

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

**Minutes of the 630th Meeting of the
Board of Governors**

**Thursday, April 28th, 2022 at 3:00 p.m.
Via Videoconference**

PRESENT:	D. Fortin (Chair)	G. Garland	S. Mingie
	D. Alves	D. Greenberg	N. Nanos
	B.A. Bacon	L. Hayes	B. O’Connor
	B. Creary	L. Honsberger	B. Örmeci
	P. Dion	N. Karhu	E. Sloan
	G. Farrell (Vice-Chair)	A. Keung	P. Smith
	K. Furlong	C. Khordoc	C. Tessier
	K. von Finckenstein	A. Lettieri	A. Tremblay
			A. Ullett
REGRETS:	Y. Baltacioğlu	M. Fraser	H. Khalsa
	A. Brown	H. Heppler	J. Taber
STAFF:	G. Aulenback	A. Goth (R. Secretary)	L. Ralph
	S. Blanchard	R. Goubran	K. Schwartz
	A. Chan	M. Korgh	K. Solomon
	J. Conley	S. Levitt	J. Tomberlin
	L. Dyke	K. McKinley	K. Tousignant
	T. Frost	C. Malcolm Edwards	B. Vukovic

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. He welcomed observers, staff members and board members to the meeting.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance. It was moved by P. Dion and seconded by P. Smith that the open agenda of the 630th 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: open session minutes from the 629th Board meeting, Statement of Investment Policies and Procedures for the Retirement Fund, and the commemorative naming of the Mary Ann Shadd Centre of Journalism and Belonging.

The open consent agenda's items for information included: Minutes from the Building Program, Finance, and Advancements and University Relations Committees, Capital Planning Policy Presentation, Ongoing Capital Projects Status Report, 2022-23 Capital Renewal (Deferred Maintenance) Plan, Investment Report on the Endowment, Advancement Strategy 2021-22 Update, Reputational Enhancement Project and Brand Campaign Update, Government Relations Update, Community Engagement Strategic Plan Update, and Minutes from Senate.

It was moved by S. Mingie and seconded by G. Garland, 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.

The Chair advised that the Board Award for Outstanding Community Achievement is an award given annually, recognizing the spirit of student volunteerism and substantial community contribution while at Carleton. This award aims to increased student financial support by granting \$2,000.

K. Furlong, chair of the Advancement and University Relations Committee, advised that the committee unanimously recommends Valentina Vera Gonzalez as the award recipient, a fourth-year honours international business student. She has an outstanding GPA and built a humanitarian network for students from Latin America.

On the recommendation of the Advancement and University Relations Committee and Board Award Jury, it was moved by A. Keung and seconded by A. Tremblay to approve Valentina Vera Gonzalez as the recipient of the Board of Governors Award for Outstanding Community Achievement for the 2021/22 academic year, as presented. The motion carried unanimously.

5.2 Founders Award

An executive summary was circulated in advance.

The Chair advised that the Founders Award is Carleton's highest non-academic honour and is given to individuals who have made a significant contribution to the advancement of the University through their dedication and generosity and commitments to the values of the University.

K. Furlong advised that the committee unanimously recommends Dr. Carl McMillan as the Founders Award recipient for 2022. Dr. McMillan started at Carleton in 1968 and was one of the first Directors of what is now known as the Institute for European and Eurasian Studies. He has been engaged with the University for 55 years and established the funding of the Pushkin Endowment Fund and the McMillan Chair for Russian Studies.

On the recommendation of the Advancement and University Relations Committee and Founders Award jury, it was moved by D. Greenberg and seconded by N. Karhu to approve Dr. Carl McMillan as recipient of the 2022 Founder's Award, as presented. The motion carried unanimously.

5.3 2022/2023 Tuition Fees

An executive summary and presentation were circulated in advance.

