

**CONSENT AGENDA  
to the Open Agenda of the 626<sup>th</sup> Meeting of the Board of Governors**

**Tuesday June 1<sup>st</sup>, 2021  
Via videoconference**

**4.1 ITEM(S) FOR APPROVAL**

**4.1.1 Approval of minutes of the previous meeting**

- a) Approval of the Open Session Minutes of the 625<sup>th</sup> meeting.

**4.1.2 Philanthropic Naming Policy**

**4.1.3 Commemorative Naming Policy**

**4.2 ITEM(S) FOR INFORMATION**

**4.2.1 Cyclical Review Program Summary for 2020/2021**

- A report was circulated in advance

**4.2.2 Committee Minutes**

- Finance Committee – April 13

**4.2.3 Minutes from Senate**



**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 625<sup>th</sup> Meeting of the  
Board of Governors**

**Thursday, April 29<sup>th</sup>, 2021 at 3:00 p.m.  
Via Videoconference**

<b>PRESENT:</b>	Mr. D. Fortin (Chair)	Mr. K. von Finckenstein	Mr. N. Nanos
	Dr. B.A. Bacon	Ms. F. Foroutan	Ms. B. O'Connor
	Ms. D. Alves	Ms. M. Fraser	Dr. B. Örmeci
	Mr. N. Black	Ms. K. Furlong	Dr. E. Sloan
	Mr. T. Boswell	Ms. G. Garland	Dr. P. Smith
	Ms. B. Creary	Ms. C. Gold	Ms. C. Terrier
	Ms. S. Davin	Mr. D. Greenberg	Ms. A. Tremblay
	Mr. P. Dion	Ms. L. Honsberger	Mr. A. Ullett
	Mr. J. Durrell	Ms. N. Karhu	
	Mr. G. Farrell (Vice-Chair)	Dr. J. Malloy	
<b>REGRETS:</b>	Ms. Y. Baltacioğlu	Ms. W. Horn-Miller	Ms. J. Taber
<b>STAFF:</b>	Ms. S. Blanchard	Dr. L. Dyke	Ms. C. Malcolm Edwards
	Dr. A. Chan	Mr. T. Frost	Ms. K. McKinley
	Ms. J. Chandler	Ms. A. Goth (R. Secretary)	Mr. M. Piché
	Ms. J. Conley	Dr. R. Goubran	Dr. J. Tomberlin
	Ms. A. Cunningham	Mr. S. Levitt	Dr. B. Vukovic
	Ms. R. Drodge		

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**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 territory on which Carleton University is located.

The Chair acknowledged the pandemic's continued effect on our community and thanked everyone for physically distancing to limit the COVID-19 spread. He noted the faculty and student resilience and dedication to teaching and learning and congratulated those students finishing exams.

## **2. DECLARATION OF CONFLICT OF INTEREST**

The Chair asked for any declarations of conflict of interest from the members.

Mr. N. Black declared a conflict of interest with Item 5.3 – Student Association and Miscellaneous Fees 2021/2022. Mr. Black departed for that portion of the meeting. No other conflicts were declared.

## **3. APPROVAL OF AGENDA**

The proposed agenda was circulated in advance. It was moved by Mr. Nanos and seconded by Ms. Tessier that the open agenda of the 625<sup>th</sup> 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 and the Statement of Investment Policies and Procedures for the Retirement Fund. The following items were distributed for information: Investment Report on the Endowment, Capital Renewal Plan for 2021/2022, Ongoing Capital Projects Status Report, Advancement Update, Community Engagement – The Carnegie Classification, committee minutes and minutes from Senate.

It was moved by Ms. Karhu and seconded by Ms. Alves, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

## **5. ITEMS FOR APPROVAL**

### **5.1 Board Award for Outstanding Community Achievement**

An executive summary was circulated in advance.

Patrick Dion, the Chair of the Advancement and University Relations Committee spoke to this item. The Board Award Jury met on March 19<sup>th</sup> to consider thirteen nominees. There was a strong pool of applications but Millicent Close's application stood out as the unanimous recommendation as the 2020/2021 recipient. Ms. Close will be graduating in Spring 2021 with a Bachelor of Health Sciences Honours with a concentration in disabilities and chronic illness. The jury noted Ms. Close's impressive academic and volunteer accomplishments during her undergraduate degree.

On the recommendation of the Advancement and University Relations Committee, it was moved by Mr. Dion and seconded by Mr. Durrell that the Board of Governors approve the Board Award Jury's recommendation that Millicent (Millie) Close receive the Board of Governors Award for

Outstanding Community Achievement for 2020/2021 academic year, as presented. The motion carried unanimously.

## 5.2 Operating Budget 2021/2022

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

The Chair outlined that the operating budget represents the resources available for core activities of the university including teaching, research, student services, academic and administrative support.

Ms. Alves, Chair of the Finance Committee outlined that the committee reviewed the proposed operating budget 2021/2022. The budget priorities are consistent with the Strategic Integrated Plan and take the public health crisis into consideration. It was devised using budget framework and process that was outlined and approved by the Board in December 2020.

The President thanked the Finance Committee for a through discussion at the last meeting and for the support of the budget approach and process with built in conservatism. He expressed his confidence that a balanced budget will be achieved for 2021/2022.

Dr. Jerry Tomberlin, Provost and Vice-President (Academic) outlined the nine key planning dates for the 2021-2022 Operating Budget, which included four Board and/or Board committee touchpoints.

Seven planning principles for the 2021-2022 Operating Budget were then outlined: enhancing Carleton's Academic Mission, achieving Strategic Integrated Plan (SIP) goals, achieving SMA-3 performance targets, increasing transparency and clarity, financial stability and sustainability, financial flexibility to respond to pandemic-related events, and revenue generation and diversification.

The Provost outlined the four 2021-2022 Operating Priorities, which included: Share Knowledge, Shape the Future; Serve Ottawa, Service the World; Strive for Wellness, Strive for Sustainability; and Responding to the Public Health Crisis.

The Provost provided an update on 2021-2022 Scenario Planning. An environmental scan showed a serious provincial government deficit, which is expected to continue for years to come. Carleton has also considered family and student government support, OSAP and the Tuition Fee Framework (pending). He noted that Carleton remains in a corridor-funding model for domestic students, with additional revenue from new student tuition. Performance-based provincial funding (Strategic Mandate Agreement (SMA-3)) was noted to be on-hold. He noted that COVID-19 related constraints including international travel restrictions are expected to continue.

The Provost reviewed Carleton's budget scenario planning and presented cautious budget assumptions for 2021-2022. Three budget scenarios were outlined: optimistic, cautious, and

pessimistic. Carleton has planned for a cautious scenario, which predicts a moderate 3% intake decline (undergraduate domestic and international) in 2021-22 from 2020-21. It was projected that demographic enrolment growth will return in subsequent years. The factors which lead to the selection of a cautious tuition and enrolment scenario were outlined: a 2021-22 undergraduate application decline; population growth, in conjunction with corridor model, suggested to return to moderate and steady growth beyond 2021-22; the planning for frozen domestic tuition fees, that current provincial deficits may result in corridor model continuing for foreseeable future and that the COVID-19 impact on international enrolment could rebound in short-term.

Carleton's Financial Risk Mitigation Strategy has been based on a conservative five-year financial forecast. RPC's have been encouraged to use existing carry forward, reinforced through conservative budget allocations. Base funding for hiring for both staff and faculty was only provided for few positions. Fiscal funding was noted to only be provided once an incumbent is hired. About \$6.8M has been strategically set aside for future use. He reminded the committee of the pandemic contingency fund, which will be available for COVID related extraordinary expenses.

He provided an overview of Carleton's proposed 2021-2022 Operating Budget. The following amounts were included in the 2021-22 proposed budget: \$174M in government grants, \$311M for tuition fees, \$10M for investment income and \$20M in other income. Total revenue and total expenses were both expected to be \$515M.

The Provost broke down the total projected revenues (\$515M) for 2021-22, including: Domestic Tuition Fees (\$184M, 36%), Government Grants (\$174M, 34%), International Tuition Fees (\$127M, 24%), other income (\$20M, 4%) and Investment income (\$10M, 2%). -22. The largest areas included salaries and benefits which total to about \$363M (71%), campus infrastructure \$58M (11%), and student support \$43M (8%).

The Provost provided a brief summary of the year-over-year expense changes, which totals to a variance of \$13M from 2020-21 to 2021-22 in total expenses projected. He then provided an overview of the 2021-22 allocations, which total to approximately \$19.6M in base funding and \$37M in fiscal funding.

The Chair thanked the Provost for his detailed presentation.

A member commented on the conservative budgeting approach and how it might be adapted to provide student affordability. Further the member commented that international student tuition of 0% to 8% should be reconsidered to the pandemic.

A member asked how the use of existing carry-forwards is communicated to cover short-falls, extra-curricular, etc. The Provost responded that each unit is required to report annually on how their carry-forward amounts will be used and to be used in ways to support budget priorities.

New funding was not provided to units that had sufficient carry-forward to cover necessary expenses.

The Chair asked about the SMA-3 implementation and if it could be implemented by the government mid-budget year or if it is aligned to university budget cycles. The Provost stated he believed it will be aligned with university budget cycles.

A member asked the President about pay equity and when it will be accomplished at Carleton. The President responded that pay equity is not a budget matter but labour relations matter. The Provost commented further that a Pay Equity Committee is working with unions and making progress.

A member asked about the decrease in expenses how this resulted. The Provost responded that other operating expenses decreased due to faculty positions (as a result of the ELBA model) that were not filled but are now being filled so it is just a shift in funds in the operating budget.

Ms. Alves commented that the Finance Committee had greater comfort in approving the operating budget for 2021/2022 since the university has been operating in the pandemic environment for over one-year. The management also provided various scenarios with a cautious approach that reassured the committee.

On the recommendation of the Finance Committee, it was moved by Ms. Alves and seconded by Ms. Honsberger that the Board of Governors approve Carleton University's 2021/2022 Operating Budget, as presented. The motion carried with one opposition.

### 5.3 Student Association and Miscellaneous Fees 2021/2022

An executive summary was circulated in advance including lists of all Student Association fees and Miscellaneous fees. Ms. Alves outlined that Student Associations charge fees for their activities, and that charges are reviewed annually by the Finance Committee to ensure they meet existing protocols.

Mr. Piché noted all of the fees presented for 2021-2022 are ongoing fees, that either remain unchanged, or have been increased subsequent to student referenda or by the ancillary fee committee. One fee (FundQi grant program) was removed following the results of the referendum passed on March 8th and 9th, 2021. An annual increase of 2.5% in U-Pass, as per agreement between Carleton and OC Transpo and passed by referendum in 2012. It was recommended that the proposed changes to the Student Association Fees for 2021-2022 be approved for implementation effective September 1, 2021.

Mr. Piché noted that the category of Miscellaneous Fees have been added for the upcoming academic year. In addition, Carleton's various miscellaneous administrative fees have either been increased by Consumer Price Index (CPI) or in tandem with the University of Ottawa. It was recommended that these fees be approved for implementation effective May 1, 2021.

A member asked if a fee program no longer exists where the remaining funds go to. The remaining funds not spent remain with the various student associations and are used for the purpose for which they were intended.

On the recommendation of the Finance Committee, it was moved by Ms. Alves and seconded by Mr. Boswell that the Board of Governors approve the 2021/2022 Student Association and Miscellaneous Administrative fees, as presented. The motion carried with one abstention.

## **6. ITEMS FOR INFORMATION**

### **6.1 Carleton University Scenario Planning Working Group Update**

A presentation was circulated in advance. The President introduced the item expressing the team has been intensely planning for Fall 2021. The plan will need to continue to be adapted as situation evolves. He thanked the Executive Committee for their input on this item.

