

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

**Minutes of the 619th Meeting of the
Board of Governors**

**Thursday, March 12th, 2020 at 3:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

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|-----------------|-----------------------|---------------------------------|------------------|
| PRESENT: | Mr. N. Nanos (Chair) | Mr. K. von Finckenstein (phone) | Ms. N. Karhu |
| | Ms. F. Afaq | Mr. D. Fortin (Vice-Chair) | Dr. J. Malloy |
| | Dr. B.A. Bacon | Ms. J. Fullerton | Ms. B. O'Connor |
| | Mr. A. Alhaimi | Ms. G. Garland | Dr. B. Örmeci |
| | Ms. D. Alves | Ms. C. Gold (phone) | Dr. E. Sloan |
| | Ms. T. Arnt | Mr. D. Greenberg (phone) | Dr. P. Smith |
| | Dr. C. Carruthers | Ms. L. Hayes | Ms. J. Taber |
| | Ms. B. Creary | Ms. L. Honsberger (phone) | Ms. A. Tremblay |
| | Mr. K. Evans (phone) | Mr. O. Javanpour (phone) | Mr. A. Ullett |
| REGRETS: | Ms. Y. Baltacioğlu | Mr. J. Durrell | Ms. K. Furlong |
| | Mr. P. Dion | Mr. G. Farrell | |
| STAFF: | Ms. S. Blanchard | Ms. A. Cunningham | Mr. M. Piché |
| | Ms. J. Chandler | Ms. A. Goth (R. Secretary) | Dr. R. Goubran |
| | Ms. J. Conley | Mr. S. Levitt | Dr. J. Tomberlin |
| GUESTS: | Dr. B. Appel-Kuzmarov | Dr. L. Dyke | Ms. C. Taylor |
| | Mr. M. Charles | Ms. B. Reid | Mr. A. Newman |
| | | | Mr. G. Nower |

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm. The Chair acknowledged those affected by the plane crash that occurred in Iran on January 8, 2020, and expressed that the Board of Governors sends its thoughts to all families impacted by this tragedy, including the families of Fareed Arasteh, who was a PhD student and Teaching Assistant in the Department of Biology at Carleton and alumnus Mansour Pourjam, both of whom lost their lives. The Chair also acknowledged the COVID-19 pandemic reassuring the Board that as the situation continued to evolve, the leadership of the university has intensified planning and mitigation efforts, including increased communication to the community.

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. Tremblay and seconded by Dr. Smith that the open agenda of the 619th 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: minutes of the previous meeting and business arising from the minutes and the Pension Plan Actuarial Report and Funding.

The following items were circulated in the open consent agenda for information: Energy and Sustainability at Carleton, Major Capital Projects Status Report, Value Proposition of Serving on the Board of Governors, Chair of Board Description, Standing Committee Assignment Process, Committee minutes of the Building Program, Finance and Governance Committees, minutes of Senate, and the 2020-2021 Board Meeting Schedule.

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

5. PRESENTATION FROM KPMG AUDIT PARTNER – ANDREW NEWMAN

The Chair introduced Mr. Andrew Newman, KPMG Audit Partner. Mr. Newman leads the KPMG Public Sector Audit practice in Ottawa and is the National Leader at KPMG's Educational Practice. Mr. Newman began his presentation by thanking Carleton University, stating that much of his success and achievement in serving as KPMG's National Leader is rooted in his experiences with Carleton.

Mr. Newman stated that he believed Carleton University is one of the top growing comprehensive universities in Canada, exceptionally well positioned for future success both financially and in terms of reputation as a renowned global leader in excellence in education. Mr. Newman outlined five common and trending topics of discussion with university boards including: governance, international, student wellness, demographics and research and capital assets.

In term of governance as a university board member, governors perform an oversight responsibility for the University but do not manage the day-to-day operation of the university. With a focus on oversight, the Board's function is to approve matters such as the budget, based on information they receive, rather than conducting the various tasks required to be completed by

management. The oversight role is often one that boards struggle with, as questions are inevitably raised regarding the structure and specific responsibilities of various committees and what should be reported by each.

It was outlined that global events and geopolitical conflicts affect Canadian Universities such as COVID-19, the Iranian plane crash, the Saudi embargo through international students (admission and enrollment) and faculty. From an operational standpoint, boards have been discussing challenges and issues related to the Corruption of Foreign Public Officials Act (CFPOA) as many institutions conduct operations with international agents to secure research partnerships.

