

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

Minutes of the 641st Meeting of the Board of Governors
Tuesday, April 30th, 2024 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	G. Farrell (Chair)	L. Grussani	J. Nelson (Virtual)
	B. Creary (Vice-Chair)	A. Hamdani (Virtual)	L. Newton Miller
	A. Chan	N. Karhu	B. O'Connor (Virtual)
	J. Devoe	A. Keung (Virtual)	P. Smith
	K. von Finckenstein	M. Main	J. Taber (Virtual)
	D. Fortin (Virtual)	D. Maseko (Virtual)	C. Tessier
	K. Furlong (Virtual)	S. Mingie	A. Tremblay
	M. Gillis	G. Morris	J. Tomberlin
	D. Greenberg	J. Muthukumar (Virtual)	P. Wolff
REGRETS:	Y. Baltacioğlu	H. Babb	P. Dion
	J. Camelon	J. Ojangole	
STAFF:	N. Afouxenidou	S. Levitt	K. McKinley (Virtual)
	S. Blanchard	C. Khordoc	G. Nower
	B. Billings	A. Marcotte	S. Phillips
	L. Dyke	N. MacDonald	P. Rankin
	T. Frost	C. Malcolm Edwards	K. Solomon
	A. Goth (R. Secretary)	J. Mihalic	B. Vukovic (Virtual)
	R. Goubran		
GUESTS:	S. Mason (Gordian)	S. Stanley (Gordian)	

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He recognized that April 28th marked the National Day of Mourning to honour those who have lost their lives, been injured, or experienced a work-related tragedy and is a day to renew Carleton's commitment to improving health and safety across campus. He reviewed the meeting protocols for members in person and attending virtually.

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 agenda was circulated in advance.

It was moved by S. Mingie and seconded by L. Grussani that the open agenda of the 641st 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 639th Board Meeting.

The following items were circulated in the open consent agenda for approval: Board Award for Outstanding Community Achievement Recipient, Founders Award Recipient, 2024/2025 Miscellaneous Administrative Fees, 2024/2025 Student Association Fees, Statement of Investment Policies and Procedures for the Retirement Fund, *Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act*, and Academic Unit name Change - School of Canadian and Indigenous Studies.

The following items were circulated for information: University Committee Minutes from the January meetings of the Advancement and University Relations Committee and the February meeting of the Building Program and Finance Committees, Capital Renewal (Deferred Maintenance) Plan for 2024/2025, Ongoing Capital and Deferred Maintenance Project Status Report, Update on Transportation Plan and Parking Strategy, Kinàmàgawin Strategy Progress Update, Reputational Enhancement Project Update, Advancement Strategy 2023/2024 Update, Government Relations Update, and Minutes from Senate.

It was moved by C. Tessier and seconded by M. Gillis that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Loeb Building Renovations – Project Planning Report

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

C. Tessier, Chair of the Building Program Committee, introduced the item advising that the University plans to renovate the Loeb Building to mitigate health and safety concerns

and to enhance the exterior aesthetics and energy efficiency. The Project Planning Report was the second stage of the approval process and the Project Implementation Report would return to the Board in the 2024/2025 year. She advised that the project cost was estimated at \$40 million, which would be funded through the debenture.

L. Dyke, Vice-President (Finance and Administration), advised that the purpose of the Planning Report is to for the Board to review the schematic design and Class “C” estimates and provide the University authorization to invest in the development of drawings. The Project Planning Report was reviewed and approved by the both the Building Program and Finance Committees. A 2021 condition assessment of the Loeb Building found that its cladding was at end of life and could present safety concerns. The project committee recommended maintaining the building’s aesthetic with a slight update, enhancing the building efficiency, and possibly generating its own energy through photovoltaic panels.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation advising that Carleton had retained Hariri Pontarini Architects for design services for the Loeb Building Envelope Renewal. Design methodology focused on improving the building exterior envelope aesthetics while increasing the energy efficiency and architectural integrity of the original façade. He reviewed the proposed envelope materials of ceramic, solar panels, metal flashing, bird friendly glazing, and repointing brick on the stair towers. Signage would be updated at the lobby entrance, including a proposed land acknowledgement. Two design options for the lobby were shared as well as a proposed design for the third-floor patio area.