In line with the governance established at the beginning of the pandemic, the CUSP group has entered its fourth round of scenario planning, considering all factors and consulting to develop recommendations for Fall 2021. The direction being taken is a safe and progressive return to campus in line with other Canadian universities, with a mixed model of delivery of in-person with online options for maximum flexibility to meet the needs for all students for Fall 2021 with commitment to excellent pedagogy and a great student experience. Planning, coordination, mitigating factors including ventilation, PPE, cleaning, campus signage, traffic flow, vaccination, etc. are ongoing. Accommodation and flexible work arrangements are also being considered. He also noted starting May 5<sup>th</sup>, health and counselling services will begin booking appointments for the Astrazeneca vaccine for eligible individuals 40 years old or older. An official message will go to the community on Monday.

CUSP Chair Lorraine Dyke led a presentation on the CUSP scenario planning for Fall 2021. She began by outlining the current challenges and tasks of the CUSP working group including predicting the academic scenario for Fall 2021 which will be different from Fall 2019 or 2020.

A timeframe for decision-making was outlined and it was indicated that making decision for Fall 2021 was important for three main reasons:

1. To allow students to register in a timely fashion (risk of drop in enrolment);
2. To ensure faculty have sufficient time to prepare Fall courses; and
3. To ensure appropriate planning for a gradual and safe return to campus.

The principles to guide decision-making established at the beginning of the pandemic by the CUSP Working Group remain with the primary principle placing the health and wellbeing of students, staff and faculty above all other considerations. Dr. Dyke outlined that there a number of other considerations including:

- providing the best possible learning experience for our students throughout the pandemic,

- modes of learning will be driving by learning outcomes;
- student support services will continue to be delivered with our Service Excellence standards;
- equity across student groups is a key factor in decisions;
- research activity being maximized
- collaboration to create and share academic programming to enhance academic quality;
- decisions will support the long-term success of the university; and
- providing as much certainty as possible to the community by making and communicating decisions as early as possible.

Five key factors were identified as important considerations in the planning process:

- *COVID case trends* – A rising third wave coupled with the spread of variants is concerning and short-term planning is difficult.
- *Vaccination progress* – There is encouraging news regarding effectiveness of vaccines in preventing serious illness and death. The immune response after one dose of vaccine is substantial. Extending the time between vaccine doses has been deemed safe and will allow Canadians to be vaccinated more quickly. Vaccine delivery is ramping up and the federal government expects to receive enough vaccine for every Canadian to receive a single dose by the end of June (as of April 16, 2021). Dr. Dyke outlined the UK and Israel experience with vaccination progress and decreasing transmission.
- *Public Health restrictions* – The restrictions have been essential in reducing the spread of the virus and the demands on the health care system but have also entailed significant economic and social costs. In Ontario, the public health restrictions are based on case counts, health system capacity and public health system capacity. As vaccination proceeds, cases will decrease, restrictions will eventually be lifted however the timeframe for the removal of restrictions is uncertain and will lag behind vaccination progress.
- *Travel restrictions* – 15% of Carleton students are international and will face challenges in returning to campus include significant visa processing delays, testing, quarantine requirements and cost, as well as possible vaccination issues. Consequently, some new and possibly returning international student may not be able to come to Canada for Fall 2021.
- *Students' willingness to continue online education* – A study in December of 1400 Canadian university students by the Strategic Counsel revealed that most are eager to return to Face-to-Face (F2F) learning, and 17% would not be willing to continue online learning even if F2F is not deemed safe.



The most likely scenario over the next 6 months will be reduced case counts and a gradual lifting of public health restrictions due to increased vaccinations. CUSP believes this will allow for significant on-campus activity beginning in Fall 2021. By Winter 2022, restrictions should be lifted and a full return to campus should be possible, although online options will be necessary for some students.

The following draft guidelines for academic programming were identified:

- Maximize F2F learning opportunities for students;
- Provide some F2F learning opportunities in all levels of every program;
- Provide online programming options;
- Prepare to implement physical distancing;
- Make strategic decisions regarding mode of course delivery based on program needs and sound pedagogy; and
- Provide faculty and staff with accommodations where needed.

As physical distancing will likely continue to be required in the fall, CUSP recommends a reduced classroom occupancy that is in line with public health guidelines, setting a maximum capacity for F2F sections of 60 people.

Major considerations in prioritizing courses for F2F delivery include the following:

- Learning outcomes of the course, including experiential learning outcomes, lab components and skill development goals;
- Centrality of course to program objectives;
- Pedagogy – facilitating high impact pedagogical practices and graduate programs;
- Providing options for students so that for each program and year level at least 1 – 2 courses are F2F and 1 – 2 are online.

Guidelines are being developed to support the transition back to campus in the fall. Faculty and staff who are unable to return to campus for medical or unusual family situations can discuss reasonable accommodations with their manager. In scheduling courses, Chairs and Directors are encouraged to accommodate faculty preferences for online vs. F2F when possible.

The presentation concluded by contextualizing CUSP's role within the overall return-to-campus planning framework which includes, in addition to CUSP, the Return to Campus (RTC) Committee and the Carleton University Flexible Arrangements Working Group (CUFA).

For RTC Committee, there main guiding principle is community health and safety. The return to campus will be phased and gradual in accordance with the Provincial Government Orders and Occupational Health and Safety Act. The operational areas in priority sequence for a gradual phased return to campus were outlined.

The RTC responsibilities include: preparation of buildings, common areas and tunnels; supplies; and vaccinations. Departmental responsibilities were outlined as: develop or updating a return to campus plan; review staffing requirements and schedules; and ordering supplies.

The CUFA working group will focus on the gradual return to campus and post-pandemic flexible arrangements with the goal of developing flexible working arrangement frameworks for administrative staff and managers. The organizational needs will be prioritized while offering departmental guidelines for decision-making and providing some flexibility for staff. Consultation are ongoing with a goal of having a draft framework by May 2021.

A member asked if proof of vaccination be required for students returning to campus. General Counsel responded that a sector-wide legal opinion has been sought for universities in terms of vaccination requirements which is currently being reviewed. The government and public health have not mandated vaccination at this point and time, without which it will be difficult to universities to develop a mandatory vaccination policy.

A member asked about reduced class-sized if there is a possible increase in cost. Dr. Dyke responded that courses over 60 students are being recommended to be delivered online. Some sections in select programs will be F2F to provide learning opportunities for each program at each level. The cost of F2F instruction is relatively low as it accounts for approximately twenty additional sections.

A member asked the President about international student tuition fees being decreased in light of only having online options available. The President responded that international students that make their visa applications before May 15<sup>th</sup> will be able to come to Canada for in-person instruction. There will be some that will still not be able to come to Canada and therefore online options will be available for maximum flexibility.

## 6.2 Coordinated Accessibility Strategy Annual Report

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

The Chair introduced Ms. Suzanne Blanchard, Vice-President (Students and Enrolment) to speak to the item. Ms. Blanchard outlined that in June 2020, the Board of Governors received the Coordinated Accessibility Strategy (CAS) following an 18-month extensive consultation process. The past year has been focused on capacity building and establishing the governance structure and various working groups need to implement the recommendations of the CAS.

Cathy Malcolm Edwards, Coordinated Accessibility Strategy (CAS) Implementation Lead provided a summary presentation to the Board on the first year of implementation of the CAS. A cross-representational Steering Committee under the guidance of the four Vice-President's was established. To begin implementation, over Fall 2020 comprehensive stakeholder maps were generated for each of the seven areas of focus to capture the complexity and extent of stakeholders involved in accessibility on campus and to ensure a breadth of voices would be

reflected in the actions taken. Capacity building has been a primary focus as well as creating a common set of values among stakeholders.

The Coordinated Accessibility Strategy Council which has cross-campus representation was established which supports advancement in each of the seven areas of focus of the CAS, the strategy development of accessibility as part of Carleton's overall culture and will primarily focus on the next 3-5 years of implementation. The Executive Champions and Action Plan leads from the CAS Council make up working groups for each of the seven areas and will create recommendations for action plans to be implemented over the next 12-18 months. The working groups are developing plans that reflect the diversity of voices and initiatives on campus.

Cross-campus partnerships with the READ initiative have been beneficial for implementation and include:

- partnership with the Office of Quality Initiatives to facilitate and develop action plans;
- partnership with the Facilities Management and Planning to conduct the physical campus audits; and
- within in each working group there are at least two different organizational units.

The highlights from 2020-2021 include:

- the launch of the Canadian Accessibility Network (CAN) with READ as the national office which has grown to include forty partners across various sectors;
- strategic engagement with the Rick Hansen Foundation, adopting the RHF Accessibility Standard on campus and act as a training location for the RHF Accessibility Certification;
- full accessibility audit for approximately 50 buildings, runnels, outdoor pathways and parking lots; and
- contactless access modules had been added to elevators and accessible doors in some buildings, notably Richcraft Hall, Canal Building and Paterson Hall;
- updated accessibility scan occurring to create a living document of Carleton initiatives in partnership with Information Technology Services;
- an initial Accessible Workplace Benchmarking Project being developed by the Employment and Employability Working Group to incorporate accessibility into employment processes and policies and how to support current employees;
- development of a pilot initiative on service training concentration in accessibility in January 2022;
- engagement with students for accessible teaching and learning experiences with the learn management system BrightSpace;
- partnership with the Canadian Standards Association to incorporate mental health and psychological safety of workers and students to the CAS.

The Chair remarked that the Coordinated Accessibility Strategy is well integrated with the Strategic Integrated Plan and other associated plans. Ms. Malcolm Edwards remarked that EDI Action Plan, Kinàmàgawin Indigenous Strategy and Coordinated Accessibility Strategy are seen as sister strategies to support each plans mandates and how to create momentum and change culture to grow towards inclusivity.

### 6.3 Report from the Chair

The Chair noted that there will be a number of assessments distributed over the coming month to members including the annual board self-assessment survey, the president's annual performance assessment as well as a new exit survey for those members retiring from the board. He encouraged members to complete the survey as they assist the board in overall effectiveness.

He noted that the majority of the Board's committee work has concluded for the year with three committees meeting over May, he thanked all members for their service, contributions and contentions.

### 6.4 Report from the President

A written report was circulated in advance.

The President noted that the 2020/2021 has been successfully completed and thanked students, faculty and staff for getting through the year with creativity, flexibility and compassion. The Summer 2021 term has 13,000 students registered for summer courses. He remarked that it is conversion for Fall 2021 enrolments, the work of CUSP which will help students make an informed decision on registration.

Dr. Bacon noted the end of fundraising fiscal year which reached approximately \$41M the most successful fundraising year at Carleton. He attributed this success to the community, excellent projects, and a partnership mindset. Research funds was also noted to be at a record high for Carleton at \$86M for 2020/2021 which is a 60% increase from three-years prior. The holistic partnerships of IBM Canada on data science, machine learning, and a multi-million dollar (\$21M USD) partnership with BlackBerry QNX on imbedded software systems that are of use in autonomous vehicles, robotics, internet of things, and medical devices, etc. were noted. The partnership between Advancement and Research have made these types of initiatives possible.

Prestigious national award recipients were noted including:

- Lenore Fahrig, Professor of Biology, winning the Guggenheim Fellowship for her ground breaking research in biodiversity;
- Helen Thai, graduate of commerce and psychology, being named a recipient of the McCall MacBain Scholarship to study clinical psychology at McGill University; and
- Sociology undergraduate student Felicity Hauwert received the 2021 3M National Student Fellowship Award.

A member asked when funds will be allocated in the Operating Budget for pay equity. The President responded pay equity is a labour relations issue since it has to do with compensation and working conditions. Both management and unions are committed to pay equity and the work is ongoing. The Operating Budget can support compensation increased through reserves and contingencies if required.

The member further commented that an increase in international student fees is not justified as in his belief appropriate student support is not in place. The President responded that \$99M has been allocated to student support in 2020/2021.