Student Wellness (mental health, inclusion, diversity, integration, and support) for both domestic and international students was discussed. There is a growing expectation for student care on campus more than ever before and it has become a real challenge for universities. Although the mental health of the student body is a priority, the core mission is to train and educate students. Universities are challenged to find a balance between supporting students and providing education and research opportunities.

There has been discussion at the board level surrounding age demographics, as the Boomer generation of individuals are beginning to retire and leave the workforce. The demographic slide has put pressure on student sourcing. Mr. Newman applauded Carleton University for not only maintaining student applications, but in fact growing them. The average years to completion of an undergraduate degree is about 6 years and it has become the norm for those with undergraduate degrees to move on to complete additional schooling such as a master's degree or a diploma. As these new norms are working alongside the increase in the average working life span, concerns and challenges arise regarding enhanced accreditation such as mid-life certificates and micro-credentials. As the average working life span has increased to about 45 years, the norm of having one single career is now becoming impractical, thus making the need for additional credentials and training stronger.

There now exists an expectation for Universities to be economic drivers in their surrounding communities through capital assets and research. A focus on monetizing the research conducted within universities and the expectation of getting a job as a result of this focus, is also extremely prevalent. There is a push to increase the monetization of campus resources, especially within downtown core campuses. Discussions regarding revenue maximization and post-secondary institutions within boards, is rising.

A board member inquired about where Mr. Newman has seen universities veer off-track, getting themselves into trouble. In response, Mr. Newman stated that he has seen institutions veer off-track in an institution's international efforts and planning and when the mission and focus on of an institution is lost. Examples where institutions lowering their entrance marks and increase programming to expand on tuition. When universities place their main focus on making and receiving money, they begin to also lose sight of who they are and what they excel in which can be harmful.

The board asked if any prominent trends appear, showing the concerns of either international students themselves or concerns regarding international students and how they are being addressed by universities. In Canada, Australia, and the United Kingdom specifically, Mr. Newman had seen a rise in international student expectations around student success. Challenges that surround this expectation include capability for English and/or French language skills required for success. To address this concern, some universities are making a full-year English language courses mandatory before the student may proceed to other required program classes and coursework. In addition, issues around student wellbeing unique to international students were noted. Expectations placed upon international students themselves or by their families at home, in addition to the adjustments they face with living in a new country can bring about a great amount of stress. However, education in Canada for international students can lead to secure jobs. Mr. Newman noted that the government of Canada views this process as a great way to immigrate the best and brightest individuals to Canada. However, the stress and turmoil faced by international students when something traumatic happens in their home country is great. Mr. Neman mentioned that international student integration with Canadian students and vice versa appears to be off trend. He noted research showing that clusters of international students occur at institutions, when the population of same-country international students exceed the approximate 20% threshold of the student body. Historically, when this threshold is acceded, these important exchanged experiences stemming from this integration appear to decrease. He noted that balance has been difficult to achieve.

The board asked if there is a potential for a trend in smaller, more condensed programs (micro-credentials) offered by universities. Mr. Newman believed there will be a trend in requiring increased credentials in the form of micro-credentials and certificates. He gave the example of universities responding to change in the Chartered Professional Accountant exam process, by creating additional programming such as a master's program in Accounting (Carleton) or a certificate (UOttawa and Queens).

A board member inquired into why boards are still struggling with their function and role in oversight. Mr. Newman responded that it is rooted in the people serving on the boards. Since institutions such as Carleton desire board members of high caliber, who are accustomed to being senior executive leaders in their own organizations, the transition from a management role to that of oversight can be challenging for some. A conscious effort to pull back both individually and collectively must be made. This becomes even more challenging for members to do when matters become more pressing, as there is often a need and desire to dive deeper into the management details.

The Chair thanked Mr. Neman for the engaging discussion. He announced that the board will be making a donation in Mr. Newman's name to the Carleton Fund for the Indigenous Student Mentorship Program.

6. ITEMS FOR APPROVAL

6.1 The New Student Residence Building (D. Alves)

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

Ms. Debra Alves, Chair of the Finance Committee was asked to introduce the item. She summarized that the Building Program and Finance Committees met on March 2nd to review management's proposal to proceed with the implementation plan and construction of a new student residence.

Previously on Sept. 30, 2019, the Board of Governors had approved development of the design, method of construction and cost estimates of a new student residence for a total project cost estimated at \$60M with a completion date of Sept. 2022. However, when management proceeded with the implementation plan, the market costs for the building materials significantly increased. A Class D estimate was prepared with a total project cost of \$73.5M. The project is now at design completion and can proceed with the detailed implementation with construction commencing in spring 2020, with occupancy planned for September 2022.

