

**CONSENT AGENDA
to the Open Agenda of the 641st Meeting of the Board of Governors**

**Tuesday, April 30th, 2024
Richcraft Hall 2440R**

4.1 ITEM(S) FOR APPROVAL

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

MOTION: That the Board of Governors approves the open minutes of the 639th meeting of the Board of Governors, as presented.

4.1.2 Board Award for Outstanding Community Achievement Recipient

MOTION: On the recommendation of the Board Award Jury and Advancement and University Relations Committee, move to approve Christopher Pratt as the recipient of the Board of Governors Award for Outstanding Community Achievement for 2023/24 academic year, as presented.

4.1.3 Founders Award Recipient

MOTION: On the recommendation of the Founders Award Jury and Advancement and University Relations Committee, move to approve Jean Teron as the recipient of the Board of Governors Founders Award for 2023/24 academic year, as presented.

4.1.4 2024/2025 Miscellaneous Administrative Fees

MOTION: On the recommendation of the Finance Committee, that the Board of Governors approves the Miscellaneous Administrative Fees to be implemented May 1, 2024, as presented.

4.1.5 2024/2025 Student Association Fees

MOTION: On the recommendation of the Finance Committee, that the Board of Governors approves the 2024-25 Student Association Fees, as presented.

4.1.6 Statement of Investment Policies and Procedures for the Retirement Fund

MOTION: On the recommendation of the Finance Committee, that the Board of Governors approves the Statement of Investment Policies and Procedures for the Trust Fund created under the Carleton University Retirement Plan, dated June 30, 2024, as presented.

4.1.7 Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act

MOTION: On the recommendation of the Audit and Risk Committee, that the Board of Governors approves the Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act- Carleton University Compliance Report, as presented.

4.1.8 Academic Unit name Change: School of Canadian and Indigenous Studies

MOTION: On the recommendation of the Senate, that the Board of Governors approves the change in the name of the School of Canadian and Indigenous Studies to the School of Canadian Studies as presented to take effect immediately upon approval, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

- a) Advancement and University Relations Committee
 - January 2024 Meeting Minutes
- b) Building Program Committee
 - February 2024 Meeting Minutes
- c) Finance Committee
 - February 2024 Meeting Minutes

4.2.2 Capital Renewal (Deferred Maintenance) Plan for 2024- 2025

4.2.3 Ongoing Capital and Deferred Maintenance Project Status Report

4.2.4 Update on Transportation Plan and Parking Strategy

4.2.5 Kinàmàgawin Strategy Progress Update

4.2.6 Reputational Enhancement Project Update

4.2.7 Advancement Strategy 2023/2024 Update

4.2.8 Government Relations Update

4.2.9 Minutes of Senate

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

Minutes of the 639th Meeting of the Board of Governors
Wednesday, March 6th, 2024 at 3:00 p.m.
Richcraft Hall Room 2440R

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|-----------------|-------------------------------|------------------------|-------------------------|
| PRESENT: | G. Farrell (Chair) | M. Gillis | J. Muthukumar (Virtual) |
| | B. Creary (Vice-Chair) | D. Greenberg | J. Nelson |
| | H. Babb | L. Grussani | B. O'Connor |
| | J. Camelon | A. Hamdani (Virtual) | J. Ojangole |
| | A. Chan | N. Karhu | P. Smith |
| | J. Devoe (Virtual) | A. Keung | J. Taber (Virtual) |
| | K. von Finckenstein (Virtual) | M. Main | C. Tessier |
| | D. Fortin (Virtual) | S. Mingie (Virtual) | J. Tomberlin |
| | K. Furlong (Virtual) | G. Morris (Virtual) | P. Wolff |
| REGRETS: | Y. Baltacioğlu | D. Maseko | A. Tremblay |
| | P. Dion | L. Newton Miller | |
| STAFF: | N. Afouxenidou | A. Goth (R. Secretary) | K. Mann |
| | B. Appel Kuzmarov | R. Goubran | K. McKinley (Virtual) |
| | S. Blanchard | L. Goudie | C. Moy |
| | J. Conley (Virtual) | C. Khordoc | G. Nower |
| | L. Dyke | A. Marcotte | P. Rankin |
| | T. Frost | N. MacDonald | K. Solomon |

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He recognized March 8th as International Women's Day. He stated that since October 7, there had been troubling reports about the rise in anti-Semitism across the country.

The Board of Governors strongly condemned the rise of anti-Semitism in Canada and Carleton strived to set an example of achieving an environment where all Jewish members of its community, as well as all members of any ethnic background, race,

religion, or gender identity, feel safe, welcomed, and respected. Carleton's established policies and procedures provide a framework to address conduct and protect its community from discrimination, violence, and harassment.

The Board joined the world in grieving the tremendous human suffering and loss of life resulting from the crisis in Israel and Gaza and offered its heartfelt condolences to all those who have been directly or indirectly affected by these horrendous events.

He reviewed the meeting protocols for members in person and attending virtually.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

Item 5.1 Paterson Hall Renovations – the Capital Proposal Form was removed from the agenda at the request of management. The item would return at a later date to the Committees and Board with a revised cost estimate.

It was moved by A. Keung and seconded by M. Gillis that the open agenda of the 639th meeting of the Board of Governors be approved, as amended. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the 638th Board Meeting.

The following items were circulated in the open consent agenda for information: Minutes of the Advancement and University Relations, Building Program, and Finance Committees, Carleton Energy Master Plan Update and Greenhouse Gas Update, Ongoing Capital and Deferred Maintenance Project Status Report, Investment Committee Membership Renewal, Infrastructure Investment Manager, Private Equity Investment Manager, Investment Report on the Endowment, Audited Financial Statements for the Carleton University Retirement Fund, Update on the 2023/2024 Operating Budget and Status of Reserves, and Minutes of Senate.

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

5. ITEMS FOR APPROVAL

5.1 P9 Parking Garage Decommissioning – Project Planning Report

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

A. Hamdani, Chair of the Finance Committee advised that when the capital proposal form was brought to the Board for approval in April 2023, a total project cost was approved for \$5 million. Since that time, the cost was expected to increase to \$8 million due to work restrictions and requirements from the City of Ottawa in relation to the Light Rail Transit (LRT) system. The project would be funded through Parking Services which is part of the Ancillary Services Budget. The Committee unanimously recommends the project planning report.

C. Tessier, Chair of the Building Program Committee, advised P9 Parking Garage was 55 years old, had progressive deterioration and was no longer safe for parking. Maintaining the structure was cost-prohibitive and demolition was required to maintain safety on campus. The demolition was expected to start summer 2024.

L. Dyke, Vice-President (Finance and Administration), advised that in 2018, extensive cracking was observed in five beams of P9. The implications of maintaining the garage over an extended period of time would be cost prohibitive and the end result would still be an aging building in an advanced state of corrosion that would require demolition. Initial costs for demolition were estimated at \$5 million. Since the approval of the plan by the Board in April 2023, a more detailed estimate and meeting City of Ottawa requirements put the amount closer to \$8 million.

C. Moy, Assistant Director of Parking and Technical Services, provided a presentation advising that the P9 Parking Garage was built in 1969 and was exhibiting signs of significant structural deterioration and, in line with the 2018 Capital Plan Engineering Study, was reaching the end of its serviceable life. Carleton completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in spring 2024, with a previously approved budget of \$5 million. The project objectives were to eliminate the need for Carleton to spend money to maintain a deteriorating asset and to decommission P9 in a way that best supported the intended use of the site in the future.

G. Nower, Associate Vice-President (Facilities Management and Planning), advised that a Class “B” construction cost estimate of \$4,701,000 excluding taxes was received, topographical and environmental surveys were conducted, ITS identified two areas within the adjacent Pigiarvik building with concerns for vibration sensitivities and a consultant had been brought onboard. Carleton was working with the City of Ottawa due to the proximity of the O-Train Line to the demolition site and associated requirements.

There were a number of risks highlighted, such as the restrictions imposed by the City of Ottawa due to the proximity of the LRT. Portions of work would need to be completed during the “engineering hours” of 1:00 am to 5:00 am. Other risks included crossing and crane swing agreements, with additional legal fees, and insurance, as well as resources required to monitor the LRT, such as flaggers and spotters. The total project cost was estimated at \$5.9 million with an additional \$2 million in costs from the City of Ottawa requirements, for a total of \$7.9 million.

C. Moy reviewed the stakeholders that would be impacted, such as Parking Services, Facilities Management and Planning (FMP), the P9 permit holders, and the adjacent building occupants. Funding for the demolition would be from Parking Services. He reminded the Committee that the budget was previously approved by the Board in April 2023, but the increased costs required additional approval and the City of Ottawa requirements and restrictions posed significant risks to the project budget. The next step would be the approval of a Project Implementation Report in April 2024, demolition was planned for May with completion anticipated by fall 2024. After demolition, the site would be graded to meet adjacent boundaries and resurfaced.

A member asked what the plans were for the site, once P9 was demolished. L. Dyke responded that the Campus Master Plan included the location as a future development site. In the interim, it would either be grassed over or paved for short-term accessible parking.

A member asked how much of the demolition would take place during the narrowed hours required by the City of Ottawa. G. Nower responded that it was expected to be two weeks of the total time at the hours of 1:00 to 5:00 a.m.

On the recommendation of the Building Program and Finance Committees, it was moved by C. Tessier and seconded by A. Hamdani to approve the Project Planning Report and proceed to a Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented. The motion carried unanimously.

5.2 2024/2025 Ancillary Budget

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

A. Hamdani introduced the item advising that the Finance Committee reviewed and recommended the approval of the 2024/25 Ancillary Services budget, including increased rates and fees, expected revenue, anticipated operating costs, and capital reinvestment plans. The ancillary portfolio was expected to generate \$72.5 million revenue, surpassing the pre-pandemic level of \$69.5 million.

S. Blanchard, Vice-President (Students and Enrolment), presented the 2024/25 Ancillary Budget. The ancillary services units include areas such as Housing, Residence Life, Dining Services, Athletics, Parking Services, The Print Shop, and the Carleton Dominion Chalmers Centre. Ancillaries are expected to generate sufficient revenue to fund the cost of providing their services. Overall, the performance of the ancillary portfolio remained strong, but there were some areas of concern that would need to be monitored. Through planning, most units were able to manage their facility costs through operating income.

The Ancillary units projected a budget surplus of \$4.3 million for 2023/24, with the positive variance driven by strong revenues in Athletics and Housing. For 2024/25, revenues were expected to exceed \$75 million but spending on deferred maintenance would draw down the surplus by \$7.8 million, creating a closing accumulated surplus of \$32 million. Details of each unit, in order of financial magnitude, were provided as follows:

- Housing, Residence Life, and Conference Services: For 2023/24, construction of the New Residence was underway and Conference services had a strong year. For 2024/25 there was a 3-year Capital Plan investment of \$14 million for deferred maintenance, and the creation of a business development and marketing plan;
- Dining Services: in 2023/24, retail had not yet returned to pre-pandemic levels, but there was a projected surplus of \$1.7 million. New retail operations included a Chatime Bubble Tea, the creation of a 24/7 autonomous store, a number of retail outlets would be renewed for 2024/25, the dining hall expansion would be completed in 2024;
- Athletics: summer camp enrolments, leagues, and programs were strong, but challenges existed in recruiting and retaining staff. Priorities for 2024/25 included capital investments to support facility renewal;
- Parking Services: in 2023/24 parking space utilization exceeded functional capacity which will worsen with the decommissioning of P9, but real-time parking availability mapping would be complete by the end of the year. In 2024/25, P9 would be decommissioned, and transit options would include OCTranspo, continued Flexible Work, and sourcing off-campus parking;
- Health and Counselling Services: in 2023/24 demand for health services continued to be strong at almost double the number of visits in 2018. A referendum would be held to support student mental health needs;
- The Print Shop: undertook restructuring, reduced its fleet of multi-functional devices by 20%, through changes and working with FMP, the Print Shop grew revenues by 60% in 2023/24;
- The Bookstore: revenues declined by 23% in 2023/24, expenses were increasing and its losses needed to be addressed. The Bookstore's operating agreement was set to expire in 2025;
- Carleton Dominion Chalmers Centre (CDCC): in 2023/24, the Hive Renovations were completed, but there were capital reinvestment requirements beyond what the CDCC could self-fund;

- Campus Card: moved to a contactless card on a two-year agreement with Procurement and will pilot Campus Card for use with OTranspo;
- National Wildlife Research Centre: lease with Environment Canada ends in 2027;
- Nideyinàn: a number of capital projects were planned for 2024/25 and the accumulated surplus would be eliminated to fund reinvestments; and
- Ancillary Strategic Fund: earns income from external leases and funding is available for small investments and commitments from the ancillaries.

Proposed fee increases for 2024/25 included a 4.6% accommodation rate increase for Residence, a 6.5% increase to the meal plan, 3.7% increase to the Student Athletic Fee, 3.7% increase to the Student Health Fee, and 10% increase to Parking fees. While the aggregate ancillary services portfolio was expected to return to its pre-pandemic financial position, there was a significant amount of deferred maintenance.

A member asked if the budget included the \$3 million for furnishing the new residence. S. Blanchard responded that it was included in the ancillary budget.

A member inquired about the options available for the CDCC and the future of the space if it is anticipating a \$500,000 deficit. S. Blanchard responded that discussions would need to take place, noting that the CDCC is not necessarily an ancillary unit as it is also an academic space (operational budget).

On the recommendation of the Finance Committee, it was moved by A. Hamdani and seconded by J. Nelson to approve Carleton's 2024/25 Ancillary Services Budget, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Research and International Update

Two presentations were circulated in advance.

J. Tomberlin, Interim President and Vice-Chancellor, introduced the Research and International update. He commented on the successes of research, one of Carleton's key pillars and drivers of reputation. Over the previous five years, Carleton's research funding, productivity, and impact had all increased. Carleton had an ambitious International Strategic Plan, working with staff, student, and researchers from around the globe. Carleton partners with universities, governments, and industry organizations to make Carleton a global hub.

R. Goubran, Vice-President (Research and International), provided a presentation advising that Research was central to the University, impacting its reputation, ranking, ability to attract top faculty members, students, and staff, and generates resources. There

were multidisciplinary research strengths in the areas of entrepreneurship, equity, diversity, and inclusion (EDI), and reconciliation with Indigenous peoples.

Carleton had core research strength and international recognition in areas including physics, international affairs, and data studies. Each research field had its own research impact metrics with the ultimate goals of knowledge creation, knowledge mobilization, and impact on society. The most common research metrics were external research funding, such a tri-agency, government, publications such as impact on field through citations, or the San Francisco Declaration on Research Assessment. External research funding was used to pay graduate students and researchers, data collection, cover the cost of publications, conferences, and knowledge dissemination. He highlighted a number of awards won by Carleton researchers over the past year.