## 6.5 Committee Chair Updates

### 6.4.1 Advancement and University Relations Committee Report

Patrick Dion, Chair of the Committee, reported on the April 21<sup>st</sup> Advancement and University Relations Committee meeting. Elinor Sloan chaired the meeting in Mr. Dion's absence. An Advancement update was provided by Ms. Jennifer Conley, on the more than \$40M in revenues between May 1, 2020 and March 30, 2021 and the fresh approach to philanthropy was gathering momentum. The holistic integrated partnership, the first and only in Canada and the new partnership with the Bruyère Institute on research in health and aging in the workplace was highlighted.

Dr. Karen Schwartz and Dr. Lorraine Dyke provided an overview of the Carnegie Classification, the leading US framework for institutional assessment of community engagement and in 2019 a Canadian pilot was launched and includes Carleton University with 16 Canadian post-secondary institutions who are collaborating to tailor the classification in the Canadian context. The classification is key to Carleton's Strategic Integrated Plan strategic direction of *Serve Ottawa, Service the World*. The presentation outlined Carleton's involvement to date, the application process and highlights of the three-hour virtual site visit completed by Carnegie officials on March 15<sup>th</sup>. The feedback provided by the officials was outlined including areas of strength – Carleton's commitment to community engagement, engagement with indigenous peoples, and Carleton's co-curricular record. Areas of opportunity included the importance of identifying exemplary community engagement practices across the university, training for faculty and students in exemplary practices and evaluation of social impact of community engagement with community partners.

Mr. Dion thanked the committee members and secretary for their support and service on the committee.

### 6.4.2 Building Program Committee Report

Beth Creary, Chair of the Building Program Committee, reported on the April 13 meeting. The committee received a capital renewal deferred maintenance plan update. The plan is in year seven of the ten-year capital renewal program. The priorities for 2021/2022 included replacing aging sit infrastructure and the building systems – sewer, storm and water mains, roofs, mechanical and lighting systems. The work underway is progressing based on building and site infrastructure issues to lower the risks and costs of unexpected failures but is also intended to improve building energy use. The current year plan was developed based on risks identified in the capital renewal risk assessment and based on institutional knowledge and specific conditions such as COVID-19 to improve ventilation (air flow and air quality) where possible.

The committee also received an update on ongoing capital projects. The projects currently underway total \$147.9M and the expenses and value of work incurred to the end of March was \$93.3M. There were no significant change in status to the projects currently underway from the March report to the committee. The commissioning and testing of the co-generation facility is underway with completion expected by end of April. The Engineering Student Design Centre is underway and is scheduled to be completed in Fall 2021. The Nicol Business Building is substantially complete with landscaping starting. An occupancy permit is being issued for May 28, 2021. Current construction is on schedule without significant cost impacts but new construction and building renewal costs will need to be assessed on market conditions on a go forward basis.

The committee also received a verbal report on transportation and parking on campus. Ravens Road and Stadium Way construction has been completed. The double left turn at Bronson Ave should be completed by Fall 2021. Currently repairs at the round-about and at the bridge on University Ave.

The Campus Master Plan Renewal is underway and community engagement is planned is Fall 2021.

Ms. Creary thanked the committee members, secretary, and the Vice-President (Finance and Administration) for their service and guidance over 2020/2021.

#### 6.4.3 Finance Committee Report

Debra Alves, Chair of the Committee provided a report on the meeting held on April 13th. The Statement of the Investment Policies and Procedures for the Retirement Fund were received by the Finance Committee which is a legislative requirement for annual review and approval by the Pension Committee, Finance Committee and Board of Governors. This year's review includes minor administrative amendments effective June 30, 2021.

The committee received an Investment Report on the Endowment Fund for information to assist the committee in its role to provide oversight of the university's endowment fund. At December 31, 2020 the total combined endowment had a market value of \$338.7M and generated annualized returns of 9.9% over a five-year period and has exceeded the expected five-year rate of return needed to allow for annual distributions. The returns also exceed the market benchmark over the one through five-year periods. The funds' performance has an impact on the operating budget specifically for generating funds for student financial assistance. In 2020, the annual distribution of the endowment fund was \$11.7M.

The committee reviewed the updated provincial metric ratios. The metrics are a tool the government uses to monitor the financial health of the Ontario post-secondary sectors. In general, the ratios have declined at Carleton (as did the provincial averages) however, for the most part Carleton metrics remain higher than the provincial average. The decline reflects lower year over year net income which has been projected for years in the five-year forecast as expenses rise faster than revenues.

The Finance Committee will be meeting in May 2021 for a final meeting of the 2020/2021 Board year.

## **7. OPEN-OTHER BUSINESS**

### **7.1 Commemorative Naming Tory Building Lab 130 – Lacks Lab**

A memo and supporting materials were circulated in advance.

Ms. Conley outlined that the request is in line with the Commemorative Naming Policy and has been internally vetted by the Dean of Science, the Provost, the President and by the Senior Management Committee. No concerns were expressed during the internal review. This is a student lead initiative to recognize the use of HeLa Cells in the Biology lab components. The memo circulated outlined the history of Henrietta Lacks and the research on the Lacks family as well as the formal written consent of the family to commemoratively name the lab in honor of Henrietta Lacks.

It was moved by Ms. Gold and seconded by Mr. Greenberg to approve Lab 130 in the Tory Building be named the Lack Lab, as presented. The motion carried unanimously.

## **8. OPEN-QUESTION PERIOD**

No additional questions were brought forward.

## **9. END OF OPEN SESSION AND BRIEF BREAK**

There being no further business, it was moved by Mr. Ullett and seconded by Ms. Tremblay to adjourn the Open Session of the Board of Governors at approximately 4:50 p.m. The motion carried unanimously.



<b>Policy Name:</b>	Philanthropic Naming Policy
<b>Originating/Responsible Department:</b>	University Advancement
<b>Approval Authority:</b>	Board of Governors
<b>Date of Original Policy:</b>	January, 2009
<b>Last Updated:</b>	March, 2021
<b>Mandatory Revision Date:</b>	March, 2026
<b>Contact:</b>	Chief Advancement Officer

### **Policy**

Carleton University welcomes philanthropic contributions to achieve its academic mission and enhance the student experience. In recognition of a benefactor's commitment to Carleton, the University may attach a name to some entity to recognize exceptional generosity.

### **Purpose**

This policy sets out procedures for the approval, establishment, and maintenance of philanthropic naming opportunities in accordance with the Commemorative Naming Policy and circumstances under which the naming may be withdrawn.

### **Scope**

This policy applies to all departments and individuals at Carleton University who seek to recognize a donor's generosity including:

#### Major Naming Opportunities

- Buildings, parts of buildings, facilities or physical infrastructure of other types;
- Endowed academic positions;
- Common spaces and green spaces;

#### Other Naming Opportunities

- Collections of books, artifacts, manuscripts, maps, works of art or any other collection;
- Scholarships, bursaries and other student awards;
- Other naming opportunities as may be reasonably thought suitable.

### **Procedures**

Philanthropic naming proposals must be submitted for approval, in writing, to the Chief Advancement Officer.

University Advancement will review all proposals to ensure that the proposed philanthropic naming:



- Enhances the reputation of the University or its standing in the academic community and with particular due diligence with respect to a gift which:
  - does not expose the university to an uncertain and potentially significant liability;
  - does not come from illegal activities;
  - because of its unusual nature, presents questions as to whether it is within the role and scope of the university.
- Conforms with the University's commitment to freedom of academic expression, integrity and quality of education and advances the University's mission, without overtly endorsing an ideological position or commercial product and/or service;
- Recognizes a significant and consistent proportion of the cost of the entity to be named.

University Advancement will then refer academic naming opportunities to the Provost and Vice-President (Academic) and research naming opportunities to the Vice-President (Research and International) and make a joint report to the Senior Management Committee. University Advancement will directly recommend all other major philanthropic naming opportunities directly to the Senior Management Committee.

Concerns from any member of the Carleton community regarding a philanthropic naming opportunity may be submitted, in writing, through any Vice-President to the Chief Advancement Officer.

The Senior Management Committee will approve or deny philanthropic naming proposals up to \$1,000,000 and send proposals over \$1,000,000 for the President to present, with the President's recommendation, to the Executive Committee of the Board of Governors. The Executive Committee of the Board of Governors shall then consider the matter and forward any recommendation it decides upon to the Board of Governors for consideration and action.

Pending such approval, discussions with donors or other stakeholders regarding philanthropic naming opportunities remain provisional.

Upon approval, University Advancement will administer the implementation of philanthropic naming opportunities in collaboration with the donor, the Faculty or Department implicated and Facilities Management and Planning.

A naming opportunity that will be funded by a future gift (bequest etc.) will not normally be granted until such time as the gift is realized.

Once named, University Advancement will oversee the maintenance of all naming opportunities in collaboration with Facilities Management and Planning for the duration of the naming.

Plaques or signage recognizing donors and all named spaces shall conform to the approved University design and be consistent with the University's branding and signage policies. The Department of University Advancement should be consulted on all named space recognition signage.

Plaques or other signage of named spaces will not normally be affixed until 20%, or the first pledge payment of an expected gift is received unless otherwise directed by the Chief Advancement Officer.

A named space will normally retain the name as indicated in the gift agreement. If a space must be replaced, or substantially altered in its form, nature or use, the University reserves the right to re-name the asset. Recognition of earlier donors will be included in either the revised space or elsewhere on campus where appropriate.

When the naming of a physical space is for a limited period of time, the fixed term of the naming must be approved in writing with the donor.

If at some future time, changed circumstances should make it impractical to continue using the income from this naming opportunity for the designated purpose, and neither the donors nor their immediate family members are able to consent to an amendment, then Carleton University may re-designate the purpose of the endowment income, provided that the named entity shall continue to bear the original name designated by the donor and the amended terms shall adhere as closely as possible to the original intention of the philanthropic gift.

Carleton University additionally reserves the right to withdraw, terminate, or change a naming opportunity, at the University's sole discretion, if it constitutes a significant impairment to the University's reputation or if the agreed-upon philanthropic contributions are significantly reduced.

This Policy shall be incorporated by reference into any gift agreement that refers to naming rights.

Exceptions or variances to this Policy may be made by the express permission of the University President and Vice-Chancellor.

**Contacts:**

Chief Advancement Officer

**Links to Related Policies:**

Commemorative Naming Policy



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**Policy Name:** Philanthropic Naming Policy  
**Originating/Responsible Department:** University Advancement  
**Approval Authority:** Board of Governors  
**Date of Original Policy:** January, 2009  
**Last Updated:** ~~March, 2016~~ March, 2021  
**Mandatory Revision Date:** ~~March 2024~~ March, 2026  
**Contact:** Chief Advancement Officer

#### Policy

Carleton University welcomes philanthropic contributions to achieve its academic mission and enhance the student experience. In recognition of a benefactor's commitment to Carleton, the University may attach a name to some entity to recognize exceptional generosity.

#### Purpose

This policy sets out procedures for the approval, establishment, and maintenance of philanthropic naming opportunities in accordance with the Commemorative Naming Policy, ~~Naming Valuation guidelines~~ and circumstances under which the naming may be withdrawn.

#### Scope

This policy applies to all departments and individuals at Carleton University who seek to recognize a donor's generosity including:

##### Major Naming Opportunities

- Buildings, parts of buildings, facilities or physical infrastructure of other types;
- Endowed academic positions;
- Common spaces and green spaces;

##### Other Naming Opportunities

- Collections of books, artifacts, manuscripts, maps, works of art or any other collection;
- Scholarships, bursaries and other student awards;
- Other naming opportunities as may be reasonably thought suitable.

#### Procedures

Philanthropic naming proposals must be submitted for approval, in writing, to the Chief Advancement Officer.

University Advancement will review all proposals to ensure that the proposed philanthropic naming:

- Enhances the reputation of the University or its standing in the academic community and with particular due diligence with respect to a gift which:
  - does not expose the university to an uncertain and potentially significant liability;
  - does not come from illegal activities;
  - because of its unusual nature, presents questions as to whether it is within the role and scope of the university.
- Conforms with the University's commitment to freedom of academic expression, integrity and quality of education and advances the University's mission, without overtly endorsing an ideological position or commercial product and/or service;
- Recognizes a significant and consistent proportion of the cost of the entity to be named.

