

CONSENT AGENDA
to the Open Agenda of the 618th Meeting of the Board of Governors

Wednesday, December 4th, 2019
Room 2440R River Building

4.1 ITEM(S) FOR APPROVAL

- 4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes**
- 4.1.2 Board Travel and Related Expenses Policy**

4.2 ITEM(S) FOR INFORMATION

- 4.2.1 Project Planning Report - Engineering Student Design Centre**
- 4.2.2 Investment Report for the Endowment**
- 4.2.3 Pension Plan Report**
- 4.2.4 Risk Management Policy & Enterprise Risk Management Q &A**
- 4.2.5 Committee Minutes**
 - a) Building Program Committee
 - 158th Meeting – September 12, 2019
 - b) Finance Committee
 - 298th Meeting - September 12, 2019
 - c) Governance Committee
 - 42nd Meeting - September 18, 2019
- 4.2.6 Minutes of Senate**
 - Approved Minutes from September 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 617th Meeting of the
Board of Governors**

**Tuesday, September 30, 2019 at 3:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

PRESENT:	Ms. Y. Baltacioğlu Mr. N. Nanos (Chair) Mr. D. Fortin (Vice-Chair) Dr. B.A. Bacon Mr. A. Alhaimi Ms. D. Alves Ms. T. Arnt Dr. C. Carruthers Ms. B. Creary (phone)	Mr. P. Dion Mr. K. Evans Mr. G. Farrell Mr. K. von Finckenstein Ms. J. Fullerton Ms. K. Furlong Ms. G. Garland (phone) Ms. L. Hayes Ms. L. Honsberger	Mr. O. Javanpour Ms. N. Karhu Dr. J. Malloy Ms. B. O'Connor Dr. B. Ormeci Dr. E. Sloan Dr. P. Smith Ms. J. Taber Ms. A. Tremblay
REGRETS:	Ms. F. Afaq Mr. J. Durrell	Ms. C. Gold Mr. D. Greenberg	Mr. A. Ullett
STAFF:	Ms. S. Blanchard Ms. J. Conley Ms. J. Chandler	Mr. D. Cumming Ms. A. Goth (R. Secretary) Mr. S. Levitt	Mr. M. Piché Dr. R. Goubran Dr. J. Tomberlin
GUESTS:	Mr. G. Aulenback	Ms. A. Cunningham	

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm. All attendees, guests and observers were welcomed to the meeting.

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.

It was moved by Mr. Farrell and seconded by Dr. Sloan that the open agenda of the 617th meeting of the Board of Governors be approved, as presented. The motion carried.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: minutes of the previous meeting, approval of the members on the Vice-President (Students and Enrolment) Review Committee, the Academic Colleague and Alumni Representative on Senate, and the Board Award Criteria and Jury Selection.

The following items were circulated in the open consent agenda for information: minutes from the Community Relations and Advancement, Building Program, Finance and Governance Committees, the Risk Management Framework, Students and Administrative Staff Governor Handbook and Election Process, Board Work Plan, Schedule of Meetings and Minutes of June Senate.

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

5. PRESENTATION FROM THE CHANCELLOR

The Chair, Mr. Nanos, introduced Carleton's 12th Chancellor, Ms. Yaprak Baltacioğlu. Ms. Baltacioğlu spoke about her journey to Canada and her experience at Carleton University. The university provided her a start to her career in Canada and she is grateful to have the opportunity to give back to Carleton through her work as Chancellor. She briefly spoke about her installation as Chancellor, and the time she spent at Spring convocation. Ms. Baltacioğlu was inspired by the diversity of students in the graduating class, and the optimism in their faces. Carleton has an important role in preparing its graduates with skills for the future, and the ability to adapt to new situations quickly. Convocation is a reminder of Carleton's core mission and purpose. President Bacon stated that Ms. Baltacioğlu embodies what Carleton was looking for in a Chancellor: someone who exemplifies their values and is an inspiration to students.

The Board inquired what Ms. Baltacioğlu's vision is for her role as Chancellor. Ms. Baltacioğlu responded that she would like to represent the university on request of the

President and Chair of the Board, help with fundraising efforts, government relations, perform the ceremonial role of the office as well as mentor the President.

6. ITEMS FOR APPROVAL

6.1 Audited Financial Statements for year ended April 30/19 and Audit Finding Report

An executive summary, presentation, the consolidated financial statements of Carleton University year ended April 30, 2019, KPMG audit findings report, and the financial report to the Board of Governors 2018-2019 were circulated in advance.

The Chair of the Audit and Risk Committee, Ms. Honsberger outlined that the committee met on September 12th and discussed the Audited Financial Statements and the Audit Finding Report with the Financial Services team. The statements were prepared by management and reviewed by KPMG, the external auditors. The audit found no material errors requiring adjustments or control deficiencies in the financial reporting. Additionally, the Audit and Risk Committee discussed the increase use of technology by KPMG.

It was moved by Ms. Honsberger and seconded by Ms. Alves to approve the Audited Financial Statements for year ended April 30, 2019, and Audit Finding Report, as presented. The motion carried.

6.2 New Student Residence Project

An executive summary, presentation, business plan and capital proposal form were circulated in advance. Mr. Farrell, the Chair of the Building Program Committee, introduced this item outlining that since the last residence building was constructed, the current 3,600 beds have remained constant. The student enrolment has continually increased and now stands at 31,500. Carleton offers guaranteed first-year residence to its students, but each year there is a growing number of students on a waitlist. The supply of beds outnumbers the demand for beds and therefore justifies the creation of a new student residence building. It is proposed that the new residence building have a “traditional style” format with a 50:50 split of 150 single and 150 double rooms.

Ms. Alves, Chair of the Finance Committee summarized the budget for this project is estimated at \$60 Million with a target occupancy of August 2022. The project would be funded from reserve funds (\$10M) with the remainder financed through a mortgage. The projected revenues the building will attain will cover the operating costs and deferred maintenance. There are two mortgages on residence buildings Leeds and Prescott which expire in 2026/27 and 2028/29 respectively which freed up approximately \$3.1 Million annually which could be used toward other priorities.

The financial assumptions were reviewed by the Finance Committee regarding the viability of the residence building. The management reassured the committee if the

demand for rooms decreased Carleton could offer rooms to upper year students. Additionally, double rooms could be converted to single rooms for a higher fee. In the unlikely case of empty beds, there would be a \$406,000 deficit, which would be covered by the annual residence surplus of \$1.4 Million.

The Finance Committee also evaluated and confirmed that the project remained viable if borrowing costs (interest rates) were higher than projected. Management conducted a sensitivity analysis which showed that the project would still have a positive financial outcome.

The Board inquired if the projected maintenance costs were sufficient in modernizing the existing residence buildings to keep pace with the proposed project. Management responded that in the five-year projection for ancillary services there will be \$6 Million per annum earmarked for maintenance, renovation and modernization of existing residences.

Board members asked if an assessment was completed on the residence cafeteria to ensure that it could sustain the increased demand in residence students. Management conducted an analysis that confirmed the cafeteria would supply appropriate service and create additional revenue which was outlined in the business case for the project.

A question was posed regarding the use of the new residence rooms for summer rentals through Conference Services. Management indicated that residence rooms are currently and will continue to be rented during the summer. The potential revenues were not included in the initial report, as there is still a large number of rooms currently available to meet the summer demand.

It was moved by Ms. Alves and seconded by Mr. Farrell to approve to proceed with the design, method of construction, and detailed estimates of a new student residence to be located on Carleton's campus for a budget not to exceed \$60 Million, as presented. The motion carried.

7. ITEMS FOR INFORMATION

7.1 Report from the Chair

The Chair, Mr. Nanos reported that Carleton and the Board had a good start to the 2019/20 year, which was kicked off by Ken Steele at the orientation and continued throughout September as all the standing committees had their first meetings of the year. Carleton has a strong leadership team including our President and Chancellor. A key priority for 2019/2020 will be strategic planning.

7.2 Report from the President

The *President's Report to the Board of Governors September 30, 2019* was circulated in advance. President Bacon provided a verbal update. The summer was filled with youth summer camps including athletics, Virtual Ventures, SHAD Valley, as well as the Nishnawbe Aski Nation Youth Leadership Development Initiative that welcomed youth from 37 First Nation communities across northern Ontario to campus.

Additionally, President Bacon spent four days in the Yukon with Benny Michaud, Assistant Director, Indigenous Initiatives, to attend the National Truth and Reconciliation Conference organized by Universities Canada and the McConnel Foundation. This coincided with the Carleton University Indigenous Strategic Initiatives Committee (CUISIC) consultations.

President Bacon reiterated that Carleton had an exceptional year in terms of both research and research funding. In the future, Carleton is striving to increase its funding in this area by 25% each year.

September demonstrated a series of successes, including: Carleton meeting its controlled enrolment targets with an increase of 1-1.5%, a successful Throwback Week where over 10,000 alumni came to campus, and the Department of Sociology turned 50 – making it the second oldest in Canada.

Carleton also has three strategies being worked on simultaneously: the Strategic Integrated Plan (SIP), Strategic Mandate Agreement (SMA), and CUISIC. Currently, SIP is presenting a speaker series and facilitating consultations with the Carleton community. The SMA is a government mandated report that is being negotiated and for Carleton exists in parallel with SIP. Finally, the CUISIC consultation process is coming towards the end of its work.

7.3 President's Goals and Objectives for 2019/20

A memo with the President's Goals and Objectives for 2019/20 were circulated in advance. The Executive Committee reviewed and approved goals and objectives at the September 23rd meeting. President Bacon outlined that last year there were 23 goals across six broad categories. This year, the goals have been reduced to three sections: Strategy, Follow Through and Reputation.

The first category includes the above-mentioned strategies: SIP, SMA, and CUISIC. Additionally, Carleton is creating a Sexual Violence Prevention and Response Strategy utilizing the feedback gained from the consultation process of the Sexual Violence Policy. Additionally, the university is working to build strategies on international, accessibility, and student employment framework.

On the second section, the President noted it is pivotal that Carleton continues with the current momentum in the areas of student success, enrolment, advancement, research and infrastructure. Last year, Carleton saw growth in both enrolment and research funding, and it is important that the momentum continues in both these areas. Additionally, following the success of the Here for Good campaign, President Bacon stressed the importance maintaining a \$25 Million a year fundraising goal to avoid a “Post Campaign Cliff.” In terms of Infrastructure, the University is proud of the progress made with the ARISE and Nicol Building, and the future plans of a new Engineering space. Finally, Carleton has plans to revitalize the Human Resources portfolio by adding new leadership and focusing on both personal and professional development.

The last pillar of the President’s Goals and Objectives is Reputation. With the completion of the Reputation Research project, it has been revealed that Carleton is not communicating its story as loudly or as proudly as could be. This year Carleton will commence a 2-3-year reputational push to sharpen and amplify its story to get the visibility and credit Carleton deserves.

7.4 Student Mental Health Framework

An executive summary, resource guide, community update and presentation were circulated in advance. In October 2016, Carleton launched the Student Mental Health Framework 2.0 which outlined 38 recommendations. These initiatives focused on providing a systematic approach to mental health care on campus. Mr. Greg Aulenback Director, Strategic Initiatives, was introduced and provided a presentation on this item.

From the Framework 2.0, 34 of the 38 of the recommendations have been implemented or are ongoing. The next steps are to continue building a thriving institution where students are able to connect and build a sense of community.

The resource guide provided to the Board members outlines the continuum of mental health support offered at Carleton which matches students to the appropriate resources based on their specific needs. This tool has been very helpful for staff and faculty in talking to students and supporting them through awareness of on campus services.

In the area of enhancing the continuum of mental health support a number of initiatives have been implemented including 24/7 mental health services through *Empower Me* for undergraduate students to have access to off-campus professional counsellors, the addition of 3 counsellors for a total of 12.5 counsellors on-site (9.5 in Health and Counselling and 3 in Residence).

A specialized effort has been made to offer direct counselling to Graduate students. These initiatives have been coordinated with the GSA and FGPA and include a specialized graduate counsellor.

Carleton is proud to offer psychiatrist resources to its students. Currently, there are four psychiatrists working the equivalent of 9 days a week on campus.

In order to garner positive conversations about mental health, and help recognize signs of those who are struggling, there has been ample amount of literacy distributed around campus in an attempt to normalize dialogue on this topic. This also includes a “Supporting a Friend” document and workshop created to assist students in distress while also giving the caretaker tools to take care of themselves.

A committee has been formed called ‘Student Mental Health Engagement.’ This group was launched in 2017 and has over 45 student volunteers. The goal of this committee is to help promote mental health across campus with workshops, campaigns, and events. Additionally, Carleton has expanded their Therapy Dog initiative since receiving permanent funding for this program. Currently, there are 13 dogs as part of this initiative; each with their own business card. Carleton has a distinct approach to their Therapy Dog Program where Faculty and Staff take student support training and are trained to become the handlers of their own dogs. This is an advantage as Carleton employees are familiar with campus and the resources available to students.

In the coming year, Carleton hopes to expand its mental health training for students, staff and faculty. Including working with EDC to provide resources for faculty to use in their own classrooms, creating strategies to foster resiliency and coping mechanisms among students. The Office of the Vice-President (Students and Enrolment) would also like to complete an evaluation and assessment of current programs and initiatives to ensure accessibility, sustainability and campus coordination.

The Board inquired how the materials and resources surrounding mental health were circulated to students. Management responded that numerous channels are used where the resources are distributed: social media, newsletters, wellness website, as well as a robust communications plan. For staff and faculty, Carleton is working with Healthy Workplace and Excellence Canada to further offer Mental Health services.

A question was posed surrounding the wait times on campus for counselling or psychiatrists. Ms. Blanchard responded that since Carleton has been focusing on identifying mental health needs on a spectrum (stepped approach), more students are seeking help before reaching a critical condition.

Finally, it was asked if there were initiatives in which students could access resources while remaining anonymous and discreet. Ms. Blanchard responded that currently, in collaboration with CUSA, Carleton has been working with “Empower Me”. Empower Me is a service where students can make teleconference or video conferencing counselling appointments or access services off-campus to remain discreet. As well, the university has been leading initiatives to help reduce the stigma surrounding mental illness.

Ms. Suzanne Blanchard and Mr. Greg Aulenback were thanked for all their work on this initiative.

