

**CONSENT AGENDA
to the Open Agenda of the 624th Meeting of the Board of Governors**

**Thursday March 11th, 2021
Via videoconference**

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes

- a) Approval of the Open Session Minutes of the 623rd meeting.

4.1.2 Appointment Guidelines for Senior Administrative and Academic Positions

- a) Chancellor
- b) President and Vice-Chancellor
- c) Provost and Vice-President (Academic)
- d) Vice-President (Research and International)
- e) Vice-President (Finance and Administration)
- f) Vice-President (Students and Enrolment)
- g) University Secretary
- h) Guidelines for Senior Academic Administrators by the President

4.2 ITEM(S) FOR INFORMATION

4.2.1 Carleton Energy Master Plan

4.2.2 Ongoing Capital Projects Status and Capital Renewal (Deferred Maintenance) Update

4.2.3 Update on 2020/2021 Operating Budget and Status of Reserves

4.2.4 Committee Minutes

- a) Advancement and University Relations Committee
 - September 21, 2020 Meeting
- b) Building Program Committee
 - November 17, 2020 Meeting
- c) Finance Committee
 - November 17, 2020 Meeting

4.2.5 Minutes from Senate

- October and November 2020



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 623rd Meeting of the
Board of Governors**

**Tuesday, December 1st, 2020 at 3:00 p.m.
Via Videoconference**

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

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 and staff members as well as the new board members to the meeting.

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

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

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance. It was moved by Ms. Honsberger and seconded by Ms. Tessier that the open agenda of the 623rd meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: the minutes of the previous meeting, business arising from the minutes and the Investment Policy on Non-Endowed Funds. The following items were distributed for information: Open Space Plan, Carleton Dominion Chalmers Centre-Master Planning, Ongoing Capital Projects Status Report and Capital Renewal, 2020/21 Ancillary Budget Update, Investment Report for the Endowment, Pension Plan Report, Election Process and Handbooks, Community-at-Large Advertisement, committee minutes, and minutes from Senate.

The Chair noted that the Investment Policy on non-Endowed Funds was pulled from the Consent Agenda and will be tabled at the March meeting.

It was moved by Mr. Greenberg and seconded by Dr. Sloan, that the items in the open consent agenda be approved, as amended. The motion carried with one opposed.

5. ITEMS FOR APPROVAL

5.1 2020/2021 Operating Budget Update and Discretionary Spending

An executive summary and presentation were circulated in advance.

Debra Alves, the Chair of the Finance Committee spoke to this item.

In September 2020, based on concerns regarding the potential impact of the pandemic on Carleton's finances, the Board placed a hold on the \$23M discretionary funding in the 2020/21 budget. Since then, enrolment has been closely monitored against projections with final summer and fall enrolment numbers having surpassed the optimistic revenue scenarios. As a result, management is projecting a tuition revenue in line with the original pre-pandemic budget projections. The university has sufficient reserves, including a COVID reserve and sufficient cash balances, to address unexpected expenses.

Based on this financial outcome, the Finance Committee accepted management's proposal and recommends to the Board the removal of the hold on the discretionary spending for the 2020/21 operating budget.

On the recommendation of the Finance Committee, it was moved by Ms. Alves and seconded by Ms. Honsberger that the Board of Governors approve the release of the \$23 million 2020/2021 discretionary allocations currently on hold, as presented. The motion carried with two abstentions.

5.2 Framework for the 2021/2022 Operating Budget

An executive summary and presentation were circulated in advance.

Debra Alves, Chair of the Finance Committee, presented this item, outlining that the Finance Committee received the 2021/22 operating budget framework and key assumptions. Given the uncertainty surrounding 2021/22 enrolment, management presented three projections – an optimistic, a moderate and a pessimistic scenario. In the absence of a tuition framework from the Province of Ontario, the assumption is that domestic tuition fees will continue at the same level as 2020/21. Assumptions on international tuition fees are consistent with those a previously approved by the Board of Governors.

As the government has delayed implementation of performance-based funding for the next two-years, it is assumed that 2021/22 government grant funding will not be impacted by performance metrics. On the expense side, the university is subject to Bill 124 which limits public sector employee salary increases to 1% per year over a three-year period. Other central operating expenses are projected to increase by 3%. The faculties and operating divisions are developing operational priorities and strategic initiatives and the budget allocations will be consistent with the Strategic Integrated Planning directions.

A balanced operating budget is projected for 2021/22 with the biggest risks related to lower than projected enrolments, additional government funding reductions and/or poor investment returns from the endowment fund. However, management advises there are existing reserves that can address potential short-term shortfalls.

On the recommendation of the Finance Committee, it was moved by Ms. Alves and seconded by Dr. Malloy that the Board of Governors approve Carleton's planning framework for fiscal year 2021/2022, as presented. The motion carried unanimously.

5.3 Capital Proposal Form – Replacement Parking Structure

An executive summary, capital proposal form, pro-forma financials and presentation were circulated in advance. Beth Creary, Chair of the Building Program Committee presented this item.

The Building Program Committee and the Finance Committee met to consider the next steps in the development of a replacement parking structure for P9. The parking garage needs to be decommissioned in 2024. Due to the cost of maintaining the garage being prohibitive, the university developed various options for a replacement structure in conjunction with Moriyama Teshima Architects, with financial assessments by E.Y. Management. The committees are recommending to the Board that the university proceed with the preliminary design, cost estimate, schedule, and funding to build on the P4 lot a new structure with one parking level below grade and three levels above grade. The advantages of the location include: central campus location, potential for tunnel connection to the LRT and Athletics, options for revenue generation from commercial tenants, transit hub to connect multi-modal transportation options, and a high walkability score. The financial implications include construction cost in the range of \$40 –45M.

A member questioned whether this project’s funding of \$40-45M shouldn’t be directed towards supporting public transit projects instead of providing more parking structures on campus. In response it was noted that the proposed project does not add more parking spaces, but replaces some of the spaces that will be lost due to the decommissioning of P9 structure. Michel Piché, Vice-President (Finance and Administration), also noted that several initiatives at the university, including the Sustainability Plan, Outdoor Space Master Plan and Transportation Strategy are reviewing traffic flows on campus and that these initiatives promote alternative modes of transportation including public transit. However, due to Carleton’s location, parking will always be needed on campus, particularly for staff and visitors to campus and for accessibility needs. Mr. Piché also noted that parking at Carleton is funded by user fees, and not by tuition revenues.

On the recommendation of the Building Program and Finance Committees, it was moved by Ms. Creary and seconded by Ms. Alves that the Board of Governors approve that the university proceed with the preliminary design, cost estimate, schedule and funding of a replacement parking structure to replace the P9 garage by 2024, at an estimated cost ranging between \$40 – 45 million, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Equity, Diversity and Inclusion Institutional Plan

An executive summary, presentation and report entitled *Public Draft 2 Recommendations for Equity, Diversity and Inclusion (EDI) Institutional Strategic Action* were circulated in advance.

The President provided introductory remarks regarding the activities of the Equity and Inclusive Communities (EIC) Advisory Group since Mr. Charles’ last presentation to the Board on September 29, 2020. After several months of broad and diverse consultations, a second draft of the EDI Institutional Action Plan was completed in November 2020. This draft was approved by the Vice Presidents Academic and Research Committee (VPARC) on November 18, 2020 and it was positively received by the Senate on November 30, 2020.

Mr. Michael Charles, Assistant Vice-President and University Advisor, Equity and Inclusive Committees presented this item.

Mr. Charles began his presentation to the Board by reviewing the timeline of the project, from the creation of the Advisory Group, the drafting and consultation process in the summer and fall, ending with the approval of the final document by VPARC on November 18, 2020. The process engaged approximately 1600 people through various forms of consultation and resulted in a balanced, evidence-based document with ten interconnected strategic actions. The presentation then focused on some of the major changes made to the plan since the first draft, and the areas of convergence with other initiatives, including Kinàmàgawin and the Coordinated Accessibility Strategy. Mr. Charles highlighted the innovative, integrated, holistic, flexible and ambitious features of the plan.

In response to a question from a member, Mr. Charles noted that a major challenge moving forward will be ensuring momentum, especially in the context of competing interests and priorities that will arise in the months and years to come. Senior leadership and Governors can play a role by adopting the EDI plan as a priority, and by empowering those at the grass roots level to take ownership of these strategic actions.

A member asked Mr. Charles to comment on the return on investment of this plan for students who are persons of colour, and the impact of the document. In response, Mr. Charles noted that universities function in a decentralized and collegial system of government which means that it is not practical for the plan to be overly directive. Instead, the community comes together around a common purpose and agrees to the actions and structures of the document. Regarding the return on investment of the plan, Mr. Charles noted that positive changes are already occurring in curricula and other areas at Carleton. For example, a number of EDI scholarships have been approved, and the Faculty of Arts & Social Sciences is developing a Critical Race Studies program. These are important examples of meaningful steps that over time will shift the culture at Carleton.

In response to another question, Mr. Charles indicated that the project has been successful so far due to the talent and dedication of the Advisory Group and the engagement of the Carleton community. Moving forward, the community will have a collective role to play in ensuring that this project succeeds in the long term.

A member asked Mr. Charles to comment on the balance between the need to remain flexible vs. the need for concrete measurable goals and accountability within the plan. In response, Mr. Charles noted that the flexibility of the plan allows departments and faculties to develop their own programs that align with the initiatives of the plan. Measurement and accountability provisions are included in the plan in areas such as the annual reports. In addition, a university-wide employment systems and culture review is planned for the end of Phase 2.

A member asked if there had been any progress in hiring a racialized-specific counsellor, as this had been discussed at the first presentation to the Board. Mr. Charles responded that the recruitment of a racialized specific counsellor has been approved.

In a second question, the member asked whether Mr. Charles had received firm commitments on diversity at leadership levels moving forward. Mr. Charles noted that the plan contains provisions around increased EDI capacity in leadership with commitments to consider representation as terms expire.

On the recommendation of the Executive Committee, it was moved by Mr. von Finckenstein and seconded by Ms. Alves that the Board of Governors receive the Carleton University Equity, Diversity and Inclusion Action Plan and that the Board thank the members of the Carleton Equity and Inclusive Communities Advisory Group for their work on this important initiative. The motion carried unanimously.

6.2 Internationalization Plan

An executive summary, presentation and *International Strategic Plan* were circulated in advance. The President introduced the item, noting that this is the first international strategy of its kind for Carleton. The plan encompasses academics, research, and international activities and exchanges, with specific goals and measurements for its implementation.

Karen Schwartz, Associate Vice-President Research and International, then provided Governors with a presentation on Carleton's new International Strategic Plan.

An overview of the Internationalization Committee's strategic vision and mission, as aligned with the SIP was provided with, a summary of Carleton's current global presence, including the following statistics:

- 153,000 alumni worldwide
- 4,575 international students
- 233 MOUs
- 169 students on exchange
- 100 students on internship
- 185 visiting scholars

The plan's international goals and objectives were then outlined under five broad categories: International Research and Funding, International Students, International Teaching Knowledge and Expertise, International Mobility and Experiential Learning, and International at Home. Dr. Schwartz then summarized how these goals are being modified successfully in the context of COVID-19.

The presentation focused on the project timeline and deliverables between September 2019 and the Fall of 2020. Based on feedback from Carleton community consultations, the objectives and metrics of the plan were finalized in the Summer of 2020 and presented to President's Advisory Group, VPARC, Senate and the Board between October and December 2020.

The presentation concluded with a detailed analysis of the progress made towards fulfilling each of the five goals, and a list of next steps. The plan will be posted on the website later in December 2020.

The Chair thanked Karen Schwartz for the presentation and for the work on this important initiative.

6.3 Healthy Workplace and Mental Health at Work

An executive summary, presentation and *Healthy Workplace Strategic Plan 2019 -2022* were circulated in advance.

The President provided brief introductory remarks and introduced Ms. Cindy Taylor, Assistant Vice-President (Human Resources). Ms. Taylor brought the Healthy Workplace framework to Carleton over 10 years ago as part of the Office of Quality Initiatives. The President noted that striving for Wellness is a central part of Carleton's new Strategic Integrated Plan, and is supported by many projects at Carleton, including Healthy Workplace. In the context of the pandemic, these initiatives become even more important as vital supports for faculty and staff.

Ms. Taylor began her presentation with an overview of the history of Healthy Workplace (HWP) and the progress the program has made over the past ten years. HWP was established in 2009, and is an integral part of Carleton's workplace culture. In 2015, Mental Health at Work was added to the program. Carleton's HWP has been recipient of many Excellence Canada awards, including the Healthy Workplace Platinum award in 2017 and the Mental Health Gold award in 2019. Carleton is a leader in the university sector in supporting employee health and well-being.

The HWP Strategic Plan recognizes that there are various dimensions to wellness that impact well-being including mental, physical, social and professional. The four areas of focus that support a healthy workplace are: 1) planning and assessment; 2) faculty and staff engagement; 3) awareness, literacy and education; and 4) leadership.

HWP offers a large variety of programs to support health, including workshops, largescale events, monthly challenges, mental health training, lunchtime activities and more. Partnerships with internal faculty subject-matter specialists, student groups, and external organizations such as the Canadian Mental Health Association, provide support for broad-based and consistent programming. The Canadian Mental Health Association of Canada and the Mental Health Commission of Canada recognize Carleton University as "Trailblazers in Workplace Mental Health and for sharing Best Practices within this work".

The presentation next focused on HWP activities and strategies in the context of the pandemic. Although working from home has been a positive experience for some, many employees have found "living at work" stressful and challenging. Data from Canada Life, Carleton's health benefits provider, confirms that the pandemic has resulted in an increase in health insurance claims for both physical and mental health reasons. HWP has responded by updating online resources and creating a variety of new offerings including, check-in sessions for staff and managers, virtual workshops and training (managing stress, building resilience, supporting a colleague), a stress management group pilot with a certified psychologist and monthly well-

being challenges. HWP also partnered with the Centre for Indigenous Initiatives and Equity and Inclusive Communities to offer wellness sessions in response to racial injustice, and a safe space for healing and conversations on Allyship.

Over the course of the pandemic, HWP has seen a slight increase in participation in program offerings, particularly among faculty members. To keep the focus on mental health awareness at Carleton, HWP has presented at regular meetings of Carleton faculty and staff including the Academic Heads Roundtable, Strategic Integrated Planning Committee (SIPC), and Faculty Board meetings, among others.

Looking forward to Winter 2021, HWP is planning a number of outdoor winter challenges for faculty and staff, and will continue to leverage internal resources and expertise by offering a mental health speaking series. Faculty and staff need will continue to be identified through discussions with Deans and department heads. Communications to employees has been identified as key to bringing awareness to the many HWP offerings.

In Summer 2021, HWP will be applying for the Order of Excellence with Excellence Canada and the Platinum Level for Mental Health at Work.

In response to a question, Ms. Taylor confirmed that in the future more emphasis will be needed on substance use disorders and barriers to care. HWP will be investigating this area of mental health further in order to offer supports employees.

A member asked if gender pay equity has been recognized as a contributing factor in employee mental health issues at Carleton. Ms. Taylor responded that there is a growing recognition of gender issues related to the pandemic, and that Human Resources is working on a pay equity plan in parallel with HWP Mental Health initiatives to support.

The Chair thanked Ms. Taylor and her team for their dedication to this important program at Carleton.

6.4 Report from the Chair

The Chair thanked the members of the Board for their committee work over the last term and their continued collegiality, engagement and participation in the decision-making process. He also thanked the senior management team who continue to provide thorough and thoughtful analysis for Board consideration. He also wished everyone rest and health during the holiday break.

6.5 Report from the President

The President provided the following updates for the Board:

- Virtual graduation celebrations were held for Carleton's Fall graduates on November 14th. 752 undergraduates and 484 graduate students graduated this Fall, bringing the total number of graduating students in 2020 to over 6,200. The President thanked Chair Dan Fortin and Chancellor Yaprak Baltacioğlu for their inspiring messages, and

- encouraged all Board members to visit the graduation website to view all of the graduation videos.
- The official deadline from the Provincial government for the 2020-21 enrolment statistics was November 1st. Overall, enrolment numbers increased by 1.9% for a total of 32,112 students, which is a new high for Carleton. First year undergraduate enrolment was down slightly, partly because of the pandemic, but the two-year retention rate increased by almost 3% to 83.4%. Other statistics of note include a new high for graduate student enrolment of more than 4,200 students.
 - The beginning of the winter term will be delayed to January 11, 2021, to allow extra time for students and faculty to rest and also to prepare for the next term. The Chair noted that since Carleton announced this decision, other universities have followed suit and are delaying the start of their winter terms as well.
 - Winter courses for 2020 will be online, but a limited number of pilot projects on campus will be considered as they are proposed by the Faculties. These will be optional activities in small groups and will follow strict guidelines and protocols to ensure the safety of all participants.
 - Following the launch of Carleton's new Strategic Integrated Plan in September, Carleton's sustainability plan "Strive for Sustainability" was launched on November 4th. Carleton is currently ranked the second most sustainable campus in Canada. This broad and ambitious plan will further position Carleton as a leader in this field.
 - The 16 Days of Activism Against Gender-Based Violence has begun, and is focussed around the anniversary date of December 6th in commemoration of the brutal murder of 14 women in Montreal at the Ecole Polytechnique in 1989. This year, the Faculty of Engineering and Design will lead a virtual event to mark this occasion on Friday December 4th.
 - On December 8, an announcement will be made that our research funding for the year will be over \$80M, which is a significant increase over the \$70M from last year. This represents an increase of more than 50% from the plateau of \$55M that Carleton showed a few years ago. The Chair congratulated all of Carleton's researchers and research teams for these results, which will bolster Carleton's reputation nationally and internationally.
 - December 1st is Giving Tuesday and many Carleton-led initiatives are featured on the Future Funder website. The Chair thanked all champions for these initiatives, including Board members and all who have contributed to them so far. Gifts began at midnight, with the university matching every donation. Donations began at 12:03 am, and will continue through the day right to midnight. \$1,111,000 has been raised so far, which marks an unprecedented positive result.
 - Jennifer Conley, Carleton's Chief Advancement Officer, was invited to speak and she thanked the Board for their support for major projects on inclusion, equity and diversity, accessibility, mental health and athletics. She noted that within the first 10 minutes of Giving Tuesday over \$50,000 had been donated, and participation this year is particularly strong, averaging 150 guests per hour. The President concluded by thanking all of the champions for these projects and any Board members who have donated.

- The President referred the Board to his written report for more information and highlights on academics, research, and student initiatives.

6.5 Committee Reports

6.5.1 Building Program Committee Report

Beth Creary, Chair of the Committee, reported on the November 17th Building Committee meeting and the joint meeting with the Finance Committee. The committee received two reports – the Outdoor Space Master Plan (OSMP) and the Carleton Dominion Chalmers Centre (CDCC) Master Planning Project. The OSMP was developed in consultation with the community through user group meetings, community open houses and an online survey. Consultations with members of Carleton’s Indigenous community took place throughout the process. The plan highlights the university’s landscape setting as a catalyst for learning and sustainability, promotes regenerative campus design goals and will help direct campus development. Preliminary planning and budgeting considerations were provided to allow Carleton to continue to lead in sustainability, which is an integral part of the Strategic Integrated Plan.

Mara Brown, Director of the CDCC, presented the CDCC master planning project. The presentation included preliminary planning ideas and goals for the CDCC. To plan for the future of the centre a master planning process was started in 2019 and, following a competitive process, CS&P Architects were selected in January 2020. CS&P has researched the building, the history and local area, conducted consultations, and hosted community-wide presentations throughout 2020. The presentation outlined the current aspirational view and the feedback and reflection from the committee. In the coming months CS&P will be working with Carleton to develop a final package outlining proposed business planning, reflections, renovations, phases and budgets. No decisions are being made and there are no financial implications at this time.

The committees also received an update on major capital projects and deferred maintenance. Capital projects totaling \$147.9M are currently underway and \$85M has been spent on these projects as of end of October 2020. The Co-generation Facility is expected to be completed in Fall 2020. The Nicol building is expected to be completed in June 2021 with occupancy scheduled for April 2021, and a scheduling consultant is working with the contractor to keep the project on schedule. The Engineering Design Centre is proceeding with excavation underway, is expected to be completed in September 2021. The new Student Residence design and construction documents are completed with the project being on hold due to the pandemic.

Capital Renewal/Deferred Maintenance projects were outlined for the Steacie Building, Social Sciences Research Building and Herzberg Building Renewal.

A presentation was received on financing options for upcoming major capital projects and capital renewal projects including a proposed financing plan.

A member asked if committee members had discussed possible lower fees for the new residence, as this is an area of concern for many students. Ms. Creary responded that all discussions related to the new residence have been suspended as the project is on hold; once the project is able to move forward, discussions on all issues may resume.