The intent is to build a modern dwelling for first-year students and to provide amenities for all students on campus. It will be located in a prominent location to provide a gateway building upon arrival on campus. Financing for the project would consist of \$10M from the accumulated surplus within the housing portfolio, and the remaining \$63.5M would be borrowed at an estimated rate of 2.5 percent over 25 years. The annual debt servicing cost will be \$3.6M. It was confirmed the operating costs can be accommodated within the housing portfolio's cash flows. The key risks include procurement and construction, including the potential for cost overruns, in addition to delayed completion as students require accommodations at the start of the academic year.

The need for additional space is evident by the consistent demand and waitlist each year. This will help to minimize the financial risk of underperformance once the residence is built.

In the materials provided, management provided a stress test of lower student demand, various fee increases and higher borrowing costs which all indicated that the housing portfolio could support the proposed residence, even at the higher construction cost of \$73.5M.

Management addressed completion and site risks by retaining a scheduling consultant responsible for scheduling deadlines and will advise on budget risk as the building design progresses. The Director of Risk and Assurance will also monitor risks during construction.

It was asked if management expects the market to be further impacted by COVID-19. The President stated that he is confident the market will be counterbalance due to the short-term affects due to COVID-19, the project under consideration is for the long-term need at Carleton.

A board member inquired about the proposed plan by the private sector to build residences along the O-Train tracks and whether this proposal will act as a competitor to Carleton's new residence building. The President reassured the board that senior management is following private sector developments closely. These new buildings are good news, as first-year students coming from abroad or elsewhere in Canada will be more inclined to stay on-campus, versus choosing to live off campus as upper-year student tend to do once acquainted with both Carleton and Ottawa.

The board asked if Carleton currently has space for all first-year students within its residence buildings. The Presidents stated that first-year students have first choice when it comes to living in residence on-campus. Ms. Blanchard clarified that 2,700 of the 3,600 spots in Carleton residences are for first-year students.

A board member asked if Carleton has the intention in achieving a higher certification regarding sustainability efforts on campus with its buildings. Mr. Nower responded that the new building will use passive house design which exceeds standards.

On the recommendation by the Finance and Building Program Committee, it was moved by Ms. Alves and seconded by Mr. Tremblay that the board approve the detailed implementation plan and construction of a new residence building to be located on Carleton campus for a budget not to exceed \$73.5M, to be ready for occupancy in the Fall 2022, as presented. The motion carried unanimously.

6.2 Ancillary Budget 2020/2021 (D. Alves)

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

Ms. Debra Alves, Chair of the Finance Committee was asked to introduce the item. The ancillary budget includes the Financial outlook for the Housing, Conference and Dining, the Physical Recreation and Athletics (excluding football), Parking Services, Health and Counselling Services, the Print Shop, the National Wildlife Research Center building, the University Centre, the Carleton Dominion Chalmers Center, the Bookstore and the Ancillary Capital Fund. Each budget was prepared by their respected ancillary units, was reviewed by the Provost's Budget Working Group and the President's Advisory Group.

The detailed presentation circulated summarizes the total revenues of \$71.6M, operating expenses of \$46.7M, and \$23.2M for renovations and debt reductions. The budget surplus of \$1.7M for the year will bring the accumulated surplus total to \$42.1M, available to fund future ancillary capital expenditures and deferred maintenance projects. Budget assumptions include fee increases of between 2% and 2.5% for Housing and Food Services, 3% for Parking Services, and otherwise a general of 2% in keeping with customer price index.

There was a proposed transfer of \$300K from the university's operating budget to Health and Counseling Services. There was discussion by the Finance Committee on whether more funds should be transferred to this service given the increase in demand for these services as they relate to student mental health and whether sufficient contingencies are in place for COVID-19

readiness. Management advised that there were contingencies in place to address the COVID-19 readiness, and that the numbers reflected in the budget were based on management's best estimate of service needs.

Future significant capital projects within the ancillary budget include a new student residence (as previously discussed and approved), parking renewal and expansion, and a wellness center.

The Finance Committee questioned the assumptions and was satisfied with management's answers.

A board member asked how the risk analysis related to Covid-19 was completed and if it was qualitative or quantitative in nature. Mr. Piché noted that the risk analysis was based on the universities capacity to handle COVID-19 cases and financial strength. Management confirmed that they feel comfortable that they can deal with any contingencies that may develop as a result of the pandemic. It was also noted that the testing centre for COVID-19 has been established at Brewer Park.