Project risks include noise and dust disruption as the building would be partially occupied during the construction phase. The construction market was still uncertain and volatile but he anticipated that the bidding process would see a more stable market; however, year-over-year inflation continued to be a risk and that the building’s age increased the likelihood of unforeseen conditions. The updated budget breakdown was shared, at a total of \$40 million including built-in contingencies for construction and design.

The project committee continued to meet with stakeholders, such as Facilities Management and Planning, the Faculties in the Loeb Building, the City of Ottawa, and adjacent building occupants. He reiterated that the funding for the project would come from the debenture and the capital renewal and deferred maintenance (CRDM) funding could also support the project. A high-level schedule was shared with construction commencing in 2025, and anticipated completion in 2027.

On the recommendation of the Building Program and Finance Committees, it was moved by C. Tessier and seconded by A. Hamdani to approve the Project Planning Report and proceed to a Project Implementation Report to include a class “B” estimate for the Loeb Building Envelope Remediation and Replacement at a project cost not to exceed \$40 million, as presented. The motion carried unanimously.

5.2 P9 Parking garage Decommissioning – Project Implementation Report

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

C. Tessier reminded the Board that the P9 Parking Garage was built in 1969 and is at end of life. The decommissioning budget was set at \$8 million and the garage had officially been closed. The project implementation report was the last step in the Board approval process and decommissioning would commence in May 2024.

L. Dyke confirmed that this was the final report to the Board as part of the Capital Planning Policy and approval of the report provided authorization for Carleton to begin the project. Cracks were observed in beams in 2018 and the University had been spending \$1 million annually to ensure that the structure was safe for use until decommissioning. The initial cost estimates were \$5 million for the decommissioning, but new requirements imposed by the City of Ottawa led to additional costs, increasing the estimate to \$8 million.

B. Billings, Executive Director, Campus Safety Services, provided a presentation outlining that Carleton completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in Spring 2024. The project objective was to eliminate the need for Carleton to continue the allocation of funds for maintaining a deteriorating asset and the decommission P9 in a way that best supports the intended use of the site in the future.

G. Nower advised that Moriyama Teshima Architects were retained as the prime consultant on the project. The demolition permit application was approved by the City of Ottawa. A consultant was retained to monitor vibrations, specifically for the Information Technology Services (ITS) infrastructure in the adjacent building, Pigiarvik during demolition. Carleton was working with the City on requirements due to the proximity of the O-Train line and there was a robust communications strategy in place. The City required portions of the demolition to be done during the engineering hours of 1:00 a.m. and 5:00 a.m. and also asked that there be flaggers on the track to ensure safety for the LRT.

Project risks included the above-mentioned proximity to the O-Train line, impacting costs and timelines for the project. Vibration analysis would be conducted during demolition and a report would be generated with recommended protections to prevent disruptions for ITS. The updated budget of \$8 million was shared, including a breakdown of the project costs and the additional City of Ottawa requirements.

B. Billings reviewed the stakeholders, including Parking Services, Facilities Management and Planning, Environmental Health and Safety, P9 Permit Holders, the City of Ottawa, and adjacent building occupants. The funding for the project would come from Parking Services and he confirmed that the budget increase to \$8 million was approved by the

Board on March 6, 2024. A high-level project schedule was shared with proposed demolition commencing in May 2024 with completion by Fall 2024. After demolition, the site would be graded to meet adjacent boundaries and potentially resurfaced at a later date.

A member inquired as to the anticipated space usage after the demolition of P9 and any associated considerations. G. Nower responded that the space would be a green field but that the site was being prepped for further development, including relocated fiber and cabling and tunnel relocation.

On the recommendation of the Building Program and Finance Committees, it was moved by C. Tessier and seconded by A. Hamdani to approve the Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented. The motion carried unanimously.

5.3 Capital Renewal Annual Funding

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

The Chair introduced S. Mason, Senior Account Manager, and S. Stanley, Data Lead, from Gordian Consulting and welcomed them to the meeting.

