travel to the campus by either public transport or active transportation. Carleton is focusing on reducing single occupancy travel and encouraging more sustainable travel modes.

KEY ACHIEVEMENTS

BIKE 2 WORK MONTH

Bike 2 Work month in May encourages the Carleton community to think about changing their habits and give cycling a go. The program includes a Carleton team challenge where riders log their mileage to win prizes, a workshop on urban cycling providing participants with tips on biking to work, and free bike tune-ups.

CAR POOLING

Carleton has partnered with the City of Ottawa, Travel Wise program to offer a car pooling website to enable staff and faculty to match their ride. Although previously available, updates to incentives such as sharing parking passes and ride home programs have been extended.

TUNNEL SIGNAGE

A pilot program was initiated in 2018 which saw new wayfinding improvements for those walking in the tunnels. A Carleton underground map was created with new coloured routes and better signage was initiated between University Centre and MacOdrum Library. Encouraging a safer and pedestrian friendly campus is a key priority.

TRANSPORTATION PLANNING

A consultation program towards a new sustainability strategy began in fall 2018 and saw over 600 respondents to an online survey. Additional events created awareness towards a new strategy.

CAMPUS ENGAGEMENT

QUICK FACTS

- 1** Million Green Fund, with up to three projects funded per year.
- 52** Bags of garbage collected at clean up events in 2018.
- 700+** Twitter followers.
- 33rd** UI Green Metric World ranking.



CLEAN UP THE CAMPUS

The Carleton community once again came together to support the clean up the campus initiative. Each spring and fall students, staff and faculty are invited to clean up our littered public and natural spaces. The now annual event attracts over 100 community members, who are rewarded with free coffee and lunch. In 2018, more than 50 bags of garbage were collected.

At Carleton, we continue to provide a number of engagement opportunities for our community to build greater awareness and understanding of our sustainability impact and how we can all make a difference. Our programs encourage energy conservation, sustainable procurement, active transportation and ways to submit ideas on sustainable and environmental best practice.

KEY ACHIEVEMENTS

SUSTAINABLE OFFICE PROGRAM

The CU Sustainable Office Program, launched as a pilot in 2019, will see offices complete a checklist of actions and set themselves goals for reducing their impact and improving sustainable behaviours. This will include looking at purchases made, how the team travels and plug-load energy use.

GREEN REVOLVING FUND

Now it is fifth year, the Green Revolving Fund provided funding towards LED lighting in the tunnels as part of a student submission. In 2019, an expansion of the fund saw the creation of an engagement fund to allow for student clubs, offices or departments to submit a project without the need for payback.

MY (SUSTAINABILITY) IDEAS

The Carleton site ideas@carleton was formally adopted onto the Intranet and is a platform for staff and faculty to submit an idea to the betterment of Carleton. A Sustainability tab was created to allow for the community to submit an idea around sustainability. All ideas that reach a level of voting are reviewed and followed up with.

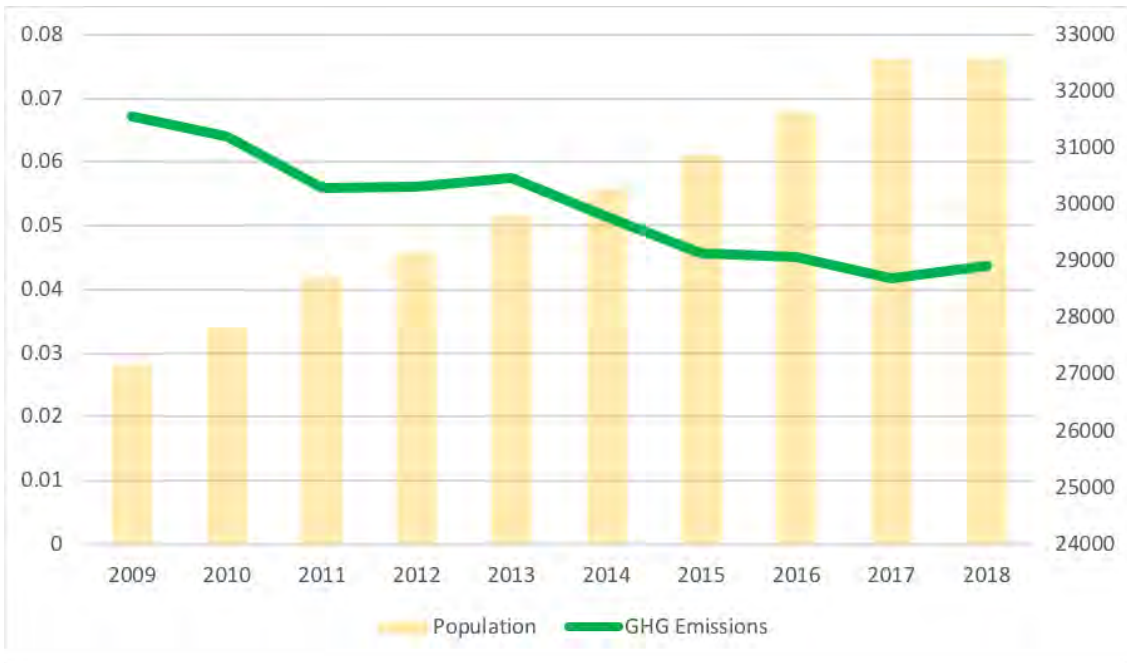
EARTH HOUR

The campus community every year participates in Earth Hour through a number of events. Staff are encouraged to turn off lighting and in residence students take part in dine in the dark and acoustic night. In 2019, energy use fell by 3% for the period.

OUR NUMBERS

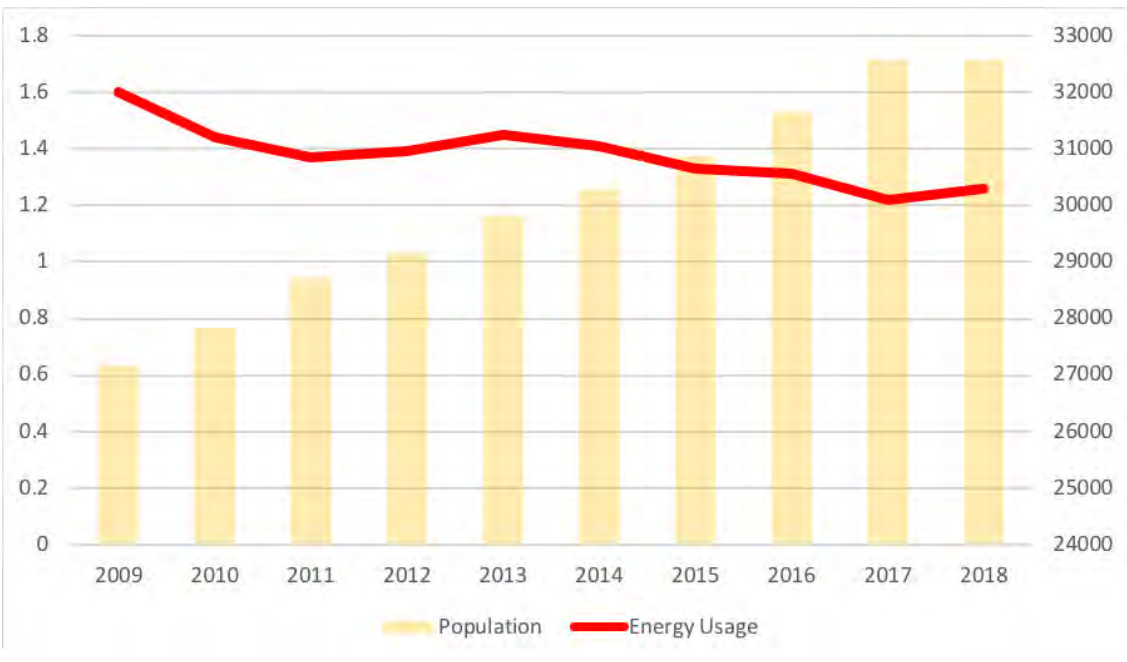
GHG EMISSIONS

Carleton's GHG Emission Intensity (tonnes CO₂/m²) fell by 35% from the baseline year of 2009. At the same time, the campus population increased by 20%.