6.5.2 Finance Committee Report

Debra Alves, Chair of the Finance Committee, reported on the meetings held on November 17, 2020. An update was received by the committee on the 2020/21 Ancillary Budget. As had been previously reported to the Board, the Ancillary Services have experienced dramatically reduced revenues due to the pandemic and the lack of on-campus attendance, with the biggest impacts felt in Housing, Dining and Conference Services, Athletics and Parking. It is projected that the deficit will reach \$35.9M by year-end. The accumulated surpluses of the Ancillary Budget from 2019/20 are anticipated to be sufficient to cover projected year-end deficits, however increased financial support will be needed for future capital renewal projects should the pandemic conditions continue into the summer season. Management has developed an optimistic scenario (i.e. return to normal in 2021/22 and recovery of current losses over a three-year period) and a pessimistic scenario (i.e. the pandemic continues into 2021/22 which will require eight years to recover losses). Under either scenario, financial support, ranging from \$30M to \$57M will be required. A formal request for financial support is expected by the end of the fiscal year.

The committee received the Endowment Investment Report which assists the Finance Committee in its oversight role of the Investment Committee for the fund. The Fund is comprised of three subsidiary funds – the General Endowment which is where most donations to the University are directed, and two smaller, single-manager funds, the Sprott Bursary fund and the Jarislowsky Chair in Water and Global Health. The Combined Endowment Performance for periods ending September 30, 2020 had a market value \$328.9M. Returns over the last five years continue to be in excess of the market benchmarks and also over the 5% absolute return objective. General Endowment funds are invested with large and well-respected global investment managers. The allocation of assets is consistent with the policy asset mix, except for Infrastructure which is under-invested by 12.5% and a corresponding overweight in Global Equities. All of the policy constraints have been met. A full report is provided to the Board in the Consent Agenda.

The committee also received an update on the Investment of the Pension Fund which had a market value of \$1.4B as at September 30, 2020. The report provided a refresher on plan governance, regulatory environment and the financial position of the plan considering recent investment performance. The valuation shows that the financial position of the Plan has improved since the last valuation in 2016. The Plan is 93% funded on a going-concern basis with a deficit of \$59.3M and 87% funded on a solvency (wind up) basis with a deficit of \$121.0M as at July 1, 2019. The plan is invested in a broad range of assets and as of September 30, 2020 are well within the Statement of Investment Policies and Procedures investing limits. The long-term investment objective for the Fund is to achieve a real return of 4.1% net of fees. The investment policy recognizes that there will be volatility of returns and that the 4.1% real return may not be achieved in every year. The Fund underperformed the benchmark for the one-year ending June 30, 2020. Capital markets were volatile during the year, as markets declined due to the pandemic in March and April, then recovered in the second quarter of 2020. Returns for longer periods outperformed the benchmarks. No special pension contributions are required from the university. A more detailed report including highlights of the actuarial evaluation is contained in the Consent Agenda.

A member asked for an update on conversations regarding divestment from the fossil fuel industry. The Chair agreed that this is an important issue for the Board to discuss. Governors were reminded that this item was tabled for the next meeting of the Board. In the interest of good governance, the Chair asked that Governors be given ample time to review materials related to this item and then to return for a fulsome discussion of the issue at the meeting in March.

7. OPEN-OTHER BUSINESS

A member posed a question to the President regarding a recent event at the University of Ottawa in which a faculty member used offensive language. The member asked the President what he would say to Black students at Carleton if a similar event were to happen at Carleton University. The President thanked the member for the question and noted that any institution can be vulnerable to this type of situation. Carleton has policies and expertise in place to address situation. The member was referred to the President's public statement on this issue for further details.

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. Davin to adjourn the Open Session of the Board of Governors at approximately 5:30 p.m. The motion carried unanimously.

APPOINTMENT GUIDELINES FOR CHANCELLOR

Approval Authority:	Board of Governors
Date Approved:	June 2017 <u>March 2021</u>
Mandatory Revision Date:	June 2020 <u>March 2024</u>
Responsible Office:	University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act*, the Chancellor is appointed by the Board of Governors (the “Board”). The *Carleton University Act* provides that the Chancellor shall be appointed by the Board for an initial term of three years and is a member of the Board. The Chancellor may be reappointed for not more than two successive ~~three-year~~ three-year terms.
- 1.2 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the Chancellor is unable or unwilling to finish her or his current term, or a recommendation is not made within the time allowed, as contemplated by paragraph 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the establishment and operation of a committee to select the Chancellor, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the selection process will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.
- 1.3 Except in Special Circumstances, the President and the Chair of the Board shall use their best efforts to discuss with the Chancellor her or his intentions to seek renewal of her or his term not later than twelve months before the expiration of the term or any renewal term of the Chancellor, and provided the Chancellor is eligible for reappointment. If the Chancellor wishes to seek renewal, then the President will bring the matter to the Executive Committee of the Board for review and recommendation to the Board.

Article II: ~~Selection~~-Committee Process

- 2.1 In the event that either the Chancellor is eligible for renewal of her or his term, but the term of office of the Chancellor is not renewed for any reason, or the Chancellor is no

longer eligible for renewal of her or his term, then the Board and the Senate shall use their best efforts to establish a joint committee not later than eight months prior to the expiration of the current term of the Chancellor. The joint committee shall be called the “Committee on the Selection of the Chancellor” (the “Committee”). The Committee shall be composed of the following members:

- The President, as chair *ex officio*;
- ~~Four~~ Three current Community-at-large or Alumni members of the Board (~~one of whom shall be a student member of the Board~~), elected by the Board;
- Two current senate members who are full-time ~~tenured~~ members of Faculty academic staff, one of whom shall hold the rank of Full Professor, elected by Senate; ~~and~~
- One undergraduate or graduate student, elected by Senate; and
- One current ~~senate member who is a~~ senior administrator, selected by the President Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee. The Committee shall elect its Vice-Chair from among its members.

- 2.2 In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee’s work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University’s Human Rights Policies and Procedures and the Board’s Equity, Diversity and Inclusion Statement.
- 2.3 Quorum for Committee meetings shall consist of five members of the committee being, present in person, by teleconference or by videoconference, at least one of whom must be the President.
- ~~2.4 In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion, that the election or selection of a replacement is inappropriate.~~

Article III: Selection Criteria

- 3.1 In preparing its recommendation to the Board, the Committee shall generally rely on the following selection criteria:

The candidate for appointment shall be:

- a Canadian citizen;
- a person of national, and preferably international stature;
- a person whose appointment would add to the reputation and enhance the image of the University;
- a person who has an appreciation of the distinctive role and nature of universities;
- a person who is available to participate in convocation ceremonies and other ceremonial events;
- a person willing to actively engage with and promote Carleton with enthusiasm including facilitate fundraising activities.

In coming to its recommendation, the Committee shall also take note of the sector from which the Chancellor will come, bearing in mind the need (acting reasonably) to balance public and private sector representation over time.

The foregoing provisions of this section 3.1 are intended as guidelines for the Committee, it being recognized that each appointment is unique and dependent on the circumstances prevailing at the time the Committee makes its recommendation to the Board.

Article IV: ~~Canvass~~Procedures

- 4.1 The Committee shall determine its own procedures, subject to the following conditions:
- At the Committee's discretion, a communication shall be sent to the University community inviting nominations.
 - Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
 - When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
 - In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

~~At the request of the Committee, a communication shall be sent to the University community and externally inviting nominations.~~

Article V: Recommendation

- 5.1 The Committee shall submit one name only to the Board as the candidate for appointment. Prior to submitting a name to the Board for consideration, the Committee

shall confirm with the candidate that she or he is willing to let her or his name stand for appointment as Chancellor of the University.

The Committee shall use its best efforts to submit its recommendation to the Board not later than two months prior to the expiration of the current term of the Chancellor. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.



Canada's Capital University

APPOINTMENT GUIDELINES FOR PRESIDENT AND VICE-CHANCELLOR

Approval Authority: Board of Governors
Date Approved: ~~May 2017~~ March 2021
Mandatory Revision Date: ~~May 2020~~ March 2024
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act*, the President and Vice-Chancellor (the “President” or the “incumbent”) is appointed by the Board of Governors (the “Board”).
- 1.2 The President shall normally hold office for an initial term not to exceed six years, and shall normally hold a tenured appointment at the rank of Professor in the University. The term of the incumbent President may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the President may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting President for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new President, and in the case of consideration of an incumbent President for renewal of the initial term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the President is unable or unwilling to finish her or his current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.2 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 The Advisory Committee

- (a) The Board shall make the appointment or re-appointment of a President on the recommendation of an Advisory Committee on the President (the “Committee”). The Executive Committee of the Board shall have responsibility for establishing the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee’s work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University’s Human Rights Policies and Procedures and the Board’s Equity, Diversity and Inclusion Statement.
- (c) Except in Special Circumstances, the Executive Committee of the Board shall use its best efforts to establish the Committee not later than twelve months prior to the end of the incumbent President’s term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent’s term.
- (d) The Committee shall ordinarily be composed of the following as members:
- The Chair of the Board, as chair of the Committee *ex officio*;
 - The Vice-Chair of the Board *ex officio*;
 - Three community-at-large or alumni members of the Board, elected by the Board;
 - One member of the Board, being a representative on the Board of the staff of the University other than the academic or libraryian staff, elected by the Board;
 - Three persons to be elected by Senate from among tenured faculty permanent academic staff members (at least one of whom shall hold the rank of Full Professor) and professional librarians;
 - One senior administrator and one Dean to be elected by the Vice- President Academic and Research Committee; and
 - One undergraduate student and one graduate student to be elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with ~~the~~ Assistant Vice-President, Human Resources shall be a resource to the Committee.

In its discretion, the Executive Committee of the Board may ~~make adjustments~~ adjust in the composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

- 2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being, present in person, by teleconference or by videoconference, and must include the Chair and the Vice-Chair of the Board.

Article III: Procedures

- 3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election of a replacement is inappropriate.

Article IV: Reappointment Process

- 4.1 The Chair of the Board shall communicate with the incumbent to determine if she or he wishes to be considered for reappointment.
- 4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:
- The Chair of the Committee shall begin the process by meeting with the President to discuss the review process.

- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by or on behalf of the Board, undertake a comprehensive review, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review her or his performance and to discuss the incumbent's plans if she or he were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the Chair of the Board shall meet in confidence with the President to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to recommend to the Board no later than nine months before expiration of the President's term of office, either that the incumbent be reappointed or that a search for a new President be conducted. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.2 The Committee shall undertake a search for a new President in accordance with the following process:
- As a first step, the Committee shall solicit input from the University community concerning the profile for the next President.
 - The position shall be widely advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile.
 - The Committee shall use its best efforts to provide a recommendation to the Board for approval no later than three months before expiration of the incumbent's term of office. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

**APPOINTMENT GUIDELINES FOR
PROVOST AND VICE-PRESIDENT (ACADEMIC)**

Approval Authority: Board of Governors
Date Approved: [March 2021](#)
Mandatory Revision Date: [March 2024](#)
Responsible Office: University Secretariat

Deleted: June 2017

Deleted: June 2020

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Provost and Vice-President (Academic) (referred to in this policy as the “V-P”, or the “incumbent”) are appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term not to exceed six years, and shall also hold a tenured appointment at the rank of Professor in the University. The term of the incumbent V-P may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the V-P is unable or unwilling to finish her or his current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

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Article II: Committee Process

2.1 Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the “Committee”). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee’s work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University’s Human Rights Policies and Procedures and the Board’s Equity, Diversity and Inclusion Statement.
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the end of the incumbent V-P’s term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent’s term.
- (d) The Committee shall ordinarily be composed of the following as members:
 - The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - One community-at-large or alumni member of the Board, elected by the Board;
 - One member of the staff of the University (not being a member of Faculty or a professional Librarian), selected by the President;
 - One professional librarian, elected by Senate;
 - One full-time academic staff member from each of the Faculties, at least two of whom shall hold the rank of Full Professor, elected by Senate;
 - One Vice-President, selected by the President;
 - one Dean, elected by the Vice-President Academic and Research Committee; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with the Assistant Vice-President, Human Resources shall be a resource to the Committee.

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In her or his discretion, the President may adjust the composition of the Committee. The Committee shall elect its Vice-Chair from among its members.

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- 2.2.1 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being, present in person, by teleconference or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if she or he wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.

- The Committee shall meet with the incumbent to review her or his performance and to discuss the incumbent's plans if she or he were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.3 The Committee shall undertake a search for a new V-P in accordance with the following process:
- The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board [for approval](#). In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

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APPOINTMENT GUIDELINES FOR VICE-PRESIDENT (RESEARCH & INTERNATIONAL)

Approval Authority: Board of Governors
Date Approved: ~~June 2017~~ March 2021
Mandatory Revision Date: ~~June 2020~~ March 2024
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Vice-President (Research & International) (referred to in this policy as the “V-P”, or the “incumbent”) are appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term not to exceed six years, and shall also hold a tenured appointment at the rank of Professor in the University. The term of the incumbent V-P may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the V-P is unable or unwilling to finish her or his current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or ~~election~~ selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the “Committee”). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee’s work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University’s Human Rights Policies and Procedures [and the Board’s Equity, Diversity and Inclusion Statement](#).
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the end of the incumbent V-P’s term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent’s term.
- (d) The Committee shall ordinarily be composed of the following as members:
- The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - ~~One~~~~Two~~ community-at-large or alumni members of the Board, elected by the Board;
 - One member of the staff of the Office of the Vice-President Research and International, selected by the President;
 - One professional librarian, elected by Senate;
 - One full-time ~~tenured member of Faculty~~academic staff member from each of the Faculties, at least two of whom shall hold the rank of Full Professor, elected by Senate;
 - ~~One senior administrator and Vice-President, selected by the President;~~
 - ~~One~~ Dean, elected by the Vice-President Academic and Research Committee; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with t-The Assistant Vice-President, Human Resources shall be a resource to the -Committee.

In her or his discretion, the President may ~~make adjustments~~adjust in the composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being, present in person, by teleconference or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if she or he wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review her or his performance and to discuss the incumbent's plans if she or he were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.3 The Committee shall undertake a search for a new V-P in accordance with the following process:
 - The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before expiration of the incumbent's term of office. The

President shall carry the Committee's recommendation forward to the Board for approval. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

APPOINTMENT GUIDELINES FOR VICE-PRESIDENT (FINANCE AND ADMINISTRATION)

Approval Authority: Board of Governors
Date Approved: ~~June 2017~~ March 2021
Mandatory Revision Date: ~~June 2020~~ March 2024
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Vice-President (Finance and Administration) (the “V-P”) is appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term of six years, renewable for successive terms in the discretion of the Board.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term or any renewal term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either (i) for whatever reason, the V-P is unable or unwilling to finish her or his current term, or (ii) a recommendation is not made within the time allowed, as contemplated by Articles 3.2 and 4.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 The Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the “Committee”). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee’s work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University’s Human Rights Policies and Procedures [and the Board’s Equity, Diversity and Inclusion Statement](#).
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent’s term.
- (d) The Committee shall ordinarily be composed of the following as members:
- The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - ~~Three~~ Two community-at-large or alumni members of the Board, elected by the Board;
 - One member of the staff of the University (not being a member of Faculty), selected by the President;
 - Two full-time ~~tenured members of Faculty~~ academic staff members, one of whom shall hold the rank of Full Professor, elected by Senate;
 - One senior administrator ~~and one Dean, elected by the Vice President Academic and Research Committees~~ selected by the President; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with ~~the~~ Assistant Vice-President, Human Resources shall be a resource to the Committee.

In her or his discretion, the President may ~~make adjustments~~adjust in the composition of the Committee. The Committee shall elect its Vice-Chair from among its members.

2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being, present in person, by teleconference or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the President. Each Committee member shall provide all such records to the President's Office at the earliest opportunity, and no copies shall be made or retained. The President's Office shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if she or he wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, - the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.

- The Committee shall meet with the incumbent to review her or his performance and to discuss the incumbent's plans if she or he were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.2 The Committee shall undertake a search for a new V-P in accordance with the following process:
- The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before the anticipated date of appointment. The President shall carry the Committee's recommendation forward to the Board for approval. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

APPOINTMENT GUIDELINES FOR VICE-PRESIDENT (STUDENTS AND ENROLMENT)

Approval Authority: Board of Governors
Date Approved: ~~June 2017~~ March 2021
Mandatory Revision Date: ~~June 2020~~ March 2024
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Vice-President (Students and Enrolment) (the “V-P”) is appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term of six years, renewable for successive terms in the discretion of the Board.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term or any renewal term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either (i) for whatever reason, the V-P is unable or unwilling to finish her or his current term, or (ii) a recommendation is not made within the time allowed, as contemplated by Articles 3.2 and 4.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 The Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the "Committee"). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures and the Board's Equity, Diversity and Inclusion Statement.
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- (d) The Committee shall ordinarily be composed of the following as members:
- The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - ~~One Three~~ community-at-large or alumni members of the Board, elected by the Board;
 - One member of the staff of the University (not being a member of Faculty), selected by the President;
 - ~~One Two~~ full-time ~~tenured members of Faculty~~ academic staff member, one of whom shall hold the rank of Full Professor, elected by Senate;
 - One senior administrator, selected by the President;
 - ~~and one Dean, elected by the Vice President Academic and Research Committee;~~
~~and~~
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with ~~t~~The Assistant Vice-President, Human Resources shall be a resource to the Committee.

In her or his discretion, the President may ~~make adjustments~~adjust in the composition of the Committee. The Committee shall elect its Vice-Chair from among its members.

2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being, present in person, by teleconference or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the President. Each Committee member shall provide all such records to the President's Office at the earliest opportunity, and no copies shall be made or retained. The President's Office shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if she or he wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, -the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review her or his performance and to discuss the incumbent's plans if she or he were to be reappointed.

- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, or the Board decides against reappointment, acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.3 the Committee shall undertake a search for a new V-P in accordance with the following process:
- The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before the anticipated date of appointment. The President shall carry the Committee's recommendation forward to the Board **for approval**. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.



APPOINTMENT GUIDELINES FOR UNIVERSITY SECRETARY

Approval Authority: Board of Governors
Date Approved: ~~June 2017~~ March 2021
Mandatory Revision Date: ~~June 2020~~ March 2024
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the University Secretary is appointed by the Board of Governors (the “Board”).
- 1.2 The University Secretary shall hold office at the pleasure of the Board.
- 1.3 If exigencies require, the Board may appoint an Acting University Secretary for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply in the case of the search for a new University Secretary.

Article II: Committee Process

- 2.1 The Advisory Committee
 - (a) The Board shall make the appointment of the University Secretary on the recommendation of an Advisory Committee on the University Secretary (the “Committee”). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Executive Committee of the Board, whichever shall occur first.
 - (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of

ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures.

- (c) The Executive Committee of the Board shall use its best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment.
- (d) The Committee shall ordinarily be composed of the following as members:

- The President and Vice-Chancellor, as chair of the Committee *ex officio*
- The Chair of the Board, *ex officio*
- Two~~Three~~ members of the Board, elected by the Board
- One senior administrator, selected by the President
- ~~The Assistant Vice-President, Human Resources~~

The Executive Assistant to the President or delegate shall serve as the non-voting secretary of the Committee and together with the Assistance Vice-President, Human Resources shall be a resource to the Committee.-

In her or his discretion, the President may ~~make adjustments~~adjust in the composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

Article III: Procedures

- 3.1 The Committee shall determine its own procedures, subject to the following conditions:

- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged all records associated with the work of the Committee shall be the responsibility of the President. Each Committee member shall provide all such records to the President's Office at the earliest opportunity, and no copies shall be made or retained. The President's Office shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its

discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Search Process

- 4.1 The Committee shall undertake a search for a new University Secretary in accordance with the following process:
- The position shall be advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before the anticipated date of appointment. The President shall carry the Committee's recommendation forward to the Board for approval. In the event that the Committee cannot reach a recommendation within the time allowed, then the Executive Committee of the Board shall be advised, and the Executive Committee of the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

**The Appointment by the President
of Senior Academic Administrators**

Approval Authority: Board of Governors
Date Approved: ~~June 2017~~ March 2021
Mandatory Revision Date: ~~June 2020~~ March 2024
Responsible Office: University Secretariat

1. Pursuant to *Carleton University Act* and General Operating Bylaw No. 1 (“Bylaws”) of the University, the Board has delegated to the President full responsibility for the employment and dismissal of all employees of the University other than Vice-Presidents and the University Secretary. The responsibility for employment and dismissal of employees in these categories continues to reside with the Board, pursuant to section 15 of the *Carleton University Act, 1952*, as amended (the “Act”).
2. According to Bylaws of the University, the President is entitled to delegate the responsibility for employment and dismissal decisions otherwise vested in them pursuant to 7.02(b) of the Bylaws. Neither the President nor anyone to whom they delegate responsibility pursuant to 7.02(b) of the Bylaws is required to report to the Board with particulars of any employment or dismissal decision in advance of acting on that decision.
3. Pursuant to its general powers contained in section 15 of the Act, the Board retains the responsibility to see to the better accomplishment of the objects and purposes of the University as set forth in section 3 of the Act. The President and those to whom they may delegate responsibility pursuant to 7.02(b) of the Bylaws are required to exercise the delegated authority in keeping with the best interests of the University, consistent with the objects and purposes of the University as defined in section 3 of the Act.
4. The President and their delegate pursuant to 7.02(b) of the Bylaws will ensure the appointment of senior academic administrators (and where necessary any search) is conducted in keeping with best practices and procedures for such appointments and reflects the objects and purposes of the University as defined in section 3 of the Act.

