

**CONSENT AGENDA
to the Open Agenda of the 620th Meeting of the Board of Governors**

**Thursday, April 30th, 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

- Approval of the Open Session Minutes of the 619th meeting.

4.1.2 Statement of investment policies and procedures for retirement fund

- A report was circulated in advance.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Investment Committee Membership

- An executive summary was circulated in advance.

4.2.2 Investment Report on the Endowment

- A report was circulated in advance.

4.2.3 Major Capital Projects, Deferred Maintenance

- A report was circulated in advance.

4.2.4 Committee Minutes

- a) Advancement and University Relations
 - 111th Meeting – September 18, 2019
- b) Building Program
 - 160th Meeting – March 2, 2020
- c) Finance
 - 300th Meeting – March 2, 2020
- d) Joint Finance and Building Program Committee
 - March 2, 2020 Meeting

4.2.5 Minutes from Senate

- Approved Minutes from January and February 2020.

AGENDA

ITEM 4.1.1

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**

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 complaint process was based on the complainant's wishes. Ms. Blanchard responded that the complainant'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.

AGENDA

ITEM 4.1.2

BOARD OF GOVERNORS REPORT

To: Finance Committee	Date of Report: 27 March 2020
From: Pension Committee	Date of Meeting: 4/16/2020
Subject: Statement of Investment Policies and Procedures (SIPP) for the Retirement Fund	
Responsible Portfolio: Vice-President (Finance and Administration)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

That the Finance Committee recommend to the Board to approve the Statement of Investment Policies and Procedures for the Trust Fund created under the Carleton University Retirement Plan, effective June 30, 2020.

3.0 EXECUTIVE SUMMARY

The Pension Benefits Act of Ontario requires that a Statement of Investment Policies and Procedures ("SIPP") be established for every registered pension plan. The SIPP must be reviewed and approved annually. This annual process is part of the governance to ensure that the assets of the Retirement Fund are invested prudently and effectively to support the goals of the Retirement Plan and assist Plan beneficiaries in attaining a financially secure retirement income at a reasonable cost. The SIPP is filed with the Financial Services Regulatory Authority of Ontario (FSRA), formerly the Financial Services Commission of Ontario (FSCO).

4.0 INPUT FROM OTHER SOURCES

The draft SIPP (attached) has been reviewed and approved by the Pension Committee who recommends. Also included for information is a glossary of investment terms.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The university is the Sponsor of the Plan. Per the governance structure of the Plan, the Finance Committee and Board of Governors are required to approve certain decisions of the Pension Committee. One of these is a recommendation to approve the SIPP.

The SIPP is the document that formally outlines investment policy for the \$1.2 billion Carleton Retirement Fund ("the Fund"). In particular, it defines the asset mix policy for the plan, rate of return expectations, and categories of eligible investments. It also sets out the mandates for the Fund's investment managers.

The Pension Committee reviews the SIPP annually. The SIPP was approved by the Pension Committee at its meeting of March 5, 2020.

There are very few changes to the SIPP this year, are highlighted in the attached document. They are:

- Change of the effective date of the document from June 30, 2010 to June 30, 2020.
- In Section 4.5 (Benchmark Portfolio, page 5), the names of two of the benchmark indices used to assess performance of the asset classes in which the Fund is invested have been modified to reflect changes to their names.

- In section 4.1 of the Appendix, Managers, Mandates and Objectives (page 28), the table has been updated to include the addition of JP Morgan Infrastructure Investment Fund as an infrastructure manager. The engagement of this manager was approved by the Pension Committee in 2019.
- In section 4.6 of the Appendix (p. 31) the table for infrastructure managers has been updated to include JP Morgan Infrastructure Investment Fund. This table shows the benchmark, allowable ranges and value-added targets for infrastructure mandates.

There were no changes to the policy asset mix of the Fund or to other mandates of the external investment counsel who manage the assets.

6.0 FINANCIAL IMPLICATIONS

Investment policies define how plans will carry out investment decisions so as to maintain financially healthy plans and deliver on the promises made to plan participants. Investment policies set out investment goals and priorities, articulate the asset allocation strategy and convey performance review and measurement criteria to all interested parties.

The lack of a SIPP or the failure to review and update the SIPP annually could jeopardize the rate of return achieved on the Retirement Fund, which could affect the funded status of the Retirement Plan and required university contributions.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The annual review of the SIPP assists the Finance Committee in its supports the university's Board of Governors as Sponsor and Administrator of the Retirement Plan.

The financial stability of the Plan is of strategic importance to the university, given its size, continued growth, and potential for volatility in funding requirements. Operational and financial risks are high as contributions to the Plan have been in excess of \$25M per year. Volatility in funding requirements puts pressure on the university's operating budget. A related risk covers the volatility of market returns; i.e. the failure to achieve satisfactory returns due to capital market conditions, and related impairment of the assets supporting the Plan liabilities. Steps are taken to mitigate these risks through oversight and management of the Fund in accordance with prudent investment policy, It should be noted that the investment policy is based on a long-term assessment of the capital markets and that periodic short-term volatility may occur.

The Plan is subject to regulatory risk as well, in this case in ensuring that the University complies with all disclosure requirements relating to the investment policy. Compliance failure could result in the application of fines and penalties. This risk is managed by the Office of Pension Fund Management.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

None associated with the annual review of the Statement of Investment Policies and Procedures (SIPP) for the Retirement Fund.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Statement of Investment Policies and Procedures
for the
Trust Fund Created Under
The Carleton University Retirement Plan

Prepared pursuant to
The Pension Benefits Act of Ontario

Registration Number 0526616

June 30, ~~2020~~2019

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Section 1 – Purpose

- 1.1 Carleton University (the “University”) provides pension benefits to its employees through the Carleton University Retirement Plan (the “Plan”). The primary goal of the Plan is to assist Plan beneficiaries in providing for a financially secure retirement income at a reasonable cost. The prudent and effective management of the Trust Fund (the “Fund”), as described in Section 13 of the Plan, will have a direct impact on the achievement of this goal.
- 1.2 This statement of investment policies and procedures (the “Statement”) addresses the manner in which the Fund shall be invested to achieve the primary goal of the Plan. The University has prepared the Statement to ensure continued prudent and effective management of the Fund so that there will be sufficient amounts to meet the obligations of the Plan as they come due. The Statement also defines the management structure and other procedures adopted for the ongoing operation of the Fund.
- 1.3 This statement has been prepared in accordance with all relevant legislation relating to the investment of registered pension plans assets. Investments shall be selected in accordance with the criteria and limitations set forth herein and in accordance with applicable legislation.
- 1.4 All references to the terms of the Carleton University Retirement Plan contained in this Statement are of a summary nature only. The Plan is administered in accordance with the terms of the Plan text as amended from time to time.
- 1.5 In accordance with section 78 of Regulation 909 of the Ontario Pension Benefits Act, this policy complies with the federal investment rules under Canada’s Pension Benefits Standards Regulation, 1985.

Section 2 – Governance and Administration

- 2.1 Section 15 of the Retirement Plan states that the Plan will be administered by the University. Section 15 also describes the composition and role of the Pension Committee (the “Committee”). The Committee is responsible for all matters in regard to the administration of the Plan. Various agents may be retained to assist the Committee in carrying out their duties in respect of the Fund. From an investment standpoint, the Committee is responsible for reviewing the performance of the Fund, and for the preparation of recommendations to the Board of Governors (the “Board”) of the University as to the appointment of the investment managers (the “Managers”) and the custodian.

- 2.2 The Board, the Committee, the Managers, and any agent or adviser providing services in connection with the investment of the Fund accepts and adheres to this Statement.
- 2.3 This Statement provides broad investment guidelines for the management of the Fund. The management of the assets of the Fund is delegated to professional investment managers. Neither the Board of Governors, the Pension Committee nor any employee of the University shall select securities on behalf of the Fund.
- 2.4 In developing the Statement, the Committee has considered factors such as the following:
- the nature of the Plan's liabilities;
 - the allocation of such liabilities between active members and retired members;
 - the funded and solvency positions of the Plan;
 - the net cash flow position of the Plan;
 - the investment horizon of the Plan;
 - expected risk tolerance of the University and Plan beneficiaries,
 - historical and expected capital market returns and volatilities; and
 - the benefits of investment diversification.
- 2.5 The mandate of each Manager appointed shall be determined by the Committee, subject to approval by the Board.
- 2.6 A Custodian will be appointed for all or part of the Fund assets. Any Custodian shall be a trust company registered in Canada. All investments and assets of the Fund shall be held by a Custodian.
- 2.7 The Fund's financial statements shall be audited by an independent auditor at least annually. The audited statements shall be reviewed and approved by the Committee and reviewed by the Board of Governors.
- 2.8 This policy shall be reviewed and approved by the Committee at least annually. It may be reviewed and amended from time to time by the Committee. It must be reviewed and approved annually by the Board of Governors.

Section 3 – Plan Overview

- 3.1 The Plan is fundamentally a money purchase plan, with contributions of 4.37% of pensionable earnings up to the Year's Maximum Pensionable Earnings (YMPE) plus 6% of pensionable earnings above the YMPE being made by each active member to that member's Money Purchase account. The University makes contributions of 4.62% of pensionable earnings up to the YMPE plus 6.25% of pensionable earnings above the YMPE to the member's Money Purchase account.

Members make an additional contribution of 1.7% of pensionable earnings up to the YMPE and 2.4% above the YMPE, to a maximum of an additional 2% of pensionable earnings to the Minimum Guarantee Fund. The University makes an additional annual contribution, based on actuarial requirements, and in accordance with relevant legislation to the Minimum Guarantee Fund.

Contributions to the Minimum Guarantee Fund are essentially used, as required, to ensure that an active member's pension on retirement is not less than that produced by a defined benefit formula.

- 3.2 An account is maintained for each active member and for each former member for whom a balance has been left in the Fund. This account is credited with relevant contributions as well as a proportionate share of the Fund's investment return. Money Purchase Pensions are based on the amount in a member's account. Active members and these former members therefore have a direct interest in the Fund's return.
- 3.3 For pensioners, annual member pension benefits, including lifetime and bridge benefits, are adjusted by a percentage equal to the four-year arithmetic average investment return earned by the fund minus 6%. So that annual adjustments are reasonably smooth, a four-year moving average of the Fund's return is used in the formula and there is a non-reduction provision for service prior to July 1, 2003. Pensioners therefore have a direct interest in the Fund's return.
- 3.4 As the Sponsor of the Plan, the University always has an interest in the success of the Plan, and therefore in the Fund's return.

Section 4 – Investment Objectives and Mandates

Investment Objectives

- 4.1 The Committee shall manage the Fund on a going concern basis, with the primary objective of providing reasonable rates of return, consistent with available market opportunities, a quality standard of investment, and commensurate with the University's risk tolerance level.
- 4.2 As the result of analyzing the relevant investment-related features of the Plan's design, the Committee has identified the fundamental risk policy issue as follows:
- To identify the best way of achieving an acceptable degree of opportunity for high long-term returns, subject to the following constraints:
 - safeguarding the University's contribution rate;
 - maintaining reasonable stability in pensioners' annual increases;
 - acceptably protecting the money purchase balances of active members nearing retirement.
- 4.3 After studying several different approaches, the Committee has noted that there is invariably a conflict between increased long-term investment opportunity and increased short-term safety.
- 4.4 The Committee expects the Benchmark Portfolio (as outlined in Section 4.5) to earn a 4.1% long-term real return, after investment management fees, over the long term (10 years or more). In any one year, however, the annual real return may be significantly above or below 4.1%

Benchmark Portfolio

- 4.5 The Committee believes that a portfolio (the "Benchmark Portfolio") invested in the following asset mix (based on market value) can, over the long term, achieve the stated investment objectives:

Asset Class	Investment Category	Benchmark Index	Benchmark Portfolio (%)
Cash and Short-Term ⁽¹⁾	Short term notes and Treasury Bills	FTSE Canada 91-Day T-Bill Index	0.0
Fixed Income ⁽²⁾	Canadian bonds and debentures	FTSE Canada Bond Universe Index	20.0
Canadian Equities	Canadian stocks	S&P/TSX Capped Composite Index	25.0
High-Yield Debt	Non-Canadian bonds and debentures	BoAML Merrill Lynch US High Yield Constrained Index	5.0
Global Infrastructure	Other investments	CPI + 5.0%	15.0
Non-Canadian Equities, Core	Non-Canadian stocks	Morgan Stanley Capital International (MSCI) World Index	25.0
Emerging Markets Equity	Non-Canadian stocks	MSCI Emerging Markets Equity Index	5.0
Non-Canadian Equities, Small Cap	Non-Canadian stocks	MSCI World Global Small Cap Index	5.0
	Total		100.0

(1) Excludes temporary cash holdings arising from portfolio adjustments.

(2) Cash used as part of a bond duration strategy shall be deemed to be bonds for asset mix purposes

Where cash and short-term investments are held as part of a derivatives strategy to gain exposure to a particular asset class, then, for the purpose of the Fund's asset mix, such investments shall be deemed not to be cash and short-term investments, but rather investments of the asset class to which the derivatives relate.

Since the Fund will be actively managed, and since asset classes provide different returns, the actual asset mix at any time may deviate from the above. Section 5 defines the limits for such deviations.

Rate of Return Objectives

4.6 The Committee expects the total annualised returns of the Fund to exceed by 1.00% the returns that could have been earned by passively managing the Benchmark Portfolio, assuming quarterly rebalancing of the Benchmark Portfolio. For the purpose of measuring rates of return of the Fund, all returns shall be measured before investment management fees, but after transaction costs, and over rolling four-year periods. All index returns shall be total returns. All foreign index returns shall be Canadian dollar returns.

To achieve its rate of return objectives, the Committee shall recommend the appointment of Managers. The Managers will be assigned such mandates and performance targets as the Committee deems to be in the best interests of the Fund. The Committee shall monitor the Managers both qualitatively and quantitatively.

Section 5 – Asset Mix and Rebalancing Policies

Asset Mix Policy

5.1 The market values of the individual asset class components of the Fund shall be within the following minimum and maximum aggregate investment limits:

Asset Class	Investment Category	Minimum (%)	Benchmark (%)	Maximum (%)
Cash and Short-Term	Short-term notes and Treasury Bills	0.0	0.0	5.0
Fixed Income	Canadian bonds and debentures	10.0	20.0	30.0
High Yield Debt	Non-Canadian bonds and debentures	2.0	5.0	8.0
Global Infrastructure	Other Investments	5.0	15.0	20.0
Equities				
Canadian Equities	Canadian stocks	15.0	25.0	35.0
Non-Canadian Equities				
Global Core	Non-Canadian stocks	15.0	25.0	35.0
Emerging Markets	Non-Canadian stocks	2.0	5.0	8.0
Global Small Cap	Non-Canadian stocks	2.0	5.0	8.0
Total Equities		50.0	60.0	70.0

5.2 Notwithstanding the asset mix ranges shown above, the Committee may authorize temporary asset mix positions outside those ranges to accommodate a Fund restructuring, a Manager restructuring, or a Manager request submitted in writing and providing the rationale for the request.

Rebalancing Policy

- 5.3 The Committee believes, for the reasons set out below, that it is in the best interests of the Fund to control asset mix deviations:
- The Committee has adopted the Benchmark Portfolio and ranges based on the acceptability to the Committee of its risk/return trade-offs. Significant asset mix deviations from the Benchmark Portfolio would for the Committee's purposes, be sub-optimal.
 - The Committee has established the investment manager structure to achieve goals of diversification and efficiency.
- 5.4 Therefore, the Committee may, from time to time and in its absolute discretion, rebalance the actual asset mix back to the Benchmark Portfolio so as to align the two more closely. Between rebalancing events, cash flow may be used to rebalance towards the asset mix of the Benchmark Portfolio.
- 5.5 Infrastructure assets are, by their nature, illiquid and may not be able to be rebalanced immediately; however the objective is to methodically move the allocation to within the investment policy range as soon as practicable.

Section 6 – Permitted Investments and Constraints

Permitted Investments and Constraints by Asset Class

- 6.1 The following investments may be made either directly, through pooled or mutual funds, private investment funds or through insurance contracts. The list of permitted investments and constraints outlined below apply to all relevant mandates. Additional constraints may be imposed by the Committee on certain mandates. Such additional constraints shall be documented in a separate manager mandate.

A. Cash

Permitted Investments

Cash on hand, demand deposits, treasury bills, short-term notes and bankers' acceptances, term deposits, commercial paper and guaranteed investment certificates having a term of less than or equal to one year.

Investment Constraints

All cash investments shall have a minimum rating of R1 by the Dominion Bond Rating Service (DBRS) or equivalent.

B. Fixed Income

The provisions of this section do not apply to high-yield debt mandates. Permitted investments and constraints for high-yield debt mandates are outlined in Section 6.1.E of this document.

Permitted Investments

Bonds, debentures, or other debt instruments of corporations, Governments, Government agencies, or guaranteed by Governments, mortgage-backed securities, mortgages, preferred shares, and bonds where capital, interest, or both are linked to increases in the cost-of-living (i.e., real return bonds).

Investment Constraints

The investment constraints below apply to the total fixed income portion of the Fund and each Manager's fixed income portfolio.

1. Not more than 5% of the market value of fixed income securities shall be invested in any one non-government entity.
2. The bond portfolio may be invested to a maximum market value of:
 - 100% in Federal government bonds and guaranteed Federal agency bonds;
 - 60% in provincial bonds and guaranteed provincial agency bonds, subject to a single province a maximum of 15% for provinces rated AA or better and 10% for provinces rated less than AA (Standard and Poor's, DBRS, or equivalent rating);
 - 10% in municipal bonds; and
 - 50% in corporate issues and other bonds.
3. Investments in bonds and debentures shall have a minimum rating of BBB by Standard and Poor's or DBRS, or an equivalent minimum rating by at least one credit rating agency that is recognized by a competent authority. Not more than 10% of the market value of the fixed income portfolio shall be invested in BBB bonds or debentures. Where an investment in the portfolio is downgraded to below BBB, the Manager, in consultation with the Committee, shall use its best judgement to determine whether the BBB rating is likely to be restored within a reasonable period of time. If so, the Manager may retain the investment and shall keep the Committee informed of its rating. If not, the Manager shall take all reasonable steps to liquidate the investment in an orderly fashion with due regard to price and liquidity

constraints, while keeping the Committee informed.

4. Any direct mortgages in the fixed income portfolio shall meet the following requirements:
 - shall only be first mortgages, shall not exceed 75% of the appraised value, and shall be in metropolitan areas;
 - no one mortgage shall exceed 2% of the total market value of the fixed income portfolio, and the total value of all mortgages shall not exceed 5% of the total book value of the Fund.

C. Equity

Permitted Investments

Common shares, American depository receipts, global depository receipts, rights, warrants, installment receipts, securities convertible into common shares, real estate, venture capital, exchange traded index participation units or exchange traded funds, and Canadian income trusts which provide provincially-legislated limited liability protection to the unitholder.

Investment Constraints – Canadian Equities

The investment constraints below apply to the total Canadian equity portion of the Fund and to each Manager's Canadian equity portfolio.

1. The market value of any single equity holding shall not exceed its weight in the S&P/TSX Capped Composite Index plus 5 percentage points.
2. The proportion of the market value of the Canadian equity portfolio invested in one sector of the S&P/TSX Capped Composite Index shall not exceed the sector's weighting in the S&P/TSX Capped Composite Index plus 10%.
3. Not more than 10% of the Canadian equity portfolio shall be invested in small cap stocks (i.e., market capitalization of less than \$500 million).
4. Not more than 10% of the outstanding securities of any one company shall be purchased.
5. To achieve a reasonable level of diversification, there shall be at least 20 different Canadian equity holdings.

Investment Constraints – Non-Canadian Equities

The investment constraints below apply to the total non-Canadian equity portion of the Fund and to each Manager's equity portfolio.

1. An investment in the shares of any single company shall not exceed 5% of the market value of all non-Canadian equities held.

2. Not more than 10% of the outstanding securities of any one company shall be purchased.
3. Not more than 5% of the market value of the Fund shall be invested in small cap stocks.
4. Not more than 5% of the market value of the Fund shall be invested in emerging markets equities.
5. To achieve a reasonable level of diversification, there shall be at least 20 different foreign equity holdings.

For greater clarification, the investment constraints relating to non-Canadian small cap stocks and emerging market equities may from time to time exceed 5% in accordance with the asset mix ranges outlined in section 5.1.

