

**CONSENT AGENDA
to the Open Agenda of the 621st Meeting of the Board of Governors**

**Tuesday, June 2nd, 2020
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 620th meeting.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Cyclical Review Program Summary for 2019/20

- A report was circulated in advance

4.2.2 Committee Minutes

- a) Finance Committee
 - April 16th Meeting Minutes

4.2.3 Minutes from Senate

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

**Minutes of the 620th Meeting of the
Board of Governors**

**Thursday, April 30th, 2020 at 3:00 p.m.
Via Videoconference**

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

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 Carleton University's first ever virtual Board of Governors meeting. The Chair acknowledged and noted respect for the Algonquin First Nation and territory to which Carleton University is located.

The Chair acknowledged those affected and lost due to COVID-19. On behalf of the Board, he thanked all those practicing social distancing, and front-line workers in all sectors who continue

to work tirelessly to protect and support the community. Finally, the Chair acknowledged the heart-breaking tragedy that took place in Portapique, Nova Scotia, which left twenty-two victims' families in mourning, alongside all Canadians. On behalf of the Board, he extended his sincere condolences to the victims' families, friends, and community.

The Chair reviewed the videoconference protocols for Microsoft Teams Board of Governor sessions, which was attached in the materials for the meeting.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance. It was moved by Ms. Honsberger and seconded by Ms. Garland that the open agenda of the 620th 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 statement of investment policies and procedures for retirement fund.

The following items were circulated in the open consent agenda for information: Investment Committee Membership, Investment Report on the Endowment, Major Capital Projects, Deferred Maintenance Committee Minutes, and Minutes of the Senate.

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

5. ITEMS FOR APPROVAL

5.1 Videoconferencing and Electronic Meetings Policy

The policy and resolution were circulated in advance.

The Chair noted that to comply with physical distancing guidelines, the Board and Standing Committee will not be able to meet in person for the foreseeable future.

To ensure remote meetings are seamless, the Executive Committee approved the use of videoconferencing and email voting for future Board meetings. As mandated by the Board's by-laws, virtual meetings are currently permitted.

Mr. Steve Levitt, General Counsel, was introduced to speak to this item. Mr. Levitt noted that under the By-laws, pursuant to sections 6.05 and 6.13, the Board is required to pass a policy for electronic meetings and permitting the use of videoconferencing technology.

Mr. Levitt noted that the policy is necessary to set a process for conducting such meetings. The policy also outlines the steps to follow in various anticipated situations, such as if a member requested a secret ballot.

Mr. Levitt noted that the policy will ensure that Carleton's Board of Governors follows the *Corporations Act*, in addition to the eventual Ontario *Not-for-Profit Corporations Act*.

On the recommendation of the Board Executive Committee, it was moved by Mr. Von Finckenstein and seconded by Ms. Tremblay to approve the Board meetings being held using a video-conferencing meeting application that enables Governors to communicate adequately with each other and that such meetings will be governed by the *Board Electronic Meeting Policy*, as presented. The motion carried unanimously.

5.2 Board Award for Outstanding Community Achievement Recommendation

An executive summary was circulated in advance. The Chair noted that the Board Award for Outstanding Community Achievement is awarded annually to someone in the graduating class of the year, usually at convocation. This award will likely be given out when convocation resumes, hopefully sometime in the Fall of 2020.

Mr. Dan Fortin, Chair of the Advancement and University Relations Committee, spoke to this item.

Mr. Fortin noted that the Board Award Jury enjoyed reviewing the applications and choosing a recommended award recipient to present to the Board. He recognized and thanked his fellow jury members, Ms. Afaq, Ms. Karhu, Mr. Al-Haimi, Mr. Dion and the chair of the jury, Dr. Sloan. The jury was delighted by the number of quality applications. He noted that these applications speak to the quality of Carleton's students who, in addition to their studies, are active volunteers. The Board Award Jury recommends Francesca Tsimiklis, as the 2019/2020 recipient who is scheduled to graduate with a master's in Applied Science in Mechanical Engineering.

Francesca's commitment to both the university and volunteerism has been terrific over the past seven years, throughout her time as both an undergraduate and graduate student. She is graduating with a near perfect CGPA within Mechanical Engineering, one of Carleton's most demanding programs. Her diverse volunteer experiences are not only on campus in areas such as STEM, they also expand off campus. Mr. Fortin made note of her three-year experience of volunteering for a music therapy program assisting those with dementia, at the Glebe Retirement Centre.

On the recommendation of the Board Award Jury and the Advancement and University Relations Committee, it was moved by Mr. Fortin and seconded by Dr. Carruthers that the Board

approve Francesca Tsimiklis as the recipient of the Board of Governors Award for Outstanding Community Achievement for the 2019/20 Academic year, as presented. The motion carried unanimously.

5.3 2020/21 Operating Budget

An executive summary, report and presentation were circulated in advance. The Chair noted that the Operating Budget represents the resources available for core activities of the university, including teaching, research, student services, as well as academic and administrative support.

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

Ms. Alves noted that management has presented a baseline operating budget for the year 2020/21. Although it does not reflect the impact of COVID-19, management proposed that the budget serve as a baseline from which the COVID-19 financial consequences can be assessed. Ms. Alves noted it is required that the budget be approved before the start of the fiscal year, and as mandated by the Board of Governors, management must bring forward a balanced operating budget.

The presented operating budget provides a total revenue and expenses of \$502.4 Million, which is a \$13.3 Million dollar increase mainly due to approved international student tuition fee increases and marginal flow through of domestic student growth. Domestic tuition fees were fixed at the 2019/2020 level, representing a 10% reduction in the 2018/2019 tuition levels. Ms. Alves noted that tuition fees represent 60% of revenues, and government funding compromises 34% of operating funds.

Discretionary allocations of approximately \$35-Million dollars were made available by a 1% reduction applied to all resource planning groups base budgets. The budget proposes that work on capital projects will continue in 2020/21, subject to availability of labor, materials, government lifting of construction bans and Board approval. The budget also includes general contingencies of \$16.8-Million dollars for foreseen requirements that cannot be immediately quantified, and an additional \$10-Million dollars in a special contingency put aside for COVID-19 impacts. In the five-year financial outlook of projected university base operating revenues and expenses, operating expenses are expected to rise at a more rapid rate than revenues, resulting in smaller operating surpluses available to fund discretionary expenditures in the future.

The Finance Committee asked management several questions on the presentation of this budget. It is difficult to assess the impact of COVID-19 on the 2020/2021 results currently. Ms. Alves noted that the key variable is student enrollment, both domestic and international. Management will not have greater visibility on the potential impact until later in the year.

The Finance Committee asked for this budget to be subject to a hold on new discretionary allocations until greater clarity is achieved on COVID-19 impacts. Ms. Alves noted that this is a precautionary measure meant to formalize normal university practice, where little spending occurs before the fall. It will also allow greater time for insight into enrollment levels.

In the interim, management has been asked to increase communication with the Finance Committee, including the scheduling of an additional meeting to provide analysis of the various financial scenarios on the 2020/21 school year. Ms. Alves noted that a budget update on both the Operating and Ancillary budgets, in addition to a multiyear plan will be provided to the Board in September 2020. The Finance Committee believes that this approach is both cautious and proactive, without being overly reactionary to the potential impact for which the university is yet to have greater visibility on.

