

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

**Minutes of the 643rd Meeting of the Board of Governors
Thursday, October 10th, 2024 at 3:00 p.m.
Richcraft Hall Room 2440R**

PRESENT:	B. Creary (Chair)	G. Farrell	L. Newton Miller (Virtual)
	C. Tessier (Vice-Chair)	K. Furlong	J. Muthukumar
	J. Tomberlin	D. Greenberg	J. Nelson
	H. Babb	J. Greenberg	B. O'Connor
	Y. Bizuneh	L. Grussani	M. Shea
	L. Breen	N. Laporte	J. Simpson
	J. Camelon	M. Main	A. Tremblay
	A. Chan	D. Maseko	P. Wolff (Virtual)
	J. Devoe	S. Mingie	
REGRETS:	Y. Baltacioğlu	J. Carr	J. Taber
	P. Dion	A. Hamdani	G. Morris
STAFF:	M. Bright	A. Goth (R. Secretary)	K. McKinley (Virtual)
	N. Badiou	R. Goubran	G. Nower
	B. Billings	K. Mann	N. Macdonald
	S. Blanchard	C. Khordoc	P. Rankin
	J. Brzozowski	P. Leland	E. Sloan
	T. Frost	S. Levitt	K. Solomon
	C. Hobin	A. Marcotte	K. Tousignant

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the first meeting of the 2024/2025 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located. She noted that September 30th was Orange Shirt Day, Canada's National Day of Truth and Reconciliation, and reconfirmed the Carleton community's commitments to truth, conciliation, and allyship. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members in person and virtually.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by L. Grussani and seconded by J. Greenberg that the open agenda of the 643rd meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the 642nd Board Meeting, Board Award Criteria and Jury Selection, and Founders Award Jury Selection.

The following items were circulated in the open consent agenda for information: University Committee Minutes from the April meetings of the Advancement and University Relations Committee, Building Program Committee and Finance Committee, Capital Plan 2024/2025 Ongoing Capital and Deferred Maintenance Project Status Report, Investment Report on the Endowment, Update on the 2024 Credit Rating, University Communications Update, Advancement Update Overview and Strategy 2024/2025, Government Relations Overview & Update, Sexual Violence Policy Review – Consultation, Communications Plan and Timelines, Creation of the Institute of Data Science, Creation of the School of Nursing, and Minutes from Senate.

It was moved by J. Devoe and seconded by A. Tremblay that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Loeb Building Envelope Remediation and Replacement – Project Implementation Report

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

A. Tremblay, Chair of the Building Program Committee, advised that the Committee was recommending the approval the Loeb Building Project Implementation Report. The remediation was to address immediate safety concerns and focused on the implementation of the preferred design method. The report was to provide a more accurate cost estimate and to provide the University with authorization to start the tendering process and construction.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation, recapping that a condition assessment in 2021 found that the cladding was

at end of life and could present safety concerns. He reviewed the existing building envelope and areas around the base of the building requiring repair. The new cladding would be ceramic with solar panels, metal flashing, bird friendly glazing, and repointing brick on the stair towers. Doors would be upgraded for security as the third-floor patio area and lobby would be upgraded. Costs to upgrade the lobby area were in addition to the previous budget and would be funded by the Faculty of Public and Global Affairs (FPGA).

Hariri Pontarini Architects were engaged for the project and would assist in evaluating the bids and building permits. They continued to meet with stakeholders and would work to mitigate risks since the building would be occupied during construction. Waterproofing and foundation work would be done but it would be funded outside of the project. The project budget was shared at an expected \$40.6 million which included the lobby costs from FPGA and had contingencies built in. Funding for the project would be through the debenture. Construction was expected to start in Winter 2025 and would take approximately two years to complete.

On the recommendation of the Building Program and Finance Committees, it was moved by D. Greenberg and seconded by H. Babb to approve the Loeb Building Envelope Remediation and Replacement Project Implementation Report and Class A Estimate at a project cost not to exceed \$40.6 million, including lobby upgrades funded by Faculty of Public and Global Affairs, as presented. The motion carried unanimously.