Investment Constraints – Real Estate and Venture Capital

The investment constraints below apply to the real estate and venture capital portion of the Fund.

1. Investments in real estate shall not exceed 5% of the market value of the Fund, and an investment in any one parcel of real estate shall not exceed 2% of the market value of the Fund.
2. Investments in venture capital shall not exceed 3% of the market value of the Fund, and an investment in any one venture shall not exceed 1% of the Fund.

D. Other - Global Infrastructure

Infrastructure investments will be held through private long-term investment funds. The investment criteria for each fund (e.g. type of assets, geographic and sector focus) are outlined in the respective Private Placement Memoranda and related documents such as side letters. The Committee will review the investment guidelines for each infrastructure fund prior to recommending approval to the Board.

E. High Yield Debt

Permitted Investments

Bonds, debentures or other debt instruments of corporations, Governments, Government agencies, or guaranteed by Governments, private placement securities classified as 144a debt securities, bank loans, U.S. Treasury futures and options, currency forward or futures contracts, credit default swaps, common and preferred shares and warrants.

Constraints

The investment constraints below apply to the total high-yield debt portion of the Fund and each Manager's high-yield debt portfolio.

1. No more than 5% of the market value of high-yield debt securities shall be invested in any one non-government entity.
2. The maximum allocation to securities with ratings below B- or B3 is the Index weight +5%. If a security is unrated, a comparable rating shall be determined by the Manager. In the event that a security within the Manager's portfolio is downgraded and causes the Manager's portfolio to exceed the limit, the Manager shall immediately notify the Committee in writing of this occurrence and recommend a course of action for approval by the Committee.
3. No more than 25% of the market value of high-yield debt securities shall be invested in any one industry.
4. No more than 2% of the market value of high-yield debt securities shall be invested in equity or equity-related securities.
5. Short sales of securities are not permitted.
6. Security purchases on margin are not permitted except for futures or other over-the-counter derivatives.

F. Derivatives

1. Where appropriate and prudent, derivatives are used as a risk management tool. Derivatives will only be used after full consideration of the related risks and in compliance with market and regulatory obligations. Risk (such as counterparty risk) will be identified, measured, managed and monitored on an ongoing basis.

The Fund may use exchange-traded, over-the-counter and other forms of bilateral derivative contracts to gain or reduce exposure to interest rates, foreign exchange rates, credit debt instruments, commodities and public equities. Exchange-traded derivative positions are regularly valued using quoted market prices, where available, or discounted cash flows using current market yields for over-the-counter derivatives. Derivative instruments are classified in accordance with the underlying exposure to fixed income or public equity.

2. Permitted Investments

Permitted derivative investments are:

- Option contracts, including stock, stock index, currency, bond, bond futures and interest rate
- Futures contracts, including stock index, currency, bond and interest rate

- Forward contracts, including currency, and interest rate
- Swap contracts, including credit default, equity, currency and interest rate
- Mortgage derivatives

Guidelines and Restrictions

1. Derivatives may only be used with the expressed written consent of the Committee.
2. Derivatives may be used as a hedge against existing investments or liabilities, provided their particular purpose/usage has been fully disclosed to the Committee.
3. Derivatives may be used to hedge financial risks associated with the underlying portfolio when they hedge those risks more efficiently than cash market instruments. Derivatives used for hedging purposes must have a reasonably high negative correlation with the underlying asset or liability being hedged.

Investment Constraints

1. Derivatives shall not be used to create leverage or for speculative purposes.
2. Counterparties will carry a minimum BBB or its equivalent credit rating unless approved by the Committee. The Managers shall be responsible for assessing all counterparty risk associated with derivative instruments, with regards to credit rating, and total exposure limits for each derivatives securities dealer and bank.
3. These guidelines and restrictions on derivative investments are not intended to restrict investments in derivative instruments by pooled vehicles, including limited partnerships, whose primary investment focus is to invest in other asset classes such as real estate, private debt and infrastructure.
4. The Managers shall implement internal procedures and controls in order to ensure that derivatives are used in compliance with the Statement at all times.
5. Derivatives shall be sold only for securities held in the Fund, and bought only when the Fund holds sufficient cash to make the required payment at maturity.
6. The Fund may post collateral as required to complete derivative transactions. Pledging of collateral for purposes of derivatives is permitted. Assets that can be pledged for collateral are set out in legal agreements or are defined by exchanges. The level of collateral pledged is determined and monitored as part of liquidity management.

G. Currency

A currency hedge on a portion of the Funds' U.S. and Non-North American equity and infrastructure exposure will be used to manage currency risk. This hedging activity will be subject to the constraints outlined in Section 6.1.F above. Those managers whose mandate(s) permit hedging of the foreign exchange risk of the underlying foreign equity securities may do so directly into Canadian dollars, or into U.S. dollars and then back into Canadian dollars. Speculative currency management is not allowed.

Investments Requiring Prior Written Approval

- 6.2 The Managers shall not make investments in investment categories other than those explicitly permitted in the Statement, unless the Committee first consents in writing.

Other Constraints

- 6.3 The Fund shall not borrow funds to acquire securities or otherwise deal in margin trading.
- 6.4 All investments shall be made in accordance with the Code of Ethics and Standards of Practice of the CFA Institute.

Exceptions to Statement

- 6.5 If at any time an investment or group of investments does not conform with the limitations provided herein, the Manager, in consultation with the Committee, shall use its best judgement as to the action required to correct the situation. If it appears that the situation shall be corrected within a reasonably short period of time through cash flow into the Fund, the Manager - with the approval of the Committee - may elect not to liquidate the temporarily non-conforming investments.
- 6.6 The Committee may direct a Manager to deviate from the investment guidelines of the Statement with respect to a portion of the Fund. Such direction shall be in writing and shall specify the value of the assets to be invested and how those assets are to be invested. Unless instructed otherwise by the Committee in the written direction, each Manager shall invest the remaining portion of the Fund according to the normal investment guidelines of the Statement as if the assets subject to the special instructions were not part of the Fund.
- 6.7 To the extent that the Committee invests all or part of the Fund in a Manager's pooled funds or private investment funds, the foregoing investment constraints, and any other provisions of the Statement that may be affected, shall not apply, but the Manager shall be governed by the Manager's own investment policy for the pooled funds or private investment funds. The Manager shall provide such policy to the Committee and shall inform the Committee when and how the guidelines of the pooled funds or private investment funds differ from the guidelines of the Statement.

Section 7 – Liquidity

- 7.1 It is expected that cash flow from contributions and regular income (i.e., interest, coupons and dividends) generated from securities held in the Fund will be sufficient to meet most or all of the required disbursements under the Plan.
- 7.2 Disposing of securities from time to time can make up any shortfall. Considering the type of investments held in the Fund and the relatively small anticipated shortfalls, it is not expected that the disposal of securities will have significant implications on the investment of the Fund.
- 7.3 The difference between cash flow/income and disbursements will be monitored by the Committee on an ongoing basis. Should the shortfall become sizeable in the future, the Committee will consider the options available to meet the Plan's liquidity requirements in order to avoid untimely disposal of securities, and instruct the Managers of any related modification to their mandates.

Section 8 – Conflict of Interest Policy

Conflict of Interest and Procedures for Disclosure

- 8.1 A conflict of interest refers to a situation where financial, professional or other personal consideration may compromise or have the appearance of compromising an individual's professional judgment in the performance of his or her duties or in the exercise of his or her fiduciary obligations as a member of the Pension Committee.

A conflict of interest exists where (1) the member owes a duty to the beneficiaries of the Retirement Plan, and (ii) the member has a personal interest in the matter or owes a duty to act in the matter in the interests of a different person, group of persons, institution or organization.

A conflict of interest may arise in various cases. The following are definitions of the various types of interests that a member may have, which could give rise to a conflict of interest:

Financial Interest: A member has a pecuniary or financial interest where he or she stands to gain a financial advantage from a decision made. The financial interest may take the form of money, gifts, favors or other special considerations. This does not apply to

compensation paid to University employees who are Members of the Pension Committee nor reimbursement of approved expenses to Members of the Pension Committee in the discharge of their duties.

Undue Influence: A private or personal interest that impairs, influence or appears to influence the objective exercise of his or her duties as a member of the Committee.

Adverse Interest: A member is a party to a claim or proceeding against the University.

Personal Relationship: A non-arm's length relationship, including but not limited to family members and persons with whom there is or has recently been a close personal relationship.

Apparent/Perceived Conflict of Interest: A reasonable apprehension which a reasonable person may have, that a conflict of interest exists, even if there is neither a potential nor a real conflict.

- 8.2 For purposes of this section 8, a Pension Committee member shall not be considered to have any such interest merely by virtue of being a member of the Plan.

8.3 Process for Dealing with a Conflict of Interest

Both prior to serving on the Pension Committee and during their term of office, Members must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Pension Committee deals with the matter at issue.

If there is any question or doubt about the existence of a real or perceived conflict, the matter may be referred to the Pension Committee, as the case may be, who will determine by majority vote if a conflict exists. The Member potentially in a conflict of interest shall be absent from the discussion and shall not vote on the issue.

It is the responsibility of other Members who are aware of a real, potential or perceived conflict of interest on the part of a fellow Member to raise the issue for clarification, first with the Member in question and, if still unresolved, with the Chair of the Pension Committee.

If a conflict is identified, the Member must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and, unless otherwise decided by the Pension Committee, must leave the meeting room for the duration of any such discussion or vote.

The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting.

- 8.4 The Committee shall satisfy itself that an appropriate policy regarding conflicts of interest exists and is followed by any Manager recommended by it to the Board. As a minimum,

the Code of Ethics and Standards of Professional Conduct adopted by the CFA Institute shall be deemed to apply to such Manager. Any investigation required by the Committee shall be carried out before the recommendation is made.

- 8.5 The failure of a person to comply with the procedures described in this Section 8 shall not of itself invalidate any decision, contract or other matter.
- 8.6 If after a decision has been made, it comes to the attention of the Committee that a member had or has had a conflict of interest, the Chair will appoint an "ad hoc" committee of the members, excluding the person with the alleged conflict, to review all the circumstances and to recommend to the Committee the action to be taken.
- 8.7 This policy shall apply also to the Board of Governors, and any agent or advisor to the Committee who assists the Committee in the execution of its responsibilities under the Pension Benefits Act (Ontario).

Related Party Transactions

- 8.8 For the purpose of this section, a "related party" in respect of the Plan has the meaning given to such term in Schedule III of the Pension Benefits Standards Regulations, 1985 (Canada).
- 8.9 Prior to July 1, 2016, the following related party transactions are permitted for the Plan:
- any transaction that is required for the operation or administration of the Plan, the terms and conditions of which are not less favourable to the Plan than market terms and conditions; and
 - any purchase of securities of a related party, provided that those securities are acquired at a public exchange recognized under the Pension Benefits Standards Act and Regulations, 1985 (Canada).
- 8.10 On and after July 1, 2016, the following related party transactions are permitted for the Plan:
- any transaction for the operation or administration of the Plan, the terms and conditions of which are not less favourable to the Plan than market terms and conditions and the transaction does not involve the making of loans to, or investments in, the related party.
- 8.11 On and after July 1, 2016, the following exceptions apply to the restrictions on transactions with related parties:
- i. investments in an "investment fund" (as defined in the Pension Benefits Standards Regulations, 1985) or a segregated fund in which investors other than

Carleton University and its affiliates may invest and which complies with the requirements applicable to a pension plan under Schedule III of the Pension Benefits Standards Regulations, 1985;

- ii. investments in an unallocated general fund of a person authorized to carry on a life insurance business in Canada;
 - iii. investments in securities issued or fully guaranteed by the Government of Canada or a Province of Canada or an agency thereof;
 - iv. investments in a fund composed of mortgage-backed securities that are fully guaranteed by the Government of Canada or a Province of Canada or an agency thereof;
 - v. investments in a fund that replicates the composition of a widely recognized index of a broad class of securities traded at a marketplace; and
 - vi. investments that involve the purchase of a contract or agreement in respect of which the return is based on the performance of a widely recognized index of a broad class of securities traded at a marketplace.
- 8.12 A related transaction is also permitted if the value of the transaction is nominal or immaterial to the Plan. A transaction will be considered to be nominal or immaterial if its value is no more than one percent of the market value of the assets of the Fund at the time the transaction is entered into or completed.

Section 9 – Delegation of Voting Rights

- 9.1 The Committee delegates to the Managers the responsibility of exercising all voting rights acquired through the Fund. The Managers shall exercise such voting rights with the intent of fulfilling the investment objectives and policies of the Statement and for the long-term benefit of the Fund.
- 9.2 The Managers shall provide their voting rights policies to the Committee. Each Manager shall prepare an annual report to the Committee outlining and explaining any departures from, or exceptions to, the policies, any issues where the Manager has voted against corporate management, and any other extraordinary matters.
- 9.3 The Committee retains the right to exercise acquired voting rights at any time by notifying the Managers.

Section 10 - Valuation of Investments Not Regularly Traded

- 10.1 It is expected that most of the securities held by the Fund will have an active market and that the values of such securities will be based on their market values.
- 10.2 Investments that are not regularly traded shall be valued at least annually by the Custodian in co-operation with each Manager. In making such valuations, considerations shall be given to bid and ask prices, previous transaction prices, discounted cash flow, independent appraisal values, the valuations of other comparable publicly-traded investments and other valuation techniques that are judged relevant to the specific situation.
- 10.3 For untraded investments on which the Custodian has not been provided with a valuation, the Manager shall report to the Committee within ten days after such time as the investment became untraded.

Section 11 – Securities Lending

- 11.1 The Fund may enter into securities lending agreements provided the loaned investments are secured by cash or readily marketable investments having a market value of at least 105% of the loan, and that level of security is maintained daily. Collateral provided with respect to any such securities lending agreements shall be held by the Lending Agent for the benefit of the Fund, and the collateral will not be subject to a right of set-off by a third party. For purposes of securities lending, acceptable collateral shall consist of the following:
- Obligations of or guaranteed by the respective governments of Canada or the United States, their respective agencies, or any Canadian province;
 - Widely-traded debt instruments having a rating of at least single A (low) or the equivalent from a nationally recognized statistical rating organization (“NRSRO”);
 - Commercial paper rated at least R-1 (low) or the equivalent by a NRSRO;
 - Acceptances of banks and trust and loan companies whose short-term deposits are rated at least R-1 (low) or the equivalent by a NRSRO;
 - High quality common and preferred shares;
 - Shares of an exchange-traded fund that trade on a major stock exchange, commonly known as Index Participation Units (when immediately convertible into the underlying securities);
 - Unconditional, irrevocable letters of credit that comply with the standards of the

International Chamber of Commerce and which are issued by banks and trust and loan companies whose short-term deposits are rated at least R-1 (low) or the equivalent by a NRSRO;

- Convertible preferred shares and convertible debt instruments (when immediately convertible into the underlying securities);
- Sovereign debt obligations of countries other than Canada or the United States who are members of the Organization for Economic Co-operation and Development (OECD); and
- Canadian Hydro Bonds guaranteed by the respective Provincial governments having a rating of single A (low) or the equivalent by a NRSRO.

Section 12 – Soft Dollar Policy

12.1 No Manager shall enter a soft-dollar arrangement for trades on behalf of the Fund for the payment of third party services without the prior written approval of the Committee.

12.2 In the event a Manager receives soft dollars, these monies shall be used for the benefit of the Plan and not for the benefit of the Manager's firm.

12.3 The Managers shall be governed by the Soft Dollar Policy of the CFA Institute.

Section 13 – Statement Review

The Committee shall review the Statement at least annually, taking into account whether any developments such as the following have occurred:

- governance changes;
- changing investment beliefs;
- changing risk tolerance;
- changes to benefits provided by the Plan;
- changes to the Plan's membership demographics and liability distribution;
- changes to the Plan's cash flow and surplus/deficit position;
- changed expectations for the long term risk/return trade-offs of the capital markets;
- new investment products;
- changes to legislation; and
- any practical issues that arise from the application of the Statement.

Appendix

**Implementation Guidelines
for the
Statement of Investment Policies and Procedures
for the
Trust Fund Created Under
The Carleton University Retirement Plan**

June 30, ~~2020~~2019

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Section 1 - Purpose

- 1.1 This Appendix forms part of the Statement and shall be interpreted in accordance with and subject to the Statement. Except where the context requires otherwise, a capitalized term in this Appendix shall have the meaning that is given to that term in the Statement.
- 1.2 Carleton University (the “University”) administers the Trust Fund (the “Fund”) to pay benefits in accordance with the terms of the Carleton University Retirement Plan (the “Plan”). The Pension Committee (the “Committee”), acting through the Board of Governors (the “Board”), has prepared a statement of investment policies and procedures (the “Statement”) pursuant to the requirements of The Pension Benefits Act of Ontario.
- 1.3 The Committee has prepared these guidelines (the “Guidelines”) to support the Statement and direct its implementation.

Section 2 – Fund Governance – Roles and Responsibilities

2.1 The University is the legal administrator of the Plan and is responsible for all matters relating to the administration of the Plan. The Board delegates tasks to the Committee, and through the Committee to various agents retained to assist it in carrying out its duties. The Board, however, retains overall responsibility for the Fund. The Board has allocated its responsibilities in respect of the Fund as set out below.

2.2 **The Pension Committee**

The Committee shall:

- establish the Statement for approval by the Board;
- review the Statement at least annually, and recommend confirmation or amendment to the Board as needed;
- recommend for the Board's approval one or more custodians (the "Custodian") to hold the assets of the Fund;
- establish the specific investment mandates and recommend for the Board's approval the investment managers (the "Managers") to manage the Fund in accordance with such mandates;
- Engage and monitor one or more investment consultants (the "Consultants") to assist the Committee with its fiduciary duties in respect of the Fund;
- Engage and monitor an actuary (the "Actuary") to review the financial status of the Fund at regular intervals and to perform such other duties as are required by legislation or deemed necessary by the Committee;
- evaluate, both quantitatively and qualitatively, each Manager's performance at least annually. The review shall include a comparison of the rates of return achieved relative to the objectives established, an analysis of the reasons for such return, and an assessment of the risk assumed in the pursuit of such returns;
- ensure that the Custodian's reports are prepared and reviewed by a designated body;
- review and recommend for approval to the Board the audited financial statements of the Fund; and
- delegate tasks relating to the overall management of the Fund to selected agents or advisers retained by the Committee.

2.3 The Managers

The Managers shall:

- manage the short-term asset mix within the long-term guidelines of the Statement and Guidelines and select securities within each asset class, subject to all relevant legislation and the constraints and directives contained in the Statement and Guidelines and in any supplementary document provided by the Committee;
- meet with the Committee at least annually, or more often if the Committee so requests, to present their analysis of the investment performance and to describe their current and future investment strategies regarding their specific investment mandates;
- prepare written reports of investment performance results at least quarterly;
- submit certificates at least annually, or more often if the Committee so requests, attesting to their compliance with the Statement and Guidelines, and notify the Committee if at any time an investment or group of investments does not comply with the Statement and Guidelines;
- give prompt notice to the Custodian of all purchases and sales of securities;
- advise the Committee on an ongoing basis of any changes in the organization, personnel or investment process;
- permit a tour of their premises and a review of their internal control systems and procedures by the Committee at least once a year;
- identify provisions in the Statement and Guidelines that may need to be revised due to new investment strategies or changes in the capital markets; and
- be governed by the Code of Ethics and Standards of Professional Conduct of the CFA Institute.

2.4 The Custodian

The Custodian shall:

- perform the regular duties required of a custodian by law;
- maintain safe custody over the assets of the Fund,
- perform the duties required of the Custodian pursuant to agreements entered into from time to time with the University, including the collection of contributions and payment of pension benefits and expenses relating to the administration of the Plan.
- Execute instructions of the University and the Investment Managers, process the security transactions that result from the buy and sell orders placed by the Managers

and record income; and

- provide the Committee with monthly portfolio reports of the assets of the Fund and monthly reports of the transactions during the period, as well as any reports containing additional information agreed upon between the Committee or its agents and the Custodian.

2.5 **The Performance Measurement Consultants**

The Performance Measurement Consultant shall:

- At least quarterly, provide the Committee with the annualised time-weighted rates of return for the Fund, for each asset class component of the Fund, and for each Manager;
- At least quarterly, provide the Committee with analyses of Fund performance relative to market indices or custom indices as may be agreed upon with the Committee, on a total Fund basis and for each Investment Manager,
- provide such other information and analysis as the Committee may from time to time as requested.