The Chair thanked Ms. Alves and the Finance Committee for all their hard work, especially with their efforts of working closely with the President, administration, and the Building Committee.

A member inquired into the breakdown of the total tuition fees of \$302 Million, with respect to international student tuition fees portion of that total. Mr. Piché (Vice President Finance and Administration) noted that approximately \$110-120 Million of that \$302 Million is typically from international student tuition.

A member noted that both domestic and international student enrollment will be key for the Fall semester. In addition, they noted other points of concern such as increased IT costs, as well as the general impact that social distancing will have on Carleton operations and its budgets by the Fall. It was understood that these impacts will be difficult to estimate at this time.

A member asked why investment income was projected as similar to previous budget years. Mr. Piché confirmed the projections result from an averaging of the previous years. He also noted that management did not make any allowance for any impacts made by COVID-19. Mr. Piché stated he was comfortable with the diversification of Carleton's investments and Carleton's position with fixed income. He suspected that the loss to be seen this year due to COVID-19, will be less dramatic than originally expected. Mr. Piché also made note of the Investment Income Stabilization Fund, which would provide Carleton the opportunity to equalize any shortfalls experienced for 2020/21.

On the recommendation of the Finance Committee, it was moved by Ms. Alves and seconded by Ms. Garland that the Board approve Carleton University's 2020-21 Operating Budget, as presented. In light of the current public health crisis and associated fiscal uncertainties, the new discretionary allocations approved in the present budget are on hold until more clarity is achieved. It is understood that lifting the hold will require a recommendation from the Finance Committee for approval by the Board of Governors. The motion carried unanimously.

5.4 2020/21 Student Association Fees

An executive summary was circulated in advance.

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

She noted that Student Associations are separate legal entities from the university. Most of the fees presented for the 2020/21 are existing fees, which are either unchanged, increased based on student referenda or by the Ancillary Fee Committee. There were two new fees for undergraduate students, which were voted on through referendum. The Finance Committee questioned whether these fees should be reconsidered, given that the world has changed since they were proposed. Management advised that although the university approves of these fees, the university has a limited role in these matters as the individual associations depend on these revenues.

The increases in general are tied to CPI and the individual increases in dollar terms are nominal, ranging from one cent to less than \$11. Fee changes are routinely posted on the university website and are detailed in the registration process.

On the recommendation of the Finance Committee, it was moved by Ms. Alves and seconded by Ms. Furlong that the Board approve the 2020/2021 Student Associations Fees, as presented. The motion carried unanimously.

5.5 Project Implementation Report – Engineering Student Design Centre

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

Mr. Greg Farrell, Chair of the Building Program Committee, spoke to this item.

Mr. Farrell noted that the building, was originally designed to provide workspace for capstone projects. Since that time, the university has onboarded a new Dean of the Faculty of Engineering and Design, which resulted in a holistic review of the faculty in addition to an updated strategy. This process identified additional needs for continued growth. Ms. Farrell noted that the school requires more offices, labs, and research space. It is also anticipated that an additional 80 new hires within the faculty will be required over the next four years. To accommodate this, the Faculty of Engineering and Design is asking for a change to the project scope, and a related increase in the budget from an original \$11 Million to \$16.9 Million. This project is being funded from the Faculty of Engineering and Design's reserves.

On the recommendation of the joint Finance and Building Program Committee it was moved by Mr. Farrell and seconded by Ms. Creary that the Board approve the Engineering Student Design Centre Project Implementation Plan with a modified design and total project costs not to exceed \$16.0-Million, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Strategic Integrated Plan Second Draft

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

As the Board is aware, one of the President's top goals for this year is to develop a new Strategic Plan for Carleton University. The second draft was well received by both the Senate and the Board Executive Committee at their April meetings. The President noted that the process is on schedule and progress continues to be made despite the current public health crisis.

The Strategic Integrated Planning (SIP) process began in the fall of 2020, with the launch Speaker Series event with Ken Steele. The process continued with an intense and integral consultation process that saw to over 50 groups and was complimented by an informative and engaging Speaker Series. Extensive feedback was gathered from the Carleton Community, as almost over 2,000 people contributed their thoughts, ideas, and suggestions. This feedback, along with a brief overview of emerging themes from the collected feedback, was presented at the March board meeting.

The President was confident in this cleaner, clearer, more powerful, and much improved version of the draft Strategic Integrated Plan.

The President outlined conceptual, structural, and procedural feedback received from the community. Key edits that were made from the feedback include an edited Point of Departure section to introduce Carleton's core mission earlier in the document, a revised description of the canal metaphor, clarification that the SIP is a high-level document to guide more detailed measurements within Faculties, departments and administrative teams, strengthened the organizational excellence pathway as well as incorporation of several small edits.

In conclusion, the President provided a reminder to the board of the timeline thus far in the creation and consultation process of the Strategic Integrated Plan. The team is working to have the final version ready for May 12, so that the team can submit the final version to the Executive Committee, and then move for final approval at both Senate and the Board on May 29 and June 2 respectively.

The Chair thanked the President and the SIP Task Force who have been driving the process since its beginning. The Chair praised the exceptional consultation and engagement initiative and was pleased to see how the feedback has been and continues to be incorporated with transparency into this strong document.

A board member inquired into whether not the earlier triangle imagery used with the three axes would be used in the final draft. The President clarified that the triangle image will still be part of the concept. He noted that once the final version is approved, the team will work with graphic designers to create detailed graphics to be included in the plan. The further branding and creation of graphics will not be a part of the approval process of the plan's substance.

A board member inquired into the extent to which the canal's working conditions within Ottawa, was of a point of contention within the community. The President believes that the community wanted these conditions acknowledged. He believed that once acknowledged, it makes the metaphor of the canal stronger.

A question was asked regarding the document's potential recaption by government. The President felt that the new plan will be well received, as it is forward-looking and service oriented. He noted that Carleton needs to be ready to answer the specific question of what the University will do for Ontario.

A board member asked if there should be more reference to the ongoing public health crisis and the potential impacts it will have on the Carleton Community and community at large in the SIP, given the longer-term aspects of the document. With the growing research that is going into these and related fields, the member expressed it is important to consider the funding as the situation continues to unfold. The President explained that the team wanted to acknowledge the ongoing public health crisis and noted that the chosen themes appeared to allow for this to fit well in the document. The SIP team had to decide on the amount of specificity they wanted to include on this particular virus and the current situation given the longer-term aspects of the document. The President noted that there will be a number of research themes that will be needed moving forward, for dealing with this pandemic that we are already strong in: telecommunications, sensors and home monitoring for health and wellness, for example. The President recognized that the team is required to strike a balance between addressing current public health crisis, while also remaining more general as to what can be done in the post-COVID-19 world.

The Chair thanked the President for the presentation, and the governors for their questions.

6.2 Report from the Chair

The Chair acknowledged the great difficulty everyone is experiencing as a result of COVID-19. He thanked the President and Carleton's senior management team for their countless hours, exceptional dedication, and superb work in the collective battle against COVID-19. This appreciation was echoed by every member of the Board, every Faculty, the Students, the Staff and the broader Carleton family and community.

The Chair acknowledged the praise in which Carleton has been receiving from parents, students, staff and thought leaders such as Alex Usher and Ken Steele. Many have praised Carleton for its quick, clear, and thoughtful actions and communications surrounding the current situation.