C. Tessier advised that the report provided assists the Board in understanding the past and future investment needed for campus infrastructure at Carleton. A comparison of Carleton's Facilities Management Strategy with peer institutions noted a growing mismatch between the campus space and enrolment, with increasing campus density.

L. Dyke provided context that in 2014/2015, the Board committed \$14 million per year for ten years from the operating budget to support capital renewal and deferred maintenance. The Board requested that the campus deferred maintenance needs be reviewed by management and a recommendation with respect to future funding be brought forward. In 2021, a new facilities conditions index methodology was adopted. It estimated Carleton's deferred maintenance at \$1.2 billion. Gordian Consulting was engaged to provide a better understanding of campus infrastructure needs.

S. Mason provided a presentation on the return on physical assets analysis for Carleton. Since 2010, Carleton's enrolment has outpaced the growth in square footage and Carleton was one of the highest density campuses in Gordian's database, outside of community colleges. Higher-density campuses require additional operational resources and benefit from having more staff to maintain expected service levels and capital programs. Buildings being used at a higher frequency for longer operating hours can experience shortened lifecycles, requiring more frequent investment to avoid deterioration.

The majority of Carleton's academic campus was built in the Post-War and Modern era (1950-1970). There are challenges from buildings of this era. They may have lower-quality construction and require frequent repairs, disproportionately drawing on available resources. Approximately 65% of the buildings on campus were over 50 years old, but Carleton recently made some strides in improving the age profile through the capital investment program and the number of buildings under 25 years old was steadily increasing. Assuming no intervention, the risk of the aging buildings would continue to grow with 81% of campus space predicted to be high-risk by 2031. This could be mitigated by continuing a strong capital deferred maintenance program and extending the allocation of funding for investment into the aging campus.

Since Fiscal Year (FY) 2017, the investment had almost doubled with funds going into existing spaces, campus infrastructure, and new construction. Carleton maintained a consistent mix of funding with a balance of investment into new infrastructure investments with significant reinvestment back into the needs of its existing buildings. Carleton's facilities team had made strategic decisions with its funding allocations with the majority of the funding going towards high-risk buildings that were over 25 years old, which is where the highest level of need is, with the rate of spending exceeding the percentage of space.

To target annual investment, 3% of the replacements value in FY 2022 was \$57.8 million. Based on each building's complexity, size, and function, it will have different life cycle needs. Targeted for Carleton's campus, this would be \$22.2 million for envelope/mechanical and \$30.8 million for space/program, or an annual targeted investment of \$16.7 million for envelope/mechanical and \$10.8 million for space/program. Carleton would need to consistently invest above its annual investment target if it wants to stabilize the backlog of deferred maintenance. Carleton's increased spending was largely from an increase in the University's stewardship program, rather than relying on one-time capital investments. With higher inflation, there continues to be a need to catch up on maintenance across campus. In the event of future emergencies or strategic initiatives, reallocation of these resources would impact the continued ability to steward facilities' needs.

L. Dyke added that Carleton had been investing its deferred maintenance budget in high-impact areas and had been stabilizing its deferred maintenance backlog. Gordian estimated that to maintain a stable backlog, Carleton needed to spend approximately \$28 million per year. In addition to the \$14 million a year from the operating budget, Carleton also receives \$5 million from the Ontario government's Facilities Renewal Program. Given the challenges to the operating budget and the current level of investment will allow Carleton to maintain a stable backlog, it was recommended that the Board approve the allocation of \$14 million from the operating budget for each of the next three years.

On the recommendation of the Building Program and Finance Committees, it was moved by A. Tremblay and seconded by G. Morris to approve the University's continued commitment and allocation of \$14 million for Capital Renewal and Deferred

Maintenance work for an additional three (3) fiscal years after the 2024/2025 fiscal, as presented. The motion carried unanimously.

5.4 2024/2025 Tuition Fees

An executive summary and presentation were circulated in advance.