Publications are a widely used metric for an institutions success in research and Carleton had continuous growth in this area. Similarly, citations are used as a metric for impact and Carleton also had continuous growth in the number of times a paper is cited by other researchers. The three-year average of external research revenue is used as a proxy for research activities. Carleton's research revenue doubled over the past six years and topped \$100 million in 2022/23. Tri-Agency funding (NSERC, SSHRC, and CIHR) increased, impacting the number of Canada Research Chairs allocated to Carleton, and the research Support Funds and Incremental Project Grants from the Province. In 2022/23, industry funding increased to \$6.3 million, up from \$5.0 million the previous year, attributed to the Holistic Integrated Partnership (HIP) initiative with organizations such as the highlighted Ericsson collaboration. There were indirect costs associated with research, such as overhead, which were also increasing to support research activities.

In 2024, two new government mandates came into effect. The first was a Commercialization Mandate Policy Framework, requiring each university to create a well-defined commercialization policy to improve its commercialization outcomes and realized net benefits to Ontario. A yearly detailed commercialization plan including metrics must be generated. The second was safeguarding research, where the Federal and Provincial Governments required universities to assess external research funding applications for national security risks. Carleton was awarded \$271,000 per year for five years to administer this new program and a Director, Research Security Risk had been hired.

The key priorities for 2024/25 were shared, including to sustain the increase in research productivity and external research funding, build reputation, expand community engagement and partnerships, support multidisciplinary collaboration, and to promote Carleton's core values across all of its activities.

B. Appel Kuzmarov, Associate Vice-President (International), provided a presentation on Carleton's International Strategic Plan. Carleton International is responsible for international partnerships, outreach, and research facilitation. The vision of Carleton International is to "Serve the World, Nurture Global Citizens", to enhance the

University's international reputation, respond to the needs of current society, and increase the capacity of students, faculty, and staff to engage in international initiatives.

In 2024, Carleton had more than 177,000 alumni worldwide, 4,251 international undergraduate and graduate students, as well as 61 active memorandums of understanding and 114 student exchange agreements. Carleton International's goals were shared with the Board as follows:

- Goal 1 - Research and Funding: increasing both funding awards and projects between 2022/23 and 2023/24, noting that the office had an 82% success rate from funding proposals;
- Goal 2 - Students: in 2023/24 there were students on campus from 142 countries, with 2,937 international undergraduate and 1,314 international graduate students, noting current geopolitical challenges;
- Goal 3 - Teaching: Since 2000, Carleton had hosted researchers from over 80 different countries and 740 institutions supporting knowledge and skill transfers. In 2023/24, there were 16 students placed for in-person internships and 61 students placed for virtual internships;
- Goal 4 - Reduce Barriers: increasing international mobility and experiential learning opportunities, improvements to both inward and outward mobility since the COVID-19 pandemic; and
- Goal 5 - Internationalization at Home: Carleton's national capital advantage, able to engage with 82 embassies and high commission-related meetings and events in 2023, doubling the outreach from the previous year.

There were a number of externally driven challenges in 2022/23 for internationalization, including geopolitical instability, changes to immigration policy, and concerns for research security. Carleton International addressed these concerns through enhanced risk assessments with regular geopolitical briefings and established trusted new partnerships, such as the Horizon Europe research funding program.

Carleton International was heading into the final year of its Strategic Plan, which ends in 2025. In preparation for the next iteration of the plan, they have engaged in benchmarking of Carleton's international operations to gather data and are looking to build a geopolitical risk framework.

A member asked about the change in Carleton's ratio of external to Tri-Council funding and how it compares to peer institutions. R. Goubran responded that both types of funding have grown, with more growth from industry funding, which was also matched from other sources.

A member asked about commercialization and Carleton's plan for addressing the Provincial mandate. R. Goubran responded that the Province of Ontario was requiring each university to have a policy on commercialization. Carleton is unique in that that intellectual property belongs to the researcher rather than the institution. Carleton's

collective agreement included details for commercialization and intellectual property (IP), which was reiterated in the Policy. The Province of Ontario had not finalized the metrics for tracking progress on commercialization. The member followed up asking about the reaction from faculty on the shift to outcomes being tied to research funding. R. Goubran responded that it was field-specific as some areas lean more towards results that generative IP. The additional requirements from the Province of Ontario will not be done by all faculty members, rather just those who work on projects with more tangible outcomes.

A member asked what Board members and the Committees could do to help move forward the work being done by Research and International. R. Goubran responded that Carleton was known for interdisciplinary research through partnerships and community engagement, so having more contacts with the community would support research. Partners included industry, embassies, government, or hospitals. The success of research should be measured by its positive impact on society.

A member asked about the current international climate, with particular concerns for national security, and its impact on research at Carleton. R. Goubran responded that it presents a challenge in terms of interference and restrictions on activities. Carleton is always looking for new markets and diversify research partners and was pursuing multi-year agreements to help ensure the continuity of funding.

A member asked about federal resources and, with Carleton's presence in Ottawa, if the University can leverage connections for support. B. Appel Kuzmarov responded that with respect to the Horizon Europe Program, it engages industry and partnerships academically across the world. The Office of the Vice-President (Research and International) is always looking for new opportunities and engagements.

6.2 Report from the Chair

The Chair advised that applications for the Board Award for Outstanding Community Achievement and the Founders Award were open and asked members to consider putting forward a nomination and sharing the criteria with their networks. He provided an update on the Presidential Search, reminding the Board that prior to the break, the Advisory Committee has concluded the community consultations, which equipped the committee with a deeper appreciation of Carleton's leadership needs and a comprehensive framework to assess candidates.

The search firm, Boyden, was instrumental in seeking out candidate interest and referrals. Over January the committee reviewed applications and completed longlist interviews in February. Over March they will complete short-list interviews with the aim to have a recommendation to the Board by April 2024.

6.3 Report from the President

A written report was circulated in advance.

J. Tomberlin, Interim President and Vice-Chancellor, advised that since the Board last met, Carleton was recognized as one of Canada's Top 100 Employers, was named a Top Employer in the National Capital Region for the tenth year in a row, and for the second year in a row, named as a Top Family-Friendly Employer. On December 28, 2023, four distinguished members of the Carleton University community were honoured with the Order of Canada, including former Board Chair N. Nanos. Other recent research highlights included:

- R. Goubran was honoured with the 2023 AGE-WELL Honorary Fellow Award;
- 85 Carleton researchers made the 2022 Stanford Elsevier list of world's most-cited scholars, ranking in the top 2% of most-cited scientists;
- C. Cruickshank (Mechanical and Aerospace Engineering) received the Ontario Building Envelope Council Rising Star Award;
- P. Kariouk (Azrieli School of Architecture and Urbanism) was recognized with an American Institute of Architects New York Design Award;
- F. Taylor (Geography and Environmental Studies) was named as an Officer of the Order of Canada;
- H. Yanikomeroglu (Systems and Computer Engineering) was named a fellow of the Asia-Pacific Artificial Intelligence Association;
- Future Learning Innovation Fellowships were awarded to S. Bucking and J. Drake;
- the Future Skills Innovation Network (FUSION) received \$2.8 million funding in part by the Government of Canada's Skills for Success Program; and
- J. Milner, Associate Professor (Political Science) was appointed as co-chair of the Global Academic Interdisciplinary Network (GAIN).

Carleton's Women's Basketball team won the 2024 Capital Hoops Classic in February 2024. A number of upcoming events were highlighted including the Annual Florence Bird Lecture, Data Day on March 26, and International Women's Day on March 8. Past events included the 2023 Service Excellence Awards, the fifth annual Kinàmàgawin Symposium, and Black History Month events included a lecture with Fulbright Scholar Dr. Michele K. Lewis.

A member asked about enrolment numbers for Fall 2024. S. Blanchard responded that Ontario high school applicants were up 11.8% for first choice, with many of those applicants in the Ottawa area, increasing the likelihood that they will select Carleton; however, there were anticipated difficulties for undergraduate international students.

6.4 Committee Chair Updates

6.4.1 Advancement and University Relations

D. Greenberg, Chair of the Advancement and University Relations Committee, advised that the Committee met on January 30, 2024 and received three presentations for information.

The first was a presentation from C. Trudel, Director of the Centre for Community Engagement, with an update on the four recent projects including placement information for students, the City of Ottawa partnership 'Citystudio', working with the World Health Organization to develop capacity to react during emergencies, and the workshops the Centre has done for the government on community engagement.

The second was a presentation from T. Frost, Associate Vice-President (Communications and Public Affairs), with an update on Carleton's brand campaign, results for engagement, the second annual Challenge Conference taking place on May 8, 2024, and website update.

The third presentation was a joint effort from R. Goubran and J. Conley, Chief Advancement Officer, on the Holistic Integrated Partnership (HIP) Initiative. The HIP approach creates a win-win relationship for the University and external partners through a number of initiatives, such as the 550 co-op positions generated by the partnership with Ericsson.

6.4.2 Building Program

C. Tessier, Chair of the Building Program Committee, advised that the Committee met on February 15, 2024, and considered four items for information and discussion: An update on the Carleton Energy Master Plan was received with its original goals to reduce the direct and indirect emissions by 50% by 2030 and achieve carbon neutrality by 2050 maintained but the approach has evolved through various funding opportunities and retro-fits. The Committee also received the Ongoing Capital and Deferred Maintenance Projects Status Report which outlined the projects underway which totaled around \$214 million.

6.4.3 Finance

A. Hamdani, Chair of the Finance Committee, advised that the Committee met on February 15, 2024 and received the updated Pension Plan Text as recommended by the Pension Committee. The Finance Committee approved on the recommendation of the Pension Committee the allocation of \$50 million to Antin Infrastructure Partners Fund V for the Carleton University Retirement Plan as well as \$30 million to New Mountain Partners VII which was in line with the allocation for infrastructure, real estate and private equity in the Statement of Investment Policies and Procedures.

The Committee also received an update on the University's Endowment Fund's performance report which focused on its investment returns and asset mix for periods ending September 30, 2023. An update on the current year operating budget and status of reserves was received and a balanced operating budget was expected to be achieved, with no significant variances anticipated. Units continue to use reserves to help meeting strategic objectives and overall balances remain healthy in the near term.

6.4.4 Governance

B. O'Connor, Chair of the Governance Committee, advised that the Committee met on February 27, 2024 to receive an update on the student governor election and the administrative staff election. In June 2024, a full slate of new governors would be brought forward to the Board and the following individuals have been nominated through election; J. Simpson, administrative staff, M. Gillis, graduate student, G. Morris, graduate student, Y. Bizuneh, undergraduate student and L. Breen, undergraduate student.

The Committee also discussed Community-at-Large recruitment and short-list of candidates were selected for interviews which will be conducted over March.

In addition to its nominating function, the Committee also discussed the senior executive appointment guidelines and continued its review of the guidelines which would be brought forward for the Board's consideration in June.

7. OPEN-OTHER BUSINESS

No other business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:31 p.m.

COMMITTEE: Board of Governors

MEETING: 641st – April 30, 2024

ITEM: Board of Governors Award
for Outstanding Community
Achievement

INFORMATION PRESENTED TO THE BOARD

On March 28, 2024, the Board Award Jury convened to review the nominations for the Board of Governors Award. For the 2023/24 Award, 11 nominations were received. Among several outstanding candidates, Christopher Pratt was unanimously chosen as this year's recipient. Christopher, who will be graduating this spring with a Bachelor of Global and International Affairs Honours, has showcased an extraordinary commitment to community service, both within and outside of Carleton University with humility and authenticity. His volunteer resume demonstrated a diverse range of activities, contributing over 2,152 lifetime volunteer hours underlining his dedication and love for philanthropy all while maintaining a high degree of academic excellence.

Some of the roles and responsibilities Christopher has undertaken include his service as a Volunteer Junior Curling Coach contributing over 250 hours, his substantial involvement with the Calgary Food Bank, bi-weekly service at the Ottawa Mission where he prepared and served breakfast to over 100 help-seeking individuals, and numerous contributions to Carleton's Unified Support Centre offering invaluable help to fellow students.

Moreover, Christopher has demonstrated exceptional leadership in student government as the President of the Bachelor of Global and International Studies Students' Society (BGInSSS) and the Vice-President Operations of the Carleton Academic Student Government (CASG). He has been instrumental in planning and facilitating six virtual academic and social events designed to create community and conversation during COVID-19, managed a budget of \$40,000, and initiated several student-focused projects like the CASG's Guide to Academic Advocacy for Students and Academic Societies. His innovative ideas, like the BGInS Film Night, study sessions, social events, embassy tours, and more have fostered community spirit, advocated for more accessible education opportunities and overall helped fellow students.

Dr. Sandra Fahy, one of Christopher's referees, highlighted his remarkable character, his commitment to community service and his ability to inspire and motivate others all while ensuring and fostering a supportive and inclusive environment. Francesca Lepore, President and Governance Coordinator for the Carleton Academic Student Government, on the other hand, praises Christopher's role in student government, underscoring his efforts to create

opportunities for his peers. Francesca stated that Christopher has a genuine care for others, drive to make a positive impact, and dedication to service all of which place him as an exemplary candidate for the Board of Governors Award for Outstanding Community Achievement. Christopher's passion and enthusiasm for creating positive change have been evident in his actions, he is praised for his ethos and content of character as highlighted in the glowing references from Dr. Sandra Fahy and Francesca Lepore.

RECOMMENDATION TO THE COMMITTEE

Considering his outstanding community service, achievements, and leadership qualities, the Board Award Jury and the Advancement and University Relations Committee recommends the approval of Christopher Pratt as the recipient of the Board of Governors Award for Outstanding Community Achievement for the 2023/24 academic year, as presented.

COMMITTEE: Board of Governors

MEETING: 641st – April 30, 2024

ITEM: Founders Award

INFORMATION PRESENTED TO THE BOARD

On April 3rd, 2024, the Founders Award Jury convened to review the nominations for the Carleton University Founders Award. This year, 5 new nominations were received and 2 previous year nominations were considered. Among several outstanding candidates, Jean Teron was unanimously chosen as this year's recipient. Jean, a Carleton alumna (Bachelor of Arts in Psychology, 1956), has been a pillar of support, a longstanding friend of the university and an exemplary figure in the Carleton community and beyond. Her lifetime commitment to philanthropy and volunteerism mirrors the core values of Carleton University.

Jean's connection with Carleton University spans over six decades, starting as a student on the 1st Avenue Campus. Her commitment and service to the university from that point on has been deep and multifaceted, including undertaking significant roles in the Board of Governors, where she also made history as the first female Chair from 1983-1986. She also actively participated in the 75th Anniversary Steering Committee, was the Class Representative for the 50th reunion in 2006 and contributed as a member of the Alumni Fund Council.