University Advancement will then refer academic naming opportunities to the Provost and Vice-President (Academic) and research naming opportunities to the Vice-President (Research and International) and make a joint report to the Senior Management Committee. University Advancement will directly recommend all other major philanthropic naming opportunities directly to the Senior Management Committee.

Concerns from any member of the Carleton community regarding a philanthropic naming opportunity may be submitted, in writing, through any Vice-President to the Chief Advancement Officer.

The Senior Management Committee will approve or deny philanthropic naming proposals up to \$1,000,000 and send proposals over \$1,000,000 for the President to present, with ~~his or her~~ [the President's](#) recommendation, to the Executive Committee of the Board of Governors. The Executive Committee of the Board of Governors shall then consider the matter and forward any recommendation it decides upon to the Board of Governors for consideration and action.

Pending such approval, discussions with donors or other stakeholders regarding philanthropic naming opportunities remain provisional.

Upon approval, University Advancement will administer the implementation of philanthropic naming opportunities in collaboration with the donor, the Faculty or Department implicated and Facilities Management and Planning.

A naming opportunity that will be funded by a future gift (bequest etc.) will not normally be granted until such time as the gift is realized.

Once named, University Advancement will oversee the maintenance of all naming opportunities in collaboration with Facilities Management and Planning for the duration of the naming.

Plaques or signage recognizing donors and all named spaces shall conform to the approved University design and be consistent with the University's branding and signage policies.- The Department of University Advancement should be consulted on all named space recognition signage.

Plaques or other signage of named spaces will not normally be affixed until 20%, or the first pledge payment of an expected gift is received unless otherwise directed by the Chief Advancement Officer.

A named space will normally retain the name as indicated in the gift agreement. If a space must be replaced, or substantially altered in its form, nature or use, the University reserves the right to re-name the asset. Recognition of earlier donors will be included in either the revised space or elsewhere on campus where appropriate.

When the naming of a physical space is for a limited period of time, the fixed term of the naming must be approved in writing with the donor.

If at some future time, changed circumstances should make it impractical to continue using the income from this naming opportunity for the designated purpose, and neither the donors nor their immediate family members are able to consent to an amendment, then Carleton University may re-designate the purpose of the endowment income, provided that the named entity shall continue to bear the original name designated by the donor and the amended terms shall adhere as closely as possible to the original intention of the philanthropic gift.

Carleton University additionally reserves the right to withdraw, ~~terminate~~, or change a naming opportunity, at the ~~President's-University's sole~~ discretion, if it constitutes a significant ~~-and continuing~~ impairment to the ~~U~~niversity's reputation or if the agreed-upon philanthropic contributions are significantly reduced. ~~In such circumstances, the university will make a reasonable effort to work with the donor and procure alternate financing.~~

[This Policy shall be incorporated by reference into any gift agreement that refers to naming rights.](#)

[Exceptions or variances to this Policy may be made by the express permission of the University President and Vice-Chancellor.](#)

**Contacts:**

Chief Advancement Officer

**Links to Related Policies:**

Commemorative Naming Policy

<b>Policy Name:</b>	Commemorative Naming Policy
<b>Originating/Responsible Department:</b>	University Advancement
<b>Approval Authority:</b>	Board of Governors
<b>Date of Original Policy:</b>	January 2009
<b>Last Updated:</b>	February, 2021
<b>Mandatory Revision Date:</b>	February, 2026
<b>Contact:</b>	Chief Advancement Officer

### **Purpose**

This policy sets out procedures for the approval, establishment and maintenance of commemorative naming opportunities and circumstances under which the naming opportunity may be withdrawn.

### **Scope**

This policy applies to all departments and individuals at Carleton University, in application to the commemorative naming of:

- Buildings, parts of buildings, facilities or physical infrastructure of other types;
- Common spaces and green spaces;
- Other naming opportunities as may be reasonably thought suitable.

### **Procedure**

All commemorative naming proposals must be submitted for approval, in writing, to the Chief Advancement Officer, and forwarded to the Office of the President. Proposals must include the intended name, the entity to be named and the criteria under which the honour is being proposed.

Appropriate criteria for a commemorative naming include recognition of:

- The values, priorities and goals of Carleton as represented in strategic documents (e.g. Strategic Integrated Plan).
- Exceptional service of lasting value to the community and/or country.
- An historical and distinguished relationship with the University.
- In exceptional circumstances, longstanding, meritorious contributions to Carleton University, such as truly remarkably academic, research or leadership contributions.

Concerns from any member of the Carleton community regarding a commemorative naming opportunity may be submitted, in writing, through the Chief Advancement Officer to the Office of the President.

University Advancement will review all proposals to ensure that there are no conflicts with prospective proposed or offered philanthropic namings. University Advancement will also ensure that all necessary consents have been obtained, notably from the family.

The President will review commemorative naming proposals for precedent, appropriateness, consistency and significance with the Senior Management Committee and may present the naming, with their recommendation, to the Executive Committee of the Board of Governors.

The Executive Committee of the Board of Governors shall then consider the matter and forward any recommendation it decides upon to the Board of Governors for consideration and action. Once approved, Facilities Management and Planning will oversee the installation and maintenance of all commemorative naming opportunities. Plaques or signage for commemorative named spaces shall conform to the approved University design and be consistent with the University's branding and signage policies.

There is no obligation on the part of the University to preserve a commemorative naming in perpetuity. Carleton University reserves the right to change a commemorative naming if circumstances warrant it or if there are other naming opportunities which take precedence.

<b>Policy Name:</b>	Commemorative Naming Policy
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Appropriate criteria for a commemorative naming include recognition of:

~~—The values, priorities and goals of Carleton as represented in strategic documents, the (e.g. Strategic Integrated Plan).~~

- ~~Exceptional service of lasting value to Carleton, the community and/or country, Longstanding, meritorious contributions to Carleton University (for example, Chancellors, Presidents, Governors, Senators, and officers of Administration).~~
- ~~An historical and distinguished relationship with the University.~~
- ~~In exceptional circumstances, longstanding, meritorious contributions to Carleton University, such as truly remarkably academic, research or leadership contributions.~~

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~~—The values, priorities and goals of Carleton as represented in the Strategic Plan.~~

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Concerns from any member of the Carleton community regarding a commemorative naming opportunity may be submitted, in writing, through the Chief Advancement Officer to the Office of the President.



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There is no obligation on the part of the University to preserve a commemorative naming in perpetuity. A named space will normally retain the name for the useful life of the space. If a space must be replaced, or substantially altered in its form, nature or use, the University reserves the right to re-name the asset.

Carleton University additionally reserves the right to withdraw or change a commemorative naming at the President's discretion if it constitutes a significant and continuing impairment to the university's reputation circumstances warrant it or if there are other naming opportunities which take precedence.

**Report to the Board of Governors**  
**From the Office of the Vice-Provost & Associate Vice-President (Academic)**  
**June 2021**

The charts below list new academic programs, completed cyclical program reviews, program/departmental governance changes and those of the 46 major modifications, approved in 2020-21, that have a more substantial impact on the affected program.

**New Academic Programs**

New Program Approval	Approved by Senate	Approved by the Quality Council	Submitted to MAESD
Graduate Diploma in Economic Policy	April 24, 2020	May 26, 2020	June 30, 2020

**Cyclical Program Review**

Cyclical Program Review	Approved by Senate	Approved by the Quality Council
Aerospace Engineering (UG)	May 29, 2020	October 30, 2020
Architectural Conservation & Sustainability Engineering (UG)	May 29, 2020	October 30, 2020
Biomedical and Electrical Engineering (UG)	May 29, 2020	October 30, 2020
Biomedical and Mechanical Engineering (UG)	May 29, 2020	October 30, 2020
Civil Engineering (UG)	May 29, 2020	October 30, 2020
Communications Engineering (UG)	May 29, 2020	October 30, 2020
Electrical Engineering (UG)	May 29, 2020	October 30, 2020
Engineering Physics (UG)	May 29, 2020	October 30, 2020
Mechanical Engineering (UG)	May 29, 2020	October 30, 2020
Software Engineering (UG)	May 29, 2020	October 30, 2020
Sustainable and Renewable Energy Engineering (UG)	May 29, 2020	October 30, 2020
Computer Systems Engineering (UG)	May 29, 2020	October 30, 2020
Environmental Engineering (UG)	May 29, 2020	October 30, 2020
BIT NET (UG)	February 21, 2021	March 19, 2021
BIT IMD (UG)	November 27, 2020	December 18, 2020
International Affairs (GR)	February 26, 2021	March 19, 2021
Industrial Design (UG and GR)	October 30, 2020	December 18, 2020
Law and Legal Studies (UG and GR)	October 30, 2020	December 18, 2020
Linguistics (UG)	June 19, 2020	August 21, 2020
Childhood and Youth Studies (UG)	November 27, 2020	December 18, 2020
Human-Computer Interaction	November 27, 2020	December 18, 2020

**Governance Changes** (note: there were no governance changes to report his year)

**Report to the Board of Governors**  
**From the Office of the Vice-Provost & Associate Vice-President (Academic)**  
**June 2021**

### **Substantial Graduate Major Modifications**

<b>Major Modifications</b>	<b>Approved by Senate</b>
PhD in Economics: Restructure of program requirements	January 29, 2021
MBA: Creation of online delivery option	February 26, 2021
Concentration in Software Engineering: Introduction of a new concentration to the MEng, MASc, PhD in Electrical and Computer Engineering	October 30, 2020
Concentration in Modelling Engineering: Introduction of a new concentration to the MEng & MASc in Electrical and Computer Engineering	October 30, 2020
Collaborative Specialization in Climate Change: Introduction of a new multidisciplinary specialization	January 29, 2021
Art and Art History: Change in master's program name	January 29, 2020

### **Substantial Undergraduate Major Modifications**

<b>Major Modifications</b>	<b>Approved by Senate</b>
BIT in Interactive Multimedia and Design: Introduction of new stream	February 26, 2021
Certificate in Science Policy: New undergraduate certificate	January 29, 2021
Psychology Thematic minors: Introduction of 6 thematic minors as part of the psychology program	February 26, 2021
Multi-Disciplinary Certificate in Mental Health and well-being: New undergraduate certificate	February 26, 2021
Minor in Critical Race Studies: Introduction of a new minor	January 29, 2021
Minor in Community Engagement: Introduction of a new minor	February 26, 2021
Minor in Environmental Humanities: Introduction of a new minor	February 26, 2021
Concentration in Public History: Introduction of a new concentration	January 29, 2021
Concentration in Linguistic Theory: Introduction of a new concentration to the BSC	April 24, 2020
Concentration in Linguistics Psycholinguistics and Communication Disorders: Introduction of a new concentration to the BSC	April 24, 2020
BSc Neuroscience and Biology: change in program name	May 29, 2020
Minor in Health Sciences: Introduction of a new minor	February 26, 2021
Religion: 33% change to program and deletion of three minors	February 26, 2021
Concentration in Geomatics; Introductions of a new concentration to the B.Sc. in Environmental Science	February 26, 2021



**Carleton**  
UNIVERSITY

**Canada's Capital University**

**Minutes of the 306<sup>th</sup> Finance Committee  
Tuesday, April 13<sup>th</sup>, 2021 at 1:00 p.m.  
Via Videoconference**

**Present:** Ms. D. Alves (Chair)                      Ms. M. Fraser  
              Dr. B.A. Bacon                                Ms. C. Gold  
              Mr. G. Farrell                                   Ms. L. Honsberger  
              Mr. K. von Finckenstein                   Ms. N. Karhu  
              Mr. D. Fortin                                   Dr. J. Malloy  
              Ms. F. Foroutan

**Staff:** Ms. S. Blanchard                              Ms. A. Marcotte  
              Ms. R. Drodge                                   Ms. K. McKinley  
              Dr. L. Dyke                                        Mr. J. Mihalic  
              Ms. A. Goth (Recording Secretary)        Mr. M. Piché  
              Dr. R. Goubran                                  Ms. B. Springer  
              Ms. L. Goudie                                   Mr. T. Sullivan  
              Mr. T. Lackey                                   Dr. J. Tomberlin  
              Mr. S. Levitt

**Guests:** Mr. J. Blum (Deloitte)                      Mr. G. Ciufo (Deloitte)

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**1. CALL TO ORDER AND CHAIR'S REMARKS**

The meeting was called to order at 1:01 p.m. The Chair welcomed all committee members and Carleton's executive and financial team to the meeting.