A. Hamdani, Chair of the Finance Committee, introduced the item. He advised that the freeze of domestic tuition remained in place. An increase of 5% for out-of-province domestic students was proposed, with strategic increases for international student tuition, based on market comparisons. The Finance Committee reviewed the item and were recommending its approval.

P. Rankin, Provost and Vice-President (Academic), explained that Ontario had been in a prolonged domestic tuition freeze after the 10% reduction in 2019/2020. The estimated cumulative impact on Carleton from the cut and freeze, up to and including 2023/2024 was \$193 million. Select programs were approved for adjustment in 2023/2024 under the tuition anomalies policy, for programs shown to be more than 15% below similar programs, including: Bachelor of Commerce, Bachelor of International Business, and Master of Business Administration. Increases for out-of-province domestic tuition were allowed for up to 5%.

For 2024/2025, the Province confirmed that domestic tuition would remain frozen. It allowed increases to out-of-province domestic tuition by the maximum of 5%, and tuition anomaly adjustments on approved programs by a maximum of 7.5%. Given the volatility in the international student space, a two-year framework was proposed to provide additional stability. A market comparison on international fees showed Carleton to be within the range of other institutions, but below the Provincial average of the larger institutions for undergraduate international tuition. For 2024/2025 and 2025/2026, an increase of 8% was proposed for undergraduate degrees, 3% for Research Master's, 8% for Professional Master's, and 0% for PhDs. The proposed increases would generate an additional \$6 million and would offset the decreased level of international enrolment.

A member asked for the rationale for the increases regarding international tuition. P. Rankin responded that, compared to other similar institutions, Carleton's rate was lower for undergraduate international tuition. Decisions were made in consultation with the Deans and they were in agreement that this would not impact recruitment. She added that it was important from a profile perspective to not undersell programs as the lower fees can be interpreted as lower quality.

On the recommendation of the Finance Committee, it was moved by S. Mingie and seconded by N. Karhu to approve domestic tuition for 2024/2025, as per the 2024/2025 Ontario Tuition Framework, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by J. Devoe and seconded by A. Keung to approve the proposed increases to the international tuition fees per year for 2024/2025 and 2025/2026, as presented. The motion carried unanimously.

5.5 2024/2025 Operating Budget

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

A. Hamdani introduced the item, commenting that the budget for 2024/2025 was set against a backdrop of constraints, including the freeze on domestic tuition fees and modest government grant increases. The proposed budget reflected strategic priorities such as enhancing student recruitment and expanding online education. Despite these initiatives, the University projected an operating deficit after a 3% across the board cut. The Finance Committee thoroughly reviewed the operating budget and recommend its approval.

P. Rankin outlined the areas of focus for the 2024/2025 budget included undergraduate recruitment and retention, program refresh, new online markets, service rationalization, and process modernization with the Strategic Integrated Plan (SIP) focus of “Serve Ottawa, Serve the World”. She reviewed the budget prioritization process with the Resource Planning Committee (RPC) Chair submitting planning and budget proposals, followed by a rigorous process of sharing presentations among RPC Chairs before allocations were proposed.

A number of assumptions were factored into the budget making process, including pressures and opportunities. Major changes since the presentation to the Board in November 2023 included the international student visa caps and processing delays, as well as the repeal of Bill 124. The Province announced three years of increases to the operating grant (3%, 2%, 2%) and one year of additional money for previously unfunded STEM students, totaling approximately \$7.2 million. Those announcements were made after Carleton’s decision to implement a 3% base expenditure budget cut. Additional assumptions for revenue included the continued freeze to domestic tuition fees and the adjustments for tuition anomalies.

For 2024/2025, enrolment projections showed an increase in domestic enrolment with a conservative estimate of a 1% increase in domestic undergraduates; however, a decrease of up to 25% in international undergraduate enrolment was projected. Due to spillover from the cap on undergraduate international students, a decrease of 10% was anticipated for the international graduate intake. Admission statistics for Fall 2024 were shared. OUAC 101 applications were up 5.5%, but international applications were down 27.6% as at April 18, 2024. Domestic graduate students, particularly at the Masters level, were up significantly, attributable largely to the online MBA program.