J. Tomberlin, Provost and Vice-President (Academic), presented the framework for 2022-23 tuition fees for domestic students, both in province and out of province, as well as 2022-23 and 2023-24 international student fees. In 2019, the Ontario government announced a 10% tuition fee reduction on all grant-eligible tuition fees for the 2019-20 academic year, followed by a freeze in 2020-21. Grant-eligible tuition fees for Ontario residents continue to remain fixed at the 2019-20 level. However, the provincial government has permitted domestic tuition fees for out-of-province students to increase by 3% in 2021-22 and 5% in 2022-23.

When setting international tuition fees, Carleton considers other universities as comparators, based on comparison, another increase would be appropriate for 2022-23. The proposal includes a two-year framework, with an increase of 5% in international tuition for the B.A., Bachelor of Commerce, and most undergraduate degrees, an 8%

increase for the Bachelor of Engineering, Bachelor of Architectural Studies, and Industrial Design, and Computer Science. Most masters programs would increase by 3% with the exception of the Master of Engineering, Computer Science, and MBA. Carleton is not looking to increase PhD tuition fees and an effective rate of charging international PhDs the same as domestic by offering tuition bursaries. The Deans of each of the faculties have been consulted.

The Chair asked for clarification of the two-year increase in international fees. J. Tomberlin confirmed that it will be the same increase in each of 2022-23 and 2023-24.

J. Tomberlin also clarified the wording of the motion for the out-of-province domestic tuition advising that phrasing it as “up to a 5% increase” allows for flexibility.

On the recommendation of the Finance Committee, it was moved by G. Farrell and seconded by D. Alves to approve a freeze in domestic tuition fees for Ontario residents in 2022-23, as per the 2022-23 Ontario Tuition Framework, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by A. Tremblay and seconded by C. Khordoc to approve up to a 5% increase in domestic tuition fees for out-of-province students in 2022-23, as per the 2022-23 Ontario Tuition Framework, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by D. Greenberg and seconded by G. Garland to approve the proposed increases to the international tuition fees for 2022-23 and 2023-24, as presented. The motion carried unanimously.

5.4 2022/2023 Miscellaneous Administrative Fees

An executive summary was circulated in advance.

P. Dion advised that the approval of the miscellaneous administrative fees is part of the process for the approval of the annual operating budget. These proposed fees are in line with the Consumer Price Index (CPI) or in tandem with the University of Ottawa.

L. Dyke, Vice-President (Finance and Administration), noted that these are administrative fees, many of which are optional to students, are being increased with CPI and while the graduate application fee is not being increased as it is in collaboration with University of Ottawa.

On the recommendation of the Finance Committee, it was moved by D. Alves and seconded by S. Mingie to approve the Miscellaneous Administrative fees to be charged beginning in May 1, 2022, as presented. The motion carried unanimously.

5.5 2022/2023 Student Association Fees

An executive summary was circulated in advance.

P. Dion advised that Student Associations charge fees for their activities and the University collects those fees on the Associations' behalf. Charges are reviewed annually by the Finance Committee. It was noted that these are existing fees that have either remained unchanged or have increased as a result of student referenda or the Ancillary Fees Protocol.

L. Dyke advised that these are fees that are determined by student associations for their activities and go through a referendum process for any changes.

A member inquired about the career and placement fee that starts May 1, 2022. S. Blanchard, Vice-President (Students and Enrolment), responded that for the most part, these fees are implemented as of September 1st with the exception of the career and placement fee, which has an effective date of May 1st. The member followed up on the nature of the fee, how it relates to the career levies, and the services that the University provides. S. Blanchard advised that as part of the Student Choice Initiative, the students wanted to have more options including career supports. The Fee does not duplicate what the University is doing and it makes it more transparent for the students in terms of what the Student Association is there to deliver for their services.

On the recommendation of the Finance Committee, it was moved by C. Tessier and seconded by D. Greenberg to approve the 2022-2023 Student Association fees, as presented. The motion carried unanimously.

