



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 622nd Meeting of the
Board of Governors**

**Tuesday, September 29th, 2020 at 3:00 p.m.
Via Videoconference**

PRESENT:	Mr. D. Fortin (Chair)	Mr. K. von Finckenstein	Dr. J. Malloy
	Dr. B.A. Bacon	Ms. F. Foroutan	Mr. N. Nanos
	Ms. D. Alves	Ms. M. Fraser	Ms. B. O'Connor
	Mr. N. Black	Ms. K. Furlong	Dr. B. Örmeci
	Mr. T. Boswell	Ms. G. Garland	Dr. E. Sloan
	Ms. B. Creary	Ms. C. Gold	Dr. P. Smith
	Ms. S. Davin	Ms. L. Hayes	Ms. J. Taber
	Mr. P. Dion	Ms. L. Honsberger	Ms. C. Terrier
	Mr. J. Durrell	Ms. W. Horn-Miller	Ms. A. Tremblay
	Mr. G. Farrell	Ms. N. Karhu	Mr. A. Ullett
REGRETS:	Ms. Y. Baltacioğlu	Mr. D. Greenberg	
STAFF:	Ms. S. Blanchard	Ms. A. Goth (R. Secretary)	Mr. S. Levitt
	Ms. J. Chandler	Ms. B. Gorham	Mr. M. Piché
	Ms. J. Conley	Dr. R. Goubran	Dr. J. Tomberlin
	Ms. R. Drodge		
GUESTS:	Dr. B. Appel Kuzmarov	Mr. M. Charles	

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed all governors and attendees to the virtual Board of Governors meeting. The Chair acknowledged the Algonquin First Nation and territory on which Carleton University is located. He welcomed observers and staff members as well as the new board members to the meeting.

The Chair also recognized those affected and lost due to COVID-19. On behalf of the Board, he thanked all those practicing physical distancing, and front-line workers who continue to work tirelessly to protect and support the community.

The Chair acknowledged the detention of a Carleton doctoral student, Cihan Erdal, by the Government of Turkey. He noted that this was a complex issue, his hope that justice is served quickly so Mr. Erdal can return to his studies and family in Canada.

The Chair briefly reminded the members of the protocols for Microsoft Teams Board of Governor sessions.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance. It was moved by Ms. Honsberger and seconded by Mr. Black that the open agenda of the 622nd meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: the minutes of the previous meeting, business arising from the minutes and the Board Award Criteria and Jury Selection. The following items were distributed for information: committee minutes, update on the 2020/2021 Operating Budget, 2020/2021 Ancillary Budget, Replacement Parking Structure for P9, Project Closure Reports – ARISE and Health Sciences Building, Sustainability Plan (2020 – 2025), Healthy Workplace and Mental Health at Work, Board Work Plan and Schedule of Meetings and minutes from Senate.

It was moved by Mr. Nanos and seconded by Mr. Black, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Audited Financial Statements for Year ended April 30, 2020 and Audit Finding Report

The draft consolidated financial statements, audit findings report, and annual financial report were circulated in advance.

Lynn Honsberger, the Chair of the Audit and Risk Committee outlined that at the Audit and Risk Committee on September 15th, the committee reviewed both the audited financial statements for the year ended April 30th, 2020, and the related Audit Findings Report, with Carleton's Financial Services team and with Rob Clayton, and Amanda Wilson of KPMG.

The Audit Findings Report indicated that KPMG did not identify any differences requiring adjustment, and it did not identify any control deficiencies in the internal controls over the high-level financial reporting we see in the audited statements. It was also reported, that any financial reporting risks had been addressed in the audit and that KPMG was satisfied with the reasonability of the accounting estimates regarding employee future benefit liabilities. KPMG also confirmed its independence to the committee. The committee thanked the Financial Services team and KPMG for completing all usual external audit milestones despite the pandemic, which required the auditors to complete additional auditing procedures and to interact with the university representatives entirely online.