2.6 **The Actuary**

The Actuary shall:

- perform actuarial valuations of the Plan as required, but no less frequently than every three years,
- advise the Pension Committee on any matters relating to Plan design, funding, and regulatory matters,
- assist the Pension Committee in any other way as required in order for the Committee to meet its fiduciary duties,

2.7 **The Consultants**

From time to time the Committee may engage experts to assist them in meeting their fiduciary responsibilities in managing the Fund. Such consultants shall

- provide advice and deliverables to the Committee per the terms of the engagement;
- adhere to this policy as per section 2.3 of the Statement.

Section 3 – Investment Beliefs

3.1 The Committee has from time to time reviewed and confirmed its investment beliefs.

Currently, the Committee believes:

- that equity investments will provide greater long-term returns than fixed income investments, although with greater short-term volatility;
- that it is prudent to diversify the Fund across the major asset classes;
- that a meaningful allocation to foreign equities increases portfolio diversification and thereby decreases portfolio risk while, at the same time, providing the potential for enhanced long-term returns;
- that investment managers with active mandates can add after-fee value mostly through security selection strategies and/or reduce portfolio risk below market risk, and that most of the Fund should be allocated to such managers;
- that investment managers with active balanced mandates can add incremental value through their short-term and mid-term asset allocation strategies and/or reduce portfolio risk below the risk of a portfolio with a static asset mix, and that a portion of the Fund should be allocated to such managers;
- that multiple investment managers are appropriate, given the size of the Fund, provided they offer asset class or style diversification;
- that the overall Fund should be rebalanced within prescribed limits to manage the risk of deviating too far away from the Benchmark Portfolio; and
- that it is prudent to manage currency risk on a non-speculative, non-leveraged manner to control the overall foreign currency exposure of the Fund.

3.2 Responsible Investing

The University provides pension benefits to its employees through the Plan. The primary goal of the Plan is to assist Plan beneficiaries in providing for a financially secure retirement income at a reasonable cost. The Committee has a fiduciary duty to act in the long-term interests of the beneficiaries of the Plan. The prudent and effective management of the Fund as described in this Statement has a direct impact on the achievement of this goal.

In this fiduciary role, the Committee is guided by certain principles as they relate to responsible investing. These are:

- That the fund must be invested to achieve the best possible risk-adjusted rate of return on the Fund's assets.
- That portfolio diversification is necessary to achieve these returns.
- That responsible corporate behaviour with respect to environmental, social and governance (ESG) factors can have a positive effect on long-term financial performance (to varying degrees across companies, sectors, regions, assets classes and time)
- That taking into account ESG issues may better align the portfolio with the interests of our plan members.
- That imposing constraints on portfolio investments may increase risk or reduce returns or both.

These beliefs are consistent with the United Nations Principles for Responsible Investment (UNPRI) which are considered best practice in the area of responsible investing.

The principles will be applied by

- Encouraging investment counsel and other service providers to incorporate ESG issues into investment analysis and decision making,
- Requiring annual disclosure by Investment counsel of the processes by which ESG factors are incorporated into the investment decision making process,
- Examining ways to support the UNPRI by aligning with coalitions and/or industry groups that support ESG principles within the investment industry,
- Requiring disclosure of proxy voting records by investment managers.

Section 4 – Managers, Mandates and Objectives

- 4.1 The Committee has retained the following external Managers and assigned them the investment mandates shown:

Manager	Mandate
Phillips, Hager & North Investment Mgmt Ltd.	Domestic Balanced – Active
Foyston, Gordon & Payne, Inc.	Canadian Equities – Active
MFS Investment Management Canada Ltd.	Domestic Balanced – Active
MFS Investment Management Canada Ltd.	Non-Canadian Equities – Active
Alliance Bernstein	Non-Canadian Equities – Active
William Blair	Emerging Markets Equities - Active
Global Infrastructure Partners	Infrastructure
Macquarie Infrastructure Partners II	Infrastructure
Macquarie European Infrastructure Fund III	Infrastructure
Brookfield Infrastructure Fund III	Infrastructure
<u>JP Morgan Infrastructure Investment Fund</u>	<u>Infrastructure</u>
Mackay Shields LLC	High Yield Debt
Brandes Investment Partners	Global Small Cap Equities - Active
State Street Global Advisors	Strategic Currency Hedge

- 4.2 The Committee expects that the annualised returns of the Manager's portfolio and its component asset classes shall exceed the returns of the representative benchmark indexes plus the value-added targets identified below for that Manager. Total portfolio value-added shall be the principal measure of performance; asset class value-added shall be a supplemental measure of performance.
- 4.3 A secondary performance objective for an active Manager shall be to equal or exceed the median of the returns of other managers with comparable mandates in a well-recognised manager performance universe, on an asset class level.

- 4.4 The Committee expects that the volatility of a Manager's quarterly returns shall be equal to or less than the median volatility of other managers with comparable mandates in a well-recognised manager performance universe.
- 4.5 For the purpose of measuring rates of return for the Managers, all returns shall be measured before investment management fees, but after transaction costs, and over rolling four-year periods. All index returns shall be total returns. All foreign index returns shall be Canadian dollar returns. The returns of all portfolio benchmarks utilizing more than one asset class shall be calculated assuming quarterly rebalancing.
- 4.6 In the benchmark tables below, the portfolio benchmark allocations and the minimum and maximum ranges are measured at market value.

Balanced Benchmark for Phillips, Hager & North

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Cash and Short-Term	FTSE Canada 91-Day T-Bill	0	10	0	0.00
Fixed Income	FTSE Canada Bond Universe	55	75	65	0.35
Canadian Equities	S&P/TSX Capped Composite Index	25	45	35	1.50
Total *	Portfolio Benchmark			100	0.75

*Includes value-added expectation for asset mix management.

Balanced Benchmark for Foyston, Gordon & Payne, Inc.

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Canadian Equities	S&P/TSX Capped Composite Index	40	60	100	1.50
Total	Portfolio Benchmark			100	1.50

*Operational cash is allowed up to 5% of the portfolio.

MFS Investment Management Canada, Ltd.

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Cash and Short-Term	FTSE Canada 91-Day T-Bill	0	10	0	0.00
Fixed Income	FTSE Canada Bond Universe	30	50	40	0.35
Canadian Equities	S&P/TSX Capped Composite Index	50	70	60	1.50
Total *	Portfolio Benchmark			100	1.00

* Includes value-added expectation for asset mix management.

Non-Canadian Equity Benchmark for MFS Investment Management Canada Ltd.

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Non-Canadian Equities	MSCI World	100*	100	100	1.5

* Operational cash is allowed up to 5% of the portfolio.

Non-Canadian Equity Benchmark for Alliance Bernstein

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Non-Canadian Equities	MSCI World	100*	100	100	1.5

* Operational cash is allowed up to 5% of the portfolio.

Non-Canadian Equity Benchmark for William Blair

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Emerging Market Equities	MSCI Emerging Markets	100*	100	100	1.5

* Operational cash is allowed up to 5% of the portfolio.

Infrastructure Benchmark for Global Infrastructure Partners, Brookfield, ~~and~~ Macquarie ~~and~~ JP Morgan Infrastructure Investment Fund

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Global Infrastructure	CPI + 5.0%	100*	100	100	1.5

* Operational cash is allowed up to 5% of the portfolio.

High-Yield Debt Benchmark for Mackay Shields LLC

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
High-Yield Debt	Merrill Lynch U.S. High Yield Constrained Index	100*	100	100	0.75

* Operational cash is allowed up to 5% of the portfolio.

Global Small Cap Equity Benchmark for Brandes Investment Partners

Asset Class	Benchmark Index	Min. (%)	Max. (%)	Portfolio Benchmark (%)	Value-Added Target (% / annum)
Global Small Cap Equities	MSCI Global Small Cap Index	100*	100	100	1.00

* Operational cash is allowed up to 5% of the portfolio.

4.7 Reasons for Termination of Managers

The Committee shall from time to time determine whether any or all of the Managers should be replaced. Although not limited to the reasons set out below, a Manager may be replaced due to:

- failure by a Manager to meet the value-added performance targets set out in herein;

- a change in a Manager's ownership or key personnel;
- a desire to change the investment management structure;
- a failure to satisfy the requirements of Section 2;
- a failure to adhere to the investment constraints set out in the Statement and Guidelines;
- a change in a Manager's investment process or style; and
- an increase in investment management fees.

Section 5 – Monitoring and Control

5.1 Performance

The performance of the Investment Managers will be reviewed at least quarterly by the Committee. Both quantitative and qualitative criteria will be used, including those listed in section 4.6 of the Appendix.

In cases of manager underperformance, the Committee will undertake a detailed review of the manager and record same in the Committee minutes and/or notes held in the Office of Pension Fund Management.

5.2 Compliance Reporting by Investment Managers

Each Fund Manager is required to complete and deliver a compliance report to the Committee on a quarterly basis. The report will indicate compliance with this policy. In the event that a Manager is not in compliance with this policy, the Manager shall advise the Committee immediately and recommend a course of action to remedy the situation.

5.3 Selection of Investment Managers and Consultants

In the event that a new Investment Manager must be hired, whether to replace a terminated manager or to expand the existing Manager structure, the Committee will undertake an Investment Manager search with the assistance of a third-party investment consultant. The criteria for selecting new managers will be consistent with the investment beliefs outlined in Section 3 of the Implementation Guidelines, the fit of the Manager within the policy asset mix and existing manager structure, and the investment constraints detailed in section 6. Other factors include, but are not limited to, the investment style and process of the Manager, risk controls, depth of key personnel, and organizational stability.

The process for selecting consultants to assist the Committee in the discharge of its duties shall follow the guidelines applicable to the Broader Public Sector for the sourcing of such services.

5.4 Control Reporting by Custodian

Annually, the Custodian will be required to provide a Service Organization Control report to the Office of Pension Fund Management and to the external auditors for the Fund.

Carleton University Retirement Fund
Statement of Investment Policies and Procedures
Glossary of Investment Terms

Active Investing: A style of investing whereby investment counsel seek out securities that they believe will perform better than the market as a whole. (See also Passive Investing and Index.) The return on an active portfolio is expected to be greater than the return on the indices.

American Depositary Receipts (ADRs): A system devised by the American investment community whereby the original stock certificate of a foreign security is registered in the name of an American trust company or bank and held in safekeeping by them. The trust company or bank then issues receipts against these stocks, and these are traded as ADRs.

AIMR: The Association for Investment Management & Research, this organization is the primary professional organization for securities analysts, investment managers and others involved in the investment decision-making process. The AIMR Code of Ethics and Standards of Professional Conduct are widely accepted.

Bankers Acceptance: A type of negotiable commercial paper issued by a non-financial corporation but guaranteed as to principal and interest payments by its bank.

Benchmark: A standard of measurement used to evaluate the performance of a portfolio. The benchmark can be a passive index or the performance of a universe of similar portfolios.

Bond: A long-term debt security on which the issuer agrees to pay the holder a specified amount of interest for a specified length of time, and to repay the loan on its maturity date.

Book value: The acquisition value of a security.

CBRS: Canadian Bond Rating Service. See Rating

Certificate of deposit: A fixed-income debt security issued by a chartered bank with maturities of one to six years.

Collateral: Securities or other property pledged by a borrower as a guarantee for repayment of a loan.

Commercial paper: Short-term negotiable debt securities issued by non-financial corporations with terms of a few days to a year.

Convertible: A bond, debenture or preferred shares which may be exchanged by the owner, usually for the common stock of the same company.

Carleton University Retirement Fund

Glossary of Investment Terms

Counterparty risk: The risk that the party on the other side of a transaction will be unable to fulfill its obligations under the contract.

Coupon: A portion of a bond certificate entitling the holder to an interest payment of a specified amount on or after its due date.

CPI: The consumer price index, a measure of inflation in the economy.

Credit Risk: The ability of a bond issuer to pay interest and principal on a timely basis or the likelihood that an issuer will default on principal or interest payments. Also known as default risk.

Credit Default Swap: A swap designed to transfer the credit exposure of fixed income products between parties. The purchaser of the swap makes payments up until the maturity date of a contract. Payments are made to the seller of the swap. In return, the seller agrees to pay off a third party debt if this party defaults on the [loan](#). A CDS is considered insurance against non-payment.

Currency risk: The risk that changes in foreign exchange rates will reduce the dollar value of overseas investments. A currency hedge seeks to eliminate this risk (see Hedging.)

DBRS: Dominion Bond Rating Service. See Rating

Debenture: A certificate of indebtedness of a government or company backed only by the general credit of the issuer.

Derivatives: Securities that have a relationship to an underlying asset or rate. The value is “derived” from the value of the underlying asset. Options, futures, and forward contracts are all forms of derivatives.

Diversification: Spreading investment risk by buying different securities in different countries, asset classes, and businesses.

Dividend: An amount distributed out of a company’s profits to its shareholders in proportion to the number of shares they hold. A preferred dividend remains at a fixed annual amount; a common dividend may fluctuate.

Duration: A measure of a bond’s average maturity. Specifically, it is the weighted-average maturity of all future cash flows paid by the bond, where the weights are the discounted present value of these cash flows.

Carleton University Retirement Fund

Glossary of Investment Terms

Emerging markets: Generally considered to be certain countries in Asia (China, India, Indonesia, Malaysia, South Korea, Taiwan and Thailand), Europe, Middle East and Africa (Czech Republic, Hungary, Poland, Russia, Turkey, Egypt, Morocco and South Africa), and Latin America (Argentina, Brazil, Chile, Columbia, Mexico, Peru and Venezuela).

Equity investments: Securities that represent ownership interest in a firm. Commonly called stock.

Fixed Income: Bonds, debentures or other debt instruments. These securities pay interest and repay the invested capital at a future date (maturity).

Forward contract: A customized contract to buy or sell an asset at a specified date and at a specified price. No payment is made until maturity. (See also Derivatives)

FTSE TMX 91-day T-Bill Index: An index used to measure the performance of managers investing in Canadian cash and short-term (less than 1 year) investments

FTSE TMX Canada Bond Index: An index used as a benchmark to measure the performance of managers who invest in bonds.

Futures contract: A standardized contract to buy or sell an asset at a specified date and at a specified price. The contract is traded on an organized exchange, and the potential gain/loss is realized each day. (See also Derivatives)

Growth investing: Selection of securities with good prospects for above-average earnings growth relative to the rest of the market.

Guaranteed Investment Certificate: A security, usually issued by a trust company, requiring a minimum investment at a predetermined rate of interest for a stated length of time.

Hedge: A transaction intended to reduce the risk of loss from price fluctuations.

High-yield debt: Fixed income investments that are typically rated lower than BBB.

Index: Widely-used measures of the performance of the stock or bond market, based on the performance of certain stocks or bonds that are components of the index. These are used as benchmarks for evaluating the performance of investment counsel.

Index participation unit: A security that tracks an index, a commodity or a basket of assets like an index fund, but trades like a stock on an exchange.

Carleton University Retirement Fund

Glossary of Investment Terms

Infrastructure: The basic physical systems of a country. Transportation, ports, communication, energy, water and electric systems are all examples of infrastructure. Infrastructure investments tends to be less volatile than equities over the long term and generally provide a higher yield than conventional fixed income investments.

Installment receipts: A new issue of stock sold with the obligation that the buyers will pay the issue price in a specified series of installment payments instead of by a lump sum.

Interest rate risk: The potential for fixed income investments to decline in value as interest rates rise. (When current interest rates rise relative to the rates of bonds held by an investor, the principal value of the bonds in the investor's portfolio falls.)

Leverage: Seeking magnified returns on investment by using borrowed funds.

Liquidity: The ability of the market in a particular security to absorb a reasonable amount of buying or selling at reasonable price changes. Also refers to the Fund's ability to generate cash to meet ongoing pension payments.

Market risk: That portion of a particular security's risk that is common to all securities in its general class. This is the risk inherent across a broad market such as the bond market or stock market that cannot be eliminated by diversification; it is the chance that an entire financial market may decline.

Margin: The amount paid by an investor when credit is used to buy a security; the balance is loaned to the investor.

Maturity: The date on which a bond or debenture becomes due and is to be paid off.

Merrill Lynch U.S. High Yield Constrained Index: An index used as a benchmark for measuring the performance of high-yield debt managers.

Morgan Stanley Capital Investment (MSCI) World Index: A stock index used as a benchmark for measuring the performance of managers of non-Canadian stocks.

Mortgages, Direct – ownership of an interest in a single property by holding a mortgage

MSCI Emerging Markets Index: An index used to measure equity market performance in global emerging markets.

Option: The right to buy or sell specific securities at a specified price at a specified future date.

The Carleton University Retirement Fund

Glossary of Investment Terms

Passive Investing: Investing by replicating the security positions held in market indices. The expected return on such a portfolio is very close to the expected return on the indices. (See also Active Investing and Index.)

Pooled Fund: An investment fund made up of a number of securities. The investor holds units in the fund. Each unit represents a share of the total fund. This is as opposed to holding direct investments in the securities.

Preferred Stock: A class of shares that entitles the owner to a fixed dividend ahead of the company's common shares. Usually do not have voting rights.

Present Value: The current worth of a future cash flow.

Private Placements: The sale of securities to a relatively small number of select investors (normally large financial or institutional investors) as a way of raising capital. Private placements are the opposite of publically-traded securities which are available for sale on the open market.

Real return: The investment return adjusted by the inflation rate.

Rating: Evaluation by a credit rating agency, such as CBRS or DBRS, of a bond's investment quality.

Rebalancing: The act of reallocating assets within an investment fund in order to align the portfolio with the benchmark portfolio; that is, the policy asset mix for the fund as defined in the Statement of Investment Policies and Procedures.

Rights: A short-term privilege granted to a company's shareholders to purchase additional common shares, usually at a discount, from the company itself, at a stated price and within a specified time period.

Risk tolerance: Risk here is defined as the variability of investment returns. Investors with a low risk tolerance will look to invest in lower-yielding investments that do not have large fluctuations in the pattern of returns over time.

Scotia Capital Markets (SCM) 91-Day T-bill Index: see DEX Index

Scotia Capital Markets (SCM) Universe Index: See DEX Index

Sector: Industry groupings of the stocks in the equity market. Also the grouping of bonds by type of issuer (federal, provincial, municipal governments and corporate). Diversification by sector is a risk-control strategy.

Securities lending: A program, administered by the custodian, by which securities held in the portfolio are loaned on a short-term basis, for a fee, to another investor. The

The Carleton University Retirement Fund

Glossary of Investment Terms

borrower under the program must provide collateral equal to 105% of the value of the loaned security to protect the fund from the risk that the security is not returned.

Section 144A securities: Privately placed securities that may be traded among qualified (i.e. large, sophisticated) investors. Section 144A is the Securities & Exchange Commission rule that permits this without the usual two-year holding period requirement on privately placed securities.

Small-cap: Refers to smaller companies in the portfolio, as measured by market capitalization (i.e. the total value of all outstanding shares). In Canada, small cap is defined as firms having a market capitalization of less than \$500 million; outside of Canada small cap is defined as those firms having a market capitalization of less than \$1 billion. Small cap stocks tend to be less liquid than large-cap stocks (see Liquidity).

Soft-dollar arrangements: An arrangement between an investment manager and a broker whereby a portion of the commission paid on a trade is used to cover the cost of research supplied by the broker to the manager, or to cover the cost of a third-party service used by the plan sponsor.

Solvency position: Refers to the funded status of the Retirement Plan on the hypothetical assumption that the Plan is wound up immediately. When the liabilities for accrued benefits in the Plan exceed the market value of the Plan's investments, the Plan would be in a solvency deficit position.

Sovereign debt: Bonds issued by national governments, in a foreign currency, to finance their countries' growth. The risk of these bonds is linked to a country's stability.

S&P/TSX Capped Composite Index: An index used as a benchmark to measure the performance of managers who invest in Canadian equities. The Capped Index does not allow the value any single stock position to exceed 10% of the total value of all the securities in the index.

Term deposit: A fixed-income security, most commonly available from chartered banks, requiring a minimum investment at a pre-determined rate of interest for a stated length of time.

Treasury bills: Short-term government debt. T-bills do not pay interest but are issued at a discount (i.e. less than the face value). At maturity, the investor receives the face value. The difference between the discounted purchase price and the face value is the purchaser's income.

Value-added target: The amount by which an investment manager is expected to outperform the returns that can be received on a passively-invested portfolio.