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 11 February 2021
From:	Building Program Committee	Date of Meeting: 11 March 2021
Subject:	Energy Master Plan	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information or discussion only.

3.0 EXECUTIVE SUMMARY

The updated Energy Master Plan is a strategic plan that provides a framework for Carleton to become a carbon neutral campus by 2050. The strategic plan is a holistic, multi-pronged approach that considers and responds to the university's existing infrastructure and assets, policies and standards and future development plans. The Energy Master Plan delivers a reduction of 80% of the scope 1 and 2 equivalent carbon emissions relative to 2005 levels. The remaining 20% of emissions is to be offset via purchasing of carbon offsets. The plan will be reviewed and updated every 5 years to incorporate changing needs of the university and innovative technologies.

4.0 INPUT FROM OTHER SOURCES

This report was prepared by the Facilities Management and Planning (FMP) - Energy & Sustainability Group with the assistance of a third party consulting firm. FMP also solicited feedback from researchers and professors from the Faculty of Engineering and Design.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Energy Master Plan complements the Sustainability Plan which supports the university's Strategic Integrated Plan (SIP) direction to Strive for Sustainability. As Carleton adapts to become a carbon neutral campus, it is embedding sustainability considerations into not only its operations but its research, teaching and learning as well. This fundamental change will ensure that Carleton remains a leader in sustainability as it works towards implementing long-term solutions.

6.0 FINANCIAL IMPLICATIONS

In order to achieve Carleton's carbon neutrality goals, an estimated \$305 million of capital expenditure will be required over the next 30 years. With projected increasing carbon tax assessments as described below, a business as usual case would add ~ \$ 73 million in carbon tax over the next 30 years with campus growth. If implemented, this plan in 2030 would allow the university to avoid +\$1.7 million in annual carbon taxes growing to \$4.5 million by 2050.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Under the Paris Agreement, Canada has committed to reducing its GHG emissions by 30% below 2005 levels by 2030. The Government of Canada has also recently announced that it will develop a plan to set Canada on path to achieve carbon neutrality by 2050. Under Ontario's Emissions Performance Standards Regulation, Carleton is obligated to report its carbon emissions and would incur significant costs. The financial risk could be significant as the current carbon price of \$20 per tonne is set to rise by \$15 per tonne each year starting in 2023 until it hits \$ 170 per tonne in 2030. Carleton's annual tax on emissions for 2020 represent \$600 thousand and expected to grow to \$1 million in 2021.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Given Carleton's Strategic Plans, failure to establish and meeting emission reduction targets could pose a reputational risk as the SIP has identified sustainability as a core value for the University. In order to mitigate the risk the University implement and monitor these plans on an ongoing basis. In addition, failure to meet emission reduction targets could result in higher financial risk due to increased taxes.

A communications strategy for the Energy Master Plan is currently under development.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Energy Master Plan

25-Feb-2021



Carleton
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Net Zero targets & Carbon Neutrality



Long Term Energy Plan Goals

- Develop a plan to reduce our carbon footprint by 50% by 2030 and by 100% by 2050
- Develop a plan to expand our current district energy infrastructure to support the doubling of our campus space by 2050
- Reduce Utility Operational Costs
- Increase Reliability and Safety

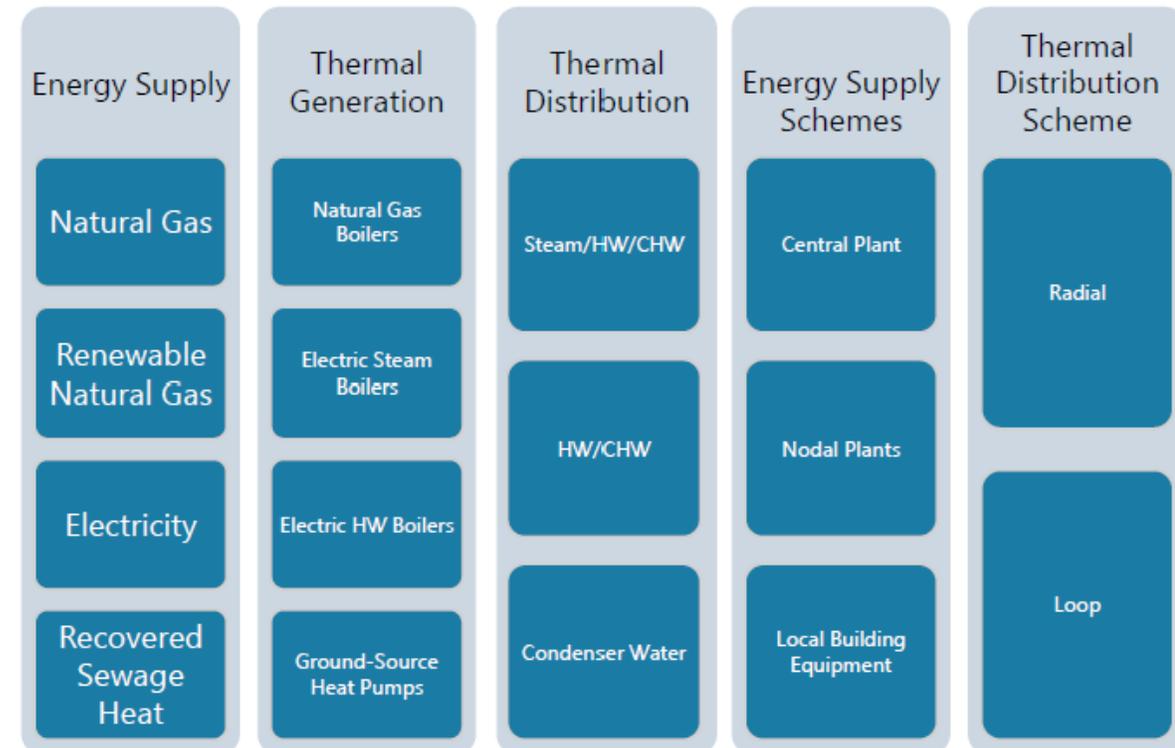
Primary Energy Development Methodology



- Start with Largest emitter of carbon, Central Heating Plant and Building Heating.
- Develop a list of energy supply technologies into preliminary energy strategies for the campus.
- Evaluate the strategies
- Below is a list of options developed with many sub-options(not shown) that would be derived from the main option.

Options List

0. Business as Usual
1. Elec. Steam Boilers -Central
2. Elec. Hot Water Boilers
3. Ground Source Heat Pumps
4. Ground Water Distribution
5. Sewage Heat Recovery
6. Renewable Nat. Gas Boilers



Analysis of Options

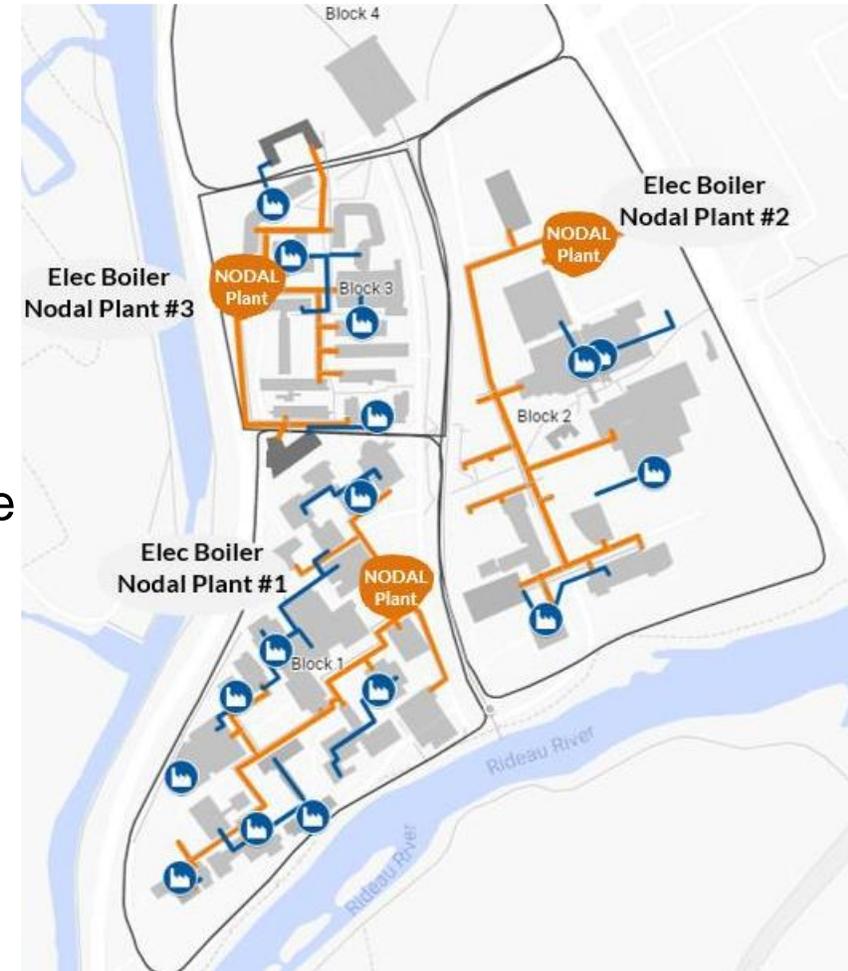


Criteria	Description
Carbon Reduction	Equivalent carbon emission (reduction) of the strategy, potential to integrate with other renewable technologies
Reliability	Service continuity, post-outage service, ability to resume service/black start, islanding capacity
Annual Operating Cost	Ongoing cost for tenants related to fuel commodity, water, chemical, operation and maintenance
Flexibility	The ability for the technology to expand, adapt and/or supplement other technologies and infrastructure
Logistics	Spatial requirement (plant/distributions system), logistics, permitting, technology maturity
Initial Cost	Capital cost, of the strategy, potential of external funding, phase-ability
Community Integration	Ease to integrate with the community (appearance, odor, noise)
Political Risk	Impact to the design and operation of the system due to political changes/uncertainties, government support, fuel volatility
Public Acceptance/Engagement	Public acceptance (or rejection) of the technologies
Sustainability Rating System Integration	Potential of the technologies to support other sustainability rating system such as LEED, Eco-district, etc

Thermal Heating Strategy



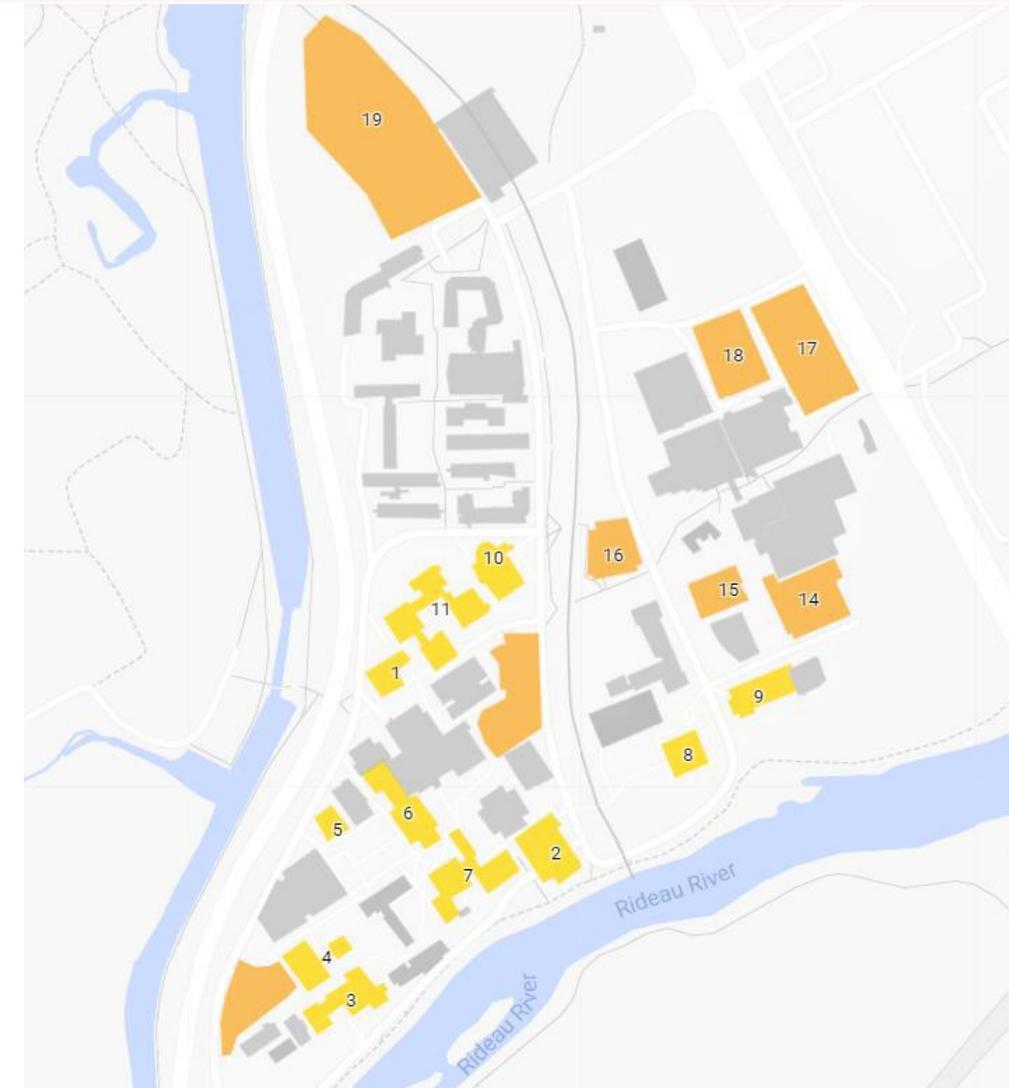
- Electrification of thermal heating strategy through the addition of three new nodal heating plants.
- Electrical heating plants (boilers) generate low temperature hot water that is distributed throughout the campus for heating purposes.
- At each Plant provide Thermal Energy Storage (TES) storage tanks that would reduce campus heating demand, provide redundancy and provide energy cost savings.
- Retrofit buildings to accept low temperature hot water
- Electrification reduces carbon emissions by 80%.



Renewables, Storage and Off-Sets



- The remaining carbon to be off-set is through the use of solar photovoltaics , battery energy storage, sewage heat recovery, energy retrofits and carbon off-sets.
- A preliminary analysis is shown for solar PV installations on the Carleton campus.
- Approximately capital costs of \$ 21.1 M and a total payback period of 21 years with a carbon reduction of 320 tonnes.
- Achieves 100% reduction by 2050.



Summary and Next Steps



- This plan is expected to achieve an 80% carbon reduction.
- Remaining 20% needs to be off-set through renewables and carbon off-sets.
- Continue with building retrofits, with historical carbon reductions of approx. 340 tonnes of carbon annually.
- Nodal Plant and Distribution Network detailed study.
- Develop New Standards for Building Performance.
- Communicate Plan within Carleton University Community and into broader Ottawa networks.



Questions



Carleton
UNIVERSITY

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 2/11/2021
From:	Building Program Committee	Date of Meeting: 11/03/2021
Subject:	Major Capital Projects & Deferred Maintenance	
Responsible Portfolio:	Finance and Administration	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information.

3.0 EXECUTIVE SUMMARY

Capital projects totalling \$147.9 million are currently underway. Total expenditures incurred as of Dec 31st, 2020, and value of work completed to Jan 31st, 2021, amount to \$90.2 million, with forecast spending of \$57.6 million. The Nicol Business Building is well underway and substantial performance completion is expected in April 2021. The Education Design Centre (Mackenzie Building Addition) is under construction with scheduled completion in fall 2021. This report also provides a financial update on on Deferred Maintenance projects.

4.0 INPUT FROM OTHER SOURCES

The capital project expenditures report was prepared by Facilities Management and Planning, and was developed from information provided by the respective project managers.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The following provides an update of the major capital projects underway:

- **Cogeneration Facility** – Commissioning and testing of the System is well underway with expected completion by the end of April. Delays were encountered as a result of the Ravens Road construction project requiring the relocation of high voltage power lines. To meet Hydro Ottawa’s additional requirements for approval, measures were taken to upgrade the electrical switchgear. This caused an 8 month delay to the project as well as an additional third party consultant’s involvement resulting in approximately \$300K expenditure over the initial project budget.
- **Nicol Building (Sprott Business School)** – Building envelope: The building envelope is 90% complete with substantial completion expected early April. The passenger elevators are 95% complete and mechanical and electrical rough-ins are 95% complete. The interior wall partition boarding and taping is complete on levels 1, 3, and 4, and approximately 70% complete on levels 5, 6, and 7. Interior finishes (painting, ceramic, wood panels...) are well underway on levels 3 and 4, and starting on levels 5, 6, and 7. Sidewalks around the exterior of the building are complete and landscaping is planned for early spring. The contractor’s latest schedule update is forecasting an occupancy permit

date of May 7th, and Substantial Performance on June 11th. This leaves occupancy 3 weeks behind schedule, and Substantial Performance 1 week behind in reference to the August 2020 schedule baseline. COVID-19 disruption continues to pose a risk to the schedule with some reported delays with fabrication and material supply chains. Planning of occupancy by the Sprott Business School is ongoing. Sprott staff and faculty are expected to move in during the summer 2021 subject to COVID-19 restrictions.

- **Engineering Design Centre (Mackenzie Building Addition)** – Ellis Don (Construction Manager) is tendering sub-trades packages sequentially as required for the project. During piling operations, the existing site conditions posed some challenges, leading to requirements for a foundation design change. The project team worked to mitigate risks due to planned sequencing changes and to coordinate this design change with the steel material approval and ordering timeline. COVID-19 also impacted the concrete sub-trade performance, which added a few days to the schedule. The project team will work with all parties to find efficiencies to keep the project schedule on track to achieve the September 2021 moving date. So far, the project is on budget. COVID-19 impact is being monitored closely and all parties are working collaboratively to follow the masking and physical distancing requirements put out by provincial requirements, the Ministry of Labor, EHS and Carleton.
- **New Student Residence** - Construction Documents are 95% completed. The internal drawing review and Class A reconciliation have been suspended due to Board decision to place the project on hold. Foundation designs have been submitted to the City of Ottawa for permitting. The Construction Manager has been given a change order for suspension of services with a resumption notice deadline of October 7th, 2021. Risks with delay include expected cost increases in construction due to availability of construction materials and trades.

Capital Renewal/Deferred Maintenance Projects

The following projects are in design or under construction:

- **Steacie Building renovations to 3rd and 4th floor labs** - Delivery of scope objectives expected in early March 2021.
- **Social Sciences Research Building (SSRB) – Roof Replacement, Ceiling, Lighting, and HVAC upgrades** - Roofing, RTU, ductwork, lighting, ceiling grid and control work 80% complete. Painting and Ceiling tile work outstanding. Substantial Completion in March 2021.
- **Herzberg Building Renewal upgrades in Block B, Levels 1, 2 and 4** - Drawings are 90% complete. Delivery schedule for the equipment such as air handling units at risk due to COVID disruption. The project implementation schedule is being reviewed.
- **Southam Hall Building Envelope Upgrades** - Project is at the drawing review stage and 66% complete. Scope of work involves repair of concrete spandrels and columns, install cap flashing on columns, replace masonry and masonry thru-wall flashing, replace all windows, and selected doors/entrances.
- **Premise Isolation on Incoming Water** - The Premise Isolation on Incoming Water Project entails upgrading & modifying the water main entry connection (domestic and sprinkler system) with specific types of Backflow Preventers (BFP) for the older Buildings across campus in order to conform to the City of Ottawa's (the City) Water By-law to protect drinking water quality.
- **Roof Replacement** - Design services are underway for the roof replacement projects for the following buildings: MacOdrum Library, St. Patrick's Building, Maintenance Building.

- **Loeb and Paterson Hall Building Condition Assessments** - Two separate consultants have been engaged to complete building condition assessments of both the Loeb Building and Paterson Hall. The consultants will be looking at Building Envelope, Life Safety, Mechanical/Electrical, accessibility issues.
- **Campus Sanitary Sewer/Storm Sewer/ Water Main Infrastructure**
A consultant has been engaged to undertake a detailed condition assessment related to the serviceability, functionality, and capacity of the campus sanitary sewers, storm sewers and water mains. In addition, a five-year renewal plan will be developed.