7.5 Committee Chair Updates

a) Building Program Committee

The Chair of the Building Program Committee, Mr. Greg Farrell provided an update on the September meeting. The members received a presentation on the transportation and parking strategy which including: the progress made on the new entrance/exit from Stadium Way, a temporary driveway from Colonel By, and a plan to replace the P9 parking structure with a new structure on P3 that would be completed by 2023. The committee also received information on future planning including a Wellness Hub and a new Engineering Building. Additionally, the committee was provided an update on Deferred Maintenance including a commitment from the Board of \$140M over 10 years. To date \$52M has been spent to address aging facilities. The committee received an update on a system audit conducted to better understand the current conditions of various facilities on campus. The major capital projects ongoing on campus including Health Sciences Building, ARISE Building (8 weeks delayed), Co-generation facility, and Nicol Building (14 weeks delayed).

The Building Program Committee also had a joint meeting with the Finance Committee to discuss the proposed new residence building project.

b) University Relations and Advancement Committee

Mr. Dan Fortin, Chair of the University Relations and Advancement Committee provided an update on the September. The committee discussed the Board Award for Outstanding Community Achievement including: the selection criteria and the jury selection. The committee also received a presentation on the Reputational Research Report and an update from Advancement. Finally, the members reviewed the Terms of Reference and the Work Plan for the year.

c) Finance Committee

The Finance Committee met on September 12th, and the Chair of the committee, Ms. Debra Alves, provided an update to the Board members. Like the Building Program Committee, Finance members discussed the new residence project. Additionally, the committee discussed the 2018/19 Financial Report and the 2019/20 Operating Budget. Currently, there is a 1.1% increase in overall enrolment, which is projected ahead of budget. Additionally, it was mentioned that funding from the Provincial Government has been declining, which will be a challenge for all universities going forward. The Provincial Government also regulated that students have an “opt-out”

option for certain student fees. It will take a few years to determine a trend in this area, but currently about 14% of students are opting out of these optional fees. Finally, the Work Plan and Terms of Reference were reviewed.

d) Governance Committee

Mr. Nik Nanos, Chair of the Governance Committee, provided an update on the September meeting. Primarily, the student and staff election handbooks were discussed and approved. Additionally, the skills matrix of members was reviewed. The committee received an update on the best practices review recommendations implementation. The committee also agreed that the Committee chairs will be approached for feedback on the new committee re-structuring which is being implemented this year.

8. OPEN-OTHER BUSINESS

No additional business was raised.

9. OPEN-QUESTION PERIOD

A question was posed surrounding some of the IT issues occurring on campus, and if there was anything the Board could do to assist in these issues. It was stated that the latest IT interruptions were caused by a SAN update and that a dedicated team of ITS professionals worked to rebuild and get the system up and running. ITS is working to improve redundancy into the systems.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Ms. Tremblay, seconded by Dr. Malloy to adjourn the Open Session of the Board of Governors at approximately 4:53 pm. The motion carried.

Policy Name:	Board of Governors Travel and Related Expenses
Originating/Responsible Department:	University Secretariat
Approval Authority:	Board of Governors
Date of Original Policy:	June 2011
Last Updated:	December 2019
Mandatory Revision Date:	December 2022
Contact:	University Secretariat

Policy:

The University shall pay for limited and reasonable expenses incurred by members ("Members") of the Board of Governors (the "Board") for Authorized Travel and related expenses on University business related to the duties and responsibilities of Members as governors. Authorized Travel includes only the following:

1. Travel by Members ordinarily residing outside the greater Ottawa/Gatineau area for the purpose of attending meetings of the Board or its Committees annually, and/or;
2. Travel by any Member for the purpose of attending specific events as a governor outside the greater Ottawa/Gatineau area, where attendance at such function has been requested by either the President or the Chair of the Board.

Expenditures and accounting for travel shall be made in accordance with University policy as outlined below.

Members are reminded that the University's budget for travel-related expenses is very limited, and are encouraged to travel as economically as reasonably possible when attending to University business. Members are encouraged to consider forgoing reimbursement of travel expenses and instead treating such expenses incurred as a donation to Carleton University. A tax receipt will be provided in the event that a Member elects to fund his/her own travel as a donation to the University.

Purpose

This policy sets out the conditions under which expenses incurred for authorized travel on University business by Members will be reimbursed. This policy also ensures compliance with the Expense Directive of the Broader Public Sector Accountability Act (BPSAA).

Scope

1.0 General

- 1.1 When making travel arrangements, "value for money" considerations must be paramount. Careful consideration of costs, mode of travel, travelling time and convenience will realize the most economical and effective use of all resources.
- 1.2 Expenses of a personal nature will not be reimbursed.

- 1.3 Travel expenses paid by the University may not be used by the claimant for a claim at any other organization
- 1.4 Rates and allowances referred to in this policy should be regarded as maximum guidelines.

2.0 Transportation Expenses

2.1 Airfare

- 2.1.1 Air travel must be claimed at the lowest rate available, not to exceed full economy fare. Seat reservation charges may be claimed at the lowest rate available.

2.2 Rail Transportation

- 2.2.1 The maximum amount to be reimbursed for rail transportation is full fare economy, with the exception of travel within the Ottawa-Toronto-Montreal corridor. VIA1 fares or other first class fares for rail travel between these destinations will be reimbursed.

2.3 Rental Vehicle

- 2.3.1 A vehicle may be rented when it is necessary or more economical than other transportation options for the stated purpose of travel. The vehicle should be the most economical and practical size, taking into account the purpose of the rental, number of occupants and safety considerations.
- 2.3.2 Reimbursable expenses include the rental fee, the km/mileage charge by the car rental agency, gasoline charges and insurance coverage when applicable.
- 2.3.3 The University requests that, where possible, travelers in Canada stay at hotels which provide a preferred rate to Universities.

2.4 Private Automobile Transportation

- 2.4.1 Use of private automobiles should be limited to those trips where no suitable public transportation is available or where a private automobile is more economical considering all costs, time availability, itinerary, etc.
- 2.4.2 When a private automobile is used strictly for personal convenience, reimbursement shall be limited to the lesser of mileage claimed or the equivalent of economy airfare.
- 2.4.3 Mileage rates are paid according to the National Joint Council and are subject to change without notice.
- 2.4.4 Where a private automobile is used and mileage is claimed, only one person may claim the mileage. Passengers in the automobile may not claim mileage or the cost of equivalent public transportation.

2.5 Local Transportation

2.5.1 Local fares for Board related appointments/events within the Ottawa-Carleton-Outaouais region are allowable expenses.

2.5.2 Off-campus parking expenses are allowable expenses. A receipt is required for lot parking but not for metered parking.

2.6 Insurance

2.6.1 Medical Insurance

Expenditures for travel insurance to cover medical expenses incurred in a foreign country will be reimbursed.

2.6.2 Trip Cancellation, Lost Luggage Insurance

Trip cancellation and/or lost luggage insurance may be purchased, unless such insurance is provided by the credit card used.

2.6.3 Automobile Insurance

Rented Vehicle: In order to be covered under the University's insurance policy, it is imperative that Carleton University be named as the renter on the rental agreement. The University's insurance policy provides for coverage in the event of physical damage to the rental vehicle and bodily injury to another person.

Use of a personal vehicle: The owners insurance provides the primary insurance coverage. As such it is strongly recommended that \$2m in third party liability coverage be obtained.

3.0 Accommodation, Meal Expenses and Other Costs

3.1 Accommodation

Cost of hotels, motels, and other lodging will be limited to reasonable amounts in the particular circumstance and normally will not exceed the single occupancy rate. The University requests that, where possible, travelers in Canada stay at hotels which provide a preferred rate to Universities.

3.1.1 When private accommodation is provided without charge, a gift of appreciation other than cash to the host may be appropriate. The maximum value of such a gift is \$50 per day. The original receipt must be provided.

3.2 Meals

3.2.1 Reasonable actual meal costs that have been incurred, may be claimed by

a) providing original vouchers detailed receipts (credit card receipts and/or statements are not sufficient).

3.2.2 Expenses for alcohol will only be reimbursed if the claimant is hosting a hospitality event that has been pre-approved by the President, or his/her delegate. Cannabis expenses will not be reimbursed.

3.3 Other Reasonable Expenses

- 3.3.1 The University will reimburse for other reasonable out of pocket expenses that support the purpose for the travel.

4.0 Prepaid Travel (Advance)

- 4.1 Members may be reimbursed for prepaid travel. The prepaid travel expenses must be submitted 21 days or more prior to the return date of the trip.
- 4.2 Travel advances for Members will be paid in Canadian dollars.
- 4.3 Advances must be requested no less than five business days before departure.
- 4.4 A travel expense report must be submitted within ten working days following the return date of the trip. Future advances and reimbursement may be withheld pending the clearing of older advances.
- 4.5 By signing a request for a travel advance, the recipient acknowledges that the funds are repayable to Carleton University. Travelers may receive a T4A (Statement of Other Income) for the value of outstanding travel advance, if these are not cleared between the end of the University fiscal year and December 31st of the same calendar year.

5.0 Approvals and Responsibilities

- 5.1 All board members seeking reimbursement must complete a traveler declaration form giving permission for the Secretariat Office to complete a travel and expense reimbursement on their behalf. The Secretariat Office has the discretion to ensure that claims for expenses are in accordance with University Policy and that all supporting documentation is submitted.
- 5.2 Financial Services is responsible for verifying that claims are in accordance with university, all documentation is received, and the claims duly authorized.
- 5.2 All claims are subject to review and approval by the University Secretary and Chair of the Board who confirms the relevance and reasonableness of the travel, for University purposes.

6.0 Procedures (Travel Expense Claims):

University Secretariat staff and Board Members are required to adhere to the following guidelines:

- a. Members are required to submit to the Secretariat Office a Traveler Declaration form and include all original documents, receipts and boarding passes when requesting reimbursement for travel related expenses in accordance with this policy.
- b. Claims for air and rail fares must be supported by the passenger's copy of the itinerary accompanied by boarding passes and/or other proof of completed travel. An invoice from a travel agency is insufficient as supporting documentation.
- c. Claims for accommodation must be supported by a detailed receipt from the hotel confirming use and period of stay.

- d. Original paid receipts or vouchers are required for all expenses being claimed except for mileage claims, metered parking, and gratuities paid in cash.
- e. Credit card statements, cancelled cheques, and/or travel agency statements alone are not acceptable as proof of expense.
- f. Should a Member misplace any document required under this Policy, he/she will be required to substantiate the expense by completion of a Certificate of Missing Documentation form.
- g. Following the appropriate approvals, and subject to the limitations imposed by this policy, reimbursement will be made by cheque in an amount equivalent to the actual expenses incurred in Canadian dollars.

Contacts:

University Secretary

Links to Related Policies:

Travel and Related Expenses



Policy Name: Board of Governors Travel and Related Expenses
Originating/Responsible Department: University Secretariat
Approval Authority: Board of Governors
Date of Original Policy: June 2011
Last Updated: December 2019⁶
Mandatory Revision Date: December 2024⁹
Contact: University Secretariat

Policy:

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1. Travel by Members ordinarily residing outside the greater Ottawa/Gatineau area for the purpose of attending not more than five meetings of the Board or its Committees annually, and/or;
2. Travel by any Member for the purpose of attending specific events as a governor outside the greater Ottawa/Gatineau area, where attendance at such function has been requested by either the President or the Chair of the Board.

Expenditures and accounting for travel shall be made in accordance with University policy as outlined below.

Members are reminded that the University's budget for travel-related expenses is very limited, and are encouraged to travel as economically as reasonably possible when attending to University business. Members are encouraged to consider forgoing reimbursement of travel expenses and instead treating such expenses incurred as a donation to Carleton University. A tax receipt will be provided in the event that a Member elects to fund his/her own travel as a donation to the University.

Purpose

~~The purpose of this policy is to set~~ out the conditions under which expenses incurred for authorized travel on University business by Members will be reimbursed.

This policy also ensures compliance with the Expense Directive of the Broader Public Sector Accountability Act (BPSAA).

Scope

~~This policy applies to travel and related expenses incurred by Members while on Authorized Travel as described in the section **Policy** above. Subject to the limitations described in the section **Policy** above, Members shall be entitled to claim reimbursement as follows:~~

1.0 General

- 1.1 When making travel arrangements, "value for money" considerations must be paramount. Careful consideration of costs, mode of travel, travelling time and convenience will realize the most economical and effective use of all resources.
- 1.2 Expenses of a personal nature will not be reimbursed.
- 1.3 Travel expenses paid by the University may not be used by the claimant for a claim at any other organization
- 1.4 Rates and allowances referred to in this policy should be regarded as maximum guidelines.

2.0 Transportation Expenses

2.1 Airfare

- 2.1.1 Air travel must be claimed at the lowest rate available, not to exceed full economy fare. Seat reservation charges may be claimed at the lowest rate available.

2.2 Rail Transportation

- 2.2.1 The maximum amount to be reimbursed for rail transportation is full fare economy, with the exception of travel within the Ottawa-Toronto-Montreal corridor. VIA1 fares or other first class fares for rail travel between these destinations will be reimbursed.

2.3 Rental Vehicle

- 2.3.1 A vehicle may be rented when it is necessary or more economical than other transportation options for the stated purpose of travel. The vehicle should be the most economical and practical size, taking into account the purpose of the rental, number of occupants and safety considerations.

- 2.3.2 Reimbursable expenses include the rental fee, the km/mileage charge by the car rental agency, gasoline charges and insurance coverage when applicable.

- 2.3.3 The University requests that, where possible, travelers in Canada stay at hotels which provide a preferred rate to Universities.

2.3.4 Private Automobile Transportation

- 2.3.4.1 Use of private automobiles should be limited to those trips where no suitable public transportation is available or where a private automobile is more economical considering all costs, time availability, itinerary, etc.

- 2.3.4.2 When a private automobile is used strictly for personal convenience, reimbursement shall be limited to the lesser of mileage claimed or the equivalent of economy airfare.

- 2.3.4.3 Mileage rates are paid according to the National Joint Council and are subject to change without notice.

- 2.3.4.4 Where a private automobile is used and mileage is claimed, only one person may claim the mileage. Passengers in the automobile may not claim mileage or the cost of equivalent public transportation.

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2.42.5 Local Transportation

2.4.12.5.1 Local fares for ~~work~~ Board related appointments/events within the Ottawa-Carleton-Outaouais region are allowable expenses.

2.4.22.5.2 Off-campus parking expenses are allowable expenses. A receipt is required for lot parking but not for metered parking.

2.52.6 Insurance

2.6.1 Medical Insurance

~~2.5.4~~

Expenditures for travel insurance to cover medical expenses incurred in a foreign country will be reimbursed.