The Chair noted his confidence in the President and his team as they continue to remain vigilant.

He also thanked our elected officials in navigating these difficult times in addition to our front-line health care professionals, who are carrying the personal burden and risk of caring for all Canadians.

6.3 Report from the President

The Chair welcomed the President to address the Board.

The President thanked the Chair and entire Board for their support during these unsettling times. Since March 9, Carleton's focus has been to quickly and effectively adapt to the ongoing public health crisis caused by COVID-19. The President informed the Board that he and his team have written 29 substantive updates to the Carleton Community, which are housed on Carleton's website.

The President was glad to announce the completion of the Winter term, after moving the term completely online within the span of a week. He extended congratulations to the approximate 5,000 students who will be completing their Carleton degree this semester, and expressed he is looking forward to celebrating with the students at the postponed convocation.

Guidelines and directive from Public Health and the Government have been respected by Carleton. Each decision made was done so in real-time, with flexibility and compassion. Academic support was given to students through various accommodations and flexible grading options. Financial support has also been given to those in need through the Emergency Funding, the waving of ancillary fees and interests, prorated reimbursements, and deadline extensions for payments.

The President announced that registration for the Summer 2020 Term began on April 16. Registration has seen almost 12,000 students register for one or more courses. Carleton was able to offer a full slate of quality courses for the summer for students looking to advance their studies over the summer term. Now that the government has released a \$9-Billion student support package, it is anticipated that students will continue to register in the coming weeks.

The President noted that the next challenge is the preparation for the Fall 2020 term. Carleton will continue to adapt to the circumstances to offer an outstanding semester to all students, with the existing talent and tools available.

The President noted that the university will continue to plan in the face of uncertainty, with creativity and flexibility for an array of scenarios. He has asked the Deputy Provost of Academic Relations and Planning, Dr. Lorraine Dyke to lead the Carleton University Scenario Planning team (CUSP), a small team of academics and operations experts to begin defining what these scenarios could be and how to best prepare for them at Carleton. This work has been underway for two weeks, with an integral activity of consulting with Carleton's key stakeholders on campus. Carleton has been sharing information with other institutions, with provincial bodies and with Universities Canada. Several experts have been called in for their input as well. He noted that this planning process is on track and expected that Carleton will soon be able to comment further to the university community. The Executive Committee will be updated on May 19 and the Board will revisit this topic on June 2.

The President briefly spoke to current applications for the Fall 2020. Ontario applications are down at about 2%. He reported that Carleton's offers and confirmations for the fall are on track but acknowledged the great uncertainty of admission and conversion outcomes due to COVID-19.

Construction in the Province has halted until further notice. The new Nicol Building is thus on hold, which will inevitably cause some delays in its opening. He stated, however, that this does not threaten Carleton's operations. The recently approved and highly anticipated new student Residence Building has been put on hold until further notice as well. The President highlighted that Carleton, its leadership team, the various standing committees, and the Board must be careful to understand both the short-term and long-term impacts that COVID-19 will have before moving forward with various projects.

The President reported that the Strategic Mandate Agreement (SMA 3) process has been put on hold until further notice by the government. He clarified that no SMA agreements have been signed yet, until the impacts of COVID-19 are understood. The President noted that the team was happy with SMA document that Carleton had prior to the postponement and will resume the process once cleared to do so.

The President reminded the Board that effective October 1, 2020, Carleton will be welcoming Dr. Brenda O'Neill as the new Dean of the Faculty of Public Affairs. Dr. O'Neill joins Carleton from the University of Calgary. The President noted that the Carleton Community will have ample time to thank André Plourde who is leaving the role after nine years on September 30, 2020. The President extended a sincere thank you to André Plourde for his service.

The President advised the Board of the appointment of Carleton's new University Librarian, Amber Lannon. Ms. Lannon has been in this role on an interim basis since January. Ms. Lannon joined Carleton in 2016 from McGill University, to serve as Associate University Librarian. The President extended his congratulations to the Provost, the Library and to the Faculty of Public Affairs.

The Chair thanked the President for the thorough update.

A board member inquired into the possibility that Carleton will face a two-fold impact in the Fall, with reduced international student enrollment due to the impacts of COVID-19, while at the same time facing potential cuts to Government contributions to universities as they are under tremendous financial strain. The member wondered if there had been any indication that Carleton will be challenged in terms of revenue and expenses. The President noted that it is impossible to predict Fall enrollment but given that Summer 2020 registration is strong and that Fall 2020 registration is trending very well, it is probable that registration will proceed as normal provincially, nationally, and internationally.

A board member inquired into the living arrangements for Carleton students in Residence come the Fall 2020 term. They noted that family members of the students will be eager to see how Carleton chooses to address this situation. The President acknowledged the member's concern.

6.4 Committee Chair Updates

a) Building Program Committee

Mr. Greg Farrell, Chair of the Building Committee, noted that current Capital Projects totaling \$238 Million were underway. As of March 31, 2020, the total value of completed work was about \$170 Million.

Mr. Farrell provided the Board with a summary on the statuses of a variety of building projects on campus. The Health Science Building Project was essentially complete with full occupancy expected in May 2020. The Nicol Building has been progressing well until the COVID-19 construction restrictions were introduced recently, and management was working with a contractor to assess the impact to delivery timelines. The original target date for completion was set for October 31, 2020.

Mr. Farrell noted that the ARISE Building is complete and is projected to be over budget of about \$1.2 Million. A closeout report will be delivered in the fall to the Finance and Building Program Committee.

the Cogeneration Facility is almost complete, however, Mr. Farrell noted that this part of the process requires individuals from the US and has therefore been impacted by the COVID-19 travel restrictions.

Due to the revised essential services under Ontario's emergency order issued on April 4, Mr. Farrell noted that there has been a reduction in the scope of the permitted construction services. The planning and implementation are still viewed as on track for September 2022, if the committee decides to proceed on the original timelines. Mr. Farrell noted that as the COVID-19 impacts are broad with still many unknowns, it was agreed upon at the last meeting of the joint Building Program and Finance Committees that management would not issue the tender for the new student residences until more clarity regarding the impacts of COVID-19 is achieved.

b) Advancement and University Relations (D. Fortin)

Mr. Fortin, Chair of the Advancement and University Relations Committee reported that an update on Advancement was provided by Ms. Jennifer Conley. Ms. Conley highlighted the five mandates of Advancement. The *Hub for Good* and its progression was discussed as a central point for those looking to be involved with the university, as well as sponsorship.

Mr. Fortin noted the holistic partnership between Research and Advancement. This partnership is reported to be doing well in the market.

c) Finance Committee

Ms. Alves, Chair of the Finance Committee report that at the April 16 meeting, the committee reviewed the Retirement Fund statement of investment policies and

procedures and the proposed addition to the Investment Committee membership. They also received for information the Endowment Fund report for 2019/2020.

Under provincial requirements, the statement of investment policy and procedures for the Retirement Fund must be reviewed and approved annually. The statement outlines the investment policy as to how the Retirement Fund assets are to be managed within the risk confines of the policy and with the intent to deliver the promises made to planned participants. The presented statement was reviewed and approved by the Pension Committee at its March 5 meeting, and the proposed amendments were administrative in nature.

The Investment Committee, which is responsible for the oversight of the investment of the Endowment Fund. One of the members of the Investment Committee is a Dean appointed by the Finance Committee on the President's recommendation. The Finance Committee approved the President's recommendation to approve Dana Brown, the Dean of the Sprott School of Business as a member of the Investment Committee for a term of three years.