6.0 FINANCIAL IMPLICATIONS

Although we are experiencing some delays in the supply chain as a result of COVID-19, along with some increase in costs, we do not at this time expect these to be material.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Potential schedule delays and cost increases. Due to the nature and size of contracts related to capital projects, there exist the potential for disputes with contractors and associated delays in construction. In addition, there is the potential for financial risk due to price changes in materials, labour disruption and other unforeseen circumstances such as adverse weather and supply issues due to COVID-19. These risks are monitored closely through the life of the projects and appropriate mitigation measures are put in place when appropriate.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Delays in completing capital projects could have a reputational impact with internal clients and additional financial costs to the university. Ongoing communication with key stakeholders is an important part of project management oversight.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

**Carleton University
Major Capital Projects
Reporting at JAN 2021**

Project	Budget	Expenditures to Dec 31/20	Work Completed to JAN/21	Anticipated Expenditures to Come	(Over) Under Budget
Capital Renewal 2018/19	14,000,000	12,883,085	12,887,556	1,112,444	0
Capital Renewal 2019/20	14,000,000	4,518,939	4,805,509	9,194,491	0
Capital Renewal 2020/21	14,000,000	335,936	371,101	13,628,899	0
Cogeneration Facility	20,700,000	19,070,615	19,091,998	1,908,002	(300,000)
Nicol Building	65,585,033	47,992,700	49,307,295	15,790,806	486,932
EDC (ME Addition)	17,285,000	1,282,128	1,697,067	15,587,933	0
New Residence 2022	2,418,380	2,012,897	2,024,015	394,365	0
TOTAL	147,988,413	88,096,300	90,184,541	57,616,940	186,932

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:	2/11/2021
From:	Finance Committee	Date of Meeting:	2/25/2021
Subject:	2020/21 Financial Update and Status of Reserves		
Responsible Portfolio:	Vice-President (Finance and Administration)		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

None

3.0 EXECUTIVE SUMMARY

This 2020-21 financial update is provided to the Finance Committee to highlight changes in the operating environment that could have a material impact on the ability of the University to achieve its financial goals.

4.0 INPUT FROM OTHER SOURCES

The update is supported by the accompanying presentation, which identifies key changes in operating factors and the financial impact that will affect the 2020-21 budget results and reserves.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The review of key elements in the operating budget, as of the end of January 2021, indicate a \$5M operating surplus for the year. The following are the key changes to the university's 2020-21 projected financial results:

- Government grants are expected to exceed the original budget by \$7M, \$5M of which relates to targeted grants for student and indigenous support. The balance relates to additional core operating and performance funding.
- Tuition fees are also expected to exceed budget by \$7M, and related mostly to the summer 2020 higher enrolment.
- Other income is expected to be \$2M below budget, as certain fees were waived during the year.
- Investment income is currently exceeding budget due to unrealized gains, however given past experience with the unpredictability of the market, it will be assumed to be on budget at this time.
- Expenses are expected to exceed budget by \$7M, mostly due to the additional \$5M in expenditures related to the targeted grants noted above. The balance of \$2M is due to an additional \$3M in university funded student support and \$3M in accrued leave, offset by savings in utilities and other minor expenditures.

An update of the university's internally restricted net assets for 2020-21 is also provided in the attached document, showing a projected decrease in total assets of \$52 million from the previous year. The most significant change relates to the expected \$32 million reduction in the ancillaries accumulated surplus due to the pandemic disruption. The capital reserve is expected to decrease by over \$20 million in 2020-21, as earmarked funds are drawn for the construction of the Nicol building.

The expected 2020-21 operating surpluses have been allocated towards the pandemic contingency fund, which should amount to \$15 million as at April 30, 2021. The pandemic contingency was established in April 2020. At that time, \$10.5 million of available fiscal funds were set aside within the operating budget. Added to that was the \$16.4 million operating surplus generated in 2019-20, for a total of \$26.8 million. To date, almost \$17 million in pandemic relief funding has been provided or earmarked for additional cleaning, student support, transition to online learning, and other pandemic related cost increases. There is approximately \$10 million remaining in the pandemic contingency fund.

6.0 FINANCIAL IMPLICATIONS

As the financial impacts of the COVID-19 pandemic are expected to continue well into the next fiscal year, management will be recommending that the projected 2020-21 operating surplus be made available for COVID-19 related expenditures.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The latest financial projections indicate that the university should exceed its operating budget for 2020-21, thereby reducing financial risks for the university as a whole. The internally restricted assets (reserves) continue to be strong, with the funds invested in the university’s Operating Fund Short Term Investments. The Operating Fund is overseen by Carleton’s Investment Committee, with \$632.9 million available at December 31st, 2020. Management closely monitors the Operating Fund balance. Carleton’s conservative approach to finances and budgeting are a key risk mitigation measure that allows the University to maintain its long term operations and weather shorter term financial such risk or events.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

None identified.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

2020-21 Operating Budget Update

Finance Committee

February 25, 2021



Carleton
UNIVERSITY



2020-21 Operating Budget Update

\$Million	2019-2020 Actual Results	2020-2021 Approved Budget	2020-2021 Budget Update	Variance to Approved Budget
Government Grant	176	172	179	7
Tuition Fee	294	302	309	7
Investment Income	7	8	8	-
Other Income	26	20	18	(2)
Total Revenue	503	502	514	12
Total Expenses	487	502	509	7
Operating Results, before new appropriations	16	-	5	5

Notes 2020-2021 Update vs. 2020-2021 Approved Budget:

1. Government Grant - Add'l \$2M in Core & Performance grants, \$5M add'l targeted grants received for student support and initiatives
2. Tuition Fees - +32% summer enrolment (+\$6.9M); Domestic New FT down 8.8%; International New down 24.6%
3. Other Income – reduced late registration, deferral & CUOL fees
4. Expenses – Additional costs linked to targeted grants, as well as increased student support costs

Internally Restricted Assets (\$M)

\$Million	2016-17	2017-18	2018-19	2019-20	2020-21 ESTIMATE
General Appropriations	117	103	120	109	110
Pandemic Contingency	-	-	-	16	15 *
Capital Reserves	121	92	104	86	63
Investment Income Equalization	21	25	41	40	48
Pension Liability Reserve	104	129	129	69	69
Ancillaries Accumulated Surplus	25	33	38	40	8
Research Initiatives	27	39	42	47	49
Other	<u>30</u>	<u>27</u>	<u>33</u>	<u>42</u>	<u>35</u>
Total	445	448	507	449	397

* Includes anticipated 20/21 surplus

Pandemic Contingency Funds (\$000)

	Commitments	Balance
Pandemic Contingency - Opening		26,853
Student Support	6,024	
Cleaning, PPE & RTW supplies	4,327	
Transition to Online Learning	3,872	
Provision for Bad Debts	2,000	
Other (WFH supplies, cover revenue losses)	<u>657</u>	<u>16,880</u>
Pandemic Contingency - Available		9,973

**Minutes of the 113th Meeting of the
Advancement and University Relations Committee**

**Monday, September 21st, 2020
Via Videoconference**

Present:

Mr. P. Dion (Chair)	M	Ms. N. Karhu
Dr. B.A. Bacon		Dr. E. Sloan (Vice-Chair)
Mr. N. Black		Ms. J. Taber
Mr. D. Fortin		Ms. J. Teron (non-voting member)
Ms. G. Garland		Ms. C. Tessier
Ms. W. Horn-Miller		

Staff:

Ms. S. Blanchard	Ms. B. Gorham
Ms. J. Conley	Mr. R. Goubran
Mr. R. Davies	Mr. S. Levitt
Ms. R. Drodge (Recording Secretary)	Ms. T. White
Ms. A. Goth	

Guests:

Ms. L. Gavey	Mr. C. Lobban
Ms. V. Gravel	Mr. T. Jones

1. CALL TO ORDER AND VICE - CHAIR'S REMARKS

The meeting was called to order at 11:00 a.m. The Chair welcomed everyone to first committee meeting of the 2020-21 board year. The Chair provided a brief reminder on the protocol for participating in a Videoconference meeting.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest. There were none declared.

3. APPROVAL OF THE AGENDA

The agenda was circulated prior to the meeting. It was moved by Dr. Sloan and seconded by Ms. Karhu that the Advancement and University Relations Committee approve the agenda of the 113th meeting, as presented. The motion carried unanimously.

4. APPROVAL OF MINUTES & BUSINESS ARISING

Minutes of the previous meeting were circulated in advance. It was moved by Mr. Fortin and seconded by Dr. Sloan that the Advancement and University Relations Committee approve the minutes of the 112th meeting, as presented. The motion carried unanimously. There was no business arising from the previous minutes.

5. ITEMS(S) FOR APPROVAL

5.1 Board Award Criteria and Jury Selection

An executive summary was circulated in advance.

The Chair outlined that the Board of Governors Award for Outstanding Community Achievement is awarded annually to a student in the graduating class within the current academic year, usually at convocation. The Advancement and University Relations committee reviews the criteria for the award and appoints the jury who selects the recommended award to the Board for approval. The proposed Board Award Jury is Mr. Dion, Dr. Sloan, Mr. Black, Mr. Malloy, Ms. Karhu and Ms. Foroutan

The Chair invited the committee to provide any comments or suggestions related to the award criteria.

Dr. Sloan, whom chaired the jury last year, noted that the criteria has been adjusted over the years to better reflect the strength and rigor the Board is looking for in a recipient. Adjudgments included clarifying that only a graduating undergraduate or graduate student are eligible to receive this award, and that a minimum CGPA requirement 7.0 for all applicants. Dr. Sloan noted that she does not believe further adjustments are needed to the criteria and that the proposed jury is a good cross-selection of members.

The Chair invited Mr. Black to share his thoughts. Mr. Black noted his support of the criteria. He noted his belief that students appreciate the opportunity to apply for the award as it does propel students forward in a professional capacity and acknowledges their outstanding work at Carleton. He agreed that the task to select a recipient is monumental and noted that the proposed jury is more than qualified to do so.

Ms. Goth advised that the Jury will meet in February or March after the nomination process has closed to review award applications. The jury will recommend a recipient to the Committee which will then be put forward to the Board for approval if deemed appropriate.

A committee member asked about the advertisement of this award. Ms. Goth briefly referenced the award's Communications Plan. Advertisements are published on the Board's website and advertised to the following: staff, faculty, deans, student governments and clubs

via direct email communication as well as undergraduate and graduate students via their student portal. Information will be included in the graduate student newsletter and an open nomination will be included in the Board meeting summary leading up to the deadline of for applications. The information will be shared via Twitter to the community, and to Communications officers across campus for their social media platforms. The award will be promoted at a Senate meeting as a point in the President's speaking notes. Posters will not be used this year given the continued public health crisis.

A committee member asked if within the criteria, the requirement of volunteerism and community service through unpaid involvement is inclusive of advocacy. Ms. Goth confirmed that advocacy is indeed included when considering an applicant as it is a form of service to others, whether it be within the Carleton community and the community at large.

It was moved by Mr. Black and seconded by Ms. Karhu to recommend to the Board to approve the Board Award for Outstanding Community Achievement Criteria and jury selection for the 2020/21 academic year, as presented. The motion carried unanimously.

6. ITEMS(S) FOR INFORMATION

6.1 Update from the President

The Chair invited the President to provide an update to the committee.

The President thanked the members for serving on the Advancement and University Relations Committee. He noted his excitement for the upcoming year and the transformative work that will take place in this committee with regard to the Strategic Integrated Plan.

The President noted his goal of focusing on Carleton's reputation. Reputation is essential to a university as it impacts the core mission including student recruitment, faculty recruitment and research success. Reputation also impacts on a university's ability to engage in the conversation at the national and international level.

Carleton has gap in reputation as its better in almost every dimension of its core mission than its public perception. People are surprised by the great number and quality of students at Carleton, given the open-door admission Carleton had in the 1990s which led to a variety of problems. Carleton conducts much more impactful research than perceived, and this has always been seen in university rankings. Carleton has placed within the top five in substantive rankings for a comprehensive university, but lags in reputation. Last year, Carleton was ranked ninth in reputation.

When Dr. Bacon began his term as President in 2018, he asked for some market research to anchor the reputational work in data. The Strategic Council conducted market research which was shared with the Committee. The research identified that most people do not know of Carleton University. Carleton is well known in the Ottawa area, but in areas beyond such as Toronto, many people that should be aware of Carleton do not. Carleton's reputation and visibility grows weaker nationally and internationally.

From the Strategic Council report, there is an appetite and opportunity to learn more about Carleton. While Carleton's reputation and visibility are weaker outside of the national capital region, the president noted this belief that Carleton is better in substance, but not in reputation.

The President reminded the committee that the Strategic Integrated Plan (SIP) was developed over the course of last year. From the start, the plan was built to be a reputation document that will help Carleton tell its story. The SIP launches on September 30th, 2020.

The President advised that the first Director of Government Relations at Carleton, Alastair Mullen was hired. Mr. Mullen is already having an impact across all levels of government. The president is in the process of hiring Carleton's first ever Chief Communications Officer, which will lead the Department of University Communications and Carleton's branding, marketing and reputation building efforts.

Carleton has also retained the services of the Banfield Agency. Banfield is based in Ottawa and has a tremendous track record of helping a number of public and private sector entities to supercharge their brand and reputation.

A committee member asked how Carleton's new SIP will balance accessibility with a revamped admissions policy under the rehabilitation of Carleton's reputation. The President noted that around 1990, Carleton made the decision to adopt an open-door policy which meant that anybody (with or without qualifications) could come to the university. This may appear to be a good idea, but a large population of students came, payed, enrolled and then failed. Many left without a degree and with debt which both hurt the students as well as the university. This led to Carleton's designation as "Last Chance University", which Carleton is still working to reputationally fight off to this day. He noted the importance of maintaining accessibility as a core value, while also promising a challenging and fruitful academic experience. He highlighted Carleton's Enriched Support Program, which is one-year transition program that provide opportunities for prospective students to demonstrate their potential to succeed at university. The President noted balancing the value of access to education with giving students a fair chance to success is essential.

A committee member asked if there was a reputational breakdown of the research done on the different sectors of society within the process of developing the SIP, specifically with regard to the Indigenous community and its reputation. They asked if surveying was done amongst Indigenous Education leaders, etc. The President noted that overarching message heard from the research was that Carleton is not as visible. The President directed the member to contact Ms. Kahente Horn-Miller (Assistant Vice-President, Indigenous Initiatives) for more information on the actions of the Carleton University's Strategic Indigenous Initiatives Committee and the newly developed Indigenous Strategy.

6.2 Reputational Strategy (Banfield Agency)

The President outlined that Carleton completed an RFP to hire Banfield. They have begun a process to coordinate the branding and marketing of the new SIP. Banfield researched Carleton, and Carleton worked with the team towards completing the design of the SIP. Banfield attended the committee to provide important information on how they will gather important feedback

from the community on what is integral to the university and how-to best position Carleton's brand. The President welcomed the members of Banfield and invited the team to introduce themselves before delivering their presentation to the committee.

The following staff from Banfield joined the meeting: Veronique Gravel (Director of Client Services and Banfield Partner), Timothy Jones (President and Creative Director at Banfield), Craig Lobban (Creative Director) and Lindsay Gavey (Director of Strategy).

Ms. Gravel outlined a four-phase process that will take place over the coming year: Analysis (July-October 2020), Strategy Development (November 2020), Brand Development (December-February 2020) and Implementation Strategy and Plan Development (March 2020).

This first phase focused on understanding Carleton, its challenges, its opportunities and its perceptions. There are a variety of sub-stages that have and will continue to take place as part of this first phase of Analysis, including Discovery Sessions, Primary Research, Secondary Research, Brand workshops, Present Findings and External Stakeholder Engagement.

Discovery Sessions were conducted earlier in the summer with the Carleton core brand group of Sprott and research teams. Conversations were had to set the stage and begin discussions on the vision for the future of Carleton. From the Discovery Sessions, Banfield were able to identify all the background that would be available for use by the team to dive deep into understanding Carleton University. They were also useful to help identify where reputational gaps are and how those gaps may have evolved since any primary research conducted in the past.

A plan for Primary Research was then mapped out, which include in-depth interviews, focus groups and an online survey for broad audience insight.

Secondary research will be done and will consist of a literature review, a brand audit and competitive landscape to understand how Carleton is positioned against other options, not specific to just direct competition but more broadly to other organizations who are in the same general environment.

Brand workshops will then be held, which will consist of focused groups of about 10 individuals. In these workshops, Banfield can have engaging discussions with internal stakeholders to begin dreaming of the brand together and identify challenges. This will assist Banfield in developing a strategy and a creative direction for the new brand. The final deliverable to the first Analysis Phase will be a report on findings to inform strategy development near the end of October. Ms. Gravel highlighted the importance of engagement with external stakeholders to ensure that there will be an opportunity to engage the community.

The Strategy Development phase involves the development of a vision, purpose, position, values and brand voice. This is done in a guiding manner so that the community understands and will be able to live and champion the brand moving forward. A messaging platform will be developed so that overarching key messages support the new brand alongside the Carleton community.

From there, a creative brief will be created. The creative team will take the lead on Brand Development – the third stage in the process. The creative team will revisit the visual identity of

Carleton, sub-brands and prepare options for discussion with internal staff and external communities. From the information learned from testing, input and feedback about the organization, the team will look to finalize the identity. Once the creative concept development and testing has been finalized in March, tools will be developed (brand book, a writing guide, etc.) so that Carleton's new identity can be leveraged and implemented consistently.

An implementation will be development, which will give Banfield a way to assist in the announcement, launch and first steps regarding Carleton's new brand. The team is looking forward to this collaborative and consultative process.

Some initial observations were shared and the include:

- Research to-date shows that audiences have pushed Carleton into the “mushy middle” of comprehensive universities despite its significant improvement in quality over recent years
- There is much “sameness” amongst brand assets in the education landscape (look, feel, message, etc.). Carleton's distinctiveness is undefined.
- There is opportunity to more clearly define and strengthen the value exchange between Carleton and its sub-brands to create a cohesive system to support brand-building.
- With many priorities and a diverse constituency to appeal to, defining a focused brand will be a challenge for Carleton.

A committee member asked if the strategy planned to include diverse voices in creative concepts and to ensure the inclusion of diverse voices within Carleton's rebranding. Ms. Gavey noted the the strategy of engagement for the rebranding process will ensure that all voices are captured along with any sensitives or considerations they may have to share before the team moves into creative development. With regard to testing, Banfield will have a broad representative group from different communities to provide feedback on the resulting concepts.

The President noted that Carleton has been working with Banfield to ensure from the beginning of the process of engagement with the community would be broad and inclusive. A process like this necessitates time and multiple points of inclusive engagement so that the community can recognize themselves in the storytelling and in the brand. The Advisory Group on Equity, Diversity and Inclusion will be a group to consult with, along with the Indigenous Advisory Council. With regard to the survey, he noted that Banfield should seek advice from the Office of Equity and Inclusive Communities on both the data and questions being asked.

A committee member asked on how Banfield would go about trying to establish a brand once the gaps in reputation and branding are identified. Ms. Gavey noted that the most important point is to define the uniqueness and distinctiveness of Carleton. The opportunity is to be deliberate and proactive in crafting what the perception is around the brand, instead of having it decided for you. Mr. Lobban noted that social media and online platforms open up the discussion on brands and prospections. Developing a distinctive brand based on truths found in addition to not fighting some directions that have already been established, such as with Sprott's grassroots movement called Sprott Love. The President emphasized the importance of this branding work and agreed that Carleton must have sharp and loud storytelling.

A committee member asked who the prime audience will be for Carleton's new brand. Ms. Gavey noted that Banfield will work to define how the basic truths of Carleton line up with the different perspectives of the community. Messaging is an important deliverable as part of Banfield's brand work and will be based on each of the primary audiences in addition to an overarching essence of Carleton that is articulated for different constituencies.

A committee member asked if the in-depth interviews were going to include employers, Carleton's key stakeholder groups, opinion leaders and decision makers. They also suggested to interview the Ottawa Hospital community as they are a key decision maker in the region. Ms. Gavey noted that employers are included as part of the external outreach group. She agreed to take a look at the list of people in-line for in-depth interviews for the mentioned stakeholder groups to ensure that they are represented.

A committee member asked if Banfield is looking to engage with international groups or groups from across Canada in their community engagement strategy. They also inquired into any preliminary finds. Ms. Gavey noted that Banfield has access to some third-party research as it related to the international perspective; however, international engagement has not been prioritized. She suggested to connect with the President offline to ensure that they are capturing the appropriate perspectives. The President commented that Carleton's signal internationally is very low. In regard to what stands out about Carleton, the comments around Carleton as a caring community is continuously mentioned. The origin story was also noted to stand out, as it is one surrounded around a practical need within the community.

A committee member asked if there are any overtures planned specifically for Indigenous communities and students with the rebranding in line with the *Kinàmàgawin* report recently released. Ms. Gavey noted that they have the report and background as part of Banfield's literature review. She made a note to ensure that the Indigenous perspective is included as part of the in-depth interviews and the creative development.

In follow-up, the committee member asked if Carleton's student organizations (CUSA, RRRR, etc.) have been included on the list of external organizations to have in-depth interviews. Ms. Gavey noted the intention to begin to define what student engagement will look like within the workshops, discussions, etc. as part of the group mix; however, specific outreach to students had yet to be defined.

The Chair applauded the work that Banfield had presented. He was hopeful about the process and was excited for continued engagement. The Chair thanked Ms. Gravel and Ms. Gavey for their detailed and comprehensive presentation.

The President thanked the Banfield team for their presentation and work done over the course of the summer. This presentation marks the first point of engagement with the Carleton community, and noted that the Board will have a number of opportunities to engage again, such as at the Board Planning Session.

6.3 Advancement Update (Ms. J. Conley)

The President noted that Carleton is currently operating above expectation, although challenges are being experienced. Carleton closed an extremely successful campaign in April 2019, which raised \$308 million, making it the largest campaign in the region's history. He noted the risk of a post-campaign cliff and urged Carleton to be strategic in managing the potential challenge. Although the current global pandemic was noted to be disrupting Carleton's Advancement operations, the situation is also providing opportunities.