**2. DECLARATION OF CONFLICT OF INTEREST**

The Chair asked if any members needed 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. Karhu and seconded by Ms. Fraser to approve the agenda for the 306<sup>th</sup> meeting of the Finance Committee, as presented. The motion carried unanimously.

#### **4. APPROVAL OF THE MINUTES AND BUSINESS ARISING**

##### **4.1 Minutes of Previous Meeting**

The minutes of the 305<sup>th</sup> meeting of the Finance Committee and the minutes of the joint meeting with the Building Program Committee on November 17<sup>th</sup> were circulated in advance.

It was moved by Ms. Honsberger and seconded by Ms. Foroutan that the minutes of the 305<sup>th</sup> meeting of the Finance Committee and the November 17<sup>th</sup> Joint Meeting of the Finance and Building Program Committee be approved, as presented. The motion carried unanimously.

#### **5. ITEM(S) FOR APPROVAL**

##### **5.1 2021/2022 Tuition Fees**

An executive summary and presentation were circulated in advance.

The Chair invited the President to introduce the item before welcoming Dr. Jerry Tomberlin, Provost and Vice-President (Academic) to speak to the item.

The Provost noted that the Ministry of Colleges and Universities has not released a new tuition framework to guide fee levels for funding-eligible students (current framework set to expire on April 30, 2021). He noted that Carleton is planning for a freeze on tuition for funding-eligible students for the 2021-22 academic year. The only confirmed aspect of the Carleton's 2021/2022 Tuition Fees is that International fees which will remain consistent with the two-year International framework for tuition fees as approved by the Board in April 2020. It was noted that Carleton will accommodate the framework accordingly, once released by the province.

A member asked if Carleton has any other option but to wait and accommodate the provincial tuition fee framework once released. The Provost noted that the Government controls what Carleton can charge for tuition and should Carleton deviate from the government's directives this could affect government grants received by Carleton. He noted an alternative is having programs that are self-financing that would depend on student tuition fees alone to operate, which would allow Carleton to charge what was required for them to operate.

It was moved by Ms. Gold and seconded by Dr. Malloy to recommend that the Board approve the tuition fees for funding – eligible students in 2021-22 be the same as in 2020-21, subject to the final Provincial Tuition Fee Framework, as presented. The motion carried unanimously.

##### **5.2 2021/2022 Student Association and Miscellaneous Administrative Fees**

An executive summary was circulated in advance including lists of all Student Association fees and Miscellaneous fees.

The Chair invited Mr. Michel Piché, Vice-President (Finance and Administrative) to speak to this item.

Mr. Piché outlined that Student Associations charge fees for their activities, and that charges are reviewed annually by the Finance Committee to ensure they meet existing protocols. All of the fees presented for 2021-2022 are ongoing fees, which either remain unchanged, or have been increased subsequent to student referenda or by the ancillary fee committee. One fee was removed following the results of the referendum passed on March 8<sup>th</sup> and 9<sup>th</sup>, 2021. It was recommended that the proposed changes to the Student Association Fees for 2021-2022 be approved for implementation effective September 1, 2021.

Mr. Piché noted that the category of Miscellaneous Fees have been added for the upcoming academic year. In addition, Carleton's various miscellaneous administrative fees have either been increased by Consumer Price Index (CPI) or in tandem with the University of Ottawa. It was recommended that these fees be approved for implementation effective May 1, 2021.

A member asked if any of the fee changes will raise issues with the student body. Mr. Piché noted that the increases or changes presented are normal, annual increases or changes that have been in place for years.

The Chair asked if management thought these fees and changes are reasonable. Mr. Piché noted his belief that these fees and changes are reasonable and comply with existing protocols.

It was moved by Dr. Malloy and seconded by Ms. Karhu to recommend that the Board approve the 2021/22 Student Association and Miscellaneous Administrative Fees, as presented. The motion carried unanimously.

### 5.3 **2021/2022 Operating Budget**

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

The Chair welcomed Dr. Jerry Tomberlin, Provost and Vice-President (Academic) to provided a presentation to the committee. The President stated that a balanced budget was presented for the 2020-2021 operating year. He thanked the entire team for their efforts and hard work.

The Provost outlined the nine key planning dates for the 2021-2022 Operating Budget, which included four Board and/or Board committee touchpoints. Seven planning principles for the 2021-2022 Operating Budget were then outlined: enhancing Carleton's Academic Mission, achieving Strategic Integrated Plan (SIP) goals, achieving SMA-3 performance targets, transparency and clarity, financial stability and sustainability, financial flexibility to respond to pandemic-related events, and revenue generation and diversification.

The Provost briefly reviewed the budget prioritization process. The process began with Resource Planning Committee (RPC) Chairs submitting planning and budget proposals that outlined the following: their plans and priorities for the coming year; usage of carry forward funds over a three-year period; requests for additional resources, referring to institutional priorities and distinguishing between base and fiscal requests. Next, Provost Budget Working Group (PBWG) reviewed plans and requests against institutional priorities and considered feedback received

during presentations from all RPC chairs before making recommendations for 2021-22 resource allocations.

The Provost provided an update on 2021-2022 Scenario Planning. An environmental scan showed a serious provincial government deficit, which is expected to continue for years to come. Carleton has also looked at family and student government support, OSAP and the Tuition Fee Framework (pending). He noted that Carleton remains in a corridor-funding model for domestic students, with additional revenue from new student tuition. Performance-based provincial funding (Strategic Mandate Agreement (SMA-3)) was noted to be on-hold. He noted that COVID-19 related constraints including international travel restrictions are expected to continue.

The Provost reviewed data from fall 2020, as it relates to the operating budget. Four of the five Faculties saw a significant decline in their total number of full-time, first-year students in 2020/21, with the exception of Business. All five faculties saw an increase in undergraduate enrolment growth and three of the five faculties saw significant graduate enrolment growth. Total enrolment for 2020/21 was noted to be 32,116 students overall, the largest enrolment Carleton has experienced in its history. The Provost also announced that retention had significantly increased, which is monumental for Carleton.

The Provost outlined Carleton's application data and applicant targets for fall 2021. Carleton's number of applications were reported to be down by almost 5% for 2021 compared to 2020. However, there has been an increase in overall system applications. Ottawa was reported to be up about 5.2% in new, first-year applications to Carleton, and up almost 25% from other areas outside of Ontario. The conversion rate for Ottawa in 2020 was reported to be 40%, compared to 17% for the rest of Ontario. There was an increase in all new, first-year application approvals for Carleton from 2020 to 2021. Evidence has shown that students are more comfortable this coming academic year with the uncertainty do to the pandemic.

The Provost reviewed Carleton's budget scenario planning and presented cautious budget assumptions for 2021-2022. Three budget scenarios were outlined: optimistic, cautious, and pessimistic. Carleton has planned for a cautious scenario, which predicts a moderate 3% intake decline (undergraduate domestic and international) in 2021-22 from 2020-21. It was projected that demographic enrolment growth will return in subsequent years. The factors which lead to the selection of a cautious tuition and enrolment scenario were outlined: a 2021-22 undergraduate application decline; population growth, in conjunction with corridor model, suggested to return to moderate and steady growth beyond 2021-22; the planning for frozen domestic tuition fees, that current provincial deficits may result in corridor model continuing for foreseeable future and that the COVID-19 impact on international enrolment could rebound in short-term.

Carleton's Financial Risk Mitigation Strategy has been based on a five-year financial forecast that is conservative with conservative base budget allocations. RPC's have been encouraged to use existing carry forward, reinforced through conservative budget allocations. As it relates to hiring for both staff and faculty, base funding was noted to only be provided for new positions. Fiscal funding was noted to only be provided once a hire has proceeded. About \$6.8M has been

strategically set aside for future use. He reminded the committee of the pandemic contingency fund, which has yet to be completely spent.

He provided an overview of Carleton's proposed 2021-2022 Operating Budget. The following amounts were included in the 2021-22 proposed budget: \$174M in government grants, \$311M for tuition fees, \$10M for investment income and \$20M in other income. Total revenue and total expenses were both expected to be \$515M. Thus, a balanced budget was presented.

The Provost broke down the total projected revenues (\$515M) for 2021-22, in the following order: Domestic Tuition Fees (\$184M, 36%), Government Grants (\$174M, 34%), International Tuition Fees (\$127M, 24%), other income (\$20M, 4%) and Investment income (\$10M, 2%). Of the five categories, two (Domestic Tuition fees and Government Grants) are government regulated sources of revenue and make up 70% of projected revenue. He then outlined the expected expenses of the projected \$515M total for 2021-22. The largest areas included salaries and benefits which total to about \$363M (71%), campus infrastructure \$58M (11%), and student support \$43M (8%).

The Provost provided a brief summary of the year-over-year expense changes, which totals to a variance of \$13M from 2020-21 to 2021-22 in total expenses projected. He then provided an overview of the 2021-22 allocations, which total to approximately \$19.6M in base funding and \$37M in fiscal funding. The following total allocations were presented: RPC allocations by Budget Priority (\$3.2M Base, \$16.6M Fiscal), by RPC (\$3.2M Base, \$16.6M Fiscal), Academic (\$2.0M Base, \$4.6M Fiscal), Students and Enrolment (\$0.2M Base, \$2.6M Fiscal), Research and International (\$0.2M Base, \$0.2M Fiscal), Administration (\$0.8M Base, \$9.2M Fiscal), University Budgets (\$5.4M Base, \$11.7M Fiscal), and Provisions and Contingencies (\$31.1M Base, \$29.2M Fiscal).

The Chair thanked the Provost for his detailed presentation.

A member asked what the difference is between base and fiscal funding. The Provost noted that fiscal funding is the amount anticipated to be spent during the year, whereas base funding is allocated for continuing ongoing funding.

The Chair asked if there is any disincentive in accumulating carry-forwards by requiring Faculties to use their carry-forwards. The Provost noted the use of carry-forwards was encouraged to delay the requirement of additional funds and reduce carry-forwards in the coming years.

It was moved by Dr. Malloy and seconded by Mr. Fortin to recommend that the Board approve the Carleton University's 2021-22 Operating Budget, as presented. The motion carried unanimously.

#### 5.4 **Long-term Financing Plan and Timelines**

An executive summary and presentation were circulated in advance.



The Chair welcomed Gianni Ciufu and Jordan Blum from Deloitte who were assisting Carleton with financing options to secure funding of \$200 - \$300 million to fund its future capital investment program.

The President thanked Deloitte for their assistance and advice during the process and remarked that the plan to be presented is fully supported by the leadership team and proposes a great opportunity for Carleton.

Mr. Ciufu introduced himself and provided an overview of developing a debt options assessment report for five major capital projects being planned or underway at Carleton and to support Carleton with an inaugural credit rating. A debt options analysis was done to complete a strategy to meet the objectives as best as possible – quantitatively and qualitatively as well as a market sounding. The credit rating process has been conducted and is complete resulting in an extremely strong rating.

A spectrum of potential debt strategies (full bond solution to full bank solution) to pursue were assessed on a qualitative and quantitative basis. The single Bullet-Bond meets the capital requirements of the university into one single, 40-year (other options are available), bullet-bond issuance with sinking fund. Other strategies reviewed were single amortizing-bond issuance in 2021, combination bank and bond debt and separate bank debt issuances for each project.