5.2 Audited Financial Statements for year ended April 30, 2024 and Audit Finding Report

An executive summary, reports, and presentations were circulated in advance.

J. Camelon, Chair of the Audit and Risk Committee, introduced the item advising that the consolidated financial statements were prepared by management and audited by the external auditors, KPMG. KPMG did not identify any differences requiring adjustments, nor any controlled deficiencies in financial reporting. The Audit and Risk Committee recommended the audited financial statements for the year ended April 30, 2024 for approval by the Board.

A. Marcotte, Interim Vice-President Finance and Administration, provided a presentation, reporting that the auditor's opinion was received without reservation. No audit differences, either adjusted or unadjusted, were observed.

The highlights of changes (year-over-year) included a deficit of revenue over expenses of \$50.1 million compared to a deficit of \$13.8 million in the previous year, attributed to the Bill 124 retroactive compensation and use of reserves accumulated in prior years for planned capital and operational expenditures. Net Assets had a minor decrease from \$1.175 billion to \$1.16 billion. This decrease reflected the \$50 million deficit offset by \$6 million endowment investment growth and \$29 million positive adjustment for employee future benefits. The reconciliation of the operating results were shared. Assets and

liabilities over the period of 2019 to 2024 were also shared. Assets remained stable at approximately \$1.9 billion with some fluctuations in cash and marketable securities. Liabilities remained stable over the previous three years, noting the accounts payable increase of \$40 million related to the retroactive pay. Net assets were stable at \$1.16 billion with increases in the endowment and unrestricted net assets, while the internally restricted net assets decreased by \$39 million.

On the recommendation of the Audit and Risk Committee, it was moved by J. Camelon and seconded by K. Furlong to approve of the University's 2023-2024 Consolidated Financial Statements and the Audit Findings Report, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Senate Annual Report

An executive summary and report were circulated in advance.

J. Tomberlin, Interim President and Vice-Chancellor, introduced the item advising that Carleton operates under a bicameral system of governance which includes the Board of Governors responsible for the University's corporate affairs and the Senate, as the highest authority on academic matters, being responsible for the establishing the University's educational policies.

E. Sloan, Clerk of Senate, provided a report advising that over the 2023/2024 academic year, Senate held eight meetings, approved degrees for 1,559 graduate and 4,911 undergraduate students, medals and prizes, honorary degrees, and new programs. She highlighted a number of items from the report including:

- The reconceptualization of the Faculty of Graduate and Postdoctoral Affairs as an administrative unit of Graduate Studies;
- The revised Joint Policy on the Academic Governance of the University (AGU) document previously approved by the Board, with restructuring to be in place by June 2025;
- Updated Senate membership to 82 based on the changes to the AGU;
- Senate voted to repeal the policy on academic accommodations during labour disputes; and
- Senate passed a motion to formally approve the Senate Rules of Order.

She advised that Fall Convocation would be on November 9, 2024 and invited members of the Board to attend.

6.2 Sexual Violence Annual Report

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

S. Blanchard, Vice-President (Students and Enrolment), introduced members of her team, J. Brzowski Associate Vice-President (Student Affairs and Student Life) and K. Tousignant, Associate Vice-President (Student Mental Health and Wellness). She provided a presentation, reiterating Carleton's commitment to addressing and preventing sexual violence with members of the community.

In 2023/2024, more than 1,500 members of the campus community were trained in prevention, education, and awareness initiatives, a multi-faceted communications strategy was implemented, and resources were made available on Carleton Mobile and Carleton360.

Between May 2023 and April 2024 there were a total of 109 disclosures seeking support services compared to 150 disclosures between May 2022 and April 2023. Of the 109 disclosures between May 2023 to April 2024:

- Eight cases went to a formal investigation process as requested by the respective complainants;
- 80 were based on incidents that occurred within a year of the disclosure;
- 29 were considered to be based on historical incidents;
- 47 involved a respondent who is a member of the Carleton community; and
- 82 incidents took place on campus.