On the recommendation of the Audit and Risk Committee, it was moved by Ms. Honsberger and seconded by Ms. Creary that the Board of Governors approve Carleton's 2019-2020 Consolidated Financial Statements and the Audit Findings Report, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Equity and Inclusive Communities Advisory Group Recommendations for Equity, Diversity and Inclusion Strategic Actions

An executive summary, presentation and report entitled *Draft Recommendations for Equity, Diversity and Inclusion (EDI) Institutional Strategic Action* was circulated in advance.

The President gave introductory remarks outlining the development of the Equity and Inclusive Communities (EIC) Advisory Group, a representative group of 30 members advising on the development of an EDI strategy for Carleton. The Advisory Group is balancing the need to consult broadly, to build consensus and develop a strategy while moving with the sense of urgency associated with this particular moment in time. The EIC department drafted the strategy which has been reviewed by the EIC Advisory Group. Consultation has started across campus on the strategy.

Mr. Michael Charles, Assistant Vice-President and University Advisory Equity and Inclusive Committees spoke to this item stating that EDI has been identified as critical to the future success of the university by the Board, Federal Tri-Agency Research Funders, faculty, staff, students, public and private sector employers and external community members. The strategy sets out an institutional strategic vision for EDI at Carleton and provides an operational framework for actions while integrating with institutional plans to accelerate the academic mission.

A proposed timeline was outlined which included consultation with the Board of Governors and Senate in September and December. Community townhalls, consultation and events around inclusion week (October 19 -23) are planned.

The areas identified for the EDI Strategic Actions include curriculum and pedagogy; student supports; research; senior leadership team and board of governors; leadership development general (non-academic employees); leadership development general (academic employees); disaggregated demographic data collection; representation and outreach; culture; and EDI planning infrastructure and reporting. It was noted that many of the areas identified are interconnected.

The plan is innovative with positive framing around value creation and leadership development with beneficial behaviors being incentivized; integration that reinforces, supplements and is intersected with other university plans; is holistic in terms of community engagement and data driven, evidence-informed; flexibility to leaves room for local customization; and ambitious in that it has a comprehensive vision in addition to technical specificity.

There are opportunities for convergence with the *Kinamagawin* report, and coordinated accessibility strategy.

Areas for the senior leadership team and board of governors to show leadership with the EDI Action Plan were outlined including providing inspiration and accountability, representation and communications. The Board can assist by requesting annual reports, supporting and resourcing initiatives and by actively modelling best practices, by completing and endorsing training, education and professional development programs and by continuing with EDI informed recruitment. It was noted that the Board is leading by having an EDI statement being conversant in the benefits in EDI and by communicating and ensuring strategic actions are communicated to achieve widest reach.

The Chair thanked Mr. Charles for his leadership on EDI at Carleton. Noting that speed and depth balancing is difficult and complex but the need to consider long lasting culture change. He also noted the benefit of connecting the strategic actions to ongoing plans and the richness of the potential. He also expressed his personal support of the strategic actions.

A member raised the issue of pay equity between male and female professors. Mr. Charles noted that initiatives including an outside consultant were already underway and where not listed in this list of recommendations in order not to duplicate efforts.

A member asked how many racialized specific counselors are expected. Mr. Charles noted that there is a racialized specific counselor being hired currently. An evidence-based approach in collaboration with the Vice-President (Student and Enrolment) team is used to assess and evaluate need for resources.

A member asked if there is a reporting process for general trends around a specific staff member or perceived university oppression for making a recommendation to senior management. Mr.

Charles noted that all staff and faculty are aware of the human rights policy and complaints process..

A member asked how behaviors can be incentivized. Mr. Charles responded that the process of integration and embedding of learning and professional development feeding into identifying and fostering talent will influence a positive trajectory of an employee through the organization. The establishment of awards that are EDI based to show those types of values are recognized. It is also proposed that those who have research interests in EDI can identify each other and work together collaboratively to propose research projects that are recognized, creating the structures to enable the promised benefits of EDI.