The board inquired into the status of the Investing in Canada Infrastructure Program grant application for the proposed Wellness Hub. The President noted that the grant application will be a step-by-step process, as Carleton waits for the Provincial and Federal Governments to reveal their budgets in late March along with general updates throughout the summer.

On the recommendation of the Finance Committee, it was moved by Ms. Alves, and seconded by Dr. Sloan to approve Carleton's 2020/2021 Ancillary Budget, as presented. The motion carried unanimously.

6.3 Tuition Fees and Miscellaneous Fees 2020/2021 (D. Alves)

An executive summary and presentation were circulated in advance. Ms. Debra Alves, Chair of the Finance Committee was asked to introduce the item.

The 2020/21 Tuition Fees and Miscellaneous Fees were presented to the Finance Committee for consideration on March 2. The provincial government has frozen the university's 2020/21 domestic tuition fees. However, flexibility is permitted with international tuition fees which were proposed to be set for the next two years at an annual increase of between 3% and 8% depending on program capacity, program demand and market comparisons. Management provided a thorough market comparison of fees to those of University of Ottawa as well as eight other Ontario-based universities and to the average and median of these institutions. The results showed that even with these increases, the proposed tuition fees were competitive and for the most part remain lower than these universities. There was discussion by the Finance Committee around the sensitivities of this proposal as the fees of international students remains to be an important revenue source for Carleton.

The miscellaneous administration fees were proposed to increase at a rate of 2% for the next two years. The freeze on domestic tuition has an ongoing \$20M negative revenue impact per year on

the university's operating budget plus an additional \$8M in foregone revenue in 2020/21 that would have been realized under the old framework. Management however is comfortable that existing budget capacity will be sufficient to cover increased operating expenses in 2020-21. The Finance Committee accepted management's responses and is recommending that the Board approve the University's 2020-21 tuition fees.

A board member inquired into Carleton's history and rationale for increases to current and potential international student tuition. In response, the Provost noted that there has been no change to the international tuition framework. The only change this year is that domestic fees were frozen and were reduced by 10%. The Provost stated that Carleton carefully monitors other universities international tuition fees, specifically the University of Ottawa, and Carleton has lower tuition in every one of the degree categories with exception to PhDs, as mentioned in the appendices. Through financial aid, Carleton has been able to reduce the fees for international PhD students, so that they are essentially paying the domestic rate. The Provost noted that if one reviews the market analysis in Appendix 1, and then to the percentage increases in Appendix 2, it becomes evident that not only does the University of Ottawa has higher tuition, it has consistently increased its tuition by a higher rate than Carleton. The differences between the different degree programs depend on demand and Carleton's capacity to increase enrollment.

It was asked if additional methods of obtaining revenues should be investigated instead of increasing international tuition fees, such as investments. The President stated that he took note of the idea of price certainty for international students. He noted that the board is asking to approve the international student tuition framework for a two-year period as a first step towards a model that would guarantee a greater level of price certainty for international students. He noted there are several problems with a price certainty model given that Carleton has a lower tuition fee compared to market in several categories. To be able to provide price certainty, the first-year increase in tuition would have to be considerable. Careful market analysis would have to be conducted to see if this is a desirable option.

It was asked what the impact of relying on international student tuition funding to bring income to the university, has on research and affordability for students. In response, the Provost noted that a change has been made this year, every international PhD student and those currently in program will receive financial assistance to bring down their effective tuition rate, to the same as domestic tuition rates. Moving forward, Carleton will not admit international students unless Carleton has the financial assistance to bring down their effective tuition to the domestic rate. The Provost noted the Tuition Bursary Program. Instead of bringing the tuition rate down, Carleton is committed to providing financial assistance to lower tuition for PhD studies to a domestic rate.

On the recommendation by the Finance Committee, it was moved by Ms. Alves and seconded by Dr. Malloy to approve the university's tuition fees and miscellaneous administration fees, as presented. The motion carried with one opposition.

7. ITEMS FOR INFORMATION

7.1 Strategic Integrated Plan First Draft Preview (B.A. Bacon, J. Tomberlin & SIP Co-Chairs)

A presentation and draft plan entitled *Carleton University Strategic Integrated Plan* were circulated in advance. President Bacon provided a presentation which outlined the first draft.

The Strategic Integrated Planning (SIP) process began in the fall of 2020 with an integral consultation process. Extensive feedback was gathered from the Carleton Community, which, along with a brief overview of emerging themes from the collected feedback, was presented at the last board meeting. The challenge of creating the plan included moving from having significant amounts of data, ideas and feedback from the community and from the emerging themes identified, to a plan that is unique and distinctive to Carleton University and that will help move the university forward.