To mitigate pressures, Carleton continued to plan cautiously over the five-year horizon. The goal was to maintain sufficient reserves and contingency balances, modeling a range of scenarios with a strategic financial group to plot a course of action. There was significant potential for a more positive outlook due to the possible impact of new programs, a bounce back of international enrolment, or further assistance from the Province. Given the current volatility of the sector, budgets were planned conservatively.

For 2024/2025, an operating deficit of \$26 million was projected, based on revenues of \$534 million and total expenses of \$560 million. This projection excluded the Bill 124 one-time, retroactive payment but an estimate of the ongoing salary cost increases were included. The operating deficit would likely move Carleton from a medium to a high-risk categorization under the Province's Ontario Framework for University Financial Accountability. It was highlighted that 69% of the University's income was government regulated and that 75% of expenses were related to staff costs. An expense variance of \$33 million was expected for salaries and benefits between 2023/2024 and 2024/2025. Other year-over-year changes included an additional \$1 million in student supports and \$5 million for campus infrastructure. A \$4 million decrease in operating expenses was attributed to the 3% cuts. A breakdown of the allocations in base and fiscal funding for the RPCs was shared, including allocations for new programs, information technology, and campus operations.

Looking ahead to 2025/2026 and beyond, the university sector was facing significant financial headwinds. For 2028/2029, a budget deficit of \$80 million was forecasted based on the frozen domestic tuition fees and the other previously discussed assumptions. If everything remained the same with no actions to reduce expenditures, Carleton's spending would continue to seriously outpace revenue projections. To balance the most pessimistic scenario, the University would have to apply \$19.8 million annually in base cuts and draw on \$71 million in reserves. There were revenue growth opportunities from the new undergraduate programs in development, a bounce back in international student enrolment, or the MCU operating grant set as continuing the outlook would be more optimistic and could eliminate the projected deficit.

The Chair advised that additional conversations took place between members of the Finance Committee and management on the budget, commenting on the extensive dialogue, debate, and discussion from members.

A member asked what the greatest concerns for the 2024/2025 year were for the budget. P. Rankin responded that she was concerned about the impact of the cap on undergraduate international students and its spillover effect for overall international graduate enrolment. It was a sector-wide concern financially and for the Canadian brand.

A member asked if other universities were hitting the cap on international undergraduate students. J. Tomberlin, Interim President and Vice-Chancellor, responded that most other universities were similar to Carleton and not hitting the cap, outside of some smaller institutions that were partnered with colleges.

A member inquired about the debenture and if the proposed budget would impact the regularly planned payments. J. Tomberlin responded that there was no change and Carleton continued to contribute to the sinking fund.

A member commented on the earlier presentation that noted Carleton's high campus density and the six new programs mentioned in the budget's revenue opportunities and asked how those would be accommodated on campus. P. Rankin responded that they worked closely with the Faculty of Science which would be the most impacted, and they were confident that the space issues could be resolved. For the nursing program, they are looking to space in Kanata, closer to the Queensway Carleton Hospital and one of the programs is online. L. Dyke added that Carleton is using space on campus as effectively as possible and continues to maximize space usage.

A member asked about the internal communications plan with respect to the budget. P. Rankin responded that a pre-budget discussion took place at Senate in April to prepare the academic community and the final budget will be presented again to Senate on May 3, 2024. A webinar presentation would be conducted in May for the broader campus community and give the opportunity for questions and to ensure transparency.

On the recommendation of the Finance Committee, it was moved by A. Hamdani and seconded by A. Tremblay to approve the 2024/2025 Operating Budget, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Coordinated Accessibility Strategy Annual Report

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

S. Blanchard, Vice-President (Students and Enrolment), introduced the item advising that Carleton's Coordinated Accessibility Strategy (CAS) was launched in June 2020 and since that time, significant strides had been made in implementing the strategy. The Accessibility Institute has initiatives supporting accessibility, including a Community Accessibility Network (CAN). Since 2020, engagement in accessibility activities across the University had more than tripled and there was greater involvement from leadership in implementation of the CAS's recommendations. She welcomed B. Vukovic, Director of the Accessibility Institute and C. Malcolm Edwards, Lead of the Coordinated Accessibility Strategy.