A member asked if there had been thought put into course delivery. Mr. Charles responded that first-year students will be mandated to take an EDI/Human Rights training module similar to the Accessibility for Ontarians with Disability Act training to provide baseline knowledge for compliance obligations. Carleton is approaching education and professional development through various avenues including encouraging faculty members to incorporate EDI into course design, research incentives, and voluntary programming.

Further the member inquired under the Senior Leadership Team and Board of Governors Strategic Actions section, specifically resourcing support and representation, what short-term projects should be undertaken to ensure diverse voices are heard at this level. Mr. Charles expressed that it is incumbent upon senior leadership to ensure diversity around decision making tables and in who is called to serve in specific capacities. In terms of resourcing all requests for funding will proceed through the normal request process through the Provost Budget Working Group to gain approval.

The member further asked about oversight by the University on the Special Constables Program to ensure racialized students feel safe on campus. Mr. Charles responded that Campus Safety Services has an Action Plan which was enacted Fall 2019 and is referred to in the *Recommendations for Equity, Diversity and Inclusion (EDI) Institutional Strategic Action*. The CSS Action Plan is quite elaborate in terms of professional development and training and an appointments procedure and culture review for CSS has just been completed with an outside consultant which will feed into further educational opportunities and review.

The Board Chair noted the board's responsibilities in the Strategic Actions, that Mr. Charles will present on this item again in December and reminded members of Inclusion Week in October 2020.

Mr. Charles left the meeting.

7. ITEMS FOR INFORMATION

7.1 Senate Annual Report

An executive summary and report were circulated in advance.

Betina Appel-Kuzmarov, Clerk of Senate was introduced to provide a verbal report.

The President, Chair of the Senate, noted both Dr. Appel Kuzmarov and Ms. Kathy McKinley, Assistant University Secretary's support for the administration of Senate with diligence, professionalism and good judgement has allowed innovation and creativity on the technical and substantive issues benefitting collegial governance of the university.

Dr. Appel Kuzmarov thanked the Board for the invitation and Ms. Jaclyn Chandler for her support in preparing the Senate Annual Report. She also thanked the President for his leadership and mentorship. She noted that university governance was maintained through the pandemic with thanks to the Senators for their flexibility and adaptability.

Senate took an active role in the transition to online teaching, taking onboard the recommendations of the Carleton University Scenario Planning Group's regarding online teaching. Senate also approved the transition to flexible grading in particular allowing satisfactory and unsatisfactory grades for the Winter 2020. The academic performance evaluations were also amended to be able to better support students during the pandemic.

The Senate mandated the Senate Committee on Curriculum, Admission and Studies Policy to conduct a review of the online learning process. Senate ensured that 3,890 students graduated on schedule in June 2020. Over 2019/2020, Senate approved a total of 6,408 graduates and awarded all academic medals as planned.

Over 2019/2020 that Senate also accepted the recommendations of *Kinamagawin* report and were consulted seven separate times on the Strategic Integrated Plan before approving the plan in May 2020. Senate received a presentation on the provisional operating budget, approved a new policy on academic accommodations during labor disputes and 46 new student awards.

The normal operation of Senate includes maintaining quality assurance processes for all programs, approve major and minor modifications to programs and courses and make calendar changes which all proceeded without interruption over 2019/2020.

Steps have also been taken to help inform the Board and the community-at-large about what Senate does throughout the year by the use of summary called *Inside Senate* which is distributed to the community following the meetings. A secure intranet site for documentation has also been established in 2019 to better support Senators. The Senate Office also conducted its 2nd annual Senate Survey to get feedback from Senators to improve the quality of the work of Senate.

The Chair thanked the Clerk of Senate for her report which fosters a spirit of trust between the governance bodies and benefits all of campus. He also thanked the Senate and its members for their important work which had to be pivoted quickly online.

A member asked if Senate is considering any of the grassroots petitions for black lives matter curriculum reforms within Public Affairs and Policy Management (PAPP) and the Faculty of Public Affairs curriculum. Dr. Appel Kuzmarov responded that collegial governance is grassroots in nature and Senate will discuss items when they are brought forward from units for things such as curriculum changes.

7.2 Student Support and Engagement Virtually

An executive summary and presentation were circulated in advance.