5.6 2022/2023 Operating Budget

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

P. Dion advised that the operating budget represents the resources available for core activities such as teaching, research, student services, academic and administrative support. For the 2022-23 operating budget, the Finance Committee is recommending the approval of an operating budget with revenues and expenses of \$521 million, up \$6 million from the previous year.

J. Tomberlin reviewed the budget planning cycle and process, starting with the Strategic Integrated Planning Committee, guidelines for the budget, attending a planning retreat, and then the Resource Planning Committee Chairs (RPCs) present requests. The Provost Budget Working group reviewed those plans and requests against the university's budget priorities and considered the feedback received from the RPCs in their presentations before making recommendations for resource allocations for 2022-23.

The 2022-23 Operating priorities are similar to 2021-22. As all decisions are guided by the Strategic Integrated Plan (SIP), the University is looking at investing in initiatives that help Carleton move forward on the three strategic directions of that plan. The hope is to no longer be in the pandemic next year and Carleton is investing in initiatives that would lead to the University's success following the public health crisis. The university continues to seek diversity in its sources of revenue, and to make investments in cost-containment strategies that promote the smart use of resources.

The five-year financial plan was based on stable enrolment over the planning horizon. It assumes frozen grant-eligible tuition fees in 2022-23 and 2023-24 followed by modest increases thereafter, and increases in international fees was based on the approved framework. The Provost noted that the increase to out-of-province domestic tuition was not included in these assumption. Salaries and benefits increases are anticipated taking into account legislated salary cap of 1% per year, inflationary non-salary central cost increase, and no special payments to the Pension Reserve required.

In terms of risk mitigation, the proposed 2022-23 operating budget conservatively allocated base budget to RPCs in an effort to maintain an appropriate level of base budget surplus over the planning horizon. RPCs were encouraged to use existing carry-forward funds to support one-time initiatives. This was reinforced through conservative fiscal budget allocations. Lastly, the fiscal component of base use to support new hires is held centrally until the new hires' start date, a move that provides additional financial flexibility centrally for the university.

A summary of the 2022-23 Operating Budget was provided highlighting that budgeted revenue and expenses are set at \$521 million. The Provost elaborated that government grants are expected to remain flat over the planning horizon, tuition fees may see with modest growth in the coming years, and that the university conservatively forecasts investment income.

He summarized the 2022-23 Allocations, indicating that \$1.5 million was allocated in base and \$11.2 in fiscal to RPCs. University Budgets were allocated from \$5.9 million in base and \$7.7 million in fiscal and that \$2.4 million base and \$3.0 million fiscal were allocated to contingencies. Total allocations for 2022-23 are recommended to be \$9.8 million in base and \$21.9 million in fiscal.

A large portion of RPC funding is going to the academic side of the university including: the Provost's Office, all of the Faculties, and the Library. Other areas in the budget include mandated student support, IT, utilities, fringe benefits, library acquisitions, campus operations etc.

There is \$22.9 million base and \$23.4 million fiscal allocated toward provisions and contingencies. This does not include the material amount of carry-forward residing with each of the RPCs.

A member asked what percent of annual increases, on average, have the proposed framework for international tuition corresponded to and if the University expects to see similar annual increases in the future. J. Tomberlin responded that tuition was modeled at 1% increase based on a two-year period. B.A. Bacon the long-term projections are conservative and it is a challenge to make predictions three or four years ahead. As the University set up all the assumptions over the long term, they were conservative, in terms of student enrolment and tuition fees. J. Mihalic, Planning Manager, advised that the assumption of 0%-8% was held throughout the planning horizon. If there are changes two years after the framework, that may have a material impact on the operating budget.

A member commented that there has been low inflation over the past five to ten years and expressed a concern about budget sensitivities given that we are in a period of heightened inflation and, at the same time, constrained by the provincial government.

On the recommendation of the Finance Committee, it was moved by A. Keung and seconded by D. Greenberg to approve the 2022-2023 operating budget, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Student Mental Health Framework 2022-2026 (S. Blanchard)

An executive summary, presentation, draft framework, and feedback summary were circulated in advance.