C. Malcolm Edwards provided a presentation on the CAS 2024 Annual Report and Carleton's commitments to accessibility, noting the involvement of 70-plus individuals representing different units across campus. Progress had started on 39 out of the 40

recommendations within the CAS, with upcoming work on the remaining item. Highlights undertaken as part of CAS were highlighted including:

- Coordinated Leadership: CAN surpassed 100 collaborators and CAS reviewed training to identify and address systemic barriers;
- Education and Training: Disability Justice & Crip Culture Collaboratory roundtable on teaching, accessibility and disability, and an EIC workshop took place on accessible and equitable practices in postsecondary education;
- Information and Communications: release of event guide, creation of single-source email, HR review of website;
- Physical Campus: Collaboration for better bus stops, creation of emergency procedures, and 22 building audits completed;
- Employee and Employee Supports: Faculty Affairs to highlight accessibility initiatives and new medical accommodations process and training;
- Student Support Services: Library created dedicated accessible study rooms, accessible practices in graduate studies, and the development of the Carleton Mobile campus map; and
- Research and Development: Launch of a collaborative Master's in Accessibility, Carleton committed four Canada Research Chair allocations in accessibility and disability, in 2023/2024 over \$1.1 million in funding was brought into campus for accessibility research and a total of \$12.6 million has been brought to campus since 2020.

Next steps included the creation of a new accessibility information commons on the website, the launch of the Professional Education for Accessibility Competence Certificate in Spring 2024, completing the action plans resulting from the previous physical campus audits, and undergoing a consultation process to develop the next iteration of the CAS for 2025. She underscored the imperative of innovative thinking and being champions of accessibility at Carleton.

A member commented that from the list of acknowledgements in the report, it was clear that close to all units on campus were involved which was positive to see.

A member asked if there would be any events for National Accessibility Week at the end of May. C. Malcolm Edwards responded that there would be a number of activities that would be promoted shortly with a communications plan and social media campaign.

A member commented on the amount of funding for accessibility that had come into campus and asked if Carleton was a national leader in this space. S. Blanchard responded that Carleton is and will continue to be a leader and are attracting from across Canada and internationally.

6.2 Report from the Chair

The Chair provided a verbal update advising that May was Asian Heritage Month, which offers a great opportunity to reflect on and celebrate the many and diverse contributions of Asian Canadians to the growth and prosperity of the Carleton community and Canada in general.

In mid-April, Carleton announced its new President and Vice-Chancellor, Wisdom Tettey. The news was well received by the community and there was already a growing excitement. He advised the Board that the upcoming spring convocation ceremonies were swiftly approaching with the dates set for June 17 to 21 this year. For those wanting to attend, the schedule of ceremonies was available on the convocation website and they could reach out to A. Goth, University Secretary, and she can make arrangements for attendance.

He reminded that Board that Carleton would host the second Challenge Conference on May 8, 2024 and encouraged members to reach out to A. Goth if they would like to attend and that the Council of Ontario Universities will be hosting a virtual workshop on June 20, 2024 as more details become available they will appear in the board newsletter.

6.3 Report from the President

A written report was circulated in advance.

J. Tomberlin started his report with the announcement that S. Phillips had been appointed Interim Chief Advancement Officer to lead Carleton's advancement initiatives and welcomed her at the meeting. He provided a few highlights from the campus community since the last meeting including:

- Carleton enjoyed championship victories for the Ravens Women's Basketball and Nordic Skiing teams;
- In March, Carleton held a Convocation for Therapy Dogs and their handlers;
- On April 24th, Carleton hosted the InspirED 2024: CU Teaching Innovation Symposium exploring AI;
- In February, Carleton held a number of Black History Month events with lectures and discussions;
- The Faculty of Engineering and Design launched a new EDI action plan;
- The Anako Indigenous Research Institute hosted an event on recovering and revitalizing Indigenous languages and the importance of preserving cultural heritage;
- The Centre for Indigenous Support and Community Engagement hosted the fifth Kinàmàgawin Symposium; and

- The School of Architecture and Urbanism was holding a display of 100 projects from the MA and BA Architecture Studies and Board members were invited to attend following the meeting.