Suzanne Blanchard, Vice-President (Students and Enrolment) provided a presentation on Carleton's student support and engagement in a virtual environment are essential.

Ms. Blanchard outlined a synopsis of the services offered. The services were outlined in five pillars of: academics, finances, employability, campus life and wellness. These five areas help to organize services to help students when they need them the most. All services have been transitioned to a virtual format while maintaining services standards. As online learning is new to the majority of students and they are studying across the world, a new online pillar was developed to help support key online support services and communications for students. This pillar outlined new online supports developed, updates made to existing student websites and the steps taken to ensure students could access services virtually.

At the beginning of the pandemic a centralized student listing of how-to connect with student services was launched and communicated. The Pathways to Graduation website was updated to reflect online learning. The *Ask Me Campaign* went virtual for 2020. Teaching and Learning Services set up a new Carleton Online Hub to provide online learning supports and a top ten tips to study online was launched. Information Technology Services has also provided support by providing minimal technical requirements and a listing of technology available to students.

The Student Registration Team provided registration assistance virtually through Microsoft Teams to ensure students could register online and have the information needed for courses. Six lessons were created as part of an online learning orientation for students on cuLearn. Learning Support workshops including writing consultation, and peer assisted student sessions transitioned online. A pilot project was launched for a Student Success Certificate for Fall 2020 which includes academic and wellness modules to equip students. The Students as Partners Program also continued virtually, this program allows for a paid undergraduate experience for students to assist with teaching innovation and supporting Faculty.

Financial literacy, planning and budgeting tools continue to be offered to students. Students are able to apply for financial support (up to \$500) for technology assistance (internet access, hardware or software). A Student Emergency Fund was established since the beginning of the pandemic to provide emergency financial assistance to Carleton students who experiencing short-term financial hardship relating to critical needs (groceries, housing and utilities). Donations to the Student Emergency Fund can be provided through FutureFunder. The work-

study program continues with remote work opportunities for students. The work and process for OSAP, scholarships and bursaries continued virtually.

An employability and experiential learning framework were developed throughout 2019/2020 academic year and is being rolled out in 2020/2021 which will guide supports for employability. 600 remote co-operative education placements were done in Fall 2020. Virtual international internships and the Accessible Career Transitions to Employment (ACT to Employ) placements have been on-par with previous academic years. The Career Development four-part series was held virtually in June 2020 with four topics, career growth, mindset, employability, job search, networking skills and preparing for interviews, to prepare graduates for the job market. In addition, virtual career fairs were being held with virtual booth visits for employers and students. Career counsellors continue to hold virtual and phone consultations with students.

Campus life was affected by the pandemic since students cannot come to physical campus but the team has found ways to continue engagement virtually through CU 1001 on cuLearn – *Your Start to Student Life at Carleton* which replaced the summer orientation program. A virtual Fall Orientation was held with 400 student volunteers who held virtual games, a pop-up drive-in movie, interactive storytelling and a song request experience with members of the *Arkells*. Carleton lead the new eSports League in Ontario post-secondary league. Intermural eSports is also being offered. Ms. Blanchard mentioned that eSports was always something Carleton wanted to do but the pandemic was an opportune time to launch the initiative and take the lead for the Province.

A virtual programming hub was developed call CUx which working in collaboration with student clubs and CUSA with three key pillars – create, connect and contribute in order to provide a collaborative environment for Carleton student groups and stakeholders to design virtual programming.

The Community Partnership Program is designed to connect students with community organizations. After taking modules on community engagement and project management the students will spend winter reading week, February 2021, remotely supporting the community organization they are partnered with to conduct research, planning and execution of COVID-19 transformation initiatives.

The Mentorship Program had 170 upper year mentors matched with first-year students including international students, transfer students and first-generation students to support their transition into post-secondary education. The Global PALS Program specifically supported international students.

A number of virtual engagement events are being hosted by Housing and Residence Life Services to support and engage students living in residence including boardgame nights, scavenger hunts, trivia nights, etc. with physical distancing.