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2.6.2 Trip Cancellation, Lost Luggage Insurance

~~2.5.2~~

Trip cancellation and/or lost luggage insurance may be purchased, unless such insurance is provided by the credit card used.

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2.6.3 Automobile Insurance

~~2.5.3~~

Rented Vehicle: In order to be covered under the University's insurance policy, it is imperative that Carleton University be named as the renter on the rental agreement. The University's insurance policy provides for coverage in the event of physical damage to the rental vehicle and bodily injury to another person.

Use of a personal vehicle: The owners insurance provides the primary insurance coverage. As such it is strongly recommended that \$2m in third party liability coverage be obtained.

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~~Notwithstanding the limitations described in the section Policy above, all Members shall be entitled to reasonable parking fees incurred by the Board Member while on University business. Lot parking requires a receipt to evidence payment; metered parking does not.~~

3.0 Accommodation, Meal Expenses and Other Costs

3.1 Accommodation

Cost of hotels, motels, and other lodging will be limited to reasonable amounts in the particular circumstance and normally will not exceed the single occupancy rate. The University requests that, where possible, travelers in Canada stay at hotels which provide a preferred rate to Universities.

3.1.1 When private accommodation is provided without charge, a gift of appreciation other than cash to the host may be appropriate. The maximum value of such a gift is \$50 per day. The original receipt must be provided.

3.2 Meals

3.2.1 Reasonable actual meal costs that have been incurred, may be claimed by either:

a) attaching-providing must be supported by original vouchers detailed receipts (credit card receipts and/or statements are not sufficient).

3.2.2 Expenses for Alcohol alcoholic beverages will only be reimbursed if the claimant is hosting a hospitality event that has been pre-approved by the President, or his/her delegate. Cannabis expenses will not be reimbursed, are considered acceptable expenditures where consumption is nominal or moderate; and permitted under the terms of the funding agency.

3.3 Other Reasonable Expenses

3.3.1 The University will reimburse for other reasonable out of pocket expenses that support the purpose for the travel, expenses such as hotel gratuities paid in cash or laundry/dry cleaning on extended trips.

4.0 Prepaid Travel (Advance)

4.1 Board membersMembers may be reimbursed for prepaid travel. The prepaid travel expenses must be submitted 21 days or more prior to the return date of the trip.

4.2 Travel advances for board membersMembers will be paid in Canadian dollars.

4.3 Advances must be requested no less than five business days before departure.

4.4 A travel expense report must be submitted within ten working days following the return date of the trip. Future advances and reimbursement may be withheld pending the clearing of older advances.

4.5 By signing a request for a travel advance, the recipient acknowledges that the funds are repayable to Carleton University. Travelers may receive a T4A (Statement of Other Income) for the value of outstanding travel advance, if these are not cleared between the end of the University fiscal year and December 31st of the same calendar year.

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5.0 Approvals and Responsibilities

5.1 All board members seeking reimbursement must complete a traveler declaration form giving permission for the Board-Secretariat Office to complete a travel and expense reimbursement on their behalf. The SecretariatBoard Office has the discretion to ensure that claims for expenses are in accordance with University Policy and that all supporting documentation is submitted.

5.2 Financial Services is responsible for verifying that claims are in accordance with university, all documentation is received, and the claims duly authorized.

5.2 The University Secretariat staff shall prepare claims for reimbursement of expenses for the approval of the Board Member. All claims are subject to review and approval by the University Secretary and Chair of the Board who confirms the relevance and reasonableness of the travel, for University purposes. -

6.0 Procedures (Travel Expense Claims):

University Secretariat staff and Board Members are required to adhere to the following guidelines:

- a4. Members are required to submit to the ~~Secretariat~~Board Office a Traveler Declaration form and include all original documents, receipts and boarding passes when requesting reimbursement for travel related expenses in accordance with this policy.
- 2b. Claims for air and rail fares must be supported by the passenger's copy of the ~~itinerary ticket (red stub) or electronic ticket(s)~~ accompanied by boarding passes and/or other proof of completed travel. An invoice from a travel agency is insufficient as supporting documentation.
- c3. ~~Claims for accommodation must be supported by a detailed receipt from the hotel confirming use and period of stay. When hotels are booked and paid for on the Internet, a hotel receipt confirming use of accommodation is required, together with a copy of the web booking.~~
- 4. ~~Credit card sales slips may be used to support claims for gas used for rental cars.~~
- 5d. Original paid receipts or vouchers are required for all expenses being claimed except for mileage claims, ~~parking meters~~metered parking, and gratuities paid in cash.
- 6e. Credit card statements, cancelled cheques, and/or travel agency statements alone are not acceptable as proof of expense.
- 7f. Should a ~~Board~~ Member misplace any document required under this Policy, he/she will be required to substantiate the expense ~~by completion of using a fully executed~~ Certificate of Missing Documentation form.
- 8g. Following the appropriate approvals, and subject to the limitations imposed by this policy, reimbursement will be made by cheque in an amount equivalent to the actual expenses incurred ~~in Canadian dollars. All expenses must be listed on the Travel Expense Report in the currency used for the actual expenditure. For reimbursement where the original purchase was not made in Canadian funds, the exchange rate used for conversion must equal the Member's actual cost of obtaining foreign funds.~~

Contacts:

University Secretary

Links to Related Policies:

Travel and Related Expenses

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 11/07/2019
From:	Vice-President (Finance and Administration)	Date of Meeting: 12/04/2019
Subject:	Project Planning Report – Engineering Student Design Centre	
Responsible Portfolio:	Finance and Administration	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

None required.

3.0 EXECUTIVE SUMMARY

The Engineering Design Centre project was approved in January 2019 with a total project cost of \$11M. The project will provide the Faculty of Engineering and Design with the proper work space for capstone projects. The firm of Diamond and Schmitt has been retained to develop the project, which is currently in the design development stage. As part of the Capital Development Policy a project Planning Report is presented to the Building Program Committee.

4.0 INPUT FROM OTHER SOURCES

The Project Planning Report was prepared by Facilities Maintenance and Planning with information provided by the respective project manager, architects, users, and the cost consultant hired by the University.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

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

6.0 FINANCIAL IMPLICATIONS

Based on the current level of design and the information within the Project Planning Report, we expect that the project will be completed within the estimated project budget of \$11M. The project is carrying a reasonable contingency of \$0.9M.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The primary risks at this stage of the project are related to unforeseen site conditions. These risks have been mitigated by a rigorous geotechnical investigation along with geotechnical analysis. The university also mitigates its hazard and construction liability risk by providing an owner controlled course of construction insurance program. Another risk identified concerns meeting the construction schedule due to the constraints around foundation work and associated noise. The project has an ambitious schedule with a completion date of September 2020. However, in order to mitigate the risk, it has been recognized and accepted by the Faculty that a more likely occupancy date of January 2021 is more realistic.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

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

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

PROJECT PLANNING REPORT

PROJECT: STUDENT ENGINEERING DESIGN CENTRE

I. Membership of Project Committee

The Project Committee is as follows:

- Assistant Vice-President Facilities Management and Planning (AVP FMP)
- Dean, Faculty of Engineering Department (FED)
- Representatives from the Engineering Departments
- A representative from Carleton Student Engineering Society (CSES)
- A representative from Faculty Advancement
- The Director, Project Planning, Design, and Construction , FMP
- Senior Project Manager, Project Planning, Design, and Construction, FMP

II. Terms of Reference

As indicated in the business case, the Joint Venture Diamond Schmitt Architects from Toronto and KWC Architects Inc. from Ottawa are competitively selected (June 3, 2019) to refine the concept and to develop the EDC design, and Ellis Don is selected as a construction manager (September 23, 2019). A Cost Consultant is also engaged to support the project team with cost estimates, value engineering, and cost control.

In order to support the design development, submit a request for site plan approval (full set of documents accepted by the city on October 15) and a building permit, and to minimize risks during construction, numerous studies and surveys proved to be required and were completed this summer (Geotechnical, Topographical, Environmental Site Assessment phase I, Noise study, CCTV survey). The project implementation phased strategy is being developed by the project team.

The City of Ottawa's site plan approval process is currently on the project critical path and the estimated construction completion date is 14 October 2020.

III. Background Information

The Engineering Design Centre will accommodate design studios for the capstone projects developed by students from various departments. The main objective of this project is to provide a space to facilitate group design projects to emulate a real-world industry environment, e.g. a design/manufacturing entity in which a project is designed from scratch and built either as a final prototype, e.g., satellite project, or as a final product, e.g., FSAE Race Car.

This project was presented and approved by the Building Program Committee on March 6, 2019.

IV. Statement of Academic Plan

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

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

V. Space Program

The University and its Engineering Department have grown out of any available space in our facilities on Campus to properly accommodate the existing projects and to grow further. The main issues identified are lack of the design project workspace, meeting rooms, and storage space. Unfortunately, currently our students, sometimes need to work on their projects in inappropriate, potentially unsafe and over-crowded spaces.

This project is to provide the new and proper design workspace as per earlier approved Feasibility study and refined Concept Design Report, attached in Appendix I.

VI. Functional Plan

The relationships between the activities within the facility are presented in the final concept design report, Appendix I. In general, the facility ground level is being used for the bays accommodating heavier equipment, and two upper levels will be used for computer-based projects/activities, design/meeting rooms and breakout rooms for students.

VII. Environmental Impact

Based on the Environmental Site Assessment, there are no potential environmental concerns.

VIII. Special Considerations

The project is looking at opportunities to consolidate communication requirements between engineering and ITS department, to consolidate ME waste management operations, as well as hazardous waste storage and disposal operations.

Closed-circuit television (CCTV) survey revealed collapsed storm infrastructure on the area intended for construction, and FMP will be providing additional maintenance financial resources to rectify the issue through the upcoming construction, minimizing overall cost to the university.

The Facility Energy Modeling was completed and the project team is working with the Director of Energy, and Sustainability Services to evaluate which of the possible Energy Efficiency Strategies are worth investing in.

IX. Resource Implications

Detailed project budget including current resource allocations is attached in the Appendix 2. At the moment construction cost are estimated at \$7.7M (tax excl.), and the current project contingencies are sufficient to cover this increase.

X. Other Related Costs

Funding required to address collapsed storm piping will be added to the project budget (it is not included in the current budget estimates).

XI. Funding Sources

This project is funded by Faculty of Engineering Department carry over funds. FMP will add additional resources to address collapsed underground piping as indicated above.

XII. Schedule

The preliminary project milestone schedule is provided.

XIII. Recommendations

Based on the work and planning undertaken to date, it is recommended that the project continue to project implementation. A subsequent Project Implementation report will be presented to the Board at an upcoming meeting.

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 28 October 2019
From:	Director, Pension Fund Management	Date of Meeting: 04 December 2019
Subject:	Endowment Investment Report	
Responsible	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This investment report assists the Finance Committee of the Board in its oversight of the University's Endowment Fund (the "Fund"). The report focuses on the investment returns of the Fund and provides information about the Fund's asset mix and outside investment counsel. This working paper reports on performance of the Fund for periods ending September 30, 2019.

The Fund is comprised of three subsidiary funds – the General Endowment which is where most donations to the University are directed, and two smaller, single- manager funds - the Sprott Bursary fund and the Jarislowsky Chair in Water and Global Health.

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

On a combined basis (i.e. including all three components), the returns on the Fund were

Carleton University **Combined Endowment**

Performance For periods ending September 30,
2019

Market Value \$304.8 million

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>	<u>5 years</u>
Total Combined Endowment	2.08	9.95	8.03	9.41	8.28
<i>Benchmark</i>	<u>1.86</u>	<u>6.95</u>	<u>7.56</u>	<u>7.53</u>	<u>6.43</u>
Value added	0.22	3.00	0.47	1.88	1.85

The General Endowment represents over 90% of all endowed funds. Distributions from the General Endowment support numerous student aid and other campus initiatives. The returns on the General Endowment were:

Carleton University **General Endowment**

Performance For periods ending September 30,
2018

Market value \$285.4 million

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>	<u>5 years</u>
Total General Endowment	1.82	9.21	8.12	8.97	8.39
<i>Benchmark</i>	<i>1.86</i>	<i>6.95</i>	<i>7.56</i>	<i>7.83</i>	<i>6.35</i>
Value added	-0.04	2.26	0.56	1.14	2.05

4.0 INPUT FROM OTHER SOURCES

BNY Mellon provides independent performance measurement for the Fund. Information from their reports for the period ending September 30, 2019 was used in preparing this investment report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Carleton University Endowment Fund is comprised of three subsidiary funds – the General Endowment which is where most donations to the University are directed, and two smaller, single- manager funds - the Sprott Bursary fund and the Jarislowsky Chair in Water and Global Health. Each of these is discussed below.

When considering returns for periods longer than two years, it is important to note that in June 2016, the asset mix of the Endowment Fund was changed materially. A Sprott Asset Management (SAM) equity mandate within the General Endowment was terminated as was the SAM hedge fund mandate in which the endowment for the Sprott School of Business was invested. The rebalancing took place over the third quarter of 2016. The funds received from the liquidation of these mandates were reallocated to two other investment managers – Phillip, Hager & North and MFS – who have had mandates within the Fund for several years.

While the Investment Committee is confident that these changes will improve the risk and return profile of the Endowment Fund going forward, it is notable that historical returns for the combined Endowment Fund will continue to incorporate the past performance of the SAM mandates.

1. The General Endowment

The General Endowment represents over 90% of all endowed funds. Distributions from this Fund support numerous student aid and other campus initiatives. The General Endowment totaled \$285.4 million at September 30, 2019, up from \$259.3 million at December 31, 2018.

The General Endowment is managed by Phillips, Hager & North (“PH&N”), and MFS Institutional Advisors (“MFS”). The Fund also holds an infrastructure investment managed by Brookfield. A commitment to two new infrastructure funds (GIP IV and JPMorgan Infrastructure Investments) has been made but has not been funded at the date of this report.

Asset Mix of the General Endowment

The policy asset mix and the current asset mix are:

	<u>Policy</u>	<u>Current</u>	<u>Variance</u>
Canadian fixed income	25%	28.0	3.0%
Canadian equities	25%	24.1	-0.9%
Global equities	35%	45.4	10.4%
Infrastructure	15%	2.5%	-12.5%

With the exception of infrastructure and an overweight within global equities, weightings for all asset classes are

within the 10% ranges permitted under policy. The funding of the infrastructure mandate has commenced and the asset mix will show a flow of funds from global equities to infrastructure as capital calls are received.