Apart from her multiple roles in the university, Jean has made immense contributions to Carleton in the framework of philanthropic support. Through the William and Jean Teron Foundation, Jean has generously donated to various Carleton initiatives, notably establishing the Teron Scholars Program in the Azrieli School of Architecture and Urbanism in 2007. Her support extends to the Carleton Dominion-Chalmers Centre, where the "Jean Teron Green Room" stands as a most recent testament to her generosity. Her donations have impacted many facets of the university, from Architecture to Health Sciences research and the CU Art Gallery and have greatly benefited our students, staff, and the greater Ottawa community.

Jean's influence reaches well beyond financial contributions. Her enthusiastic presence at university events, her commitment to student welfare, and her active role in promoting arts and education with every chance she gets, serve as a testament to her ethos and integrity. Her support for arts and education, including the National Gallery of Canada and the Ottawa Hospital Foundation, has been instrumental in fostering a vibrant cultural and academic environment. She is a source of inspiration and a role model for our youth, and she has had a significant impact on the lives of many people.

Her honours, including an Honorary Doctorate of Laws from Carleton in 2013 and the Leadership in Philanthropy Award in 2019, underscore her contributions to business, philanthropy, and the community. Having exemplified unwavering support, positive energy,

engagement, dedication and generosity, Jean Teron is a most fitting candidate for the Founders Award.

RECOMMENDATION TO THE COMMITTEE

In recognition of her unparalleled dedication, tireless advocacy for higher education, and her immense impact on Carleton University and the Ottawa region, the Founders Award Jury and Advancement and University Relations Committee, wholeheartedly recommend Jean Teron for the 2023/2024 Founders Award. Jean's lifetime of service, leadership, and philanthropy embody the spirit of the award and reflect Carleton University's values.

| | | |
|-------------------------------|--|--|
| To: | Board of Governors | Date of Report: 9 March 2023 |
| From: | Chair, Finance Committee | Date of Meeting: 30 April 2024 |
| Subject: | 2024-2025 Miscellaneous Administrative Fees | |
| Responsible Portfolio: | Vice-President (Students and Enrolment) | |

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve the Miscellaneous Administrative Fees to be implemented May 1, 2024, as presented.

3.0 EXECUTIVE SUMMARY

The following miscellaneous administrative fees have been increased by CPI or in tandem with the University of Ottawa:

| | | |
|-------------------------|------------------------------------|--------------------------------------|
| Omnibus Fee | Display Diplomas | Examination Charges (outside Canada) |
| Returned Payment Charge | Replacement Diploma | Extension |
| Late Payment Charges | New Special Students Documentation | Co-op & Career Services fee |
| Grad Application Fee | Admission Processing Charge | Challenge for Credit |
| Reinstatement Charge | Examination Charges (in Canada) | Exchange Fee |
| Deferred Admission Fee | | |
| Letters of Permission | | |

4.0 INPUT FROM OTHER SOURCES

Input on the Miscellaneous Administrative fees was sought from Carleton University’s Student Accounts Receivable office, the Registrar’s office, Admissions Services, Co-op & Career Services, and the International Student Services Office. The grad application fee is set in tandem with the University of Ottawa to accommodate joint programs. The consumer price index was sourced from Statistics Canada; 3.7% is the annual average for the region of Ottawa-Gatineau, Ontario.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

These fees are all existing administrative fees, which have been increased by the consumer price index, then rounded to the nearest \$0.25.

Please see all fees in the appendices.

6.0 FINANCIAL IMPLICATIONS

Failure to approve the increase would have a minor budgetary impact.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The level of increase is minor and as a result, is not likely to have any significant risk. Fees charged to students must comply with the Province's Tuition Framework and Ancillary Fee guidelines to the extent applicable.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

None identified.

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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OPERATIONAL | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| TECHNOLOGICAL | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| FINANCIAL | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| REPUTATIONAL | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Miscellaneous Administrative Fees¹

| Fee | 2023-24 | 2024-25 Proposed | Increase* | Percentage |
|--------------------------------------|----------|---------------------|-----------|------------|
| Omnibus Fee | \$47.00 | \$48.75 | \$1.75 | 3.7% |
| Returned Payment Charge | \$40.50 | \$42.00 | \$1.50 | 3.7% |
| Late Payment Charges | \$123.00 | \$127.50 | \$4.50 | 3.7% |
| Grad Application Fee ² | \$120.00 | \$120.00 | \$0.00 | 0.0% |
| Reinstatement Charge | \$85.00 | \$88.25 | \$3.25 | 3.8% |
| Deferred Admission Fee | \$54.50 | \$56.50 | \$2.00 | 3.7% |
| Letters of Permission | \$46.75 | \$48.50 | \$1.75 | 3.7% |
| Display Diplomas | \$140.00 | \$145.25 | \$5.25 | 3.8% |
| Replacement Diploma | \$98.25 | \$102.00 | \$3.75 | 3.8% |
| New Special Students Documentation | \$62.00 | \$64.25 | \$2.25 | 3.6% |
| Admission Processing Charge | \$77.50 | \$80.25 | \$2.75 | 3.5% |
| Examination Charges (in Canada) | \$98.25 | \$102.00 | \$3.75 | 3.8% |
| Examination Charges (outside Canada) | \$176.75 | \$183.25 | \$6.50 | 3.7% |
| Extension | \$85.00 | \$88.25 | \$3.25 | 3.8% |
| Co-op & Career Services fee | \$467.00 | \$484.25 | \$17.25 | 3.7% |
| Challenge for Credit | \$253.00 | \$262.25 | \$9.25 | 3.7% |
| Exchange Fee ³ | \$80.00 | \$100.00 | \$20.00 | 25.0% |

¹ All fees increased by inflationary rate of 3.7% and rounded to the nearest \$0.25.

² In tandem with the University of Ottawa.

³ Increase due to program retention from application to participation. Fee has not been increased since before 2012; this fee is now in line with other institutions.

2024-2025 Miscellaneous Administrative Fees

Finance Committee

April 19, 2024

2024-2025 Miscellaneous Administrative Fees

| Fee | 2023-2024 | 2024-2025 Proposed | Increase* | Percentage |
|--------------------------------------|-----------|--------------------|-----------|------------|
| Omnibus Fee | \$47.00 | \$48.75 | \$1.75 | 3.7% |
| Returned Payment Charge | \$40.50 | \$42.00 | \$1.50 | 3.7% |
| Late Payment Charges | \$123.00 | \$127.50 | \$4.50 | 3.7% |
| Grad Application Fee** | \$120.00 | \$120.00 | \$0.00 | 0.0% |
| Reinstatement Charge | \$85.00 | \$88.25 | \$3.25 | 3.8% |
| Deferred Admission Fee | \$54.50 | \$56.50 | \$2.00 | 3.7% |
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*All fees increased by inflationary rate of 3.7% and rounded to the nearest \$0.25.

**In tandem with the University of Ottawa.

***Increase due to program retention from application to participation. Fee has not been increased since prior to 2012; this fee is now in line with other institutions.

Motion:

On the recommendation of the Finance Committee, move to approve the Miscellaneous Administrative Fees to be implemented May 1, 2024, as presented.

| | | |
|-------------------------------|---|--|
| To: | Board of Governors | Date of Report: 14 March 2024 |
| From: | Chair, Finance Committee | Date of Meeting: 30 April 2024 |
| Subject: | 2024-25 Student Association Fees | |
| Responsible Portfolio: | Vice-President (Students and Enrolment) | |

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve the 2024-25 Student Association Fees, as presented.

3.0 EXECUTIVE SUMMARY

Student Associations charge fees for their activities and the University collects these fees on their behalf. All of the fees presented for 2024-2025 are existing fees, and in addition there were seven referendums held to add, increase or remove Student Association Fees for 2024-25. It is recommended that the proposed Student Association Fees for 2024-2025 be approved for implementation on September 1, 2024. (May 1, 2024 for Health and Counselling, Athletics and Career and Placement fees).

4.0 INPUT FROM OTHER SOURCES

The Student Associations and appropriate university departments and units were consulted. The consumer price index of 3.7% was obtained from Statistics Canada. This is the annual average for 2023 for the Ottawa-Gatineau region.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Undergraduate Students' Association Fee

The fees are increased annually by CPI in accordance with previous referenda, and/or by agreement with the Canadian Federation of Students and OC Transpo.

The Ancillary Fee Committee approved the collapse of the CUSA fee.

CUSA held five referendums to add, remove and increase fees.

Graduate Student's Association Fee

The fees are increased annually by CPI in accordance with previous referenda, and/ or by agreement with the Canadian Federation of Students and OC Transpo.

The Ancillary Fee Committee approved the collapse of the GSA fee.

There are no other proposed changes to Graduate Students' Association Fee for 2024-25.

Other Compulsory Fees for CUSA and GSA

In addition to association fees, Graduate and Undergraduate students pay fees for two ancillary operations: Athletics and Health Services, these fees were increased by CPI.

Health & Counselling held two referendums to add a Mental Health fee for both student groups.

6.0 FINANCIAL IMPLICATIONS

The financial implications for the Student Associations and related activities would be that many services would not exist without funding generated from these Student Association fees. The funds are not from or related to the University budgets.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Student Associations are separate legal entities, and, as such, the risk of declining revenues would not have a direct effect on the University. The associations are however tenants of the University and there is a risk that a revenue shortfall may encroach on their ability to afford the portion of the operating costs they are currently responsible for. In addition, fees and their approval are required to follow the Province's ancillary fee guidelines as well as the student fees agreement with CUSA. There is a potential risk that should fees get too high or excessive that it could impact the marketability of the institution and enrollment. The approval and review of the fees assists with mitigating this potential risk. In addition, while the Student Associations are separate legal entities, the University has entered into agreements with them requiring that the University be provided with their financial statements.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Fee changes are routinely posted on the University web site, and are detailed in the registration process. As all Ontario universities must follow the same guidelines, the reputational impact for Carleton in particular should be minimal.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

FULL-TIME UNDERGRADUATE

| - Per Academic Year | 2023-2024 Fee | PROPOSED INCREASE | INCREASE % | 2024-2025 Fee |
|---|------------------|----------------------|---------------|------------------|
| CUSA ¹ | \$48.44 | \$1.79 | 3.7% | \$50.23 |
| Academic Support Peer Tutoring | \$ 2.92 | | | |
| Health & Mental Wellness Initiatives | \$ 8.94 | | | |
| Sexual Violence prevention | \$ 3.76 | | | |
| Student Life & Success Programs | \$ 15.96 | | | |
| Student Opportunities & Spaces | \$ 16.86 | | | |
| Ombudsperson | \$4.34 | \$0.16 | 3.7% | \$4.50 |
| CKCU Radio | \$16.86 | \$0.62 | 3.7% | \$17.48 |
| OPIRG | \$8.74 | \$0.32 | 3.7% | \$9.06 |
| Accessibility Fund | \$6.96 | \$0.26 | 3.7% | \$7.22 |
| Clubs and Societies | \$8.42 | \$0.31 | 3.7% | \$8.73 |
| Foot Patrol | \$3.06 | \$0.11 | 3.7% | \$3.17 |
| WUSC | \$2.92 | \$0.11 | 3.7% | \$3.03 |
| Interval House | \$0.72 | \$0.03 | 3.7% | \$0.75 |
| Sock n' Buskin | \$1.06 | \$0.04 | 3.7% | \$1.10 |
| Garden Spot | \$2.76 | \$0.10 | 3.7% | \$2.86 |
| Charlatan | \$6.78 | \$0.25 | 3.7% | \$7.03 |
| Carleton Legal Project | \$4.50 | \$0.00 | 0% | \$4.50 |
| Debating Society | \$1.00 | \$0.00 | 0% | \$1.00 |
| Canadian Federation of Students (National & Provincial) ² | \$19.40 | \$0.76 | 3.879% | \$20.16 |
| CUSA/GSA Drug/Accident/Dental Ins. | \$179.87 | \$48.75 | 27% | \$228.62 |
| Nideyinàn Fee ³ | \$61.46 | \$2.27 | 3.7% | \$63.73 |
| Millennium Village Fee ⁴ | \$6.00 | -\$6.00 | -100.0% | \$0.00 |
| UPass Fee ⁵ | \$446.96 | \$11.18 | 2.5% | \$458.14 |
| UPass Admin Fee | \$5.10 | \$0.19 | 3.7% | \$5.29 |
| World Food Program ⁴ | \$2.58 | -\$2.58 | -100.0% | \$0.00 |
| CUSERT | \$3.10 | \$0.11 | 3.7% | \$3.21 |
| CUSA Bursary Fund | \$2.00 | \$0.00 | 0% | \$2.00 |
| Career and Placement | \$11.96 | \$0.44 | 3.7% | \$12.40 |
| Carleton Academic Student Government | \$1.38 | \$0.05 | 3.7% | \$1.43 |
| | \$856.37 | \$59.29 | 6.92% | \$915.66 |

¹ Collapse of the CUSA student fees into a single fee to offer more flexibility and ease the administrative burden of multiple fees. The collapse of fees was unanimously approved by the Ancillary Fee Committee on January 25, 2024.

² CFS and CFS-O increase by \$0.76 or 3.879% as per letter received by Canadian Federation of Students.

³ Formerly the University Centre fee.

⁴ Fee eliminated by referendum during the 2024 CUSA elections.

⁵ Annual increase of 2.5%, as per agreement with OC Transpo.

| PART-TIME UNDERGRADUATE - Per Full Credit Course | 2023-2024 Fee | 20% of Full Time Fee ⁶ | | 2024-2025 Fee |
|---|--------------------------------|------------------------------------|-----------------------------|--------------------------------|
| | | PROPOSED INCREASE | INCREASE % | |
| CUSA ⁷ | \$9.69 | \$0.36 | 3.7% | \$10.05 |
| Academic Support Peer Tutoring | \$0.59 | | | |
| Health & Mental Wellness Initiatives | \$1.79 | | | |
| Sexual Violence prevention | \$0.75 | | | |
| Student Life & Success Programs | \$3.19 | | | |
| Student Opportunities & Spaces | \$3.37 | | | |
| Ombudsperson | \$0.87 | \$0.03 | 3.7% | \$0.90 |
| CKCU Radio | \$3.37 | \$0.12 | 3.7% | \$3.49 |
| OPIRG | \$1.75 | \$0.06 | 3.7% | \$1.81 |
| Accessibility Fund | \$1.39 | \$0.05 | 3.7% | \$1.44 |
| Clubs and Societies | \$1.68 | \$0.06 | 3.7% | \$1.74 |
| Foot Patrol | \$0.61 | \$0.02 | 3.7% | \$0.63 |
| WUSC | \$0.58 | \$0.02 | 3.7% | \$0.60 |
| Interval House | \$0.15 | \$0.01 | 3.7% | \$0.16 |
| Sock n' Buskin | \$0.21 | \$0.01 | 3.7% | \$0.22 |
| Garden Spot | \$0.56 | \$0.02 | 3.7% | \$0.58 |
| Charlatan | \$1.36 | \$0.05 | 3.7% | \$1.41 |
| Carleton Legal Project | \$0.90 | \$0.00 | 0.0% | \$0.90 |
| Debating Society | \$0.20 | \$0.00 | 0.0% | \$0.20 |
| Canadian Federation of Students (National & Provincial) ⁸ | \$3.88 | \$0.15 | 3.879% | \$4.03 |
| Nideyinàn Fee ⁹ | \$12.29 | \$0.45 | 3.7% | \$12.74 |
| Millennium Village Fee ¹⁰ | \$1.20 | -\$1.20 | -100.0% | \$0.00 |
| World Food Program ⁹ | \$0.51 | -\$0.51 | -100.0% | \$0.00 |
| CUSERT | \$0.62 | \$0.02 | 3.7% | \$0.64 |
| CUSA Bursary Fund | \$0.40 | \$0.00 | 0.0% | \$0.40 |
| Career & Placement | \$2.39 | \$0.09 | 3.7% | \$2.48 |
| Carleton Academic Student Government | \$0.28 | \$0.01 | 3.7% | \$0.29 |
| | \$44.89 | -\$0.16 | -0.36% | \$44.73 |

⁶ 20% of full-time fee; excluding UPass and Health & Dental.