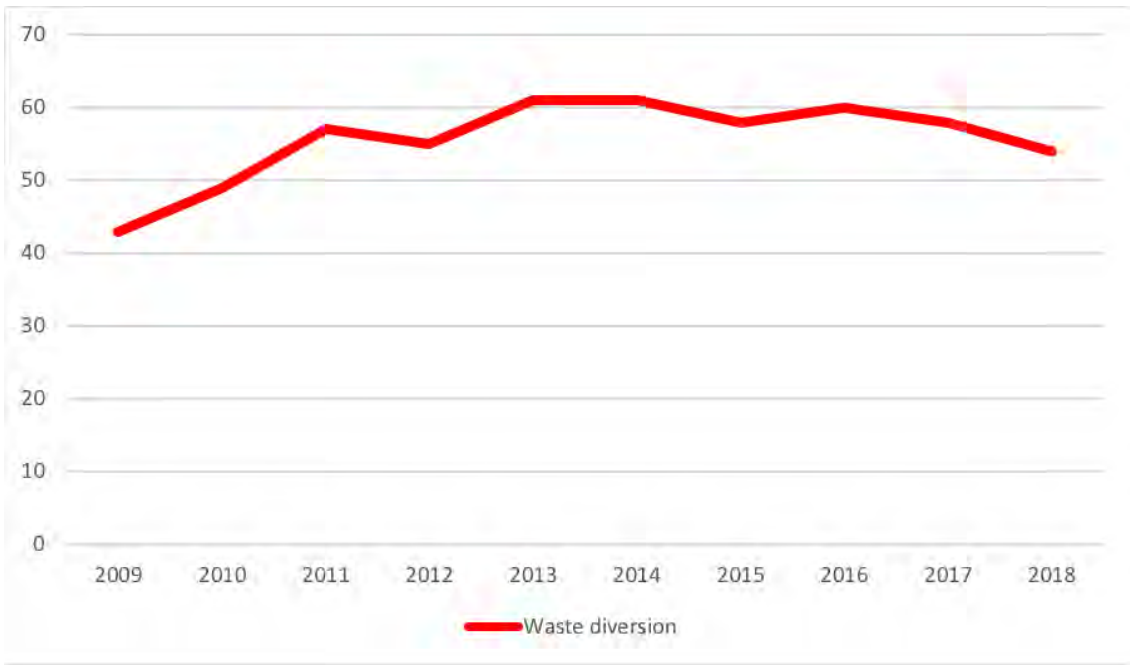
ENERGY USAGE

Carleton's Energy Usage Intensity (GJ/m²) fell by 21% from the baseline year of 2009.



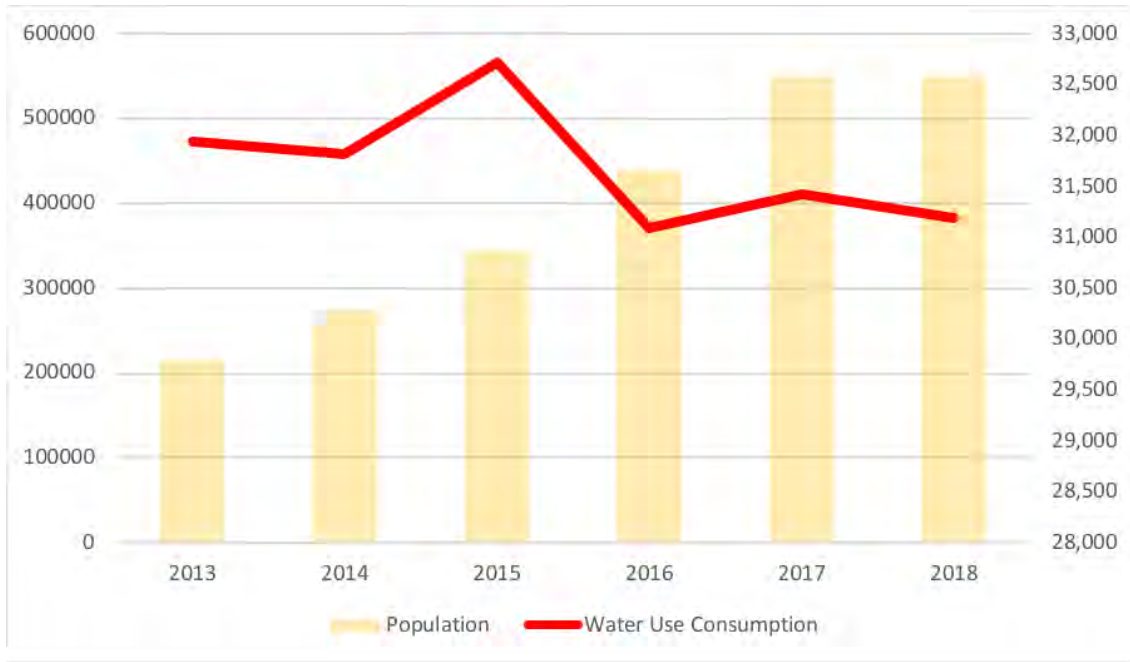
WASTE AND RECYCLING

Last year, Carleton diverted 54% of overall waste from landfill. The reduction in 2018 was in part due to reduced construction waste and increased contamination thresholds being introduced by our waste collection partner.



WATER USAGE

Carleton's Water Usage consumption (m³) fell by 21% from the baseline year of 2009.



TO LEARN MORE ABOUT SUSTAINABILITY
PROJECTS AND INITIATIVES FEATURED IN
THIS REPORT OR TO CONNECT WITH THE
SUSTAINABILITY TEAM VISIT:

WEB: CARLETON.CA/SUSTAINABILITY

TWITTER: @CU sustain

FACEBOOK: SUSTAINABILITY CARLETON

INSTAGRAM: SUSTAINABILITYCARLETON



Sustainability
CARLETON UNIVERSITY



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UNIVERSITY



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Report to the Board of Governors
From the Office of the Vice-Provost & Associate Vice-President (Academic)
June 2019

The charts below list new academic programs, completed cyclical program reviews and those of the 26 major modifications, approved in 2018-19, that have a more substantial impact on the affected program.

New Academic Programs

New Program Approval	Approved by Senate	Approved by the Quality Council	Submitted to MAESD
MA & GDIP in Migration & Diaspora Studies	October 19, 2018	December 19, 2018	November 2018 Decision Expected: <i>August 2019</i>
MA, GDIP in Linguistics, PHD in Linguistics, Language Documentation and Revitalization	October 19, 2018	December 19, 2018	April 17, 2018 Decision Expected: <i>August 2019</i>

Cyclical Program Review

Cyclical Program Review	Approved by Senate	Received by the Quality Council
Economics (MA)	April 26, 2019	May 24, 2019
Mathematics & Statistics (B.Math)	March 29, 2019	April 26, 2019
Communication (MA, PhD)	March 22, 2019	April 26, 2019
Political Science (BA, MA, PhD)	March 22, 2019	April 26, 2019
Political Management (MA, PhD)	Nov 30, 2018	June 11, 2019
Chemistry (BSc)	September 26, 2018	October 22, 2018
Women and Gender Studies (BA, MA, PhD)	September 26, 2018	October 22, 2018
Philosophy DUC (MA, PhD)	September 26, 2018	October 22, 2018

Substantial Graduate Major Modifications

Major Modifications	Approved by Senate
<i>Master of Social Work:</i> changes to program structure and course offerings	November 30, 2018
<i>Master of Architecture:</i> 3-year program requirements increased to 15.5 credits and significant changes to course offerings	February 15, 2019
<i>Master of Political Management:</i> changes to program structure and course offerings	January 25, 2019

Substantial Undergraduate Major Modifications

Major Modifications	Approved by Senate
<i>BA Hons. Linguistics</i> : addition of two concentrations to the honours programs 1) Linguistic Theory and 2) Psycholinguistics and Communication Disorders and the addition of four BSC Honours options in these concentrations in either Neuroscience or Psychology.	January 25, 2019
<i>BA Child and Youth Studies</i> : change in program name and significant changes to course offerings	February 15, 2019
<i>Minor in Heritage and Conservation</i> : the introduction of the minor by the School of Indigenous and Canadian Studies	March 29, 2019
<i>BA Hons. Geography</i> : the introduction of a new concentration in Urban Geography	Feb 15, 2019
<i>BA Hons. Psychology</i> : The introduction of a Minor in Human Resources and Management for Psychology students offered with the Sprott School of Business	Feb 15, 2019
<i>BA Open Studies</i> : name change and the introduction of a new graduation pathway to the BA undeclared program	March 29, 2019 (late change for 2018-19)
<i>BSc Open Studies</i> : name change and the introduction of a new graduation pathway to the BSc undeclared program	March 29, 2019 (late change for 2018-19)

Minutes of the 156th Meeting of the Building Program Committee
Wednesday, March 6th, 2019 at 9:00 am.
Richcraft Hall 2440R

MINUTES

Present:	Mr. D. Craig, Chair Ms. L. Watson, Vice-Chair Dr. B.A. Bacon Mr. G. Farrell	Mr. N. Nanos Ms. P. Smith Mr. A. Ullett
Regrets:	Ms. G. Courtland Mr. D. Fortin	Ms. E. Wohlbold
Staff:	Ms. S. Blanchard Ms. J. Chandler Ms. A. Goth (Recording Secretary) Dr. R. Goubran	Mr. S. Levitt Mr. M. Piché Mr. J. Tomberlin
Guests:	Dr. F. Afagh Mr. B. Billings Mr. R. Clark (Parsons)	Mr. G. Nower Mr. A. Shin (Parsons) Mr. T. Stewart

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The meeting was called to order at 9:00 a.m. The Chair noted the resignation of the Vice-Chair of the Committee Lesley Watson and thanked her for her service to Carleton.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the committee felt the need to declare a conflict of interest regarding any of the items on the agenda. There were none declared.

3. APPROVAL OF THE AGENDA

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

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

It was moved by Dr. Smith and seconded by Mr. Ullett to approve that the minutes for the 155th Building Program Committee meeting, as presented. The motion carried.

5. ITEMS FOR APPROVAL

5.1 Capital Planning Process Policy

An executive summary, policy and presentation were circulated in advance and Mr. Nower, Assistant Vice-President, Facilities Management and Planning was introduced to describe the policy.