The Chair advised that the Student Mental Health Framework was launched in 2016 and the 3.0 framework has been reviewed by the Carleton community. He commented on the depth of collaboration and listening resulting in a richer framework.

B. A. Bacon advised that this updated framework will cover the period of 2022 to 2026. A draft was brought to the Board in March 2022 but there was one more round of discussions and revisions resulting in an enhanced text. The version is final with respect to the text but a professionally designed version will be shared with the Board in June 2022.

S. Blanchard introduced her team: Lisa Ralph (Associate Vice President, Student Affairs), Kristie Tousignant (Director, Health and Counselling Services), Greg Aulenback (Director, Strategic Initiatives), and Michaela Korgh.

She noted that a comprehensive consultation process was undertaken to reshape the Student Mental Health Framework, which has four areas of focus, 12 objectives, and 30 recommendations to support student mental health and wellness at Carleton.

The Framework is its final phase after a comprehensive process which began in October 2021. From the feedback, new areas of focus were incorporated such as safe substance use and harm reduction, cyber bullying and social media use, increasing access to

services, increased support in navigating those services, investigating best practices for supporting mental health in the curriculum and in the classroom, and striving to include equity, diversity, inclusion, and accessibility which are woven into the framework.

The main themes from the feedback included a focus on framework implementation, pedagogy and academic structures, community building and knowledge sharing, increased support, and Indigenous perspectives on mental health.

The draft framework was circulated and the following enhancements were made:

- Adjusting the wording of recommendations to be more intentional in the inclusion of Indigenous students and Indigenous perspectives;
- Increased emphasis on substance use health in the guiding values and framing section of the Framework; and
- Grammatical updates and strengthening language.

The final framework will be released to the Carleton community and they will engage the Student Mental Health Advisory Committee on developing work plans for implementation.

A member commented how proud they are as a member of the Board that the University is taking a leadership role on issues like mental health and substance use disorder. This framework and the additional supports will help keep students in school.

6.2 Coordinated Accessibility Strategy Annual Report

An executive summary and presentation were circulated in advance.

The Chair introduced the Carleton's Coordinated Accessibility Strategy (CAS) which was officially launched in June 2020. This report was provided to the Board as an update on the ongoing projects and part of CAS's commitment to transparency within the Carleton community.

S. Blanchard advised that CAS undertook a comprehensive consultation process and significant strides have been made in this strategy. The implementation of the strategy is being led by Research Education Accessibility Design (READ) Initiative which supports a number of accessibility initiatives, research projects, and offers training across campus. During the first year of the implementation of the accessibility strategy, different voices and perspectives were brought together to draft action plans and over the past year, have moved into the implementation phase.

C. Malcolm Edwards, Lead of the CAS Implementation, provided a presentation, noting Carleton aspires to be an inclusive university and she started by anchoring the discussion in the "why" of the CAS initiative existence. She shared the story of a student, Rebecca,

who faced barriers on campus due to disabilities but was able to find her voice and advocate for change.

Since the launch of CAS, significant action has been taken on 30 out of the 40 recommendations. The majority of the activities since the April 2021 Report are either underway or continuing, receiving more than \$15.8 million in funding. She noted that accessibility is not an end state, it is constantly evolving.

Highlights from the seven areas of focus included:

- Coordination and Leadership: Theory of Change, proposed standards for the *Accessibility for Ontarians with Disabilities Act* and updating the Accessibility Services website, and strategic communications;
- Education and Training: in coordination with the Paul Menton Centre (PMC), supports for instructors, understanding barriers, and the Accessibility and Wellness Series;
- Information and Communication: accessible events guide with Conference Services, relaunch of accessibility landing page, and accessible procurement literacy;
- Physical Campus: formalized audit agreement with the Rick Hansen Foundation and up to five buildings can be submitted for assessment per quarter, and partnership development with Key2Access;
- Employment and Employee Supports: benchmarking completed with recommendations for improving culture, implementation plan developed;
- Student Support Services: increase focus on graduate students and post-doctoral fellows, accessibility literacy and skillsets, challenging ableism; and
- Research and Development: increased awareness and profile, David C. Onley Initiative, \$3.3 million in funding through READ and partners on campus.