A general market update was provided. The market is at record historic low interest rates which has stimulated industry investment and lending. In the lead-up to COVID-19, yield curves flattened significantly, and rates fell throughout 2019 amidst increasing economic uncertainty. Recently, benchmark yields have been slowly increasing as global recovery commences and inflation picks up. Overall, the yield curve is beginning to steepen due to the expectation of future inflation and potential rate increases. The prime rate and lending rates were outlined.

The qualitative criteria of importance for Carleton were outlined as cost of debt, interest rate security, covenants, quantum of debt, future debt capacity, minimal administrative burden, customized structure, costs certainty/flexibility and amortization. Based on the qualitative score and point allocation, a Single Bullet-Bond Issuance solution was assessed to be the highest scoring and most optimal solution.

The quantitative criteria of important for Carleton were outlined as annual debt service payments (with and without a sinking fund), total interest costs, all-in debt costs (with and without a sinking fund) and initial costs. Based on the quantitative analysis, a Single Bullet-Bond Issuance solution was assessed to be the most optimal given the low annual debt service payments and all-in cost of debt over the next 40-years. While the Single Bullet-Bond Issuance results in significant interest being paid over the bond term, this is a result of principal payment being deferred to maturity and will allow Carleton cash flow to be utilized for other means. An internal sinking fund was recommended for this type of strategy which could allow for flexibility with debt repayment when needed.

A bullet-style single issuance bond is the recommended option. The timing of funding requirements and project construction aligns with the benefits of a single bond issuance. By

receiving all funds upfront, Carleton will be able to mitigate all future funding risk as funds will be secured and ready for use. The single bond issuance will also require minimal administrative burden as all work is completed upfront during issuance, instead of an ongoing basis. The possibility of the Bank of Canada's policy rate increasing in the next 5-years is high and any deferring of issuance/borrowing subjects Carleton to the risk of higher interest rates. A bond allows Carleton to lock in a coupon rate of 40-years, which are just above all-time historical lows. A bullet-style bond will allow Carleton to defer all principal payments until maturity which will free up annual cash flow for other uses.

Additional key considerations include:

- underlying benchmark bond yields have been steadily rising for the past few months. To avoid the risk of continued movement resulting in a higher rate, Carleton should go to market as soon as possible.
- Establish a voluntary sinking fund to ensure there is sufficient funds available for debt repayment in 40 -years. Seek to maximize the annual yield on the sinking fund.
- Procure a competitive dealer procurement to get competitive tensions and drive down dealer fees. This would also allow the dealer to propose other funding strategies that typically result in savings through absorbing legal and 3<sup>rd</sup> party fees.

Next steps include approval by the Board of Governors, preparing the competitive dealer selection process by designing a Request for Proposals and evaluation guide using good Procurement principles, work toward a dealer selection by the end of May. It is anticipated returning to the Board of Governors in June 2021 and is recommended that an additional meeting of the Finance Committee be held in May 2021.

A member asked about the qualitative assessment scoring and what factors impact future debt capacity. Mr. Ciufu responded that the criteria were tiered (1, 2 or 3) with a weighting factor (1x, 2x or 3x) based on input from the senior team objectives and the experience and expertise of the Deloitte team.

A member asked about the team's confidence in completing the aggressive timeline associated with the financing. Mr. Ciufu responded that he is confident due as the Carleton team performance during the debt rating process, Carleton's great story and strong credit rating. Deloitte is in the market now and is able to set up meetings with dealers at a moment notice because of the pipeline of business through clients and offer excellent client service. The market is also strong for this type of debt so not a lot of time will be needed to convince investors that this is worthwhile and should be priced and funded as soon as possible.

A member asked about the sinking fund, as it would provide comfort for governors that the university will be a responsible borrower with a plan to meet obligations however, it was asked how it might affect the coupon rate for the borrowing. Ms. Ciufu responded that a mandatory sinking fund could affect the rate differential marginally but specific marketing testing would need to be done to determine pricing before any type of analysis could be provided. Further, he explained that by making the sinking fund mandatory the risk would be operational if contingencies (flexibility and capacity) were needed in the future for other strategic purposes or unforeseen circumstances. Strong policies and discipline is evident at Carleton which explains

the current low level of debt and it would be expected that Carleton would have policy in place to meet future obligations but flexibility was recommended.

The Chair asked if DBRS was the right credit agency. Mr. Ciufu responded that DBRS is a quality institution with depth and perspective on the market and are very responsive especially in the education and health sector.

The Chair asked for information on the operating budget that reflect the debt cost (\$11.9 million per year). Mr. Piché referred to appendix provided with the presentation slide entitled *CU's Future Debt Repayment* and *CU's Future Debt Metrics*. Mr. Ciufu commented that the debt service ratio would be 5 which is very high and provides a strong financial position pre- and post-bond issuance.

The Chair asked further if there are any existing high coupon debt that could be repaid sooner with the bond funding. Mr. Piché responded that the current debt held by Carleton is fully amortized debt and the cost of pre-paying them would not be beneficial. The bond will be paid at maturity hence the need for the sinking fund to accumulate enough principal to cover the debt. A wind-fall in the differential from interest is also beneficial.

It was moved by Ms. Honsberger and seconded by Ms. Foroutan to recommend that the Board approve the university pursuing negotiations of a 40-year "bullet" bond with selected lenders, not to exceed \$250 million, and subject to final terms and conditions, as presented. The motion carried unanimously.

A subsequent discussion indicated that when the terms and conditions of the bond issue are presented for approval to the Finance Committee, the motion should also include the "requirement that an internal sinking fund whereby each year an amortized amount of the principal is put into an internal reserve fund calculated to eventually pay off the principal amount at maturity".

## **5.5 Statement of Investment Policies and Procedures for the Retirement Fund**

An executive summary and report were circulated in advance.

The Chair outlined that the Pension Benefits Act of Ontario required that a Statement of Investment policies and Procedures (SIPP) be established for every registered pension plan. The SIPP must be reviewed and approved annually.

Ms. Betsy Springer, Director of Pension Fund Management provided a summary to the committee noting that the SIPP is filed with the Financial Services Regulatory Authority of Ontario annually. In addition, it is also sent to all investment managers who are bound to follow the SIPP as part of their contracts. The SIPP is the foundational document that outlines the investment policy for the \$1.55 billion Retirement Fund. In particular, it defines the asset mix policy for the plan, rate of return expectations, categories of eligible investment, mandates for the Fund's investment managers, liquidity, investment quality constraints, and the responsible investing policy for the Pension Fund. The Pension Committee reviewed the SIPP and

recommends its approval to the Finance Committee and the Board of Governors on March 4, 2021. There were a few changes outlined including:

- Changes to the effective date of the document
- In section 3.1 the content was modified to reflect the cessation of special contributions by the employees that were put in place for a ten-year period commencing July 1, 2011.
- In section 8.12 the threshold for determining whether a party is considered a related party transaction was reduced from 1.0% of the market value of the Fund to 0.5% of the market value of the Fund.

There were no changes to the policy asset mix of the Fund or to the mandates of the external investment counsel who manage the assets.

The Chair mentioned the SIPP does include the responsible investing policy on the Pension Plan which is separate from the responsible investing policy on the Endowed and Non-Endowed Funds because of the fiduciary obligation. However, if something does come up during the responsible investment policy review that might be beneficial for the plan and is consistent with the fiduciary obligation it might be considered by the Pension Committee. Ms. Springer suggested that a joint Pension and Investment Review Committee be struck to review Responsible Investing at Carleton as there are many facets to responsible investing with many applying to both funds but any review would require a consideration of the differences between the two funds.

A member asked about the Pension Committee composition. Ms. Springer responded that the composition of the Pension Committee is determined by the plan text and is composed eight voting members, the Director, Pension Fund Management as Chair (ex-officio), Vice-President (Finance and Administration) as Secretary (ex-officio), one Board Member appointed by the Board of Governors, the remaining five members are appointed or elected by the employee groups (two faculty members, one professional services staff (CUPE), one member from smaller CUPE unions and OSPEU and one non-union member (elected by the non-union members). The member further asked since this item is going forward to the Board of Governors for approval whether they have any jurisdiction over Pension Committee decisions based on their fiduciary responsibilities. Ms. Springer responded that Carleton university is the Plan Administrator under the regulation, however Carleton as the Administrator has delegated the day-to-day administration and management of the Fund and the Plan to the Pension Committee. The Plan text also outlines that all Pension matters related to the administration of the plan which need to go through certain levels of approvals such as the Finance Committee and the Board of Governors. However, should the Board choose not to approve an item, it would go back to the Pension Committee for further consideration for recommendation to the Board.

It was moved by Ms. Honsberger and seconded by Mr. Fortin to recommend that the Board approve the Statement of Investment Policies and Procedures for the Trust Fund created under the Carleton University Retirement Plan, effective June 30, 2021, as presented. The motion carried unanimously.

## **6. ITEM(S) FOR INFORMATION**

## 6.1 Investment Report for the Endowment

An executive summary was circulated in advance.

The Chair outlined that the investment report on the endowment assists the Finance Committee 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 as well as reports on performance of the Fund for periods ending December 31, 2020.

Ms. Betsy Springer, Director of Pension Fund Management reported that the Combined Endowment performance for periods ending December 31, 2020 was a market value of \$338.7M. The Fund is invested in a diversified portfolio of Canadian stocks and fixed income, global equities and global infrastructure funds. The oversight of the portfolio is conducted by the Investment Committee. It was a good quarter and year for the Endowment Fund outperforming the benchmark of 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. The 5-year total combined endowment outperformed the benchmark of 8.4 by 1.5.

## 6.2 2019/2020 Provincial Metric Ratio

A presentation was circulated in advance.

The Chair outlined that the committee received the 2018-2019 Provincial Metric Ratios in September 2020. The financial metrics are a tool for the government to monitor the financial health of the Ontario post-secondary sector.

Mr. Tim Sullivan, Assistant Vice-President (Financial Services) provided an overview of five key financial metrics including:

- Net Income/Loss Ratio – an indicator of the extent to which an institution's revenues contribute to its net assets. Carleton's is higher than the provincial average by 2.1%, however Carleton's percentage is 8.6% lower in 2019-20 than 2018-19. It was noted this was primarily due to the 10% tuition decrease in 2019-20 mandated by the provincial government and the \$18M loss in revenues to do the pandemic.
- Primary Reserve Ratio (Days) – a measure of the financial viability that compares expendable net assets to total expenses and provides an indication of the financial strength and flexibility by determining how many days an institution might theoretically function using only its existing unrestricted financial resources. Carleton is higher than the provincial average by 141 days, however the number of days has decreased in 2019-20 by 47 days.
- Viability Ratio – an indicator of funds on hand that can be used should an institution be required to settle its long-term obligations. Carleton is well above the provincial average by 644.8% and even if the long-term debt (discussed earlier in the meeting) was approved, Carleton would be 24.7% above the provincial average.

- Interest Burden Ratio – a measure of debt affordability that compares the level of current debt service with the institution’s total expenses. Carleton currently has very little debt therefore this ratio is quite low (1.4% below average) and was reduced by 0.5% in 2019-20. Additional long-term debt of \$200M would move Carleton’s Interest Burden Ratio to 2% which is inline with the sector.
- Net Operating Revenues Ratio – an indicator of the extent to which institutions are generating positive cash. Carleton had a significant decrease between 2018-19 (16%) and 2019-20 (2.9%) due to the extraordinary cash payment made to the Pension Plan during 2019-20. It is expected that ratio will rebound in 2020-21.

A member asked if the provincial averages include Laurentian University. Mr. Sullivan responded that yes this university would have been included in the averages.

## **7. OTHER BUSINESS**

No additional business was raised.

## **8. IN-CAMERA SESSION**

An in-camera session was held with the President and University Secretary.