On April 8, 2024, Intellectual Property Ontario initiated a new investment to support Carleton University in enhancing innovation and intellectual property commercialization projects. Carleton was one of ten Ontario postsecondary institutions benefiting from IPON's total \$2.9 million investment and will be directing the University's allocated funds to initiatives for improving intellectual property commercialization efforts through growing industry partnerships. In addition, the Ontario government announced that three Carleton researchers would each receive \$140,000 Early Researcher Awards for their research projects, namely protecting endangered turtle populations, prostate cancer imaging, and managing on-peak energy demands.

6.4 Committee Chair Updates

6.4.1 Advancement and University Relations

D. Greenberg, Chair of the Advancement and University Relations Committee, advised that the Committee met on April 11, 2024 and reviewed the jury recipients for the Board and Founders Awards. The 2024 recipients were Christopher Pratt for the Board Award for Outstanding Community Achievement, and Jean Teron for the Founders award. Both individuals demonstrated outstanding service to the community and are very-well deserving of the awards for which they were nominated.

The Committee received four items for information, starting with an update on the Advancement Strategy from J. Tomberlin and an introduction to S. Phillips in her new position as Interim Chief Advancement Officer. Carleton University's fundraising strategy was centered on "Gifts through Carleton" a purpose-based model that is focused on societal positive impacts rather than just University gains. The strategy has a three-year rolling average revenue of \$40 million. The second was an update from K. Horn-Miller, Associate Vice-President, Indigenous Teaching, Learning, and Research, on the Kinàmàgawin strategy and the progress towards its 41 Calls to Action over the past two years. T. Frost, Chief Communications Officer, provide an update on Carleton's Reputational Enhancement Project and on the upcoming Challenge Conference. Lastly, A. Mullin, Director, Government Relations, provided an update on the relationship between Carleton and the three levels of government, including moving forward with the nursing program.

6.4.2 Building Program

C. Tessier, Chair of the Building Program Committee, advised that the Committee met on April 19, 2024 and approved three items. The Project Planning Report for the Loeb Building Renovations, set at \$40 million, was approved. The P9 Parking Garage Decommissioning Project Implementation Report was also approved, with a budget not to exceed \$8 million. The Committee received a presentation on the Capital Annual Funding from Gordion, which included a data-based inventory of campus infrastructure density. The fiscal year of 2024/2025 is the last of the 10 years that the University committed to a spending of \$14 million per annum to prevent a growing backlog of maintenance needs. An extension of three years beyond the 2024/2025 fiscal year was approved earlier in the meeting.

The Committee also received three items for information including the Capital Renewal (Deferred Maintenance) Plan for 2024/2025, an update on the Transportation Plan and Parking Strategy and were cognizant of the parking challenges related to the demolition of P9 and the delayed LRT, and the Ongoing Capital and Deferred Maintenance Projects Status Report, with the value of work completed to February 2024 totaled \$84,152,041 and forecasted expenditures would total \$116,256,616.

6.4.3 Finance

A. Goth advised that the Committee met on April 19, 2024 and approved a number of item in addition to those already discussed by the Building Committee. Other items for approval were covered earlier as well including the Operating budget, the Tuition Fees for domestic and international students for 2024/2025, Miscellaneous Administrative Fees for 2024/2025, and Student Association fees for 2024/2025, including results from recent referendums that led to changes such as the addition of a Mental Health Fee.

Other items for approval included the Statement of Investment Policies and Procedures for the Retirement Fund that outlined the investment strategy for Carleton University's retirement plan, which was valued at \$1.6 billion, and the appointment of Clearlake Capital Partners VIII as the Private Equity Investment Manager. The Committee also received an updated on the Ongoing Capital and Deferred Maintenance Projects on campus.

7. OPEN-OTHER BUSINESS

No other 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 5:00 p.m.