Investment Managers

At September 30, 2019, the investment counsel for the General Endowment were:

Investment Manager	\$ (millions)	% of Total	Benchmark
PH&N	\$ 148.8	52.1%	Can equities (45%) and fixed income
MFS	\$ 129.5	45.4%	Non-Canadian equities
Infrastructure	\$ 7.1	2.5%	Infrastructure
	\$ 285.4	100.0%	

2. Sprott Bursary

The Sprott Bursary was established in November 2012. At the donor's request, the Bursary assets are invested solely by Sprott Asset Management ("SAM"). Distributions from this Fund support bursaries established by donations from Eric Sprott. This fund is not combined with the General Endowment.

At September 30, 2019, the value of the Bursary was \$14.9 million (\$12.6M at September 30, 2018). Returns were as follow:

	<u>1Q</u>	<u>1 year</u>	<u>2 years</u>	<u>4 years</u>	<u>5 years</u>
Sprott Bursary	7.27	26.3	6.50	15.24	8.31
<i>Benchmark</i>	<u>2.48</u>	<u>7.06</u>	<u>6.47</u>	<u>9.04</u>	<u>5.31</u>
Value added	4.79	19.2	0.03	6.20	3.01

3. Jarislowsky Chair in Water and Global Health

This \$4.5 million endowment was funded in December 2015. This endowment has been set up as a single-purpose endowment and will not be combined with the General Endowment. The fund is invested in a balanced portfolio of Canadian and non-Canadian stocks and Canadian fixed income managed by Jarislowsky Fraser Limited. There is limited performance history for this account. The return for the quarter ended September 30, 2019 was 2.19% (benchmark was 1.90%), for one year, 7.25% (benchmark was 6.69%), and the return for two years was 8.94% (benchmark, 8.46%)

Attachments

Returns of the individual investment managers are shown in Exhibits A and B, attached. Exhibit A relates to the General Endowment; Exhibit B to the Combined Endowment.

6.0 FINANCIAL IMPLICATIONS

The performance of the Endowment Fund has an impact on the University's operating budget, most significantly in generating funds for student financial assistance. Annual distributions are made from the Fund at a rate of 4% of a four-year moving average of the market value of the Fund. A key objective of the Fund's investment policy is to meet this expenditure rate and to preserve the real value of the Endowment capital in perpetuity. In fiscal year 2019, the annual distribution from the Endowment fund was \$10.7 million, providing \$3.0 million for scholarships and awards, \$3.2 million in bursaries, and \$4.5 million in support to other academic and student service initiatives.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board in its oversight of the Investment Committee for the Fund.

Major risks posed by the Endowment Fund relate to the failure of the Fund to generate enough revenue to meet required financial commitments, the risk of the Fund not being managed in accordance with the investment policy for the Fund, and the reputational risk if the first two risks are not appropriately managed.

The Investment Committee oversees the management of the Fund in accordance with the Statement of Investment Policies and Procedures developed for the Endowment Fund. The Investment Committee's terms of reference require periodic reporting to the Finance Committee of the Board of Governors. The Investment Committee is comprised of the Vice President, Finance and Administration, the Assistant Vice President, Finance, the Director, Pension Fund Management, a Dean (appointed by the President), a member of the Board of Governors, and two or more external members who have expertise in the area of investments.

Financial risk largely rests with the possibility of capital market performance that results in negative performance on the portfolio. This risk is mitigated by diversifying the portfolio and requiring quality constraints on individual securities. In addition, the use of a four-year average for calculating distributions from the Fund smooths peaks and troughs of investment returns and, thereby, of the annual distributions from the Fund.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational implication that requires a communications strategy.

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TOTAL GROSS OF FEES

9/30/2019

Group Label Account Name Benchmark Name	Market Value	% of Total	Month	3 Months	YTD	Fiscal YTD	1 Year	Annualized				ITD
								2 Years	4 Years	5 Years		
General Endowment Only	285,388,233.51	100.00	0.53	1.82	14.81	2.36	9.21	8.12	8.97	8.39	7.02	
Total Plan Bmk ex Hedge Fd			0.96	1.86	13.73	1.51	6.95	7.56	7.83	6.35	7.81	
Excess Return			-0.43	-0.04	1.07	0.85	2.26	0.56	1.14	2.05	-0.79	
Non-Canadian Equities												
MFS	129,521,846.56	45.38	0.45	1.91	18.71	1.93	10.76	11.41	11.63	12.76	15.99	
MSCI World Ex Canada Net Idx			1.76	1.86	13.87	-0.66	4.26	9.66	10.22	11.13	14.42	
CAD												
Excess Return			-1.30	0.05	4.83	2.59	6.50	1.76	1.41	1.63	1.57	
Canadian Balanced												
PH&N	148,771,132.09	52.13	0.64	1.75	12.50	2.94	8.29	5.69	6.26	5.55	6.39	
PH&N Balanced BM			0.30	1.78	12.89	2.98	8.75	6.14	6.11	4.86	7.18	
Excess Return			0.34	-0.03	-0.39	-0.05	-0.46	-0.45	0.16	0.69	-0.79	
Infrastructure												
Brookfield INF	7,095,254.86	2.49	-0.36	1.32	-3.04	-1.58	2.47	2.77			0.25	
CPI (1M in arrears) +5%			0.25	1.38	6.22	3.12	6.94	7.39			6.96	
Excess Return			-0.62	-0.06	-9.26	-4.69	-4.47	-4.62			-6.71	
Additional Benchmarks												
MSCI World Net Dividend Comp^			1.76	1.86	14.01		4.30	9.51	10.15	10.88	9.70	
S&P/TSX Composite Index			1.69	2.48	19.11		7.06	6.47	9.04	5.31	8.97	
FTSE Canada Universe Overall			-0.84	1.19	7.79		9.69	5.60	3.56	3.91	8.59	
Bond Index												

TOTAL GROSS OF FEES

9/30/2019

								Annualized				
Group Label	Account Name	Market Value	% of Total	Month	3 Months	YTD	Fiscal YTD	1 Year	2 Years	4 Years	5 Years	ITD
Benchmark Name												
Total Plan incl. Hedge Fund		304,829,075.30	100.00	0.10	2.08	14.66	2.92	9.95	8.03	9.41	8.28	11.05
Total Plan Benchmark				0.96	1.86	13.73	1.51	6.95	7.56	7.53	6.43	
Excess Return				-0.86	0.22	0.93	1.41	2.99	0.47	1.88	1.85	
Canadian Equity												
Sprott Bursary		14,951,159.73	4.90	-7.60	7.27	13.61	15.35	26.33	6.50	15.24	8.31	-5.35
S&P/TSX Composite Index				1.69	2.48	19.11	1.85	7.06	6.47	9.04	5.31	7.53
Excess Return				-9.29	4.79	-5.49	13.50	19.27	0.03	6.20	3.01	-12.88
Non-Canadian Equities												
MFS		129,521,846.56	42.49	0.45	1.91	18.71	1.93	10.76	11.41	11.63	12.76	15.99
MSCI World Ex Canada Net Idx CAD				1.76	1.86	13.87	-0.66	4.26	9.66	10.22	11.13	14.42
Excess Return				-1.30	0.05	4.83	2.59	6.50	1.76	1.41	1.63	1.57
Canadian Balanced												
PH&N		148,771,132.09	48.80	0.64	1.75	12.50	2.94	8.29	5.69	6.26	5.55	6.39
PH&N Balanced BM				0.30	1.78	12.89	2.98	8.75	6.14	6.11	4.86	7.18
Excess Return				0.34	-0.03	-0.39	-0.05	-0.46	-0.45	0.16	0.69	-0.79
Global Balanced												
Jarislowsky Fraser		4,489,682.06	1.47	0.44	2.19	10.79	1.41	7.25	8.94			7.74
Jarislowsky Fraser Custom BM				1.12	1.90	13.75	1.15	6.69	8.46			7.88
Excess Return				-0.68	0.29	-2.96	0.25	0.56	0.48			-0.14
Infrastructure												
Brookfield INF		7,095,254.86	2.33	-0.36	1.32	-3.04	-1.58	2.47	2.77			0.25
CPI (1M in arrears) +5%				0.25	1.38	6.22	3.12	6.94	7.39			6.96
Excess Return				-0.62	-0.06	-9.26	-4.69	-4.47	-4.62			-6.71
Additional Benchmarks												
MSCI World Net Dividend Comp^				1.76	1.86	14.01		4.30	9.51	10.15	10.88	9.70
S&P/TSX Composite Index				1.69	2.48	19.11		7.06	6.47	9.04	5.31	8.97

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 28 October 2019
From:	Director, Pension Fund Management	Date of Meeting: 04 December 2019
Subject:	Pension Plan Report	
Responsible	Vice-President (Finance and Administration)	
Portfolio:		

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This report is intended to give the Finance Committee an overview of the Carleton University Retirement Plan ("the Plan"). The areas addressed are:

- Governance of the Plan,
- Financial Position of the Plan and funding requirements,
- Regulatory Environment,
- Investment of the Pension Fund ("the Fund"), and
- Performance of the Pension Fund.

Each is discussed in Section 5.0.

The University is the Sponsor of the Plan. Per the governance structure of the Plan, the Finance Committee and Board of Governors must approve certain decisions of the Pension Committee. This report assists in fulfilling these functions.

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider for the Fund. Mercer is the actuary for the Plan. Certain information in this report is based on information from these experts.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

1. Governance of the Plan

The Pension Benefits Act (Ontario) requires the Plan to have a Sponsor and an Administrator. Carleton University fills both these roles. The University, as Administrator, has delegated responsibility for administering the Plan to the Pension Committee, per Section 15 of the Retirement Plan text. All matters regarding the administration of the Plan, including plan design changes and hiring or firing of investment managers, are the responsibility of the Pension Committee. Recommendations of the Pension Committee must be approved by the Finance Committee and Board of Governors. Items not approved are referred back to the Pension Committee.

The Plan is jointly governed in that the Pension Committee consists of individuals from the University, the Plan membership, and the Board of Governors. The 8-person membership of the Committee is defined in Section 15

of the Plan text. It includes five members elected or appointed by Plan members (two representing CUASA, one representing CUPE 2424, one representing CUPE 910, OPSEU 404, and CUPE 3778, one representing all non-union Plan members), an appointee of the Board of Governors, and two ex-officio members (Director, Pension Fund Management, and Assistant Vice President, Human Resources or delegate).

All parties involved in the administration of the Plan must act with the highest standard of care and in the best interests of all Plan beneficiaries. This principle is set out in the Pension Benefits Act (Ontario) and common law.

2. Financial Position of the Plan

The information that follows is based on the most recent actuarial valuation filed with the Provincial regulator. Work is underway on the next required actuarial valuation at July 1, 2019. The funding rules for registered plans were recently changed and will apply to this next valuation. Analysis of their impact for the Carleton Plan is provided in Section 6.0. The text below is provided for background information and as context for understanding the new funding regulations.

An actuarial valuation of the Plan is required every three years. The most recent valuation was conducted at July 1, 2016. The purpose of an actuarial valuation is to examine the following :

- 1) the actuarial methods and assumptions
- 2) the financial position of the Plan; that is, the assets held, the liabilities for pension benefits, and any funding surplus or deficit, and
- 3) funding requirements from the valuation date to the next valuation date.

Valuations must be prepared both on a going-concern basis and on a solvency basis:

- A **going-concern valuation** assumes that a retirement plan will continue indefinitely. If a going-concern valuation reveals a deficit (i.e. accrued benefit obligations exceed the value of invested assets), special contributions are required to amortize the deficit over 15 years.
- A **solvency valuation** assumes that the plan is wound up at the valuation date. The solvency valuation requires the use of a prescribed discount rate for valuing the plan's liabilities. In periods of low interest rates, liabilities increase. If a plan has a solvency deficiency, special contributions to the plan are required over a period of five years. Because of the stringent solvency rules and the accelerated amortization period, solvency payments can be material.

Financial Position - Going-concern valuation

The actuarial balance sheets at July 1, 2016 and July 1, 2013 are as follows. The going-concern valuation for the July 1, 2019 valuation is not yet available.

	<u>July 1, 2016</u>		<u>July 1, 2013</u>
Assets (investments)	\$ 1,051.3 M	(A)	\$ 850.1 M
Liabilities (pension benefits, reserves, adjustments)	<u>\$(1,131.4)</u>	(B)	<u>\$ (937.4)</u>
Surplus/(Deficit)	\$ (80.1)M	(A-B)	\$ (87.3)M
Funded ratio	93%		90%

The funded position improved due largely to a 10.6% average annual investment return for period 2014-2016. It was negatively affected by an update to mortality tables that increased liabilities by about \$50 million.

Financial Position – Solvency (Hypothetical Windup) Valuation

The actuarial balance sheets at July 1, 2016 and July 1, 2013 are shown below. The solvency valuation for the July 1, 2019 valuation is not finalized. However, it is anticipated that the funded position will have improved substantially.

	<u>July 1, 2016</u>	<u>July 1, 2013</u>
Assets (investments)	\$1,103.4 M	\$ 849.6 M
Total Liabilities (benefits)	<u>\$1,327.1</u>	<u>\$1,008.7</u>
Surplus/(Deficit)	(\$ 223.7)M	\$ (159.1)M
Funded ratio	83.1%	84.3%

Between 2013 and 2016, the solvency deficit increased. Despite strong investment returns over the three years, the prescribed solvency interest rate used to value the Plan liabilities decreased from 3.3% in 2013 to 2.5% in 2016, counterbalancing the gain from investment returns.

For the 2019 valuation, preliminary analysis shows that the solvency deficit will have improved from **-\$224 million** in 2016 to under **-\$150 million** in 2019. The improvement is due to two factors; first, an increase in the solvency discount rates, and second, investment returns of 24.4% (cumulative) in the three years since the last valuation.

Financial Position - Funding Requirements

The University's annual contribution requirement for the three-year period commencing July 1, 2016 and the current year are as follows. The special payments reflect a third round of Provincial solvency funding relief.

	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
Money Purchase Accounts (employer)	\$10.7M	\$11.1M	\$11.6M	\$12.1M
Minimum Guarantee Fund (a)	6.5	6.8	7.1	10.6
Special payments (b)	9.7	13.5	13.5	9.7
Less: Employee additional contributions(c)	<u>(3.9)</u>	<u>(4.0)</u>	<u>(4.2)</u>	<u>(4.4)</u>
Total Employer Contributions	\$23.0M	\$27.4M	\$ 28.0 M	\$ 28.0M

Notes:

- Contributions to the Minimum Guarantee Fund are expected to increase because a provision for adverse deviations (PfAD) will have to be applied to all current service costs under the new funding rules.
- The special payment in 2019 is the amortization of the past service Plan deficit.
Plan members make Money Purchase contributions of approximately \$12M annually. They also make special temporary contributions to the Fund equal to about 2% of pensionable earnings. These special payments were implemented in July 1, 2011 for a ten-year period. The ten-year period ends at July 1, 2021.