The Student Mental Health Framework 2.0 is continuing to be implemented and has pivoted online. Virtual counselling services and health services pivoted online over a weekend in March.

Empower Me continues to be available to domestic students across Canada and support for international students has also be introduced to a number of countries. Counsellors are not able to counsel all international students due to legal restrictions so this is a great way to support international students in their home countries. The Therapy Assistance Online program is being offered virtually which provides support and assistance for building resilience and well-being from home. At the beginning of the pandemic a list of local, provincial and international mental health resources was posted for students to access from across the world. The Carleton Therapy Dog Program continues to provide support through Instagram Live sessions that have been extremely popular. Substance use and harm reduction supports are continuing virtually including all pathways peer support meetings. Faculty and staff continue to submit Care Reports which indicate students who are struggling and Student Affairs follows-up with supports through email, phone and videoconference.

A member asked if students have provided feedback on what has been successful and flagged any areas where more effort might be required including isolation at home and mental health. Ms. Blanchard responded that main issues at the beginning of the pandemic were the ability for students to study from home and access to technology. In addition, students are still in contact with each other. Student Affairs continue to provide support for students learning and studying remotely.

7.3 Report from the Chair

Dan Fortin, Chair of the Board reported that the members had a great start to the board year with the virtual orientation where the Board heard from Paul Davidson, President of Universities Canada. He also reported that all committees successfully met over the month of September and thanked the members for their participation. The Chair reminded members that the university will be hosting the launch event for the Strategic Integrated Plan on September 30 at 2 pm. He also encouraged all members to participated in Inclusion Week (October 19 to 23) which will focus on inclusion in a time of pandemic response, racial reckoning and technological transformation.

7.4 Report from the President

A written report entitled *President's Report to the Board of Governors – September 29, 2020* was circulated in advance.

Benoit-Antoine Bacon, President and Vice-Chancellor shared his concern for the doctoral student detained in Istanbul on September 25th and was awaiting trial in Ankara. The university has engaged with the Canadian government to seek their assistance towards his release.

The fall semester started on September 9th and he thanked the Carleton community for successfully adapting to the circumstances to maintain the academic mission and collegial governance throughout the ongoing pandemic. Enrolments remain steady at 31,500 students. The President congratulated students for their decision to continue their studies through the pandemic. The decision to hold the fall semester primarily online was the right decision for the

health and safety of the community as well as to maintain Carleton's academic mission and operations. Winter 2021 term will also be held online as a second wave of the pandemic has been confirmed. The university needs to remain vigilant and take all steps needed to maintain the health and safety of the community.

The annual Throwback celebrations are being hosted the week of September 28th with the launch of the Strategic Integrated Plan (SIP). The plan has been a year in the making and president expressed his excitement for the virtual event. One of the plans that stemmed from the SIP is the Equity, Diversity and Inclusion Plan outlined earlier in the meeting.

The President concluded by thanking Dean André Plourde who was completing his transformative mandate as Dean of the Faculty of Public Affairs at the end of September 2020. His successor Dr. Brenda O'Neill starts at Carleton October 1, 2020 who comes from the University of Calgary.

A member asked what the university is doing in Turkey to safeguard the well-being of other Turkish international students. The President responded that this issue would fall under the purview of the International Student Services Office. Ms. Blanchard, Vice-President (Students and Enrolment) added that the ISSO does reach out to any international student requiring assistance and has advisors that have expertise in immigration issues as well the office has SOS international to provide support for Carleton students as a resource for students who maybe in need.

7.5 President's Goals and Objectives for 2020/2021

A memo entitled *President's Goals 2020-2021* was circulated in advance.

Dan Fortin, Chair of the Board outlined that the goals and objectives as outlined in the memo were reviewed and approved by the Executive Committee on September 21st. Progress towards the goals will form part of the basis of the President's Annual Assessment which is the responsibility of the Executive Committee. A survey will be sent to all board members for their input in April 2021.