The committee reviewed the policy and discussed how this policy will guide the development of major capital projects from concept to implementation in a manner that meets the requirements of the users, and will ensure timely implementation and completion of projects. It was noted that this planning process will serve to prioritize projects and identify funding sources for review and approval by the Finance Committee, Building Program Committee and the Board of Governors.

A Capital Proposal Form which will serve to initiate a project or approval by the Finance and Building Program Committees. Throughout the governance process, project planning reports will be provided to monitor costs and design and capture input from users. Thereafter a Project Implementation Report will be distributed to the committees and to the Board for subsequent approval. Subsequently, a Project Implementation Plan will be prepared and Project Status Reports will be submitted regularly to the Committees and the Board for review. Finally, once the project is completed a Project Conclusion Report will be submitted. It was noted that the new process will provide the Board of Governors better insight into and allow for better overview of a building projects.

The motion to approve the Capital Planning Process Policy, as presented, was moved by Mr. Ullett and seconded by Mr. Nanos. The motion carried.

5.2 Engineering Student Design Centre

A report was circulated in advance. Dr. Fred Afagh, Dean of the Faculty of Engineering and Design was introduced to present the material to the Committee.

The Committee was advised of the importance of providing students in the Faculty of Engineering and Design (FED) a proper design work space and was identified as a gap in the experience of engineering students at Carleton. The firm of Perkins and Will were retained to develop a concept design study with the purpose of developing a concept for an Engineering Student Design Centre.

The proposed Centre will accommodate design studios for the capstone projects developed by students from various departments. Pursuant 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. The addition will be visible from Colonel By Drive and has an open concept design with work bay areas.

A risk posed by the failure to proceed with this project is the negative impact on future recruitment, retention and student satisfaction. The existing shortage of space has affected the student experience and could threaten Carleton's position as a leading Faculty in the field.

The project budget is based on a class D cost estimate and the total project budget is estimated at \$11m including all fees, and contingencies. Funding for this project is coming from FED's budget carry over. The FED chairs and technicians were consulted during the design concept development. Estimated occupancy is September 2020.

The Committee was briefly advised that Phase 2 for a new Engineering Building is being preliminarily discussed. A possible site would be across from the Student Design Centre on Library Road beside the residence complexes. The project budget for the Design Centre includes funds for the conceptual design for phase 2.

The motion was moved by Mr. Ullett and seconded by Mr. Farrell to approve that the design and construction of the addition to the Engineering Student Design Centre with a project budget not to exceed \$11M, contingent on budget being presented in the newly approved Project Planning Report. The motion carried.

6. ITEM(S) FOR INFORMATION

6.1 Project Management Improvements (Audit Response)

A report was circulated in advance. Mr. Gary Nower, Assistant Vice-President, Facilities Management and Planning was introduced to provide an update on the outstanding audit recommendations. It was reported that all items have been completed except the audit areas of a) Project Management Framework; b) Health and Safety Oversight. Both are scheduled for completion in March 2019.

6.2 Update on Major Capital Projects & Deferred Maintenance & Minor Construction

Updates were provided to the Committee on the following matters. The Health Sciences Building interior work is progressing well and on schedule with a focus on completion of the seventh floor to allow the research animals can be relocated.

The ARISE Building phase 2 the fit up is on schedule. The project overall is over budget due to site conditions.

The Co-Generation plant is a challenging project. The project is behind schedule but on budget.

The Nicol Building is proceeding on schedule and on budget. Work on Level 2 has started.

Deferred maintenance projects continue, and a 10-year capital plan has been developed with a database on projects including a risk matrix. Risks noted include injury, safety, emissions, accessibility and equipment failure. The capital plan will be presented to the committee in May 2019. \$14M per year for deferred maintenance has been invested over the last few years and it is hopeful that the audit will show an increase in Facility Condition Index (FCI) which will be used as a benchmark moving forward.

Athletics has been working with FMP reviewing the pool and the demand for fitness. There is less of a demand on aquatics from students, faculty and staff but a larger demand from the community. It would cost approximately \$30M to upgrade and repair the pool. There is a massive demand for a fitness. Perkins and Will were hired as consultants and are conducting market analysis and where best to invest in renovation and addition to the facility. A wellness centre/hub was discussed which would incorporate health and nutrition. Focus groups will be conducted over the coming months with student, faculty, staff and the external community. There is also an opportunity to link the development of the centre with academic programming in the Faculty of Arts and Social Sciences.

The potential north-end P18 parking expansion was discussed. The President outlined that the senior leadership team is not comfortable (high risk) with proceeding with the project for the following reasons:

- a) Phase 1 of the project was over budget and behind schedule due to the difficult site location which has led to a reputational aspect to the project;
- b) Working over a functioning train is hazardous and the definite timeline for the shut-down for the light-rail expansion is not confirmed (which could lead to delays and cost overruns);
- c) Closure of P18 (~600 parking spaces) would be required during construction of phase 2;
- d) There is traffic congestion on the north-end of campus currently;
- e) Adding three-stories to the existing structure will be very high and visible from Bronson Ave. (esthetic component); and
- f) The long-term demolition of the structure which could cost more than the entire project.

Other options will be considered and presented in the future to the Committee. Management was advised to manage communications around parking on campus and alternative options are being considered. A project committee has been established for the transportation issues and includes working on communication strategies.

7. ITEM(S) FOR DISCUSSION

7.1 Review of Committee Work Plan and Terms of Reference

The work plan and Terms of Reference were circulated in advance. The terms of reference were amended for consideration by the committee to align with the Capital Planning Process Policy. The Committee was advised to send any comments or edits to the University Secretary.

The work plan has the next meeting of the committee on May 16th. Any items for addition to the agenda should be sent to the University Secretary.

It was noted that the Governance Committee will be considering the merger of the Finance and Building Program Committees.

7.2 Transportation and Parking Study

An executive summary and a presentation were circulated in advance. Mr. Nower outlined that Parsons was hired to conduct a multimodal transportation study for campus from an infrastructure, accessibility, safety and sustainability perspective. The campus will be facing transportation and parking challenges, and will continue to address Campus Master Plan's priorities in areas of traffic infrastructure and active living.

Parsons developed a number of recommendations that will serve to support the development of a longer-term vision for transportation on campus along with specific projects to address the traffic flow challenges expected in the coming years.

Mr. Austin Shin from Parsons was introduced to the committee and provided a presentation that outlining the timelines, key study findings and cost estimates.

The near-term transportation challenges identified included:

- 1) The National Capital Commission is planning to close the Hog's Back Swing Bridge for rehabilitation, starting August 2019 and ending just prior to the O-Train Line 2 shutdown. This closure is expected to significantly increase traffic entering and exiting via Bronson Avenue;
- 2) The City of Ottawa is planning to shutdown the existing O-Train Line 2 for approximately 24 months, as part of the Trillium Line South project starting in 2020. During this time, replacement bus service will operate between Bayview Station and Greenboro Station, which will increase bus and passenger traffic along the existing routes and bus stops;
- 3) Campus avenue bridge rehabilitation; and
- 4) NCC's planned closure of the Hog's Back fixed Bridge for rehabilitation.

Other challenges identified include congestion on campus roads, conflicts between vehicles, pedestrian and cyclist, and the loss of parking within the campus core. The recommendations provide short-term solutions to mitigate expected disruptions and to help develop a longer-term vision to enhance the campus infrastructure and accessibility – moving away from reliance on single-occupancy vehicle transportation.

Parsons conducted consultations with key stakeholders from the City of Ottawa, National Capital Commission (NCC), Carleton University and various other community representatives. At Carleton, consultations also took place with students, faculty, and staff via an on-line survey and drop-in session - 667 participants took part in the survey. In addition, approximately 35-40 students, faculty and staff attended a scheduled drop-in session.

The top 5 issues identified from the consultation were:

- 1) Congestion at Campus/University Ave intersection;
- 2) Poor transit service;
- 3) Lack of Cycling Facilities and Amenities;
- 4) Loss of Accessible Parking within the campus core; and
- 5) Poor pedestrian crossing safety

The most significant road and transit infrastructure projects identified by the study include:

- *New right-in/right-out (north-south) access from Bronson and Parking Lot 5*
- *Reconfiguration of Bronson/University Intersection - adding a second left lane*
- *New Colonel By access to North Campus*
- *Construction of Raven Road bus access - funded by City of Ottawa*
- *Building roundabouts at Campus/Campus Avenue and University Drive and Campus Avenue (by lot P7)*
- *Tunnels connection from Residences to P18 and to the LRT station*
- *Converting Campus Ave. to one-way south-bound and University Ave. to one-way north-bound*

Other longer-term recommendations would serve to improve accessibility and active travel on campus, such as building a new LRT Hub on Campus Ave, repurposing Campus Ave. to an active promenade and reducing vehicular traffic through better parking management.

Parking recommendations were discussed including:

- a) Rate increases to be in line with other Ottawa institutions;
- b) Carpool parking permit;
- c) Expanding the transit pass program to include faculty and staff;
- d) Offering telecommuting and flexible work hours;
- e) Implementing smart technologies in parking lots;
- f) Increasing parking supply; and
- g) Implementing a shuttle van service from north-end parking to core for those with accessibility needs.