⁷ Collapse of the CUSA student fees into a single fee to offer more flexibility and ease the administrative burden of multiple fees. The collapse of fees was unanimously approved by the Ancillary Fee Committee on January 25, 2024.

⁸ CFS-O increase by \$0.15 or 3.879% as per letter received by Canadian Federation of Students.

⁹ Formerly the University Centre fee.

¹⁰ Fee eliminated by referendum during the 2024 CUSA elections.

| FULL-TIME GRADUATE | 2023-2024 | PROPOSED | INCREASE | 2024-2025 |
|---|-----------------|----------------|--------------|-----------------|
| - Per Term | Fee | INCREASE | % | Fee |
| Graduate Students' Association ¹¹ | \$90.05 | \$3.33 | 3.7% | \$93.38 |
| Academic Support | \$8.06 | | | |
| Career Services | \$6.92 | | | |
| Health & Wellness Programming | \$8.53 | | | |
| Community Engagement & Student Advocacy | \$20.32 | | | |
| Grants, Scholarships, & Awards | \$38.74 | | | |
| Support Centres | \$7.48 | | | |
| Ombuds Services Fee | 2.15 | \$0.08 | 3.7% | \$2.23 |
| Nideyinàn Fee ¹² | 14.15 | \$0.52 | 3.7% | \$14.67 |
| GSA Capital Development Fund | \$3.00 | \$0.00 | 0% | \$3.00 |
| GSA Accessibility Fund | \$3.00 | \$0.00 | 0% | \$3.00 |
| GSA Sexual Assault Centre Fund | \$1.31 | \$0.05 | 3.7% | \$1.36 |
| Canadian Federation of Students ¹³ | \$9.70 | \$0.38 | 3.879% | \$10.08 |
| OPIRG | \$4.28 | \$0.16 | 3.7% | \$4.44 |
| WUSC | \$0.60 | \$0.00 | 0% | \$0.60 |
| Foot Patrol | \$0.50 | \$0.02 | 3.7% | \$0.52 |
| Charlatan | \$2.27 | \$0.08 | 3.7% | \$2.35 |
| CKCU Radio | \$4.17 | \$0.15 | 3.7% | \$4.32 |
| Garden Spot | \$1.38 | \$0.05 | 3.7% | \$1.43 |
| The Leveller | \$2.04 | \$0.08 | 3.7% | \$2.12 |
| U-Pass ¹⁴ | \$223.48 | \$5.59 | 2.5% | \$229.07 |
| U-Pass Admin Fee (per year) | \$5.10 | \$0.19 | 3.7% | \$5.29 |
| Career and Placement | \$3.93 | \$0.15 | 3.7% | \$4.08 |
| GSA Health & Dental (per year) | \$437.40 | \$35.88 | 8.2% | \$473.28 |
| | \$808.51 | \$37.07 | 4.59% | \$845.58 |

PART-TIME GRADUATE

- Per Term

| 30% of full-time fee ¹⁵ | | | |
|------------------------------------|---------------|-------------|----------------|
| \$42.76 | \$1.52 | 3.5% | \$44.28 |

¹¹ Collapse of the GSA student fees into a single fee to offer more flexibility and ease the administrative burden of multiple fees. The collapse of fees was unanimously approved by the Ancillary Fee Committee on February 14, 2024.

¹² Formerly the Unicentre fee.

¹³ CFS and CFS-O increase by \$0.38 or 3.879% as per letter received by Canadian Federation of Students.

¹⁴ increase of 2.5%, as per agreement with OC Transpo.

¹⁵ 30% of full-time fee, excluding UPass and GSA Health & Dental.

OTHER COMPULSORY FEES FOR CUSA AND GSA¹⁶

- Per Term

| | Athletics | | | | Health & Counselling | | | |
|----------------------|------------------|----------------------|---------------|------------------|----------------------|----------------------|---------------|------------------|
| | 2023/2024 Fee | Proposed Increase | Increase % | 2024/2025 Fee | 2023/2024 Fee | Proposed Increase | Increase % | 2024/2025 Fee |
| Undergraduate | \$115.54 | \$4.27 | 3.7% | \$119.81 | \$38.87 | \$1.44 | 3.7% | \$40.31 |
| Graduate | \$104.02 | \$3.85 | 3.7% | \$107.87 | \$38.87 | \$1.44 | 3.7% | \$40.31 |

STUDENT SOCIETY FEES¹⁷

- Per Term

Undergraduate – Full time

| | |
|--|---------|
| CSAAS Architecture Society (fall only) | \$15 |
| CSAAS – Computer fee (fall only) | \$60 |
| Commerce Society | \$22.50 |
| Sprott (Commerce) Career Levy Fee | \$90 |
| Engineering Society | \$19 |
| CUESEF Engineering Society | \$25 |
| Carleton Engineers Without Borders | \$1 |
| CIDSA Industrial Design Society (fall only) | \$15 |
| CIDSA – Computer fee (fall only) | \$95 |
| Carleton Science Student Society Fee ¹⁸ | \$6.43 |

Graduate – Full time

| | |
|--|---------|
| Sprott Career Levy | \$90 |
| Sprott MBA | \$50 |
| Sprott MAcc | \$50 |
| Social Work | \$10 |
| School of Public Policy & Administration ¹⁸ | \$22.17 |

REFERENDUMS¹⁹

In addition to the student fee tables above, the following changes are proposed for 2024-2025 following referendums under the ancillary fee protocol:

1. CUSA introduced a new levy fee during their elections: Equity, Diversity and Inclusion, an additional \$2/semester.

Undergraduates were asked:

CUSA currently delivers services, programs, and campaigns on mental health, international students, cultural awareness, and more in support of equity, diversity, and inclusion initiatives on campus. Do you

¹⁶ Implementation on May 1, 2024.

¹⁷ Only Charged to students within the respective faculty.

¹⁸ Increased by CPI.

¹⁹ All referendums were conducted by OIRP on behalf of CUSA and Health & Counselling. Each referendum met or exceeded the minimum requirement for the participation rate of 15% required per Carleton's Ancillary Fee Referendum protocol. All referendums passed with majority voting at or exceeding 50%+1 in favour of proposed change.

support the creation of a \$2 levy per semester, indexed for inflation, to allow CUSA to enhance its initiatives promoting equity, diversity, and inclusion?

The results were as follows:

Yes 3,180

No 1,466

Abstain 254

2. CUSA proposed the removal of an existing fee: The Millennium Promise fee, removal of \$3/semester.

Undergraduates were asked:

Millennium Promise currently collects \$3.00 from every Carleton student per semester as an external ancillary fee group. Do you support the removal of this ancillary fee paid by Carleton students?

The results were as follows:

Yes 3,785

No 841

Abstain 274

3. CUSA introduced a new levy fee during their elections: First-Year Transition Fee, an additional \$5/semester (charged only to first year status students).

Undergraduates were asked:

CUSA currently delivers dedicated programming for all first-year students, such as fall and winter orientation, that is separate from the University's Fall Orientation programming and fee. Do you support the creation of a \$5 levy per semester, paid by students of first-year status only, to allow CUSA to enhance its programming for all first-year students?

The results were as follows:

Yes 3,139

No 1,494

Abstain 267

4. CUSA proposed the removal of an existing fee: The World Food Programme, removal of \$1.29/semester.

Undergraduates were asked:

The World Food Programme currently collects \$1.29 from every Carleton student per semester as an external ancillary fee group. Do you support the removal of this ancillary fee paid by Carleton students?

The results were as follows:

Yes 3,055

No 1,553

Abstain 292

5. CUSA introduced an increase in an existing levy fee during their elections: Clubs and Societies fee, an increase of \$1.50/semester (\$5.71/year).

Undergraduates were asked:

Carleton students currently pay \$4.21 per semester, indexed for inflation, in a Clubs and Societies levy which funds over 170 certified clubs on campus. Do you support an increase of this fee by \$1.50?

The results were as follows:

Yes 2,700

No 1,918

Abstain 282

6. Health & Counselling Services introduced a new levy fee: Mental Health fee, an additional \$25/semester.

Undergraduates were asked:

Health and Counselling Services has seen a 50% increase in demand for mental health supports. Currently Carleton students' fee is the lowest in the province (more than 50% below the provincial average). Due to this overwhelming demand for increased mental health supports, Health and Counselling Services is proposing a mental health fee. Do you support the creation of \$25 per term mental health fee indexed to CPI, starting in Fall of 2024?

The results were as follows:

Yes 2,198

No 1,658

Abstain 132

Graduates were asked:

Health and Counselling Services has seen a 50% increase in demand for mental health supports. Currently Carleton students' fee is the lowest in the province (more than 50% below the provincial average). Due to this overwhelming demand for increased mental health supports, Health and Counselling Services is proposing a mental health fee. Do you support the creation of \$25 per term mental health fee indexed to CPI, starting in Fall of 2024?

The results were as follows:

Yes 561

No 522

Abstain 56

2024-2025 Student Association Fees

Finance Committee

April 19, 2024

Approval Process

- University complies with the Ministry of Colleges and Universities legislation, policies, procedures and guidelines relating to Student Fees
- Any changes or proposed new Student Fees require a referendum and approval by the Board of Governors
- Referendum will be effective if > 15% of the Student Association members vote
- The Student Association agreements include the Ancillary Protocol Process

2024-25 Student Association Fee Annual Increases

- Majority of fees are increased annually by CPI in accordance with original referendum
- Small number of fees have no increases in accordance with original referendum
- Exceptions:
 - Canadian Federation of Students (CFS) Fee increase is based on contract with CFS
 - UPASS fees are as required by contract with OC Transpo
 - Health and Dental Insurance fees are set by the contract with the provider

2024-25 Referendums

- **CUSA general election included 5 referendum questions:**
 - Equity, Diversity and Inclusion levy: Addition of \$2/ semester
 - Millennium Promise: Removal of \$3/semester
 - First-Year Transition Levy: Addition of \$5/ semester levy (charged to only first year status students)
 - World Food Programme: Removal of \$1.29/ semester levy
 - Clubs and Societies Levy: Addition of \$1.50/ semester (total \$5.71/year)
- **Health & Counselling held 1 referendum question:**
 - Mental Health Fee, \$25/term
- **GSA did not hold a referendum**
- **Voter turnout rate was at or exceeded the 15% threshold, all referendums passed with majority voting at or exceeding the 50%+1 in favour of proposed change.**

2024-25 Student Association Fee Implementation

- Majority of fees are effective September 1, 2024
- The following fees are effective May 1, 2024:
 - Athletics Fee
 - Health and Counselling Fee
 - Career and Placement Fee
- Undergraduate Fees:
 - Full time undergraduate fees are assessed for the full academic year (academic year is the fall and winter term)
 - Part time undergraduate fees are 20% of full time fee per full credit course
- Graduate Fees:
 - Graduate fees are assessed per term
 - Part time graduate fees are 30% of full time fees
- Student Society Fees are per term unless otherwise indicated

Motion:

On the recommendation of the Finance Committee, move to approve the 2024-2025 Students Association Fees, as presented.

| | | |
|-------------------------------|--|--|
| To: | Board of Governors | Date of Report: 1 March 2024 |
| From: | Chair, Finance Committee | Date of Meeting: 30 April 2024 |
| Subject: | Statement of Investment Policies and Procedures – Retirement Fund | |
| Responsible Portfolio: | Vice-President (Finance and Administration) | |

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve the Statement of Investment Policies and Procedures for the Trust Fund created under the Carleton University Retirement Plan, dated June 30, 2024, as presented.

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 process in place to ensure that the assets of the Retirement Fund are invested prudently and effectively to support the goal of the Retirement Plan to 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, effective June 30, 2024, has been reviewed and recommended by the Pension Committee.

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 the investment policy for the \$1.6 billion Retirement Fund. In particular, it defines the asset mix policy for the Fund, 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 on Feb. 29, 2024.

There were some changes to the SIPP this year. Of most significance, real estate was added to the Benchmark Portfolio in Section 4.5, and private equity was added to the Asset Mix in Section 5.1. These asset classes were added following an Asset Liability Study that was completed in 2021 by the Pension Committee, in consultation with an investment consultant. The new asset classes and benchmark weights are added in phases over a number of years as capital is called to reach their ultimate target of 10% each for real estate and private equity. The new asset classes are being funded by a reduction in Canadian equities. Section 6.7 was clarified to indicate that private equity is an allowable asset class that includes buy-out, growth and venture investing.

The Appendix was updated to add the new managers who have been hired and their value-added return targets. It was also clarified that follow-on vintages of closed-end funds with existing investment managers are not considered new investment managers.

There were no changes to the mandates of the external Investment Managers who manage the assets.

6.0 FINANCIAL IMPLICATIONS

Investment policies define how plans will carry out their investment program, in order to strengthen both the financial condition of the plan and the promise to deliver benefits 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 by the Fund. This return directly affects the funded status of the Retirement Plan and related university contributions.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This annual review of the SIPP assists the Finance Committee of the Board as it supports the university in its role 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 risk are high as normal annual contributions to the Plan are in excess of \$20 million.

Volatility in funding requirements puts pressure on the operating budget. A related risk is market risk; 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 managing 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 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. Failure to do so could result in the application of a fine for lack of compliance. This risk is managed by the office of Pension Fund Management.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

A significant reputational loss could occur following a negative announcement/news related to financial management issues at the university. Given the scale and operational importance of the fund, the risk is magnified. The university has a strong communications team and infrastructure, along with flexible emergency communications response plans to support if needed.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | VERY LOW | LOW | MEDIUM | HIGH | VERY HIGH |
|----------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|
| STRATEGIC | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| LEGAL | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OPERATIONAL | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" 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 type="checkbox"/> | <input checked="" 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 Retirement Fund Update

April 19, 2024

Overview of Retirement Plan Documents

Statement of Investment Policies and Procedures

- Sets the investment policy for the \$1.6-billion Retirement Fund.
- Defines the mandates of the external investment managers.
- Updated annually to reflect changes to asset mixes, benchmarks or investments.