## **9. ADJOURNMENT**

There being no further business, it was moved by Ms. Gold and seconded by Dr. Malloy to adjourn the meeting at approximately 3:00 p.m. The motion carried unanimously.



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

**Carleton University Senate  
Meeting of March 26, 2021 at 2:00 pm  
Via Videoconference**

**MINUTES**

**Present:** S. Ajila, K. AlWazir, V. Asi, B.A. Bacon (Chair), M. Baez, M. Barbeau, O. Baysal, S. Blanchard, A. Bowker, D. Brown, A. Chandler, M. Close, T. Daniels, J. Dawson, D. Deugo, D. Dragunoiu, D. Edi, M. Gagne, P. Garcia, G. Garland, D. Gillberg, R. Goubran, S. Gulati, M. Haines, B. Hallgrimsson, K. Hellemans, C. Joslin, L. Kostyuk, B. A. Kuzmarov (Clerk), E. Kwan, A. Lannon, C. Laurendeau, K. Lucas, A. Luko, C. Macdonald, B. MacLeod, S. Maguire, R. McKay, H. Nemiroff, B. O'Neill, J. Paulson, M. Piché, B. Popplewell, P. Rankin, M. Rooney, D. Russell, S. Sadaf, J. Sinclair-Palm, S. Sivathayalan, E. Sloan, P. Smith, D. Sprague, K. Taylor, N. Tilokani, J. Tomberlin, C. Trudel, L. Tsintsadze, K. von Finckenstein, J. Voordouw, P. Wilson, J. Wolfart, P. Wolff, B. Wright W. Ye

**Regrets:** J. Kovalio, A. Tremblay, C. Viju

**Absent:** A. Ahmad, N. Bruni, J. Bruno, C. Davis, O. Hobbs, F. Hosseinian, M. Lundy, J. Milner, J. Moore, J. Stoner, R. S. Sundarraj, J. Taber, J. Wallace, K. Weary

**Guest:** Steven Levitt

**Recording Secretary:** K. McKinley

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## **1. Welcome & Approval of Agenda (Open)**

The Chair welcomed Senators to the one-year anniversary of Senate's first virtual meeting due to the pandemic. The Chair began the meeting by acknowledging the recent passing of former Professors Lynn Mytelka and Diane Dubrule, and former staff members Barb Higgins, and Mike Jutting. March 10 also marked the second anniversary of the tragic passing of Professor Pius Adesanmi, who was the Director of the Institute of African Studies. The Chair offered his condolences to family members, colleagues and friends of these individuals.

The Chair acknowledged the March 16<sup>th</sup> massacre in Atlanta Georgia of eight people, including six Asian-American women. Anti-Asian violence has surged in North America

and around the world since the beginning of the pandemic. The Carleton community stands in sadness and solidarity with members of the Asian diaspora in condemning this and all forms of racism in our community and beyond. The Chair highlighted a recent interview on CBC's All in a Day with Carleton Professor Xiaobei Chen on this matter.

On March 11, 2021, Carleton honoured the *National Day of Observance* to mark the millions of lives lost to COVID-19, including 22,000 Canadians. The Chair acknowledged the contributions of frontline workers.

Senators observed a moment of silence.

Turning to the agenda, the Chair noted that item 11(b) *Faculty Gender Equity Report* should be removed from the current agenda, and that it would be coming to Senate in April.

It was **MOVED** (M. Haines, J. Paulson) that Senate approve the agenda for the meeting of Senate on March 26, 2021, as amended.

The motion **PASSED**.

## 2. **Minutes: February 26, 2021** (Open Session)

It was **MOVED** (N. Tilokani, J. Sinclair-Palm) that Senate approve the minutes of the Open Session of the Senate meeting of February 26, 2021, as presented.

A Senator noted one error in the SQAPC motions listed in the minutes. The error was noted and corrected by the Assistant University Secretary.

With this correction to the minutes, the motion **PASSED**.

## 3. **Matters Arising**

There were none.

## 4. **Chair's Remarks**

The Chair began by reflecting on the current situation with regards to the pandemic. Although Ottawa is in the red (restrict) zone and the third wave continues to rise, the vaccine rollout is accelerating across Canada and by September, the COVID landscape for Ontario universities will be very different than it is now. As a result, Carleton and other universities in Ontario are looking ahead to the Fall of 2021, and starting to plan for a safe and gradual return to campus. In line with this strategy, the Carleton University Scenario Planning (CUSP) working group will be consulting with stakeholders in order to develop recommendations for a progressive return to campus this fall. The goal is to offer a significant number of courses in person, but to include



online options for maximum flexibility. CUSP will consult with Senators at this (March) meeting, and will return in April with detailed recommendations.

The Chair acknowledged the leadership teams in departments and Faculties as well as support teams, including the Registrar's Office, FGPA, Scheduling & Exam Services and Teaching & Learning Services, for their challenging work in designing a course schedule for this complex environment. The Chair also noted that plans are underway to optimize all mitigating factors including ventilation, PPE, signage, cleaning, and traffic flow, to ensure a safe environment for everyone returning to campus. Human Resources also is leading a process to investigate flexible work arrangements, for those who are unable to return to work for a variety of reasons.

The Chair next updated Senators on recent events across campus. The official launch of the EDI Action Plan was held on March 23<sup>rd</sup>. Over 500 people attended this virtual event. Senators were encouraged to review the final plan, which was included in their meeting package.

The Chair also reminded Senators that the Reputational Enhancement Project will be seeking input on new options for revitalizing Carleton's visual identity. Senators should receive an invitation soon to provide feedback and are encouraged to participate.

On March 8, Carleton celebrated International Women's Day by profiling the stories of 17 outstanding Carleton leaders, including students, staff and faculty members. The Faculty of Engineering and Design also marked the occasion by launching a new program entitled Women in Engineering & IT. This program, the first of its kind in Canada, will shape a more inclusive future in Engineering and IT for women students and professionals. The Chair congratulated the Faculty of Engineering and Design, and everyone involved in this exciting initiative.

In anticipation of the presentation at the end of the meeting, the Chair highlighted Carleton's continued research successes and extended congratulations to Professors Mark Boulay and Adrian Chan, who received a combined \$9.3M from the Canada Foundation for Innovation's Innovation Fund, for their researches into, respectively, dark matter exploration, and accessibility.

Finally, the Chair congratulated the Department of Neuroscience on their 10-year anniversary.

## **5. Question Period**

Three questions were submitted in advance:

### **a) Christine Laurendeau – HyFlex Course Delivery Model**

*The HyFlex course delivery model allows for maximum flexibility for students, by delivering the same course both fully online and fully in person, at the same time, by the same instructor. Our colleagues south of the border, many of whom were forced to adopt the HyFlex model over the past year, are widely in agreement to condemn this mode of course delivery as the worst of both worlds for university instructors. Not only are HyFlex courses even more vulnerable to the usual array of technological issues, they often result in a near doubling of the instructor's workload, especially in the large enrollment courses.*

*With course delivery plans for the 2021-2022 academic year still uncertain, is the university considering mandating the use of the HyFlex model for our courses? If so, will instructors be given the choice to opt out and adopt a strictly hybrid, non-flex approach (with some in-person components, and other online components, as determined by the instructor)? If HyFlex is mandated, will courses offered under this model count for additional credit as part of instructors' workload, to offset the additional amount of work required?*

Response from the Provost: The HyFlex Course Delivery System will be one of several modes of delivery available for instructors. It will not be mandatory. Approximately 30% of our classrooms will be fitted with HyFlex technology for the fall semester, and Carleton is recommending that it be used only for course sections with 60 or fewer students in both face-to-face and remote combined. As an aside, meeting rooms across campus, including those for the Board of Governors and Senate also will be equipped with HyFlex technology. Teaching and Learning Services (TLS) have resources for faculty members who would like to try out this technology. Senators are encouraged to visit the TLS website for details.

### **b) Sean Maguire - Question re: Appeal of Student Choice Initiative**

*On March 23 and 24, the Ontario Court of Appeal will be hearing the appeal from the Government of Ontario to reverse a Divisional Court ruling regarding the Student Choice Initiative in November 2019. The Divisional Court quashed the directives on the basis that they are inconsistent with the statutory scheme respecting the governance of universities and colleges. A Coalition of Ontario universities (University of Ottawa, Queen's University, University of Toronto, University of Waterloo, and the University of Western Ontario) are intervening in the appeal. Is there a reason Carleton chose not to be part of this coalition? Does Carleton support the perspective of these universities, who the judge granting them standing noted "claim an impact on their autonomy arising from governmental interference"?*

Response from Steven Levitt, General Counsel (guest): The coalition referred to in the question was not a collective action organized through the Council of Ontario Universities, and Carleton was not approached to participate. In addition, the role of the coalition is to provide the court with context and additional detail regarding the principle of university autonomy. The universities participating are not taking a position on the substantive appeal. Carleton is supportive of the principle of university autonomy and as a result supports the action and perspective of these universities.

**c) Sean Maguire - Question re: Strategic Mandate Agreement**

*In August 2020, Senate heard a presentation from the Deputy Provost on Carleton's Strategic Mandate Agreement with the provincial government. Can Senate receive an update on the Agreement and its implementation, and potential impacts on the University's funding from the provincial government in future years?*

Response from Chair of Senate: In recognition of the impact of the pandemic on post-secondary institutions, the provincial government has placed on hold any link between metric performance and funding until the 2023-24 budget year. In the meantime, Carleton is tracking well against all metrics, and would have met the conditions for full funding this year, had the program been fully operational.

**6. Administration**

**a) Membership**

Two faculty members and five students were ratified as new Senators, with terms beginning on July 1, 2021.

It was **MOVED** (B. Kuzmarov, M. Close) that Senate ratify the following new Senate appointments, as presented, for terms beginning July 1, 2021.

The motion **PASSED**.

**b) Senate Survey – Call for Participation**

The Clerk urged all Senators to participate in the annual Senate Survey which will be released in early April. An email invitation will be sent to all Senators within the next week. The survey will close on April 30<sup>th</sup>.

**c) Notice of Appointments made Contrary to Policy**

The Senate Office received notice of one instance of non-advertised recruitment, which was a spousal hire at the level of Assistant Professor.

## 7. Reports

### a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)

A memo containing 9 items for approval and 3 items for information was circulated to Senators in advance.

1. R-ADM-General Section 15, Special Studies (ACE language changes)  
It was **MOVED** (H. Nemiroff, E. Sloan) that Senate approves the revisions to regulations R-ADM General Section 15 special Studies for the 2022/23 Undergraduate Calendar as presented.  
The motion **PASSED**.
2. Bachelor of Engineering – R-UG-B. Eng (Clarifying “year status”)  
It was **MOVED** (H. Nemiroff, S. Ajila) that Senate approves the revisions to regulation R-UG B. Eng. effective for the 2021/22 Undergraduate Calendar, as presented.  
The motion **PASSED**.
3. TBD-1596: R-ADM-Program-P.B.D. Professional Writing (changes to entry requirements)  
It was **MOVED** (H. Nemiroff, M. Rooney) that Senate approves revisions to regulation R-ADM-Program P.B.D. Professional Writing for the 2021/22 Undergraduate Calendar as presented.  
The motion **PASSED**.
4. TBD-1598 R-UG-Business  
It was **MOVED** (H. Nemiroff, M. Close) that Senate approves revisions to regulation TBD-1598 R-UG-Business for the 2021/22 Undergraduate Calendar as presented.

In response to a question it was noted that the language in this item still refers to the Academic Performance Evaluation (instead of the Academic Continuation Evaluation) since the change to ACE does not come into effect until 2022/23.

The motion **PASSED**.

An omnibus motion was presented for Items 5 – 9 inclusive. (These items are language entries in the calendar that support the ACE exceptions approved previously by Senate)

It was **MOVED** (H. Nemiroff, J. Wolfart) that Senate approves the revisions to R-UG-3.2.7 for the following programs: Bachelor of Music, Bachelor of Humanities, Bachelor of Architectural Studies, Bachelor of Industrial Design, Bachelor of International Business.