The Carleton University Retirement Fund

Glossary of Investment Terms

Value investing: Seeking stocks that appear “cheap” relative to a valuation model; such equities typically have assets and earnings selling at a discount relative to the market.

Venture capital: Investments in new firms, usually before public offerings of shares of the company. Typically accessed through a pooled fund.

Volatility: A measure of the uncertainty about the future price of an asset. Usually measured by the standard deviation of returns on the asset, it reflects the range of gain or loss in a given investment.

Warrant: A certificate giving the holder the right to purchase securities at a specific price within a specified time period.

Yield: The return on an investment.

AGENDA

ITEM 4.2.1

COMMITTEE: Finance Committee
MEETING: April 16, 2020
ORIGINATOR: University Secretary
ITEM: Membership on the Investment Committee

I. INFORMATION PRESENTED TO THE COMMITTEE

As per the **Carleton University Investment Committee Terms of Reference** (attached)

The Investment Committee shall be composed of ...a Dean appointed by the Finance Committee on the President's recommendation. The membership term, excluding those of ex officio members, shall be three years. Terms may be renewed upon recommendation of the Investment Committee subject to approval of the Finance Committee.

The President recommends Dana Brown, Dean of the Sprott School of Business for membership on the Investment Committee.

Dr. Brown holds a BA in Political Science from Rutgers University, an M.Phil. in Russian and East European Studies from Oxford University, and a PhD in Political Science from Massachusetts Institute of Technology (MIT). Dr. Brown has trained as an Executive Coach with Meyler Campbell in London and has incorporated coaching into her role as a manager and into MBA and executive education curricula. Dr. Brown has also worked in business and with a number of new start-ups, including Amazon.com in its early years. She has helped to establish a number of active learning initiatives for entrepreneurs, and has a particular interest in social entrepreneurship and its impact on local economic development.

II. RECOMMENDATION

That Dana Brown be approved as a member of the Investment Committee for a term of three years.

Carleton University Investment Committee

Terms of Reference

Purpose

The Investment Committee shall oversee the investment of the funds of the Carleton University Endowment Fund, and such other University pools of investable capital as required. For purposes of this statement, these funds together constitute the “investable funds”.

Reporting

The Investment Committee shall report to the Finance Committee of the Board of Governors annually or upon request.

Composition

The Investment Committee shall be composed of:

- Vice President (Finance and Administration) – Chair, ex officio
- Assistant Vice President (Finance) – ex officio
- Director, Pension Fund Management – ex officio
- A Governor appointed by the Board of Governors
- A Dean appointed by the Finance Committee on the President’s recommendation
- Two or more additional members with a relevant professional background, preferably relating to the investment industry, recommended by the Investment Committee and subject to the approval of the Finance Committee

The membership term, excluding those of ex officio members, shall be three years. Terms may be renewed upon recommendation of the Investment Committee subject to approval of the Finance Committee.

All members are voting members. A majority of the members shall constitute a quorum.

Responsibilities of the Investment Committee

- To oversee the management of the investable funds, including
 - Development and review of appropriate investment policies and objectives for the various pools of capital. This shall include a Statement of Investment Policies and Procedures for the Endowment Fund, including a responsible investing policy,
 - Monitoring compliance with investment policies,
 - Review of the distribution rate for the Endowment Fund and other investable funds, and make recommendations about its for modification where appropriate,
 - Monitoring investment performance against investment objectives,
 - Appointing and terminating suitable investment counsel and agents for the investable funds,
 - Rebalancing the investable funds between investment counsel and /or asset classes as deemed appropriate,
- To provide written reports on the performance of endowed funds to the Finance Committee.

- To make recommendations to the Finance Committee on changes to the Statement of Investment Policies and Procedures for the Endowment Fund.

Meetings

The Investment Committee will meet at least semi-annually or as deemed necessary.

Conflict of Interest Policy

A conflict of interest refers to a situation where financial, professional or other personal consideration may compromise or have the appearance of compromising an individual's professional judgment in the performance of his or her duties or in the exercise of his or her fiduciary obligations as a member of the Investment Committee (a "Member").

For the purposes of these guidelines, a Conflict of Interest includes the concept of a Conflict of Commitment, and is defined as follows:

A Member of the Committee is involved in a conflict of interest where (1) the Member owes a duty to the University, and (ii) the Member has a personal interest in the matter or owes a duty to act in the matter in the interests of a different person, group of persons, institution or organization.

A conflict of interest may arise in various cases. The following are definitions of the various types of interests that a Member may have, which could give rise to a Conflict of Interest, a Conflict of Commitment, or a perception of either:

Financial Interest: A Member has a pecuniary or financial interest where he or she stands to gain a financial advantage from a decision made. The financial interest may take the form of money, gifts, favors or other special considerations.

Undue Influence: A private or personal interest that impairs, influence or appears to influence the objective exercise of his or her duties as a Member of the Committee.

Adverse Interest: A Member is a party to a claim or proceeding against the University.

Personal Relationship: A non-arm's length relationship, including but not limited to family members and persons with whom there is or has recently been a close personal relationship.

Apparent/Perceived Conflict of Interest: A reasonable apprehension which a reasonable person may have, that a conflict of interest exists, even if there is neither a potential nor a real conflict.

For the purposes of these guidelines, the following are intended to be examples, and not an exhaustive list, of situations giving rise to a conflict of interest:

1. Entering into a business or other contract/transaction on behalf of the University with a company or firm in which a Member or a person related to the Member has a financial interest.
2. Influencing the purchase of equipment, materials or services for the University from a company or firm in which a Member or a person related to the member has financial interest.
3. Accepting gifts, benefits or favors from individuals or firms with which the University does business, except as token courtesies.
4. Directing students or staff of the University to carry out work for a company or firm in which a Member has a financial interest.
5. Using the University's resources or facilities for a Member's personal benefit or the benefit of related persons.
6. Using the position as a Member to obtain employment with the University.
7. Participating in the appointment, hiring, promotion or evaluation of a related person.
8. Representing the interests of a group of employees or contractors as a voting member of the executive body or as an officer of a staff or faculty association or union.

Process for Dealing with a Conflict of Interest

Both prior to serving on the Investment Committee and during their term of office, Members must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Investment Committee deals with the matter at issue.

If at any time a Member is not certain whether she/he is in a conflict of interest position, she/he may consult with the University Secretary or the President for advice and guidance.

If there is any question or doubt about the existence of a real or perceived conflict, the matter may be referred to the Board or the Investment Committee, as the case may be, who will determine by majority vote if a conflict exists. The Member potentially in a conflict of interest shall be absent from the discussion and shall not vote on the issue.

It is the responsibility of other Members who are aware of a real, potential or perceived conflict of interest on the part of a fellow Member to raise the issue for clarification, first with the Member in question and, if still unresolved, with the Chair of the Investment Committee.

If a conflict is identified, the Member must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and, unless otherwise decided by the Board, must leave the meeting room for the duration of any such discussion or vote.

The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting, or in a note to file in the Office of the University Secretary.

Where it has been determined by the Investment Committee that a Member has breached the Conflict of Interest Policy, the Investment Committee will consider the extent to which the policy has been breached in considering the need for redress.

Where there has been a failure on the part of a Member to comply with the Conflict of Interest policy, the Investment Committee may issue a verbal or written reprimand to the Member or request that the Member apologize, issue a retraction, take appropriate corrective action or resign.

Review of the Terms of Reference

The terms shall be reviewed and approved by the Investment Committee at least once every two years. Changes to the terms of reference recommended by the Investment Committee shall be approved by the Finance Committee of the Board of Governors.

September 2018

AGENDA

ITEM 4.2.2

BOARD OF GOVERNORS REPORT

To:	Finance Committee	Date of Report: March 27, 2020
From:	Director, Pension Fund Management	Date of Meeting: 16 April 2020
Subject:	Investment Report on the Endowment	
Responsible Portfolio: Vice-President (Finance and Administration)		

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This report serves to assist the Finance Committee of the Board in its oversight of the University's Endowment Fund (the "Fund"). The report provides the investment returns of the Fund for periods ending December 2019, along with information about the Fund's asset mix and external investment counsel.

The Fund is comprised of three subsidiary funds – the General Endowment, which is where most donations to the University are directed, and two smaller, single- manager funds - the Sprott Bursary fund and the Jarislowsky Chair in Water and Global Health. The objective of the Fund is to maintain the real value of the Fund in perpetuity while achieving returns that will allow annual distributions of 4% of the moving four-year average of the market value of the Fund in addition to a 1% administrative levy. Results for this period show that this objective was met.

An update on returns through the end of March 2020 will be provided at the meeting.

On a combined basis (i.e. including all three subsidiary funds), the returns on the Fund for periods ending December 31, 2019 were as follows:

Total Market Value of \$315.2 million

	1Q	1 year	2 year	4 year	5 year
Total Combined Endowment	3.29	18.44	7.64	9.33	8.53
<i>Benchmark</i>	<i>3.2</i>	<i>17.37</i>	<i>7.03</i>	<i>8.26</i>	<i>6.76</i>
Value added	0.09	1.07	0.61	1.07	1.77

The General Endowment represents over 90% of all endowed funds. Distributions from the General Endowment support numerous student aid and other campus initiatives. The returns on the General Endowment for periods ending December 31, 2019, were:

Market value \$294.4 million

	1Q	1 year	2 year	4 year	5 year
Total General Endowment	3.05	18.31	7.63	8.9	8.34
<i>Benchmark</i>	<i>3.2</i>	<i>17.37</i>	<i>7.03</i>	<i>8.26</i>	<i>6.76</i>
Value added	-0.15	0.93	0.6	0.63	1.58

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent adviser responsible to monitor performance measurement for the Fund. Information from their reports for the period ending December 31, 2019 was used in preparing this investment report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Carleton University Endowment Fund is comprised of three subsidiary funds – the General Endowment, the Sprott Bursary fund, and the Jarislowsky Chair in Water and Global Health. Each of funds is described below.

In considering returns for periods longer than two years, it is important to note that in June 2016, the asset mix of the Endowment Fund was materially changed. A Sprott Asset Management (SAM) equity mandate within the General Endowment was terminated as was the SAM hedge fund mandate in which the endowment for the Sprott School of Business was invested. The rebalancing took place over the third quarter of 2016. The funds received from the liquidation of these mandates were reallocated to two investment managers – Phillip, Hager & North and MFS – who already had mandates with the Fund for several years. It is important to note that historical returns prior to 2017 for the combined and the General Endowment funds will continue to incorporate the past performance of the SAM mandates.

1. The General Endowment

The General Endowment represents over 90% of all endowed funds. Distributions from this Fund support numerous student aid and other campus initiatives. The General Endowment totaled \$294.4 million at December 31, 2019, down from \$304.8 million at September 30, 2019.

The General Endowment is managed by Phillips, Hager & North (“PH&N”), and MFS Institutional Advisors (“MFS”). The Fund also holds an infrastructure investment managed by Brookfield. A commitment to two new infrastructure funds (GIP IV and JPMorgan Infrastructure Investments) has been made but have not yet been funded as at the date of this report.

Asset Mix of the General Endowment

The policy asset mix and the current asset mix are:

	<u>Policy</u>	<u>Current</u>	<u>Variance</u>
Canadian fixed income	25%	26.60%	1.60%
Canadian equities	25%	24.60%	-0.40%
Global equities	35%	46.40%	11.40%
Infrastructure	15%	2.40%	-12.60%

With the exception of infrastructure and an overweight within global equities, weightings for all asset classes are within the 10% ranges permitted under policy. As funding of the infrastructure mandates proceed the asset mix will show a flow of funds from global equities to infrastructure.

Investment Managers

At December 31, 2019, the investment counsel for the General Endowment were:

Investment Manager	\$ (millions)	% of Total	Benchmark
PH&N	\$150.90	51.30%	Can equities (45%) and fixed income (55%)
MFS	\$136.50	46.40%	Non-Canadian equities
Infrastructure	\$7.00	2.30%	Infrastructure
	<u>\$294.40</u>	<u>100.00%</u>	

2. Sprott Bursary

The Sprott Bursary was established in November 2012. At the donor's request, the bursary assets were invested solely by Sprott Asset Management ("SAM"). Distributions from this Fund support bursaries established by donations from Eric Sprott. This fund is not combined with the General Endowment.

At December 31, 2019, the value of the Bursary was \$14.9 million (\$14.9M at September 30, 2019). Returns were as follow:

	1Q	1 year	2 year	4 year	5 year
Sprott Bursary	7.96	22.66	8.24	17.38	11.99
<i>Benchmark</i>	<i>3.17</i>	<i>22.88</i>	<i>5.81</i>	<i>10.28</i>	<i>6.28</i>
Value added	4.79	-0.22	2.43	7.1	5.71

3. Jarislowsky Chair in Water and Global Health

This \$4.6 million endowment was funded in December 2015. The endowment has been set up as a single-purpose endowment and will not be combined with the General Endowment. The fund is invested in a balanced portfolio of Canadian and non-Canadian stocks and Canadian fixed income managed by Jarislowsky Fraser Limited.

	1Q	1 year	2 year	4 year	5 year
Jarislowsky Fraser	3.42	14.59	8.23	8.15	n/a
<i>Benchmark</i>	<i>3.01</i>	<i>18.31</i>	<i>8.14</i>	<i>8.43</i>	
Value added	0.41	-3.72	0.09	-0.28	

Attachments

Returns of the individual investment managers are shown in Exhibits A and B, attached. Exhibit A relates to the General Endowment; Exhibit B to the Combined Endowment.

6.0 FINANCIAL IMPLICATIONS

The performance of the Endowment Fund has an impact on the University's operating budget, most significantly in generating funds for student financial assistance. Annual distributions are made from the Fund at a rate of 4% of a four- year moving average of the market value of the Fund. A key objective of the Fund's investment policy is to maintain this disbursement level and to preserve the real value of the endowment capital in perpetuity. In fiscal year 2019, the annual distribution from the Endowment fund was \$10.7 million, providing \$3.0 million for scholarships and awards, \$3.2 million in bursaries, and \$4.5 million in support of other academic and student service initiatives that would otherwise be funded from operations.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board in its oversight of the Investment Committee for the Fund. Major risks posed by the Endowment Fund relate to the failure of the Fund to generate enough revenue to meet expected financial commitments, the Fund not being managed in accordance with the existing investment policy, and the reputational risk if the first two risks are not appropriately managed.

The Investment Committee manages the Fund in accordance with the Statement of Investment Policies and Procedures developed for the Endowment Fund. The Investment Committee's terms of reference require periodic reporting to the Finance Committee of the Board of Governors. The Investment Committee is comprised of the Vice President, Finance and Administration, the Assistant Vice President, Finance, the Director, Pension Fund Management, a Dean (appointed by the President), a member of the Board of Governors, and two or more external members who have expertise in the investments sector.

Financial risk largely rests with market returns volatility and resulting negative performance that would affect planned disbursements. This risk is mitigated by maintaining a diversified portfolio and holding quality securities. In addition, the use of a four-year average for calculating distributions from the Fund smooths peaks and troughs of investment returns and, thereby, of the annual distributions from the Fund.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational implication that requires a communications strategy.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



Carleton General Endowment - Monthly Performance Report

EXHIBIT A

TOTAL GROSS OF FEES

12/31/2019

Annualized

Group Label Account Name Benchmark Name	Market Value	% of Total	Month	3 Months	YTD	Fiscal YTD	1 Year	2 Years	4 Years	5 Years	ITD
General Endowment Only	294,399,301.14	100.00	-0.05	3.05	18.31	5.48	18.31	7.63	8.89	8.34	7.22
<i>Total Plan Bmk ex Hedge Fd</i>			<i>0.00</i>	<i>3.20</i>	<i>17.37</i>	<i>4.76</i>	<i>17.37</i>	<i>7.03</i>	<i>8.26</i>	<i>6.76</i>	<i>8.00</i>
Excess Return			-0.05	-0.15	0.93	0.72	0.93	0.59	0.63	1.58	-0.78
Non-Canadian Equities											
MFS	136,474,707.96	46.36	0.55	5.53	25.27	7.56	25.27	11.43	10.98	12.46	16.23
<i>MSCI World Ex Canada Net Idx</i>			<i>0.57</i>	<i>6.45</i>	<i>21.22</i>	<i>5.75</i>	<i>21.22</i>	<i>10.02</i>	<i>9.40</i>	<i>11.45</i>	<i>14.83</i>
<i>CAD</i>											
Excess Return			-0.02	-0.93	4.04	1.81	4.04	1.41	1.58	1.01	1.40
Canadian Balanced											
PH&N	150,897,950.86	51.26	-0.48	1.29	13.96	4.27	13.96	4.86	6.59	5.05	6.38
<i>PH&N Balanced BM</i>			<i>-0.45</i>	<i>0.95</i>	<i>13.96</i>	<i>3.96</i>	<i>13.96</i>	<i>5.02</i>	<i>6.38</i>	<i>4.68</i>	<i>7.15</i>
Excess Return			-0.03	0.34	-0.01	0.31	-0.01	-0.16	0.21	0.38	-0.76
Infrastructure											
Brookfield INF	6,948,939.81	2.36	-2.37	-2.06	-5.03	-3.60	-5.03	1.56			-0.34
<i>CPI (1M in arrears) +5%</i>			<i>0.26</i>	<i>0.90</i>	<i>7.17</i>	<i>4.04</i>	<i>7.17</i>	<i>6.92</i>			<i>6.73</i>
Excess Return			-2.63	-2.95	-12.21	-7.64	-12.21	-5.36			-7.07
CU END GIP IV	77,702.51	0.03	-2.02								-73.92
<i>CPI (1M in arrears) +5%</i>			<i>0.26</i>								<i>0.91</i>
Excess Return			-2.28								-74.84
Additional Benchmarks											
<i>MSCI World Net Dividend Comp^</i>			<i>0.55</i>	<i>6.32</i>	<i>21.22</i>		<i>21.22</i>	<i>9.83</i>	<i>9.39</i>	<i>11.22</i>	<i>9.81</i>
<i>S&P/TSX Composite Index</i>			<i>0.45</i>	<i>3.17</i>	<i>22.88</i>		<i>22.88</i>	<i>5.81</i>	<i>10.28</i>	<i>6.28</i>	<i>8.99</i>
<i>FTSE Canada Universe Overall</i>			<i>-1.19</i>	<i>-0.85</i>	<i>6.87</i>		<i>6.87</i>	<i>4.10</i>	<i>3.09</i>	<i>3.18</i>	<i>8.51</i>
<i>Bond Index</i>											



Carleton Combined Endowment - Monthly Performance Report

EXHIBIT B

Group Label Account Name Benchmark Name	Market Value	% of Total	Month	3 Months	YTD	Fiscal YTD	Annualized				
							1 Year	2 Years	4 Years	5 Years	
Total Plan incl. Hedge Fund	315,152,120.21	100.00	0.30	3.29	18.44	6.31	18.44	7.64	9.47	8.55	11.07
<i>Total Plan Benchmark</i>			<i>0.00</i>	<i>3.20</i>	<i>17.37</i>	<i>4.76</i>	<i>17.37</i>	<i>7.03</i>	<i>7.90</i>	<i>6.79</i>	
Excess Return			0.30	0.09	1.07	1.55	1.07	0.61	1.57	1.75	
Canadian Equity											
Sprott Bursary	16,111,710.76	5.11	7.33	7.96	22.65	24.53	22.65	8.24	17.38	11.99	-4.15
<i>S&P/TSX Composite Index</i>			<i>0.45</i>	<i>3.17</i>	<i>22.88</i>	<i>5.07</i>	<i>22.88</i>	<i>5.81</i>	<i>10.28</i>	<i>6.28</i>	<i>7.73</i>
Excess Return			6.87	4.79	-0.22	19.45	-0.22	2.43	7.11	5.71	-11.88
Non-Canadian Equities											
MFS	136,474,707.96	43.30	0.55	5.53	25.27	7.56	25.27	11.43	10.98	12.46	16.23
<i>MSCI World Ex Canada Net Idx CAD</i>			<i>0.57</i>	<i>6.45</i>	<i>21.22</i>	<i>5.75</i>	<i>21.22</i>	<i>10.02</i>	<i>9.40</i>	<i>11.45</i>	<i>14.83</i>
Excess Return			-0.02	-0.93	4.04	1.81	4.04	1.41	1.58	1.01	1.40
Canadian Balanced											
PH&N	150,897,950.86	47.88	-0.48	1.29	13.96	4.27	13.96	4.86	6.59	5.05	6.38
<i>PH&N Balanced BM</i>			<i>-0.45</i>	<i>0.95</i>	<i>13.96</i>	<i>3.96</i>	<i>13.96</i>	<i>5.02</i>	<i>6.38</i>	<i>4.68</i>	<i>7.15</i>
Excess Return			-0.03	0.34	-0.01	0.31	-0.01	-0.16	0.21	0.38	-0.76
Global Balanced											
Jarislowsky Fraser	4,641,108.31	1.47	-0.01	3.42	14.59	4.88	14.59	8.23	8.15		8.15
<i>Jarislowsky Fraser Custom BM</i>			<i>0.12</i>	<i>4.01</i>	<i>18.31</i>	<i>5.21</i>	<i>18.31</i>	<i>8.14</i>	<i>8.43</i>		<i>8.43</i>
Excess Return			-0.14	-0.58	-3.72	-0.33	-3.72	0.09	-0.28		-0.28
Infrastructure											
Brookfield INF	6,948,939.81	2.20	-2.37	-2.06	-5.03	-3.60	-5.03	1.56			-0.34
<i>CPI (1M in arrears) +5%</i>			<i>0.26</i>	<i>0.90</i>	<i>7.17</i>	<i>4.04</i>	<i>7.17</i>	<i>6.92</i>			<i>6.73</i>
Excess Return			-2.63	-2.95	-12.21	-7.64	-12.21	-5.36			-7.07
CU END GIP IV	77,702.51	0.02	-2.02								-73.92
<i>CPI (1M in arrears) +5%</i>			<i>0.26</i>								<i>0.91</i>
Excess Return			-2.28								-74.84
Additional Benchmarks											
<i>MSCI World Net Dividend Comp^</i>			<i>0.55</i>	<i>6.32</i>	<i>21.22</i>		<i>21.22</i>	<i>9.83</i>	<i>9.39</i>	<i>11.22</i>	<i>9.81</i>



Carleton Combined Endowment - Monthly Performance Report

EXHIBIT B

Annualized										
Group Label	Account Name	Market Value	% of Total	Month	3 Months	YTD	Fiscal YTD	1 Year	2 Years	4 Years
Additional Benchmarks										
S&P/TSX Composite Index				0.45	3.17	22.88		22.88	5.81	10.28
									6.28	8.99

AGENDA

ITEM 4.2.3

BOARD OF GOVERNORS REPORT

To:	Finance Committee	Date of Report: 03/25/2020
From:	Vice-President (Finance and Administration)	Date of Meeting: 4/16/2020
Subject:	Major Capital Projects, Deferred Maintenance	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

None

3.0 EXECUTIVE SUMMARY

Capital projects totalling \$238.1 million are currently underway. As of March 31, 2020, total expenditures incurred and value of work completed totaled \$174.9 million, with forecast spending of \$66.0 million. The Health Science Building project is essentially complete. The Nicol Business Building is well underway. The revised Education Design Centre (Mackenzie Building Addition) is in design development. At this time, we are projecting the ARISE Phase 1 project will exceed the allowable budget threshold of 15% or \$500,000 (whichever is less). This report also provides a budget update on the overall spent on the Deferred Maintenance and Capital Renewal Budget.