3. Regulatory Environment

After three rounds of temporary solvency funding relief spanning a decade, the Province introduced new funding rules for pension plans on May 1, 2018. The highlights are: Reduced solvency funding requirements. Solvency valuations are required but solvency funding only is required when the funded status falls below 85%. This is a positive change.

Going concern funding rules have been strengthened. The requirement to amortize going concern deficits has been shortened from 15 years to 10 years. The impact of this change will become apparent when the results of the 2019 valuation are finalized.

Most significantly, a new “Provision for Adverse Deviations” (“PfAD”) must be calculated and fully funded. The purpose of the PfAD is to provide a cushion against market volatility, thereby making benefits more secure. The PfAD will be calculated as a fixed percentage equal to 4% of Plan liabilities (accrued benefits) plus a variable percentage based on the asset mix of the Pension Fund portfolio. The PfAD for Carleton will likely be 10% of actuarial liabilities. There are a couple of options for determining the PfAD that are under review by the Pension Committee. The PfAD may be amortized over ten years, and the annual contribution is estimated to be in the \$10-20M range. While the PfAD is likely to be less than the solvency deficiency at 2019, it is nonetheless material in an absolute sense. Note also that there will be restrictions on plan design improvements and contribution holidays if the PfAD is not fully funded.

The new regulations also include an increase to the Pension Benefits Guarantee Fund (“PBGF”) assessment. The PBGF is used to top up pension benefit payments to retirees of entities that have become insolvent. The assessment is paid by the Plan Sponsor. The assessment is expected to increase from \$1.3M in 2018 to \$2.5M in 2019.

4. Investment of the Pension Fund

The market value of the Pension Fund at September 30, 2019 was \$1.33 billion (\$1.29 billion in 2018). External investment counsel are retained to manage the Fund. A Statement of Investment Policies and Procedures sets out the parameters for investing the Fund. It is reviewed and approved annually by the Pension Committee, and then by the Finance Committee of the Board and full Board upon the recommendation of the Pension Committee. The policy and actual asset mixes at that date were:

Asset Mix - September
30, 2019

Asset Class	% of Total Fund		Investment Counsel
	Policy	Actual	
Canadian equities	25	28	Phillips, Hager & North; MFS; Foyston, Gordon & Payne
Canadian fixed income	20	23	Phillips, Hager & North, MFS Alliance Bernstein,
Global large-cap equity	25	26	MFS
Emerging market equity	5	5	William Blair
Global small cap equity	5	4	Brandes / Mackay
US high-yield debt	5	5	Shields 4 Limited
Infrastructure (LPs)	15	9	Partnerships
	100	100	

5. Performance of the Pension Fund

The long-term investment objective for the Fund, as set out in the Statement of Investment Policies and Procedures, is to achieve a real return of 4.1% net of fees. Fees are just under 0.5%. The investment policy

recognizes that there will be volatility of returns and that the 4.1% real return may not be achieved in every year.

Carleton University Retirement Plan
Performance at June 30, 2019

	<u>1 Q</u>	1 Year	<u>Annualized</u>		
			4 years	5 years	10 years
Total Return, %	2.34	4.75	7.21	7.63	9.85
Benchmark	2.45	5.94	6.54	6.54	8.57
Value added above benchmark	-0.11	-1.19	0.67	1.09	1.28

The Fund underperformed the benchmark for the one-year ending June 30, 2019. Capital markets were volatile during the year, with the fourth quarter of 2018 resulting in a return of -6%. Underperformance was also caused by the lack of cannabis stocks in the Canadian equity portfolio. Returns for longer periods outperformed the benchmarks and surpassed the performance objective outlined in the Statement of Investment Policies and Procedures.

6.0 FINANCIAL IMPLICATIONS

As noted, the Pension Committee has begun looking at projections of the financial position of the Plan at the next valuation date (July 1, 2019). A number of factors will influence the analysis. The first significant one is that the solvency interest rates prescribed for use in determining solvency liabilities has increased since 2016. This has the effect of reducing the liabilities and, therefore, improving the funded status of the Plan. A second factor is that the last three years of investment returns at 12.7%, 7.5%, and 4.2% were higher than the 6.1% assumed for the actuarial valuation of the Plan.

A third significant factor is that the new Ontario funding rules will apply to the 2019 valuation. Generally, the removal of the current solvency funding rules is positive. However, the amortization of the newly created PfAD will require special payments over ten years. Preliminary analysis suggests that those special payments will be higher than they are currently with temporary solvency funding relief (\$13.5M) but lower than they would be under the old solvency funding rules without solvency funding relief (est. +\$40M).

The Pension Committee will work with the actuary to the Plan, Mercer, to understand the impact of the new regulations and the sensitivity of the funding requirements under various economic scenarios.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board as it supports the University in its role as Sponsor and Administrator of the Retirement Plan.

The financial stability of the Plan is of strategic importance to the University, given its size, continued growth, and potential for volatility in funding requirements. Operational and financial risk are high as contributions to the Plan have been in excess of \$25M annually and are projected to increase. Volatility in funding requirements puts pressure on the operating budget. A related risk is market risk; i.e. the failure to achieve satisfactory returns due to capital market conditions, and related impairment of the assets supporting the Plan liabilities. Steps are taken to mitigate these risks through oversight and managing the Fund in accordance with prudent investment policy.

The Plan is subject to regulatory risk as well. An example of this is the use of prescribed interest rates for solvency valuations which resulted over the past decade in extreme solvency deficits that potentially could cause operating funds in healthy organizations to be diverted to special pension contributions. Regulatory risk is also inherent in the new funding rules under which the PfAD formula is centrally determined.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational implication that requires a communications strategy.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 11/7/2019
From:	Vice-President (Finance and Administration)	Date of Meeting: 12/04/2019
Subject:	Risk Management Policy	
Responsible	Vice-President (Finance and Administration)	
Portfolio:		

1.0 PURPOSE

☒ For Information ☐ For Approval ☐ For Discussion

2.0 MOTION

None required.

EXECUTIVE SUMMARY

3.0 Carleton University's Risk Management Policy lays out the principles by which both enterprise and operational risk management are practiced at the university. The fundamental principles embedded in the policy confirm that the university adopts best practices in identifying, analyzing and managing the university's enterprise and operational risks and is committed to establishing an environment that ensures risk management is a fundamental part of all university activities. The policy provides definitions for both enterprise and operational risk management and recognizes that risk management plays an integral part of the university's governance framework.

The policy introduces the importance of Carleton University's new Risk Management Framework and requires managers to refer to the framework in order to be aware of the university's risk appetite, the steps to be taken when managing operational risk, and to gain an understanding of the enterprise risk management process. The policy also introduces procedures to govern the procurement of the university's risk financing program, the implementation of contractual risk transfer in contracts entered into by the university and the reporting of and settlement authority for claims, lawsuits and regulatory disputes.

INPUT FROM OTHER SOURCES

4.0 Input for this report was obtained from the university's general counsel and by benchmarking risk management policies from other industry sources especially post-secondary institutions.

The Audit and Risk Committee of the Board considered and approved the policy on November 21, 2019.

5.0

ANALYSIS AND STRATEGIC ALIGNMENT

A robust enterprise risk management (ERM) program ensures key risks and emerging risks which could affect the achievement of the organization's strategic goals, are identified, evaluated and treated. A mature risk management policy promotes a risk aware culture and is a key tool in communicating the importance of enterprise risk management to the community. The policy demonstrates senior leadership's commitment to enterprise risk management and supports the management of risk at all levels of the organization. An ERM program which includes a strong policy, an enterprise risk management framework and process not only makes sure the negative impacts of the risks identified are mitigated, but also provides opportunities to exploit the identified risks to support the achievement of strategic initiatives. Effective ERM informs senior management of the organization's risks and the effectiveness of implemented controls, allowing for intelligent risk taking. A mature risk management program assists the Board of Governors in achieving their fiduciary oversight responsibilities. The risk management policy dictates risk is considered when decisions are made at the operational level and that controls are implemented in an effective and efficient manner. In addition, procedures relating to risk financing, contractual risk transfer and litigation management protect the university's physical assets, and protect the

university, Board of Governors, faculty, students and staff from financial costs associated with legal or regulatory disputes.

6.0 FINANCIAL IMPLICATIONS

The procedures included in the policy ensure that the procurement of the university's risk financing program is made in a cost-effective manner. Failure to have the procedures outlined in the policy could result in decentralized procurement of insurance, thus reducing cost savings achieved through centralization and risk improper or incomplete coverage. Procedures relating to contractual risk transfer, litigation and claims management help limit the university's costs and exposure related to legal disputes.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

In Canada, there is no legal or regulatory requirement for post-secondary institutions to implement enterprise risk management. However, best practices in governance establishes ERM as a key component of a mature governance model. The university's risk management policy guides both enterprise and operational risk management processes which in turn ensures legal and compliance risks are mitigated. The procedures outlined in the policy help ensure proper insurance coverage is obtained to protect assets and mitigate the financial and reputational impacts of legal disputes, arising out of civil liability, contracts and regulatory risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Failure to have an effective enterprise risk management program, along with a robust policy could result in key strategic risks not being managed appropriately thus resulting in negative impacts to Carleton University's reputation. The refresh of the university's Enterprise Risk Management Framework and Risk Management Policy will contribute to a risk aware culture and facilitate the appropriate management of risk at both the enterprise and operational level.

Once approved, the Director, Risk and Insurance Services will work with the Department of University Communication on a plan to engage and educate the community on the new policy.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Policy Name:	Risk Management Policy
Originating/Responsible Department:	Office of the President
Approval Authority:	Audit and Risk Committee of the Board of Governors
Date of Original Policy:	November 2008
Last Updated:	October 2019
Mandatory Revision Date:	October 2024
Contact:	Vice President (Finance and Administration)& Director, Risk and Insurance Services

Policy

Carleton University adopts best practices in identifying, evaluating and managing both operational and strategic risks to ensure that these risks are appropriately mitigated or exploited, to ensure the achievement of the university's strategic and operational goals.

Definitions

Risk - the effect of an event or activity on the achievement of the university's strategic or operational goals. An effect is either a positive or negative variation on what is expected to occur.

Enterprise Risk Management - a systematic approach to managing all the university's key enterprise risks.

Operational Risk Management - a systematic approach to managing uncertainties resulting from inadequate or failed internal processes, people or systems.

Purpose

The university's leadership recognizes that risk management is an integral part of the university's governance framework and its operating environment and is committed to establishing an environment that ensures risk management is a fundamental part of all university activities.

The purpose of the policy is to encourage the integration of risk management at all levels of management within the university. Risk management assists all levels of academic, research and administration management by supporting a systematic approach to identifying, evaluating and managing the risks which could prevent the university from achieving its strategic and operational goals.

In supporting the achievement of the university's strategic and operational goals, the objective of the policy is to raise awareness of risk management. More specifically, the policy provides guidance for all levels of management and other stakeholders, so as to promote:

- awareness of the business risks that are associated with the operations of the university;
- awareness of the key enterprise risks that the university faces;
- applying due diligence in decision-making;
- exercising an appropriate level of due care in daily operations;
- intelligent risk taking in the pursuit of new ideas and innovation; and
- legal and statutory compliance as a minimum standard.

Scope

This policy is applicable to all university departments and units.

Responsibility for identifying and managing the risks of the university, as in any organization, lies with the leadership of the institution. Academic and administrative leadership is responsible for ensuring compliance with university policies and applicable legislation and regulation. Leadership also has a responsibility to identify, evaluate and manage enterprise and operational risks and bring emerging institutional risks to the President's attention.

The Director, Risk and Insurance Services assists managers' awareness of risk through the development of the university's operational and enterprise risk management framework and processes and by advocating for their continued improvement. Furthermore, the Director, Risk and Insurance Services assists operational managers' risk awareness by communicating the results of the risk management processes to all internal stakeholders and by assisting managers in the creation of risk mitigation strategies.

Internal Audit's role in risk awareness is to evaluate the risk management processes of the university. It also provides support in risk identification by determining the effectiveness of internal controls and identifying risks presented by controls which are ineffective. Internal Audit also uses the enterprise risk management process as a tool to identify areas which should be audited.

Procedures

The university has adopted an Enterprise Risk Management Framework, and procedures to ensure that operational managers apply due diligence, demonstrate due care, comply with applicable laws and regulation and take the appropriate level of risk when making decisions.

Enterprise Risk Management Framework

Managers are required to refer to the Enterprise Risk Management Framework to gain an understanding of the principles and objectives of Carleton University's enterprise risk management program and specifically, the university's risk appetite. In addition, the framework outlines the process which must be used in completing an operational risk assessment.

Risk Assessment Process

The aim of the risk management process is to identify the major risks facing the university at both the enterprise and operational level, and assist managers in developing and communicating risk treatment activities.

Enterprise Risk Management Process

The enterprise risk management process is linked directly to the university's strategic planning process. The Director, Risk and Insurance Services is responsible for the development and implementation of the enterprise risk management framework and process. It is also the responsibility of the Director, Risk and Services to communicate the key enterprise risks identified as part of the enterprise risk management process to stakeholders, such as senior management and the Board of Governors.

The detailed enterprise risk management process, including specifics on risk identification, risk analysis and evaluation, risk treatment and reporting templates which are described in the university's Enterprise Risk Management Framework. The framework can be found on the Department of Financial Services website at <https://carleton.ca/financialservices/risk-management/>.

Operational Risk Management Process

On an operational level, it is the responsibility of all academic and administrative departments to manage day to day risk effectively. To assist managers in the operational risk management process the university has developed a "Guide on How to Perform an Operational Risk Assessment (Department, Project, Event etc.)". The Guide can be found at: <https://carleton.ca/financialservices/risk-management/>.

Before initiating any significant event or activity (e.g. extracurricular, off campus, entering into contractual arrangements, etc.) the operational risk assessment process is to be undertaken. In addition, the Risk Management Manual (the "Manual") should be consulted to ensure proper risk mitigation procedures are followed. Should the event or activity being contemplated not be covered in the Manual, the Director, Risk and Insurance Services must be contacted for assistance. The Manual can be found on the Department of Financial Services website at <https://carleton.ca/financialservices/wp-content/uploads/Risk-Management-Manual-posted-Dec-8-2009.pdf>.