Ms. Conley thanked Ryan Davies, the Director of Advancement Strategy and Brand and whom is leading Advancement's digital transformation, for joining her today.

Here for Good is Advancement's guiding ethos and principle for fundraising at Carleton University. The recently concluded \$308 million campaign came informally known as the *Here for Good* campaign. Its platform continues to drive all partner relationships and fundraising practices at Carleton, which achieved a \$31 million revenue in the last fiscal year.

Here for Good has been discussed as an architecture and an operational way of being and doing, and that *Here for Good* represents having social, economic and commons good impacts on society. The focus is on giving though Carleton to positively affect the world, rather than simply giving to Carleton.

Ms. Conley reviewed Advancement's operational goals for the 2020-2021 year, in terms of raising revenue, relationships and building resilience. Their main goal is to support Carleton mission and the new Strategic Integrated Plan.

Advancement is committed to maintain their 3-year fundraising rolling average of \$25 million. They are also committed to launching Phase 2 of the Holistic Integrated Partnership. Ms. Conley thanked Mr. Goubran (Vice-President, Research and International) for the extraordinary opportunity to partner with him and his team. This is the only program in Canadian higher education, which gives Carleton the opportunity to provide industry partners an integrated and multidisciplinary approach to problem-solving.

With regard to partnerships, they are committed to launching Phase 2 of the *Hub for Good*, the first and only front door portal for Carleton which is in partnership with Dr. Lorraine Dyke (Deputy Provost) and Provost Jerry Tomberlin. They also plan to continue digital engagement transformation for stakeholder relations. Advancement has always been a digital first effort, so they are focused on leveraging this to meet today's needs.

With regard to resilience, Advancement is committed to demonstrating donor and talent retention via thought leadership and creation of best practices for Carleton and the sector. They are also committed to demonstrating diversification and innovation to strengthen the nonprofit sector and Canadian society through philanthropy. The goal is to do anything but old-school philanthropy.

The focus on Advancement is Revenue, Relationships, Resilience and Reputation. This focus is related to how Carleton approaches fundraising and friend-raising. The ethos was noted to be building new revenue, brokering partnerships, and ensuring departmental resilience so Carleton's

mission can be supported. Ms. Conley noted that being adaptable is Advancement's primary job this fiscal year.

With regard to Advancement's specific goals of how they are approaching being and doing, they have committed to the following:

- Solving real-world problems and bring real resources to Carleton's core mission.
- A supportive and rewarding place of work for thought leaders who are prepared for the future forerunners and champions of the philanthropic sector.
- Ambassadors for Carleton as a first choice for investment and partnership and a destination for community engagement.
- Service-orientated and effective stewards of partnerships, resources and investment.

Advancement's Strategic Plan echoes Carleton's SIP. Ms. Conley noted that Ryan Davies was on the SIP Task Force and was able to translate Carleton's triangle directly to the work done in Advancement. *Share Knowledge, Shape the Future* (the Canal) was translated to represent revenue and Advancement's core mission. *Strive for Wellness, Strive for Sustainability* (the River) was translated to represent resilience and re-imagining. *Serve Ottawa, Serve the World* (the Community) was translated to represent community, relationships and partnerships.

Ms. Conley reviewed Advancement's vision and goals associated with each axis mentioned above. With regard to the Canal, Advancement will develop new revenue strategies to support Carleton's core mission by focusing on high-value holistic integrated partnerships and establishing a new national and international front-line fundraising approach through innovative digital tools and methods. Some goals noted were to be to raise \$25 million in revenue, to increase transformative strategic alliances, develop high-value partnerships and to secure unique donors world-wide. She thanked Dr. Goubran for the opportunity to engage industry in a meaningful and unique way in the landscape.

With Regard to the Community, Advancement will implement strategies to broker, manage and celebrate partnerships with purpose by establishing a new industry-leading "purpose-based" (vs. participant-based) engagement model centered around the *Hub for Good*, and to deepen existing and establish new stakeholder relationships worldwide with more effective digital communication and stewardship. Advancement's goals for this axis include to launch Phase 2 of the *Hub for Good* to establish a new online engagement model, to inspire individual actions from stakeholders, to maintain donor retention rate, and to capture contact information for constituents.

With regard to the River, Advancement will create brand-new approaches to operational, strategic and systematic challenges by enhancing a culture of philanthropy on campus by encouraging partnership, problem solving, service and resilience, by empowering ourselves and each other to invest in and perfect passion projects and "first and only" projects (ex. through Future Funder), and finally by leading and supporting Carleton leadership (both academic and administrative) in establishing and advancing relationships. The goals for this axis are to engage philanthropic champions and ambassadors and to lead training and development sessions for university and charitable sectors to showcase Carleton first and only thought leadership.

Advancement works closely with Masters Philanthropy and Nonprofit Leadership program to ensure that Carleton is taking an academic approach to Carleton's fundraising process.

Ms. Conley highlighted Carleton's Champion Partnership, another first and only program. Advancement has developed a toolkit to assist people to engage with their passions and raise support.

A committee member asked if there are any philanthropic endeavors this academic year that focus on generating revenue to directly support students through COVID-19. Ms. Conley noted that scholarships, student awards and bursaries are the foundation of Advancement's operations. Advancement has instituted an Emergency COVID-19 Fund for students, which has done quite well. Continue efforts are taking place to ensure students are equipped with the support needed.

A committee member asked if there are any items that steal Ms. Conley focus as it related to operational goals and COVID-19. She noted that the new Holistic Integrated Partnerships program is the greatest gift that has been given to Advancement. It will have an impact on every part of Carleton, from research to student support to experiential learning. However, she noted that maintaining the volume and velocity with respect to revenue and operational success achieved last fiscal year is challenging. The new *Hub for Good* portal as an approach to stakeholder relationships and partnerships with purpose is incredibly timely for what is being seen now in the marketplace. Ms. Conley noted her gratitude that Advancement has always had this technological, online and virtual bias. This bias has been accelerated since early March when work began on Advancement's virtual, online, digital-first strategy. These strategies should help to mitigate the downturn in philanthropy; however, it is difficult to predict such outcomes during this time. Research has shown that 1 in 4 charities are in jeopardy, but Ms. Conley does not see Carleton as among that ¼ in jeopardy. The force and power of community will ensure that Advancement is successful.

A committee member asked for clarity on the phrase, "join the movement", and if Advancement is asking for time, money or both from its community. Ms. Conley noted that it means all of the above. She highlighted that Advancement puts a large focus on individual and collective passions when it comes to this call to action. No judgement is passed on the level of engagement that is displayed.

A committee member asked how student groups could contribute financially to begin their steps in "joining the movement". Ms. Conley directed students to visit the Future Funder website, and to send their team an email to begin brokering those connections.

Various committee members applauded Ms. Conley and Advancement's work at Carleton, specifically with regard to the Holistic Integrated Partnerships. A committee member asked Ms. Conley to ensure Banfield pays attention to the strategic relationships identified as critical as they will be key stakeholders in brand development.

The Chair thanked Ms. Conley for her update and presentation.

7. ITEMS(S) FOR DISCUSSION

7.1 Review of Terms of Reference and Work Plan

The Terms of Reference and Work Plan for 2020/21 were circulated in advance.

The Chair noted the addition of a third meeting, which reflects the cooperation had with the Executive leadership team but also of the ambitions of the committee.

To ensure a workplan inclusive of various points of advocacy seen in the student body, a committee member asked for the committee to consider taking some time in the future to review the state of implementation of the *Kinàmàgawin* report in addition to the report to be released by Michael Charles and his team in the near future. Ms. Goth noted that there will be an update to the full Board in March or April of 2021, regarding the annual progress towards implementation of the *Kinàmàgawin* report. Michael Charles is scheduled to present a draft report to the full Board on September 29th, which will provide the member with ample amount of time to review and discuss the contents. It was noted that he is also scheduled to attend the December 1st Board meeting to provide an update. Ms. Goth suggested to wait until the report is presented and discussed at both of the above-mentioned meetings, before any further changes the work plan are made. The committee member acknowledged this response and suggestions, and further suggested the potential for an additional agenda item during a committee in the new year, following more fulsome updates regarding the two reports. The President noted that the *Kinàmàgawin* report benefited greatly from Board engagement as it reaches across all areas of campus and the university. He noted his belief that the most appropriate place to review and discuss such a report would be at the full Board. The Chair agreed with the President's comments.

No additional comments, changes or edits were made.

On the recommendation of the Advancement and University Relations committee, it was moved by Ms. Black and seconded by Ms. Taber that the committee approve and adopt the 2020/21 Terms of Reference and Work Plan, as presented. The motion passed unanimously.

8. OTHER BUSINESS

No additional business was raised.

9. IN-CAMERA SESSION

An in-camera session was not held.

10. ADJOURNMENT

There being no further business, the committee adjourned at approximately 1:04pm.

**Minutes of the 162nd Meeting of the Building Program Committee
Tuesday, November 17th, 2020 at 11:00 a.m.
Via Videoconference**

MINUTES

Present:	Ms. B. Creary (Chair) Dr. B.A. Bacon (President) Mr. T. Boswell Mr. G. Farrell Mr. D. Fortin	Mr. D. Greenberg Ms. C. Tessier Ms. A. Tremblay (Vice-Chair) Mr. A. Ullett
Senior Management:	Ms. S. Blanchard (VP, Stud. & Enrol.) Dr. R. Goubran (VP, Research & Int.)	Mr. M. Piché (VP, Finance & Admin.) Dr. J. Tomberlin (VP, Academic)
Staff:	Ms. R. Drodge (Recording Secretary) Ms. A. Goth Mr. S. Levitt	Ms. K. McKinley Mr. G. Nower (AVP, FMP)
Guests:	Jeffery Brick (Project Manger, Planning, Design and Construction)	Mara Brown (Director, Carleton Dominion-Chalmers Centre)
Regrets:	Dr. B. Örmeci	

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The Chair called the meeting to order at 11:00 a.m. She acknowledged the land of the Algonquin Nation who's traditional and unceded territory the members have gathered upon throughout Ottawa for the meeting. The meeting began with a brief review of videoconference meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest regarding any of the items on the agenda. None were declared.

3. APPROVAL OF THE AGENDA

The agenda was circulated in advance. It was moved by Ms. Tremblay and seconded by Ms. Tessier that the agenda of the 162nd Building Program meeting be approved, as presented. The motion carried.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

The minutes of the previous meeting were circulated in advance. It was moved by Mr. Ullett and seconded by Mr. Fortin to approve that the minutes for the 161st Building Program Committee meeting, as presented. The motion carried.

5. ITEMS FOR INFORMATION

5.1 Open Space Plan

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

Following consultation, Carleton has developed a campus Outdoor Space Master Plan (“OSMP”) to promote the university’s extraordinary landscape as a catalyst for learning and sustainability as it prioritizes regenerative campus design goals. The OSMP will direct future development on campus towards an integrated campus vision.

Mr. Gary Nower, Assistant Vice-President provided a presentation. The plan aims to acknowledge the territory of the Algonquin Nation clearly and consistently throughout the OSMP process.

The project’s timeline started in Fall 2019 with the OSMP completion in Fall 2020. The plan’s focus is to create welcoming spaces, gateways and connections with the community, rivers and waterways. Brook McIlroy was retained to assist with the project, consultation and design development over Winter and Spring 2020. The process included initial site analysis, consultation, guiding principles and the overall design considerations. Design guidance included landscape character areas, key places and landscape design guidelines.

Consultations included pop-up sessions, open houses, user group meetings, email, online surveys, indigenous consultation and design workshops with Faculty of Architecture students. The consultations confirmed an appreciation for the river, an increased desire for pedestrian and cycling safety, accessibility and a desire to include indigenous perspectives in the design of outdoor spaces. The guiding documents for the OSMP included the Strategic Integrated Plan, Kinàmàgawin, the Campus Master Plan and the Transportation Master Plan.

The guiding principles of the OSMP reflect the unique geology in the Ottawa area, embed a cultural narrative, climate positive design, embrace the waterways; and create relax and recharge nodes. To reflect the unique geology of Ottawa, the plan includes using locally quarried natural stone for paving, walls and other site features as well as paving patterns and colour palettes that speak to the region’s geological makeup.

The Plan includes a culture narrative to reflect the welcoming of the multicultural make-up of the campus community, and that the campus is situated on traditional Algonquin territory by using indigenous language and storytelling in signs, furnishings, and informational markers.

Climate positive design includes incorporating more planting, converting areas of unused lawn and concrete to tree, shrub and perennial planting. Substituting where possible asphalt and concrete with stabilized crushed stone paving, using wood instead of concrete for seating elements. An arborist was hired to do an inventory on the existing urban forest which will allow a tree replacement ratio and enhancement to the existing tree canopy. The plan also incorporates re-using and recycling sit construction materials as projects are developed.

The OMSP calls for embracing the waterfront with emphasis on connecting and developing new pathways to the River and Canal, enhancing and protecting views to the waterways from outdoor spaces on campus.

The rest and recharge nodes are included in the plan. These nodes include densely planted native trees and shrubs to create a sheltered, forest-like environment in which to experience rejuvenating benefits to the mind, body and spirit. The nodes would include comfortable seating that encourages relaxation and a focus on trees, plants, birds and insects.

Key projects identified include the Campus Avenue Quad, the Main Quad, Indigenous Learning Place, Alumni Park, the Rideau River Pathway and the University Drive Gateway. The landscape character areas were broken-down into a series of streetscapes, major pathways, and interstitial spaces that knit the campus together. A strong desire for cyclist and pedestrian safety was noted. A streetscape of Campus Ave was shared with the committee which included a broader pedestrian pathway, boulevard for trees, vehicular traffic limited to one way, and two lanes of cycling pathways. An example of an accessible pedestrian pathway was shared which was lined with trees.

The Campus Avenue Quad concept and costing was reviewed which is located outside of the Nicol Building and was formerly a parking lot. The design included a flexible green plaza that can be used for a variety of events and includes a stage structure, green islands that accommodate seating (seating platforms) and naturalized planting, room for food trucks, drop-off, variety of lightening and access control for signage and stage.

The Main Quad Improvement concept and costing was reviewed which included improvements to accessibility, picnic tables, seat walls, space for gatherings, stormwater management system through bioswale and well as naturalized planting.

The Indigenous Learning Place concept was designed by BrookMcIlroy Indigenous Design Studio in consultation with the Director, Centre for Indigenous Initiatives based on a previous consultation in 2016. The design includes an accessible ramp, a water feature, medicine gardens, a fire circle, a canopy with seating, and enclosed lodge, a mural and refurbished seating. The canopy structure could be used for teaching, gathering, ceremony and the seating platform can also be used for storage. A high-level costing was also outlined.

The Alumni Park Improvements incorporated feedback on year-round use of the space. A skating trail was included in the concept. The concept also includes improvements to the

Robertson Hall podium as it is the gateway for new students visiting the university. A high-level costing was outlined.

The Rideau River Path concept focuses on increasing pedestrian access, easier to move along the river-edge including lighting, enhanced tree restoration and habitat improvements as well as additional seating and gathering areas. A cross-section of the river path was reviewed. Three access paths from central campus to the river were outlined which would allow safe pedestrian crossings and sightlines from buildings. Improvements also included a gathering area, enhanced seating, viewing platform, and a fire pit.

The University Drive Gateway is proposed to include a round-about to make access to the university easier incorporating design features, and stormwater system allowing for better drainage through bioswales.

Implementation of OMSP will require guidance on planning soils, snow and ice management, reducing the amount of salt used on campus as well as stormwater management. Priority and phasing of each of the projects will need continued planning.

The Chair noted the OSMP is an exceptional visioning project and asked about the timeline for development long-term. Mr. Nower responded that he would like to get started on phasing the projects as soon as possible with the new design guidelines. Each project will take approximately one-year to complete so with a construction schedule in place the entire OSMP could be completed in five-years.

A member asked about the possibility of including some outdoor exercise spaces. Mr. Nower responded that the feedback received did include physical activities in the design of some of the areas. When developing each project there would be user committees who would provide input into the overall design and features to meet the needs of the community.

A member asked if the removal of P2 (to be replaced by Campus Ave Quad) from the overall parking strategy has been incorporated in overall parking plan. Mr. Nower responded that parking spots have been maintained for accessible parking as well as a drop-off area and are reflected in the existing parking strategy.

A member asked if crime prevention and security design were incorporated in the OSMP. Mr. Nower responded that crime prevention through environmental design was incorporated on an individual basis for all projects. Additionally, the member asked about main roads being reduced to one-lane and if that would have an impact on street parking. Mr. Nower responded that this will need to be investigated as each project is designed but it is likely that the parking will be maintained through lay-by areas or diagonal spots. The member also asked about shoreline erosion in the Ottawa area and if that was taken into consideration. Mr. Nower responded that any work along the shoreline will need to be done in conjunction with the Rideau River Conservation Authorities.

The President thanked Mr. Nower and his team for the work on the OSMP and its link to the Strategic Integrated Plan, specifically the Strive for Wellness and Sustainability

theme and on the physical, natural and mental sustainability but as well indigenous initiatives, and equity, diversity and inclusion. The future projects of the Wellness Hub and the Engineering Energy and Sustainability Building are other examples of this strategic direction which will be built in a sustainability accredited manner.

A member asked about the skating trail proposed in Alumni Park and if it was needed since the Rideau Canal Skateway is within walking distance of campus. Mr. Nower responded that through the consultation process there were discussions about the desire to have a skating pad, but the possibilities and options are still being investigated in more detail.

5.2 Transportation and Parking Update

The Chair noted that in October of 2018, Carleton conducted a campus transportation study to address the upcoming parking challenges, in addition to the Campus Master Plan priorities on traffic infrastructure and active living. Parsons, the consulting firm, provided recommendations to improve campus transportation infrastructure, accessibility and safety.

Mr. Nower provided an update to the committee stating that Raven's Road is now open for OTranspo use, facilitating bus traffic on campus. The Hog's Back Swing Bridge is also open helping traffic flows to campus. The Hog's Back Fixed Bridge, a Parks Canada project, is projected to be completed in December.

Conversations with the National Capital Commission (NCC) regarding a second entrance/exit to Carleton campus from Colonel By Drive continue. NCC's preference is for one entrance/exit from Carleton to Colonel By Drive. Two options for the closure of the current south entrance have been provided to NCC for consideration in addition to the proposed P6 access.

The roundabout design for the University Drive Gateway is underway as per the OSMP. Repairs on the University Drive bridge are underway including the addition of decorative panels and new design standards into the streetscape from Bronson Ave., which will provide for a welcoming gateway to campus.

The double left exit to Bronson Ave. project has experienced some delays. The City of Ottawa is recommending an expanded and higher cost design than what was presented and approved by the City. The additional cost of the new design is being negotiated with the City of Ottawa.

The recommendations from the Parsons study are completed or underway for implementation.

The Chair inquired about the expanded design for the Bronson Ave. exit. Mr. Nower responded that the changes involved new cycling lanes which are projected to cost an additional \$600,000.

6. ITEM(S) FOR DISCUSSION

6.1 Carleton Dominion Chalmers Centre – Master Planning Presentation

An executive summary and presentation were circulated in advance.

The Chair outlined that the Carleton Dominion-Chalmers Centre (CDCC) is an Arts, Performance and Learning Centre located in the heart of downtown Ottawa, managed by the Faculty of Arts and Social Sciences. To systematically and strategically plan for the future, a decision was made to embark upon a master planning process in 2019. The presentation will outline the future vision for the facility and to gather feedback.

The President introduced Mara Brown, Director, CDCC. He outlined that CDCC was acquired approximately three-years ago as a performing arts centre, academic facility and a great opportunity for Carleton to be closer to the Ottawa community. After a first round of renovations immediately following acquisition, Ms. Brown was hired to lead the centre. Ms. Brown has been able to lead both the programming and operations (pre-pandemic and through the pandemic). Carleton is now taking a long-term perspective as the facility has a lot of potential.

Ms. Brown outlined that CDCC retained CS&P Architects on the master planning project. They have researched the building, the local area, conducted multiple small group consultations with the university and community stakeholders. A community-wide consultation was hosted on September 30, 2020. A final report will be provided by CS&P including business plan, renovation phases and budgets in December 2020. The CS&P report will be a springboard to launch CDCC into the next phases of development, capacity building, fundraising, community engagement and beyond. For the funding model for the renovations CDCC is looking for support through municipal, provincial and federal capital programs, partnerships with local non-profit organizations, individual giving, naming opportunities, and corporate sponsorship opportunities. A generous donation from the Crabtree Foundation enabled the initial renovations to the space and they are keen to consider new projects and new ways to contribute to the CDCC, specifically the garden area.

The CDCC is developing programming and initiatives alongside the newly developed Strategic Integrated Plan. Initiatives outlined that fulfill the strategic direction of *Share Knowledge, Shape the Future* included funding for a new research centre for Music, Sounds and Society in Canada lead by Dr. Ellen Waterman, new live streaming equipment, high tech audio/visual lab and recording student intended to be networked throughout the entire building. There are multiple professional teaching, practice and performing spaces being made available for Carleton music and drama students.

Initiatives outlined that fulfill the strategic direction of *Serve Ottawa, Serve the World* included a focus on community engagement and community impact through hosting hundreds of events by both the university and community user groups many of which were meaningful collaborations bringing over 85,000 guests between May 1, 2019 and March 2020.