Carleton University Retirement Plan Text

- Defines the benefit, eligibility, contributions, leaves, etc.
- Sets out the administrative and decision-making structure for the Plan.
- Updated infrequently for Plan design changes or regulatory updates.

SIP&P Update

- The SIP&P is being updated to June 30, 2024 to reflect updates to the asset mix.
- *Section 4.5 Benchmark Portfolio* was updated to reflect a 3% weight to Real Estate and a similar reduction in Canadian equities. This will be phased over multiple years to the 10% Real Estate allocation.
- *Section 5.1 Asset Mix Policy* was updated to reflect Private Equity within the Asset Mix and it will be added to the Benchmark Portfolio in the upcoming years.
- *Section 6.7* was changed from venture capital to private equity which is inclusive of venture capital, growth equity and buyout.
- *Appendix Section 4* was updated for new managers within infrastructure and real estate.
- *Appendix Section 5.3* was updated to clarify that private managers with existing fund relationships with Carleton that are raising follow on vintages of their fund series are not new hires for the purposes of the SIP&P.

Motion

On the recommendation of the Finance and Pension Committees, move to approve the Statement of Investment Policies and Procedures (SIP&P) as of June 30, 2024, as presented.

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, 202~~4~~³

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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 the 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.
- 3.2. 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.
- 3.3. 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.
- 3.4. 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.
- 3.5. 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; and,
 - 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 described 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 |
| High-Yield Debt | Non-Canadian bonds and debentures | BoAML US High Yield Constrained Index | 5.0 |
| Canadian Equities | Canadian stocks | S&P/TSX Capped Composite Index | 2522.0 |
| 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 Small Cap Index | 5.0 |
| Global Infrastructure | Other Inv. Alternatives | CPI ³ + 4.0% | 15.0 |
| Real Estate | Alternatives | CPI³ + 4.0% | 3.0 |
| | 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.

(3) Consumer Price Index (Total CPI) as per the Bank of Canada.

- 4.6. 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.
- 4.7. 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

- 4.8. The Committee expects the total annualized 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.
- 4.9. 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 |
| Equities | | | | |
| Canadian Equities | Canadian stocks | <u>12.0</u> | <u>22.0</u> | <u>32.0</u> |
| 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 | | <u>47.0</u> | <u>57.0</u> | <u>67.0</u> |
| Global Infrastructure | Other- Investments Alternatives | 5.0 | 15.0 | 20.0 |
| Real Estate | Other- Investments Alternatives | 0.0 | <u>03.0</u> | 10.0 |
| <u>Private Equity</u> | <u>Alternatives</u> | <u>0.0</u> | <u>0.0</u> | <u>10.0</u> |

- 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 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. Private equity, infrastructure, and real estate 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.

6.2. 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.

6.3. 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 6.8 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.

Not more than 5% of the market value of fixed income securities shall be invested in any one non-government entity.

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.

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 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.

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.

6.4. 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.

- The market value of any single equity holding shall not exceed its weight in the S&P/TSX Capped Composite Index plus 5%.
- 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%.
- 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).
- Not more than 10% of the outstanding securities of any one company shall be purchased.
- 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.

- An investment in the shares of any single company shall not exceed 5% of the market value of all non-Canadian equities held.
- Not more than 10% of the outstanding securities of any one company shall be purchased.
- Not more than 5% of the market value of the Fund shall be invested in small-cap stocks.
- Not more than 5% of the market value of the Fund shall be invested in emerging markets equities.
- 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.

6.5. Real Estate

Permitted Investments

Real estate investments will be held through public or 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 Investment Management Agreement or Private Placement Memorandum and related documents such as side letters. The Committee will review the investment guidelines for each real estate fund prior to recommending approval to the Board.

Investment Constraints

An investment in any one parcel of real estate shall not exceed 2% of the market value of the Fund.

6.6. Infrastructure

Permitted Investments

Infrastructure investments will be held through public or 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 Investment Management Agreement or Private Placement Memorandum 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.

Investment Constraints

An investment in any one infrastructure asset shall not exceed 2% of the market value of the Fund.

6.7. ~~Venture Capital~~Private Equity

Permitted Investments

~~Venture~~Private equity 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 Memorandum and related documents such as side letters. The Committee will review the investment guidelines for each ~~venture~~ fund prior to recommending approval to the Board.

Investment Constraints

An investment in any one private equity asset shall not exceed 2% of the market value of the Fund. ~~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.~~

6.8. 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.

Investment Constraints

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

- No more than 5% of the market value of high-yield debt securities shall be invested in any one non-government entity.
- 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.
- No more than 25% of the market value of high-yield debt securities shall be invested in any one industry.
- No more than 2% of the market value of high-yield debt securities shall be invested in equity or equity-related securities.
- Short sales of securities are not permitted.
- Security purchases on margin are not permitted except for futures or other over-the-counter derivatives.

6.9. Derivatives

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.

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

- Derivatives may only be used with the expressed written consent of the Committee.
- Derivatives may be used as a hedge against existing investments or liabilities, provided their particular purpose/usage has been fully disclosed to the Committee.
- 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

- Derivatives shall not be used to create leverage or for speculative purposes.
- 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.
- 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. The Managers shall implement

internal procedures and controls in order to ensure that derivatives are used in compliance with the Statement at all times.

- 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.
- 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.

6.10. 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 6.9 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

- 6.11. 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

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

Exceptions to Statement

- 6.14. 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.

- 6.15. 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.
- 6.16. 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 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 the 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.

Process for Dealing with a Conflict of Interest

- 8.3. 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:
- 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;
 - investments in an unallocated general fund of a person authorized to carry on a life insurance business in Canada;
 - investments in securities issued or fully guaranteed by the Government of Canada or a Province of Canada or an agency thereof;
 - 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;
 - investments in a fund that replicates the composition of a widely recognized index

of a broad class of securities traded at a marketplace; and

- 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-half of 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;
- Commercial 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.

11.2. The terms and conditions of any securities lending shall provide for the ability to recall loaned securities to exercise proxy voting rights.

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

13.1. 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, 202~~4~~³

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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 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 approve 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;
- 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;
- meet with the Committee and/or the Office of Pension Fund Management at least annually, or more often if requested, to present their analysis of the investment performance relative to the objectives established, an analysis of the reasons for such return, an assessment of the risk assumed in the pursuit of such returns, ESG update, operational review and their current and future investment strategies regarding their specific investment mandates. The results of this annual review will be distributed to the Committee;
- 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 and/or the Office of Pension Fund Management 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 annualized 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 Committee on any matters relating to Plan design, funding, and regulatory matters; and
- assist the Committee in any other way as required in order for the Committee to meet its fiduciary duties.

2.7 The Consultants

The Consultants may:

- from time to time assist the Committee 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;
- 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.

Responsible Investing

3.2 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 University as Administrator under the Pension Benefits Act, has a fiduciary duty to act in the long-term best interest of the beneficiaries of the Plan. The Committee in carrying out its functions per the Plan Text, also has a fiduciary responsibility to the Plan beneficiaries. The prudent and effective management of the Fund as described in this Statement has a direct impact on the achievement of this goal.

3.3 The development of the Responsible Investing Policy is guided by certain principles as they relate to responsible investing. These are:

- That the fund should 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 stakeholders.
- That imposing constraints or negative screens on portfolio investments may increase risk or reduce returns or both.
- That stewardship by investors may be an effective way to encourage responsible corporate behaviour.

3.4 The University is a signatory to the United Nations-supported Principles for Responsible Investment (PRI) which are considered best practice in the area of responsible investing. As a signatory, the University commits to the following Principles:

- Incorporate ESG issues into investment analysis and decision-making processes.
- Be an active owner and incorporate ESG issues into ownership policies and practices.
- Seek appropriate disclosure on ESG issues by the entities in which it invests.

- Promote acceptance and implementation of the Principles within the investment industry.
- Work together with other signatories to enhance its effectiveness in implementing the Principles.
- Report on its activities and progress towards implementing the Principles.

3.5 The Responsible Investing Policy applies to all Fund assets, unless otherwise specified. The Policy, outlines the beliefs, commitments, and approach to Responsible Investing.

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 |
| MFS Investment Management Canada Ltd. | Domestic Balanced – Active |
| Mackay Shields LLC | High Yield Debt |
| Foyston, Gordon & Payne, Inc. | Canadian Equities – Active |
| MFS Investment Management Canada Ltd. | Non-Canadian Equities – Active |
| Alliance Bernstein | Non-Canadian Equities – Active |
| William Blair | Emerging Markets Equities - Active |
| Brandes Investment Partners | Global Small Cap Equities - Active |
| Global Infrastructure Partners III & IV | Infrastructure |
| Brookfield Infrastructure Fund III | Infrastructure |
| JP Morgan Infrastructure Investment Fund | Infrastructure |
| Antin Infrastructure Partners Fund V | Infrastructure |
| Macquarie Infrastructure Partners II | Infrastructure |
| Macquarie European Infrastructure Fund III | Infrastructure |

| | |
|--|-----------------------------|
| Manulife Core Property Portfolio | Real Estate |
| Canfirst Industrial Realty Fund VIII | Real Estate |
| State Street Global Advisors | Strategic Currency Hedge |

- 4.2 The Committee expects that the annualized 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-recognized 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-recognized 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.

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.

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 | 100 | 100 | 100 | 1.50 |
| Total | Portfolio Benchmark | | | 100 | 1.50 |

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

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.

Global Small Cap Non-Canadian Equity Benchmark for Brandes Investment Partners

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

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

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

| Asset Class | Benchmark Index | Min (%) | Max (%) | Portfolio Benchmark (%) | Value-Added Target (% / annum) |
|-----------------------|------------------------|----------------|----------------|--------------------------------|---------------------------------------|
| Global Infrastructure | CPI + 4.0% | 100* | 100 | 100 | 1.5 |

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

Real Estate Benchmark for Manulife and CanFirst

| <u>Asset Class</u> | <u>Benchmark Index</u> | <u>Min (%)</u> | <u>Max (%)</u> | <u>Portfolio Benchmark (%)</u> | <u>Value-Added Target (% / annum)</u> |
|---------------------------|-------------------------------|-----------------------|-----------------------|---------------------------------------|--|
| <u>Real Estate</u> | <u>CPI + 4.0%</u> | <u>100*</u> | <u>100</u> | <u>100</u> | <u>1.5</u> |

* 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.

Reasons for Termination of Managers

4.7 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. 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. [Follow on vintages of closed-end funds with existing Investment Managers within Alternatives \(Global Infrastructure, Real Estate, Private Equity\) are not considered a new hire.](#)

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.

| | | |
|-------------------------------|---|--|
| To: | Board of Governors | Date of Report: 2 April 2024 |
| From: | Chair, Audit and Risk Committee | Date of Meeting: 30 April 2024 |
| Subject: | Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act | |
| Responsible Portfolio: | Vice-President (Finance and Administration) | |

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Audit and Risk Committee, move to approve the Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act - Carleton University Compliance Report, as presented.

3.0 EXECUTIVE SUMMARY

In 2023, Canada implemented legislation promoting supply chain transparency and passed Bill S-211, which became effective Jan. 1, 2024. This legislation stipulates:

- Annual reporting on measures undertaken to combat forced and child labour, on or before May 31, 2024, for activities undertaken in the preceding fiscal year
- Report must be endorsed by the entity’s “governing body”, made publicly available on the entity’s website and be submitted electronically with the completed questionnaire to the Ministry of Public Safety
- Failing to comply with the Act’s requirements can result in a fine of up to \$250,000
- Reports must address 7 categories of content: Proactive Interventions, Policies and Procedures, Risk Identification, Remediation Actions, Loss Mitigation, Training, Continuous Improvement

Carleton has not identified any instances of forced or child labour requiring remediation or loss mitigation.

4.0 INPUT FROM OTHER SOURCES

Given that this reporting process is being implemented within a few months of its passage, obligated entities are only just coming to terms with the implications of the legislation. However, there have been preliminary discussions across Ontario universities regarding reporting approaches and best-practices. Within Carleton, key stakeholders including Procurement, Pension Fund Management, Campus Services and Facilities Management and Planning were consulted in the development of this report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

In addition to Carleton University’s strategic integrated plan, [Shape the Future 2020-2025](#), which identifies sustainability and wellness as a strategic direction. The Finance and Administration Strategic Plan also commits to embedding Environmental, Social and Governance (ESG) principles.

As well, in accordance with Carleton’s [Code of Conduct for Apparel Supplies and Trademark Licences](#), Carleton University has established important policies to address forced labour and child labour within its supply chains. The university’s Code of Conduct explicitly prohibits the use of forced labour and child labour:

“There shall not be any use of forced labour, whether in the form of prison labour, indentured labour, bonded labour of otherwise.”

The code of conduct also requires suppliers to adhere to applicable labour laws and international standards. Carleton’s due diligence processes involve supplier assessments, audits, and ongoing monitoring to ensure compliance with these standards. The existing Carleton University Code of Conduct is scheduled for mandatory review, in September 2024, and will be updated as needed.

There is also a robust Procurement Policy to ensure that current legislative and regulatory requirements with respect to public entity purchases are met, including mandatory requirements of the governing directives. This includes the following purpose:

“The primary purpose of the Procurement Policy is to ensure that the acquisition of goods and services is undertaken in an open, fair, transparent, efficient, ethical, and cost-effective manner while obtaining the best value for money for the university.”

6.0 FINANCIAL IMPLICATIONS

Failing to comply with the Act’s requirements can result in a fine of up to \$250,000.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Carleton University acknowledges that certain parts of its business and supply chains could carry inherent risks of forced labour and child labour. The university has an established enterprise risk framework that is used to proactively conduct risk assessments and will be used to create a risk registry going forward. Through these tools, the university has the ability to identify vulnerable areas and implement risk management strategies to mitigate risks. This framework could include engaging with suppliers to address potential issues, fostering transparency, and diversifying sourcing to minimize dependence on potential high-risk regions. A supply chain risk identification exercise is planned for 2024-2025. These activities help mitigate the risks associated with failing to comply with the legislation.

Our investment portfolios have identified activities and supply chains that carry risk of forced and child labour being used. Additional scrutiny surrounds the consumer and retail space where products are made overseas (and sold domestically) and could be subject to this risk. We are aware, in general, that overseas suppliers can have low-cost production which could potentially exploit weak country labour standards. The above activities will assist to identify potential problems and allow appropriate steps to be taken.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Carleton’s reputation could be negatively impacted if we don’t report; or if we are seen as not being proactive in addressing supply chain risks or if the university is seen to be complicit in potential breaches of the legislation. As the university develops a fulsome action plan, it will be supported by a robust communications plan.