Risk Financing Processes

The university has a risk financing process to assist with managing its potential risk and liability, the following guidelines ensure that the proper insurance coverage is in place to meet the risk financing objectives:

- i) The procurement of all insurance coverages and products must be arranged or approved by the Director, Risk and Insurance Services.
- ii) The university shall purchase insurance to protect against catastrophic loss to its physical, financial and other assets. It shall also use insurance as its method of risk financing to protect its Board of Directors, officers, supervisors, employees and students, acting in good faith, against liability arising out of their duties as officers, directors, supervisors, employees and students of the university.
- iii) The payment of deductibles and non-insured losses (e.g. below the deductible amount) shall normally be the responsibility of the department suffering the loss. Personal property of faculty, staff and students is not covered by the university's insurance policies.
- iv) It is the responsibility of each department manager to advise the Director, Risk and Insurance Services of changes in programs, activities or assets, which may affect insurance coverage in place.

Contracts

The university shall require all individuals, groups and tenants using Carleton University facilities to hold the university harmless from all claims for bodily injury or property damage and provide proof of General Liability insurance in an amount of not less than \$5,000,000, including adding Carleton University as an additional insured to their policy. Depending on the circumstance, the Director, Risk and Insurance Service can alter or waive these requirements.

Claims

It is the responsibility of all members of the community to report any pending or actual claim, lawsuit, or regulatory proceeding against the university to the university's General Counsel and/or the Director, Risk and Insurance Services, as soon as they become aware of a claim or possible claim. If insurance coverage applies, the appropriate insurer will be engaged. If no coverage exists, General Counsel will manage and supervise the university's response or defence to the proceeding and retain external counsel as may be appropriate.

No employee shall settle a claim, regulatory proceeding or legal action against the university without consulting with General Counsel and receiving the approval of the President and/or the appropriate Vice-President responsible for the operations from which the claim, regulatory proceeding or legal action originates.

Contacts:

Vice-President (Finance & Administration)
Director, Risk and Insurance Services

Links to related Policies:

<https://carleton.ca/financialservices/risk-management/>
[Signing Authorities Policy](#)
[Legal Fees Policy](#)



Enterprise Risk Management Fact Sheet

VISION			
The Carleton University Enterprise Risk Management program creates a risk aware culture that promotes and integrates principled decision making by identifying, analyzing and mitigating risk.			
DEFINITIONS			
Risk	The effect of an event or activity on the university’s strategic or operational goals. An effect is a positive or negative variation on what is expected. Risk is expressed in terms of a combination of the impacts of an event and the associated likelihood of occurrence.		
Enterprise Risk Management (ERM)	A systematic approach to managing uncertainties resulting from the university’s key enterprise risks. It is a holistic approach to identify, evaluate and treat key risks to the university’s strategic goals. ERM is carried out by the university’s Risk Committee and is led by the Director, Risk and Insurance Services. It is used to inform senior management and the Board of Governors of the Top 10 Risks by the university. Example Enterprise Risk: Risk posed by a change in government policy which affects the funding of the university, which in turn affects the achievement of a strategic goal to build a new academic building.	Operational Risk Management (ORM)	A systematic approach to managing uncertainties resulting from inadequate or failed internal processes, the actions of people or the failure of systems or external activities. ORM is practiced at the department or project level and is led by department or project managers and is supported by the Risk and Insurance Services office. ORM is an input into the Enterprise Risk Management process. Example of Operational Risk: A key employee in ITS is stricken with an illness that forces them to go on disability for an extended period. Due to the absence of the employee a key financial process cannot be undertaken, posing a chance that financial transactions cannot be processed.
Risk Appetite	The amount of risk the university is willing to pursue or retain. The university’s approach is to minimize its exposure to risks relating to its regulatory and compliance responsibilities, operational risks and people, while accepting and encouraging an increased degree of risk in pursuit of its vision and strategic goals. The university recognises that its appetite for risk varies according to the activities undertaken and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised and that appropriate measures to mitigate risk are established where required.		
Goals			
Enterprise Risk Management		Operational Risk Management	
<ul style="list-style-type: none">To ensure that corporate risks are considered when understanding and implementing strategic management decisions.To develop an environment where staff assume responsibility for managing risk.To ensure senior management identify, analyse and treat key enterprise risks and report the enterprise risks and in place or proposed treatment to the Board of Governors.To ensure a risk aware culture throughout the university.To assist in the efficient allocation of resources, while achieving the university’s strategic objectives.		<ul style="list-style-type: none">Managers identify, own and manage operational risks and the steps taken to mitigate them.To ensure the management of operational risk is integrated into standard management and accountability processes.Ensure operations, including risk controls are effective and efficient.To assist in the efficient allocation of resources, while achieving the universities operational objectives.	

ERM Responsibilities			
Board of Governors Audit & Risk Committee	President	Vice Presidents (Risk Owners)	Director, Risk and Insurance Services
<ul style="list-style-type: none"> Approved enterprise risk management policy Approve the enterprise Top 10 enterprise Risks Report Monitor the effectiveness of the enterprise risk management process Oversight of management action to improve enterprise risk management 	<ul style="list-style-type: none"> Provide general risk management oversight to ensure ERM adoption throughout the university Assess top risk action plans, and review/approve major risk treatment options Promote a risk management culture at all levels of the university 	<ul style="list-style-type: none"> Vice presidents are accountable to the President for enterprise risk management Determine the enterprise risk profile of the university and the university's attitude to risk with respect to particular major issues Identify and manage the enterprise risks faced by the university and convey this information to the President and the Board of Governors Ensure that recommendations and directions of the Board of Governors, President and internal and external auditors with respect to enterprise and operational risk management are acted upon Provide adequate information in a timely manner to the Board of Governors through the Audit and Risk Committee on the status of risk and risk treatments in place and proposed Ensure the existence of performance standards for the implementation of enterprise and operational risk management policies and procedures Arrange for the annual review of the performance of budget centres, business enterprises and controlled entities in relation to the implementation of risk management policies and procedures Review policies and procedures on a regular basis to ensure they remain effective and appropriate 	<ul style="list-style-type: none"> Responsible for the overall risk management process at the University Developing a risk management framework and process Ensure risk and opportunities are formally recognised, prioritised and assigned to appropriate risk owners Ensure that the risk owners have assigned appropriate managers to oversee the implementation of actions to mitigate risk and enhance opportunities Monitor and report on progress of those actions Ensure the ERM plan is monitored and updated regularly Maintain and update the Top 10 Key Risk Register Conduct and arrange for appropriate risk management education and training Produce and provide relevant and timely user reports Provide an annual ERM status report
USER REPORTS			
Report	USERS		Timing
Top Ten Enterprise Risks Report and Heat Map	Board of Governors Audit and Risk Committee President Vice Presidents Risk Owners		Annually
Individual Top Ten Enterprise Risks Report	Audit and Risk Committee President Vice Presidents Risk Owners		One per meeting (quarterly) on a rotating basis

NOTE – Information for the Enterprise Risk Management Fact is taken from the Carleton University Enterprise Risk Management Framework

**Minutes of the 158th Meeting of the Building Program Committee
Monday, September 12, 2019 at 11:00 am.
Richcraft Hall 2440R**

MINUTES

Present:	Mr. G. Farrell (Chair) Mr. J. Durrell Dr. B.A. Bacon Ms. J. Fullerton	Mr. D. Greenberg Dr. B. Örmeci Ms. A. Tremblay Mr. A. Ullett
Regrets:	Mr. D. Fortin	Mr. N. Nanos
Staff:	Ms. S. Blanchard Ms. J. Chandler Ms. A. Goth (Recording Secretary)	Mr. S. Levitt Mr. G. Nower Mr. M. Piché

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The chair called the meeting to order at 11:00am. Members were welcomed to the first Building Program Committee meeting of the year.

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 Ms. Tremblay and seconded by Mr. Ullett that the agenda of the 158th Building Program meeting be approved, as presented. The motion carried.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

It was moved by Mr. Ullett and seconded by Mr. Farrell to approve that the minutes for the 157th Building Program Committee meeting, as presented. The motion carried.

5. ITEMS FOR INFORMATION

5.1 Update on Transportation and Parking Strategy

Mr. Michel Piché, Vice-President (Finance and Administration) introduced this item, and Mr. Gary Nower, Assistant Vice-President, Facilities Management and Planning, provided a verbal report.

The current construction of an additional exit and entrance to campus from Bronson Avenue on Stadium Way is set to be completed by October 9th. This project will assist in mitigating some of the current traffic concerns and was recommended by Parsons, a transportation consultant.

Currently, Carleton is monitoring the new one-way loop that was introduced on campus this September. There are constables directing traffic during peak hours, and Parsons, the transportation consultant, is looking to update their strategy to help improve traffic flow and identify pinch points. Carleton is also actively working with Brook McIlroy, an open space consultant, for future implementations of traffic recommendations, including roundabouts, pedestrian crossings, and bike routes.

A temporary entrance to campus on Colonel By Drive is being considered in the coming years to prepare for bridge closures and an LRT shutdown. Carleton has meetings scheduled with NCC with respect to this entrance.

It was discussed that P9 near Robertson Hall is nearing end of life (4-5 years left) and approximately \$1M is being spent annually to maintain the garage. The construction of a new parking structure on P3 is being considered with a schedule to begin construction in 2022 for completion in 2023. The new garage will have approximately the same number of parking spots as P9, and the new entrance at Raven Road will be completed at by that time to assist in mitigating traffic. Once the P3 garage is built, P9 could be demolished and rebuilt if needed. Additionally, Facilities Management and Planning is potentially constructing a roof deck on P18 to allow the spots on the roof to be utilized in the winter months. Additionally, expanding P7 to provide extra parking is being considered, as well as an increased snow removal from campus. However, the intention is to encourage the use of public transportation and the reduction of single car use on campus.

6. ITEM(S) FOR DISCUSSION

6.1 Terms of Reference and Work Plan

The Terms of Reference and Work Plan for 2019/20 were circulated in advance. The Terms of Reference were updated in 2018/2019 to include an updated capital planning process. The Work Plan for 2019/2020 includes updates on campus transportation and parking, reports on capital projects and deferred maintenance. It was suggested that Facility Condition Assessment Program update and Facility Condition Index be added to the Work Plan. Any additional items for consideration on the work plan should be sent to the University Secretary.

6.2 Future Planning Update: Wellness Hub, Engineering, Parking Garage P3

President Bacon outlined that Carleton is coming to the end of its current building cycle, and it is now pivotal that the University considers the future landscape of campus as it approaches new construction projects. There are many projects in planning stages with a need to remain fluid and flexible, as these projects will depend on various avenues and funding opportunities.

One of the initiatives being considered is the creation of a Wellness Hub. Suzanne Blanchard, Vice-President (Students and Enrolment) was introduced to provide an overview of the project. A Wellness Hub has a lot of interest from the Carleton community in both the fields of student support, athletics and academia. The Athletics precinct needs updating (including pool maintenance) and additional exercise space..

A firm has been hired to research a Wellness Hub in a phased approach. The consultants will be looking at Wellness on campus with a holistic view of student support (health and counselling), Athletics and the University Centre services. The consultants will also look for partnership opportunities with the surrounding community and the City of Ottawa.

An RFP was issued to select a firm and management is currently in negotiations with a preferred firm. Consultations with the Carleton community are scheduled to begin in September/October 2019.

Presently, Carleton is considering how the pool can be best incorporated into the Wellness Hub. The Olympic size pool currently on campus requires significant renovations, and Carleton is figuring out how to best use this resource. Students, staff, swim teams, and camps all use the pool, but it is largely used by the community. Additionally, many pools in Ottawa, including the Brewer Park Pool, are due for renovations at the same time as Carleton's. Therefore, it is essential that Carleton and the hired consultants have a good grasp on (including a feasibility study) what is going on with the surrounding Ottawa community to consider potential partnerships and ensure there is no overlap in resources.

Another project currently under consideration is an additional Engineering Building for added research and academic space for the Faculty of Engineering and Design. Over the last 10 years, the Engineering Faculty has shown the fastest growth of enrolment at Carleton. Currently, the University does not have adequate funds (approximately \$70 Million required) to build and is aware that this project will require additional support. The building project could be linked to a focus on Sustainable Energy and Research. A conceptional model could help with discussion with possible funding supporters.

6.3 Capital Renewal Strategy – Deferred Maintenance

An Executive Summary and report were circulated in advance.

In March 2016, the Council of Ontario Universities reported that the average Ontario Universities Facility Condition Index (FCI) was considered poor. Carleton's average FCI rating was 2% poorer than the average Ontario results. To date \$52M has been spent on 11 of the 41 non-residence campus buildings in capital renewal projects. During 2018, FMP conducted system model audits to update data in the database.

Based on the system model audits, a risk matrix was developed to evaluate deferred maintenance requirements and strategically identify renewal priorities. A strategic prioritization of buildings with the poorest FCI ratings were identified to reduce the risk of failures. The Facility database will be regularly updated to reflect completion of FCI requirements. Based on the information, a Capital Renewal Strategy and Asset Management Plan was shared with the committee. A preventive maintenance program is also being implemented.

ACTION: The Nicol Building is included in the 2019/2020 Capital Renewal Strategy but not included in the next 10 years. The AVP FMP is to report back.

It was noted that Paterson Hall was included in the Deferred Maintenance Strategy but is planned for demolition in the Campus Master Plan. It was clarified that the building structure is sound. It was agreed that Paterson Hall can continue to serve campus and it is preferable be renovate than demolish it.

It was also mentioned that Carleton has an FCI value of 15%, which should be improving from year to year as the capital renewal strategy is implemented.

7. OTHER BUSINESS

There was no other business arising.

8. IN-CAMERA SESSION

An in-camera session was held.

9. ADJOURNMENT

There being no further business it was moved by Mr. Ullett and seconded by Mr. Greenberg to adjourn the meeting at approximately 12:04 pm.