Ms. Alves noted that the Finance Committee received an investment report on the Endowment Fund, which had a December 31, 2019 market value of \$315.2 Million. The objective of this fund is to maintain the real value of the fund in perpetuity while achieving returns that will have annual distributions of 4% of the moving four-year average of the market value of the fund, in addition to covering 1% administration levy of the fund. The fund's performance has an impact on the university's Operating Budget, specifically in generating funds for student financial assistance.

In 2019, the annual distribution from the Endowment Fund was \$10.7 Million. The returns as of December 31, 2019, over the short-term and through five years had exceeded the expected rate of return on the annual basis, and active fund management generated returns in excess of the benchmark.

The impact of the first quarter 2020 market fluctuations are not yet available; however, returns to date have been in line with the benchmark.

In the event that the fund does not generate the year's expected income, there are contingencies within the Investment Income Equalization Fund, which currently totals at about \$41-Million that can be used to absorb losses and stabilize the annual distribution.

d) Governance Committee

Mr. Nanos, Chair of the Governance Committee reported that the committee has not met since the last Board meeting. The Chair informed the Board that the committee members have agreed to hold on the community-at-large recruitment due to COVID-19.

7. OPEN-OTHER BUSINESS

No additional business was raised.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Dr. Sloan and seconded by Ms. Hayes to adjourn the Open Session of the Board of Governors at approximately 4:17 p.m. The motion carried unanimously.

Report to the Board of Governors
From the Office of the Vice-Provost & Associate Vice-President (Academic)
June 2020

The charts below list new academic programs, completed cyclical program reviews, program/departamental governance changes and those of the 62 major modifications, approved in 2019-20, that have a more substantial impact on the affected program.

New Academic Programs

New Program Approval	Approved by Senate	Approved by the Quality Council	Submitted to MAESD
Graduate Diplomas in Work and Labour	May 31, 2019	June 3, 2019	July 2019

Cyclical Program Review

Cyclical Program Review	Approved by Senate	Received by the Quality Council
Business (UG and GR)	June 21, 2019	September 3, 2019
Sustainable and Renewable Energy (GR)	June 21, 2019	September 3, 2019
Biology (UG)	June 21, 2019	September 3, 2019
Applied Language and Discourse Studies (BA and PhD)	November 29, 2019	December 2, 2019
African Studies (UG and GR)	November 29, 2019	December 2, 2019
Cognitive Science (UG and GR)	November 29, 2019	December 2, 2019
Neuroscience (UG and GR)	November 29, 2019	December 2, 2019
Economics (PhD) Joint	January 31, 2020	March 2, 2020
Anthropology (UG and GR)	February 28, 2020	March 2, 2020
Nanoscience (UG)	April 24, 2020	April 30, 2020
Infrastructure Protection and International Security (MIPIS)	April 24, 2020	April 30, 2020

Governance Changes

Major Modifications	Approved by Senate
Collaborative Specialization in Digital Humanities: Governance Change	January 31, 2020
Cognitive Science: Change from an Institute to a Department	May 29, 2020

Substantial Graduate Major Modifications

Major Modifications	Approved by Senate
Master of Arts Political Economy: introduction of new concentration in Work and Labour	January 31, 2020
PHD in History: 33% change in curriculum	January 31, 2020
PhD in History: introduction of a new concentration in Public History	January 31, 2020

Report to the Board of Governors
From the Office of the Vice-Provost & Associate Vice-President (Academic)
June 2020

MA Psychology: introduction of a concentration in Mental Health and Well-Being	January 31, 2020
Collaborative Specialization in Latin American and Caribbean Studies: introduction	January 31, 2020
Master of Applied Business Analytics: introduction of new pathway	March 27, 2020

Substantial Undergraduate Major Modifications

Major Modifications	Approved by Senate
Bachelor of Arts in Criminology & Criminal Justice: introduction of new minor	January 31, 2020
Minor in Performance in the Public Sphere: introduction	January 31, 2020
BA English (Hons), Concentration in Creative Writing, Concentration in Drama Studies: 33% change to the curriculum	January 31, 2020
Minor in Québec Studies: introduction	January 31, 2020
Stream in Mental Health and Well-Being: introduction	February 28, 2020
Post-Baccalaureate Certificate in Art History: introduction	February 28, 2020
Post-Baccalaureate Certificate in the History and Theory of Architecture: introduction	February 28, 2020
BA General: deletion of the degree designation	February 28, 2020
Minor in Korean Language: introduction	February 28, 2020
Minor in news Media and Information: introduction	February 28, 2020
B.Sc. Linguistics: Introduction of Concentration in Psycholinguistics and Communication Disorders: Computer Science and Concentration in Linguistic Theory: Computer Science	April 24, 2020
B.Sc. in Neuroscience and Biology: program name change	May 29, 2020

**Minutes of the 301st Finance Committee
Thursday, April 16th 2020 at 1:00 p.m.
Via Videoconference**

Present:	Ms. D. Alves (Chair)	Ms. C. Gold
	Mr. A. Alhaimi	Ms. L. Honsberger
	Dr. B.A. Bacon	Ms. N. Karhu
	Mr. K. von Finckenstein	Dr. J. Malloy
	Mr. D. Fortin	Mr. N. Nanos
Staff:	Ms. S. Blanchard	Ms. A. Marcotte
	Ms. J. Chandler	Ms. K. McKinley (Recording Secretary)
	Ms. R. Drodge	Mr. J. Mihalic
	Ms. A. Goth	Mr. M. Piché
	Dr. R. Goubran	Ms. B. Springer
	Mr. T. Lackey	Mr. T. Sullivan
	Mr. S. Levitt	Dr. J. Tomberlin

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 1:00 p.m. The Chair welcomed all committee members and Carleton's executive and financial team to the meeting, then reviewed the videoconferencing protocols for Board committee meetings via MS Teams.

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. No conflicts were declared.

3. APPROVAL OF AGENDA

The Chair requested that Item 6.2 *Financial Impact Assessment due to COVID-19* be moved to follow the approval of the minutes, as this item provides context for the other discussions and motions. It was moved by Ms. Honsberger and seconded by Ms. Gold that the agenda of the 301st Finance Committee be approved, as amended. The motion carried unanimously.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

4.1 Minutes of Previous Meeting

The University Secretary noted one error in the minutes under agenda item 6.2 regarding the Capital Reserves Fund. The last paragraph should read “*Currently, there is approximately \$429 million in the unrestricted net assets.*”

It was moved by Mr. Alhaimi and seconded by Ms. Karhu that the minutes of the 300th meeting of the Finance Committee be approved, as amended. The motion carried unanimously.

6.2 Financial Impact Assessment due to COVID-19

An executive summary and presentation were circulated in advance. President Bacon introduced this item, and Michel Piché, Vice-President (Finance and Administration) provided a presentation.

It was outlined that the current public health crisis has impacted all aspects of Carleton’s operations. Academically, students, faculty and staff have adjusted rapidly to an online environment in order to successfully complete the winter semester and begin the summer term. All indications are that summer enrolment is strong, but it is difficult to anticipate what will happen in the fall, and how long public health measures will continue in the university sector. Scenario planning is underway to explore a broad array of possible models and to consider best practices to minimize risk to the university. In the meantime, the financial team is tracking the impacts of the pandemic on operating and ancillary budgets.