The preliminary concept of the plan has three axis's inspired by the physical borders of the campus leveraging Carleton's location both with the beauty and power of the campus as well as its location in the country's capital, Ottawa.

The draft plan has three overarching strategic directions:

- Share Knowledge, Shape the Future which is symbolized by the Rideau Canal
- Serve Ottawa, Serve the World which symbolizes the community on Bronson Ave and tapping into Carleton history as a community minded university and future as a global international university.
- Strive for Wellness, Strive for Sustainability which is symbolized by the Rideau River.

The President provided a reminder of the timeline of the process including the first drafts presentation to the Board of Governors, a second draft presentation in April and the final approval of the document by the Board in June.

The draft aspiration statement was reviewed. The statement was presented as an attempt to reflect the values and goals of the organization while serving as a guide to where the organization wants to be in the future.

Under each strategic direction the plan outlines five “we will” statements. The key elements of the traditional university mission can be found under the direction of Share Knowledge, Shape the Future including student success, leveraging research, continue to enhance and evolve pedagogy, interdisciplinarity and deploying talent and resources strategically to serve the academic mission. Under each “we will” statement the plan goes one level down in specificity with “pathways” to bolster specific actions to achieve the desired strategic direction. The “pathways” balance specificity with broadness as the plan will guide the university for the next five to ten years. The plan is a roadmap to positive change and also a reputational plan. The draft also includes two sections called “where do we go from here” and “campus-wide strategies and action plans”.

The Chair noted that the consultation was extensive, robust and transparent in nature bringing together the voice of the community and that he has received a lot of positive feedback from the community on the consultation process.

It was asked if the draft plan with the three directions outlined provide Carleton with the ability or plan to differentiate itself in a unique way and what in particular are the things that Carleton can build its reputation around. The plan outlined the traditional academic mission of teaching and research, but it is not differentiating. The differentiation comes from our location as well as the lanes of wellness and sustainability.

General comments were provided including clarification around message and imagery. It was also noted that as part of the market research conducted the taglines of Canada's Capital University and Here for Good did not resonate with stakeholders and it was questioned if it should be referenced in the plan as a Force for Good. The President remarked that the plan will emerge as it is refined, beautified, and repeated. The creation of the strategic plan can be viewed as a three-step process including: market research, design a plan, and a reputational push. To help with a reputational push an external agency has been hired to help the university brand the plan and to do a full branding roll-out for a reputational push.

It was noted that researchers require as part of the strategic plan specific references to research areas for grant proposals.

7.2 Annual Report on Sexual Violence (S. Blanchard)

An executive summary, report entitled *Carleton University 2019 Report on Sexual Violence* and resource documents entitled *Responding to Disclosures of Sexual Violence* were circulated in advance. The Chair outlined that the Board of Governors originally approved the Sexual Violence Policy in December 2016 and revisions were approved in April 2019. The Board of Governors is required to receive an annual report with respect to sexual violence.

Ms. Blanchard, Vice-President (Students and Enrolment) provided a summary on this item. The university continues to be committed to addressing sexual violence on campus. More than 5,200 members of the community received training in 2019 to increase awareness of the signs and prevention techniques to limit and deal with reports of sexual violence and violence in general. This is in addition to the multiple initiatives that have been developed and delivered across campus with various stakeholders in areas of prevention, advocacy and support. It was confirmed that all of the senior leadership team has completed the *Sexual Violence Prevention and Response Training*. Carleton has also completed a successful pilot *Champions for Change* with CFL champion JR Larose with student athletes. A new training workshop was developed for 2020 call *Community Responses to Sexual Violence*, which builds on previous training to think deeply about sexual violence, consent culture and community care.

The Department of Equity and Inclusive Communities partnered with Turtle Moons to provide training in restorative practices in a response to sexual violence. The training is part of a broader

provincial and federal movement which looks to address sexual violence through an alternative dispute resolution framework and other informal approaches.

In terms of communications a new website was created and clarified the resources available. A handout entitled *The ConSensual Sex Guide* was created in partnership with Algonquin College's Project Lighthouse which provides information about asking for consent in a positive, inclusive and innovative way. A visual aid for understanding the formal reporting process was developed entitled *Responding to Disclosures of Sexual Violence and Formally Reporting an Experience of Sexual Violence*.