4.0 INPUT FROM OTHER SOURCES

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

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

- **Health Sciences Building (HSB)** — The \$52M building and interior fit-up of floors one, two, three and five are complete, with occupancy in place since December 2017. The Vivarium (7th floor) has been occupied since August 2019. Fit-up of floors 4 and 6 is being managed through a separate project estimated at \$9 million. Partial occupancy for the fit up of floors 4 & 6 was obtained in early September 2019. The work on floor 2 was completed in late-October 2019. Full occupancy is expected in May 2020. The

remaining work on floor 7 was delayed due to a failed vivarium exhaust fan which was replaced and now operational. Expected completion is August 2020. Although we are discussing the cost of a number of change orders with the design team resulting from errors and omissions, as well as related design fees, we still expect the two phases to remain on budget.

- **Advanced Research and Innovation in Smart Environments (ARISE)** – The project is complete. Minor deficiencies are being dealt with. COVID-19 may have an impact on the process. The construction phase of ARISE is estimated to be over budget by \$1.244M. A detailed accounting will be provided to the Finance Committee as part of the closeout report, expected in September 2020.
- **Cogeneration Facility** – Construction of this \$20.7 million project was expected to be complete in the spring of 2020. The high voltage switchgear was delivered in June 2019 and after all deficiencies have been corrected it will be energized. Pre-commissioning activities have been completed on the project. Commissioning will proceed once the switchgear is energized. The timeline is now COVID-19 compromised because we have US personnel coming to site. The project is forecast to be within project budget.
- **Nicol Building (Sprott Business School)** – Building envelope: Roofing is substantially complete, exterior precast installation is complete, and curtain wall installation is in progress. Mechanical and electrical and interior systems work is underway on levels 1 to 4. Interior wall partition framing has started on levels 5 to 7. In early March the contractor provided a schedule update with a forecast substantial completion of October 30, 2020. However, there is now uncertainty associated with the COVID-19 situation. The contractor is currently assessing potential impacts, in particular the impacts of the broad shut down order in Quebec. The Nicol project includes some key trades from Quebec, including the curtain wall system. Furniture procurement is in process. Furniture mock-up installation and review is scheduled for early April. This may have to be rescheduled and reorganised to comply with social distancing directives.
- **Engineering Design Centre (Mackenzie Building Addition)** – The Joint Venture Diamond Schmitt Architects from Toronto and KWC Architects Inc. from Ottawa were competitively selected to refine the concept and to develop the EDC design and construction documents, and Ellis Don was selected as a construction manager. A Cost Consultant was also engaged to support the project team with cost estimates, value engineering, and cost control. A request for site plan control (SPC) application and a foundation permit (part of the building permit phase I, Noise study, CCTV survey). Feasibility study to increase scope of work is in progress, project will be going to the Board for revised design and funding.) has been submitted to the city. Mechanical, Electrical, Interiors and Landscape applications for permits are expected to be submitted early March 2020. Numerous studies and surveys proved to be required and were completed this summer (Geotechnical, Topographical, Environmental Site Assessment
- **New Student Residence** – The new Student Residence planning and implementation is currently on track for delivery in September 2022. Currently several bid packages are being prepared for issue on April 6th, 2020. These include excavation and foundations. Submittals to the City are also underway. The known risks to the project are being mitigated including COVID-19 protocols. Issues relating to supply chain are being minimised and the Construction Manager is able to undertake significant amounts of labour using their own workforces. The City of Ottawa continues to accept permits and plans for review albeit the turn around time is a bit longer. There does remain unknown risks to the project brought on by the current environment such as: material deliveries, labour disruption,

and travel restrictions. We believe to have mitigated these through the CM and material choices. However, given the current environment there may be risks that remain unknown. The project is on track to begin work once the first packages have been awarded at the end of April 2020.

6.0 FINANCIAL IMPLICATIONS

With the exception of the ARISE project, we do not expect any issue that will have a material impact on being able to complete the capital projects on or under budget.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Due to the nature and size of contracts related to capital projects, there is always a potential for disputes with contractors and associated delays in construction. In addition, there is potential for financial risk due to price changes in materials, labour disruption and other unforeseen circumstances such as adverse weather. These risks are monitored closely through the life of projects and appropriate mitigation measures are put in place including implementing owner controlled insurance programs on projects. As discussed above, given the COVID-19 pandemic each project faces the potential for delay to labour shortages and supply chain disruptions. Every effort will be made to work with the contractors to mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

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

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

**Carleton University
Major Capital Projects
Reporting at March 2020**

Project	Budget	Expenditures at Feb 29, 2020	Work Completed to Mar 2020	Contingency (incl. in Budget)	Contingency Spent (%)	Anticipated Expenditures to Come	(Over) Under Budget
Capital Renewal 2017/18	14,000,000	12,391,742	12,561,658	1,400,000	72%	1,486,210	122,048
Capital Renewal 2018/19	14,000,000	11,357,749	12,191,293	1,400,000	31%	2,420,469	221,782
Capital Renewal 2019/20	14,000,000	2,042,825	2,251,822	1,400,000	0%	11,957,175	0
ARISE	29,768,000	29,002,520	29,597,758	3,300,000	147%	2,009,480	-1,244,000
Cogeneration Facility	20,700,000	18,591,405	18,992,692	2,500,000	103%	2,038,828	69,767
Health Science Building	52,000,000	51,315,800	51,367,776	4,608,000	95%	684,200	0
Nicol Building	65,100,000	30,763,839	32,866,619	2,334,000	36%	32,836,161	1,500,000
Health Science Fit Up 4&6	9,000,000	8,359,791	7,343,799	1,475,479	91%	652,209	-12,000
ARISE Fit Up	8,500,000	6,890,045	7,254,750	707,000	82%	1,249,955	360,000
EDC (ME Addition)	11,000,000	361,998	439,753	1,100,000	0%	10,638,002	0
TOTAL	238,068,000	171,077,714	174,867,920			65,972,689	1,017,597

AGENDA

ITEM 4.2.4



Carleton
UNIVERSITY

Canada's Capital University

**Minutes of the 111th Meeting of the
Advancement and University Relations Committee**

**Wednesday, September 18th, 2019
Room 2440R, Richcraft Hall**

Present:

Mr. D. Fortin (Chair)
Dr. B.A. Bacon
Ms. F. Afaq
Mr. P. Dion
Ms. K. Furlong

Ms. G. Garland
Ms. N. Karhu
Mr. N. Nanos
Dr. E. Sloan (Vice-Chair)
Ms. J. Taber

Staff:

Mr. G. Aulenback
Ms. S. Blanchard
Ms. J. Chandler
Ms. J. Conley
Mr. D. Cumming
Ms. A. Cunningham

Mr. R. Davies
Ms. A. Goth
Mr. R. Goubran
Mr. S. Levitt
Ms. E. McLaughlin

Guests: Ms. P. Ward

Observers:

Ms. L. Hayes

Ms. L. Honsberger

Regrets: Ms. J. Teron

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

The meeting was called to order at 1:00 p.m.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF THE AGENDA

It was moved by Ms. Karhu and seconded by Ms. Garland that the Community Relations and Advancement Committee approve the agenda of the 111th meeting, as presented. The motion carried.

4. APPROVAL OF MINUTES & BUSINESS ARISING

Minutes of the previous meeting were circulated in advance. It was moved by Dr. Sloan and seconded by Ms. Karhu that the University Relations and Advancement Committee approve the minutes of the 110th meeting, as presented. The motion carried.

There was no business arising from the previous minutes.

5. ITEMS(S) FOR APPROVAL

5.1 Board Award Criteria Review and Jury Selection

An executive summary, criteria and proposed jury was circulated in advance.

The Board of Governors Award for Outstanding Community Achievement is awarded annually to someone in the graduating class, usually at convocation. The committee is responsible for the annual review of the criteria and appointing the selection jury. The selection jury recommends the recipient to the committee and board following the review of all submissions. The recommended jury is Dan Fortin, Patrick Dion, Elinor Sloan, Nina Karhu, Abdulwahab Alhaimi, and Farima Afaq.

It was moved by Mr. Nanos and seconded by Ms. Furlong to recommend the Board approval of the Board Award Criteria Timeline and Jury Selection, as presented. The motion carried.

6. ITEMS(S) FOR INFORMATION

6.1 Reputational Research Report

An executive summary and presentation were circulated in advance.

A reputational research project was undertaken in 2018/2019 to understand what Carleton's key audiences think and feel about the university, which attributes are most important for reputation, how Carleton performs on these attributes and what actions Carleton may want to take to improve its reputation. The Strategic Counsel was selected by RFP to perform this research.

Ms. Pam Ward, Principal of The Strategic Counsel provided a presentation on the key findings of the reputation research project conducted over 2018-2019.

The goal of the project was to collect data from a variety of sources to inform the renewal of the Strategic Integrated Plan. In time, the data will be used to help develop a differentiation and marketing strategy for the university.

Highlights of the presentation included:

- More than 5,000 people shared their opinion through in-depth interviews (20 internal; 28 external), focus groups (4 on-campus; 7 off-campus) and online surveys (2,918 internal; 2,210 external);
- Qualitative results show that Carleton's profile is extremely low (largely absent from the national conversation on higher ed). Those who do know Carleton typically hold very positive impressions, while those unaware of Carleton are open to learning about its strengths and there is a desire to see Carleton clarify its aspirations and invest in raising its profile;
- Quantitative results show that awareness of Carleton is low outside of Eastern Ontario, with reputation rating as average and on par with most other comprehensive universities, viewed as being on the move with new programs, facilities and investments, but there is a need to focus on perceptions of the quality of programs, students and graduates;
- Stakeholders highlighted the importance of prioritizing and investing in promoting a distinctive message;
- Some external stakeholders, especially local residents and prospects as well as many internal community members believe that Carleton's reputation is on the upswing;
- Neither 'Canada's Capital University' nor 'Here for Good' are hitting the mark as a brand for the University or as compelling and distinguishing ways to promote Carleton;
- Strengths of Carleton that were outlined included strong leadership, positive culture and sense of community, focus on student experience, interdisciplinary programs, research strengths and strong financial positions;
- Opportunities for improving Carleton's reputation can be found in connecting to Ottawa and the region (including government relations), collaborative leadership and strategic partnerships, interdisciplinary, research impact, defining what 'innovation' means for Carleton, and harnessing a distinctive spirit and character;
- Threats to Carleton include a lack of investment, other universities making strides where Carleton is already strong (but underselling its story), and the low visibility of Ottawa's tech sector;
- The top three drivers of reputation outlined were: challenging programs with high academic standards, selective admission standards and strong graduate outcomes (it was noted that these drivers are generally similar for all universities);
- Areas where Carleton may want to help people make connections are accessibility, equity, diversity and inclusion, interdisciplinarity, government and industry connections, and experimental learning;
- It is important for Carleton to maintain its promotional strengths in graduate outcome and retention rates;
- Critical areas of focus for improving reputation including perceptions of admission standards and the perceptions of research intensity;

- The least important areas of focus for reputation are recruitment of international students.

The committee discussed the break-down in response rates, and Ms. Ward responded that all responses were weighted. The term “graduate outcomes” was defined as the success graduates have after leaving Carleton, such as: examples of employment rates of graduates or alumni. It was asked if there was anything in the research that was distinctive about Carleton versus other universities. Ms. Ward described there is a unique sense of culture, openness, collaboration and strong partnerships and that the Carleton community in general was optimistic about momentum with a sense of strong community.

The committee discussed areas that other universities might be making strides where Carleton is already strong. Ms. Ward outlined that other universities are making strides in health initiatives which are being packaged to create a higher profile and visibility. Carleton needs to define its signature pieces in terms of interdisciplinarity, and amplify its unique connections with the Government and the tech sectors such as the Shopify partnership.

The President was asked if the results of the research was surprising to the senior administration. He responded that nothing was truly surprising, but did reaffirm that Carleton has a low profile with a need to have its story sharpened and amplified. There is a perception that admission standards are low even though that is not the case. There is also a perception of low research impact, even though there are strong partnerships with the tech sector. This presents an opportunity to build and tell Carleton’s story and build positive perceptions. There is also a need to build awareness of Carleton location in Ottawa a G7 capital.

6.2 Comprehensive Campaign and Advancement Update

A presentation was circulated in advance. A booklet *Lessons Learned: Outcomes of the Collaborate Campaign* and the booklet *Here for Good: Celebrative Impact* were circulated at the meeting. An executive summary of Advancement portfolio was distributed following the meeting.

Ms. Jennifer Conley and Mr. Ryan Davies provided a presentation on the *Here for Good* philanthropic promise to donors and the guiding principle for fundraising at Carleton. The university completed a \$300M campaign in 2019 with over 29,000 individual donors. The booklet *Here for Good: Celebrative Impact* outlines and summarizes the major projects that donors were engaged in during the campaign. The booklet *Lessons Learned: Outcomes of the Collaborate Campaign* summarizes the six best practices that led to the campaign results.

The impact of philanthropy can be seen at Carleton with donors being invited to give through Carleton to serve the greater good – economic, common and social. The *Campaign for Good* continues the momentum, volume and velocity of a perpetual campaign.

The *Campaign for Good* has four overlapping integrated yet distinct areas of focus, including: academic/student life, research, mobilization and philanthropy with three major guiding focuses of igniting Carleton's human potential, addressing society's biggest challenges, and creating a pathway to partnership. *Together for Good* is the proof point of the campaign and the guiding motherhood statement.

A new and immerging opportunity for Advancement is the community liaison mandate in which the academic and research mandate of the university are served. Phase one of this portfolio is the *Hub for Good* (hubforgood.carleton.ca) which is a digital space for the liaison role to help open Carleton's doors for holistic integrated partnership. The focus is to provide expediency and timeliness for those who want to partner with Carleton to provide meaningful activation on and with campus.

A community liaison and partnerships team has been developed under the leadership of Diane Chea, Director, Philanthropy, Ryan Davies, Director, Advancement Strategy and Brand, and Corrie Hobin, Director, Major Gifts, full partnership with Dr. Lorraine Dyke, Deputy Provost (Academic Operations and Planning) and Dr. Rafik Gourban, Vice-President (Research and International). This team will be socializing, proactively and brokering the *Hub for Good* forming and/or strengthening relationships in the community for Carleton.

The members of the Board were welcomed to *Be Together for Good* with Carleton on their theme or area of passion and create a passion project. There are many ways that governors can engage with Carleton and members were invited to meet with Ms. Conley and her team to discuss ideas and review the toolkit of options.

The committee discussed the disparity between the reputational research data and Advancements success in their fundraising campaign. Ms. Conley responded that *Here for Good* was created for the fundraising campaign that was one of the most ambitious and successfully completed in Ottawa, and was created by Advancement for philanthropy for perspective donors with a specific use for a brand and a participatory platform. The *Here for Good* has evolved to *Together for Good* to continue to engage our community. The research data will be used and incorporated into the ongoing evolution of the campaign.

In parallel, as the strategic plan is being developed and moving forward, Carleton will develop strategic branding which may or may not incorporate some elements of the campaign language.

6.3 Recruitment Advertisement and Initiatives

Ms. Suzanne Blanchard, Vice-President (Students and Enrolment) spoke to this item. Ms. Blanchard outlined that every fall Carleton relaunches its recruitment efforts to promote Carleton across Ottawa, GTA and Canada. These recruitment advertisements are done through various forms of media including billboards, bus boards, radio ads, google smart display, social media, etc with an effort to maintain and increase advertising in Ottawa and the GTA while continuing to diversity across Canada with specific and directed activities internationally. All advertisements are done in collaboration with the Department of

University Communications to ensure that messaging is consistent. A couple of years ago, Carleton also started with TV commercials, YouTube ads, Facebook ads and cinema ads in Ottawa and in the GTA. Efforts continue to increase in digital and social media advertising as the return on investment is higher capturing a larger share of the GTA audience while maintaining a strong focus on the capital region.

Mr. Greg Aulenback, Director, Strategic Initiatives and Ms. Erin McLaughlin, e-media and communications officer were introduced, and showcased a number of videos used in radio, cinema and social media to highlight programs such as the Bachelor of Media Production and Design, global citizenship and student support services while showcasing the vibrant community at Carleton.

7. ITEM(S) FOR DISCUSSION

7.1 Review of Terms of Reference and Work Plan

The Terms of Reference and Work Plan for 2019/20 were circulated in advance.

The Chair suggested any comments or feedback should be sent to the University Secretary.

8. OTHER BUSINESS

No additional business was raised.

9. IN-CAMERA SESSION

An in-camera session was held.

10. ADJOURNMENT

It was moved by Dr. Sloan and seconded by Mr. Nanos to adjourn the meeting at approximately 2:40 p.m. The motion carried.

Minutes of the 160th Meeting of the Building Program Committee
Monday, March 2nd, 2020 at 11:00 am.
Richcraft Hall 2440R

MINUTES

Present:	Mr. G. Farrell (Chair)	Mr. D. Greenberg
	Mr. J. Durrell (Phone)	Mr. N. Nanos (Phone)
	Dr. B.A. Bacon	Dr. B. Örmeci
	Mr. D. Fortin	Ms. A. Tremblay
	Ms. J. Fullerton	Mr. A. Ullett
Staff:	Ms. S. Blanchard	Mr. S. Levitt
	Ms. J. Chandler (Recording Secretary)	Mr. G. Nower
	Ms. A. Goth	Mr. M. Piché
	Dr. R. Goubran	Dr. J. Tomberlin
Guests:	Mr. S. MacDonald	

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The chair called the meeting to order at 11:00 am and welcomed all committee members and staff to the meeting, including Gary Nower, Assistant Vice-President, Facilities Management and Planning, and Scott Macdonald, Director, Energy and Sustainability Services.