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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| FINANCIAL | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| REPUTATIONAL | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Addressing Bill S-211

Fighting Against Forced Labour
and Child Labour in Supply
Chains



Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains

The [Global Slavery Index](#) estimates that over 49.6 million people around the world live in modern slavery

According to the [Supply Chain Risk 2023 Report](#), Canada is a contributor, with an estimated 7.5% of imports deemed “risky”

In 2023, Canada implemented legislation promoting supply chain transparency and passed [Bill S-211](#), which became effective Jan. 1, 2024



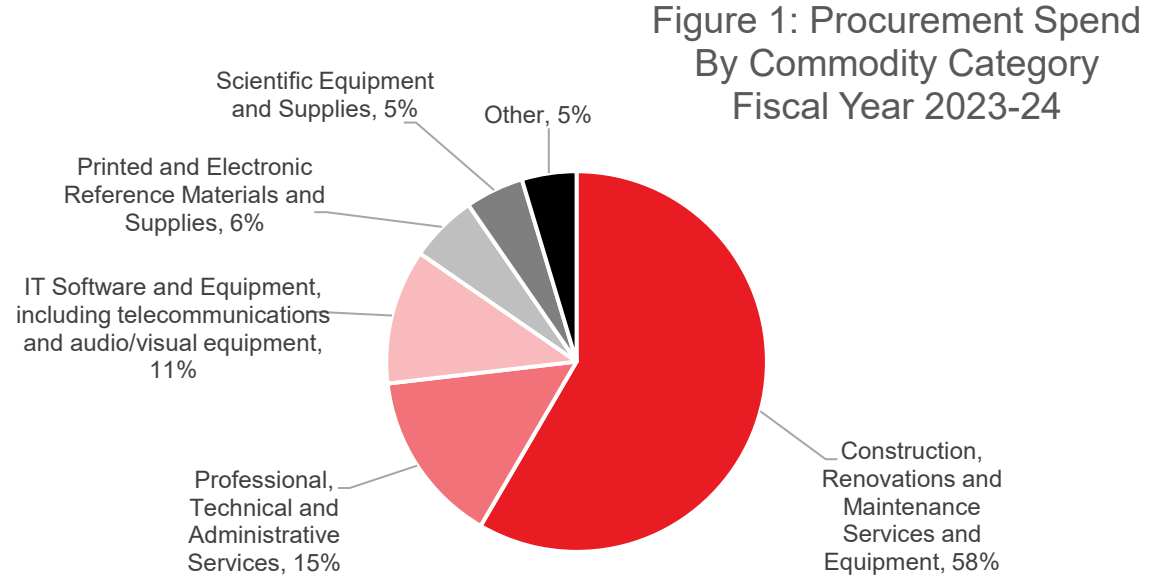
Source: [World Vision](#)

Reporting Requirements for Defined Entities

- Annual reporting on **measures undertaken to combat forced and child labour**, on or before May 31, 2024, for activities undertaken in the preceding fiscal year
- Report must be endorsed by the entity’s “governing body”, made publicly available on the entity’s website and be submitted electronically with the completed questionnaire to the Ministry of Public Safety
- Failing to comply with the Act’s requirements can result in a fine of up to \$250,000
- Must address [7 categories of content](#): Proactive Interventions, Policies and Procedures, Risk Identification, Remediation Actions, Loss Mitigation, Training, Continuous Improvement

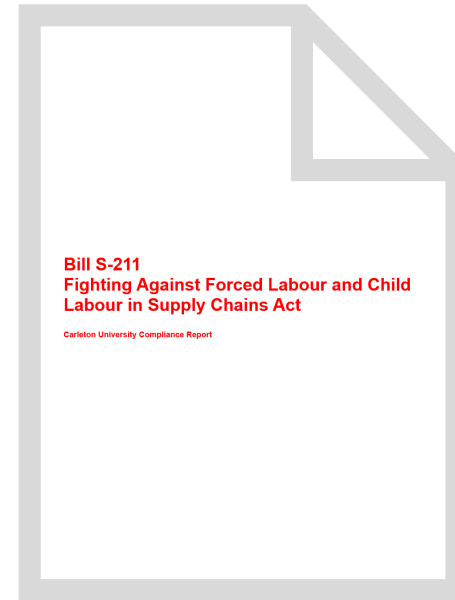
Nature of Carleton's Supply Chain Spend (2023-24)

- Approximately 87% of annual procurement expenditures are with **Canadian** businesses
- Approximately 10% with suppliers in the **United States**



Approach to Carleton's First Compliance Report

- Acknowledges our history with, and commitment to, eliminating and mitigating forced and child labour in our activities and supply chains
- Addresses actions undertaken to date, with a focus on developing an action plan next year
- Aligns with other Ontario universities that are also just starting on this journey



Overview of 2023-2024 Report Content



Proactive Interventions

- ESG Supplier Survey (pilot in April 2024)



Policies and Protocols

- Supplier Code of Conduct, Procurement, Responsible Investing



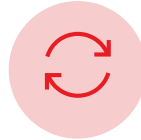
Risk Identification

- Future Actions



Remediation Actions

- Not Applicable in 2023-2024



Loss Mitigation

- Not Applicable in 2023-2024



Training

- Future Actions



Continuous Improvement

- Focus on Action Plan

Action Plan for 2024-25

Develop a fulsome Action Plan, which will include

- Review of industry best-practices
- Supply Chain Risk Identification exercise and framework development
- Continuing with Environmental, Social and Governance (ESG) Supplier Survey, and conducting environmental scan of partners' practices and procedures
- Working with internal experts to develop a training program
- Information sharing with external organizations

Develop KPIs and Assessment Framework

- Working with internal stakeholders to develop appropriate key performance indicators and continuous monitoring mechanisms

Motion:

On the recommendation of the Audit and Risk Committee, move to approve the Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act - Carleton University Compliance Report, as presented.

Questions

Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act

Carleton University Compliance Report

March 2024

Preamble

Carleton University is recognized as a leader nationally as a Top 5 comprehensive university, as well as a two-time Top 100 Employer plus Top Employer in the National Capital Region for 11 consecutive years.

As such, Carleton recognizes that forced and child labour remains prevalent around the world, and the importance of mitigating and upholding ethical standards to combat it within our operations and supply chains. As dramatic shifts in the nature of social interaction and the global economy continue, we are committed to Carleton's participation in the creation of solutions to Canada's shared social, economic, ecological and political challenges. Our vision is to extend our influence beyond campus, inspire our students to be engaged citizens who work to strengthen meaningful community partnerships. Together, we strive for wellness and sustainability — for individuals, for communities and for our planet.

In addition to Carleton University's strategic integrated plan, [Shape the Future 2020-2025](#), which identifies sustainability and wellness as a strategic direction, the university has begun its journey to facilitate ethical supply chain management practices and has several short-term activities planned. This report will serve to address these activities as they relate to **Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains**.

Structure and Supply Chain

Governance and Structure

Carleton University was created by the Ontario Legislature through the passage of the [Carleton University Act](#) in 1952. The Act states the objects and purposes of the university, which are:

- The advancement of learning,
- The dissemination of knowledge,
- The intellectual, social, moral and physical development of its members, and the betterment of its community, and
- The establishment and maintenance of a non-sectarian college with university powers, having its seat in or about the City of Ottawa. 1952, c.117, s.3; 1957, c.130, s.1.

Carleton University is committed to respecting and achieving good governance. As a bicameral institution, governance at Carleton is shared by the [Board of Governors](#) and the [Senate](#). The Board of Governors serves as the corporate body and the Senate as the highest academic body.

Carleton University's organizational chart is available [here](#).

Supply Chain

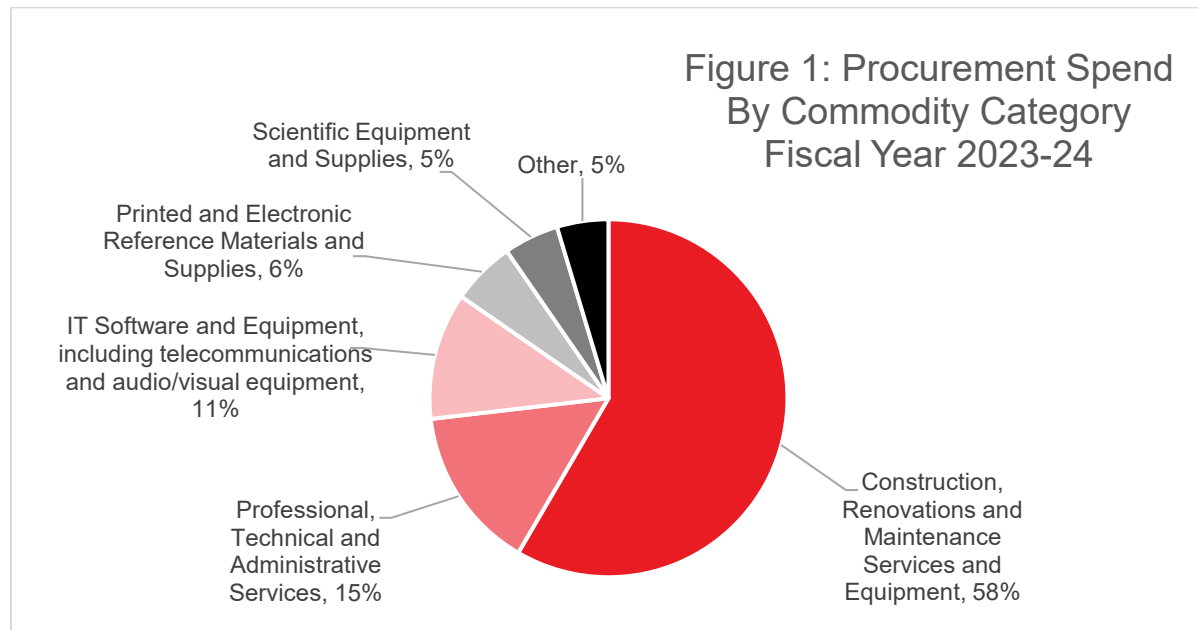
Carleton University engages in extensive procurement activities, adhering to public procurement regulations and ethical sourcing practices. These activities encompass a broad spectrum of goods and services, including construction, professional and technical services, scientific equipment and supplies, IT hardware, network equipment and software, food and catering, book acquisitions and printing services, and waste, custodial and facilities management.

A significant portion of procurement is conducted through collaborative frameworks, notably with the Ministry of Public and Business Service Delivery, the Ontario Education Collaborative Marketplace (OECM), and other consortia, to leverage collective purchasing power and achieve cost efficiencies.

The university's procurement operating model is centrally led. This means that high-dollar and strategic procurement sourcing activities are co-ordinated centrally while delivery and transactional work are executed in a decentralized fashion. This model ensures compliance with Broader Public Sector procurement directives and our obligations under domestic and international trade treaties. Bringing about meaningful change to mitigate the risks of forced and child labour in the supply chain will be well supported by the centrally led procurement operating model, which helps to improve knowledge sharing, best practice execution and compliance.

Carleton recognizes the existence of forced and child labour risks across its supply chains and, further, that these risks could be elevated in certain supply chains due to factors such as geographical location and/or source locations for materials and products procured by the university. There is an identified lack of visibility in certain overseas markets which could present an increased risk of forced and child labour, especially in secondary (and further) supply chain tiers, and in source materials used in the university's goods and services.

Figure 1 summarizes the university's primary procurement spending across commodity categories representing 5% or more of the total procurement spend.



Approximately 87% of annual procurement expenditures are with Canadian businesses, and an additional 10% with suppliers in the United States.

The university encourages a disciplined approach to sustainable procurement which considers the right balance of environmental, societal and economic considerations in each procurement activity. This requires a careful and thorough evaluation of procurement requirements while also exploring opportunities that are environmentally responsible and promote “healthy communities.” Individuals participating in a university procurement are required to give appropriate consideration in the evaluation process to those goods, services, and vendors that reflect a commitment to sustainability or a broader social responsibility. These include but are not limited to life-cycle costs, reusable or recycled goods, energy consumption in production and distribution, diverse vendors, fair trade products certified by Fairtrade International and the Small Producer Symbol (SPP) or demonstrated community impact measurement.

Policies and Due Diligence Processes

Procurement Operations and Supply Chain

In accordance with Carleton's [Code of Conduct for Apparel Supplies and Trademark Licences](#), Carleton University has established important policies to address forced labour and child labour within its supply chains. The university's Code of Conduct explicitly prohibits the use of forced labour and child labour:

“No person shall be employed at an age younger than 15 (or 14, where consistent with International Labour Organization practices for developing countries, the law of the country of manufacture allows such exception). Where the age of completing compulsory education is higher than the standard for the minimum age of employment stated above, the higher age for completing compulsory education shall apply to this section.”

“There shall not be any use of forced labour, whether in the form of prison labour, indentured labour, bonded labour or otherwise.”

The code of conduct also requires suppliers to adhere to applicable labour laws and international standards. Carleton’s due diligence processes involve supplier assessments, audits, and ongoing monitoring to ensure compliance with these standards. The existing Carleton University Code of Conduct is scheduled to be reviewed, as part of its scheduled review, in September 2024, and updated as needed. There is also a robust Procurement Policy to ensure that current legislative and regulatory requirements with respect to public entity purchases are met, including mandatory requirements of the governing directives. This includes the following purpose:

“The primary purpose of the Procurement Policy is to ensure that the acquisition of goods and services is undertaken in an open, fair, transparent, efficient, ethical, and cost-effective manner while obtaining the best value for money for the university.”

Responsible Investing

Carleton’s investment portfolios proactively and directly engages with Boards of Governors of investee companies and where deficiencies are indicated, concrete steps are taken to monitor and effect change.

Carleton’s investment portfolios have policies in place to ensure the investment process reduces the risk of forced labour or child labour in supply chains. This includes a formal monitoring and review process, and a review of the risks associated with changing trend data. All investments have scrutinized the supply chain of potential investee companies. Compliance procedures are also in place to ensure operational due diligence reports are completed annually and quarterly reporting is reviewed for additional follow-up.