Initiatives outlined that fulfill the strategic direction of *Strive for Wellness, Strive for Sustainability* include a focus on accessibility and equitability through capital improvements for physical accessibility, unique access opportunities for the community, live streaming and advanced technology to help groups reach audiences around the globe, fostering and supporting programming with the Carleton University Art Gallery, and reconciliation support with indigenous communities.

The features of the CDCC were outlined as a beautiful heritage building, a remarkable performance hall, has an array of multi-use and underused spaces, a large adjoining outdoor space for cultural use, and prominent visibility from the surrounding neighborhood. The existing challenges were outlined as spatial and acoustical issues when simultaneous events are being held in different spaces, accessibility issues from outside and within, confusing points of entry, lack of street presence and transparency to many activities inside, and a lack of generous circulation space and lobby space.

The input from key stakeholders included ensuring compatibility and a mutually beneficial relationship with the current church tenant, providing a welcoming and vibrant entrance at O'Connor Street, opening of Woodside Hall to allow more daylight and connection to nature, the creation of as many multi-purpose rooms as possible, the creation of a black box theatre, recording studio, screening room, more practice rooms, dance room, exhibition and art gallery space, dedicated student space, enhancement to the Performance Hall, creation of more amendable and multi-use outdoor spaces for arts and cultural events, showcase the extraordinary heritage qualities of the building and create a more inclusive space with gender neutral washrooms and improved accessibility.

The preliminary design concepts for the ground floor were outlined which included greenrooms, private and gender neutral and accessible washrooms, multi-use hall with glass wall, kitchen reconfiguration with safe loading entrance, art lobby, screening room with adjoining multi-use room.

The preliminary design concepts for the second floor were outlined which included multi-use rooms, education wing, practice and meeting rooms, and the church tenant. The preliminary design concepts for the basement were outlined including an audio/visual lab and recording multi-use space and mechanical rooms.

The long-term aspirational view was outlined (phase 2) including a Blackbox theatre, artist studios, outdoor plaza, and garden. Leveraging development opportunities in this area will be considered by building multi-floor compatible use including underground parking.

It was noted that heritage status of the building needs to continue to be considered through the design process and requires obtaining heritage approvals before any changes to the building can be undertaken.

A member asked about shared parking options for the CDCC. Ms. Brown responded that currently the parking lot is an income source for CDCC so shared parking options would be a possibility moving forward.

A member asked about the planning zoning of the land in terms of future development possibilities. Ms. Brown responded that consultation with the City of Ottawa is part of the ongoing plan. It is known that every parking lot in the area is required to build up. In terms of zoning there is a mature neighborhood overlay as well as the heritage designation. The zoning has changed overtime but currently is commercial. There may be special considerations possible as a result of negotiations with the City. It was noted that this is a complicated process that will need to involve heritage planners and real estate lawyers to respect municipal planning processes.

The Chair thanked Mara Brown for her presentation.

7. OTHER BUSINESS

There was no other business arising.

8. IN-CAMERA SESSION

An in-camera session was not held.

9. ADJOURNMENT

There being no further business, it was moved by Ms. Tessier and seconded by Ms. Tremblay to adjourn the meeting at approximately 12:05 pm. The motion carried.



Carleton
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**Minutes of the 304th Finance Committee
Tuesday, November 17th, 2020 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
	Mr. T. Lackey	Mr. T. Sullivan
	Mr. S. Levitt	Dr. J. Tomberlin
	Mr. K. Mann	

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 1:14 p.m. The Chair welcomed all committee members and Carleton's executive and financial team to the meeting. A brief reminder was provided to the members of the videoconferencing protocols for meetings on MS Teams.

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. Honsberger and seconded by Ms. Karhu to approve the agenda for the 304th 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 303rd meeting of the Finance Committee were circulated in advance.

It was moved by Ms. Gold and seconded by Dr. Malloy that the minutes of the 303rd meeting of the Finance Committee be approved, as presented. The motion carried unanimously.

5. ITEM(S) FOR APPROVAL

5.1 Update on 2020/2021 Operating Budget and Discretionary Spending

An executive summary and presentation were circulated in advance.

The Chair outlined that due to the enrolment uncertainties created by the COVID-19 pandemic, the Board restricted spending on \$23 million of discretionary funding from the 2020-21 Operating Budget. Since then, Carleton's Provost Budget Working Group has been monitoring enrolment data against projections. Due to favourable enrollment numbers and a satisfactory financial position, management is recommending the release of the discretionary spending for the committee's consideration.

Michel Piché, Vice-President (Finance and Administration) provided a presentation.

Enrolment was noted as key in determining whether to lift the hold on discretionary funding. The enrollment numbers have exceeded the projected optimistic scenario, with a \$2 million positive variance against budget. It was noted that government grants were not expected to change. From an operating expense perspective, approximately \$2 million in potential savings have been identified in areas such as travel, convocation expenses and utilities. These savings were offset by increases in pandemic related expenses for health and safety, teaching and learning and student aid.

Mr. Piché noted that the \$23 million of discretionary funds put on hold included approved fiscal 2020-21 budget allocations of \$11.9M, and undistributed fiscal Enrolment-Linked Budget Allocations (ELBA) of \$11.5 M. In addition, various new permanent professional staff positions were placed on hold or postponed.

To support the shift to online course delivery and health and safety requirements, a portion of the on-hold discretionary funds have been released (approximately \$1.6M). The releases were approved by the Provost Budget Working group after review by senior executives.

Carleton has also created a COVID-19 contingency fund of \$26.9M to support pandemic related expenses, made of the following: the 2019-20 Operating Surplus (\$16.4M); the Base Pension Contingency no longer required in 2020-21 (\$7.0M); and the fiscal portion of new faculty hire allocation for 2021-22 (\$3.5M). To date \$13.9M of the fund has been committed to COVID-19 expenses for student aid, in teaching and learning services, information technology capacity,

cleaning, and personal protective equipment (PPE). As of September 20, 2020, Carleton had spent \$4.1M of the \$13.9M committed.

Given the current financial situation, including the significant contingencies in place to deal with COVID financial issues, management recommended the release of hold on the discretionary allocations.

The Chair thanked the management team for their efforts during such uncertain times.

A committee member asked if there is a commitment to hiring staff beyond the end of this fiscal year. The President noted that when hiring for permanent positions, there can be commitments spanning the length of their career. It was noted that the base cost for new positions is already accounted for in the ongoing budget and planning. Mr. Piché also noted the additional positions hired this year have been mostly term positions as a result of the pandemic.

It was moved by Ms. Karhu and seconded by Dr. Malloy to recommend that the Board approve the release of the hold on \$23 million 2020/2021 Discretionary Allocations, as presented. The motion carried unanimously.

5.2 **Framework for the 2021/2022 Operating Budget**

An executive summary and presentation were circulated in advance.

The Chair outlined that the Framework for the Operating Budget is approved annually by the Board.

Dr. Jerry Tomberlin, Provost and Vice-President (Academic) introduced the item. The planning for the 2021-22 Operating Budget will be presented to the full Board in April 2021. Resource Planning Committee (RPC) members will develop their strategic plans throughout the remainder of the year and into the new year.

Key planning dates for the 2021-22 budget were outlined. In December 2020, the Planning Guidelines and Budget process will be reviewed at the Strategic Integrated Planning Committee (SIPC) meeting. Early in the new year, Strategic Orientation and Operating Priorities will be discussed and outlined at the SIPC Planning Retreat. In February, Operating and Ancillary Budget preparation will take place. This will be followed by Provost's Budget Working Group (PBWG) budget meetings in March 2021. Following these meetings, management will seek Board approval of the Ancillary Budget and the Tuition Framework in March 2021, and the Operating Budget in April 2021. In May 2021, SIPC Forum will offer the opportunity to disseminate the university's various plans and budgets.

Dr. Tomberlin described the planning assumptions, including: expectation on Federal and Provincial government deficits, government support, the Ontario Student Assistance Program, Tuition Fee Framework (which has yet to be finalized), the corridor enrolment funding model, performance-based provincial funding (currently on hold) and the current public health crisis.

It was noted that the corridor enrolment funding model is not expected to change. Therefore, no additional funding is expected to be available to support enrolment growth at Carleton. Revenue increases will need to come from tuition fees. Carleton experienced a 10% government mandated reduction in tuition fees in 2019-20, followed by a tuition freeze in 2020-21. The 2021-22 Tuition Fee Framework has not yet been announced and the University expects continued tuition freeze for the upcoming academic year.

Strategic Mandate Agreement 3 (SMA3) is in effect, including performance based financial metrics, however, implementation of these measures has been put on hold for the next two years.

Bill 124 limits broader public sector employee salary increases to 1% per year over a three-year moderation period. The moderation period for unionized employees are effective when the respective collective agreements expire. Bill 124 is part of Carleton's planning assumptions.

Preliminary planning themes for 2021-22 will be discussed in more detail in December. It was noted that the SIPC's planning will be based on the new Strategic Integrated Plan (SIP) and initiatives to address the ongoing public health crisis and the eventual return to campus.

An update on the 2020-21 major capital projects was briefly provided. Ongoing projects include the Nicol School of Business Building (\$64.1M) and the Engineering Design Centre (\$17.3). Projects in-planning include the new student residence building (est. \$73.5M), the replacement of the P9 Parking garage (est. \$40-45M), major renovations to the Loeb and Patterson building (est. \$50-55M), the Wellness Hub Phase 1 (est. \$83.1M) and the Sustainable Energy Research Centre (est. \$60M). It was noted that Carleton is currently looking at issuing long-term debt to finance major capital and renewal projects in the amount of \$200-300M.

Carleton's current projections for enrolment were outlined. Carleton has seen a decrease in new, first-year FTEs (full time equivalent students) and an increase in the number of students who have chosen to take less than a full-time load. However, there has been an increase in retention rates, and in graduate student enrolment, which has led to an overall growth in current FTEs.

Three 2021-22 enrolment scenarios were presented to the committee. In the Optimistic scenario, Carleton's intake returns to 2019/20 levels and would, thereafter, reflect demographic growth trends for the 18-year olds in Ontario. In the moderate scenario, Carleton's 2021-22 intake would be equal to 2020-21 intake levels and would then follow demographic trends in subsequent years. In the Pessimistic scenario, Carleton's 2020-21 enrollment intake would fall further in 2021-22 and then continue at that level throughout the planning period.

The 2021-22 budget assumptions for tuition fees are that domestic fees remain frozen in 2021-22 and international fees would follow the approved framework. With regard to government funding, it is expected to be stable throughout 2021-22. In term of operating expenses, we will continue to follow the legislated salary cap of 1% per year on new Collective Agreements and expect non-salary central cost to increase by of 3%.

The Chair thanked Dr. Tomberlin for the detailed presentation.

A member asked about the increased retention rate of 2%. Dr. Tomberlin noted that these results have not been seen before. It was noted that the changes to the flexibility of Carleton's grading practices during these unprecedented times could have contributed to the increase in retention.

The President noted that there are three elements to the scenario planning: recruitment of first-year students, retention and the continuing evolution of COVID-19. A slight dip in enrolment of first-year students was experienced which, in part, was due to the fact that other universities overcompensated in enrolment because of the pandemic. He noted that he has never seen an increase 2.7% rate of retention at a university. The President noted his belief that this rate is circumstantial. Although the community is currently in the midst of a second wave of COVID-19, there has been encouraging news of the potential development of a COVID-19 vaccine(s). Despite the challenges presented by COVID-19, the President noted that Carleton continues to offer a high quality and safe avenue to begin and continue post-secondary studies.

It was moved by Ms. Honsberger and seconded by Dr. Malloy to recommend that the Board approve the 2021-22 Carleton Planning Framework, as presented. The motion carried unanimously.

6. ITEM(S) FOR DISCUSSION

6.1 2020/2021 Ancillary Budget Update and Financial Support

An executive summary and presentation were circulated in advance.

Further to the presentation provided to the committee in September 2020, management had prepared an update to the Ancillary Budget with an analysis of potential financial support that may be required to maintain long-term financial viability of ancillary operations. Michel Piché, Vice-President (Finance and Administration) introduced the item.

Mr. Piché noted that Carleton's ancillaries have faced significant financial pressure due to the pandemic as most of their services are typically offered in-person and on-campus. Physical restrictions reduce the ability to offer services. However, the impact on the ancillaries has not been uniform.

It was noted that there could be continued financial impacts of COVID-19 on ancillaries in fiscal 2021-2022. There are also significant deferred maintenance and capital requirements that will require financial support to maintain the ongoing sustainability of ancillary operation. As such, a detailed review of deferred maintenance and capital requirements for ancillaries is underway.

Kevin Mann, Director (Operations and Planning) provided a presentation. Mr. Mann stated there is uncertainty surrounding the continued impact felt by ancillaries due to the Pandemic. He reminded the committee of the significant deferred maintenance within the portfolio. Three planned major capital projects were noted: a new Student Residence building, the Wellness Hub and a new Parking garage to replace P9.

Due to the Pandemic, revenues have been projected to be significantly lower (-\$44.5M) than originally projected. Expenses were projected to remain relatively stable. The most significant anticipated losses in 2020-21 were noted in Housing, Dining and Conference (\$20.8M); Athletics (\$6.5M) and Parking (\$6.5M). A year-end net deficit of \$35.9M was projected, which will reduce the operating surplus accumulated over the years. This accumulated surplus, was intended for re-investment in future capital projects to enhance facilities or services.

Two scenarios were outlined related to ancillaries funding requirements for fiscal year of 2021 - 2022: optimistic and pessimistic. In the optimistic scenario, it is assumed that operations would fully recover by the fall of 2021. Under this scenario, Housing and Dining, Parking and the Print Shop would finish the year with an accumulated deficit position of \$10M. In the pessimistic scenario, it is assumed that the effects of the pandemic would continue well into fiscal 2021-22 with minimal on-campus activity throughout the year. Housing and Dining, Athletics, Parking and the Print Shop would then finish the year with a combined accumulated deficit of \$36.6M.

Mr. Mann reviewed the plan that would address the accumulated deficits in ancillary units. The plan was developed using normalized historical annual surpluses for the ancillary units. For Housing & Dining accumulated deficit would take approximately three years to pay off (optimistic), or approximately eight years to pay off (pessimistic). Parking Services accumulated deficits would take approximately three years to pay off (optimistic), or approximately 13 years to pay off (pessimistic). As for the Print Shop, it was projected that the unit would incur an accumulated deficit of about \$0.2M (optimistic) or \$1.3M (pessimistic)., It was noted that the scenarios outlined assume that future operating results would follow historical trends.

Mr. Mann noted that planned major capital projects require up-front contributions from ancillaries. As the accumulated surpluses from the ancillary units will be needed to absorb operating losses from the Pandemic, the expected contributions from accumulated surpluses will not be available to fund these projects.

The full extent of ancillary losses will not be known until the end of the year. Should next year's financial results reflect the optimistic scenarios, then ancillary units should be able to cover the accumulated deficits over a reasonable time frame. Should next year's losses mirror this year's losses, ancillaries will require financial support from the university in the range of \$27M - \$30M. In addition, ancillaries will require financial support to fund required deferred maintenance and major capital projects estimated at \$30M.

The Chair thanked Mr. Mann for the presentation.

A member asked about the reasoning behind the decision to waive parking fees on campus. Mr. Mann noted that the decision was made to accommodate individuals required to work on campus during the Pandemic.

A member asked for clarification on ancillaries carrying a deficit. Mr. Mann noted that this would mean that each unit would need to borrow from the university to maintain operations. As ancillaries may not be able to cover operating costs from their accumulated surpluses, the

university could provide the units with an internal loan. Mr. Piché noted that these funds would come out of the university's general pool of funds available for short-term investments. All scenarios noted will require support from the university either for operating or capital expenses. Mr. Piché noted that many costs related to providing ancillary services are fixed.

A member asked if there exists any priority among the listed major capital projects. Mr. Piché noted that if the university is successful in issuing long-term debentures in the \$200M - \$300M range then projects such as the new residence building, and parking garage would be priorities. Fundraising and government support would still be required for the Wellness Hub project and the Sustainable Energy Research Centre. Mr. Piché noted that should the university experiences a pessimistic scenario all major capital projects would be reconsidered.

7. ITEM(S) FOR DISCUSSION

7.1 Investment Report for the Endowment

An executive summary was circulated in advance.

The Chair noted that the investment report assists the Finance Committee in its oversight of the University's Endowment Fund. The report focused on the investment returns of the Fund and provided information about the Fund's asset mix and outside investment counsel.

Betsy Springer, Director (Pension Fund Management) provided an update. Ms. Springer noted that this year has been challenging in all invested pools of capital due to the pandemic. Tremendous volatility still exists.

The Endowment Fund is comprised of three subsidiary funds, the General Endowment which holds most of the donations to the University and two small donor-directed funds - the Sprott Bursary and the Jarislowsky Chair in Water and Global Health.

The objective of the Fund is to achieve returns that will allow annual distributions of 4% based on a moving four-year average, while preserving real value of the Fund in perpetuity.

The value of the combined endowment as of September 30, 2020 was noted to be \$328.9M, with a one-year return of 8.3%. The benchmark is 7%. The four-year annualized return was 7%, which is higher than the benchmark of 6.8%.

Ms. Springer noted that the General Endowment represents over 90% of all endowed funds. As of September 30, 2020, the market value of the fund was \$303.3M. The one-year return of the fund was 6.3% versus the benchmark of 7%. The four-year return was noted to be 7.3% versus the benchmark of 6.9%.

No changes to the policy asset mix of the endowment were made in the period. The policy asset mix for the general endowment is 25% in Canadian fixed income, 25% in Canadian equities and 35% in global equities and 15% infrastructure. With the exception of an underweighting in

infrastructure (due the timing for capital calls) and overweight within global equities, weightings for all asset classes are within the 10% ranges permitted under policy.

Ms. Springer provided comments surrounding the Student Fund. The students are managing \$1.3M with a four-year return of about 11%. There is a policy mix of 65% in US equities and 35% in Canadian equities. Ms. Springer noted that it has been gratifying to see how the students have developed over the years and that their approach has become more sophisticated.

Ms. Springer commented on responsible investing. It was noted that Carleton has a Responsible Investing Policy for the Endowment Fund as well as the Pension Fund. This policy is based on the United Nations Principles for Responsible Investing and requires managers to incorporate environmental, social and governance factors into their investment decision making process. Carleton was recently invited to join an initiative called UNIE (University Network for Investor Engagement). It was noted this is a group of universities that will improve investor engagement with the management of companies in which the universities have invested. The goal is to move these companies towards achieving objectives regarding climate change and other social issues and improve Carleton's responsible investing program.

7.2 **Investment Policy on Non-Endowed Funds**

An executive summary and policy were circulated in advance.

The Chair noted that the Investment Policy on Non-Endowed funds provides a framework for investing funds available from operating, research capital and other non-endowed funds. The policy does not include pension and endowment funds that are separately managed.

Tim Sullivan, Assistant Vice-President (Financial Services) noted that this policy is new and covers funds totaling approximately \$600M as at April 2020. It was noted that the Investment Committee manages this fund at a high level. The primary objectives of the policy are to preserve capital, maintain liquidity and maximize returns. The strategy used to achieve the three objectives is two-fold: up to \$100M is invested in equity to maximize returns over the long-term; and the remaining is invested in money market securities and short-term bonds.

The policy outlines the permitted investments, investment managers, and governance. The maximum investment with any one external manager, or with one financial institution is \$250M. Mr. Sullivan noted that in Appendix A of the policy lists approved investment managers and financial institutions along with benchmarks applicable.

In 2018-19, the fund earned \$22M. On average Carleton's has earned between \$10-12M annually from this fund.

The Chair thanked Mr. Sullivan for his update. The Chair also noted her membership on the investment committee and noted the committee's input in reviewing the investment policy on non-endowed funds, before it was recommended to the Finance Committee.

On the recommendation of the Investment Committee, it was moved by Dr. Malloy and seconded by Ms. Karhu to recommend to the Board, the approval of the Investment Policy on Non-Endowed Funds, as presented. The motion carried unanimously.

7.3 **Pension Plan Report**

An executive summary and report were circulated in advance.

The Chair noted that this report is to give the Finance Committee an overview of the Carleton University Retirement Plan of which the university is the Sponsor. The report has information on the plan's governance, its regulatory environment, the financial position, investment and performance. The Chair noted that the Plan's market value is over \$1.3 Billion and its financial stability is of strategic importance of the university.

Betsy Springer, Director (Pension Fund Management) provided an update. Ms. Springer noted there had been no change made to the governance structure of the plan. The Pension Benefit Act requires the Plan to have a Sponsor and an Administrator and Carleton University fills both of these roles.

The university has delegated the responsibility for administering the Plan to the Pension Committee. It was noted that the Pension Committee is a jointly governed eight-person committee with representatives from all employee groups (both unionized and non-unionized) and from the Board of Governors. Mr. Piché and Ms. Springer serve the committee *ex-officio*. Recommendations made by the Pension Committee go to the Finance Committee and the full Board. It was noted that should either of these two groups decline the approval of a recommendation, it is referred back to the Pension Committee for further deliberation.