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. There were none declared.

3. APPROVAL OF THE AGENDA

It was moved by Ms. Tremblay and seconded by Mr. Ullett that the agenda of the 160th Building Program meeting be approved, as presented. The motion carried.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

The minutes of the 159th meeting were circulated in advance.

It was moved by Mr. Fortin and seconded by Dr. Örmeci to approve that the minutes for the 159th Building Program Committee meeting, as presented. The motion carried.

5. ITEMS FOR INFORMATION

5.1 Energy and Sustainability

An executive summary and presentation were circulated in advance. Scott Macdonald, Director, Energy and Sustainability Services, provided an update on energy and sustainability on campus. Carleton University is ranked by UI Green Metrics: first in Ontario, second in Canada, and 35th worldwide. Key statistics from the presentation included:

- There are two zero-waste centers on campus (90% waste diversion)
- 61% of the Carleton community travels by transit (this is the highest percentage of all other institutions in the area) *
- 10% of the community walks or cycles to campus *
- One quarter of dining services products are designated local, humane, or ecological
- Carleton has seen a 35% reduction in carbon emissions intensity since 2005.

* excludes students living in residence

In February 2019, Facilities Management and Planning reviewed historic emissions of the university. Carleton is on track to reduce the amount of carbon emissions (GHG) by 50% by 2030, and be completely carbon neutral by 2050. Under the Carbon Tax, Carleton is subject to paying a carbon tax of \$20/ton increasing to \$50/ton by 2022.

Carleton is currently upgrading the campuses long-term energy plan for a completion date of May 2020. Despite the campus increase in size, the amount of carbon Carleton produced has successfully decreased. The reduction is mostly due to decline of coal burning plants as legislated by the Provincial Government, and Carleton's continued investment in deferred maintenance to help older buildings to become more energy efficient.

It was noted that the cogeneration building will increase the university's greenhouse gas emissions moving forward. Carleton has a 10-year commitment with Hydro Ottawa. When this commitment has completed, the university will only run this cogeneration building when needed, which will assist in Carleton being a more resilient and self-sufficient campus. For example, in the event of an Ottawa wide power outage, Carleton would have the capabilities to remain open and power certain areas of campus.

Currently, Carleton's largest greenhouse gas emitter is the central steam heating system. If the system were replaced with a hot water system, the amount of carbon produced would significantly decrease (by approximately 40%). The Facilities Management and Planning (FMP) team is exploring possible conversion. However, there is not a firm timeline in place at this time, and the project would require a multi-million dollar investment and commitment.

Carleton will be embedding the following initiatives into the sustainability plan:

- New buildings will incorporate high performance building envelope while improving the sustainability standards of older buildings.
- Upgrade existing facilities with improved mechanical and HVAC systems, lighting and building automation systems.
- Incorporate renewable energy (both photovoltaics and solar thermal) as a source for the campus.

- Wider strategies and plans were mentioned such as the sustainability plan, transportation master plan, outdoor space master plan and campus master plan.
- Embed continuous environmental and sustainable improvement into operations and finding innovative ways to demonstrate leadership in research, teaching and learning.
- Changing modes of transportation to and from campus but decreasing single occupancy trips to campus.

Committee members asked the representatives from FMP questions regarding single use plastics on campus. Mr. Macdonald stated that the university is currently discussing with Dining Services the elimination of single use plastics on campus. Additionally, residences with an in-room kitchen are being workshopped to hopefully become zero-waste in the near future.

Finally, it was asked if Carleton's 2050 goal could be accelerated. FMP stated currently an earlier end-date is not within Carleton's reach, but this date could be moved up as new technologies emerge.

Mr. Macdonald was thanked for his insightful presentation and left the meeting.

5.2 Update on Transportation and Parking Strategy

Mr. Gary Nower, Assistant Vice- President (Facilities Management and Planning) provided a verbal report. Carleton is meeting with OCTranspo regularly to plan for the May 2020 O-Train shutdown. The R2 bus will be put in place to replace the O-Train to assist in transportation to and from campus. When in place, there will be approximately 180 busses on campus a day. In an effort to offset some of the bus traffic on campus, Ravens Road will be connected to Bronson Ave as a bus only entrance to campus.

To meet the increased parking demand, the university is seeking to rent out the NCC parking lot on Colonel By Drive (Approx. 70 spots), expand P7, and eventually create a new parking structure on P3 to replace P9.

Traffic to campus will also be effected by the continued closure of Swing Bridge, and the future closure of the fixed bridge on Hogs Back. To help mitigate these traffic concerns, there has been discussions are taking place with the NCC and the City of Ottawa regarding a second exit to Colonel By from campus and the creation of a double left turn lane from University Ave. to Bronson Ave.

5.3 Asset Management Plan – System Model Audit

An Executive Summary was circulated in advance. Mr. Gary Nower, Assistant Vice-President, Facilities Management and Planning, provided an update.

As instructed by the Council of Ontario Universities, a detailed System Model audit was conducted in 2019 to replace the previous Cost Model audit. The audit resulted in a Facility Condition Index of 28% vs. 13% under the cost-based method. Estimates show a deferred maintenance backlog of \$406M compared to \$176M in the previous model. The revised deferred maintenance backlog is still manageable under the current funding commitments.

Utilizing a new risk matrix FMP has reviewed the current Capital Renewal Strategy and refined the plan to address high-risk requirements thus allowing for better alignment with Carleton's strategic goals.

In 2014, the Board committed to \$14M annually toward Capital Renewal on campus until 2024. An extension of this annual commitment will need to be considered in the future. Carleton also receives grant money from the Ontario government for deferred maintenance annually. The university also spends \$1 million annually to update washrooms, and \$2 million for upgrades to classroom and ad-hoc student learning spaces.

6. OTHER BUSINESS

No additional business was raised.

7. IN-CAMERA SESSION

An in-camera session was held.

8. ADJOURNMENT

There being no further business it was moved by Mr. Fortin and seconded by Mr. Ullett to adjourn the meeting at approximately 11:50 a.m.

**Minutes of the 300th Finance Committee
Monday, March 2nd, 2020 at 1:00 p.m.
Room 2440R, Richcraft Hall**

Present: Ms. D. Alves (Chair) Mr. D. Fortin
 Mr. A. Alhaimi Ms. L. Honsberger
 Dr. B.A. Bacon Ms. N. Karhu
 Mr. K. von Finckenstein Dr. J. Malloy
 (Phone) Mr. N. Nanos (Phone)

Staff: Ms. S. Blanchard Mr. S. Levitt
 Ms. J. Chandler Ms. A. Marcotte
 Dr. L. Dyke Mr. M. Piché
 Ms. A. Goth (Recording Secretary) Ms. B. Springer
 Dr. R. Goubran Mr. T. Sullivan
 Mr. T. Lackey Dr. J. Tomberlin

Regrets: Ms. C. Gold

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.

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

It was moved by Ms. Karhu and seconded by Mr. Fortin that the agenda of the 300th Finance Committee be approved, as presented. The motion carried.

4. APPROVAL OF THE MINUTES

4.1 Minutes of Previous Meeting

It was moved by Dr. Malloy and seconded by Ms. Karhu that the minutes of the 299th meeting of the Finance Committee minutes be approved, as presented. The motion carried.

5. ITEM(S) FOR APPROVAL

5.1 2020/2021 Ancillary Budget

An executive summary, presentation and report were circulated in advance. The Vice-President (Finance and Administration), Mr. Michel Piche introduced this item, and Mr. Kevin Mann, Director, Operations and Planning, provided a presentation.

The ancillary units consist of: Housing and Residence Life, Health and Counselling, Athletics, Parking, The Print Shop, the University Centre, the Bookstore, Carleton Dominion Chalmers Centre, and the Environment Canada buildings located on campus. The proposed Ancillary Budget for 2020/2021 is very similar to the proposed budget for 2019/2020. The mandate of the ancillary units is to generate sufficient revenue to cover operating and capital costs.

The priorities for the 2020/2021 budget were outlined including the construction of the new student residence building. In addition to residence fees, the Housing and Residence Life Unit generates revenue from dining services (meal plans) and the hotel accommodations Conference Services provides in the summer semester. In the future, there is a hope to increase Carleton's hotel operations. There is maintenance required in some of the older residence buildings and the Residence Commons Tim Hortons venue. This year, Carleton is looking to increase housing and meal plan related fees by 2-2.5%.

The main project for the Athletics Unit is the design of the new Wellness Hub. This project is still awaiting a response from the Community Culture and Recreation grant application. Athletics has made strides in enhancing the Ravens brand throughout the community including through projects such as: summer camps, and marketing inter-city rivalry games. The unit has an increase in its renovation budget due to deferred maintenance requirements.

Carleton's Parking Services rates are below market value. Therefore, this ancillary unit is requesting a 3% increase in fees. The projected revenues of Parking Services are lower than anticipated, and this is largely due to less revenues from parking fines on campus. Parking is reporting a deficit that can be covered with the unit's surplus.

Health and Counselling Services will receive a transfer from the Operating Budget which will be used to cover staff and faculty visits to the clinic. With these additional funds, this unit will be able to invest in more space, doctors, and nurses. There is a deficit in Health and Counselling Services due to required renovations. Committee members clarified that Carleton staff and faculty would still be able to access the clinic without incurring personal costs.

The Print Shop, which also includes Campus Card, has rebranded itself to stay profitable as traditional printing declines. This unit will be investing their surplus into aging equipment upgrades.

The University Centre is the main student hub of campus. This unit is generating a surplus which will be used for the aging building's deferred maintenance. The Bookstore is also located in the University Centre. The store makes most of its revenue from books, but also merchandise and apparel. The Bookstore's revenues are in decline, but Carleton budgets conservatively every year, with the unit experiencing a 1% decline.

The Carleton Dominion Chalmers Centre is lagging slightly behind its initial projected revenue. However, revenues are expected to increase as usage and rentals increase. Committee members questioned why the returns were not as high as initially estimated. It was clarified that the Centre is generating a surplus. Additionally, the purpose of an arts centre is never to make significant profit, as fees are kept low for accessibility.

Finally, Carleton rents some of its campus space to National Wildlife Research Centre. This agreement operates on a strict cost recover basis, so there is no surplus or deficit.

A variety of the Ancillary Units contribute to the Ancillary Capital Fund which was established for capital projects. It was also noted that there was a \$1M one-time contribution made to the Operating Budget in 2019/2020. The Ancillary units are in a strong financial position and are expected to generate a surplus in 2020/2021.

A question arose surrounding the University's planning for COVID-19. President Bacon confirmed that Carleton has a contingency fund in place to respond to an emergency like a pandemic.

It was moved by Ms. Honsberger and seconded by Mr. Alhaimi to recommend to the Board, the approval of Carleton's 2020-21 Ancillary Budget, as presented. The motion carried.

5.2 2020/2021 Tuition and Miscellaneous Fees

An executive summary was circulated in advance.

As mandated by the Provincial Government Tuition Fees Framework the domestic tuition fees will remain frozen for 2020/2021. It was proposed that international tuition fees be set for a two-year period with increases of 3-8% annually depending on the program and market comparison. It was also requested that miscellaneous fees be increased by 2% annually over the next two-years in line with the expected inflationary increases.

The range in international tuition of 3-8% increase is dependent on the capacity of the program to accept students. It was proposed that research-based masters programs increase by 3%. For PhD programs, it was recommended that there be no increases to tuition fees as there has been a movement to charge domestic rates for international students.

There was a discussion surrounding the increase in international tuition fees. Committee members questioned if tuition fees for international students could be frozen for existing the Carleton international students. Therefore, students would not have to budget for an increase in tuition from year-to-year. The executive team clarified that this would not be possible, as increases would be far greater if Carleton only rose fees every couple of years instead of annually. It was also noted that many institutions have increased international fees at a higher rate than Carleton with Carleton's fees being lower than most other Ontario institutions.

With the exception of grad school application fees (which is the same amount as uOttawa), all administrative fees have been increased by 2% to the nearest quarter.

It was moved by Ms. Karhu and seconded by Mr. Fortin to recommend to the Board, the approval of the University's tuition fees along with the miscellaneous administration fees, as presented. The motion carried.

5.3 Pension Plan Actuarial Report and Funding

An executive summary and report were circulated in advance. The Chair noted that it is a requirement that the actual valuation and funding of the Carleton University Retirement Plan be undertaken at least every three years, and be filed with both the Financial Services Regulatory Authority and the Canadian Revenue Agency. The actuarial valuation ending July 1, 2019 was prepared by Mercer, was reviewed and approved by the Pension Committee and is recommended to the Board for approval. The valuation shows an improvement to the financial position of the plan since the last valuation with the plan 93% funded on a going-concern basis.

Ms. Betsy Springer, Director, Pension Fund Management provided a report on the highlights of the actuarial valuation for funding purposes.

Valuations set out the financial position of the Plan (assets, liabilities for accrued pension benefits, reserves, surplus, deficits, and any changes), the funding requirements for the next three years, and the actuarial methods and assumptions.

The stakeholders for the Plan were outlined including: active employed members in the Plan, members no longer working at Carleton but have left their assets in the plan and retirees. All have an interest in the Plan being in a strong financial position. As the Plan sponsor, the university has an interest in making sure that this benefit can be provided at a reasonable cost.

In terms of governance of the Plan, the Pension Committee works with the actuary to produce the actuarial valuation. The Pension Committee makes a recommendation to the Finance Committee which is then ultimately approved by the Board of Governors.

New provincial funding rules for the amortization of the Plan deficits are in effect for this valuation, and they are positive for Carleton as solvency funding will not be required based on the July 1, 2019 valuation.

The Plan at July 1, 2019, the Plan had assets of 1.3 billion. The assets are the investments underlying the Pension Fund. The Plan was 93% funded on a going-concern basis with a deficit of \$59.3M. The Plan is 87% funded on a solvency (wind up) basis with a deficit of \$121.0M at July 1, 2019 which means that Carleton will not need to fund on a solvency basis (the threshold for funding is 85%).

The goal of the new Ontario funding framework is to provide security for Pension Plan participants but in a way that will not overburden the Plan sponsors. This new framework allows the going-concern deficit of \$59.3M to be amortized over ten years. However, the Pension Committee is recommending accelerating the funding of the going-concern deficit by making an immediate special payment of \$43.7M. Doing so will save about \$27M of special payments that would otherwise be required if the deficit were amortized over the ten years permitted under provincial regulation. It will bring the Plan to an almost fully funded position within the current plan year and significantly reduce the likelihood of future material special payments.

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, 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%).

It was moved by Mr. Fortin and seconded by Dr. Malloy, on the recommendation of the Pension Committee to recommend to the Board of Governors to accept the Actuarial Valuation and funding of the Carleton University Retirement Plan as at July 1, 2019, as presented. The motion carried.

6. ITEM(S) FOR INFORMATION

6.1 Update on Planning Framework for 2020/2021 Operating Budget

A verbal report was provided. The Provost and Vice-President (Academic), Jerry Tomberlin provided an update on this item. The Provost Budget Working Group has been reviewing budget requests and the process is progressing well.

6.2 Update on the 2019/2020 Operating Budget

A verbal report will be given. The Vice-President (Finance and Administration), Michel Piché provided an update on this item.

By the end of April, Carleton is expected to accumulate an operating surplus of \$23M. Investment income is the main factor contributing to this surplus. Currently, there are discussions about investing the surplus into the variety of future capital projects.

Currently, there is approximately \$429 million in the unrestricted net assets.

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 Ms. Karhu to adjourn the meeting at approximately 2:51 p.m. The motion carried.

Minutes of the Joint Meeting of the Finance and Building Program Committee
Monday, March 2nd, 2019 at 12:00 p.m.
Richcraft Hall 2440R

MINUTES

Present:	Mr. G. Farrell (Chair)	Mr. D. Greenberg
	Ms. D. Alves (Chair)	Ms. L. Honsberger
	Mr. J. Durrell (Phone)	Ms. N. Karhu
	Dr. B.A. Bacon	Dr. J. Malloy
	Mr. D. Fortin	Mr. N. Nanos (Phone)
	Ms. J. Fullerton	Dr. B. Örmeci
	Mr. K. von Finckenstein (Phone)	Ms. A. Tremblay
	Mr. A. Alhaimi	Mr. A. Ullett
Regrets:	Ms. C. Gold	
Staff:	Ms. S. Blanchard	Mr. K. Mann
	Mr. B. Bicker	Mr. G. Nower
	Ms. J. Chandler (Recording Secretary)	Mr. M. Piché
	Ms. A. Goth	Ms. L. Storey
	Dr. R. Goubran	Mr. T. Sullivan
	Mr. S. Levitt	Dr. J. Tomberlin

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The chair called the meeting to order at 11:00 am and welcomed all committee members and staff to the meeting, including Gary Nower, Assistant Vice-President, Facilities Management and Planning, Laura Storey, Director of Housing and Residence Life, Kevin Mann, Director Operations and Planning, and Bobby Bicker, Manager, Financial Accounting.

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. There were none declared.

3. APPROVAL OF THE AGENDA

It was moved by Ms. Tremblay and seconded by Ms. Karhu that the agenda of the Joint meeting of the Finance and Building Program Committee be approved, as presented. The motion carried.

4. ITEMS FOR APPROVAL

4.1 Capital Proposal Form and Project Planning Report – Student Residence Building

An executive summary and report were circulated in advance.

Previously, the Board of Governors approved the design, method of construction and cost estimates for a new student residence for a total project cost estimated at \$60M. However, since that time, a Class D cost estimate has been prepared which estimates the total project cost of \$73.5M.

Ms. Laura Storey, Director of Housing and Residence Life provided a presentation on Carleton's residence portfolio. Currently, the university has 11 residence buildings. Each year, the demand for students living in residence increases, and there is an annual waitlist of 400+ people.

In order to create a new residence building that meets the demand for residences, Housing and Residence Services conducted site visits to other Canadian universities to view current trends for residence living. To accommodate all students, the new building will include:

- A combination of single and double rooms;
- A welcoming entry;
- Communal study spaces;
- A fitness area;
- Hotel space;
- Two-Storey amenity space for all students living in residence;
- An outdoor courtyard; and
- Tunnel access.

In consultations with students, privacy was a primary, especially when living in double rooms. To accommodate these requests, the floorplan for shared spaces includes both a dividing wall, and doors to enclose the showers, sink, toilets etc.

Mr. Gary Nower, Assistant Vice-President, Facilities Management and Planning, presented on the construction aspects of the project. The current plan for the building is that the residence will be a 17,000 square foot building with passive house design. Primarily, when looking at cladding options, Carleton looked at metal, wood, and brick. After assessing the materials, it is recommended that metal cladding be used as it is the only option that could meet the intended cost, schedule and thermal/efficiency requirements.

Kevin Mann, Director of Operations and Planning provided a presentation on the financial aspects of this project. Residence and Housing will provide a \$10M for a down payment. Carleton will also obtain a \$63.5M loan over 25 years for an estimated interest rate of 2.89%. Both the Leeds and Prescott House mortgages are set to expire soon: in 2027 and 2029 respectively. Additionally, a surplus will be generated for every year the building operates. When reviewing the finances for this project, the following assumptions were made:

- Residence room fees will continue to increase by 2.5% annually;
- Other fees will increase at 1.5%;

- Expenses that do not relate to something within a collective agreement or already agreed upon will increase by 2%;
- Conference services will generate additional revenue from this building. Currently, the residence rooms used as hotel space generates \$200,000 annually, and this amount could increase with the new building.

In the unlikely event that Carleton loses \$500,000 in residence fees (equal to approximately 100 student spots vacant in residence) there is contingency funds available to cover these costs. For example, the building is projected to generate a surplus every year, the \$6M annual amount designated to residence deferred maintenance could be decreased, and the mortgages set to expire in 2027 and 2029 will free up approximately \$3.1M.

In assessing this project, there were two primary risks. There is a possibility for an insufficient demand for student housing. This risk is low, as Carleton annually has an over 400-person waitlist for residence beds. Another identified risk is the site conditions of the intended project. To mitigate this risk, geotechnical investigation has been completed to understand the soil conditions, as well as an environmental site assessment. Some contaminated soil has been discovered, and its removal is already part of the proposed budget. To mitigate any unforeseen construction related concerns, an experienced construction manager and a scheduling consultant have been obtained for the project.