The breakdown of disclosure statistics were based on the six broad categories of sexual violence required by the Government of Ontario. The majority of the cases were cases of sexual assault (72) or sexual harassment (28). A year over year comparison of the statistics was included in the report and a decrease in the reporting of historical incidents was noted.

The Sexual Violence Policy was scheduled for a mandatory review beginning in Fall 2024 and Carleton would continue to innovate on new initiatives and would continue to support survivors and promote a culture of consent.

A member asked about the training of community members and asked what total percent of the population the 1,500 members represented and how the number was trending. N. Badiou, Associate Vice-President, Equity and Inclusive Communities (EIC), responded that 1,500 members trained was consistent from year to year in a community of 35,000. The priority was on reaching new students and athletes coming into campus.

A member noted that there were only eight formal cases compared to 101 informal disclosures and asked about the factors that impact that decision. S. Blanchard responded that a survivor could go to Campus Safety Services or to EIC who would explain their options depending on the supports needed. It is up to the survivor to decide if they would like a formal case or a form of alternative resolution.

A member asked if there was a sense that there were more survivors coming forward than before. S. Blanchard responded that numbers were lower overall for 2023/2024 but there was an increase in recent cases, rather than historical, being reported. This was attributed to survivors feeling comfortable coming forward and a greater awareness on campus.

6.3 Honouring Each Other Annual Report

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

P. Rankin, Provost and Vice-President (Academic), introduced the item advising that at Carleton, the Sexual Violence Prevention Program and Education work were part of the Department of Equity and Inclusive Communities (EIC), inside the Office of the Provost.

N. Badiou provided a presentation, on the progress towards the Sexual Violence Prevention Plan - *Honouring Each Other: Building Consent Cultures on Campus, Together*. The plan was approved in April 2020 as a living document and is reviewed every 90 days with the workplan updated accordingly. The 2023/2024 Strategic Goals included the creation of a peer-education program, learning outcomes and assessments in collaboration with evaluation professionals, creation of new prevention programming, and creation of cross-city and cross-provincial collaborations.

Key revisions to *Honouring Each Other* included the discontinuation of the Enhanced Assess, Acknowledge, Act and ending the Carleton University Sexual Assault Support Centre Chat peer support program and replacing it with Peer-led Consent Education program. Support initiatives included the expansion of intersectional support systems for survivors and running a number of public education initiatives to foster a culture of consent at Carleton.

The *Honouring Each Other* strategy was updated for 2023 to 2026 and would include a rebrand of the #Curious Campaign to Consent Awareness Week. EIC would be expanding services to match the intersectional needs of survivors, working collaboratively, and fostering a culture of consent.

6.4 Equity, Diversity, and Inclusion Action Plan Update

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

P. Rankin introduced the item advising that Carleton continued to make significant progress on its inaugural Equity, Diversity, and Inclusion (EDI) action plan, adopted in 2021.

N. Badiou provided a presentation advising that Carleton's EDI Action Plan was informed by an institutional survey and consultations. Carleton's approach to EDI was to enhance and ensure a sense of belonging for all community members and more

intentionally for those belonging to equity-deserving groups. The EDI Action Plan was complimentary to the Kinàmàgwin Strategic Plan and Carleton's Accessibility Plan.

Phase Two of the EDI action plan was shared with a focus on a few examples of the total new strategic actions being taken including:

- Curriculum and Pedagogy: FPGA was implementing a curriculum, and programs review to incorporate Equity, Diversity, Inclusion and Decolonization and EDI was being incorporated into the new programs of Nursing and Data Science;
- Research: Faculty of Engineering and Design (FED) and the Faculty of Science were collaborating to address EDI challenges in STEM;
- Leadership Development (Non-Academic): FMP was engaging in EDI training for staff and implementing a system to encourage feedback;
- Leadership Development (Academic): FED appointed an inaugural Associate Dean of EDI;
- Disaggregated Demographic Data Collection: Launch of the Carleton University Self- Identification Survey and the development of the Carleton University Self- Identification Survey Data Usage Protocol;
- Representation and Outreach: The Carleton Office for Research Initiatives and Services (CORIS) incorporated a double-blind review of materials into their hiring process;
- Culture: Athletics established a departmental EDI Council and a Racism Equity, Diversity and Gender Equity Subcommittee (Varsity Council). Information Technology Services (ITS) was evaluating and implementing personal pronouns into IT systems; and
- EDI Planning Infrastructure and Report: The Sprott EDI Action Group developed an EDI Action Plan and published the Strategic Plan - Vision 2025: Business for a Better World.