Over the Winter term, ancillary services have experienced loss of revenue from the closure of food outlets on campus, reimbursements from housing and food services for early departures from residence, cancellation of parking fees for students and staff, and the cancellation of internal and external events including conferences, summer camps and more scheduled for the spring and summer terms. The estimated net revenue shortfall for ancillary services due to the pandemic is approximately \$14M to \$16M.

The greatest impact on the operating budget for the 2019-20 fiscal year will be on investment returns. From a projected growth income of \$8M, it is anticipating a loss of \$5M (as of March 31, 2020), which results in an estimated net revenue shortfall of \$13M. The \$41M Investment Income Stabilization Fund can absorb the loss.

Many Spring and Summer term courses are being offered online, and enrolment is being closely monitored to determine the potential revenue impact of moving to online course delivery. Average revenue for these terms would normally total approximately \$26M. Preliminary estimates predicted a potential revenue shortfall of \$13M - \$17M, although early indications are that enrolment is higher than anticipated.

A major risk to the university is a reduction in enrolment in the upcoming fall and winter terms, particularly for international students. A Scenario Planning Working Group has been established to explore a variety of options for a successful fall semester, given the continuing health crisis.

Overall Carleton is well positioned to address the financial challenges arising from the pandemic. Potential resources that can be used to offset the financial impact of the pandemic include the following:

- \$118M in general appropriations
- \$67M in available pension liability reserve
- \$30M in uncommitted capital reserve
- \$28M in ancillary reserve
- \$41M in investment stabilization fund

The Scenario Planning Working Group is considering all possible scenarios for the Fall semester, and what steps should be taken to mitigate risk to the university. Carleton is sharing information with the Council of Ontario Universities and Universities Canada to best plan for a potential partial reopening of the campus in the fall, but it was noted that large classes or assemblies and international travel will likely be the last activities to resume. Any plans to reopen will depend on guidelines and advice from the federal and provincial governments and health authorities.

A member asked whether the experience of moving to online course delivery could potentially encourage more opportunities for online learning in the future, and whether online courses could be used by international students who are unable to travel to campus in the fall. It was noted that the pedagogy of online course delivery is being refined and developed as a result of this situation, and there could be further opportunities to expand distance learning moving forward. It is possible that online learning could mitigate revenue shortfalls that would result from a continuing ban on international travel.

It was noted that there may be additional expenses and changes made to the campus as a result of COVID-19, but that the impact on revenue is more concerning than extra costs.

5. ITEM(S) FOR APPROVAL

5.1 2020/2021 Operating Budget

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

Jerry Tomberlin, Provost and Vice-President (Academic) provided a presentation outlining the baseline 2020/21 Operating Budget. The presentation began with an outline of the planning cycle, planning principles, and operating priorities for short term and longer-term goals. As part of the budget prioritization process, Resource Planning Group Chairs were asked to submit proposals that would outline the usage of their carry-forward funds, incorporate a 1% base budget reduction which allowed \$2.9M of base funds to reinvest in other priorities, and finally,

to request additional resources for base or fiscal asks. The Provost Budget Working Group prioritized these requests and made recommendations for the 2020-21 budget.

Enrolment projections for Fall 2020 were provided. It was noted that demographic statistics for Ontario are favourable for the university sector and show increases in the number of 18-year-olds and in new first-year applicants. Statistics for Carleton undergraduate enrolment by faculty over the past decade reveal continuing increases for the Faculties of Engineering and Design and Science, a trend which is likely to continue due to the popularity of the STEM disciplines. Applications for first-year undergraduate students to Carleton as of April 3, 2020 were down by 2.4% compared with 2019 numbers, but approvals and confirmations were up by 3.3% and 6.2% respectively.

The 2020/21 Operating Budget shows a projected revenue total of \$502M, reflecting an increase in tuition revenue of \$11M and a \$2M increase in other revenue. It was noted that government grants constitute 34% of revenue while tuition fees make up 60% of revenue totals. Projected growth targets are 1.1% for new undergraduate, and 0.4% growth for undergraduate overall, with a conservative estimate of flat growth for graduate students. International student fees are projected to increase between 0% and 8%, depending on the program.

Projected expenses for 2020/21 total \$502M. 69% of these expenses consist of staffing costs including salaries, pension contributions and benefits. Library acquisitions, campus infrastructure projects, student support, enrolment incentives, provisions and contingencies and supplies constitute most of the remaining expenditures in the budget. Total expenditure growth is \$13M, including a \$9M increase in salaries and benefits, \$12M increase in operating costs and \$8M decrease in pension benefit payment.

Carleton is assessing the risks of the current pandemic to academic planning and the budget, although the full impact of the health crisis will likely not become clear until later in the year. To comply with its charter, however, the university must approve a budget before the start of the fiscal year. A further budget update is planned for the fall of 2020.

Committee members asked what a worst-case scenario would look like, what impact it would have on spending, and when reductions in spending might occur. It was noted that there are too many uncertain variables to predict what a worst-case scenario might look like at this time. Enrolment is key, and all universities are taking steps to minimize the risks. Budget allocations take place in the spring but most of the spending occurs in the fall, so there would be no need for immediate reductions in expenditures. It was noted that Carleton is better equipped than most Ontario universities to withstand a worst-case scenario, in terms of programs, pedagogy, mix of international students and funding reserves. It was noted that Carleton's built-in contingencies and reserves would be able to absorb shortfalls.

The management team was congratulated on the well organized and systematic presentation. The committee discussed the wording of the motion and whether a fixed date for a progress review should be included. It was decided that instead of changing the motion, the minutes will record that an extra Finance Committee meeting will be held in June 2020, and that there will be increased communication with the committee during this time. It was noted that once enrolment

figures are confirmed in early September, another review will be undertaken, and approvals for expenses can proceed.

It was moved by Mr. Nanos and seconded by Dr. Malloy to recommend to the Board, the approval of Carleton's 2020-21 Operating Budget, as presented. However, in light of the current public health crisis and associated fiscal uncertainties, the new discretionary allocations approved in the present budget are on hold until such time as more clarity is achieved. It is understood that lifting the hold will require a recommendation from the Finance committee for approval by the Board of Governors. The motion carried unanimously.

5.2 2020/2021 Student Association Fees

An executive summary was circulated in advance. Mr. Piché presented this item. It was outlined that increases and/or additions to student fees are reviewed annually by the Finance Committee. The committee's role is to oversee the process, student organizations are responsible for managing their own fees and budgets. It was noted that although the provincial government had passed legislation to make many of these fees optional, the change was not implemented because of an appeal. As a result, Carleton has reverted to the mandatory fee model.

It was moved by Dr. Malloy and seconded by Ms. Karhu to recommend to the Board, the approval of the University's 2020-21 Student Association Fees, as presented. The motion carried unanimously.

5.3 Statement of Investment Policies and Procedures for the Retirement Fund

An executive summary and a policy and procedures document were circulated in advance. The Pension Benefits Act of Ontario requires that a Statement of Investment Policies and Procedures (SIPP) be established for every registered pension plan; this SIPP must be reviewed and approved annually. Betsy Springer, Director of Pension Fund Management spoke to this item.