FMP is reviewing the recommendations with the view to preparing a comprehensive long-term vision and plan to improve the campus transportation infrastructure. This plan will include projects to mitigate expected near-term traffic disruption and raise the bar on campus accessibility and sustainability. The planning process will involve the formation of a Transportation/Parking Working Group with appropriate campus representation. The group will oversee the development of the longer-term transportation vision for the campus and ensure appropriate communications throughout.

Dedicated resources will be required to manage implementation of the strategy and timely execution of the many related projects. Management expects to have a long-term implementation plan by the end of September 2019. In parallel, FMP are moving forward with some of the time sensitive projects identified by the consultants such as the right-in/right-out Bronson access at Parking Lot 5 and the reconfiguration of the Bronson/University Ave. intersection.

The cost of implementing the consultant's recommendations in the next 5 years is estimated at between \$10.2 - \$13.3 million (excluding parking related investments).

The following projects are in the planning phase and expected to proceed in the spring of 2019:

- 1) New right-in/right-out (north-south) access from Bronson and Parking Lot 5 – estimated costs \$1.5 - \$2.0 million
- 2) Reconfiguration of Bronson/University Intersection - adding a second left lane – estimated costs \$250K - \$300K
- 3) the construction of a new intersection the North end of the campus, connecting to Colonel By. Estimated costs for this project are in the \$1.2 - \$1.9 million range. The completion date for this project is heavily dependent on getting approval from the National Capital Commission, which will require extensive discussion at all levels. The face, aspirations and visual reputation of campus from Bronson Ave. were noted. The importance of Carleton's location and the experience that the community has on campus in their ability to get around and find locations was noted.

An envelope of funds will need to be dedicated to transportation overall from the Finance Committee with regular updates on the progress of the overall project.

8. OTHER BUSINESS

There was no additional business raised.

9. ADJOURNMENT

It was moved by Mr. Ullett and seconded by Mr. Nanos to adjourn the meeting at approximately 10:31 a.m.

**Minutes of the 40th Meeting of the Governance Committee
Wednesday, April 15, 2019 at 1:30p.m.
Room 2440R Richcraft Hall**

Present:	Mr. K. Evans	Ms. G. Garland (Phone)
	Dr. B.A. Bacon	Dr. I. Lee (Phone)
	Ms. T. Arnt	Mr. N. Nanos (Late)
	Mr. K. von Finckenstein	Mr. A. Ullett
Regrets:	Mr. P. Dinsdale	Ms. A. Spiwak
	Mr. D. Fortin	
Staff:	Mr. G. Aulenback	Ms. A. Goth
	Ms. S. Blanchard	Mr. S. Levitt
	Ms. A. Cunningham	Ms. B. Reid

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 1:32 p.m. The members were thanked for attending the additional meeting of the committee. Bailey Reid, Sexual Assault Support Coordinator and Greg Aulenback, Manager, Strategic Initiatives in the Office of the Vice-President (Students and Enrolment) were welcomed to the meeting.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the committee felt the need to declare a conflict of interest regarding any of the items on the agenda. Ms. Arnt declared a conflict of interest on item 5.1 – Sexual Violence Policy. No other conflicts were declared.

3. APPROVAL OF AGENDA

Mr. von Finckenstein moved, and it was seconded by Mr. Ullett to approve the agenda, as presented. The motion carried.

4. ITEM(S) FOR APPROVAL

4.1 Minutes of Previous Meeting

The minutes of the 39th meeting of the Governance Committee were circulated in advance.

Mr. Ullett moved, and it was seconded by Ms. Garland, to approve the minutes of the 39th Governance Committee meeting, as presented. The motion carried.

5. ITEM(S) FOR APPROVAL

5.1 Sexual Violence Policy

An executive summary, draft policy with tracked changes, two feedback reports and a presentation of the consultation process were circulated in advance.

At the March 6th meeting of the Governance Committee the draft policy was reviewed and additional feedback was provided. The feedback incorporated into the revised policy was as follows:

- For accessibility and ease of use, the policy was divided into Part A: Policy and Support Services and Part B: Complaint Process and Procedure;
- A table of contents for accessibility and ease of use was added;
- Section 2.2 (c) was revised to add the word “relevant” before Dean;
- Section 5.3 added the Office of the Vice-President (Students and Enrolment) is responsible for the annual report to the Board of Governors;
- Section 8.5 (c) added “as described in article 8.10 below”;
- Section 8.11 sentence that started with “the duty to be fair is context [...]” was deleted;
- Section 8.4 the word “advisor” was added;
- The composition of the Appeal Board was revised;
- Section 12.1 added that in the event of conflict between related policies, the Sexual Violence policy takes precedence to the extent of the conflict.

Since the last meeting of the Governance Committee, the Community Relations and Advancement Committee reviewed the Sexual Violence Policy Consultation Process.

There was a request by absent member of the committee to which are also reflected in the feedback documents circulated.

The Committee reviewed the revised policy and engaged in a fulsome discussion including consideration of additional comments and feedback from committee members and the community. In addition there was a special request from a board member to review concerns from the Carleton Graduate Students’ Association and Canadian Union of Public Employees 4600 Joint Response to the Carleton Sexual Violence Policy which were discussed and addressed by the Vice-President (Students and Enrolment) as well as summarized in the two feedback documents circulated.

As a result, the following additional revisions were made:

Section 7 – adding that decisions related to confidentiality will be made by the Vice-President, Student and Enrolment with consultation of the General Counsel.

Section 8.11 – Procedural Fairness was discussed and it was agreed that the sentence “if credibility is at issue” would be revised to “if credibility of any fact or issue,”

Section 8.12 –it was agreed to clarify that the Complainant will be advised of interim measures imposed on a Respondent where permitted by FIPPA for health and safety reasons.

Section 10 – clarifying that the Complainant and Respondent will be notified of any appeal.

It was stressed that this process had wide consultation with the community and is only one of the tools in addressing sexual violence on campus. A campus strategy on sexual violence prevention with a much broader scope is being developed.

Mr. von Finckenstein moved and Mr. Ullett seconded to recommend the Sexual Violence Policy for approval by the Board of Governors as amended. The motion passed with one abstention.

6. ITEM(S) FOR DISCUSSION

6.1 Committee Restructuring Discussion

It was discussed that at the last meeting of the committee there was approval in principle to revising the terms of reference for the Governance and Nominating Committee, Executive Committee (for incorporation of the HR/Compensation mandate), and the Finance and Building Program Committee. All of which have general acceptance by Board members with the exception of the Finance and Building Program Committee merger for which concerns have been raised for and against them. The next steps are to compose terms of reference and determine the composition of the committees. It was noted that it is important for each members of the Board to have the opportunity to serve on a standing committee.

The concerns raised regarding the merger of the Finance and Building Program Committees include:

- the frequency and length of the meetings;
- co-chairs might be considered for the Finance and Building Program Committee;
- the original committee’s mandates;
- the impact of members recruitment;
- an alternative name for the committee Finance and Infrastructure or Finance and Capital.

Points raised in support of the merger of the Finance and Building Program Committee include:

- Reduction in duplication of presentations and workload on senior management and members;
- There is a natural synergy between the committee mandates with certain items that are relevant to both committees that could be addressed at one meeting;
- The consideration of a financial capital expenditure at one committee would allow all members with the relevant expertise to be in one room at the same time.

It was discussed that the Community Relations and Advancement Committee terms of reference need to be considered at a future meeting as there is a level of duplication of information going to this committee and the Board. The Chair of the committee will be consulted.

7. OTHER BUSINESS

The committee had a brief discussion about the Strategic Mandate Agreement process and the Strategic plan development.

8. ADJOURNMENT

Mr. Ullett moved and Mr. von Finckenstein seconded to adjourn at approximately 2:40 p.m. The motion carried.



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

**Carleton University Senate
Meeting of March 29, 2019 at 2:00 p.m.
Senate Room, Robertson Hall**

MINUTES – OPEN SESSION

Present: F. Afagh, S. Ajila, T. Arnt, B.A. Bacon (Chair), S. Blanchard, A. Bowker, S. Boyle, M. Close, J. Coghill, B. Creary, T. Di Leo Browne, D. Dragunoiu, L. Dyke, J. Erochko, P. Farrell, R. Goubran, E. Grant, N. Grasse, P. Gunupudi, H. Gupta, B. Hallgrimsson, B. Hnidi, B. Hughes, W. Jones, C. Joslin, S. Klausen, S. Kroff, B. Kuzmarov (Clerk), E. Kwan, J. Liu, C. Macdonald, A. Maheshwari, R. McKay, H. Nemiroff, M. Neufang, D. Nussbaum, B. O'Malley, S. Parathundiyil, J. Paulson, M. Piché, A. Plourde, P. Rankin, M. Rooney, W. Shi, S. Shires, A. Shotwell, D. Siddiqi, E. Sloan, J. Smith, P. Smith, J. Tomberlin, C. Trudel, C. Viju, J. Wolfart

Regrets: A. Chandler, C. Cruickshank, J. Deaville, M. Esponda, K. Evans, D. Howe, J. Ramasubramanyam, L. Schweitzer, P. Watzlawik-Li

Absent: F. Afaq, A. Ahmad, J. Cheetham, C. Dion, A. Dodge, A. Harrison, J. Hayes, W. Horn, F. Hosseinian, J. Kovalio, P. Lagasse, N. Nanos, D. Oladejo, B. Popplewell, J. Stoner, T. Tandon, K. von Finckenstein

Open Session:

1. Welcome & Approval of Agenda (open)

The Chair began the Open Session of the meeting asking for a moment of silence in memoriam of four members of the Carleton Community (Sylvain Pitre (ITS), Flavia Renon (Library), Pius Adesanmi (Institute of African Studies) and Peter DeMarsh (alumnus)), and of the victims of the anti-Muslim attack in New Zealand.