Looking ahead, EIC would continue to provide support and guidance to the Carleton community and would follow through with further enhancements and implementation of the EDI Action Plan and ensure that its goals are met. The plan would be renewed for 2026.

A member noted that the EDI Action Plan was embedded in every faculty and department and asked if there was an end point as an action plan when it becomes part of the University culture and infrastructure. N. Badiou responded that is the goal and spoke to the importance of monitoring the EDI progress towards that end.

6.5 Report from the Chair

The Chair advised that October 10th was World Mental Health Day which is a World Health Organization initiative with the objective to raise awareness of mental health issues around the world. Carleton is a leader in support and promotion of mental health

on campus through its comprehensive Healthy Workplace Strategy and through its Student Mental Health Framework.

She commented that the Board year was launched with a successful board orientation, six committee meetings, and the board strategy session earlier that day. She thanked members for their volunteer service to the University.

6.6 President's Goals and Objectives for 2024/2025

A memo was circulated in advance.

The Chair advised that the President's goals and objective for 2024/2025 were circulated for information, having been approved by the Executive Committee and presented to the Full Board at its September 5, 2024 orientation session. As the University entered the fifth and final year of the Strategic Integrated Plan (SIP), the focus would shift to ensuring the successful leadership transition of Wisdom Tettey as incoming President and Vice-Chancellor while also preparing for the renewal of the SIP and launch of a new fundraising campaign.

The team remained committed to the following key goals of:

- Strengthening domestic and international recruitment efforts for the 2025/2026 academic year;
- Sustaining the commitment to research excellence and aiming for a research funding 3-year annual rolling average of \$95 million;
- Advancing campus infrastructure projects; and
- Effectively onboarding a new Chief Advancement Officer while sustaining a three-year annual fundraising average of \$40 million.

In addition to these priorities, the team would continue to accelerate the implementation of the SIP, drive student success, shape the future of the University through reputation building, and cement its standing as a global leader in education.

6.7 Report from the President

A written report was circulated in advance.

J. Tomberlin provided an update on his report, which covered May to August 2024 including the following highlights:

- Spring Convocation took place in June with 15 ceremonies and five honorary degrees;
- June celebrated Pride Month and National Indigenous History Month;
- On July 7, Carleton hosted the Indigenous Youth Leadership Program;

- The Faculty of Public Affairs became the Faculty of Public and Global Affairs, to highlight the international focus of its programs and studies;
- Carleton was preparing to launch five new programs in Fall 2025 including Nursing and a Bachelor of Data Science;
- New signage was being installed at the main gate and the pedestrian bridge over the Rideau River had opened; and
- Three new initiatives were confirmed through the Holistic Integrated Partnerships; and
- Throwback was held from September 28 to October 5, 2024 plus the Panda Game.

There were a number of new appointments over the previous four months including C. Hobin as Interim Chief Advancement Officer, J. Sugar as AVP Enrolment Management, Dr. Kostiuk's reappointment as the Dean of the FED, A. Marcotte as Interim Vice-President (Finance and Administration), Dr. Siddiqui as Vice-Provost (Graduate Studies), and Dr. Bowker as the Dean of the Faculty of Arts and Social Sciences.

An update on enrolment and recruitment was provided, including the efforts by the team for international recruitment for 2025. While enrolment numbers for new domestic students increased by 2.9%, international student enrolment continued to face challenges, but the team was working on efforts to boost international enrolment.