**Minutes of the Finance Committee
Thursday, September 12, 2019 at 1:00 p.m.
Room 2440R, Richcraft Hall**

Present:	Ms. D. Alves (Chair)	Ms. N. Karhu
	Dr. B.A. Bacon	Dr. J. Malloy
	Mr. A. Alhaimi	Mr. N. Nanos (phone)
	Ms. L. Honsberger	Mr. K. von Finckenstein
Staff:	Ms. S. Blanchard	Mr. S. Levitt
	Ms. J. Chandler	Ms. A. Marcotte
	Dr. L. Dyke	Ms. N. Merriman
	Ms. A. Goth (Recording Secretary)	Mr. G. Nower
	Dr. R. Goubran	Mr. M. Piché
	Mr. T. Lackey	Mr. T. Sullivan
Regrets:	Mr. D. Fortin	Ms. C. Gold (Vice-Chair)

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 1:29 p.m. The Chair welcomed new and returning members. The Chair introduced herself and outlined the important role of the Finance Committee which includes the financial oversight of the universities activities and ensuring strong financially sustainability to support the university's academic mission as well as being able respond to opportunities and challenges.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest regarding any of the items on the agenda. No conflicts were declared.

3. APPROVAL OF AGENDA

It was moved by Ms. Honsberger and seconded by Mr. Alhaimi that the agenda of the 298th Finance Committee be approved, as presented. The motion carried.

4. APPROVAL OF THE MINUTES

4.1 Minutes of Previous Meeting

It was moved by Ms. Nanos and seconded by Dr. Malloy that the minutes of the 297th meeting of the Finance Committee minutes be approved, as presented. The motion carried.

4.2 Business Arising

The Government required that 2019/2020 Student Association Fees provided the opportunity for students to opt out of student associations and other non-tuition related fees except for certain mandatory categories. The committee received an update from the Vice-President (Students and Enrolment) that the fees are being tracked weekly which the percentage of opt-outs ranges from 5 – 15% depending on the specific fee. Upper-year students are opting out at a higher percentage than the first-year students. The final number of opt-outs will not be known until registration is completed. It will likely take approximately two-years to acquire trends. Student Associations have attempted to mitigate students from opting out through communications outlining their value and services.

5. ITEM(S) FOR INFORMATION

5.1 Financial Report for Fiscal Year 2018/19

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

Mr. Michel Piché, Vice-President (Finance and Administration) was introduced to provide an overview on the Financial Results for 2018/2019.

Carleton saw strong financial results for the 2018/2019 fiscal year. The university had higher revenue as compared to 2017/2018 due to a variety of factors including enrolment growth of 1.2%, average tuition fee increases of 3%, positive investment income results in the last three months of fiscal year and a large donation to the Earth Sciences department (under other income).

Operating expenditures for 2018/2019 were generally underspent with the overall budget showing a \$27.2M surplus which was appropriated to the capital reserve (\$11.2), campus safety remediation (\$0.7M) and investment income equalization reserve (\$15.3M).

Ancillary Services 2018/2019 budget showed a \$4.7M surplus which will be used toward deferred maintenance and future projects.

Carleton's investment income saw a net increase of \$32.3M. It was clarified with the committee that Carleton's investments are managed by external investment managers

which are overseen by the Endowment Investment Committee. It was noted that universities have been able to keep their overall income rising, even as revenues from government declined slightly partly due to better income generation and stock-market returns.

Capital additions totaled \$74.8M which reflect the various ongoing major capital projects ongoing on campus. Carleton's long-term debt is decreasing consistently year after year and was \$63.4M at April 30, 2019.

An overview of the operating revenue (\$529M) was provided which was comprised of 57% tuition fees, 33% government grant, 5% investment income and 5% miscellaneous fees and income. Operating expenses (\$529M) include 49% salaries, 18% campus infrastructure, 11% other, 7% student support (scholarships and bursaries), 7% other benefits, 6% employer pension contributions, with the remainder comprised of campaign matching, library acquisitions and research support.

Provisions and contingencies are closely managed and were underspent by \$6.3M due to enrolment incentives and salary provisions.

Ancillary results included a surplus of \$4.7M; slightly below projected. The surplus for ancillary services are kept separately from the operating budget and are used for deferred maintenance or new capital projects. The total accumulated closing ancillary services surplus was \$38M, slightly below projected. An overview of ancillary budget variances to budget was provided with the major variations in property rentals due to a decrease in leasing the CTTC building (which is being used more for university operations in 2018/2019) and the negative results reflect deferred maintenance and renovations on the space of \$3.2M. The CTTC building has been transferred to the operating budget in 2019/2020.

The operating income by source was outlined showing the government grant percentage decreasing from 2014/2015 (40%) to 2018/2019 (34%) while the percentage from student fees have been increasing from 2014/2015 (53%) to 2018/2019 (57%).

The operating expenditures by area were also outlined showing the majority of funds towards university budgets and faculties.

The committee had a discussion regarding government funding with the total proportion of total revenues is decreasing and all universities are experiencing a freeze in government grant funding.

5.2 Update on 2019/20 Operating Budget

An executive summary and presentation were circulated in advance.

The development and planning of the operating budget is an annual cycle and is jointly shared between the Provost Office and the Vice-President (Finance and Administration). President Bacon introduced Lorraine Dyke, Deputy Provost (Academic Operations and Planning).

Mr. Piché provided an update on the 2019/2020 operating budget. The operating budget is largely determined by student enrolment and final numbers are not confirmed until December, but Carleton is projecting 1.1% increase in enrolment (31,552 FTE). New First Year enrolment is tracking at 98% of budget (5,397 vs. 5,498). The President commented that this was an ambitious goal and suggested that the slight decline in recruitment may have been due to changes in OSAP.

In terms of expenses it is also early in the budget year to forecast, but it was noted that the provincial governance has introduced legislation Bill124, which would cap public sector wage increases at an average of one percent annually for a three-year moderation window. If this legislation is passed, it is projected to provide favorable financial impact of \$1.5-2M per year.

The 10% tuition decrease was successfully implemented for the 2019/2020 budget and administration was able to present a balanced budget.

The committee discussed international enrolment and diversification of country of origin due to global geopolitical issues that could affect travel visas.

6. ITEM(S) FOR DISCUSSION

6.1 Review of Terms of Reference and Work Plan

The terms of reference and Finance Committee work plan for 2019/20 were circulated in advance.

The terms of reference were reviewed and updated by the Governance Committee during the 2018/2019 board year. The work plan circulated included annual updates and approvals as well as monitoring of the current year's budget. Where appropriate, the committee will hold joint meetings with the Building Program Committee to ensure expertise of both committees are incorporated on proposed major capital projects as well as save significant meeting time for both the committee members and the senior administration. It was asked that any feedback or comments for change to the work plans to be sent to the University Secretary.

7. OTHER BUSINESS

No additional business was raised.

8. IN-CAMERA SESSION

An in-camera session was held.

9. ADJOURNMENT

It was moved by Ms. Karhu and seconded by Dr. Bacon to adjourn the meeting at approximately 2:13 p.m.

**Minutes of the 42nd Meeting of the Governance Committee
Wednesday, September 18, 2019 at 3:00p.m.
Room 2440R Richcraft Hall**

Present:	Mr. N. Nanos (Chair)	Mr. D. Fortin
	Ms. T. Arnt	Ms. L. Hayes
	Dr. B.A. Bacon	Dr. B. Örmeci
	Dr. C. Carruthers	Dr. P. Smith
	Ms. B. Creary (Vice-Chair)	Mr. A. Ullett
Staff:	Ms. J. Chandler	Mr. S. Levitt
	Ms. A. Goth (Recording Secretary)	
Regrets:	Mr. D. Greenberg	Mr. K. Evans

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed the members to the first meeting of 2019/2020.

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. None were declared.

3. APPROVAL OF AGENDA

It was moved by Dr. Örmeci and seconded by Ms. Hayes to approve the agenda of the 42nd meeting of the Governance Committee, as presented. The motion carried.

4. ITEM(S) FOR APPROVAL

4.1 Minutes of Previous Meeting

The minutes of the 41st meeting of the Governance Committee were circulated in advance.

It was moved by Mr. Ullett and seconded by Mr. Fortin that the Governance Committee approve the minutes of the 42nd meeting, as presented. The motion carried.

5. ITEM(S) FOR APPROVAL

5.1 Review of Student & Administrative Staff Governor Handbook and Election Process

An executive summary, handbook and timeline were circulated in advance. Ms. Amanda Goth, University Secretary spoke to this item. The Student Election Handbook is reviewed annually and minor edits were made to the 2020 election processes.

It was mentioned student governors' term on the Board is one-year (eligible for renewal). A change to student governor terms would require a Bylaw amendment. Ms. Goth stated that she will add an agenda item to the Work Plan for the committee to further discuss term length of student governors and provide benchmarking data.

Committee members further deliberated the Student Election Handbook, and noted the absence of any guidelines pertaining to student spending during elections. Mr. Steve Levitt, General Counsel stated that the matter had been discussed in prior years and that the Secretariat does not have the capacity to oversee or enforce caps on student spending during campaigning..

Finally, it was asked if it was possible to ensure that elections for student governors do not conflict/overlap with CUSA elections. Ms. Goth stated that she reaches out to CUSA every year to avoid overlap in election dates. However, CUSA does not set their dates until much later in the academic year, consequently making it very difficult to coordinate and avoid overlap.

The Administrative Staff Handbook was also reviewed. It was requested that the handbook be clarified to indicate that soliciting votes through interoffice mail is not permitted, however it is permitted to announce candidacy through email.

ACTION ITEMS:

- To provide a link in both the Student Election and Administrative Governor Handbook to the Bylaws and Expression of Interest forms;
- To add a statement to explicitly confirm that the elections are overseen by the University Secretariat's Office as noted in the Board's Nominating Policy.

It was moved Dr. Smith and seconded by Ms. Creary to approve the Student and Administrative Staff Governor Handbook and Election Process, as amended. The motion carried.

6. ITEM(S) FOR INFORMATION

6.1 Succession planning for 2019/20

A summary of board member length of terms was circulated in advance. There are three Community-at-Large members whose terms are coming to an end: Chris Carruthers, Ken Evans, and Oliver Javanpour. Additionally, one alumni representative's term is ending, and, a nomination/election will have to be run for four student representatives, and one administrative staff position.

6.2 Skills gap analysis and approach for community-at-large recruitment

An updated 2019/2020 board member skills matrix and the 2018/2019 web information was circulated in advance.

The committee discussed approaches to community-at-large recruitment outlining that for the 2018/19 Board year, an open call was used to recruit board members. In 2017/2018 advertisements were circulated in newspapers, distributions to the alumni list, and postings on the website. In the past, recruitment efforts have been made through the Alumni network, which received a lot of engagement. 166 applications were received for less than two Board openings. It was suggested that the Governance Committee review this pool again for this year's recruitment effort in addition to new applicants. Board members are welcome to encourage individuals to apply to the Board, however there is no commitment that they will be selected to serve.

The 2019/20 skills matrix was circulated and it was noted that this is a self-assessment that each Board member completes when they begin their term on the Board. It was suggested that the categories outlined within the Skills Matrix be updated to align with the Strategic Plan once that planning is complete. Additionally, once the categories are updated, all existing Board members will be asked to update their skill sets to reflect any new experience they have attained since being appointed on the Board.

6.3 Update on Best Practices Review Recommendations

A summary chart of recommendations and action items was circulated in advance. Last year, two external consultants, Bonnie Paterson and Harriet Lewis provided a Best Practices Review Report to the Board of Governors. This report contained benchmarking as it relates to numerous areas of focus. The full report was discussed at the Board Planning session in October 2018. Input was received from the Board and direction was given by the Executive

Committee on which priorities should be acted on by the Secretariat Office, Board and Senior Administration.

The summary chart outlines the 26 best practices and the status of the items was discussed. Of the 26 best practices: 23 are completed and 3 are in progress/ongoing. The three items in progress/ongoing were related to Strategic Planning, Crisis Management Communications Plan and development of a two-year board schedule.

It was mentioned that the committee should make an outline on when best practices should be reviewed. The frequency of this review should be further discussed.

7. ITEM(S) FOR DISCUSSION

7.1 Committee Priorities – Review Terms of References, Priorities, Work Plan

The Terms of Reference and Work Plan for 2019/20 were circulated in advance.

The following items were requested to be added to the work plan:

- Length of Student Governor Terms
- Recommendation of frequency of best practices review
- Skills Matrix review and redistribution

Committee members discussed the value proposition of serving on the Board including the reason each individual would like to serve on the board which can vary from person to person. It was suggested that the value proposition could include messaging about the type of impact a Board member could have with the Carleton community. For recruiting community-at-large members in the future, it was suggested to consult with Ms. Jennifer Conley, Chief Advancement and Community Liaison Officer about engaging the greater community.

Additionally, it was mentioned that the exit interview process for the Board will be formalized in the future. The Chair of the Board, Nik Nanos, will conduct these interviews with the retired board members from last year, and provide a brief to this committee.

7.2 Discussion of Chair, Vice-Chair and Committee Chair re: Job Description

Currently, the Chair and Vice-Chair job descriptions are stipulated in the Bylaws at a very high level. Traditionally, Chairs and Vice-Chairs are trained by their predecessors, through observation of prior chairs and assisted by the Secretariat Office. Other schools have a more formalized description for these positions, and it is thought such a documents could assist with future recruitment. President Bacon mentioned that a one-page briefing note was created for the latest Chancellor search, and it proved quite useful. It was decided that a one-page briefing note will be created for the Chair and Vice-Chair positions and the Executive Committee will be consulted.

7.3 Discussion of Documenting Committee Assignment Process

The Committee Assignment Procedure is not formally documented. Currently and based on past practice, the University Secretary looks at the skill sets of each member, asks each governor which committees they would like to serve on, considers the membership requirement as stipulated in each committee's terms of reference. The University Secretary then reviews the proposed membership with the committee chair and Chair of the Board. Once a draft slate of committee membership is complete, Ms. Goth presents the membership lists Executive Committee for approval.

It was suggested to increase transparency in the process, a note should be drafted to outline the current process.

8. OTHER BUSINESS

No additional business was raised.

9. IN-CAMERA SESSION

An in-camera session was not held.