The Chair then welcomed four new undergraduate students to Senate: Taylor Arnt (FPA), Millie Close (Science), Brendan O'Malley (FED) and Bashar Hnidi (FPA). These students were elected recently to fill vacancies on Senate for the remainder of the 2018/19 academic year.

The Chair noted that the CUISIC consultation (Item #8 on the agenda) will be postponed to a later meeting, due to the illness of one of the co-chairs. He asked that this item be struck from the agenda.

It was **MOVED** (W. Jones, J. Paulson) that Senate approve the open agenda for the meeting of Senate on March 29, 2019, with this modification.
The motion **PASSED**.

2. Minutes: February 15, 2019

It was **MOVED** (D. Dragunoiu, L. Dyke) that Senate approve the minutes of the open session of the Senate meeting of February 15, 2019, as presented.
The motion **PASSED**.

3. Matters Arising:

- a. **RE: SAPC Major Modification** - Change in BA (Hons) Geography Concentration. The committee was asked at the last meeting to check all credit numbers for accuracy and clarity. Vice-Provost Lorraine Dyke indicated that the confusion arose because the table in the executive summary was inadvertently truncated, but she noted that the full data was included in the Calendar entry that was shared with Senators

4. Chair's Remarks

- The Chair began by sharing the news that the Collaborate Campaign reached its fundraising goal of \$300M. Celebrations took place on March 28 in the University Centre Galleria, and will continue on the evening of April 17, which is the official closing date of the campaign. The Chair acknowledged and thanked his predecessors Alastair Summerlee and Roseann O'Reilly Runte for their contributions and

support. He also recognized the exceptional leadership of Jennifer Conley with her team in University Advancement, and thanked Carleton students, staff and faculty for their commitment to this campaign.

- The Chair highlighted that under the leadership of colleagues in the Institute for African Studies, a Memorial Fund has been launched to honour Professor Pius Adesanmi, who died in a tragic plane crash in Ethiopia last month. The fund will build on his legacy, and every donation made will be matched by the university.
- The Chair announced that under the leadership of the Provost, three decanal searches have now been completed. Dana Brown, former Dean at de Montfort University in the UK and the Director of the MBA program at Oxford University, will be the new Dean for the Sprott School of Business. Larry Kostyuk will be the new Dean of Engineering and Design. Professor Kostyuk served for a decade as the Chair of the Mechanical Engineering Department at the University of Alberta, and also as the AVP Research, leading Alberta's 75 million CFREF project on Energy. Finally, Carleton's own Patrice Smith has been appointed as Dean of Graduate and Postdoctoral Affairs. Professor Smith currently is a Senator, a Professor in Neuroscience and an Associate Dean in Science. The Chair thanked the outgoing Deans and Interim Deans for their service in these roles, noting that there will be many more opportunities to honor their contributions.
- Carleton has recently announced the signing of a new collective agreement with the post-doctoral fellows union. The Chair congratulated both negotiating teams.
- The Chair extended congratulations also to Sarah Todd from the School of Social Work, for winning a prestigious 3M National Teaching Fellowship, recognizing her exceptional contributions to teaching and learning.
- The Chair noted that two Carleton sports teams are national champions this year. The Carleton Men's Basketball team became the national champions for the 14th time, and the Carleton Men's Curling team also won their national championship. The Chair extended congratulations to both teams and their coaches.

- Over the past two years Carleton has undertaken a number of initiatives in experiential learning. The Vice-Provost will provide an update on this topic at next month's Senate. In a closely related topic, Carleton is one of 16 post-secondary institutions chosen to participate in a Canadian pilot of the Carnegie classification on community engagement. The Vice-Provost will provide more details next month.

5. Question Period

No questions were submitted in advance.

6. Administration (Clerk)

a. Student Senators Membership Ratification:

The Clerk reported on the election for student Senator positions for 2019/20 which was held this week. 6 of the 10 elected positions for 2019/20 have been filled:

- Science (1): Millie Close (acclamation)
- FASS (2): Julia Bruno, Zack Kryworuchka (acclamation)
- FPA (3): Afreen Ahmad, Tyler Boswell, Sheldon Parathundyil (election – March 27 – 28)

It was **MOVED** (B. Kuzmarov, S. Blanchard) that Senate ratify the new student Senate appointments for 2019/20, as presented. The motion **PASSED**.

The Senate Office will circulate another Call in April to fill the remaining 4 student positions. The Clerk reminded Senators to look for emails from the Assistant University Secretary in the coming weeks regarding anticipated faculty vacancies on Senate.

b. Notification of Appointments made Contrary to Policy

The Clerk received notice of 3 instances of non-advertised recruitment. One was a Banting appointment in FPA, and two were

transfers from Term to Instructor in FASS. These are presented to Senate for information only.

c. Schedule of Senate meetings for 2019/20 and 2020/21

Draft schedules for Senate meetings in 2019/20 and 2020/21 were circulated to Senate for review and discussion. Senators were asked for feedback on the meeting date for October 2019 which might be rescheduled for the Friday of Reading Week. Reactions to this idea were mixed; the Clerk will consider options and present a final version for approval at the April Senate meeting.

d. Update on Senate Committee Review – Preliminary Report & Next Steps

A draft report on the progress of the Senate Committee Review was circulated with the Senate meeting materials. The analysis suggests that there is scope to move forward with the next stage of the review. However, the Clerk noted that in undertaking historical research of Carleton Senate committees, a contradiction in governance roles was discovered between the Senate Executive committee and the Senate Academic Governance Committee. As a result, it is not clear which committee should proceed with the next stage of the review.

The Clerk noted that both committees are aware of this conflict and both support the creation of an ad hoc committee of Senators to resolve the governance conflict and possibly also to complete the Senate review.

The Clerk asked for support from Senators for the creation of this ad hoc committee, and suggested that the composition would be similar to the Free Speech Task Force created by Senate last fall: 3 faculty Senators, 1 Contract Instructor and 2 Student Senators. The ad hoc committee would pick up on the work already completed and make recommendations for a revised committee structure. Calls for Expressions of Interest could go out immediately, and the committee could be ready to meet within the next two weeks with

the goal of making recommendations to bring to the next Senate meeting.

The Clerk presented the following motion:

It was **MOVED** (B. Kuzmarov, P. Smith) that Senate approve the creation of an ad-hoc committee of Senators to complete a review of Senate's Standing Committees and make recommendations to Senate as a result thereof.

Discussion:

Senators discussed the motion and debated which body should be given the mandate to undertake the next part of the review. Most Senators agreed that the Senate Academic Governance Committee and Senate Executive Committee could not be exempt from the review, since their governance mandates need to be clarified. The Clerk explained that Senate committees exist with delegated authority from Senate, which is why Senate, through an ad hoc committee, could move forward with the review and resolve the governance dilemma.

A point of order was raised regarding the motion presented by the Clerk, since there was no notice of motion or memo circulated in advance to Senators. The Assistant University Secretary confirmed that a memo including this motion was not included in the meeting materials.

The Assistant University Secretary added that the notice of motion could be waived if Senate agrees that the action in the motion cannot be delayed until the next Senate meeting. The Chair considered that there is a state of urgency in this matter, since failure to move forward this month with the review would make it impossible to approve any changes in time to implement them for the beginning of the next academic year on July 1st.

It was **MOVED** (B. Kuzmarov, L. Dyke) that Senate waive the notice of motion requirement for the motion presented by the Clerk to create an ad hoc committee to complete the Senate Committee review. The motion **PASSED**, with a 2/3 majority; 41 in favour and 4 opposed.

J. Paulson suggested an amendment to the original motion:

It was **MOVED** (J. Paulson, S. Klausen) the Senate amend the previous motion by substituting for the following motion:

That Senate approve the creation of an ad-hoc committee comprised of the members of the Senate Academic Governance Committee plus 3 Senators to complete a review of Senate's Standing Committees and make recommendations to Senate as a result thereof.

Discussion:

Several Senators felt that members of the Academic Governance Committee should be included because of their expertise in governance, however the Clerk reiterated that placing the review in the hands of the Governance Committee does not resolve the governance conflict that led us here in the first place.

The Chair suggested an amendment by substitution, so that the ad-hoc committee membership would include 4 members of the Governance Committee and 4 Senators:

J. Paulson withdrew his amendment. Senate voted on the following amended motion:

It was **MOVED** (J. Paulson, B. Creary) that Senate approve the creation of an ad-hoc committee comprised of 4 members of the Senate Academic Governance Committee plus 4 elected members of Senate to complete a review of Senate's Standing Committees and make recommendations to Senate as a result thereof.

The motion **PASSED**.