Intermediary outcomes (2020-2025) include creating system changes for the internal recognition of culture, embedded roles and resources, policy reviews, greater representation, and improved workplace accommodations and supports. Longer term outcomes (2025+) include acceptance of culture, going beyond the minimum standards, updated policies, and international reputation. CAS will continue to reflect, listen, and learn, and will continue to engage the Carleton community.

The Chair noted the progress that has been made in the two years of CAS and reflected on C. Malcolm Edwards' comment that there is not an end point to accessibility, it is continuous. He inquired if Carleton will continue in its current leadership role in this field. C. Malcolm Edwards responded that this report reflects on the achievements and gives perspective on all the progress that Carleton has made. There are now more than 30 people across different units that are committed and working around accessibility. There is a desire at Carleton to move beyond just compliance.

A member commented that when they first came to Carleton, they heard that it was accessible because it had tunnels but thought that there had to be more than just tunnels for accessibility. Since coming to campus, they are seeing that campus is more than compliant and are more than complacent. C. Malcolm Edwards responded that this is a reflection of the community at Carleton.

B. Vukovic, Director, READ Initiative and National Director, Canadian Accessibility Network responded that Carleton's leadership role is recognized domestically and internationally. In the last few months, there have been outreaches from Australia and the United States recognizing the position that Carleton has in terms of accessibility.

6.3 International Strategy Annual Report

A presentation was circulated in advance.

The Chair noted that the International Strategic Plan (2020-2025) sets a path to further enhance Carleton's international impact and to better support the capacity of faculty and students to engage internationally with the mission to enhance Carleton's international reputation for research and teaching and anticipate the needs of the future.

R. Goubran, Vice President (Research and International), introduced the International Strategic Plan which was launched in 2020, after extensive consultations with all stakeholders. The objective is to position Carleton International as the central hub for coordinating international activities across campus.

K. Schwartz, Associate VP (Research and International), provided an update on the progress that is being made on the International Strategic Plan. The COVID-19 pandemic has impacted the plan, but the community has been able to pivot. A review of the plan has been conducted and one of the goals has been to establish baselines that can be used as a point of comparison for the final evaluation of the plan in 2025.

The Strategic Vision of the plan is "Serve the World" and "Nurture Global Citizens", which aligns with the University's overarching Strategic Integrated Plan. Carleton's global presence includes more than 176,000 alumni worldwide, 4,580 international undergraduate and graduate students, and 127 student exchange agreements worldwide.

Carleton's international goals include:

- 1) International Research and Funding: create research collaborations, expand student research mobility, and increase research funding;
- 2) International Students: diversify student population, enhance student experience, and celebrate international students' contributions;
- 3) International Teaching, Knowledge, and Expertise: expand international programs, attract international scholars, and expand online academic offerings;

- 4) Internationalization at Home: leverage Carleton's location in the national capital, promote intercultural learning events, and develop global engagement certificate; and
- 5) International Mobility and Experiential learning: increase international mobility and experiential learning opportunities and showcase Carleton's successes.

International activities are diversified across campus with international research and funding being under the Office of the Vice President Research and International while international students is the prevue of the Vice President (Students and Enrolment).

Progress towards Goal 1 (International Research and Funding): Research funding grew 48% between 2017-18 and 2021-22 and \$17.3 million in research funding was awarded with 204 research grants and contracts over that same time period. There has been a steady upward trend in funding and a new source of funding is coming from foundations.