10. ADJOURNMENT

It was moved by Mr. Ullett and seconded by Mr. Fortin to adjourn the 42nd meeting of the Governance Committee at approximately 4:16 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 September 20, 2019 at 2:00 pm
Senate Room, Robertson Hall**

MINUTES – OPEN SESSION

Present: S. Ajila, B.A. Bacon (Chair), M. Barbeau, S. Blanchard, T. Boswell, A. Bowker, D. Brown, J. Bruno, N. Cappuccino, A. Chandler, M. Close, A. Courchene, T. Daniels, J. Deaville, D. Deugo, T. Di Leo Browne, C. Dion, D. Dragunoiu, K. Evans, P. Farrell, D. Gillberg, R. Goubran, P. Gunupudi, H. Gupta, F. Hosseinian, W. Jones, C. Joslin, L. Kostiuik, J. Kovalio, B. Kuzmarov (Clerk), E. Kwan, C. Macdonald, R. McKay, H. Nemiroff, M. Piché, A. Plourde, B. Popplewell, P. Rankin, M. Rooney, W. Shi, S. Shires, A. Shotwell, D. Siddiqi, E. Sloan, P. Smith, S. Srinivasan, J. Tomberlin, C. Trudel, J. Voordouw, C. Warner, P. Wilson, J. Wolfart, Winnie Ye

Regrets: L. Akagbosu, S. Boyle, P. Dion, B. Hallgrimsson, O. Hobbs, B. Hughes, Z. Kryworuhka, P. Lagasse, S. Moran, J. Paulson, S. Sivathayalan, A. Tremblay, C. Viju,

Absent: A. Ahmad, J. Cheetham, C. Cruickshank, J. Liu, D. Nussbaum, S. Parathundiyil, J. Stoner, K. von Finckenstein

Open Session:

1. Welcome and Introduction of New Members

The Chair welcomed Senators to a new academic year, and introduced 22 new members, including 3 ex-officio members, 2 Board of Governors representatives, 2 special appointments, 10 faculty members, and 4 students. The Chair thanked new and returning Senators for their support and for their contribution to academic governance at Carleton.

2. Approval of Agenda

The Chair noted an addition to the agenda of Item 6(d) – Ratification of the membership of the Advisory Committee to the Reappointment of the Vice-President of Students & Enrolment.

With this addition, it was **MOVED** (M. Close, D. Siddiqi) that Senate approve the agenda of the open session of the meeting of Senate on September 20, 2019, as presented.

The motion **PASSED**.

3. Approval of Minutes: June 21, 2019 (open session)

It was **MOVED** (J. Tomberlin, E. Sloan) that Senate approve the minutes of the open session of the Senate meeting of June 21, 2019, as presented.

The motion **PASSED**.

4. Chair's Remarks

The Chair began his remarks by recapping some of the highlights of the summer:

- The Chair noted a variety of youth activities on campus over the summer months, including camps of various types, recruitment activities, Virtual Ventures, and SHAD Canada for young entrepreneurs. As a highlight, Carleton welcomed 20 youth from 20 different Anishinaabe Aski communities to campus for almost one complete week, to develop leadership skills.
- The Chair, along with the Assistant Director of the Department of Equity & Inclusive Communities Benny Michaud, met with senior executives and Reconciliation leads from 31 other universities at Yukon College in August to discuss and advance Reconciliation at post-secondary institutions. The gathering was organized by Universities Canada and the McConnell Foundation, with the aid of the host First Nations in the area.
- The Chair noted a successful move-in and orientation for new students at Carleton, and thanked all faculty and staff involved in facilitating those events. Student enrolment numbers are on target at 31,500, which represents 1.1% growth since last year.

The Chair thanked faculty and staff for the warm welcome extended to him in his first year as President of Carleton University. He referred Senators to the 2018/19 Presidential Report online for his reflections on the past academic year.

Looking forward, the Chair identified *strategy*, *momentum* and *reputation* as three main themes for Carleton in 2019/20.

- Strategy: Planning will be a major focus and will include discussions around Indigenous Strategic Initiatives, Strategic Integrated Planning, the Strategic Mandate Agreement, Accessibility, and Employability initiatives.
- Momentum: Carleton will continue to build and improve on successes in student experience, student success, research intensity, experiential learning, fundraising, and building projects.
- Reputation: There is evidence that Carleton's importance and impact is not as well recognized as it could be, and that there is room for improvement in this area.

There were no questions on the Chair's remarks.

5. Question Period

Two questions regarding representation on Senate were submitted to Senate in advance:

1) Senator M. Rooney: *Over the last decade, Carleton University Senate has taken some significant steps towards integrating Contract Instructors (CIs), adding two CI Senators and, more recently, making concrete efforts to ensure representation from CIs on special committees such as those on free speech and the Senate's committee structure. While these are positive and welcome developments, however, CIs remain underrepresented on Senate: if the Senate membership information on our website is up to date, for instance, CIs hold the dubious distinction of being, percentage wise, the least represented group on campus (2.7%). One consequence of the current arrangement is that our two CI Senators take turns serving on alternating ad hoc or special committees, placing an undue burden on them that no other subgroup of Senators face – because those groups have more representatives, they can distribute the work among a greater number of Senators. The current arrangement also makes it impossible for CIs to be represented in all or most of the Senate's regular standing committees.*

Given 1) Senate's and CIs' salutary desire to include CIs in ad hoc or special committees, 2) the paucity of CI Senators available to serve and the burden such work places on two CI Senators, and 3) expressions of support for improving conditions for CIs that elected faculty Senators expressed explicitly in our June 2019 Senate meeting (when we discussed the next SIP), I ask:

Will the relevant Senate committee review (and report back on) CI representation on Senate, with special attention to the question of adding additional CI Senators in numbers that 1) reflect CIs' presence on campus and contributions to the university, and that 2) put them on par, representation wise, with other groups such as our students (who have ten Senators – seven undergraduate, three graduate)? Will we consider adding, for instance, at least three new CI Senators?

2) Senator H. Gupta: Carleton sits on the stolen Omamiwinini Land, otherwise known as Algonquin territory. This acknowledgement is more than a theory, it is a growing process in which we all participate. According to the "canadian" census, there are over 25,000 Indigenous people's living in Ottawa. Many of them have found themselves on our campus. Systemic and institutional racism including lack of access to funding and limited cultural support many times prevent the success of Indigenous students in post-secondary education. Creating a space in this senate's chambers will provide Carleton an opportunity to listen to these concerns from students themselves.

Will the Senate take initiative to create an indigenous graduate student senator position?

The Clerk noted that both of these questions regarding representation will be taken to the Senate Academic Governance Committee for review and discussion.

6. Senate Administration (Clerk):

a) Senate and Senate Committee Membership Ratification

The Clerk presented 7 Senate nominations and 19 Senate committee nominations for ratification.

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

The motion **PASSED**.

A Senator asked if the entire membership for the new SQAPC committee could be shared with Senators. The Clerk agreed to do so at the next meeting.

6-Administration – cont'd

b) Senate Survey Report

The Clerk of Senate presented an overview of the Senate Survey which was sent to Senators in May of 2019 (see attached presentation).

Highlights of the presentation:

- Survey invitations were sent to Senators on May 23; the survey closed May 30.
- 39 out of 82 serving Senators responded (47% response rate)
- There were 7 questions plus one comments field.
- Respondents indicated a high level of engagement and preparedness for meetings.
- The survey indicated that Senators are generally satisfied with the tone, length, content and frequency of meetings.
- Some respondents felt that Orientation content could be improved and that meeting materials could be more accessible and understandable.

The Clerk thanked all Senators who participated in the survey and noted that the Senate Office is working toward improvements in Orientation and document preparation/delivery.

c) Report on Appointments made Contrary to Advertising Procedures

The Clerk reported to Senators that over the summer one appointment was made contrary to advertising procedures due to urgent need to fill the position.

d) Ratification of membership of the Advisory Committee on the Vice-President, Students & Enrolment.

The Clerk presented to Senators a memo for the ratification of members of the Advisory Committee on the Vice-President, Students & Enrolment. This memo was presented to Senate at the meeting and without notice of motion because of the urgent need to constitute the committee, and because the information in the memo was received by the Senate Office after the meeting package had been distributed to Senators. It was noted as well that this ratification cannot wait until the next October meeting because of deliverable deadlines for the committee.

It was **MOVED** (B. Kuzmarov, A. Bowker) that Senate waive the notice of motion period for Item 6(d) on the agenda, Memo for the Ratification of Members of the Advisory Committee on the Vice-President, Students & Enrolment.
The motion **PASSED** with a 2/3 majority.

It was **MOVED** (B. Kuzmarov, L. Kostjuk) that Senate ratify the appointments to the Advisory Committee on the Vice-President, Students and Enrolment, as presented.

The memo was amended by the Clerk to include Millie Close as undergraduate representative on the committee.

The motion **PASSED**.

7. Reports:

a) Senate Committee on Curriculum, Admission and Studies Policy

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

For approval: Letter of Permission guidelines

Carleton students may study at another accredited university on a Letter of Permission. The proposed changes to the Letter of Permission will allow for more accessibility and flexibility for students applying for this opportunity.

It was **MOVED** (H. Nemiroff, D. Siddiqi) that Senate adopt the Letter of Permission proposal as presented.
The motion **PASSED**.

For Discussion: Amnesty Motion: Carleton University Policy on the Academic Implications of Labour Disputes.

Senators were first reminded of the original motion brought to Senate by Senator Shotwell in May of 2018:

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

out it remains the obligation of Senate as the final academic authority on campus to ensure the maintenance of high academic standards and quality for all programs across the university: Senate asks SCCASP to develop a formal policy governing the process of providing accommodation for students unable to participate in academic activities in the case of a labour disruption, legal strike, or lock-out while maintaining academic standards under these circumstances.

Following the approval of this motion, SCCASP drafted a policy, which was brought back to Senate for discussion last year. Based on comments received at that time, a new draft was created and has been circulated to Senators for review at this meeting.

A Senator was concerned that this policy could be used as a union-breaking tactic. Senator Shotwell responded that the intent of the motion was to protect students and to prevent students from being used in this way during a labour disruption.

Senator Shotwell then suggested the following edits to the policy:

- Section 2.2.1: Replace “may be” in this sentence with “are.”
*Students who cannot participate in academic activities because they are unable to do so due to a Labour Disruption, **may be** entitled to appropriate accommodations ...*

- Section 1.3: Delete the entire item. Students should still be entitled to accommodations for labour disruptions lasting 10 or fewer calendar days.

Labour Disruptions of 10 or fewer calendar days will continue to be governed by normal academic regulations and policies.

Senator Nemiroff agreed to bring these two suggestions back to SCCASP.

Another Senator also asked how the policy would be implemented, how appropriate accommodations would be determined, and who would be responsible for making those decisions.

The Chair asked that these questions be taken back to SCCASP for consideration, then brought back to Senate again for a more fulsome discussion.

8. Strategic Integrated Plan (SIP) and Strategic Mandate Agreement (SMA) Update

The Chair provided some introductory remarks, noting that the SIP and SMA processes are off to a strong start.

The SIP was officially launched on September 5th. The Task Force is now fully constituted with over 20 members, including the 4 co-chairs. Events and consultations have begun and will continue throughout the fall. A full website has been created to provide information on all of the events and the progress of the SIP. Senate will be involved throughout the process, and will approve the final plan.

The SMA process will proceed in parallel to the SIP. The provincial government is currently in transition, with a new Minister, Deputy Ministry, Assistant Deputy Minister and Chief of Staff at the Ministry of Training, Colleges and Universities. Meetings with the Ministry have been planned for early November and February. The final deadline for the SMA submission is March 30th. SMA3 will likely be shorter than SMA2, and will be focussed on metrics.

Co-Chair Lorraine Dyke provided more specific information on both processes.

Overview of SIP activities to date:

- Speaker Series – 3 have already been hosted and 5 more are planned
- Open Consultations are continuing. A total of 23 have been set up, and more are expected. Some of these will be themed.
- The Website will continue to provide an additional forum for engagement and input.

SMA history and current timeline:

- Since 2014, Ontario universities have been required to negotiate their mandate with the provincial government.
- Each SMA to date has been negotiated for a 3-year period.
- SMA1 in 2014 was focussed on differentiation.
- SMA2 in 2017 introduced metrics.
- SMA3 will be heavily based on metrics and will move to a 5-year term.
- Guidelines for SMA3 are expected from the government in early October, and a meeting with the Ministry is planned for early November.
- The first draft of SMA3 will be submitted to the Ministry in December, and
- The final submission will be due in March.

SMA3 Metrics:

- The 10 metrics provided by the provincial government can be divided into 2 clusters: skills & job outcomes, and economic opportunity & impact.
- The first 6 metrics will be implemented in the first year; metrics 7 – 9 will be implemented in year 2, and the last metric will be implemented in year 3.
- In anticipation of these metrics, Carleton has increased research funding, retention rates, experiential learning opportunities and employability outcomes for students.

Questions for Reflection in the SMA:

- Metric weightings
- Institution-specific economic impact metrics
- Narratives – which will be more constrained than in previous SMAs, and will be focussed on the metrics.

The Strategic Integrated Plan will feed into the SMA, and the two will proceed in parallel. A consultation session for Senators is planned at the next Senate meeting in October, and after that Senate will be provided with regular updates. More details from the ministry are expected in October; the current language emphasizes less red tape and an attention to employment outcomes.

Responses from Senators:

One Senator noted that only one metric of the ten provided by the ministry is focussed on research. This is concerning, given the fact the Carleton is a research institution. The Chair noted that this issue is of concern to other universities.

In response to another question from the floor, the Chair confirmed that the 5-year term for the SMA3 has been imposed by the government and is non-negotiable. Another Senator asked how a government that does not have a 5-year mandate to be in office can impose a 5-year mandate on universities, and how that would be enforced.

As a general response to these questions, co-chair Lorraine Dyke noted that the Council of Ontario Universities (COU) has formed a working group that is advocating for universities by bringing concerns to the ministry. Some small changes have been made as a result.

A Senator asked about the resource implications of these processes and if they are being tracked. The Chair responded that the overall cost of doing these exercises and reporting on them is significant, especially for the small institutions, but that SMA3 is expected to be less resource-intensive than SMA2. It was suggested that COU might be interested in aggregating this information across the sector.

The Chair thanked Senators for their comments and for the discussion, and noted that if possible, a full hour will be devoted to the SIP at the next meeting in October.

9. Reports for Information:

a) Senate Executive Minutes

- June 7, 2019
- E-polls: June 4, 2019; June 5, 2019

b) Senate Library Committee – Annual Report 2018-19

There were no questions and there was no discussion of these items.

10. Other Business:

- a) Hemant Gupta asked for Carleton's position on the *Global Climate Strike Action* planned for September 27th and whether Carleton will cancel classes, as some other universities have done, to support this event.

The Chair responded that the Provost has already circulated a communication on this matter.

- b) The Chair mentioned a few upcoming highlights rounding off Carleton's Throwback week:

- The Department of Sociology and Anthropology is celebrating its 50th anniversary.
- The Milestone Anniversary Celebration will welcome alumni who are celebrating their 25th to 65th graduation anniversaries.
- Football: The Carleton Ravens take on the Waterloo Warriors on September 21 at MNP Park.

11. Adjournment

The meeting was adjourned at 4:00 pm.