7.6 Committee Chair Updates

7.6.1 Advancement and University Relations Committee Report

Patrick Dion, Chair of the Committee reported on the meeting held on September 21, 2020. The committee reviewed and will be recommending approval the Board of Governors' Award for Outstanding Community Achievement criteria, jury selection and timeline. The call for nominations will be released in November with applications due in February. The jury will review applications over March and make a recommendation to the committee and the full Board in April 2021.

The committee also received a presentation on the Reputational Strategy by the Banfield Agency. Banfield is an Ottawa based agency hired by Carleton to assist with brand development. Four senior members of the agency presented on the overall process, program development and work which started in July and continues into March 2021. Consultation will occur through October with a wide-range of internal and external stakeholders, after which they will begin their analysis. A draft strategy will be expected by December 2020, before the agency moves into the creative component which will include messaging, logo and photography recommendations. The agency pointed out the challenges currently faced by Carleton including reputation lagging behind achievement, its distinctiveness is not well-defined requiring efforts to differentiate Carleton's identity from other universities.

An update was received from Advancement on revenues, resilience, and relationship goals for 2020/2021. The revenue goal is to maintain a \$25M rolling average over three-years. Phase 2 of the holistic integrated partnership, phase 2 of the Hub for Good, community liaison and support of Carleton's SIP priorities, retaining donors and talent, thought leadership and best practices for the philanthropy sector are priorities. The committee will be receiving an in-depth presentation from a member of the philanthropic community in January to help guide Carleton's strategy moving forward.

The committee also reviewed the work plan and terms of reference for 2020/2021 and with a few minor changes to dates they are in keeping with past practice.

7.6.2 Building Program Committee Report

Beth Creary, Chair of the Committee reported on the meeting and the joint meeting held with the Finance Committee held on September 15, 2020. Upcoming major projects were discussed including the replacement of the P9 parking structure which is due for decommissioning in 2024. Preliminary discussions on a replacement structure are underway taking into consideration the university's transportation strategy, timeline, location, finances for this future project. It is expected that the committees will receive a fulsome report in November.

Status reports on current major projects and deferred maintenance were also received. Current capital projects underway total \$245.4M and as of July 31, 2020, total expenditures incurred and value of work completed totaled \$191.8M, with forecast spending of \$58.6M. Current project includes: Cogeneration Facility which is expected to be completed in fall 2020; the Nicol Building with a revised completion date of March 2021; the Engineering Design Centre has an expected building permit as of late September 2020 and construction is underway; the new Student Residence has been put on hold due to the pandemic in order to determine demand for on-campus activities and financial impact however the design work is continuing. Completion reports were received for the ARISE Building and the Health Sciences Building. Cost over-runs and delays were outlined for the ARISE Building due to design, program delays and project

management issues. The management team outlined the lessons learned from both projects and plans in place for buildings moving forward.

The Building Program Committee also received a presentation on the Sustainability Plan 2020-2025. The Sustainability Plan includes six main themes of: leadership; teaching and learning; research; operations; community engagement; and sustainable collaboration. A full update was also received on the transportation and parking strategy. It was noted that the Raven's Road access for buses to Bronson Ave. would be completed by September/October 2020.

Upcoming capital planning projects was also discussed including the Wellness Hub, Residence Building and the Energy Efficiency and Sustainability Building.

A member asked if the proposed new student residence would include lower rental prices for some units for those students of lower income. The Vice-President (Finance and Administration) responded that the fees are determined through competitive analysis based on market pricing. Students in financial concerns are supported through financial assistance programs through Carleton and the government through loans, grants and scholarships to help with accommodation costs. Further Mr. Piché stated that Residence and Housing Services is an Ancillary operation and therefore needs to generate sufficient revenue to offset costs.

Further the member asked about Carleton's green emissions standards and goal for carbon-neutrality by 2030 and the strategic alignment in the Sustainability Plan in regard to P9 parking lot replacement if there was consideration given to harmonize infrastructure planning to include green parking spaces or making the parking structure environmentally friendly space. Mr. Piché responded that new infrastructure projects are designed to take into consideration the latest green design and standards. In addition, allowances are being made for sufficient charging spaces for electric cars and are looking to minimize environmental disruption during construction.