Progress towards Goal 2 (International Students): goals include attaching students from a diverse group of countries with the potential for strong academic research and performance. The percentage of new international students with a GPA of great than or equal to 80% has steadily been on the rise and was on average 86% in Fall 2021. Students are feeling integrated into the Carleton community and based on a comparative report, Carleton students feel more satisfied with the services offered than the average of other institutions. Students have come from 165 countries over the past 5 years. The top six countries from which Carleton draws its students are China, Nigeria, India, the United Arab Emirates, the United States, and Iran.

Progress towards Goal 3 (International teaching, knowledge, and skills transfer): includes the visiting scholars program with 35 virtual visiting scholars on 30+ research projects between April 2020 and February 2022, and 115 students placed in virtual international internship programs. There was a 246% increase in participation in Summer 2021 compared to Summer 2020.

Progress towards Goal 4 (Enhance Awareness and reduce barriers for international mobility and experiential learning opportunities): Enhanced student support to engage in international mobility through two Global Skills Operating Grants targeted for Indigenous students, low income students, and students with disabilities. Carleton's successes in international mobility were showcased at the International Research Mobility Symposium and this virtual event was attended by approximately 200 people.

Progress toward Goal 5 (Internationalization at home): Liaising with embassies to collaborate on cultural and education activities.

Response to international crises have been coordinated across the campus. As the Afghan crisis arose, a researcher put in an application to the International Development Research Centre and received a \$1.1 million grant for Scholars at Risk. Work was undertaken with Heads of Mission Spouses Association (HOMSA) to develop a grant for female Afghan refugees and Carleton is working with HOMSA to welcome students and offer ongoing

support. In response to the conflict in Ukraine, across campus there have been contributions to Scholars at Risk. The Institute of European, Russian, and Eurasian Studies hosted a series of teach-in forums with experts to help educate attendees on the ongoing crisis.

In terms of the international priorities going forward, the first is recovering from the pandemic pivoting back to face-to-face learning and meetings. The department is tracking outcomes in relations to baselines to make data-driven decisions. Additionally, they are seeking partnerships in countries with few or no linkages, and partnering on important international projects.

A member inquired about the student exchange program, noting that there are 127 exchange agreements in place and wondered how this number compares to other universities of a similar size. K. Schwartz responded that some universities target specific countries and would have fewer agreements by design whereas Carleton has a policy of diversifying so it is hard to compare to other universities. One issue is that across the country only 11% of students have some sort of international experience and Carleton is trying to increase the number of students that have this experience.

6.4 Report from the Chair (D. Fortin)

The Chair started his report by noting for new Board members that the Board meeting are not aligned uniformly across the calendar year. The meetings are lined up with the rhythm of the University and this is a particularly busy time of year. He thanked all of the committees and the committee chairs, and vice chairs for their work.

6.5 Report from the President (B.A. Bacon)

A written report was circulated in advance.

B.A. Bacon started his update noting that it has been a challenging but successful year. Classes ended in mid-April and April 28, 2022 is the last day for exams closing out the 2021-22 academic year. Carleton is prepared for the summer term, there is strong enrolment (11,000), and the majority of classes are scheduled to be in-person. Regarding the ongoing challenges of the COVID-19 pandemic, several weeks ago the University announced that the mask mandate would be lifted as of May 1, 2022, along with the vaccine mandate which was a decision across all Ontario universities. The vaccine mandate will still be lifted but due to a sixth-wave of the pandemic in Ottawa, the mask mandate will remain in place until further notice. The situation will continue to be monitored and adjustments will be made in real time.

Plans to host spring convocation ceremonies are moving forward starting on June 13, 2022 with one week for the 2020 and 2021 graduates and a second week for the 2022 graduates for a total of 40 ceremonies. He invited everyone to join and celebrate the success of Carleton's graduates.

On April 1, 2022, L. Dyke started her new role as Vice President (Finance and Administration). He thanked C. Taylor for her work as the interim Vice President and noted she has returned to her role as Assistant Vice-President (Human Resources). M. DeRosa has been appointed as the Dean of the Faculty of Science. B. Appel Kuzmarov has been appointed to Associate Vice President (International), P. Leland is joining Carleton as Executive Director of Risk Management to take over for Tony Lackey who is retiring.