As part of the annual governance process, the SIPP is required by legislation and must be filed with the regulators. The SIPP lays out how assets of the Carleton Retirement Fund are to be invested, and it defines the policy asset mix for the fund, rate of return expectations, allowable types of investments plus mandates for all of our investment counsel.

The report indicates that current proposed changes in the SIPP are all minor housekeeping changes except the move to add JP Morgan Infrastructure Investments to the list of outside counsel to manage infrastructure for Carleton. This appointment was previously recommended by the committee and approved by Board of Governors in 2019.

It was noted that the SIPP takes a long-term view of how the fund should be invested. Volatility is anticipated, and the Pension Committee will not be making short-term tactical shifts because of the current health crisis.

For the fiscal year to date, the return on the Fund was -9.7%. This compares to a benchmark return of -7.4%. In the first quarter the return was -13% but performance was stronger during the first 6 months of the plan.

Subsequent to March 31, returns have improved, although increased volatility is expected moving forward.

The Pension Committee has been looking at various scenarios but the committee believes that the plan could absorb any stresses. The committee will follow the returns and review the financial position of the plan periodically, although it is too soon to refine the analysis as the next actuarial evaluation is in 2.5 years.

It was moved by Dr. Malloy and seconded by Mr. Fortin to recommend to the Board, the approval of the Statement of Investment Policies and Procedures for this Trust Fund created under the Carleton University Retirement Plan, effective June 30, 2020, as presented. The motion carried unanimously.

5.4 Investment Committee Membership

An executive summary and terms of reference were circulated in advance.

The membership of the Investment Committee includes a Dean who is appointed by the Finance Committee on the President's recommendation. The President is recommending Dr. Dana Brown, Dean of the Sprott School of Business for membership on the Investment Committee.

It was moved by Ms. Honsberger and seconded by Dr. Malloy that Dana Brown be approved as a member of the Investment Committee for a term of three years. The motion carried unanimously.

6. ITEM(S) FOR INFORMATION

6.1 Investment Report on the Endowment

An executive summary was circulated in advance. The Investment Report on the Endowment provides information for the committee on the investment returns of the Fund for periods ending December 2019, with information on the Fund's asset mix and external investment counsel.

Betsy Springer, Director of Pension Fund Management, provided a summary of the report. Returns through December 31, 2019 for the Endowment Fund were excellent, with a total market value of \$315M for the combined endowment and \$294M for the General Endowment. One-year return on the General Endowment was 18.3%; the benchmark for that period is 17.4%. Over four years, the General Endowment returned almost 9%, compared to a benchmark of 8.3%. In the first quarter (through March 31, 2020) the General Endowment lost 11.6% compared to a benchmark of -11.3%. The one-year return was -4.4% and the benchmark for that

period was -4.7%. At December 31, 2019 the combined endowment was at \$315M and at April 15, 2020 it is now at \$293M.

The investment mix is:

- 25% Canadian Fixed income
- 25% Canadian Equity
- 35% Global Equity
- 15% Infrastructure

As the policy mix has been created with a long-term view, there are no plans to change the policy benchmark and there have been no liquidity issues with the endowment.

7. OTHER BUSINESS

No additional business was raised.

8. IN-CAMERA SESSION

An in-camera session was held.

9. ADJOURNMENT

It was moved by Dr. Malloy and seconded by Mr. Alhaimi to adjourn the meeting at approximately 2:45 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 March 27, 2020 at 2:00 pm
Via Zoom Videoconference***

MINUTES – OPEN SESSION

Present/Registered: A. Ahmad, S. Ajila, L. Akagbosu, B.A. Bacon (Chair), M. Barbeau, O. Baysal, S. Blanchard, T. Boswell, A. Bowker, S. Boyle, D. Brown, J. Bruno, N. Cappuccino, A. Chandler, M. Close, C. Cruickshank, T. Daniels, J. Deaville, D. Deugo, T. Di Leo Browne, C. Dion, P. Dion, D. Dragunoiu, K. Evans, P. Farrell, D. Gillberg, R. Goubran, P. Gunupudi, H. Gupta, M. Haines, B. Hallgrimsson, K. Hellemans, O. Hobbs, F. Hosseinian, B. Hughes, C. Joslin, L. Kostyuk, J. Kovalio, Z. Kryworuchka, B. A. Kuzmarov (Clerk), E. Kwan, A. Lannon, J. Liou, C. Macdonald, R. McKay, H. Nemiroff, D. Nussbaum, S. Parathundiyil, J. Paulson, M. Piche, A. Plourde, B. Popplewell, P. Rankin, M. Rooney, W. Shi, S. Shires, A. Shotwell, D. Siddiqi, J. Sinclair-Palm, S. Sivathayalan, E. Sloan, P. Smith, J. Stoner, J. Tomberlin, A. Tremblay, C. Trudel, K. von Finckenstein, J. Voordouw, C. Warner, P. Wilson, J. Wolfart, P. Wolff, B. Wright, W. ye

Regrets: C. Viju,

Absent: J. Cheetham, A. Courchene, P. Lagasse, S. Moran, S. Srinivasan

Recording Secretary: K. McKinley

*Recording Secretary's Note: Due to the Covid-19 Pandemic and directives from public health authorities as well as federal and provincial governments, Senate moved to a virtual meeting platform for this meeting. The platform also allowed for Senators without a computer to join via telephone. Voting on motions was accomplished via a polling feature of the platform; those calling in registered their votes by email to the recording secretary.

Open Session:

1. Welcome (Chair) & Approval of Agenda

The Chair welcomed all Senators to the first ever remotely held Senate meeting, via Zoom. Due to the ongoing health crisis caused by the Covid-19 pandemic, Senate will continue to meet using video-conferencing platforms until it is safe

to resume in-person meetings.

The Chair began the meeting by reviewing the following video-conferencing protocols established for Senate Zoom meetings:

- Senators should remain muted and with video cameras off until called upon by the Chair to speak.
- Presenters can turn on their video camera and microphone when it is their turn to speak to an agenda item.
- Senators should activate the CHAT function and use it to gain the floor for questions and comments, and also to indicate when they want to move or second motions. Senators are asked to reserve the CHAT for these functions and not to use it for Chats on the side.
- Senators will be able to vote on motions via live polls. Those joining by telephone need to email the Assistant University Secretary their responses to each poll.

It was **MOVED** (M. Close, S. Parathundiyil) that Senate approve the agenda for the meeting of Senate on March 27, 2020, as presented.

The Chair noted that 4 emergency motions (circulated 2 days prior to the meeting), should be inserted as a new Item 6 on the agenda, entitled "Emergency Motions" and containing four sections (a, b, c, and d) for the four motions being presented. All subsequent Items on the agenda would be renumbered accordingly.

With this addition to the agenda, the motion **PASSED**.

2. Minutes: February 28, 2020 (open session)

It was **MOVED** (M. Haines, J. Bruno) that Senate approve the minutes of the Open Session on February 28, 2020, as presented.

The motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair began his remarks by acknowledging that the situation Carleton is faced with is unprecedented and extremely challenging. The Chair has been releasing daily updates, summarizing in real time the latest developments in the Covid-19 pandemic, and Carleton's responses to them. The priority in making these difficult decisions has always been the safety of the Carleton community, the need to flatten the curve of the pandemic, and the need to preserve Carleton's academic mission with flexibility and compassion, bringing students to the safe completion of the semester.