Senators and members of the Governance Committee will be contacted within the next 24 hours with information on the setup of the Task Force, including nomination and election procedures and preferred meeting schedules.

7. Reports:

a. Senate Academic Program Committee (J. Tomberlin)

Cyclical Program Reviews

It was **MOVED** (J. Tomberlin, A. Plourde) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Communication Studies.

The motion **PASSED**.

It was **MOVED** (J. Tomberlin, C. Macdonald) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Mathematics and Statistics.

The motion **PASSED**.

It was **MOVED** (J. Tomberlin, A. Plourde) that Senate approve the Final Assessment Report and Executive Summary arising from the cyclical Review of the undergraduate and graduate programs in Political Science.

The motion **PASSED**.

Major Modifications – 2019/20 Calendar Curriculum Proposals

INDIVIDUAL MOTIONS:

It was MOVED that Senate approve the major modification to the PhD in International Affairs program as presented with effect from Fall 2019.

It was MOVED that Senate approve the introduction of the Minor in Heritage Conservation as presented with effect from Fall 2019.

It was MOVED that Senate approve the major modification to the Bachelor of Engineering, Architectural Conservation and Sustainability Engineering program as presented with effect from Fall 2019.

Reports: a) SAPC (cont'd)

It was **MOVED** that Senate approve the introduction of ALDS 4307 as presented with effect from Fall 2019.

OMNIBUS MOTION:

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

Discussion:

A Senator noted that the credits listed for the first-year courses in the proposed Architectural Conservation & Sustainability Engineering program (page 47 of the SAPC documentation binder) do not add up. The Vice-Provost responded that this discrepancy is a function of the software. Unfortunately, courses need to be approved before the credits will show up in this list.

Undergraduate Major Modifications – 2018/19 Calendar Curriculum Proposals

INDIVIDUAL MOTIONS:

It was **MOVED** that Senate approve the major modification to the BA in Open Studies program as presented with effect from Fall 2018.

It was **MOVED** that Senate approve the major modification to the BSc in Open Studies program as presented with effect from Fall 2018.

OMNIBUS MOTION:

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

b. Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)

The Chair of SCCASP, Howard Nemiroff presented 8 proposed academic regulation changes for approval and 6 items for information.

It was **MOVED** (H. Nemiroff, E. Sloan) that Senate approve the changes to Regulation 22 Application for Admission Deadline for the 2019/20 Grad calendar as presented.

The motion **PASSED**.

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve the regulation changes to the BGINS stream in Global Development for the 2019/20 Grad calendar as presented.

The motion **PASSED**.

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve regulation changes to the BGINS specialization in Global Development for the 2019/20 Grad calendar as presented.

The motion **PASSED**.

It was **MOVED** (H. Nemiroff, P. Smith) that Senate approve regulation changes to the BSc Earth Science and Geography Concentration in Terrain Science for the 2019/20 calendar as presented.

The motion **PASSED**.

It was **MOVED** (H. Nemiroff, S. Blanchard) that Senate approve the changes to Reg. 5.3.2 in the 2019/20 calendar as presented.

The motion **PASSED**.

It was **MOVED** (H. Nemiroff, P. Rankin) that Senate approve the changes to Coop requirements for BA/BSci Geography for the 2019/20 calendar as presented.

The motion **PASSED**.

Regulation changes to R-UG-B.Eng Year Status for Engineering – adding minimum grade requirements for entry into 2nd year Engineering courses

It was **MOVED** (H. Nemiroff, D. Dragunoiu) that Senate approve the changes to R-UG-B.Eng for the 2019/20 calendar as presented.
The motion **PASSED**.

Senate Policy on Accommodation for Student Activities

It was **MOVED** (H. Nemiroff, D. Dragunoiu) that Senate approve the revisions to the Senate Policy on Accommodations for Student Activities as presented.
The motion **PASSED**.

8. Carleton University Indigenous Strategic Initiatives Committee Consultation

This item was removed from the agenda.

9. Reports for Information:

a. Academic Colleague (Jeff Smith)

Jeff Smith presented a brief summary of his report to Senate. The COU meeting scheduled for February 13 did not happen, but the report included high-level notes COU would have used to frame the discussion at the meeting. The next meeting will be in April at Queen's University.
There were no questions.

b. Senate Executive Committee Minutes (February 5, 2019)

There were no questions.

10. Other Business

There was none.

11. Adjournment

It was **MOVED** (J. Tomberlin, J. Paulson) that the Senate meeting be adjourned.
The motion **PASSED**.
The meeting was adjourned at approximately 3:30 pm.



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

**Carleton University Senate
Meeting of April 26, 2019 at 2:00 p.m.
Senate Room, Robertson Hall**

MINUTES

Present: J. Talim (proxy for F. Afagh), B.A. Bacon (Chair), S. Blanchard, A. Bowker, S. Boyle, A. Chandler, M. Close, B. Creary, J. Deaville, T. Di Leo Browne, A. Dodge, L. Dyke, J. Erochko, K. Evans, P. Farrell, R. Goubran, E. Grant, H. Gupta, B. Hallgrimsson, W. Jones, S. Klausen, J. Kovalio, S. Kroff, B. Kuzmarov (Clerk), E. Kwan, A. Maheshwari, H. Nemiroff, M. Neufang, D. Nussbaum, D. Oladejo, J. Paulson, M. Piché, A. Plourde, B. Popplewell, J. Ramasubramanyam, P. Rankin, L. Schweitzer, W. Shi, A. Shotwell, D. Siddiqi, E. Sloan, P. Smith, J. Tomberlin, C. Trudel, K. Von Finckenstein, P. Watzlawik-Li, J. Wolfart

Regrets: S. Ajila, J. Coghill, C. Dion, D. Dragunoiu, M. Esponda, N. Grasse, P. Gunupudi, B. Hnidi, D. Howe, B. Hughes, J. Liu, C. Macdonald, B. O'Malley, M. Rooney C. Viju

Absent: F. Afaq, A. Ahmad, T. Arnt, J. Cheetham, C. Cruickshank, A. Harrison, J. Hayes, W. Horn, F. Hosseinian, C. Joslin, P. Lagasse, R. McKay, N. Nanos, S. Parathundyl, S. Shires, J. Smith, J. Stoner, T. Tandon

1. Welcome & Approval of Agenda (open)

The meeting began at 2:02 pm. The Chair acknowledged departing student ex-officio members Emily Grant (CASG President), David Oladejo (CUSA President), Jay Ramasubramanyam (GSA President) and Farima Afaq (GSA VP Academic) and thanked them for serving on Senate.

The Chair noted a few changes to the agenda:

- An addition should be made under Item 6(f) Administration – Marshal of Convocation

- Item 6 (f) – Report from Senate Committee Review Task Force - should be moved to Item 6 (g)
- There is a correction to Item 10 (a) Senate Executive Minutes. The date should be March 19, 2019.

It was **MOVED** (J. Paulson, J. Ramasubramanyam) that Senate approve the agenda for the meeting of Senate on April 26, 2019, with these modifications. The motion **PASSED**.

2. Minutes: March 29, 2019

It was **MOVED** (L. Dyke, J. Ramasubramanyam) that Senate approve the minutes of the open session of the Senate meeting of March 29, 2019, as presented. A Senator noticed one error in the attendance record. The motion **PASSED** with this correction.

3. Matters Arising:

There were none.

4. Chair's Remarks

The Chair began by noting the recent close of Carleton's \$300M fundraising campaign on April 17th. The final total raised was just over \$308M. 29,000 donors gave through Carleton to support many initiatives including 404 new scholarships and 191 FutureFunder projects to benefit students and the broader community.

On April 1, the President and the Dean of FASS, Pauline Rankin, hosted a reception and concert at the Carleton Dominion-Chalmers Center, to celebrate Carleton's new partnership with the Ottawa Symphony Orchestra (OSO). The event drew more than 700 patrons and the program included a performance of Mahler's 5th Symphony under the direction of maestro Alain Trudel.

The Chair attended the 70th Annual Carleton University Spring Conference on the weekend of April 13, where he provided a talk on the ambiguous nature of visual perception. Other speakers at the event included Gordon Davis, Kahente Horn-Miller and Scott Bucking, among others.

The Office of the VP Research has been incentivizing multidisciplinary research clusters with a new catalyst fund. \$500,000 was provided as seed funding for multidisciplinary research teams with the potential to achieve transformative outcomes. Carleton received 31 applications for the program from all faculties. Ten projects will be fully funded at the amount of \$50,000, and a further nine applications will receive partial funding to initiate some of their proposed activities. Examples of areas funded include accessibility, workplaces of the future, migration policy, connected autonomous vehicles, digital tools for global endangered languages, a carbon-free future, the economic future of work and labour transitions, and future telecommunications.

The Board of Governors recently approved the revised and improved sexual violence policy. The next step will be the development of a comprehensive strategy for education, prevention and response to sexual violence. Bailey Reid and the Sexual Violence Prevention and Education Committee are leading this work.

Admissions numbers for Fall 2019 continue to look strong and Carleton is on track to meet or exceed enrolment targets.

The Chair provided some remarks on the new Ontario provincial budget. He noted that while there are no cuts to the grant for the next year, it can be assumed that funding discussions will be rolled into the negotiations for the next Strategic Mandate Agreement. Some of the funding will be tied to performance outcomes, but details have yet to emerge. The Provost will be the lead in these consultations.