Committee members questioned if this construction project would include a tunnel connection to the parking garage P18. It was confirmed that extending tunnel access to P18 would cost approximately \$7M for approximately 30 meters of tunnel. Given the high cost, a tunnel connection is not including in the planning. Instead the new residence building would include an elevator in the main floor lobby, and members of the public could access the tunnels from that juncture.

Members of the Building Program and Finance Committees also wondered if Carleton was opening itself to risk in not including more single rooms. It was noted that if the demand for single rooms increase, some of the double rooms can be converted to single occupancy.

Additionally, a concern was raised concerning the timing of the O-Train shutdown and bridge closures in Ottawa. These issues have been factored in to the construction schedule, and it is not anticipated that this project will interfere with campus traffic.

Finally, committee members questioned if management was comfortable with the interest rate and construction costs assumptions. It was confirmed that research had gone into both these factors, and management was comfortable with assumptions.

It was moved by Ms. Tremblay and seconded by Mr. Greenberg to recommend to the Board the approval to proceed with the detailed implementation plan and construction of a new student residence to be located on Carleton campus for a budget not to exceed \$73.5 million and a completion date of September 2022, as presented. The motion carried.

5. ITEMS FOR INFORMATION

5.1 Major Capital Projects Status Report

An executive summary and report were circulated in advance. Gary Nower, Assistant Vice-President (Facilities Management and Planning) provided an update to the committee.

The Health Sciences Building has been occupied since August of 2019. A couple of mechanical issues have arisen and have quickly been addressed. A completion report is expected to be completed in April 2020.

The ARISE building is also occupied despite a few change orders. Currently, Carleton is looking complete the remaining deficiencies within the month. A completion report is expected in April 2020.

The Co-generation building is anticipated to be up and running in May 2020.

The Nicol Building is on time and expected to be completed for November 2020 with classes beginning January 2021.

5.2 Project Implementation Report – Engineering Student Design Centre

Mr. Gary Nower, Assistant Vice-President, Facilities Management and Planning, provided an update on this project. The previous design plan for the Engineering Student Design Centre is being reviewed. A revised implementation plan will be brought to the committees in April 2020. The main alteration being considered is new office space to accommodate for a shortage within the Faculty. The building design will still maintain its main features, including: a skylight within the atrium, and space for capstone projects. It is intended that the building addition will double in size from its originally proposed 15,000 square feet. Currently, the budget for this addition is an extra \$5M to the project. It was confirmed that the Faculty of Engineering and Design is covering all costs for this project.

6. OTHER BUSINESS

No additional business was raised.

7. ADJOURNMENT

There being no further business it was moved by Mr. A. Ullett and seconded by Dr. J. Malloy to adjourn the meeting at approximately 12:47 p.m. The motion carried.

AGENDA

ITEM 4.2.5



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 January 31, 2020 at 2:00 pm
Senate Room, Robertson Hall**

MINUTES – OPEN SESSION

Present: S. Ajila, B.A. Bacon (Chair), M. Barbeau, S. Blanchard, A. Bowker, D. Brown, J. Bruno, N. Cappuccino, A. Chandler, J. Cheetham, C. Cruickshank, T. Daniels, J. Deaville, D. Deugo, D. Dragunoiu, K. Evans, P. Farrell, D. Gillberg, R. Goubran, P. Gunupudi, M. Haines, B. Hallgrimsson, O. Hobbs, B. Hughes, K. Hellemans, C. Joslin, L. Kostiuk, Z. Kryworuchka, E. Kwan, B. A. Kuzmarov (Clerk), A. Lannon, J. Liu, C. Macdonald, H. Nemiroff, D. Nussbaum, S. Parathundiyil, J. Paulson, M. Piché, B. Popplewell, D. Mendeloff (proxy for A. Plourde), M. Rooney, D. Siddiqi, S. Sivathayalan, P. Smith, J. Tomberlin, A. Tremblay, C. Trudel, J. Voordouw, P. Wilson, J. Wolfart,

Regrets: O. Baysal, T. Boswell, S. Boyle, T. Di Leo Browne, C. Dion, P. Dion, P. Lagasse, P. Rankin, W. Shi, S. Shires, A. Shotwell, E. Sloan, C. Viju, C. Warner, P. Wolff, W. Ye

Absent: A. Ahmad, L. Akagbosu, M. Close, A. Courchene, H. Gupta, F. Hosseinian, J. Kovalio, R. McKay, S. Moran, S. Srinivasan, J. Stoner, K. von Finckenstein

Open Session:

1. Welcome (Chair)

The Chair welcomed Senators to a new year and introduced three new members: Barry Wright (FPA), Julia Sinclair-Palm (FASS) and Amber Lannon (Interim Librarian). The Chair noted the tragic loss of 2 members of the Carleton community, who were among the 176 passengers lost as a result of the crash of a Ukrainian passenger plane in Iran on January 8th. Senators were asked to observe a moment of silence to honour the memory of PhD student Fareed Arasteh and alumnus Mansour Pourjam.

2. Approval of Agenda

It was **MOVED** (A. Bowker, D. Deugo) that Senate approve the Open Session agenda for the meeting of Senate on January 31, 2020, as presented.

The motion **PASSED**.

3. Minutes: November 29, 2019 (open session)

It was **MOVED** (A. Bowker, H. Nemiroff) that Senate approve the minutes of the Open Session on November 29, 2019, as presented.

Two minor corrections were made in the minutes.

The motion **PASSED** with these corrections.

4. Matters Arising

There were none.

5. Chair's Remarks

The Chair highlighted the following recent events of note to Senators:

- The Chair congratulated Suzanne Blanchard on her reappointed as the Vice-President, Students and Enrolment. The reappointment advisory committee voted unanimously to confirm her reappointment.
- 2019's Giving Tuesday in early December was the most successful fundraising day in Carleton's history. With the 1-to-1 matching, Carleton raised over \$2Million for projects led by members of Carleton's community. The Chair thanked all involved in this initiative.
- Carleton University has ranked second in Canada and 35th in the world in the prestigious UI Green Metrics international ranking system for campus sustainability.
- The Canadian Accessibility Network was launched in December, building on Carleton's strength in accessibility research and practice.
- On January 21 and 22, Carleton's *Initiative for Parliamentary and Diplomatic Engagement* held a two-day Orientation for New Parliamentarians.
- Results of the 2019 *Canadian Graduate and Professional Students Survey* (CGPSS) show that Carleton has higher than average Ontario ratings for student life experience, quality of teaching, support from non-academic staff and opportunities for interdisciplinary work. The Chair congratulated Dean Patrice Smith, the team at FGPA and everyone involved in graduate education for this achievement.

- Carleton made a significant contribution to the 2019 United Way Campaign and raised \$100,000 towards youth mental health and community in Ottawa.
- The *Bell Let's Talk* event on campus featured Juno award winning artist and Carleton alumna Kelly Lee Evans who performed and spoke about her mental health journey.
- The Senate Office has launched a Senate Intranet page as a new and secure document and information sharing platform.
- February 2020 marks the launch of Carleton's new *Raven* magazine, a platform to showcase impactful work of Carleton's faculty, students, and staff.

6. Question Period

Three questions were submitted in advance.

Question from D. Siddiqi

We've been made aware through many venues that Carleton has reorganized new hires into one big pool (where Deans compete for new and replacement hires), rather than replacement hires remaining with the Faculties, as was past policy. Even though the apportionment of faculty lines clearly falls under the jurisdiction of the Provost and the Board, this redistribution of resources will have profound Academic effects. It seems that these academic consequences fall into Senate's purview, so maybe this policy change should be brought to Senate for discussion or referral to SQAPC, which seems to have faculty reorganization in its oversight purview?

For example, it seems that Load Measure is the primary means through which the reallocation of resources is going to be arbitrated. Again the design of Load Measure seems to be an Academic issue, so it seems like its design is something that Senate should be involved in. If Load Measure is going to be used to reallocate resources from one Faculty to another, and Load Measure itself seems designed to be a zero sum game, the Academic body with oversight over that process seems to be Senate, and Senate seems to have an interest in its design. Some examples (which I have culled to keep this question reasonable in size):

- 1) *To what extent does Load Measure incentivize very large classes? For example how does Load Measure know the value difference between a 900-student online course and a 25-student first year seminar? Can Load Measure tell the difference between a second year large methodology lecture and a fourth-year seminar? Does it incentivize the latter?*
- 2) *To what extent does Load Measure incentivize a department with a lot of 0% appointments sharing in the burden of supervision and disincentivize those departments that "donate" supervision?*
- 3) *To what extent does Load Measure incentivize large classes with assessments that can all be automated via Scantron over small classes with large experiential or writing components which are relatively inefficient uses of instructor time but come with significant pedagogical value?*

These seem like exactly the kinds of questions that are normally discussed in the Quality Assurance process (which includes Senate), but this discussion bypassed that process.

Response from Provost J. Tomberlin:

The Provost noted that load measure is just one of many factors involved in making decisions regarding faculty allocations. In accordance with standard practice, allocations involve discussions between the Provost and the Dean(s).

Question from M. Rooney

Could the Clerk update Senate on the status of the following commitments that were made in the last 12 months?:

- *Academic Integrity issues at Carleton: During the June 2019 meeting of Senate, SAIAC provided Senate with a detailed report on the issue of Academic Integrity. At the time, Senators expressed both appreciation for the work of SAIAC as well as concern at the substance of the committee's report. The minutes for this meeting record that the Clerk had "noted these responses would be taken to the appropriate Senate committee(s) for development before returning to Senate for discussion and approval(s)" (p.11). Are there any updates on this front? If not, when can we expect that the issue will next be brought back to Senate?*

- *Senate Representation: During the September 2019 meeting, two separate Senators asked Senate to consider expanding its membership to include 1) more Contract Instructors and 2) an Indigenous graduate student. The minutes from the meeting (not available online at the time of writing this) note that "both of these questions regarding representation will be taken to the Senate Academic Governance Committee for review and discussion" (p.4). Has SAGC provided any updates for Senate on these requests? If not, when can we expect that the issue will be brought back to Senate?*

*I would also like to inquire about arrangements/timelines for the election of Contract Instructor (CI) Senators. I had planned (in the first question) to ask the Clerk to report back on whether the arrangements agreed to in the February 2019 Senate meeting had been made, which would see elections for CI Senators follow the same timeline as those for Student Senators, but in discussing the matter with the Assistant University Secretary recently, I learned that this question raised other issues. **Article 3.3.3 of the AGU** notes that CI Senators must teach "at least 0.5 credits in the academic year (July 1 – June 30) in which the election takes place." How does the Clerk interpret the meaning of that regulation? The Assistant University Secretary's reading of the clause left her to conclude that elections couldn't be held until course allocations for CIs for the next year could be made; to my mind, however, that clause merely says that, to be eligible for nomination, a CI needs to have taught a course during the same academic year as the election. If the former is true, then we need to hold elections in early September, so that CIs have their course allocations and so that elected CIs can join Senate for its first meeting of the year at the end of September; if the latter is true, then we could easily hold elections in the spring of this year.*

*Reviewing the language about CI Senators in the AGU raised other issues that, I think, Senate should be aware of. **Article 4.3.1**, for instance, specifies that, in order "to serve the full [3-year] term, contract instructors must continue to teach at least 0.5 credits at Carleton for each academic year (July 1 – June 30) they serve on Senate." (**Article 4.4.4** says something to similar effect.) Considering that no CI can ever say with confidence that s/he will teach courses*

beyond a 4- or 8-month window at the uppermost, and that whether or not s/he is offered a course to teach is beyond his/her control, I'm wondering if my colleagues in Senate view these stipulations as reasonable, and if the members of Senate would really like to see CI Senators stripped of an elected post on this basis of factors they can't control. I recognize that such changes cannot be accomplished quickly, but will Senate make a recommendation to have the relevant body review and revise the language about CI Senators in the AGU – preferably with meaningful input from CIs themselves – with an eye toward resolving these issues during the 2020-2021 academic year?

Response from Clerk of Senate:

- The questions and suggestions raised in the *Academic Integrity Appeals Committee Report* have been referred to the *Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)* for consideration and addition to their work plan as appropriate.
- Questions regarding changing Contract Instructor membership representation on Senate will be referred to the Senate Academic Governance Committee for review and discussion before coming back to Senate.
- The Clerk noted that section 3.3.3 of the AGU refers to the eligibility of the voters (electoral pool) and section 4.4.4 outlines eligibility requirements of Contract Instructor nominees. Contract Instructor elections for Senate positions must be scheduled after teaching assignments are finalized, which does not generally occur until the summer months. It was noted that optimal election period would likely be in September, to ensure that Contract Instructors are on campus and available to participate. Any changes in the timeline as set out in the AGU can be discussed at SAGC with the other membership changes.

Question from A. Shotwell

Could Senate have an update on the progress of the Parental Leave Policy implementation? I was co-chair with Paul Keen of the committee that was formulating this at the grad faculty board level, and I know it has been in process with Suzanne Blanchard's office at the university level, but wonder about the timing for an actual roll-out for it.

Response from VP, Students & Enrolment:

A communications plan and implementation plan are being developed for this new policy. It should be ready for roll-out in the summer or fall of this year (2020).

7. Administration (Clerk)

a. Senate & Senate Committee membership ratifications

The Clerk presented nominees for positions on the *Senate Academic Integrity Appeals Committee*, *Senate Committee on Student Awards*, and *Senate Honorary Degrees Committee*.

It was **MOVED** (B. Kuzmarov, M. Haines) that Senate ratify the new Senate committee appointments, as presented.

The motion **PASSED**.

b. 2020/21 Membership Renewal Process – Senate and Senate Committees

The Clerk outlined the process and timeline for membership renewal on Senate and Senate Committees, for the term beginning July 1, 2020:

- February 4 – 27, 2020: Nomination period for upcoming faculty and student vacancies on Senate
- First week of March 2020: Elections for Senate positions
- March 5 – 26, 2020: Nomination period for upcoming faculty and student positions on Senate standing committees
- April 24, 2020: Ratification of Senate and Senate committee appointments for the period beginning July 1, 2020.

c. Appointments made Contrary to Policy

One appointment was made in the School for Industrial Design for an Instructor to fill a vacancy caused by a reduced time appointment and sabbatical leave.

8. Reports:

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

The Chair of SCCASP presented three items for Senate approval and two items for information.

Items for approval:

- Proposed change lowering GPA to make transfer to B. H. Sc. Honours more accessible, and clarifying admission to the General program.

It was **MOVED** (H. Nemiroff, C. Macdonald) that Senate approve the revisions to regulation TBD 1367 R-ADM-Program_B.H.Sc. for the 2020-21 Undergraduate calendar as presented.

The motion **PASSED**.

- Reducing credit requirement for Co-op in BSc Food Science to increase access:

It was **MOVED** (H. Nemiroff, C. Macdonald) that Senate approve the revisions to regulation TBD 1758 R UG COOP BSc Food Science Co-op Admission Requirements for the 2020-21 Undergraduate calendar, as presented.

The motion **PASSED**.

- Senate Policy on Academic Accommodations during Labour Disputes

It was **MOVED** (H. Nemiroff, A. Bowker) that Senate approve the Senate Policy on Labour Disputes, as presented.

The motion **PASSED**, with one abstention.

Items for Information:

- Minor modifications (89 pages; all faculties)
- Simultaneous and subsequent degrees – to add items missing from list.

There was no discussion.

b. Senate Quality Assurance and Planning Committee - SQAPC

The Chair of the committee (Dwight Deugo) presented one cyclical review, a change in program governance, and 31 major modifications for Senate approval.

Major Modifications:

Omnibus Motion:

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

A Senator requested the following modifications to be removed from the omnibus motion and considered separately:

- #12 – PhD History & PhD History with Specialization in Political Economy
- #13 – PhD English
- #30 – MA in Music and Culture

With these modifications removed, Senators voted on the remainder of the modifications in the omnibus motion.

The motion **PASSED**.

Senate then considered the three modifications that were pulled:

#12 – PhD History and PhD History with Specialization in Political Economy

It was **MOVED** (D. Deugo, A. Bowker) that Senate approve the major modifications to the PhD in History and PhD in History with a specialization in Political Economy programs as presented with effect from Fall 2020.

Discussion: A Senator objected to this modification, stating that professional development projects should be “add-ons” and should not replace 1.0 credits of substantial coursework. In response it was noted that there is no objection to this type of change if the substitution is reasonable and does not impact the overall program in a substantive way.

The motion **PASSED**, with 1 opposed and 1 abstaining.

#13 – PhD English

It was **MOVED** (D. Deugo, J. Paulson) that Senate approve the major modification to the PhD in English as presented with effect from Fall 2020.

Discussion: A Senator expressed support for the modification, which restructures the second language requirement instead of removing it.

The motion **PASSED**.

#30 – MA in Music and Culture

It was **MOVED** (D. Deugo, A. Bowker) that Senate approve the major modifications to the MA in Music and Culture program as presented with effect from Fall 2020.

Discussion: A Senator asked why the second language requirement is being removed from this degree. In response, it was noted that it is an MA program, not a PhD program; additionally, the second language requirement is an impediment for recruiting, as other universities do not require it.

The motion **PASSED**, with 1 opposed.

List of Major Modifications from the Omnibus Motion:

- GDip in Health Policy

THAT Senate approve the deletion of the Graduate Diploma in Health Policy as presented with effect from Fall 2020.

- GDip in Public Management

THAT Senate approve the deletion of the Graduate Diploma in Public Management as presented with effect from Fall 2020.

- GDip in Sustainable Development

THAT Senate approve the deletion of the Graduate Diploma in Sustainable Development as presented with effect from Fall 2020.

- Master of Public Policy and Administration

THAT Senate approve the addition of the specialization in Data Science to the Master of Public Policy and Administration program as presented with effect from Fall 2020.

- Master of Science in Chemistry, concentration in Food Science

THAT Senate approve the major modification to the Master of Science in Chemistry, concentration in Food Science program as presented with effect from Fall 2020.

- PHD in Chemistry, concentration in Food Science

THAT Senate approve the major modification to the PHD in Chemistry, concentration in Food Science program as presented with effect from Fall 2020.

- MA in Psychology, concentration in Mental Health and Well-Being

THAT Senate approve the introduction of the concentration in Mental Health and Well-being to the Master of Arts in Psychology program as presented with effect from Fall 2020.

- Minor in Performance in the Public Sphere

THAT Senate approve the introduction of the in Minor in Performance in the Public Sphere as presented with effect from Fall 2020.

- Minor in Quebec Studies

THAT Senate approve the introduction of the in Minor in Quebec Studies as presented with effect from Fall 2020.

- Post-Baccalaureate Diploma in Women's and Gender Studies

THAT Senate approve the deletion of the Post Baccalaureate Diploma in Women's and Gender Studies as presented with effect from Fall 2020.

- Collaborative MA Specialization in Latin American and Caribbean Studies

THAT Senate approve the introduction of the collaborative specialization in Latin American and Caribbean Studies as presented with effect from Fall 2020.

- M.Sc. Physics, Medical Physics Stream with Specialization in Data Science

THAT Senate approve the addition of the specialization in Data Science to the Master of Science in Physics (Medical Physics) as presented with effect from Fall 2020.

- M.Sc. Physics, Particle Physics Stream with Specialization in Data Science

THAT Senate approve the addition of the specialization in Data Science to the Master of Science in Physics (Particle Physics) as presented with effect from Fall 2020.

- Applied Linguistic and Discourse Studies (ALDS 4307: Practicum in Teaching English as a Foreign Language)

THAT Senate approve the deletion of ALDS 4307 as presented with effect from Fall 2020.

- Archeology Fieldwork Course

THAT Senate approve ARCY 3000, 3301, 4000 & 4100 as presented with effect from Fall 2020.

- Minor in Criminology and Criminal Justice

THAT Senate approve the introduction of the minor in Criminology and Criminal Justice as presented with effect from Fall 2020.

- SAO Study Abroad

THAT Senate approve the deletion of the Study Abroad Option with Sheffield Hallam University as presented with effect from Fall 2020.

- MA Political Economy concentration in Work and Labour

THAT Senate approve the introduction of the concentration in Work and Labour to the Master of Arts in Political Economy as presented with effect from Fall 2020.

- PhD International Affairs

THAT Senate approve the major modification to the PHD in International Affairs as presented with effect from Fall 2020.

- MEng Sustainable Energy, Co-op

THAT Senate approve the major modification to the Master of Engineering in Sustainable Energy as presented with effect from Fall 2020.