The Chair praised the entire Carleton community for their calm, mature and compassionate dedication to Carleton's academic mission and for helping students through this difficult time. He noted as well that Carleton has donated all of its protective medical equipment and supplies to the Ottawa Hospital for the frontline workers dealing with the Covid-19 pandemic.

5. Question Period

Three questions were submitted in advance by Senator Morgan Rooney:

- 1) *Can Senate Executive update the Senate body on plans for ensuring that Senate can continue its business and Senators can continue to participate in the business of Senate (hopefully, remotely)? (If someone else has asked a form of this question, feel free to disregard.)*

The Clerk of Senate responded to this question. Since the AGU contains a provision for e-votes, Senate was able to use an e-poll on March 16 to approve a provision allowing Senate to meet virtually through video-conferencing. This platform will enable Senate to continue to perform its academic governance duties and to complete the semester. The Clerk thanked Senators for their flexibility and for their support of these new measures.

- 2) *This crisis is exposing how ill-prepared the university sector is for something like this. When this current crisis has ended, will Senate or senior leadership recommend the formation of a committee to investigate and develop recommendations for emergency preparedness measures for everyone in a teaching role (faculty, CIs, and TAs) in the event of another pandemic? I'm thinking especially of basic competencies for teaching online in particular (using cuLearn, Kaltura, BigBlueButton; designing online assessments; etc.)? I am confident that Carleton's instructors care deeply for their students and will*

do everything they can to continue on, but I also know too well that asking 3500+ education workers (many in part-time roles) to transform their pedagogical practice over the course of a weekend is clearly going to present severe challenges.

The Provost responded to this question. He noted that a number of tools to move courses online are available to instructors. He also noted that instructors should remain flexible and accommodating in making the shift to online instruction and evaluation. The Chair added that the university sector does need to continue to prepare for events like this moving forward.

3) *What does the move to online course delivery (and online final exams) mean for programs that have accreditation requirements? (Engineering, Sprott, Social Work, etc.) Are we making these decisions regarding academic matters in consultation with the appropriate accreditation bodies?*

In response to this question, the Dean of Sprott circulated the following statement released by the Association to Advance Collegiate Schools of Business (AACSB) on March 18, 2020:

"In response to COVID-19 more than half of AACSB member schools have converted face-to-face courses to virtual options. These innovative offerings provide learners with an important balance: continuing their education while also ensuring the health of their communities. Many AACSB-accredited institutions have offered blended and online programs for years, and the accreditation standards support such delivery models and ensure the same high quality education as any other program."
Stephanie Bryant, Executive Vice President and Chief Accreditation Officer, AACSB

The Dean of Engineering also shared a statement released by the Canadian Engineering Accreditation Board (CEAB), which stated that the Accreditation Board criteria are not limited to a particular mode of delivery, and that universities temporarily moving courses online are not required to submit a notice of change to the CEAB.

The Dean of FPA noted that the School of Social Work at Carleton has worked closely with its accreditation body in devising its approach to deal with this situation. Many of the materials developed by Carleton's School of Social Work

are now being used by other institutions across the country, in both English and French.

Follow-up questions from Senators focussed on faculty workload as well as the possible waiving of some fees. Answers reflected the fact that it was early in the crisis and that issues of workload and finances would have to be considered holistically once all the information was available.

It was also asked whether there were plans to do a post-epidemic assessment to gather lessons learned, and whether the community would have the opportunity to provide feedback, and it was agreed that this was a good idea.

6. Emergency Motions

The Chair introduced four emergency motions that have been brought to Senate as a result of the Covid-19 pandemic. These motions were circulated to Senators just two days before the Senate meeting; as a result, each emergency motion was preceded by a waive-of-notice-of-motion vote requiring 2/3 majority approval.

Motion #1: Grade Mode Option

In order to ensure that students in the Winter 2020 term are not unduly disadvantaged by the recent mandated shift to remote delivery of all courses, the Provost's Office proposed an additional grading mode that would allow students, on a course-by-course basis, to convert their grades to SAT/UNS. The originally recorded grade would remain available in the student record, if it is needed for other purposes.

It was **MOVED** (P. Smith, J. Paulson) that Senate waive the notice of motion for the motion presented by the Provost regarding grade mode options for the Winter 2020 term.

The motion **PASSED**, with one abstention and none opposed.

It was **MOVED** (J. Tomberlin, K. Hellemans) that Senate approve the proposal to allow SAT/UNS designations for the Winter 2020 term, as presented.

Discussion:

- Senators asked if the SAT/UNS option might be harmful for some students, who may need the letter grades for graduate admissions, scholarships, etc., and that it might disadvantage strong students. In response, it was noted that the SAT/UNS designation is optional; students can choose to keep letter grades for their courses. Teaching staff are also encouraged to be as flexible as possible and to consider alternatives for students in

their classes as appropriate. Students who are not satisfied with the options provided by their instructor can contact their department Chair or Associate Dean. It was also noted that other schools will be aware of Covid-19 anomalies and will take these into consideration in graduate and scholarship applications.

- In response to a question regarding the timeline of the motion, it was noted that, if the motion is passed, a communication to the community will be released immediately after the Senate meeting, if possible. Students will have until May 29, 2020 to decide if they want to change their grading option to a SAT/UNS designation. This allows students to decide which option would be in their best interest. It was also noted that the student's request will not be shared with their instructor(s).
- In response to a question, it was noted that this option is not being offered for the summer term because courses offered in the first half of the summer 2020 term are prepared and ready to go online.
- A Senator asked how scholarships would work if students opt for SAT/UNS. The Registrar replied that all aspects of academic performance evaluation and scholarships, including individual formulas, will be examined to ensure that students will not be disadvantaged.
- A Senator asked how we can make it easier for students to understand their choices. The Registrar noted that all advisors have been fully briefed and will respond to emails as they receive them. Online FAQs will also be posted and available to students. It was also noted that an UNS grade will not prevent the student from progressing in their performance evaluation. Since the SAT/UNS will not be counted in the academic evaluation, a grade of UNS will not jeopardize a student who is under academic warning.
- The Registrar also noted that if a student requested a SAT/UNS instead of a letter grade, but later needs the letter grade s/he would have received for that course in order to meet entrance requirements, for example, the Registrar's Office can provide a confirmation for the institution.

The motion **PASSED**, with 2 abstentions and none opposed.

Motion #2: Convocation Dates 2020

In accordance with recommendations from health authorities and the provincial and federal governments regarding physical distancing guidelines, the Clerk of Senate presented a motion for Senate to support the decision to postpone the Spring Convocation to an unspecified date in the fall of 2020. The Clerk noted that Convocation would be postponed but students would still graduate in June.

It was **MOVED** (S. Paul, Z. Kryworuchka) that Senate waive the notice of motion for the motion from the Clerk of Senate regarding Convocation dates for 2020.
The motion **PASSED** unanimously.

It was **MOVED** (B. Kuzmarov, S. Boyle) that Senate supports the postponement of the Spring 2020 Convocation Ceremonies to a later time, with the new dates to be in line with the guidelines and regulations from health authorities and the provincial and federal governments.
The motion **PASSED** unanimously.

There was no discussion.

Motion #3: Academic Changes for Summer 2020 Semester

Senator J. Paulson presented a motion for Senate to confirm recommendations for Summer 2020 academic changes provided by the Academic Continuity Committee in response to the global pandemic.