Ms. Springer noted some important aspects of the plan that have changed over the past year. A change in the regulatory environment which resulted in new funding rules for pension plans including the amount of contributions that must be put into the Plan. Over the past decade, there have been many struggles in public sector institutions and private corporations regarding solvency deficits within their pension plans caused by the low interest rate environments and materials contribution requirements. The province has put in three-rounds of solvency funding relief, but after a decade due to the persistent low-interest rates, new funding rules were created.

Ms. Springer noted that the new funding rules have improved benefit security on a going-concern basis. They have also eased the requirement for special payments on a solvency basis compared to the previous regulations. The new regulations still require Carleton to file on two bases: on a going-concern basis where the plan is assumed to last in perpetuity, and on a solvency-basis which assumes that the plan is wound-up on the date of the valuation and ceases to exist. It was noted that the solvency-basis creates large unfunded liabilities which can be challenging to fund.

Under the new regulations, the going-concern valuation and funding process has been enhanced. Valuations are to be filed on a going-concern basis and a new Provision for Adverse Deviations (PfAD) has been added. The PfAD liability must be covered in order for the plan to be

considered fully funded by the regulator. The amortization periods have also been changed for any deficits on a going-concern basis. Previously going concern deficits could have been amortized over 15 years and are now decreased to 10 years. The PfAD represents 10% of related pension liabilities. On a solvency basis, the most significant change noted was that solvency funding is only required if the funded ratio goes below 85%.

The last Carleton actuarial valuation was filed with a date of July 1, 2019 and showed that the financial position of the plan has improved. It was noted that the new funding rules had been applied to this valuation. As of July 1st, 2019, the plan was 93% funded on a going-concern basis with a deficit of about \$59M, that included the PfAD liability. The valuation showed that the plan is 87% funded on a solvency basis, with a solvency deficit of \$121M. No solvency funding was required. The going-concern deficit of \$59M could be amortized over 10 years. Mr. Springer noted that there is an advantage to the university to accelerate the funding of this deficit. If Carleton were to amortize the deficit as permitted, the rate of interest charged on the outstanding balance of the un-amortized portion would be about 6%. The University's pension reserve has been earning approximately 2.5%. Accelerating the funding will save the university about \$27M in interest compared to the slower amortization process allowed under the regulations. With the additional funding made from the university's pension reserve in March 2020, the plan is now close to being fully funded on a going-concern basis. It was noted that additional funding decisions were made prior to the pandemic. The financial position of the Plan was further tested in April 2020. On a solvency basis, the funded ratio went from 87% to 86%, still above the required funding ratio. It was noted that market returns have subsequently improved considerably.

With regard to the investment of the fund, Ms. Springer noted that the current value of the Plan is approximately \$1.44B. At the lowest point of the pandemic, the fund was down just under 10%, which was regained by the plan year-end of June 30th. As such, the return for one-year on the Retirement Plan at June 30th was -0.7%, versus the benchmark of 3.3%. The return for the last four-years was noted to be 6.3% versus a benchmark of 7%. The target, as set-out in the Statement of Investment Policies and Procedures (SIPP) is for a real return of 4.1%. Thus, a 6.3% return was noted to be adequate, though Carleton would like to see outperformance by all managers. Ms. Springer noted that the reason for certain managers under-performance was largely due to their value style of investing, which has been consistent with what has occurred in the market: value has under-performed growth. These value managers are being watched closely.

No change was made to the asset mix as laid out by the SIPP, as a result to the pandemic. The Pension Committee has commenced work on an asset liability study, which is an exercise in modelling of the investment portfolio and comparing it to the accrued liability in the pension plan under a number of economic scenarios. These have been projected over ten years to see the likelihood of meeting certain targets that are important to the plan, such as having a strong funded status, etc.

There was an addition of a new Infrastructure Manager: JP Morgan Infrastructure Investments. Similar to the Endowment Fund, Carleton's infrastructure managers have slowed down making capital calls.

In regard to responsible investing, Ms. Springer noted that a group of universities including Carleton are joining together to improve active engagement with portfolio companies.

The Chair thanked Ms. Springer for her presentation.

A member asked for further information on the group of universities working together to improve active engagement. Ms. Springer noted that the group is in its early stages and has had only one meeting. A structure will be set-up with a potential soft-launch in January 2021. The expected process is for the seven to eight universities in the founding group to be part of an advisory committee. The initial focus is to be on climate change issues. Ms. Springer noted her expectation that there will be a tremendous amount of overlap within portfolios. They plan to work with an organization called SHARE, who already does investor engagement exercises in Canada. Together, they will work as a group to provide metrics, etc. SHARE will do most of the work and will report back on the issues, discussions, metrics put in place and the progress made. Ms. Springer noted that there is no anticipation to have a joint pension portfolio. In terms of engaging with portfolio companies, if universities combine their voices on issues like climate change, they will have more clout.

8. OTHER BUSINESS

No additional business was raised.

9. IN-CAMERA SESSION

An in-camera session was held with and without the President and University Secretary.

10. ADJOURNMENT

It was moved by Dr. Malloy and seconded by Mr. von Finckenstein to adjourn the meeting at approximately 2:41 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 October 30, 2020 at 2:00 pm
Via Videoconference**

MINUTES – Open Session

Present: A. Ahmad, S. Ajila, K. AlWazir, B.A. Bacon (Chair), M. Baez, M. Barbeau, O. Baysal, S. Blanchard, A. Bowker, D. Brown, N. Bruni, J. Bruno, A. Chandler, M. Close, C. Davis, J. Deaville, D. Deugo, D. Dragunoiu, D. Edi, M. Gagne, G. Garland, D. Gillberg, R. Goubran, S. Gulati, M. Haines, B. Hallgrimsson, K. Hellemans, C. Joslin, L. Kostiuk, J. Kovalio, B. A. Kuzmarov (Clerk), E. Kwan, A. Lannon, C. Laurendeau, K. Lucas, A. Luko, C. Macdonald, B. MacLeod, S. Maguire, R. McKay, J. Milner, H. Nemiroff, B. O’Neill, J. Paulson, M. Piche, B. Popplewell, P. Rankin, M. Rooney, S. Sadaf, J. Sinclair-Palm, S. Sivathayalan, E. Sloan, P. Smith, D. Sprague, J. Taber, K. Taylor, N. Tilokani, J. Tomberlin, C. Trudel, L. Tsintsadze, K. von Finckenstein J. Voordouw, J. Wallace, K. Weary, P. Wilson, J. Wolfart, P. Wolff, B. Wright W. Ye

Regrets: T. Daniels, J. Moore, D. Russell, C. Viju,

Absent: V. Asi, C. Cruickshank, O. Hobbs, F. Hosseinian, J. Stoner, R. S. Sundarraj, A. Tremblay,

Recording Secretary: K. McKinley

Open Session:

1. Welcome & Approval of Agenda (open)

It was **MOVED** (E. Sloan, J. Sinclair-Palm) that Senate approve the open agenda for the meeting of Senate on October 30, 2020, as presented. The motion **PASSED**.

2. Minutes: September 25, 2020

It was **MOVED** (S. Sadaf, K. Taylor) that Senate approve the minutes of the Open Session of the Senate meeting of September 25, 2020, as presented. The motion **PASSED**.

3. Matters Arising:

The Chair provided an update on Cihan Erdal, the Carleton PhD student detained in Turkey on September 25th. Mr. Erdal, who is a Turkish national and not a Canadian citizen, remains in detention and is awaiting trial. A petition for his release is gaining international support. Carleton has been in touch with Global Affairs Canada, who has taken on the case, and with local MP Catherine McKenna and the diplomatic corps. Carleton continues to be involved as the situation unfolds.

4. Chair's Remarks

The Chair provided the following updates for Senators:

- COVID-19 numbers remain high as the second wave of the pandemic continues to move through Ontario. Ottawa is now in a modified Stage Two and, in accordance with the provincial public health guidelines, Carleton faculty and staff are encouraged to continue to work from home if possible. Anyone planning to come onto campus must complete a daily screening form and must comply with the requested guidelines and protocols. The Chair reminded Senators of the supports available for faculty, students and staff, and encouraged Senators to practice self-care and compassion as we continue to cope with the pandemic.
- The Strategic Integrated Plan was officially launched on September 30th with a virtual event that drew more than 700 attendees. Printed copies of the SIP will be available soon, and Senators can view or download a digital copy on the SIP website.
- Carleton's new sustainability plan "Strive for Sustainability" will be launched virtually on November 4 at 11:00 am. Carleton continues to be a leader in sustainability in the university sector, having been ranked the second most sustainable university in Canada by UI Green Metrics. Senators were encouraged to attend the launch to learn how Carleton plans to build on our successes in this field.

- Carleton’s School of Journalism is celebrating its 75th anniversary this year. Celebrations kicked off earlier this month with an online international forum on Journalism and COVID-19, “Journalism in the Time of Crisis,” featuring Canada’s Chief Public Health Officer, Dr. Theresa Tam. More events and activities will be held throughout the year. The Chair congratulated the School of Journalism and all Senators from the school.
- Carleton continues to profile strongly in the Maclean’s 2021 University Rankings, consistently ranking in the top 5 in most categories, including:
 - #3 for student satisfaction
 - #3 for funding in the social sciences and humanities
 - #5 for science and medical funding
 - #2 for residence living
 - #4 for student awards, as well as for scholarships and bursaries
 - #5 in the overall rankings
- The Chair extended congratulations to the team of students in the School of Industrial Design who won the national Automotive Parts Manufacturers’ Association (APMA) *Project Arrow* competition, for designing a zero-emission concept car. The Prime Minister tweeted his congratulations to the team for the successful design.
- Carleton hosted its second annual Inclusion Week, from October 19 – 23. The week was packed with events hosted by EIC as well as Faculties, departments and units across campus. Carleton’s broad commitment to diversity, human rights, inclusion and anti-racism continues with the development of the Equity, Diversity and Inclusion Institutional Action plan. The Chair reminded Senators that Michael Charles, Assistant VP and University Advisor, Equity and Inclusive Communities, will return in November to present the plan to Senate.
- Many Faculties and Departments also have held Equity and Inclusion events across campus. For example, FASS recently hosted a panel entitled “Imagining an Anti-Racist City” as part of their 2020 series on Healthy Cities. The event was moderated by Carleton Professor Aboubakar Sanogo, and featured three Carleton researchers engaged in race studies as well as Ottawa’s first Black city Councillor. The Chair thanked all involved in this and other events across campus to advance Carleton’s efforts on anti-racism.

- Finally, the Chair announced that the next issue of *Raven Magazine* will be released in November. The focus of this issue will be inclusion, anti-racism and adapting to Covid-19.

5. Question Period

Six questions were submitted in advance by Senators.

Questions from Justin Paulson & Julia Sinclair Palm

- a) *The administrative load of pivoting paperwork online has been felt quite unevenly across faculty and staff at the university. Some systems have moved entirely online; others, such as placement forms for practicums and paperwork for late registration, still require paper forms to be printed, signed, and scanned. This process requires more or less work depending on the number and experience of the administrative staff in the unit and how much work is downloaded directly onto faculty. In small programs, the burden tends to fall on faculty who are already lacking resources and support. It seems anachronistic and wasteful (of time, resources, materials) to be continuing to print out paper forms and collect physical signatures only to have to scan them back in. When will all university paperwork be moved online?*

Response from VP Students & Enrolment Regarding interactive forms used by the Registrar's Office: All transactional information for the Registrar's Office currently is processed via electronic fillable forms without the need to print or scan. Some academic departments may not have fully adapted yet to the electronic format. The RO will be contacting academic departments and department administrators to ensure that all are up to date. The Chair added that it may be possible to use email confirmations instead of forms in certain situations. In response to a follow-up question, the Dean of FASS agreed to investigate related resource limitations that were reported for some departments.

- b) *Although two-factor authentication may be sufficient for most of Carleton's in-house documentation, we do have PDF forms to sign as well, both internally and when dealing with digital forms from the province or federal government. Further, much of our work involves correspondence with those outside the*

university. When will Carleton implement digital signing certificates for email and for Adobe PDFs?

Response from Provost: The University is working to simplify processes and to allow for email confirmation where possible and advisable. Some licenses for Adobe Creative Suites and DocuSign are available, but these are expensive and cannot be universally purchased for the entire university. The Provost advised departments and Faculties to contact Steve Sweeney, Manager of Client Services at ITS, to explore solutions.

Question from Barry Wright:

Preamble:

Increasing numbers of students are feeling overwhelmed by the heavier demands placed on them in online courses which I fear will have a damaging effect on mental health, student success and retention. My sense is that many colleagues have compensated for the loss of live in person teaching by creating new expectations around group work, continuous assessment and other heavily promoted 'best practices,' premised on face to face learning environments, while assuming equal internet access and virtual competencies amongst their students, and without sufficient account of how these issues are magnified for full-time students with heavy courseloads. My question is as follows:

Will there be a review of online course delivery this Fall term that focuses the additional learning burdens that have been placed on students by the shift to online learning, and can the matter of reasonable online workloads, in addition to lenient discretion around evaluation and extensions, be brought to the attention of Deans, Chairs and Directors to be communicated to teaching faculty and contract instructors?

Response from the Provost: The Provost's Office has released a communication advising faculty and instructors of the option to adjust course outlines after the beginning of term, to modify or reduce deliverables. He reminded Senators that this is a common issue across the university sector, and that the challenges for the Fall semester differ from those during the pivot in March, which occurred near the end of the term. Faculty members are encouraged to be flexible and to listen to students'

concerns. A student survey will be released soon and will provide further feedback on this and other issues.

Questions from Morgan Rooney:

a) Recently, in response to a petition started by Carleton students in the Sciences, the Deans urged Carleton's instructors to evaluate and, if warranted, reduce student workload in their courses. But exactly what constitutes an "appropriate" workload for a course at Carleton was not stated and remains unclear. Many other institutions have a formula stipulating the number of hours students are expected to work per credit—e.g., [Humboldt State University](#), [Guelph University](#), [the University of Ottawa](#), [Wilkes University](#), and [the University of Iowa](#). While there are variations, their policies are all quite similar: 45 hours per credit in schools with a 3.0-credit system (or about 135 hours per half credit when transposed to Carleton's system). By contrast, at Carleton, there doesn't seem to be any explicit policy or regulation on this issue for students or faculty. Our 1141-page [Undergraduate Calendar](#) uses the word "hour" or "hours" 7,819 times, but 7,818 of those instances merely state the number of lecture hours in individual course descriptions, and the other instance is in the context of co-op. Similarly, the word "hour" doesn't appear anywhere in [regulation 5](#) of our Academic Regulations, which, among other things, states Carleton's definition of the term "credit". That is, we seem to have no language anywhere that formally announces the hours of work/study expected of students per half-credit course. In its absence, students might dramatically under-estimate the time-on-task expected for a half-credit course, and/or instructors might design courses that require students to work what Carleton's senior administration considers to be unusually high number of hours. The lack of clarity on this front is directly fueling confusion and frustration among our students and our instructors. **Will Senate task SCAASP or another relevant committee with immediately drafting and introducing new language to Senate that clarifies for students and faculty the average hours of work/study expected or required per half-credit course?**

Response from the Provost: There are no current regulations regarding expected workload for students. The examples listed in the question are based on outdated models from the USA, which may not be applicable to

Carleton, especially in the current circumstances. The Provost acknowledged the importance of this issue and will look at exploring options through SCCASP with the advice of pedagogical experts including Associate Vice-President (Teaching & Learning) David Hornsby.

- b) *In September 2019, two separate Senators asked Senate to consider adding or expanding the number Senators from two underrepresented groups on campus (Contract Instructors and Indigenous Graduate Students). [The minutes from the meeting](#) record that “both of these questions regarding representation will be taken to the Senate Academic Governance Committee for review and discussion,” but, more than a full calendar year later, it remains unclear if any action was taken, and there has been no report back to Senate. **Can a representative of SAGC or the Senate Executive provide Senate with an update regarding the status of these requests (re: expanding the number of CI and Indigenous Graduate Student Senators)?***

Response from Clerk of Senate: Senate membership questions were on the 2019/20 workplan for SAGC, but discussion of these items was delayed for two reasons. First, the committee was waiting for the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC) to release its final report, Kinàmàgawin, which would contain recommendations for Indigenous representation on Senate. This only occurred in mid May of 2020. Secondly, because of the disruptions caused by the pandemic in March and April, the committee did not meet for several months, which caused business on the agenda to be postponed. Amendments to the AGU are on the committee workplan for 2020/21, and will include discussion of membership issues. The Clerk reminded Senators that membership questions are complex and will require careful consideration and discussion by the committee before any recommendations are brought back to Senate.

- c) *Given the public health crisis, one unfortunate reality that all Carleton instructors face is that they might contract COVID-19 and fall ill for days or weeks at a time, putting the continuation of the courses they teach in serious jeopardy. **What is the university’s plan in the event that an instructor falls ill in the days or weeks before the start of a term, and/or in the middle of the term? If a faculty member or CI becomes too ill to teach the course,***

either at the start or in the middle of the term, will the department hire a CI on an emergency basis? If the instructor who falls ill is a CI, will the university honour its financial commitment, or will that CI effectively forfeit his/her income?

Response from the Provost: Provisions for dealing with instructor illness are already in place, and have been expanded to include COVID-related absences. These absences would not result in reduction of pay for CUPE4600 members (including TA's and Contract Instructors).

6. Administration (Clerk)

a. Membership ratifications

The Clerk presented a memo requesting Senate ratification of one faculty member from Science.

It was **MOVED** (C. Macdonald, D. Gillberg) that Senate ratify the following new Senate appointment, as presented.
The motion **PASSED**.

7. Reports:

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

The Chair of the committee (Howard Nemiroff) presented three items for Senate approval and two items for information.

Items for Senate Approval

F Grades Converted to UNS

It was **MOVED** (H. Nemiroff, M. Gagne) that Senate approves a UG emergency response for Fall 2020/Winter 2021 where all F grades for undergraduate students are automatically converted to UNS, excluding those that are assigned as a result of an Academic Integrity Offence.

Discussion:

A Senator asked if these motions could be amended to apply automatically to any future term in which instruction needs to be offered online. In response, the Chair of SCCASP noted that a long-term policy is being developed, but that circumstances in the future might differ, which would make it difficult to apply the same motion or rule each time. In response to an additional question regarding graduate programs, the FGPA Dean noted that the situation is more complicated for graduate students, but the conversation continues at the graduate level, and graduate student input on this issue is welcome.

The motion **PASSED**.

APE – Fall 2020 and Winter 2021

It was **MOVED** (H. Nemiroff, M. Gagne) that Senate approve the proposal to allow the amendment of the Academic Performance Evaluation rules for Fall 2020 and Winter 2021 as presented.

The motion **PASSED**.

SAT Grade Option

It was **MOVED** (H. Nemiroff, K. AlWazir) that Senate approves a UG emergency response for Fall 2020 to implement grading flexibility to allow undergraduate students to choose 0.5 credits this Fall term ONLY to be converted to a SAT final grade.

Discussion:

In response to a question from a Senator it was noted that one-credit courses would be addressed in future meetings regarding Winter term decisions. The CASG President thanked SCCASP for consulting with student groups and working for the best solution for students. The Chair thanked all involved in bringing these motions to Senate.

The motion **PASSED**.

Items for information:

Editorial Changes: Three small editorial changes were made to the undergraduate calendar.

Glossary Item: Changes were made to clarify the definition of dual degree in the Glossary.

7-Reports-cont'd

b) Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented two major modifications and two cyclical review reports for Senate approval, plus an update on SQAPC's review of the movement to remote teaching for Winter and Summer 2020 semesters.

Major Modifications

An omnibus motion was presented to Senate for two major modifications to the Master of Applied Science and Master of Engineering programs in Electrical and Computer Engineering:

- The introduction of the concentration in Modelling and Simulation
- The introduction of the concentration in Software Engineering

Omnibus Motion

It was **MOVED** (D. Deugo, S. Ajila) that Senate approve the major modifications as presented below with effect from Fall 2021.

The motion **PASSED**.

Individual Motions:

MOTION: That Senate approve the introduction of the concentration in Modelling and Simulation to the Master of Applied Science and Master of Engineering programs in Electrical and Computer Engineering as presented with effect Fall 2021.

MOTION: That Senate approve the introduction of the concentration in software engineering to the Master of Applied Science, Master of Engineering and PhD programs in Electrical and Computer Engineering as presented with effect Fall 2021.

Cyclical Reviews

FARES – Industrial Design

It was **MOVED** (D. Deugo, L. Kostiuk) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Industrial Design.

The motion **PASSED**.

FARES – Law & Legal Studies

It was **MOVED** (D. Deugo, B. O'Neill) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Law and Legal Studies.

The motion **PASSED**.

The Committee Chair then reported on the faculty/staff survey that was distributed in early September as part of the online pivot review by SQAPC. A total of 413 staff and 213 faculty responded to the survey. Question topics included:

- Communications
- Facilities & Infrastructure
- Staff/Faculty Relations and Career Support
- General Institutional Support
- Risk Management
- Student Support
- Technology
- Pedagogical, Research, Risk Management (Faculty)

In consolidating themes that arose from the data, the [committee] Chair noted that both faculty and staff felt that challenges presented by COVID-19 have been well managed at Carleton. Concerns expressed by both groups include the following:

- Consultation
- Mental and Physical Health Support
- Crisis preparedness
- Management of faculty/staff relations and career support.