Between January 2019 and December 2019, there were 130 disclosures seeking support services. Of the 130 disclosures, 6 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 130 total disclosures, 75 are based on incidents that occurred within a year of the disclosure and 55 were considered to be based on historical incidents. Further, of the 130 disclosures, 56 disclosures involved a respondent who was a member of the Carleton community and 45 incidents took place on-campus. The breakdown of disclosure statistics is based on six broad categories of sexual violence with the majority of disclosures in the category of sexual assault. The statistics demonstrate the continuing efficacy of Carleton's systems and prevention work which has contributed to a growing trust within the community.

It was asked if the sexual violence training provided includes bystander training. Ms. Reid responded that the program *Champions for Change* a portion of the training includes bystander intervention training and it is also covered in the *Sexual Violence Prevention and Response Training* as well. It was also asked if student athletes are receiving bystander intervention training and championing sexual violence prevention. Ms. Reid responded that the *Champions for Change* program focused on student athletes and it likely the only program of its kind at a Canadian university.

It was asked if the process of proceeding to a formal compliant process was based on the complaint's wishes. Ms. Blanchard responded that the complaint's wishes are prioritized and multiple options are discussed including the formal reporting process. It was clarified that sexual violence support is available for faculty, staff and students but the numbers have not been separated due to low counts and privacy concerns.

It was confirmed that sexual violence disclosures and reporting can be done at the Department of Equity and Inclusive Communities, Campus Safety Services, or the Office of the Vice-President (Students and Enrolment). Ms. Reid also commented that she works collaboratively with the University of Ottawa, Algonquin College, La Cité and the Ottawa Policy Service to support complaints.

7.3 Sexual Violence Prevention Strategy (B. Reid)

A presentation and report entitled *Honouring Each Other – A blueprint for building Consent Cultures on campus, together* was circulated in advance. Ms. Reid, Senior Equity Advisor provided a presentation for this item.

Over the 2018-2019 academic year, Carleton University has been engaged the community in a review of the Sexual Violence Policy. In the course of this review, a number of excellent proposals to prevent sexual violence on campus came forward from the community. Through consultation with key campus stakeholders by the Sexual Violence Prevention and Education Committee a campus sexual violence prevention and education strategy was developed which provides a three-year blueprint that focuses on prevention and education initiatives.

The strategy responds to section 5.1 and 5.2 in the Sexual Violence Policy but encourages the campus community to go “beyond compliance” and create a consent culture. The strategy is designed as a living document and will be reviewed internally every 90 days. The key value of the strategy is accessibility and intersectionality, from there the community looks to build a consent culture, community connections through creative training. Resources management with budget and human resources are needed to support the plan and continuous measurement and improvement is needed.

The vision for the strategy is that every person on campus has a comprehensive understanding of Consent Culture and are equipped to always respond to, and prevent, sexual violence. Goals for the strategy include: creating a space for ongoing, responsive education on campus; engaging the campus community to become “Consent Champions”; building individualized, intersectional support systems; systematic measurement and review of what works; and fostering a consent culture for Carleton.

The first 90-day workplan for the strategy was shared and included establishing committee structures, launching the Carleton Consent Collective, launching a “Good Night Out” program model for bystander intervention at campus gathering, and development of an environmental scan and needs assessment for support on campus.

It was asked if communications to students to inform them of the policy, strategy and resources are being developed. Ms. Reid responded that working closely with the Office of the Vice-President (Students and Enrolment), promotional materials have been distributed in the undergraduate and graduate newsletters as well as in the staff Top 5. Communications will be continued to be refined with the input of the Community and Communications Subcommittee of the Sexual Violence Prevention and Education Committee.

It was asked how the student unions have responded to the prevention and education strategy development. Ms. Reid responded that negative feedback has not been received from any student unions, likely due to the flexibility of the document. As the document is a living document, feedback and guidance on the strategy and appropriate programming are welcome.

The Chair comments on the highly positive, open and engaging training and discussion that Ms. Reid provides to the community. He commented further that the training sessions are for everyone including all board members as it is beneficial personally.

7.4 Report from the Chair (N. Nanos)

The Chair reminded the members that the Board Award for Outstanding Community Achievement application deadline is March 23 and encouraged members who know of a student who was an active volunteer and had made a substantial contribution to the community to consider nominating them for the award. The Chair also noted that the call for interested administrative staff to serve as a governor will be issued on April 1. The 2020/2021 board schedule was also circulated as part of the open consent agenda for information. Meeting requests will be sent to returning members in the coming week. He also commented on the importance of participating in convocation as it reminds members of the core mission of the university.

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

The President's Report to the Board of Governors March 12, 2020 was circulated in advance.

The President highlighted the inaugural issue of Raven magazine, a new showcase for the important and impactful work of Carleton faculty, students, staff, alumni and the university's external partners. The magazine was a pilot project championed by Dan Rubinstein, Department of University Communications. Carleton will continue publication once or twice per year.