It was **MOVED** (J. Paulson, A. Ahmad) that Senate waive the notice of motion for the motion presented by J. Paulson regarding academic changes to the Summer 2020 semester as a result of the Covid-19 pandemic.
The motion **PASSED**, with one opposed and no abstentions.

It was **MOVED** (J. Paulson, A. Tremblay) that Senate confirms the recommendation of the Academic Continuity Committee that:

- a. Given the current health emergency, all summer 2020 courses at Carleton will be offered through online and other methods of distance learning.
- b. Summer course registration shall be delayed appropriately. Programs must prepare for and make any necessary changes to their full schedule of courses in time for them to be available on Carleton Central by April 6, 2020.
- c. All outgoing international experiential learning opportunities are cancelled for the summer 2020 term.

These measures are understood by Senate to be an extraordinary response to an extraordinary situation, and are to be implemented without precedent for the normal operations of academic programs.

Discussion:

- A Senator asked if the extra workload imposed upon Contract Instructors to migrate courses online could be compensated, considering that they are already underpaid. The Chair indicated that the financial implications of the online migration are under consideration, but that no decisions have been made yet regarding compensation.
- Another Senator asked if teaching evaluations could be waived for the Summer semester, as many of the questions on these evaluations are not applicable to online delivery. The Provost replied that teaching evaluations have been suspended for the winter, and the issue is under discussion for the summer term.
- It was noted that only those courses that can be offered online will be offered over the summer term. Courses offered in the first summer term are ready for distance learning; any that require more development for the migration online have been moved to the second summer term. Instructors have the option of cancelling the course as well.
- The effect of cancelled courses on faculty workload calculations will be considered by Deans on a case-by-case basis, and accommodations can be provided as appropriate.

The motion **PASSED**, with 3 abstentions and none opposed.

Motion #4: Changes to Internship/Co-op Requirement for School of Industrial Design

As a consequence of the Covid19 pandemic, and the large-scale suspension of internship programs, students in the School of Industrial Design may not be able to complete the mandatory 12-week internship period required for 4th year students enrolling in IDES4400. The Director of the School of Industrial Design presented two motions to remedy this situation and to ensure that 4th-year students would be able to graduate.

It was **MOVED** (C. Joslin, A. Shotwell) that Senate waive the notice of motion for two motions presented to Senate on March 27, 2020 by the Director of the School of Industrial Design regarding changes to SID Co-op/Internship requirements. The motion **PASSED**, with one abstention.

It was **MOVED** (B. Hallgrimsson, L. Kostiuik) that Senate approve the suspension of aspects of the Calendar description for IDES 4400 for Winter 2020 through to Winter 2021 terms only, as presented. The motion **PASSED**, with 2 abstentions and none opposed.

There was no discussion.

It was **MOVED** (B. Hallgrimsson, C. Trudel) that Senate approves that Special Studies Course IDES 4305 in the 2020 Fall term serve as an equivalence to the IDES 4400 course in the Fall 2020 term only and will be a SAT or UNSAT graded program requirement, so as to have no impact on the CGPA.

The motion **PASSED**, with one abstention and none opposed.

There was no discussion.

7. Administration (Clerk)

a. Senate Committee membership update

The Clerk of Senate provided an update on the membership status of Senate Committees. There has been a strong response from Senators and faculty members to the Call for Nominations, but vacancies for Senators still remain on the Senate Executive Committee and the Senate Academic Governance Committee. The Call for Nominations has been extended to enable the Senate Office to fill the remaining vacancies before the end of the academic year.

b. Notice of non-advertised recruitment

The Senate Office received one notice for non-advertised recruitment for a spousal hire.

c. 2020-21 Schedule of Senate meetings (for information)

This schedule has been made available, and was circulated to Senators for information with meeting materials.

8. Reports:

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

The Chair of SCCASP presented four items for information:

- Minor Modifications
- Additional Regulations for the BA – courses that have been added to the BA for breadth requirements
- CDN2510/FINS2510 – correction/clarification of language in the calendar regarding mode of delivery

- BIB Requirements – ensuring that qualifications for trips abroad align with ISSO requirements

There were no motions for Senators, and there was no discussion.

b. Senate Quality Assurance and Planning Committee - SQAPC

The Chair of SQAPC presented two items for Senate approval and one item for information.

Major Modifications (for approval): Omnibus Motion

It was **MOVED** (D. Deugo, M. Barbeau) that Senate approve the major modifications as presented below with effect from Fall 2020.

The motion **PASSED**.

Individual Motions contained in the Omnibus:

- That Senate approve the introduction of the Master of Applied Business Analytics and TIMG 5907 as presented with effect from Fall 2020.
- That Senate approve the major modifications to the Master of Information Technology programs as presented with effect from Fall 2020.

Major Modifications: Dominican University College

Major modifications from DUC are brought to SQAPC, then to Senate for ratification.

It was **MOVED** (D. Deugo, M. Close) that Senate ratify the outcome of the quality assurance process for the major modifications to DTHI/DPHY & DTHI/DTHY4005.

The Vice-Provost noted an error in the motion as circulated: DTHI/DPHY should read DPHI/DPHY. The corrected motion should read thus: *that Senate ratify the outcome of the quality assurance process for the major modifications to DPHI/DPHY & DTHI/DTHY 4005.*

With this correction, the motion **PASSED**, with 3 abstentions and none opposed.

Minor Modifications: Dominican University College

Minor modifications, including course changes for 2020-21, approved by the Dominican University College Academic Council were provided to Carleton University for information.

c. Senate Academic Governance Committee - SAGC

The Senate Academic Governance Committee (SAGC) oversees and advises the Carleton Academic Student Government (CASG) on governance matters. The CASG council recently brought proposed changes to their constitution to SAGC for review. SAGC is recommending these changes to Senate.

It was **MOVED** (B. Kuzmarov, T. Boswell) that Senate approve the changes to the Constitution of the Carleton Academic Student Government (CASG) as presented.

The motion **PASSED**, with 2 abstentions and none opposed.

9. Report on Senate E-Polls, March 16-17

The Clerk reminded Senators of e-polls that had been circulated on March 16-17; results were circulated to Senators on March 17. There were no further questions or comments from Senators.

10. SMA Update

The Chair noted that due to the Covid-19 pandemic the provincial government has paused the SMA process. Updates from the Ministry are expected at a future date.

11. SIP -Report

The draft circulated at the last Senate meeting was posted publicly for comments on the SIP website. The period for public commentary has been extended to April 6th, and a second draft will be circulated to Senators for discussion at the April Senate meeting.

12. Reports for Information:

- a. Senate Executive Committee Minutes
- b. Membership Reports
 - i. University Promotions Committee
 - ii. Tenure and Promotions Appeal Committee

There was no discussion of these items.

13. Other Business

The Chair noted that the next Senate meeting in April will be held remotely. The Chair thanked all involved in setting up the video-conferencing platform for this meeting.

A Senator asked about access to library materials that are not online for doctoral students' research. The University Librarian stated that they are monitoring what other universities are doing and looking for options. It was noted as well that inter-library loans currently only are available for online materials.

A Senator also asked how the SAT/UNS motion will impact doctoral defenses. The Dean of FGPA stated that they are trying to be flexible and accommodating to students, and will be evaluating on a case-by-case basis.

14. Adjournment

The meeting was adjourned at 4:00 pm.