Lastly, the Macleans Magazine rankings were released, and Carleton had moved up to fourth place for Comprehensive Universities.

6.8 Committee Chair Updates

6.8.1 Advancement and University Relations

K. Furlong, Chair of the Advancement and University Relations Committee, advised that the Committee met on September 12, 2024 and discussed two items for approval: the criteria, proposed timeline, and jury composition for the 2024/2025 Board of Governors Award for Outstanding Community Achievement and the 2024/2025 Founders Award. She encouraged members to think of potential nominations for these awards.

Three presentations for information were received. T. Frost, Chief Communications Officer, provided an update on marketing and communications. Highlights of the 2023/2024 Undergraduate Recruitment Marketing Campaign were shared, along with previews of the 2024/2025 campaign, website refresh, and new campus gateway project. A discussion on the features and design of the new gateway project highlighted the improved visibility and prominence of the signage.

S. Phillips, Interim Chief Advancement Officer (CAO), presented an overview of the department's strategic approach, recent successes, and goals for 2024/2025. These goals include increasing revenue, building relationships, diversifying

sponsorships/partnerships, and supporting the new President and transitioning to a new CAO.

A. Mullin, Director of Government Relations, provided an update on the University's Strategic Government Relations Plan. The focus would be securing funding for the new Nursing program, supporting the pool initiative, and proactively engaging with the new research council.

The meeting concluded with a review of the Committee's work plan for the upcoming year.

6.8.2 Building Program

A. Tremblay, Chair of the Building Program Committee, advised that the Committee convened on September 12, 2024 and reviewed the Loeb Building Envelope Remediation and Replacement Project Implementation Report which was approved earlier at the Board meeting.

The Committee also received an update on the Capital Plan, which included the ongoing demolition of P9 and the construction of the new Rideau Residence. Negotiations with the City of Ottawa continued regarding the Regional Aquatic Wellness Hub. The Committee reviewed the Ongoing Capital and Deferred Maintenance Project Status. It was noted that projects totaling \$215,002,657 were underway, with the value of work completed up to July 2024 totaling \$108,043,516.

During the meeting, the Committee received a presentation with an overview of the Capital Planning Policy, and reviewed of the Committee's work plan for 2024/2025.

6.8.3 Finance

S. Mingie, Vice-Chair of the Finance Committee, advised that the Committee met on September 24, 2024 and A. Marcotte provided an update on the Financial Report for the Fiscal Year ending April 30, 2024. Despite ongoing frozen domestic tuition fees and operating grants, the University's operating budget ended with a surplus of \$13.7 million compared to a break-even budget at the beginning of the year. The University managed the increase in compensation costs related to Bill 124 through its unit reserves while earmarking available funds for new and expanding initiatives.

Ancillary financial performance remained strong in 2023/2024. External research funding continued to be strong, and the endowment fund saw a year-over-year increase of \$8.7 million due to realized investment gains and donations. Overall, the University's assets, combined liabilities, and net assets grew slightly to \$1.93 billion.

The Committee also received updates on the status of the Capital Plan 2024/2025, the University's Financial Accountability Framework/Action Plan, the status of Ongoing Capital and Deferred Maintenance Projects, and the Endowment Investment Report.

6.8.4 Governance

J. Devoe, Chair of the Governance Committee, advised that the Committee met on October 1, 2024. Items for information included the Sexual Violence Policy Review – Consultation, Communications Plan and Timeline. The draft work plan for the policy review was provided and the policy would come forward to the Board for approval in 2025.

The Committee also discussed the results of the Board Self-Assessment for 2023/2024 and received a presentation on the Board of Governors onboarding and training timelines for membership and initiatives underway.

Additionally, the Committee discussed the Board Member Skills Gap Analysis and Community-at-Large Recruitment process. Lastly, the Committee briefly discussed the Student Governor and Administrative Staff Governor Handbooks, as well as the election process, with these items set to return to the Committee for approval in November.

7. OPEN-OTHER BUSINESS

No other business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:34 p.m.