The provincial budget also contained language indicating an increase in oversight of broader public sector compensation. More details should be forthcoming.

The Chair reminded Senators that Convocation this year runs from June 10 to June 14 and includes 9 ceremonies. The first ceremony on June 10 will feature the installation of Carleton's new Chancellor, Yaprak Baltacioğlu. The Chair encouraged Senators to attend one or more of the ceremonies and to sign up for the faculty procession. The registration deadline is May 23 and the form can be found on the Convocation website.

Finally, the Chair reminded Senators of the joint Board and Senate Reception on May 31st from 4:00 to 6:00 pm in the lobby of Robertson Hall. Refreshments will be served, and all Senators are encouraged to attend.

5. Question Period

Five questions were submitted in advance.

a. Questions submitted by GSA President Jay Ramasubramanyam

- Given the provincial government's Student Choice Initiative (SCI), the university is certainly in a tight spot. Nevertheless, institutions like Carleton also have leeway in deciding how to apply the SCI. Does the university plan on making some of the **levies that are meant to support students directly** mandatory?
- To what extent is the senior administration willing to hear out the voices of groups that rely entirely on levies to ensure that a stronger student community is built on campus, which is in the best interests of the university's smooth functioning?

Response by VP Students & Enrolment:

The provincial government announced the "student choice initiative" as a new fee model which was introduced along with the directive to cut tuition at Ontario universities by 10%. Documents for this initiative have been received and provide a framework and some parameters for defining essential student fees. Carleton has consulted with other universities and the OVPSE has held several meetings with student groups to determine how to work with these parameters. A proposal for 2019/20 student association fees was presented to and approved by the Board of Governors yesterday. As outlined in the proposal, many fees are still mandatory, including the student OC Transpo bus pass, the student health plan, wellness programs and foot patrol, among others. The next step is to finalize a communications plan for students and student groups to advocate for opting into non-essential fees. The impact of the new

policy is not yet known, but the plan is to provide regular communications to support student groups.

The GSA president asked about the global impact of the new student fee model. For example, the World University Service of Canada (WUSC) levy has supported refugee students to come to Carleton to study. The GSA President asked how the university plans to support refugee students who have been approved to attend Carleton. The VPSE responded that they are exploring options with WUSC.

b. Questions submitted by J. Paulson:

- In the election for Senators to join the Senate Committee Review committee, the Clerk's office told Senators—incorrectly—that Senate had “agreed” about the task force membership (one student, one contract instructor, and “two elected faculty members, preferably with experience serving on one or more Senate Standing Committees”). Although the actual motion passed by Senate was, upon request, subsequently sent to Senators, no context was given and no retraction of the tendentious prior statement of preferred qualifications was made, despite a retraction being requested. Instead, the Clerk's own preferences were allowed to stand in for the will of Senate. Will the Clerk apologize for this, and assure us that future statements of this kind will be made with greater clarity and transparency?

Response from Clerk:

The Clerk thanked Senator Paulson for the question and assured Senate that the aim of the Office of the Secretariat is always transparency and clarity in supporting the work of Senate. The Clerk noted that the wording of the Call was not meant to confuse Senators and she regrets if this was the case. However, it was noted that even before circulating the clarification to Senators, the Secretariat Office did receive nominations from Senators without committee experience.

- At President Summerlee's first Senate meeting, he revealed that Senate had, under the previous administration, been wrongly cut out of the SMA preparation (indeed the most recent SMA had never been shown to Senate until the beginning of the terms of President Summerlee and Provost Tomberlin), and promised Senators that this would not happen in the future — that Senate would be transparently involved in the process of creating the next SMA from the outset. Now that our SMAs are being tossed out and restructured by the province, what does the University know about the coming metrics, and what role will Senate play in developing the revised SMA (and related metrics)? On metrics, specifically: some Senators have of course, in previous debates, expressed concern about their use. (A reminder of some of these points: for many purposes, and in some disciplines, it is (to put it mildly) very difficult to employ them to any good effect— common, one-size-

fits-all metrics will incentivize short-term, easy, and repetitive research; grade inflation; multiple choice exams over writing development; and short-term student outcomes. In my discipline, for instance, I'm less interested in whether my student has a job after graduation than what kind of a person they are in 10 years; it's the letters that come back after that point that tell me whether I've done my job well.) Obviously these would degrade the academic mission of the university and would thus be of grave concern to Senate. Does the administration already have an existing, unalterable position on metrics, or will its approach to the metrics mandate be approached with the same care and caution as, say, the free speech policy, with Senate being fully and transparently involved?

Response from Chair:

The current SMA has not expired, and is in effect until 2020. For the next 6 months the provincial government will operationalize ideas for new agreements in consultation with universities. The process to negotiate the next SMA should begin in the fall of 2019, and the Senate will be consulted in this process.

- What is the purpose of the 'Expert Panel' developing an action plan for intellectual property? Intellectual property is, of course, covered by collective agreements; what kind of 'action' is being proposed? Will Senate or any committees of Senate have a role to play?

Response from the Chair:

The Chair agreed to report to Senate on the IP Expert Panel that was mentioned in the provincial budget once more is known.

6. Administration (Clerk)

a. Notification of Appointments made Contrary to Policy

The Senate Office received notice of one instance of non-advertised recruitment in which an Instructor was transferred from Term to Preliminary appointment.

b. Schedule of Senate meetings for 2019/20 and 2020/21 – finalization

The schedules for Senate meetings in 2019/20 and 2020/21 that were circulated to Senators prior to the March 2019 meeting have been finalized as presented and will be posted on the Senate website.

c. Membership Report: Faculty and student vacancies on Senate

A Call for Nominations to serve on Senate was circulated directly to all faculty members in April. The Call was also publicized via Carleton Top 5, the Provost's newsletter, and on the Senate website. The

nomination period closes on Tuesday April 30th. If necessary, elections for positions will be held in May.

The Clerk reminded Senators whose terms are ending this June to submit an Expression of Interest with the support of three faculty members, if they would like to serve for another 3-year term. (These would be included in the pool of nominations and would be subject to an election if the position is contested.)

The Clerk also reminded any sitting Senator planning to take a sabbatical or other leave next year to notify the Assistant University Secretary as soon as possible, since, according to the AGU rules, faculty members on leave must relinquish their Senate seat.

Finally, the Clerk asked Senators to consider sitting on some of the Senate Standing Committees, especially those that require Senate membership. The Senate Executive Committee and the Governance Committee both have vacancies requiring Senate faculty representation. Senators are encouraged to serve on these and other standing committees where vacancies arise. A Call will be circulated in May.

d. Call for Final Reports from Committee Chairs

The Clerk reminded all Chairs of Standing Committees that do not report regularly to Senate that they must submit an annual report in May. The Secretariat Office will be communicating more information to committee Chairs soon.

e. Senate Survey – call for participation

The Clerk reported that in an effort to improve transparency and best practices, the Office of the Secretariat will be circulating a Senate Survey, to receive feedback from Senators on a variety of topics related to participation on Senate over the past year. Senators are asked to look for an invitation from the Assistant University Secretary within the next few weeks, and to participate in the survey.

f. Marshal of Convocation

In accordance with Article 6, Section 2 of the AGU, the Clerk of Senate may, with the approval of Senate, designate a full-time faculty member to act as Marshal of Convocation. The Clerk requested that Senate approve this designation for one day of Convocation.

It was **MOVED** (B. Kuzmarov, E. Grant) that Senate approve the designation of Professor Donald Russell as Marshal of Convocation for Ceremonies 6 and 7 on Thursday June 13, 2019.

The motion **PASSED**.

g. Report from Senate Committee Review Task Force

The Clerk began by thanking the members of the Task Force for their dedication and engagement in the process of committee review. The Clerk also thanked Senators for their support of this work.

The Senate Committee Review Task Force met four times, on April 4, 9, 15, and 18. Discussions were fulsome, thoughtful and productive, and resulted in a number of recommendations for committee restructuring. Five of those recommendations have been circulated as motions for Senate approval. Additional recommendations will be presented to Senators for information and discussion at this meeting, and may be circulated for approval at the May Senate meeting.

With these motions collectively, the Senate Committee Review will close, although there will be an ongoing process of updating committee Terms of Reference, the Academic Governance of the University and Senate policy documents as a result of restructuring changes. These tasks will continue into the next academic year.

Motions for Approval:

Motions 1 – 4 address the previously identified governance anomaly between the Senate Executive Committee and the Senate Academic Governance Committee. These motions broadly transfer

the responsibility for committee oversight from the Senate Executive Committee to the Senate Academic Governance Committee and, where appropriate, to the Office of the Secretariat.

It was **MOVED** (B. Kuzmarov, E. Grant) that Senate approve the transfer of the responsibility of Senate committee oversight, listed in the Senate Executive Committee's Terms of Reference as "Recommend[ing] to Senate the number, size and terms of reference of standing committees of the Senate," to the Senate Academic Governance Committee.

The motion **PASSED**.

It was **MOVED** (B. Kuzmarov, D. Siddiqi) that Senate approve the transfer of the responsibility for "coordinating the work of Senate committees", listed in the Senate Executive Committee's Terms of Reference (Item 2), to the Clerk and Office of the Secretariat.