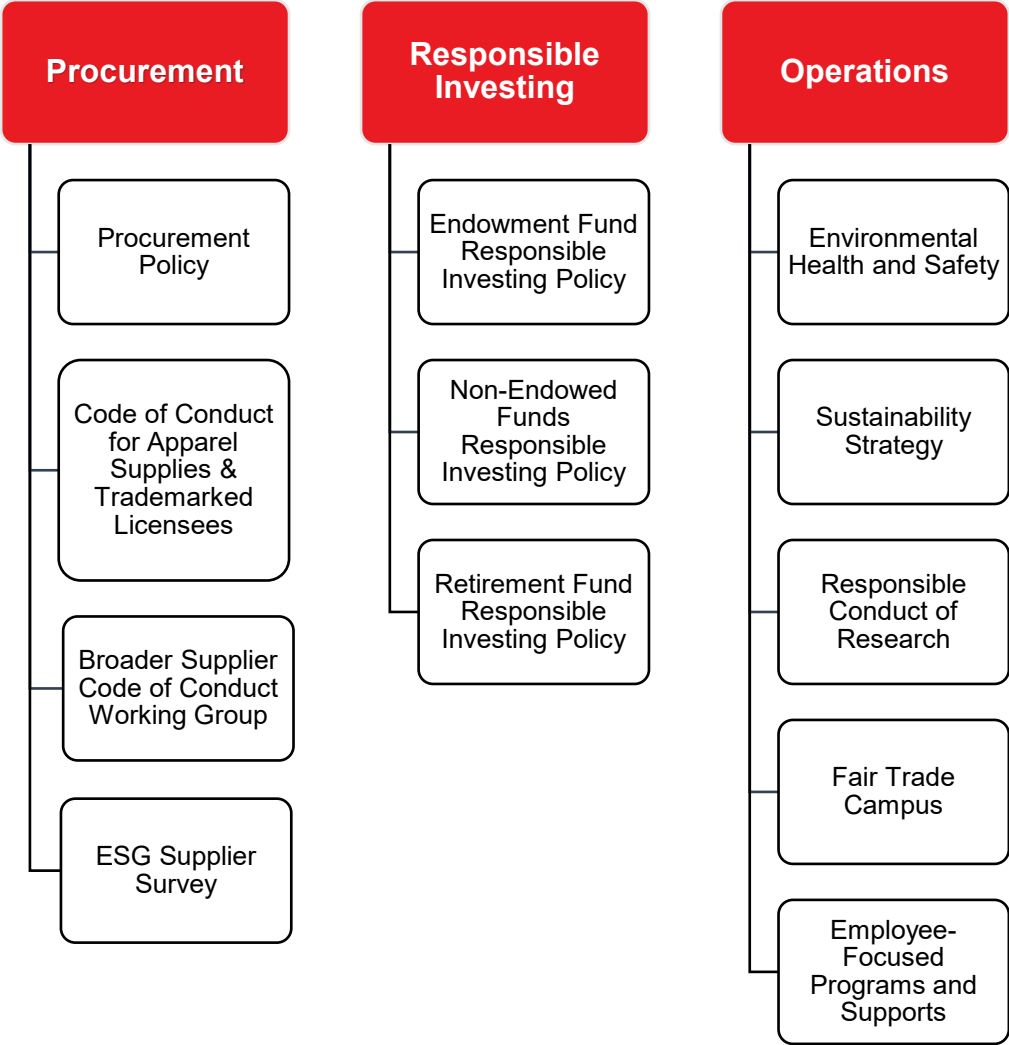
Links to related policies:

[Carleton University Code of Conduct](#)

[Carleton University Procurement Policy](#)

[Responsible Investing Policies](#)

Supporting Policies and Programs



Risk Assessment and Management

Carleton University acknowledges that certain parts of its business and supply chains could carry inherent risks of forced labour and child labour. The university has an established risk registry and framework that are used to proactively conduct risk assessments. Through these tools, the university has the ability to identify vulnerable areas and implement risk management strategies to mitigate risks. This framework could include engaging with suppliers to address potential issues, fostering transparency, and diversifying sourcing to minimize dependence on potential high-risk regions.

As a first step, Carleton University is conducting an Environmental Social and Governance (ESG) supplier engagement initiative which includes a comprehensive ESG survey for all relevant suppliers. The survey includes specific questions to identify risks within the supply chain which will help inform a viable supplier engagement strategy going forward. Suppliers are specifically asked if they have a ‘Child and Forced Labour Policy’ in place and if contractors and subsequent suppliers are required to adhere to a published Code of Conduct. Results of this survey are expected by the next reporting cycle (2025).

In addition to the survey, a review of industry best practices is underway – both of which will inform a future due diligence action plan for the university. The action plan will assist identifying our strengths and limitations in our practices around child and forced labour in our supply chain.



Our investment portfolios have identified activities and supply chains that carry risk of forced and child labour being used. Additional scrutiny surrounds the consumer and retail space where products are made overseas (and sold domestically) and could be subject to this risk. We are aware, in general, that overseas suppliers can have low-cost production which could potentially exploit weak country labour standards. As a general rule, views are tested by referencing the Sustainability Accounting Standards Board (SASB) Standards under their “[Materiality Finder](#)”.

Remediation Measures (including loss mitigation)

Carleton has not identified any instances of forced or child labour requiring remediation or loss mitigation. Although the university does not currently have an institutional-wide grievance mechanism to address forced labour and child labour in our supply chain, we will review best practices for a remediation framework for the purpose of reporting suspected incidents of forced or child labour in the university’s operations and supply chain.

In our investing activities, mechanisms such as a robust audit strategies undertaken by globally recognized third-party audit firms, virtual audits or shared audits ensures investees compliance with labour standards and applicable laws. Progress tracking and realignment is also undertaken.

Training

Continuous improvement is at the core of Carleton's value system. We will be able to draw on expertise on campus for training development. There are future plans to collaborate with the Equity and Inclusive Communities (EIC) team at Carleton to develop meaningful training about how to identify or mitigate child and forced labour practices, in the context of procurement. The EIC team also oversees the Ontario Human Rights Code as it pertains to the university's operations.

Furthermore, staff are supported and encouraged to self-educate and mentor others. Several staff are members of external committees and working groups actively working on communicating investment policy enhancements with various levels of government. Carleton's Procurement Services unit collaborates with external organizations, including CAUBO-ACPAU-Sustainable Procurement-Approvisionnement Responsable (CASPAR) and the Canadian Collaboration for Sustainable Procurement (CCSP) on an ongoing basis and participates in information sharing.

Assessing Effectiveness and Next Steps

Carleton acknowledges the importance of having effective tools and processes in place to ensure the university is in compliance with all regulations and laws. Planned next steps include:

- Conduct environmental scan of partners' practices and procedures
- Develop KPIs and Assessment Framework
- Develop an Action Plan
- Review of industry best-practices
- Information-sharing with external organizations
- Review of compliance report

Approval and Attestation

I attest that I have reviewed the information contained in the report for Carleton University. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate, and complete in all material respects for the purposes of the Act, for the 2023-2024 fiscal year. I further attest that, in accordance with the requirements of the Act, this report has been approved by the Carleton University Board of Governors.

Jerry Tomberlin
President and Vice-Chancellor
Date:

I have authority to bind Carleton University.

| | | |
|-------------------------------|---|--|
| To: | Board of Governors | Date of Report: 17 April 2024 |
| From: | Clerk of Senate | Date of Meeting: 30 April 2024 |
| Subject: | Academic Unit Name Change: School of Canadian and Indigenous Studies | |
| Responsible Portfolio: | Provost and Vice-President (Academic) | |

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Seante, that the Board of Governors approve the change of academic unit name from the School of Canadian and Indigenous Studies to the School of Canadian Studies to take effect immediately upon approval, as presented.

3.0 EXECUTIVE SUMMARY

On June 2, 2023 Senate approved that the Indigenous Studies faculty and programs in the School of Indigenous and Canadian Studies relocate to the Institute of Interdisciplinary Studies. This change took place on July 1, 2023. As a result, the School of Indigenous and Canadian Studies is requesting to be renamed **The School of Canadian Studies**.

4.0 INPUT FROM OTHER SOURCES

The documentation for this change was reviewed by the Faculty of Arts and Social Sciences Faculty Board, it was also reviewed and approved by the Senate Quality Assurance and Planning Committee on January 11, 2024 and Senate on January 26, 2024. A letter of support was also supplied by the Director of the Institute of Interdisciplinary Studies.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The proposed name change will not affect the resourcing for the program, nor will it affect the program's Dean or Faculty affiliation. No space will be gained or lost as a result of this change.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risks or legal ramifications related to the name change.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

**Minutes of the 123rd Meeting of the
Advancement and University Relations Committee
Tuesday, January 30th, 2024
Richcraft Hall 2440R**

| | | |
|-----------------|----------------------------------|-----------------------|
| Present: | D. Greenberg (Chair) | L. Grussani |
| | K. Furlong (Vice-Chair, Virtual) | J. Nelson |
| | A. Chan | L. Newton Miller |
| | B. Creary | J. Taber (Virtual) |
| | G. Farrell | J. Tomberlin |
| | M. Gillis | |
| Regrets: | J. Devoe | |
| Staff: | N. Afouxenidou | S. Levitt |
| | J. Conley | K. McKinley (Virtual) |
| | T. Frost | P. Rankin |
| | A. Goth (R. Secretary) | K. Solomon |
| | R. Goubran | C. Trudel |
| | C. Khordoc | |

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 12:30 p.m. The Chair acknowledged the Algonquin Nation's traditional and unceded territory that members had gathered upon for the meeting. He welcomed Committee members and reviewed the meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF THE AGENDA

The agenda was circulated prior to the meeting. It was moved by L. Grussani and seconded by M. Gillis that the Advancement and University Relations Committee approve the agenda of the 123rd meeting, as presented. The motion carried unanimously.

4. APPROVAL OF MINUTES & BUSINESS ARISING

4.1. Minutes of the Previous Meeting

Minutes of the previous meeting were circulated in advance. There was one change noted in the attendance list for the meeting.

It was moved by A. Chan and seconded by J. Nelson that the Advancement and University Relations Committee approve the minutes of the 122nd meeting, as amended. The motion carried unanimously.

4.2 Business Arising from the Previous Meeting

A. Goth, University Secretary, provided an update on the communication plan for the Founders Award. The plan was prepared and shared with the Committee at the September meeting. Since that time, it was implemented with a thorough and strategic approach. Information on the Founders Award was included in several internal University newsletters to reach a broad audience, social media posts were shared, and Top 5 messages had been circulated to faculty and staff. It was anticipated that at least three nominations would come forward for the 2024 Award.

5. ITEMS FOR INFORMATION AND DISCUSSION

5.1 Centre for Community Engagement Update

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

C. Khordoc, Deputy Provost (Academic Operations and Planning) introduced C. Trudel, Director, Centre for Community Engagement. She commented on the progress and partnerships being made at the Centre.

C. Trudel provided a presentation including an orientation for new members and an update on the Centre for Community Engagement. She provided a brief review of the timeline of the development of Carleton University and the start of community-based engagement efforts since the 1990s to the development of the Centre in 2021. When the Strategic Integrated Plan (SIP) was developed, feedback from the consultations included the importance of community to Carleton.

In 2018, Carleton began the application for the Carnegie Classification, which is a framework for recognizing and describing institutional diversity, and community engagement in higher education. In response to the report, a number of strengths were identified as well as a weakness including a lack of a dedicated Centre for Community Engagement for initiatives. A hub and spoke model was developed for planning including the creations of a task force representing all units across campus and the broader community. From the consultations, the Strategic Plan for Community Engagement

(SP4CE) was developed and launched in Fall 2022. The mandate included providing appropriate infrastructure to support the community engagement priorities outlined in the SIP, while aligning initiatives, approaches, and resources across the University and with community partners.

Milestones from 2022/23 included a Placement System Design for students, such as in practicums or placements for experiential learning, the creation of the Citystudio Ottawa Network, and the Centre was finalizing an agreement with the World Health Organization Campus to Community Expo (C2U Expo). The achievements, such as developing a university-wide placement agreement template, streamlined work across campus and with external stakeholders. Moving forward, the Centre would continue to develop ways to reduce complexity and support better experiences for all. The initiatives were on campus, municipal, national, and international-wide partnerships. Carleton was leading conversations, developing toolkits and training on strategic planning for community engagement.

Priorities going forward included finalizing the terms of reference for the Centre's steering committee, focusing on pedagogy, research policies and resources, and preparing for the official launch of the Canadian Carnegie Classification application in Spring 2024.

A member asked if the work at the Centre included co-operative learning placements and if there were tie-ins with other experiential learning. C. Trudel responded that those experiential learning initiatives were under the umbrella of the Strategic Plan for the Centre but acknowledged that there was still work to be done in terms of integrations with these areas, particularly in the area of communication with the broader community.

A member commented that during the process of purchasing the Carleton Dominion Chalmers Centre, the initiatives of the Centre for Community Engagement were what was envisioned for the space. They commended C. Trudel and her team for the work that they have done.

The Chair thanked C. Trudel for her work and commented on the extensive number of partners involved.

5.2 Reputational Enhancement Project Update

A presentation was circulated in advance.

J. Tomberlin, Interim President and Vice-Chancellor, introduced the item. He advised that Carleton had been working towards the brand campaign for nearly three years, which revamped how Carleton presents itself to the world. Enhancing its visibility and reputation was a top priority for the University that will require time and sustained, strategic efforts.

T. Frost, Chief Communications Officer and Associate Vice-President, Communications and Public Affairs, provided a presentation with a focus on the undergraduate recruitment campaign, the Carleton Challenge Conference, and the updates to the University's website. 3

The prospective undergraduate student ad campaign set out to increase awareness and build profile for Carleton and then drive conversion into applications. The campaign used a multi-platform approach including Google, Spotify, and Tik Tok which mapped onto the steps that a prospective student would consider before applying. In 2022/23, the campaign focused on creating awareness of the Carleton brand. Comparing 2023/24 results to the previous year, there was a decrease in impressions, but the approach was to be more targeted and to generate more clicks (from a 0.44% to 3.55% click-through rate). The cost per click decreased from \$0.75 in 2022/23 to \$0.26 per click in 2023/24. It was costing less to get qualified leads and there was an increase in the number of potential students viewing Carleton's pages.

Changes to the campaign included updates to the channel and creative as well as focusing on conversions. Three new channels went online including inuvo, Spotify, and Google Ads Performance Max. The branded ads continued to be used, but a demo of the new creatives, including students sharing their Carleton experience in authentic ways, were also shared. A shift in focus took place with the ads, moving away from the brand awareness of Carleton as a smart, caring community towards action on the part of the viewer such as to find more information or to apply now.

The second annual Carleton Challenge Conference was announced for May 8, 2024 and Committee members were invited to attend. The Challenge Conference was designed for influencers and focuses on a pressing global issue. For 2024, the topic was Climate Change and the forum allows for forward-thinking discussions and conversations. A motivation of the Conference is for Carleton to be able to demonstrate its engagement, excellence, and leadership in relevant global issues. The three panel topics would include Climate Change and the Economy, Resilience and Adaptation, and Where should Canada Go Next? The hosts/moderators for the event would be Adrian Harewood, former Anchor for CBC news Ottawa and Sarah Everts, School of Journalism. A number of confirmed speakers were also shared with the Committee. He thanked the Barbara Crook and Dan Greenberg Foundation for being a catalyst sponsor. Discussions were being finalized with the Globe and Mail and Intact Insurance as other sponsors.

As part of the brand relaunch, updates were taking place for the design of the Carleton website. A high-level timeline was shared starting with the project initiation on February 1, 2024, followed by stakeholder engagement, research and analysis. The design update was scheduled for March with web development and testing in the spring and summer, with an anticipated launch date of August 2024. The goal was to have everything complete for the next campaign starting in Fall 2024.