The results of the survey confirm what was already suspected: the largest impact on both staff and faculty appears to be mental health challenges. The [committee] Chair noted that the pivot has been difficult for everyone, but that Carleton has fared better than many other Ontario universities in continuing to respect collegial governance in academic decision making during and after the pivot to online course delivery. In response to a question from Senate, the [committee] Chair noted that the overall data from the survey will be presented to Senior Administration. SQAPC will provide an additional report in January of 2021 on the Fall 2020 term.

The Chair thanked SQAPC and all faculty and staff who contributed to the survey.

7-Reports (cont'd):

c) **Senate Academic Governance Committee (SAGC)** (B. Kuzmarov)

The Clerk asked Senators to ratify three new committee appointments.

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

The motion **PASSED**.

8. Presentation on International Strategic Plan

It was **MOVED** (J. Paulson, N. Tilokani) that this item be TABLED until the November Senate meeting.

The motion **PASSED**.

9. Reports for Information

a) **Senate Executive Minutes (September 15, 2020)**

b) **Report from COU Academic Colleague**

There were no questions or comments from Senate for these items.

10. Other Business

The Chair reminded Senators of the Carleton United Way Campaign, which launched on October 27, and will continue until November 27, 2020. The Chair affirmed that he will be participating again this year in the Polar Bear Dip along with ex-Senator Chantal Dion, and he encouraged all Senators to support the campaign.

11. Adjournment

The meeting was adjourned (S. Ajila, J. Milner) at 4:00 pm.



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

**Carleton University Senate
Meeting of November 27, 2020 at 2:00 pm
Via Videoconference**

MINUTES

Present: A. Ahmad, S. Ajila, K. AlWazir, B.A. Bacon (Chair), M. Baez, M. Barbeau, O. Baysal, S. Blanchard, A. Bowker, D. Brown, A. Chandler, M. Close, T. Daniels, C. Davis, J. Dawson, J. Deaville, D. Deugo, D. Dragunoiu, D. Edi, M. Gagne, G. Garland, D. Gillberg, R. Goubran, S. Gulati, M. Haines, B. Hallgrimsson, K. Hellemans, O. Hobbs, C. Joslin, J. Kovalio, B. A. Kuzmarov (Clerk), E. Kwan, A. Lannon, C. Laurendeau, K. Lucas, A. Luko, C. Macdonald, B. MacLeod, S. Maguire, J. Milner, J. Moore, H. Nemiroff, B. O’Neill, M. Piche, P. Rankin, M. Rooney, D. Russell, S. Sadaf, S. Sivathayanan, E. Sloan, P. Smith, D. Sprague, R. S. Sundarraj, J. Taber, N. Tilokani, J. Tomberlin, A. Tremblay, C. Trudel, L. Tsintsadze, C. Viju, K. Weary, P. Wilson, J. Wolfart, P. Wolff, B. Wright W. Ye

Regrets: N. Bruni, R. McKay, J. Paulson, K. Taylor, J. Voordouw,

Absent: V. Asi, J. Bruno, C. Cruickshank, F. Hosseinian, L. Kostyuk, B. Popplewell, J. Sinclair-Palm, J. Stoner, K. von Finckenstein, J. Wallace

Guests (Presenters): M. Charles, L. Dyke, K. Schwartz

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda (open)

The Chair welcomed Senators to the meeting and noted the following changes to the agenda:

- Item 6 (Administration) should include subheading a) Senate Membership
- Item 7c (Reports – SAGC) should be removed.
- Item 7d (Reports – Senate Review Committee) should be renumbered as 7c.

It was **MOVED** (M. Haines, S. Maguire) that Senate approve the open agenda for the meeting of Senate on November 27, 2020, as amended.

The motion **PASSED**.

2. Minutes: October 30, 2020 (Open Session)

It was **MOVED** (P. Smith, C. Macdonald) that Senate approve the minutes of the Open Session of the Senate meeting of October 30, 2020, as presented.

A Senator requested that the SQAPC Report on the Faculty/Staff survey (Item 7b) be revised to include a request that was made for data to be circulated to Senators. The recording secretary agreed to make the change.

With the minutes thus amended, the motion **PASSED**.

3. Matters Arising:

The Chair noted that the request made in the previous meeting for additional data on the faculty/staff survey will be addressed by the Chair of SQAPC in his report.

4. Chair's Remarks

The Chair provided the following updates to Senators:

- The official deadline from the provincial government for the 2020-21 enrolment statistics was November 1st. Overall, enrolment numbers increased by 1.9% for a total of 32,112 students, which is a new high for Carleton. First year undergraduate enrolment was down slightly because of the pandemic, but the two-year retention rate increased by almost 3% to 83.4%. Other statistics of note include a new high for graduate student enrolment of more than 4,200 students. Master's student enrolment is up by 3% and PhDs have increased by 8.5%. The Senate Review Report will provide more details.
- The beginning of the winter term will be delayed to January 11, 2021, to allow extra time for students and faculty to rest and also to prepare for the next term. The Chair noted that since Carleton announced this decision, other universities have followed suit and are delaying the start of their winter terms as well. In addition, compassionate grading options will continue to be offered to Carleton students for the Winter 2021 term. The Chair thanked SCCASP, CASG and all others involved in this work.
- Winter courses for 2021 will be online, but a limited number of pilot projects on campus will be considered as they are proposed by the Faculties. These will be optional activities in small groups and will follow strict guidelines and protocols to ensure the safety of all participants.

- Carleton’s sustainability plan “Strive for Sustainability” was launched on November 4th. Carleton is currently ranked the second most sustainable university in Canada. This broad and ambitious plan will further position Carleton as a leader in this field.
- The Chair congratulated Dean Dana Brown and her team at the Sprott School of Business for completing their strategic plan “Vision 2025: Business for a Better World.” The plan commits to leading with compassion, imagination and purpose.
- This year’s United Way Campaign has been progressing with many activities over the past few weeks, including the “Polar Bear Dip” in the Ottawa River which the Chair participated in, along with former Senator Chantal Dion. The goal is to raise \$78,000 and the Chair encouraged Senators to contribute to this worthy cause.
- Giving Tuesday is December 1, 2020 and will feature many Carleton-led initiatives. Senators were encouraged to visit Carleton’s Future Funder website and were reminded that Carleton matches all donations made on December 1st, dollar-for-dollar. The Chair thanked the champions for these initiatives and all who have contributed to them so far.
- The 16 Days of Activism Against Gender-Based Violence has begun, and is focussed around the anniversary date of December 6th in commemoration of the brutal murder of 14 women in Montreal at the École Polytechnique in 1989. This year, the Faculty of Engineering and Design will lead a virtual event to mark this occasion on Friday December 4th.
- Finally, on December 8, an announcement will be made that Carleton’s research funding for the year will total \$81.7M, which is a significant increase over the \$70M from last year. This represents an increase of more than 50% from the plateau of \$55M that Carleton had averaged for several years. The Chair congratulated all of Carleton’s researchers and research teams for these results, which will bolster Carleton’s reputation nationally and internationally.

5. Question Period

Three questions were submitted in advance. The first question from Sean Maguire, regarding library hours, was answered in advance by the University Librarian and both question and answer were circulated to Senators:

Question from Sean Maguire:

Level 2 (the main floor) of MacOdrum Library has been open for in-person study from 10am to 5 pm on weekdays during the fall semester, with appropriate special procedures in place. As we near the end of the term, has any consideration been given to extending these in-person study hours to evenings and/or weekends?

Response from University Librarian:

The current hours for in-person study are **9am** to 5pm on weekdays. We will be

expanding those hours in December to support end of term work. Starting Sunday, December 6th we anticipate that the hours for the study space will be Sunday 9am to 5pm, Monday to Thursday 9am to 8pm, and Friday 9am to 5pm. We will be closed Saturdays. These hours will be in effect until December 22nd. On December 23rd we will close at 5pm for the break and will reopen January 6th. Please note that hours are subject to change at any time due to the circumstances and visitors are encouraged to check the Carleton Library website for any advisories before coming to the library. The hours for curbside pickup will not change.

Question from Morgan Rooney:

*On November 4, the Provost announced changes to the Winter 2021 calendar, shifting the entire term ahead by 4-5 days. The new final day for exams for the Winter 2021 term is now Tuesday, April 27th, which in turn will extend the final date for many instructors to submit course grades until at least Friday, May 7th. Meanwhile, the current academic calendar shows that the schedule for the Early and Late Summer terms remains unchanged, with important dates for that term now overlapping with the revised window of time when many instructors will be submitting grades in the winter term (i.e., April 29th is the date by which instructors must make course outlines available to students; May 6th is the date that courses begin). To further complicate matters, the university is also transitioning to a new Learning Management System (LMS), Brightspace, in May, a process sure to create additional work for instructors in an already overly busy period. **Will senior administration commit to reviewing and revising the academic calendars for both Summer 2021 terms in order to ensure that instructors aren't put in an impossible situation at the start of the Early Summer term, with instructors needing to complete tasks from two different terms in the same window of time while also simultaneously working in two different LMSs?***

Response from Provost:

Altering term dates is a complex process that sometimes results in unforeseen consequences. The changes to the exam dates for the Winter term are within the guidelines that are approved by Senate, and are similar to past practice. However, there are a number of reasons why changing Summer term dates could be more problematic than changing dates for Fall and Winter terms. First, not all students are required to take courses during the summer and not all faculty members are required to teach during that time. Second, not all Winter term exams are held at the end of the exam schedule, and the number of faculty members who will be teaching over the summer and who also have exams at the end of the exam period is quite small. Their issues might best be addressed on a case-by-case basis, instead of changing the term dates for everyone.

In response to a follow-up question from Senator Rooney, the Provost recognized that Contract Instructors are more likely to be impacted by the new dates and confirmed that SCCASP can discuss the matter further and consider either targeted assistance or other solutions when they meet again in January of 2021.

Question from Matt Gagne:

Seeing as the university released a survey at the start of the month regarding student academic and overall wellness so far this semester. What is the action plan going forward now that the survey has closed and we have received this feedback? And can the Academic Student Government be privy to the results of said survey so we can have a clearer, data-based sense of how students are doing and be a part of the process for preparing for Carleton's winter semester?

Response from Provost:

The student survey is still open and will close on November 30th. Once it closes, the data from the survey will be processed, and high-level results and recommendations will be shared with Senators. The Provost noted that as of Thursday November 26th the response rate was 43%, which demonstrates a high level of engagement from students on this topic.

6. Administration (Clerk)

a. Membership ratifications

The Clerk requested ratification of a new faculty member from FASS (Marlene Lundy) to fill a vacancy on Senate.

It was **MOVED** (M. Rooney, A. Tremblay) that Senate ratify the following new Senate appointment, as presented.

The motion **PASSED**.

7. Reports:

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

A memo containing six items for approval and four items for information was circulated to Senators in advance. The committee Chair requested that motions 2 and 3 on the memo be withdrawn, with the understanding that they would be resubmitted for Senate approval in January of 2021.

Items for Approval:

SAT grade option (Winter 2020 Term)

It was **MOVED** (H. Nemiroff, M. Close) that Senate approve the proposal to allow undergraduate students to designate SAT to 0.5 credits in the Winter 2021 term as presented.

The motion **PASSED**.

In response to a question from a Senator, the committee Chair confirmed that students may choose to apply this grading option to a full-year course (1 credit) in the Winter 2021 term, if they had not already requested a SAT designation for a 0.5 credit course in the Fall 2020 term.

Academic Continuation Evaluation (ACE) (This replaces the APE framework in the undergraduate calendar.)

It was **MOVED** (H. Nemiroff, B. MacLeod) that Senate approve the proposed Academic Continuation Evaluation framework effective for the 2022/23 Undergraduate Calendar as presented.

The motion **PASSED**.

In response to a question from the floor, the committee Chair confirmed that the new framework will be effective to new students entering in 2022/23, and will also apply to continuing students.

Admissions Regulations – B. Computer Science (This change adds Calculus and Vectors to admission requirements and restricts transfer credits into program to C- and above)

It was **MOVED** (H. Nemiroff, M. Barbeau) that Senate approve the revisions to regulation R-ADM-Program-B.C.S. for the 2021/22 Undergraduate Calendar as presented.

The motion **PASSED**.

Architectural Studies Changes – B. A. S. course nomenclature changes

It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to regulation R-UG 3.2.7 B.A.S. for the 2021/22 Undergraduate Calendar as presented.

The motion **PASSED**.

Items for Information:

The following items were presented for information:

- Academic Schedule 2021/22
- Admissions Regulations ESLR Language Test (removal)
- Course Programs – Minor Modifications
- Editorial/Collateral Changes November 2020

7-Reports (cont'd):

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo began his report by addressing the question presented at the October Senate meeting regarding the data from the faculty/staff survey undertaken by SQAPC. An extended version of the report, including all questions from the survey along with the data that SQAPC considered for the initial report, will be made available to Senators early in the week of November 30th. The Assistant University Secretary agreed to send an email to Senators directing them to the extended report on the Senate Intranet page.

The Committee Chair then presented three major modifications and three cyclical review reports for Senate approval.

Omnibus Motion for Major Modifications

It was **MOVED** (D. Deugo, D. Dragunoiu) that Senate approve the major modifications as presented below with effect from Fall 2021.

The motion **PASSED**.

Individual Motions from the Omnibus Motion:

Major Mod – Individual Motion #1

MOTION: That Senate approve the deletion of ENGL 6901 as presented with effect from Fall 2021.

Major Mod – Individual Motion #2

MOTION: That Senate approve the introduction of the collaborative specialization in Latin American and Caribbean Studies to the MA program in Sociology and the MA program in Anthropology as presented with effect from Fall 2021.

Major Mod – Individual Motion #3

MOTION: That Senate approve the major modification to the admission requirements for the PhD in Management as presented with effect from Fall 2021.

FARES – UG Program in Interactive Media and Design (BIT)

It was **MOVED** (D. Deugo, C. Joslin) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Undergraduate Program in Interactive Media and Design.

The motion **PASSED**.

A Senator noted that the program should read “Interactive Multimedia and Design.”

FARES – UG Programs in Childhood and Youth Studies

It was **MOVED** (D. Deugo, S. Sivathayalan) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Undergraduate Programs in Childhood and Youth Studies.

The motion **PASSED**.

FARES – Graduate Programs in Human Computer Interaction

It was **MOVED** (D. Deugo, P. Wolff) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Graduate Programs in Human Computer Interaction.

The motion **PASSED**.

7-Reports (cont’d):

c. Senate Review Committee (D. Russell)

The committee Chair noted that this is the first report to Senate of the Senate Review Committee since it evolved from the Senate Financial Review Committee in 2017.

The Chair reported that the committee met twice in November to review and discuss the enrolment report released by the Office of the Vice-President, Students & Enrolment (OVPSE), as per the committee mandate. The committee requested and received additional enrolment data from the OVPSE after the initial report was circulated to Senators.

The Chair then introduced Suzanne Blanchard, VPSE and University Registrar, to present the enrolment report and extra data requested by the committee.

Highlights from Presentation:

The main takeaway is that overall enrolment is up by 1.9% in 2020-21. Specific enrolment data for November 2020 indicates that full-time undergraduate student enrolment is down by 2.4% but if adjusted to include full-time equivalents (FTE), the enrolment numbers are up by 1.6%. International full-time student enrolment is down by 3.7% but overall FTE enrolment for international students shows an increase of 5%. Graduate student enrolments are up significantly, and the two-year retention rate has increased by 2.7%, in part due to factors attributed to the COVID pandemic.

Undergraduate Enrolment by Faculty: New undergraduate enrolments from Sprott and Science have remained stable, while the other three Faculties saw a small decrease in new full-time student enrolment (although part-time student enrolments have increased). For all undergraduate students (new and returning), most enrolment numbers are stable, with a slight decrease in numbers for FPA.

Master's student enrolment saw an increase in numbers for both new and returning students, with a decrease only in the Engineering Faculty for M. Eng. students, since this is a concentrated one-year program.

PhD student enrolment increased across most Faculties for new students, with stable new enrolment for Science, and increases in all Faculties for returning full-time PhD students.

The Chair thanked the Vice-President Students & Enrolment Suzanne Blanchard for the report. There were no questions from Senators.

8. Draft Recommendations for Equity, Diversity and Inclusion (EDI) Institutional Action

Assistant VP and University Advisor, Equity and Inclusive Communities, Michael Charles, presented an update on Draft 2 of the EDI Institutional Action Plan.

The updated plan was circulated in advance to Senators, along with a copy of the presentation.

Michael Charles began by reviewing the compressed timeline of the project, from the creation of the Advisory Group in April, through the drafting and consultation process in the summer and fall, ending with the approval of the final document by VPARC on November 18. The process engaged approximately 1600 people through various forms of consultation and resulted in a balanced, evidence-based document with 10 interconnected strategic actions.

The presentation next focussed on some of the major changes made to the plan since the first draft, and the areas of convergence with other initiatives, including Kinàmàgawin and the Coordinated Accessibility Strategy.

A Senator asked if a proposed mandatory Human Rights course could be problematic for Engineering and Science students, who do not have many electives within their programs. Mr. Charles responded that an online module, rather than a full course, would serve as a baseline first step that all students could take as they register. In response to another question regarding potential discriminatory elements within teaching evaluations, Mr. Charles noted that this item has been flagged for further discussion.

The Chair thanked Mr. Charles for the presentation and the quality of the work, and he thanked all involved in consultations that have shaped the final product.

It was **MOVED** (D. Dragunoiu, J. Milner) that Senate receive the Carleton University Equity, Diversity and Inclusion Action Plan and that Senate thank the members of the Carleton Equity and Inclusive Communities Advisory Group for their excellent and inspirational work on this important initiative. The motion **PASSED** unanimously.

9. Carnegie Classification for Community Engagement

Deputy Provost Lorraine Dyke and Associate VP, Research and International Karen Schwartz updated Senators on the progress of the Canadian pilot project of the Carnegie Classification for Community Engagement.

Karen Schwartz began by providing an overview of the Carnegie Classification system with a timeline of Carleton's progress in the pilot project.

The Carnegie Classification System is the leading framework in the United States for assessing institutional involvement in community engagement. It provides universities with

an opportunity to evaluate and promote current community engagement activities, while exploring additional opportunities and areas for growth. Currently, 361 campuses in the United States are using this framework, and Carleton is one of 16 post-secondary institutions in Canada working on a pilot project to tailor the system to a Canadian context.

Following an engaged community consultation process involving all Faculties and units across campus, an initial application was drafted and completed in October of 2020. The final version will be submitted on December 15, 2020. A virtual site visit for Carleton has been scheduled for February of 2021. Following the development of a specifically Canadian framework in 2021-22, Carleton will apply for the actual certification in 2022-23.

Deputy Provost Lorraine Dyke outlined the elements of the current application, which is organized around four themes aligned with the new Strategic Integrated Plan: Inclusion, Healthy and Vibrant Communities, Globalization, and Technology for Good. The plan identifies Carleton's current extensive community engagement practices and our strong culture of engagement, but also notes the need to develop a more strategic and coordinated approach.

A Senator asked if faculty-led partnership grants could be included in the consultation process through CORIS. The presenters agreed to take this question back to the committee for discussion, in the context of the developing Canadian framework. The committee is also exploring models for organizing training, tools and guidance, possibly via a Hub-and-Spoke approach.

The Chair thanked the presenters, the committee and all who contributed to this initiative.

10. Presentation on International Strategic Plan

Karen Schwartz, Associate Vice-President Research and International, provided Senators with a presentation on Carleton's new International Strategic Plan.

She began with an overview of the Internationalization Committee's strategic vision and mission, as aligned with the SIP, and then presented some statistics on Carleton's current global presence, including data on alumni and international students, visiting scholars, exchange agreements, and MOUs for partnerships.

The plan's international goals and objectives were then outlined, with a consideration of how these are being modified successfully in the context of Covid-19.

The presentation then focussed on the project timeline and deliverables between September 2019 and the Fall of 2020. Based on feedback from Carleton community consultations, the objectives and metrics of the plan were finalized in the Summer of 2020

and presented to PAG, VPARC, Senate and the Board between October and December 2020.

The presentation concluded with a detailed analysis of the progress made towards fulfilling each of the five goals, and a list of next steps. The plan will be posted on the website after the Board of Governors meeting on December 1, 2020.

The Chair thanked Karen Schwartz for the presentation and for the work on this important initiative.

11. Reports for Information

a) Senate Executive Minutes (October 20, 2020)

There was no discussion of this item.

12. Other Business

The Chair noted that a December Senate meeting is currently scheduled, but may be cancelled, depending on the decision of the Senate Executive Committee. Senators will receive confirmation of the committee's decision by email after December 1st.

The Provost provided an update on the United Way Campaign, noting that Carleton has raised more than \$87,680, thereby exceeding this year's goal. The Chair noted that the campaign is still open if Senators wish to donate.

13. Adjournment

The meeting was adjourned (J. Milner, M. Gagne) at 4:00 pm. The Chair wished all Senators a happy holiday.