Earth Day was celebrated on April 22nd and Carleton announced that the University has achieved a STARS gold rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education.

Admissions are on target for the fall and are in line with the proposed operating budget. Carleton is heading towards another successful fundraising year and congratulated J. Conley, Chief Advancement Officer, and her team for their work. The Carleton men's basketball team won the national championship for the 16th time in the last 19 years.

A member inquired with respect to the pandemic and the mask mandate and why the University chose to keep this mandate but suspend the vaccine mandate. B.A. Bacon responded that the vaccine mandate has not been lifted rather it has been paused. Faculty, staff, and students are still being required to attest to their vaccination status and are strongly recommended to get vaccinated. The decision was a sector decision and Ontario universities decided to move in this direction following public health advice. The University is trying to balance the legal, political, and health considerations. The member followed up asking if incoming new students will need to be vaccinated in September and B.A. Bacon responded that the decision is not known at this time.

6.6 Committee Chair Updates

6.6.1 Advancement and University Relations Committee

K. Furlong, Chair of the Advancement and University Relations Committee, noted that the committees for both the Board Award and the Founders Award met in April 2022. The committee heard from J. Conley on the fundraising and the Advancement Strategy with the goal of a rolling average of \$35 million annually and Carleton has surpassed this with fundraising of over \$40 million in 2021-2022. The committee also received an update on the Brand Awareness campaign which was launched by University Communications in February 2022. The geographic targets for this campaign are Ottawa, the Greater Toronto Area, Calgary, Edmonton, and Vancouver with influencers, business, and government leaders. The early metrics from this campaign are very positive with more than 44 million impression. The Committee also oversees government relations and A. Mullin, Director of Government Relations, presented a plan and initiatives with the municipal, provincial, and federal governments. Lastly, the committee oversees the work being done on the

Community Engagement Strategy, advising that internal consultations have been completed with over 600 participants.

6.6.2 Building Program Committee

A. Tremblay, Chair of the Building Program Committee, provided an update advising that the Committee received a status report on the Campus Master Plan renewal project being undertaken by Brook McIlroy Consultants. The consultation process has started with an announcement to the Carleton community for virtual consultation. The second phase will start in June 2022 with design and development visioning will be conducted over the summer, utilizing parametric models for design development. A Capital Planning Policy summary was provided and a planning module will be developed for Board training purposes. The policy describes three milestone approval touchpoints: the Capital Proposal Form, the Project Planning Report, and the Project Implementation Report.

The total value of projects currently underway on campus was \$257.3 million and the value of the work completed up to the end of February 2022 was \$126.7 million, with a forecasted spending of \$129.9 million. Ongoing capital projects include the Engineering Design Centre which should be finished by April 2022, the construction of the new residence building started in March 2022, the schematic designs for the Wellness Hub project has been completed but is on hold pending the results of the RFI from the City of Ottawa, the Sustainability Research Centre is moving forward to design development and an RFP for construction services will follow shortly. The Loeb Building is having work done to address the stairs and a Building Condition Assessment Report for Patterson Hall is complete. For Capital Renewal and Deferred Maintenance, there is a \$14 million annual allocation plus the funding from the Province's Faculties Renewal grants, and a number of projects are underway.

6.6.3 Finance Committee

P. Dion, Chair of the Finance Committee, provided an update from the April Finance Committee meeting which included an approval of the Investment Policies and Procedures for the Retirement Fund, reflecting the new Responsible Investing Policy. Items for Information included the Investment Report on the Endowment, Provincial Matrix Ratios, and the Report for the ongoing Capital Projects budget. P. Dion advised that D. Alves has been unanimously approved as an external member for the Investment Committee.

7. OPEN-OTHER BUSINESS

No additional business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 5:05 p.m.