The motion **PASSED**.

Individual Motions from the Omnibus:

5. R-UG-3.2.7 Bachelor of Music  
MOTION: That Senate approves revisions to TBD-1957 R-UG-3.2.7 Bachelor of Music for the 2022-23 Undergraduate Calendar as presented.
6. R-UG-3.2.7 Bachelor of Humanities  
MOTION: That Senate approves revisions to regulations R-UG-3.2.7 Bachelor of Humanities for the 2022-23 Undergraduate Calendar as presented.
7. R-UG-3.2.7 Bachelor of Architectural Studies  
MOTION: That Senate approves revisions to regulations R-UG-3.2.7 Bachelor of Architectural Studies for the 2022-23 Undergraduate Calendar as presented.
8. R-UG-3.2.7 Bachelor of Industrial Design  
MOTION: That Senate approves revisions to regulations R-UG-3.2.7 Bachelor of Industrial Design for the 2022-23 Undergraduate Calendar as presented.
9. R-UG-3.2.7 Bachelor of International Business  
MOTION: That Senate approves revisions to regulations R-UG-3.2.7 Bachelor of International Business for the 2022-23 Undergraduate Calendar as presented.

The following items were circulated to Senators in advance for information:

- Course Programs - Minor Modifications
- Bachelor of Journalism and Humanities: realignment of History 2304 singular credit
- Additional Information concerning Academic Continuation Evaluation for some degrees

## 7-Reports, cont'd

### b) Senate Quality Assurance and Planning Committee (SQAPC)

A binder containing a series of minor modifications from Dominican University College (DUC) was circulated to Senators in advance for information only. In accordance with the affiliation agreement between Carleton University and Dominican University College, Carleton plays a role in curriculum and program reviews and approvals at DUC. Minor modifications approved at the college are forwarded to Carleton for information.

### c) Senate Executive Committee

A memo was circulated to Senators in advance regarding the appointment of a new Clerk of Senate. The Chair summarized that the Committee had received a single nomination, that of Dr. Elinor Sloane, and that it was deemed to be very strong. The Chair briefly summarized the support of the Executive Committee for this nomination.

It was **MOVED** (S. Sivathayalan, P. Smith) that Senate approve the appointment of Elinor Sloan as Clerk of Senate, for a three-year term beginning July 1, 2021.

The motion **PASSED**.

## 8. CUSP Fall Planning Update

CUSP Chair Lorraine Dyke led a presentation and consultation on the CUSP scenario planning for Fall 2021. She began by outlining the current challenges and tasks of the CUSP working group. She also reviewed CUSP's mandate, membership and principles to guide decision making. It was noted that over the next few weeks CUSP will be meeting with as many groups as possible within the Carleton community to receive feedback that will help shape their final recommendations.

The presentation identified five key factors as important considerations in the planning process:

- *COVID case trends* – A rising third wave coupled with the spread of variants is concerning.
- *Vaccination progress* – There is encouraging news regarding effectiveness of vaccines and increased pace of rollout. According to current estimates, all Canadians should have received at least one dose of a vaccine by the end of June.
- *Public Health restrictions* – The timeframe for removal of restrictions is uncertain and will lag behind vaccination progress.

- *Travel restrictions* – 15% of Carleton students are international and will face challenges in returning to campus.
- *Students' willingness to continue online education* – A study in December of 1400 Canadian university students revealed that most are eager to return to F2F learning, and 17% would not be willing to continue online learning even if F2F is not deemed safe.

The most likely scenario over the next 6 months will be reduced case counts and a gradual lifting of public health restrictions due to increased vaccinations. This will allow for significant on-campus activity beginning in the Fall of 2021. By Winter 2022, restrictions should be lifted and a full return to campus should be possible, although online options will be necessary for some students.

The following draft guidelines for academic programming were identified:

- Maximize F2F learning opportunities for students.
- Provide some F2F learning opportunities in all levels of every program.
- Provide online programming options.
- Prepare to implement physical distancing.
- Make strategic decisions regarding mode of course delivery based on program needs and sound pedagogy.
- Provide faculty and staff with accommodations where needed.

It is likely that physical distancing will continue to be recommended and preferred for in-person courses in the fall. CUSP recommends a reduced classroom occupancy that is in line with public health guidelines, setting a maximum capacity for F2F sections of 60 people.

Major considerations in prioritizing courses for F2F delivery include the following:

- Learning outcomes of the course, including experiential learning outcomes, lab components and skill development goals
- Centrality of course to program objectives
- High impact pedagogical practices
- Providing options for students so that for each program and year level at least 1 – 2 courses are F2F and 1 – 2 are online.

Guidelines are being developed to support the transition back to campus in the fall. Faculty and staff who are unable to return to campus for medical or unusual family situations should discuss reasonable accommodations with their manager. In scheduling courses, Chairs and Directors are encouraged to accommodate faculty preferences for online vs. F2F when possible.

The presentation concluded by contextualizing CUSP's role within the overall return-to-campus planning framework which includes, in addition to CUSP, the Return to Campus Committee and the Carleton University Flexible Arrangements Working Group (CUFA).

Discussion:

In response to a question from the floor it was noted that a higher profile for online learning at Carleton in the post-pandemic period is being discussed and considered.

A Senator asked if Carleton would implement a vaccination policy and if there are any guidelines for developing such a policy. General Counsel Steven Levitt responded to the question. All 20 universities in Ontario have agreed to jointly retain external legal counsel to explore this issue. In the absence of any guidelines from the government, this group would develop a sector-wide legal opinion on the appropriate guidelines and principles around vaccinations for post-secondary institutions.

A Senator inquired about how student groups fall into the return-to-campus planning, and when they might have access to their offices on campus. The Vice-President Students and Enrolment replied that the Return to Campus Committee will continue to consider individual proposals from student groups in coordination with public health guidelines and restrictions, and an assessment of mitigating factors in place. In response to a follow-up question it was noted that tunnel access remains a complex issue due to challenges with ventilation, maintaining physical distancing and access to various buildings. The Return to Work Committee is reviewing this issue and will make recommendations on tunnel access and use in accordance with public health guidelines as we approach opening dates.

A Senator asked how the Hyflex model, which is a synchronous model of course delivery, would work for international students in different time zones. The CUSP Chair noted that it is expected that larger courses will be fully online, and units will need to prioritize the smaller courses that will be offered in a F2F format. International students may not have full choice for their courses if some are offered in F2F/Hyflex delivery, but other online options will be available for these students.

A Senator asked how decisions are being made regarding in-person course delivery for Contract Instructors, and tutorial sessions for Teaching Assistants. The CUSP Chair responded that these decisions would be made collegially by the individual units at the program level, and that preferences of individual instructors would be taken into consideration where possible. TA assignments also can be changed and shifted to accommodate individual preferences as needed. In a follow-up question, another Senator asked if a centralized accommodations process could be established for



Contract Instructors and Teaching Assistants. In response, the Chair of CUSP noted that assignments will be made at the unit level and should take the individual's preferences into account. An appeal process for accommodations is available, if necessary.

The Chair thanked the Deputy Provost and the CUSP team for their work on this file, and noted that CUSP will return to Senate in April with a full report and recommendations for Senate review.

## **9. Carnegie Classification of Community Engagement**

Deputy Provost Lorraine Dyke and Associate Vice-President Research & International Karen Schwartz presented a brief update on the Canadian pilot of the Carnegie Classification of Community Engagement. Following a review of the Carnegie application process and the current status of the application, the presentation focussed on the results of the March 15<sup>th</sup> Carnegie site visit.

The purpose of the site visit was to receive feedback on the pilot application and to engage with Carnegie to benefit from their experience. The three-hour virtual visit included discussions with Carleton faculty and staff directly involved in community engagement, Deans and AVPs, and senior leadership as well as the Carleton Carnegie team.

Areas of strength for Carleton University identified through the site visit include:

- Commitment to community engagement
- Engagement with Indigenous peoples
- Co-curricular record

Areas of reflection in order to bring community engagement at Carleton to the next level include:

- Identifying exemplary CE practices across the university
- Training faculty and students in CE exemplary practices
- Evaluating social impact of CE with community partners

Moving forward, Carleton will incorporate lessons from the Carnegie process and will consider the development of a Canadian Carnegie process.

The Chair thanked the presenters for their update on this project.

## 10. Research Update

Vice-President Research and International Rafik Goubran presented an overview of Carleton's research achievements and successes.

Dr. Goubran began by noting the importance of research to Carleton's academic mission. Research has a major impact on reputation and ranking, and helps to attract top students and faculty members. Research at Carleton is funded by several sources, including federal and provincial governments, corporations and industry partners, the Tri-Agency (SSHRC, NSERC, CIHR), international sources and foundations.

Tri-agency funding is particularly important for Carleton as it supports central research infrastructure in the form of Research Support Funds (RSF) and Incremental Project Grants (IPG), and it is correlated with the number of Canada Research Chairs (CRCs), the funding envelope from Canada Foundation for Innovation (CFI) and some scholarships and funding from other agencies. Successes in these national competitions are a testament to the excellence of Carleton's researchers and the outstanding quality of their research projects.

Dr. Goubran provided examples of Carleton's core research strengths in many disciplines, including Physics, Public Affairs, Autonomous Systems, Information and Communication Technology, Aerospace, Indigenous Studies, Conservation Biology, Refugees, African Studies and Forensic Psychology. Many of these are world class projects with multiple international collaborations and Carleton in a leading role.

Dr. Goubran also provided two examples of well-known multidisciplinary research clusters at Carleton. Carleton's Wellness cluster includes pioneering work by Carleton researchers in accessibility, plus research contributions from several other disciplines and collaborations and partnerships with regional and national social health networks and hospitals. Carleton's Sustainability cluster includes research in climate change, renewable energy and communities, with well funded initiatives from Efficiency Canada, the NSERC Flare Strategic Network and NSERC Permafrost Strategic Network.

Dr. Goubran then outlined Carleton's research performance metrics. The most common research metrics used by granting agencies, governments and ranking agencies are external research funding (tri-agency, government, corporate), publications, impact on the field (including citations) and impact on society.

Several examples of recent successes in research and tri-agency funding were provided including the prestigious SSHRC Partnership Grants, SSHRC Insight Grants, NSERC CREATE grants, NSERC Strategic Networks grants and CIHR Project Grants.

The presentation then demonstrated Carleton's strong research performance over the past several years, as measured by the following metrics:

- Significant increase in *external research funding* over the past three years, from a plateau of approximately \$55M in 2016-17 to \$86.5M in 2019-20.
- *Tri-agency funding* increase from \$22.2M in 2016/17 to \$30.9M in 2019/20.
- Increase in *Industry Funding* from \$4.1M in 2017/18 to \$13.8M in 2019/20.
- Steady increase in *publications*. Three researchers at Carleton have been recognized as some of the world's most highly cited researchers.

Finally, a number of key research priorities for research in 2021/22 were identified. These include:

- Increasing research productivity
- Expanding industry partnerships
- Promoting and celebrating research successes
- Reputation building through rankings and nominations
- Strengthening of Carleton International
- Empowering strategic multidisciplinary research clusters

A Senator asked how the pandemic has impacted funding at Carleton. Dr. Goubran noted in response that multi-year projects have not been affected. Although some decline was seen in government contracts, these were balanced by additional opportunities for funding, particularly in research related to COVID. Estimates are that the overall level of research should be approximately the same as the previous year.

The Chair thanked Dr. Goubran for the comprehensive overview and congratulated all researchers at Carleton for the impressive surge in research funding, productivity and impact over the past few years.

## **11. Reports for Information**

### **a) Senate Executive Minutes (February 16, 2021)**

## **12. Other Business**

There was no other business.

### **13. Adjournment**

The meeting was adjourned (J. Tomberlin, N. Tilokani) at 4:00 p.m.