- PAPM 4908

THAT Senate approve the major modification to PAPM 4908 as presented with effect from Fall 2020.

- PAPM 4099

THAT Senate approve the introduction of PAPM 4099 as presented with effect from Fall 2020.

- MPAD 3999

THAT Senate approve the introduction of MPAD 3999 as presented with effect from Fall 2020.

- BA programs in English

THAT Senate approve the major modifications to the BA programs in English as presented with effect from Fall 2020.

- BA Honours and Combined Honours in French

THAT Senate approve the major modifications to the BA Honours and BA Combined Honours programs in French and the addition of FREN 4060 as presented with effect from Fall 2020.

- PSYC 3905

THAT Senate approve the introduction of PSYC 3905 as presented with effect from Fall 2020.

- MA Migration and Diaspora Studies- Co-op

THAT Senate approve the introduction of co-op to the MA in Migration and Diaspora Studies program as presented with effect from Fall 2020.

- PHD History with a concentration in Public History

THAT Senate approve the introduction of the concentration in Public History to the PHD in History program as presented with effect from Fall 2020.

8(b) Senate Quality Assurance and Planning Committee - SQAPC cont'd

Governance Change:

This is a motion to move the administrative home of the Collaborative MA Specialization in Digital Humanities from its temporary home in the Department of English to its permanent home in the College of the Humanities.

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate approve the change in governance to the Digital Humanities program as presented to take effect upon approval.

The motion **PASSED**.

Cyclical Review:

It was **MOVED** (D. Deugo, P. Smith) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the PhD program in Economics.

Discussion: A Senator asked for clarification of the timeline of the action plan, which lists dates in 2019 for implementation. In response it was noted that this is a joint program with the University of Ottawa, and final approval was delayed due to changes in the IQAPs of both Carleton and the University of Ottawa. A new joint procedural document is being developed to streamline the process moving forward.

The motion **PASSED**.

9. Strategic Integrated Plan Update

Deputy Provost and SIP Task Force Co-Chair Lorraine Dyke presented to Senators a conceptualization of the new Strategic Integrated Plan. She began by outlining the process since the project began in August of 2019. Major highlights and milestones include:

- Formation of an engaged Task Force of 24 members
- A speaker series bringing 13 dynamic guests to campus
- A layered consultation process involving 3 phases and including more than 1300 participants
- Over 200 submissions from students

Eight strategic themes emerged from the consultations, and were shared with Senators in November 2019. Over the next few months, three of these themes were foregrounded:

- Innovation
- Campus-Community Engagement
- Real-World/Social Impact Beyond Disciplinary Boundaries

The Task Force paired these three themes with three top priorities identified in research on student (Generation Z) values (Share, Serve, Impact):

- Innovation (Share Knowledge, Research)
- Campus-Community Engagement (Serve Community, Local and Global)

- Real-World/Social Impact Beyond Disciplinary Boundaries (Impact of Wellness and Sustainability)

The Task Force then looked at the unique geography of Carleton's campus, bounded on three sides by the river, canal and Bronson Street, and they mapped the three themes onto this triangular shape:

- CANAL: Innovation (Share Knowledge, Research)
- COMMUNITY: Campus-Community Engagement (Serve Community, Local and Global) (permeable boundary)
- RIVER: Real-World/Social Impact Beyond Disciplinary Boundaries (Impact of Wellness and Sustainability)

This conceptualization leverages Carleton's unique geography and place within Ottawa to support a focussed strategic vision that is forward-thinking but also rooted in Carleton's values and history.

Co-Chair Lorraine Dyke wrapped up the presentation by outlining the agenda and timeline of the project moving forward. Drafts of the SIP will be brought back to Senate in February and April, and the final document will be completed in May.

Discussion:

- Canal analogy –
 - There was some debate over the correct verb to use. (Share, Seek, Co-create knowledge).
 - One Senator felt it was problematic to use this metaphor for "sharing knowledge" as the Canal was built on human labour which was not necessarily fairly compensated.
- A Senator noted that proximity to water is not unique to Carleton; many universities are similarly situated on or near rivers.
- A Senator asked how the CUISIC Calls to Action feature in the SIP. In response, it was noted that aspects of the Calls are embedded in the themes of the SIP (community, reciprocal knowledge sharing, wellness, sustainability, importance of river/water). It was also noted that multiple plans can evolve in parallel, and that it is not necessary to include the CUISIC Calls in the SIP.
- In response to a question asking for more details on the plan, it was noted that the current presentation is a preliminary conceptualization and more

fulsome explanations will be provided as drafts evolve over the next few months.

The Chair concluded the discussion by noting that this concept is promising because it leverages our Capital Advantage by anchoring our branding on our location in Ottawa - the National Capital - and on our truly unique and beautiful campus.

It was noted that many powerful stories can emerge from this metaphorical model. The Chair thanked Co-Chair Dyke and all members of the Task Force for their work on this project and Senators for their input.

Reports for Information:

a. Senate Executive Committee Minutes (November 19, 2019)

There was no discussion.

10. Other Business

A Senator asked about Carleton's plan regarding the Novel Coronavirus. The Chair responded that Carleton is monitoring the situation, following advice provided by our local health organizations (Ottawa Public health, Ontario Ministry of Health) and in consultation with Universities Canada and the Council of Ontario Universities. Further communications will be released as the situation warrants.

11. Adjournment

The meeting was adjourned at 4:15 pm.



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

**Carleton University Senate
Meeting of February 28, 2020 at 2:00 p.m.
Senate Room, Robertson Hall**

MINUTES – OPEN SESSION

Present: S. Ajila, B.A. Bacon (Chair), M. Barbeau, S. Blanchard, A. Bowker, S. Boyle, D. Brown, J. Bruno, N. Cappuccino, A. Chandler, M. Close, T. Daniels, J. Deaville, D. Deugo, T. Di Leo Browne, D. Dragunoiu, P. Farrell, D. Gillberg, R. Goubran, M. Haines, K. Hellemans, F. Hosseinian, B. Hughes, C. Joslin, L. Kostiuik, B. A. Kuzmarov (Clerk), A. Lannon, H. Nemiroff, S. Parathundiyil, J. Paulson, M. Piché, A. Plourde, P. Rankin, M. Rooney, D. Siddiqi, J. Sinclair-Palm, S. Sivathayalan, E. Sloan, P. Smith, J. Tomberlin, A. Tremblay, C. Trudel, J. Voordouw, P. Wilson, P. Wolff, B. Wright, W. Ye

Regrets: O. Baysal, C. Dion, P. Dion, K. Evans, B. Hallgrimsson, E. Kwan, J. Liu, C. Vijju, C. Warner, J. Wolfart

Absent: A. Ahmad, L. Akagbosu, T. Boswell, J. Cheetham, A. Courchene, C. Cruickshank, P. Gunupudi, H. Gupta, O. Hobbs, J. Kovalio, Z. Kryworuchka, P. Lagasse, C. Macdonald, R. McKay, S. Moran, D. Nussbaum, B. Popplewell, W. Shi, S. Shires, A. Shotwell, S. Srinivasan, J. Stoner, K. von Finckenstein

Open Session:

1. Welcome & Approval of Agenda (open)

The Chair welcomed Senators to the Open Session.

It was **MOVED** (D. Deugo, E. Sloan) that Senate approve the Open Agenda for the meeting of Senate on February 28, 2020, as presented.

The motion **PASSED**.

2. Minutes: January 31, 2020 (open session)

It was **MOVED** (J. Paulson, S. Parathundiyil) that Senate approve the minutes of the Open Session of the Senate meeting of January 31, 2020, as presented.

The motion **PASSED**.

3. Matters Arising:

The Chair provided an update on Carleton's preparedness efforts regarding COVID-19, the Novel Coronavirus. Carleton is continuing to consult with public health agencies and other institutions in the country and will continue to communicate regularly with the community. A working group has been meeting regularly since January. Updates to Carleton's exiting Pandemic Emergency Response Plan have been made and many elements of the plan are already in place. Academic contingency plans and protocols in the event of disruption, including those for Senate meetings, are actively being prepared. In response to a question from a Senator, it was noted that extensions and other accommodations are being offered to International applicants who may not be able to complete aspects of the application process (language tests, for example) because of the lockdown conditions in their countries.

4. Chair's Remarks

The Chair began his remarks by congratulating all recipients of the 2020 Achievement Awards for excellence in research and teaching. A celebration will be held in April, hosted by the Provost and VP Research and International. The Chair also congratulated all winners and nominees of Service Excellence Awards that were presented to faculty and staff on February 27th.

Carleton's second annual Black History Celebration, held at the Carleton Dominion Chalmers Centre on February 5th, showcased a variety of performers, speakers, and panel discussions. The Chair thanked all involved in both the event and in this important initiative.

On February 6 the first annual Kinamagawin Symposium was held at Carleton. The theme was Indigenous Identity & Sovereignty. The Chair thanked Benny Michaud and the Centre for Indigenous Initiatives for organizing the event and Pam Palmater from Ryerson University for her powerful and timely keynote address.

The Chair noted as well that the Carleton University Indigenous Strategic Initiatives Community (CUI SIC) Report is being finalized and is expected to be published before the end of this term.

A new multi-year partnership has been announced between Carleton University and Ericsson Canada to advance talent development programs for computer scientists and engineers, and to generate state-of-the-art research into this field. The partnership will provide funding for research projects, graduate student internships, a fellowship program and experiential learning opportunities for students in Engineering, Computer Science and Information Technology at Carleton. A new center of excellence for wireless research will be established in Carleton's ARISE Building.

The schedule for the June 2020 Convocation has been finalized and is posted on the Convocation website. Senators were urged to visit the Convocation site to review the schedule, as some degrees in FPA and FED have moved to different ceremonies. Faculty members wishing to join the procession must register by May 21st. Questions can be directed to the Senate Office.

Carleton is hosting the U Sports Canadian University Basketball Championships at TD Place on March 5 and 6. Carleton men's basketball coach Taffe Charles was honoured with the OUA Coach of the Year Award. The Chair extended his congratulations.

The Chair mentioned the launch of the new *Raven* Magazine under the editorship of Dan Rubinstein, Senior Writer in the Department of Communications. *Raven* is an inspirational collection of stories emerging from Carleton students, faculty, staff and alumni. Senators were encouraged to visit the online site or pick up a hard copy.

5. Question Period

No questions were submitted in advance for this meeting.

6. Senate Administration (Clerk)

a. Membership renewal – Senate Committees

The Clerk provided an update on Senate membership nominations for 2020/21, and outlined the process for Senate committee membership renewal, set to begin on March 4 with a Call for Nominations. Senators were encouraged to submit expressions of interest for vacancies on committees, particularly for positions that must be filled by Senators.

7. Reports:

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

The Chair of SCCASP, Howard Nemiroff, presented eight items for approval and one item for information.

- B.M.P.D. – 0000 level Courses - clarification that 0000 level courses are pre-requisites for admission to a program and should not count as courses towards the degree.

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve the changes to R-UG Bachelor of Media Production and Design for the 2020-21 Undergraduate Calendar as presented.
The motion **PASSED**.

- Discredits – removing the discredit element

It was **MOVED** (H. Nemiroff, N. Cappuccino) that Senate approve the changes to Reg. 3.1.12 for the 2020-21 Undergraduate Calendar as presented.
The motion **PASSED**.

- Academic Performance Evaluation – Discredits

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve the changes to Reg. 3.2.1 for the 2020-21 Undergraduate Calendar, as presented.
The motion **PASSED**.

- Restrictions on Program Elements – Double Counting Rule – elimination

It was **MOVED** (H. Nemiroff, E. Sloan) that Senate approve the changes to Reg. 3.1.13 for the 2021-22 Undergraduate Calendar, as presented.
The motion **PASSED**.

It was noted that the later implementation date will allow departments time to work out these changes.

- COOP Regulations BMPD Admission and Continuation Requirements – adding a marker course

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve the changes to regulation TBD 1817 Bachelor of Media Production and Design Co-op Admission and Continuation Requirements.
The motion **PASSED**.

- Regulation 11 Academic Standing – to clarify wording regarding documenting progress for PhD students

It was **MOVED** (H. Nemiroff, P. Smith) that Senate approve the changes to Regulation 11 for the 2020-21 Graduate Calendar, as presented.

Discussion: Some Senators felt that this change introduced a new layer of bureaucratic oversight that would not result in greater support for students.

The motion **PASSED**, with 1 opposed and 6 abstentions.

- Regulation 13 Time limits for Program Completion

It was **MOVED** (H. Nemiroff, P. Smith) that Senate approve the changes to Regulation 13 for the 2020-21 Graduate Calendar, as presented.
The motion **PASSED**.

- New BA Template - created as a framework to help clarify the requirements of the various types of BA programs.

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve the changes to the BA Template as presented.

Discussion: It was noted that the term “general” will be replaced with the term “15-credit” in the next update.

The motion **PASSED**.

For Information

- Minor Modifications – (Appendix 1) Chair Howard Nemiroff noted Minor Modifications for February were included in the meeting materials for information. There was no discussion.

7-Reports, cont'd:

b. SQAPC – Senate Quality Assurance and Planning Committee

Major Modifications

Chair Dwight Deugo presented 20 major modifications for approval, combined into one omnibus motion, and one cyclical review for approval.

Omnibus Motion:

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

Senators requested that Motion #6 (BGINS) and Motion #15 (BA General) be removed from the list for the Omnibus motion, to be discussed separately.

With these modifications removed, Senators voted on the remainder of the modifications in the omnibus motion.

The motion **PASSED**.

Senators then considered the two modifications that were pulled:

Motion #6: BGINS Stream Specialization and thematic Categories in Global Migration and Transnationalism

It was **MOVED** (D. Deugo, S. Paranthundyil) that Senate approve the major modification to the BGINS Stream, Specialization and Thematic Categories in Global Migration and Transnationalism program as presented with effect from Fall 2020.

Discussion: A Senator questioned the rationale provided in the documentation for changing the name of the program from Migration and Diaspora Studies to Global Migration and Transnationalism. In response it was noted that the name change came at the request of the Migration and Diaspora Initiative, who felt that it would ease students' transition to the new Masters program in this field. Other Senators noted that the new name is a better reflection of the current content of the program, and that similar examples of this type of change have occurred in other programs in the Arthur Kroeger College.

The motion **PASSED**, with 1 abstention.

Motion #15: BA General

It was **MOVED** (D. Deugo, A. Bowker) that Senate approve the removal of the term "General" from all undergraduate 15 credit programs with effect from Fall 2020.

Discussion: A Senator asked if this is an evidence-based decision, and, assuming that it would require significant resources to accomplish, whether the change is necessary. It was noted that the change will make the language more consistent with how the degree is presented at Convocation and on diplomas, and that no additional resources will be required to effect the change.

The motion **PASSED** with 2 opposed.

List of Major Modifications from the Omnibus Motion:

- [BEcon, Concentration in Economic Data Science](#)

THAT Senate approve the introduction of the concentration in Economic Data Science to the Bachelor of Economics Honours program as presented with effect from Fall 2020.

- [Post-Baccalaureate in Art History](#)

THAT Senate approve the introduction of the Post-Baccalaureate in Art History as presented with effect from Fall 2020.

- [Post-Baccalaureate in History and Theory of Architecture](#)

THAT Senate approve the introduction of the Post-Baccalaureate in History and Theory of Architecture as presented with effect from Fall 2020.

- [HIST 3815](#)

THAT Senate approve the introduction of HIST 3815 as presented with effect from Fall 2020.

- [Bachelor of International Business Honours](#)

THAT Senate approve the major modification to the Bachelor of International Business Honours program as presented with effect from Fall 2020.

- [BPAPM Development Policy Studies Specialization](#)

THAT Senate approve the major modifications to the BPAPM Development Policy Studies Specialization as presented with effect from Fall 2020.

- [PAPM Communication and Policy Studies Specialization](#)

THAT Senate approve the major modifications to the BPAPM Communication and Policy Studies Specialization as presented with effect from Fall 2020.

- [BPAPM International Policy Studies Specialization](#)

THAT Senate approve the major modifications to the BPAPM International Policy Studies Specialization as presented with effect from Fall 2020.

- [BPAPM Public Policy and Administration Specialization](#)

THAT Senate approve the major modifications to the BPAPM Public Policy and Administration Specialization as presented with effect from Fall 2020.

- [Minor in News Media and Information](#)

THAT Senate approve the introduction of the minor in News Media and Information as presented with effect from Fall 2020.

- [HLTH 5801](#)

THAT Senate approve the introduction of HLTH 5801 as presented with effect from Fall 2020.

- [Public History courses](#)

THAT Senate approve the introduction of HIST 6908, 6809 & 6810 as presented with effect from Fall 2020.

- [Minor in Korean Modern Languages](#)

THAT Senate approve the introduction of the Minor in Korean Modern Languages as presented with effect from Fall 2020.

- [IMD 4901](#)

THAT Senate approve the major modification to IMD 4901 as presented with effect from Fall 2020.

- [Stream in Mental Health and Well-Being](#)

THAT Senate approve the introduction of the Stream in Mental Health and Well-Being as presented with effect from Fall 2020.

- [ENVE 3909](#)

THAT Senate approve the deletion of ENVE 3909 as presented with effect from Fall 2020.

- [INAF 6905](#)

THAT Senate approve the deletion of INAF 6905 as presented with effect from Fall 2020.

- o Master of Computer Science, Specialization in Bioinformatics

THAT Senate approve the deletion of the Master of Computer Science with a specialization in Bioinformatics s as presented with effect from Fall 2020.
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Cyclical Review: Anthropology

It was **MOVED** (D. Deugo, J. Paulson) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the PhD program in Anthropology.

The motion **PASSED**.

7-Reports, cont'd

c. Senate Academic Governance Committee

The Chair of the committee presented new Terms of Reference for the new Senate Quality Assurance and Planning Committee.

It was **MOVED** (B. Kuzmarov, A. Tremblay) that Senate approve the Terms of Reference for the Senate Quality Assurance and Planning Committee, as presented.

The motion **PASSED**.

d. Medals & Prizes Committee

A memo and modified Senate Medals Policy were circulated to Senators in advance. The changes proposed will affect Senate and University medals at the Undergraduate level, and were the result of an 18-month review by the Medals & Prizes Subcommittee.

It was **MOVED** (B. Kuzmarov, J. Bruno) that Senate approve the modifications to the Senate Medals Policy, as presented, to take effect starting with the Fall 2020 graduation.

The motion **PASSED**.

8. Strategic Mandate Agreement – Update

The Provost provided a brief update on the Strategic Mandate Agreement. Carleton concluded bilateral discussions with the Ministry, and submitted a slightly revised draft of the agreement on February 18. A response is expected by mid-March in anticipation of the deadline to conclude SMA3 on March 30th.

9. Strategic Integrated Plan – First Draft Preview

Co-Chairs Cindy Taylor, Patrice Smith, Betina Appel Kuzmarov and Lorraine Dyke presented the first draft of the Strategic Integrated Plan.

Cindy Taylor began by thanking the Task Force members in attendance at the meeting, then she provided an overview of the schedule and milestones of the SIP process, and reviewed the 3-part conceptual framework that was presented to Senate at the January meeting.

Co-chairs Patrice Smith, Betina Appel Kuzmarov and Lorraine Dyke then presented a series of objectives and pathways connected with each of the three directions from this framework:

- Share Knowledge, Shape the Future
- Serve Ottawa, Serve the World
- Strive for Wellness, Strive for Sustainability

Senators were asked specifically to identify any perceived gaps in the pathways presented and to provide feedback on whether the pathways were appropriate to the aspirations outlined within each theme. Co-chairs noted that an implementation plan will follow and will be discussed in future meetings.

Senators provided several specific suggestions that were minuted by the members of the Task Force. In general, Senators urged the Task Force to revise some of the language in the SIP to be bolder, to incorporate Carleton's strengths, and to indicate that Carleton is enhancing and supporting things that we already do well. It was also noted that the concept of *pathways* provides a rich metaphor for the document and can open opportunities for storytelling and enhanced narratives.

The Chair thanked the SIP Co-Chairs and Task Force for their work and Senators for their input. He noted that the SIP draft will be posted publicly on the SIP website and

that feedback from the community will be collected until March 18. A report on this feedback will be presented to Senators at the next Senate meeting on March 27.

10. Reports for Information:

a. Senate Executive Committee Minutes – January 21, 2020

There was no discussion.

11. Other Business

There was none.

12. Adjournment

The meeting was adjourned at 4:00 pm.