7.6.3 Finance Committee Report

Debra Alves, Chair of the Committee reported on the meetings held on September 15, 2020. For the P9 Replacement Garage, Ms. Alves noted that the management team has been asked to include in their report for November financial assumptions including lower parking rates, the impact of the pandemic, and testing Carleton's ability access to foreign markets. It was noted that the Student Engineering Design Centre project cost has crept up from \$16.9M to \$17.3M, management advised that this was due to change in scope but was now a firm cost.

The committee received updates on the 2020/2021 Operating Budget, although early in the academic year the estimated outcomes project better than the optimistic scenario reported previously which still anticipates a revenue short-fall but well worst-case scenarios. Final enrolment numbers will be key. Provincial operating grants are expected to remain stable as funding is provided within the enrolment corridor. The revised budget also included a COVID-

19 contingency of \$27M to cover related costs. It was decided that it is too early to lift the hold on discretionary spending of \$23M but this could be up for consideration in November.

The Ancillary Budget for 2020/2021 has been adversely impacted since majority of the services require in-person access. Revenues are significantly decreased while fixed costs remain unchanged. Variable costs were possible have been reduced. The original \$1.7M surplus is now projected to be a \$33.8M deficit. The biggest contributors to the projected deficits are housing, dining and conference, athletics and parking services. It is anticipated that the Ancillary Services will require financial support from the operating budget particularly in the areas of infrastructure renewal and new capital. The university management remains confident that the university will be able to operate within the available financial resources.

At the Finance Committee meeting, the members received the 2019/2020 Financial Report which showed positive financial results for the both the operating and ancillary budgets although smaller than previous years due to the beginning of the pandemic, a special pension payment of \$60M, and the decline in investment income.

The committee also reviewed the 2018/2019 Provincial Metrics Ratios which compare the financial metrics that compare between universities which the government uses in its oversight of the industry's financial health. These ratios indicate that Carleton is in a strong financial position in comparison to many other Ontario universities. Updated Provincial Metrics will be available in Spring 2021. The Finance will continue to monitor these ratios.

Lastly the committee reviewed its terms of reference and work plan for 2020/2021.

A member asked if there has been long-term planning for divestment in terms of Carleton's investment portfolio from fossil fuels which is of concern to students. Ms. Alves responded that for the Pension Plan is subject to a fiduciary obligation to invest in the best interest of the pension plan members so although responsible investment is part of the investment strategy divestment is not necessary a strategy for the Pension Plan. On the Endowment Fund, responsible investing as always been part of the investment strategy and is also on an upcoming agenda to review fossil fuels and climate change impacts. Mr. Piché added that discussions are starting with various student bodies to discuss responsible investing in October 2020.

Further the member stated that there is a petition signed by 3,000 students regarding the reduction of tuition costs due to online course delivery, and inquired if there is any feasibility of lowering tuition in a limited capacity moving forward. Mr. Piché stated that pivoting to online course delivery has required considerable investment to improve online course delivery and improve technology. In addition, the operating costs of the university have not decreased. The President added that no blanket solutions will be helpful since all students have different financial situations and needs. There are a number of ways students can seek financial support

including the federal funding, provincial funding and Carleton's Emergency Help programs in place.

7.6.4 Governance Committee Report

Dan Fortin, Chair of the Committee reported on the meeting held on September 21, 2020, which reviewed the student, administrative and academic governor handbooks providing feedback to the university secretary. Revised handbooks will be brought to the committee in November. The committee also started a review of the skills matrix questionnaire as well as the skills, experiences and perspectives the Board recruiting for in 2021/2022. An overview of the board training program was also received. The committee also reviewed the work plan and terms of reference for 2020/2021 which includes review of various policies and appointment guidelines.

8. OPEN-OTHER BUSINESS

No additional business was brought forward.

9. OPEN-QUESTION PERIOD

No additional questions were brought forward.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Dr. Sloan and seconded by Dr. Smith to adjourn the Open Session of the Board of Governors at approximately 4:59 p.m. The motion carried unanimously.