The President commented on the variety of events being hosted at the Carleton Dominion Chalmers Centre including the recent Black History Month Celebration on February 5th. The 10th anniversary of the Institute of African Studies was also hosted at CDCC. On February 6th, the President attended the first annual Kinamagawin (learning together) Symposium hosted by the Centre for Indigenous Initiatives. The symposiums theme was indigenous identity and sovereignty with the keynote speak of Pam Palmater (from Ryerson).

The Carleton University Indigenous Strategic Initiatives Committee report is in final stages with full text completion and design by an indigenous individual. A celebration before the end of term is planned.

Ericsson and Carleton have announced a new multi-year partnership to advance world-class talent development programs for engineers and computer scientists going into the wireless communications industry and generate state-of-the-art research in this critical field. The Partnership for Research and Leadership in Wireless Networks will fund research projects, graduate student internships, a prestigious Ericsson fellowship program and experiential learning opportunities for Computer Science and Engineering students. It will also establish a new centre of excellence and associated laboratories for 5G wireless networks research in Carleton's new ARISE building. This announcement is part of a new partnership initiative at Carleton, a strategy designed to encourage industry and community collaboration with the university to develop solutions to business and societal needs through holistic partnerships.

The President confirmed that the operating budget is in-line with the operating budget framework, even with tuition and grants being frozen. There will be room in the budget for

strategic investments to student support, research and reputation building. A full operating budget will be presented to the Board in April.

The President remarked that Carleton, University of Ottawa and Ottawa Sports and Entertainment Group co-hosted the 2020 Men's and Women's Final 8 USPORTS national basketball championships March 5 to 8 at TD Place and Carleton are National Champions. Taffe Charles was named Coach of the Year.

The President and Provost have communicated with the community about COVID-19 and will continue to do so as the situation continues to change daily. All structures are in place to be able to make daily decisions as needed and communications will be done with clarity and regularity. Carleton will be collaborating with the Council of Ontario Universities, Universities Canada and public health agencies as the situation unfolds.

It was asked who received the Raven magazine. The President responded that 3,000 copies were produced and were shared with all levels of government, opinion leaders, and also shared with the Deans to distribute to external stakeholders. The issue is also available online and there is a link to request a hard-copy.

7.6 Committee Chair Updates

a) Building Program Committee

As neither the Chair and Vice-Chair were unable to attend the Executive Committee meeting the University Secretary reported on their behalf. The committee met on March 2nd and received reports and updates on the university's Energy and Sustainability Plan as well as the Systems Model Audit on the university's building conditions. The committee also met jointly with the Finance committee to receive presentation on the Capital Proposal Form and Project Planning Report regarding the new Student Residence Building as well as the Capital Project Report and Deferred Maintenance.

Scott MacDonald, Director of Energy and Sustainability Services presented on the Energy and Sustainability Plan. It was noted that Carleton is ranked second best in Canada and 35th worldwide for sustainability efforts. The plan presented included reduction of GHG emissions on campus by 50% by 2030 and to achieve carbon neutrality by 2050. To achieve these ambitious goals it will require a combination of advanced technology and capital investments likely consisting of converting the Central Heating Plan from steam to hot water, implementing deep energy retrofits and including renewable energy sources throughout campus.

The committee also received the Asset Management Plan – System Model Audit. The System Model Audit that Carleton's capital deficiencies total approximately \$406M which is realistic and manageable under the current funding commitments. Management has applied a risk matrix to the audit results and has developed a renewal plan accordingly which was reviewed by the committee. The

annual commitment of \$14 million will need to be extended well past the 2024-2025 timeframe and is to be discussed at a later committee meeting. The Chair commented that management has done a great job at planning, assessment and developing a prioritized plan to keep the university ahead of any potential capital renewal deficit.