The motion **PASSED**.

The third motion concerns oversight of Senate committee membership. The Task Force recommends that the Governance Committee's role would be to oversee a nomination and election process that would conclude with ratification of new committee members at Senate. The administrative work of the election process would be undertaken by the University Secretariat, which conforms to current practice.

It was **MOVED** (B. Kuzmarov, S. Klausen) that Senate approve the transfer of the responsibility for oversight of the nomination and election process for Senate committee membership from the Senate Executive Committee to the Senate Academic Governance Committee.

The motion **PASSED**.

The Task Force recommends revising the membership of the Senate Academic Governance Committee to include more Senate representation, in light of the fact that this committee now has authority to oversee Senate standing committees. Consequently, the

Task Force also recommends a less strict requirement for individual line-faculty representation on the committee.

It was **MOVED** (B. Kuzmarov, J. Paulson) that Senate approve the revised composition of the Senate Academic Governance Committee, such that the six faculty members on the committee be broadly representative of the line-faculties of the university and that at least 50% of the faculty membership on the committee be composed of current or past sitting Senators.

The motion **PASSED**.

The final recommendation of the Task Force is to consolidate four Senate appeals committees into one Senate Appeals Board, with individual specific appeal bodies as subcommittees. The Appeals Board as the reporting body to Senate would be composed of the Chairs of the subcommittees, and subcommittees would be constituted as required to carry out the work of appeals.

It was **MOVED** (B. Kuzmarov, E. Grant) that Senate approve the consolidation of the Senate Academic Integrity Appeals Committee, the Senate Graduate Students Appeal Committee, the Senate Academic Accommodation Appeals Committee, and the Senate Undergraduate Studies Committee into the Senate Appeals Board.

The motion **PASSED**.

Additional Recommendations:

The Clerk reported on additional recommendations from the Task Force regarding Senate's role in the Quality Assurance process. The following issues with the current process were identified by the Task Force:

- *Overlapping functions.* The Senate Academic Program Committee (SAPC) appears to duplicate the work of the Carleton University Committee on Quality Assurance (CUCQA).
- *Overlapping memberships.* SAPC and CUCQA have similar membership and the Provost's office chairs both committees.
- *Senate management.* CUCQA is not a Senate Committee.

- *Lack of procedural fairness.* Appeals in the quality assurance process currently go to the Provost.

To resolve these issues, the Task Force is recommending the following changes presented as notice of motion for Senate consideration. (Formal motions will be forthcoming in May.)

- 1) The Task Force recommends that both SAPC and CUCQA be dissolved, and a new Senate Committee (Senate Quality Assurance Committee) be created. SQAC would take on the same responsibilities as CUCQA for Quality Assurance, and it would also assume SAPC's responsibility for overseeing academic restructuring. This proposal would bring Quality Assurance under direct management of Senate, allowing for substantial and meaningful Senate oversight. Functional overlap and duplication of tasks would be eliminated. At the same time, responsibility for overseeing major academic restructuring would be incorporated into the new committee.

Membership of SQAC would include:

- Vice-Provost, Chair (non-voting)
 - 9 Faculty members, broadly representative of the five line-faculties. (At least 50% of these faculty members must be current or past Senators.)
 - 2 students (one graduate and one undergraduate)
 - Librarian (non-voting)
 - Associate Vice-Provost (non-voting)
 - CUASA Observer (non-voting)
 - Calendar Manager, resource
- 2) The Task Force also recommends the creation of a separate Quality Assurance Appeals Committee, that would be available to hear appeals from programs and academic units. The ability to appeal would be available on grounds including but not limited to bias and procedural unfairness in regards to the quality assurance process. This committee would not be a standing committee of Senate, but would be contained within the Senate

Appeals Board, and would be constituted as needed. It would report to the Appeals Board and through that Board to Senate.

Membership: 5 faculty members, broadly representative of line faculties, and preferably with experience in administration of graduate and/or undergraduate programs. Members will elect their own Chair.

Discussion:

It was noted that Senate can only recommend the dissolution of CUCQA, but cannot approve it, since CUCQA is not a Senate committee.

In response to a question from the floor it was also noted that SCCASP will not be affected by the proposed changes as it handles minor modifications, while CUCQA oversees new programs, cyclical reviews and major modifications.

The Clerk concluded by thanking the Task Force again for their time and dedication to this work.

7. Reports:

a. Senate Academic Program Committee (J. Tomberlin)

The committee brought two motions to Senate for approval.

Cyclical Program Review

It was **MOVED** (J. Tomberlin, A. Plourde) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the MA program in Economics.

The motion **PASSED**.

The Dean of FPA, Andre Plourde, noted that the PhD in Economics is not included in this review because it is a joint program with the University of Ottawa, and therefore falls under a different IQAP.

Major Modifications

It was **MOVED** (J. Tomberlin, E. Sloan) that Senate approve the introduction of the Concentration in Chemical Toxicology to the B.Sc. in Chemistry program as presented with effect from Fall 2020. The motion **PASSED**.

b. Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)

The Chair of SCCASP, Howard Nemiroff presented one item for approval and three items for information.

The item for approval concerns changes to the Bachelor of Architecture core courses.

It was **MOVED** (H. Nemiroff, L. Dyke) that Senate approve the changes to Regulation 7.5 for the 2019/20 Undergraduate calendar, as presented.

The motion **PASSED**.

Items for information included:

- Changes to clarify language of GR 14 regarding the Cooperative Education policy.
- Editorial changes to BENG 951a and 951B and removal of SREE 1000.
- Regulation 6.8 – regarding simultaneous and subsequent degrees, specifically with regards to the new BA and BSc in Open Studies.

8. Budget Presentation

The Chair reminded Senate of the recent changes made to the budget process at Carleton:

- The Provost has been made the Chief Budget Officer in order to help align resources with academic mission.
- The Financial Planning Group was replaced by the Provost Budget Group, co-chaired by the Provost and VP Finance and Administration.
- Decanal representation is included in rotation on the Provost Budget Group. This year the Deans of FASS and Science are included.

The Chair then introduced the Provost and Vice-President (Academic) to present an overview of the university operating budget to Senate. (See attached presentation for content.)

Senators asked for clarity for the following areas:

- Fee increase range for International students – these will vary according to program, with professional programs seeing higher rates of increase. The trends presented in the presentation are based on domestic students, but international student enrolment is growing each year with specific targets in mind.
- Continuous growth model – although government grants are now decoupled from growth, universities must factor in moderate growth to compensate for rising operational costs, especially when tuition is capped.
- Balancing revenues (recurring) with restricted assets (one-time use)
- 2% budget reduction – this occurred across all units
- Ancillary reserves - To help compensate for tuition reduction, \$1M of ancillary reserves will be allocated to the academic mission to reinvest in student success.
- Best practices in budgeting predictions are realistic for the short term and conservative for the long term.

9. Presentation: Experiential Learning (L. Dyke)

Vice-Provost L. Dyke presented a brief overview of the experiential learning initiatives Carleton has implemented over the past 2 years, followed by a proposal to adopt degree level expectations (DLE) for experiential learning (EL). The drive for this initiative comes from the provincial mandate in 2017 for all university graduates to have at least one experiential learning activity before they graduate, and from the expectation that there will be experiential learning metrics in the next Strategic Mandate Agreement that will be tied to

funding. Including DLEs for EL ensures that all programs at Carleton will include experiential learning. (See attached presentation for more details.)

It was **MOVED** (L. Dyke, S. Boyle) that Senate approve the proposed Degree Level Expectation as presented with effect from Fall 2019.

Proposed Carleton DLE on Experiential Learning:

Reflect on the link between theoretical knowledge and experiential application in contexts that prepare students for the workplace and civil society.

Discussion:

Senators noted that the proposal appears to be encoding something already broadly in practice across faculties; the Vice-Provost agreed with this, stating that on average, 75% of all Carleton students (both undergraduate and graduate) have had at least one experiential learning opportunity. The DLE will make this a requirement that we can measure with metrics. Programs do not need to rewrite their learning goals and objectives, but should ensure that at least one of these can be mapped onto the DLE. As units come up for cyclical program review, they will be asked to add degree level expectations for EL or include plans for implementation in the Action Plan. Eventually, 100% of programs will have DLE for EL. Senators from FASS expressed concern with the proposal and indicated that currently more than half of their courses cannot meet the DLE. It will be difficult to represent what FASS does in this framework.

Some Senators felt that the proposed DLE should not be as focused on jobs and the workplace.

It was **MOVED** (J. Paulson, S. Klausen) that the wording of the Degree Level Expectation for Experiential Learning be modified so that the phrase “for the workplace and civil society” be changed to “for the workplace and/or civil society.”

The Vice-Provost accepted this as a friendly amendment.

With this change, the Chair called the vote.

The motion **PASSED**.

10. Reports for Information:

a. Senate Executive Committee Minutes (March 19, 2019)

There were no questions.

11. Other Business

There was none.

12. Adjournment

It was **MOVED** (W. Jones, B. Hughes) that the Senate meeting be adjourned.

The motion **PASSED**.

The meeting was adjourned at approximately 4:11 pm.