An update on major capital projects was also received reporting that a variety of projects are currently underway totaling in excess of \$238M. Close Out Reports are expected at the next meeting for both the Health Sciences Building and the ARISE Building. The Nicol Building is well underway and still on target for an October 31 completion and expected to come in under its revised budget. The Cogeneration Facility is expected to be operational this month as the pre-commissioning activities have now been completed. Commissioning will proceed once the switchgear is energized. The Engineering Design Centre was well on its way to starting construction having selected construction managers and cost consultants as well as submitting applications for preliminary site plan control and foundation permit. However, the new Dean of Engineering has identified a real need for offices for an existing and expanding faculty (up to 25 new faculty to be hired) to support the faculty's strategic plan for growth and expansion. This newly identified need is going to almost double the size of the planned expansion to the Mackenzie building (from 15,000 sqft to almost 30,000 sqft). The Assistant Vice-President, Facilities Management and Planning is working on the revised plans with the consultants to get this project mobilized and back on track from a timing perspective. The Faculty of Engineering and Design will be fully funding the revised project with their internal surplus funds.

b) Finance Committee (D. Alves)

Ms. Alves, Chair of the Finance Committee report that at the meeting, three key items were presented for approval namely; the 2020/21 Ancillary Budget, the 2020/21 Tuition Fees and Miscellaneous fees and, the July 1, 2019 Actuarial Report of the Pension Fund. The committee received for information an update on the Planning Framework of the 2020/21 budget and a financial update of the current year's operating budget and status of reserves.

The Pension Plan Actuarial Report and Funding was presented to the Finance Committee for consideration. An actuarial valuation has been prepared for the period ending July 1, 2019 using the Plan's actuary, Mercer. The Pension Committee reviewed and approved the valuation, methodology and assumptions at its meetings of January 16 and February 7, 2020. The actuarial valuation shows the financial position of the Plan on a going concern and solvency (or hypothetical wind-up) bases. The valuation shows that the Plan's financial position has improved since the last valuation. The Plan is 93% funded on a going-concern basis with a deficit of \$59.3M as at July 1, 2019. This compares to 88% funded with an \$80.0M deficit at July 1, 2016, the date of the previous actuarial valuation. The Plan is 87% funded on a solvency basis with a deficit of \$121.0M. This compares to the previous valuation

which showed a 74% funded level and a deficit of \$224.0M. These improvements are mostly due to higher investment returns and special payments.

The new provincial funding rules eliminate the need to fund solvency deficits when the solvency ratio is above 85%. In October 2019 the University made an in-transit payment of \$18 million to bring the solvency ratio above this threshold. The new rules however do require the imposition of a PfAD (provision for adverse deviations) on the going concern valuation to provide a cushion against negative investment market experiences that could cause a Plan deficit. For Carleton the PfAD is equal to 10% of Plan liabilities which must be funded over a ten- (versus previous fifteen-) year period. In order to pay off the going concern deficit, the Pension Committee recommends accelerating the funding of the going-concern liability by making an immediate special payment of \$43.7M from the pension reserve fund. Due to conservative financial management over the years, the University has a sufficient pension reserve in place from which to make this payment. Accelerating the payment which, must be made at least over ten years, will save the University \$27.2M in interest expense. In addition, the actuarial valuation includes assumptions about long-term investment returns of 6.0%; long-term salary increases of 4.5% per year which includes promotions and movement up salary scales (and which admittedly may be overestimated in the near term); mortality rates of 90% of the 2014 Public Sector Canadian Pensioners Mortality Table; retirement age at the later of 65 or one year after the valuation date and; the solvency interest rate which is prescribed (currently approximately 2.7%). These assumptions are reviewed at each valuation and can be adjusted depending on actual experience.

The committee received an update on the Planning Framework for 2020/21 for information and confirmed that the planning assumptions remain unchanged from the Fall 2019 report. The committee also received an update on how the current financial year is unfolding and the status of reserves was presented. Changes to date have been positive with projected results indicating a favorable operating surplus of \$22.9M versus break-even results envisaged in the budget. This surplus consists mostly of positive investment returns of \$10.0M, tuition revenue of higher international enrolment of \$2.5M, higher other income (+\$1.1M) and, lower expenses (-\$5.8M), benefits (\$1.9M) and savings on utilities (-\$0.6M). At the end of 2019/20 the reserves are projected at \$420M with the most significant change relating to the reduction of the pension fund reserve by \$59.0M to cover special payments as per the July 1, 2019 Actuarial Valuation.

c) Governance Committee (N. Nanos)

Mr. Nanos, Chair of the Governance Committee reported that the committee met on March 3 and considered 31 stellar applications for community-at-large seats on the board, two benchmarking reports on the topics of student governors' terms and representation as well as in-camera practices for boards and committee. Three guidelines documents were also received including the value proposition for serving

on the board (which will be used for recruitment), a chair of the board description and a description of the standing committee assignment process.

8. OPEN-OTHER BUSINESS

No additional business was raised.

9. OPEN-QUESTION PERIOD

No additional questions were brought forward.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Dr. Öremci and seconded by Ms. Garland to adjourn the Open Session of the Board of Governors at approximately 5:17 p.m. The motion carried unanimously.