A member asked if anyone from the northern communities or Inuit speakers had been invited to the Challenge Conference, given the direct impact of climate change on these communities. T. Frost responded that they had not, but he and the member would connect offline to discuss potential speaks from the member's networks. Another member added that there was a recent article on the importance of listening to Indigenous peoples on climate change. T. Frost commented that Graeme Reed from the Assembly of First Nations will be one of the panel speakers at the event.

The Chair asked for an update on the signage that would be placed at the entrances to campus. T. Frost responded there are changes in the designs and municipal requirements that need to meet but it is anticipated to be in place by Fall 2024. The Colonel By Drive sign was removed from the plans at the time, as it is located on NCC lands. J. Tomberlin explained further that the change in plans for the signage was partially attributed to costs and that prior plans would have required the cutting down of a number of trees.

A member asked if the recruitment strategy was adjusted in any way in response to the Federal Government's announcement for a cap on international students. T. Frost responded that the campaign data he shared was for domestic students only and it wrapped up prior to the announcement.

5.3 Holistic Integrated Partnerships Overview

A presentation was circulated in advance.

R. Goubran, Vice-President (Research and International) advised that the Holistic Integrated Partnership (HIP) was co-lead by Research and Advancement, combining the culture and resources of both departments with external partners. J. Conley, Chief Advancement Officer, advised that the HIP was the first program of its kind in the university sector and had become a best practice. The HIP at Carleton is a multi-faceted and mutually beneficial relationship that offers the highest return for an organization looking to achieve multiple objectives on campus, such as research, talent, and corporate social responsibility.

Partnerships in research engage Carleton's top researchers, graduate, and undergraduate students from diverse fields to solve a research challenge, explore potential opportunities, and develop talent. The work is usually done as part of the students' program. Partners contribute cash or in-kind contributions that are usually matched with government sources such as NSERC or Mitacs to increase partnership value and expand the scope of the project. Working on the collaborative research projects provides students with experiential learning opportunities.

Carleton can help organizations rethink recruitment and address their short and long-term talent acquisition goals. Working closely with industry partners exposes students to state-of-the-art knowledge and equipment that improves their employment opportunities. Based on their unique needs and priorities, HIP team members help make connections and develop a holistic campus recruitment plan in partnership with career and employment experts across campus.

Corporate Social Responsibility (CSR) is a driver for many industry partners, allowing an organization to stand out from the competition and attract talent that shares their commitments and values. Carleton's values and sense of purpose align with opportunities in CSR. By working with the University in philanthropy, sponsorship and programming, organizations can demonstrate and further their commitment to social issues that matter.

Carleton is working with its partners on Equity, Diversity, and Inclusion, Accessibility, Women in Sciences and Engineering, and Indigenous initiatives.

A number of strategic partnerships were highlighted, including the arrangements with Ericsson, Blackberry QNX, IBM Canada, and Best Buy Health. For example, the Ericsson Partnership was in its fourth year of a four-year multi-million dollar investment and renewal discussions were ongoing. Through the partnership, an Ericsson Research Chair was established, 550 co-op work terms were created, 36 graduate students were currently being supported, identification of seven Ericsson Fellows, 23 faculty members were engaged, and \$1.8 million of leveraged funding was received from government sources. In 2022, the partnerships generated \$6.7 million in business enterprise funding (quadrupling over the past four years) and \$3.47 million in Mitacs cash revenue.

A member inquired about the feedback that Carleton receives from Ericsson and if that information was applied to future potential partnerships. R. Goubran responded that there is a feedback mechanism as part of the partnership including committees that look at communications, matching, assigning the funding etc. They had several meetings with the head of Ericsson Canada and they are happy with the relationship and are eager to renew the agreement. Carleton was seeing a shift and now external organizations are hearing about Ericsson's success and are reaching out to the University. J. Conley added that the HIP is integral to the growth of co-op at Carleton.

A member noted that Shopify was a partner in the past and if their decision to cut back in Ottawa has impacted the relationship with Carleton. R. Goubran responded that the relationship was ongoing with the School of Computer Science and there were research projects with Shopify. J. Tomberlin added that the partnership with Shopify predated the initiatives through the HIP.

A member commented on their experience in an industry that had rapid growth and then needed to scale back when the infrastructure was not yet available to support that growth in a sustainable way. They observed the growth in the experiential learning and wanted to ensure that the growth was sustainable. R. Goubran responded that external funding increased 180% over the last six to seven years and noted there is pressure to maintain those levels. He acknowledged that the growth was fast and there were some issues for Research Financial Services in terms of the support available for researchers in navigating the system. J. Conley added that there was a limited pool of individuals with expertise in advancement in Ottawa, noting challenges in recruitment and succession planning.

6. OTHER BUSINESS

There was no other business brought forward.

7. IN-CAMERA SESSION

An in-camera session was held.

8. ADJOURNMENT

There being no further business, the meeting was adjourned at approximately 2:10 p.m.

Minutes of the 175th Meeting of the Building Program Committee
Thursday, February 15th, 2024 at 10:00 a.m.
Richcraft Hall Room 2440R

MINUTES

| | | |
|-----------------|----------------------------------|------------------------|
| Present: | C. Tessier (Chair) | B. Creary |
| | A. Tremblay (Vice-Chair) | G. Farrell (Virtual) |
| | J. Tomberlin (Interim President) | D. Greenberg (Virtual) |
| | H. Babb (Virtual) | A. Keung |
| | A. Chan | M. Main |
| Regrets: | N. Karhu | J. Ojangole |
| Staff: | N. Afouxenidou | S. Levitt (Virtual) |
| | S. Blanchard | S. Macdonald |
| | B. Billings | A. Marcotte (Virtual) |
| | L. Dyke (Virtual) | K. McKinley (Virtual) |
| | A. Goth (Recording Secretary) | G. Nower |
| | R. Goubran | P. Rankin |
| | C. Khordoc | K. Solomon |

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 10:00 a.m. She acknowledged the Algonquin Nation's traditional and unceded territory that members have gathered upon for the meeting. She welcomed members and reviewed meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF THE AGENDA

The agenda was circulated in advance.

It was moved by A. Keung and seconded by M. Main that the agenda of the 175th Building Program meeting be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

4.1 Minutes of Previous Meeting

The minutes of the 174th meeting of the Building Program Committee were circulated in advance.

It was moved by A. Keung and seconded by M. Main to approve the minutes for the 174th Building Program Committee meeting, as presented. The motion carried unanimously.

4.2 Business Arising from the Minutes

There was one item of business arising from the minutes regarding the Board's Capital Renewal Commitment, including an assessment from management with a risk analysis, prioritization, and funding recommendation for an annual rolling average. It was confirmed that this item was added to the April 19, 2024 meeting agenda.

5. ITEM(S) FOR APPROVAL

5.1 Paterson Hall Renovations – Capital Proposal Form

An executive summary, presentation, and capital proposal form were circulated in advance.

L. Dyke, Vice President (Finance and Administration), introduced the Capital Proposal Form regarding the Paterson Hall renovations. The concepts and estimates shared with the Committee were preliminary with more detailed estimates to follow in the project planning report and project implementation report. A 2021 Building Condition Assessment report identified necessary upgrades to many of Paterson Hall's building systems and \$40 million of the debenture funds were earmarked for this purpose, with \$500,000 already used for urgently needed repairs. If approved, the renovations would work to improve the building's energy efficiency, focus on systems and envelope, and potentially create a central cooling to consolidate the cooling plants for MacOdrum Library, Loeb Building and the Human Computer Interaction Building.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation. The 2021 Building Condition Assessment by Read Jobes Christofferson observed deficiencies in Paterson Hall and made a number of recommendations. Repairs were required to the building envelope, interior and exterior finishes, mechanical and electrical systems, and fire safety systems. Opportunities were identified for energy saving measures with upgrades to cladding, roof, and overall mechanical and electrical system upgrades with a total estimated cost in 2021 of \$39.5 million.

The objective of the renovations was to improve the cost of ownership on maintenance and operations, through roof-mounted solar photovoltaics, find opportunities for energy savings, reduce greenhouse gas (GHG) emissions, improve occupants' satisfaction, and improve the mechanical and electrical systems. As part of the project, Carleton aims to receive the WELL or Green Globes Certification.

A high-level schedule was shared with the Committee, anticipating construction starting 2027, with close out of the project in 2029. Stakeholders were outlined as the Faculty of Arts and Social Sciences, Scotiabank, Scheduling and Examination Services, and Teaching and Learning Services who would need to be moved during construction. Funding for the project would be through the debenture with additional funding potentially from the Facilities Renewal Program Funding or Departmental Funding.

The plan would achieve annual energy consumption reductions, improve the overall condition of the building and extend its useful life, improve sustainability and reduce Carleton's carbon footprint, and provides an opportunity for Paterson Hall to become a Central Cooling Plant with a target of a minimum of \$1.2 million in cost-savings (separate funding above \$39.5 million would be required).

A member asked about the availability of government funding to support the project. G. Nower responded that there may be options for the Central Cooling Plant or other energy saving measures, such as through solar panel grants and Carleton was exploring those options.

A member asked for clarification on the Central Cooling Plant and for the lifetime expectancy of the building. S. MacDonald, Director, Energy and Sustainability Services, responded that a number of buildings in the quad area have a cooling capacity for just one building. The proposed plan would consolidate the cooling and add capacity, helping with replacement and maintenance costs in a central location. G. Nower added that the investment would be for 25 to 50 years for the building, noting it was a best practice to fix and update building systems.

A member inquired about the cost estimate from 2021 and any impact from inflation. G. Nower responded that they are using Statistics Canada data to plot the inflationary impacts on the budget. The plans were being designed for \$39.5 million, but with inflation it would be \$52 million.

It was moved by A. Chan and seconded by D. Greenberg to recommend to the Board of Governors, to approve the Capital Proposal Form and proceed to a Project Planning Report to include a schematic design and a Class "C" estimate for the Paterson Hall Renovation at a project cost not to exceed \$40 million, as presented. The motion carried unanimously.

5.2 P9 Parking Garage Decommissioning – Project Planning Report

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

L. Dyke reminded the Committee that Carleton would be decommissioning the P9 Parking Garage. In 2018, extensive cracking was observed in five beams meaning the implications of maintaining the garage over an extended period of time would be cost prohibitive, and the end result would still be an aging building in an advanced state of corrosion that would require demolition. Initial costs for demolition were estimated at \$5 million. Since the approval of the capital proposal form by the Board in April 2023, a more detailed estimate and meeting City of Ottawa requirements puts the estimate closer to \$8 million.

B. Billings, Director Campus Safety Services, provided a presentation advising that the P9 Parking Garage was built in 1969 and was exhibiting signs of significant structural deterioration and, in line with the 2018 Capital Plan Engineering Study, was reaching the end of its serviceable life. Carleton completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in spring 2024, with an approved budget of \$5 million. The project objectives were to eliminate the need for Carleton to spend money to maintain a deteriorating asset and to decommission P9 in a way that best supports the intended use of the site in the future.

G. Nower advised that Moriyama Teshima Architects (MTA) were retained as prime consultant and developed drawings and specifications. Turner and Townsend returned a Class “B” construction cost estimate of \$4,701,000 excluding taxes, topographical and environmental surveys were conducted, ITS identified two areas within the adjacent Pigiavik building with concerns for vibration sensitivities and a consultant was brought onboard. Carleton was working with the City of Ottawa due to the proximity of the O-Train Line to the demolition site and associated requirements.

Risks were highlighted, including the restrictions imposed due to the proximity of the Light Rail Transit (LRT). Portions of work would need to be completed during the “engineering hours” of 1:00 am to 5:00 am. Other risks included crossing and crane swing agreements, with additional legal fees, insurance, and resources required to monitor the LRT, such as flaggers and spotters. He noted that timelines, information, and requirements from the City of Ottawa were difficult to obtain. The total project cost was estimated at \$5.8 million with an additional \$2 million in costs from the City of Ottawa requirements, for a total of \$7.9 million.

B. Billings reviewed the stakeholders that would be impacted, such as Parking Services, FMP, the P9 permit holders, and the adjacent building occupants. The funding for the demolition would be from Parking Services. The next step would be the approval of a Project Implementation Report in April 2024, demolition was planned for May with completion anticipated by Fall 2024. After demolition, the site would be graded to meet adjacent boundaries and resurfaced.

A member inquired regarding the contract with the City of Ottawa and if the increased costs from their requirements could be recovered. S. Levitt, General Counsel, responded the University is not able to recover the costs from the City of Ottawa.

A member asked about the ITS concern for vibrations from the demolition and where the impact was expected. G. Nower responded that ITS has a server room in Pigiavik but the

consultants do not expect significant vibrations but the risks will be monitored and mitigated with ITS.

A member asked about the budget threshold to demolish where extending the life of the parking garage becomes viable. G. Nower responded that extending P9 is not an option given the structural issues.

A member asked about the funding implications for Parking Services and if the resurfacing after demolition was factored into the costs. B. Billings responded that the costs were being funded by Parking Services and it would take until at least 2028 to pay that amount down. Demolishing P9 was part of the Campus Master Plan and the P9 permit holders would be relocated to the periphery lots.

A member inquired further about the additional \$2 million from the restrictions imposed by the City of Ottawa and the plan for creating clarity around the final amount. G. Nower responded that all the details related to the secondary effects were not yet known, but more clarity would be available once the project goes to market. He was confident that \$2 million was the top end of the estimate.

It was moved by A. Keung and seconded by A. Tremblay to recommend to the Board of Governors, to approve the Project Planning Report and proceed to a Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented. The motion carried unanimously.

6. ITEM(S) FOR INFORMATION AND DISCUSSION

6.1 Carleton Energy Master Plan Update and Greenhouse Gas Update

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

L. Dyke introduced the item advising that the Carleton Energy Master Plan was established in 2021. Progress was made towards the target of a 50% reduction in emissions by 2030 and achieving carbon neutrality by 2050. Technology to achieve carbon reductions was rapidly evolving and the team was looking at alternatives to help reach those targets.

S. MacDonald provided an update on the Carleton Energy Master Plan, reviewing the main objectives of reducing Carleton's environmental footprint, reducing utility operational costs, and increasing reliability and safety on campus. Between 2018 and 2023, electrical consumption declined, while gas consumption, such as natural gas used for the Co-Generation facility, increased. Compared to its peers, Carleton's total energy consumption was 20% below the Ontario universities' average.

Carleton undertook a number of projects to move towards its carbon goals including:

- A submission for the Electric Boiler Project to the Decarbonization Incentive Program (DIP) and the Low Carbon Economy Fund Program operated by Environment and Climate Change Canada (ECCC);

- Emission Performance Standard (EPS) Carbon Tax Payment, with an eligibility of up to \$1 million;
- Plans for replacement of multiple natural gas rooftop units saving 145 tons of CO2 annually;
- Studies of consolidation of chilled water plants for greater efficiency, less maintenance, more reliability; and
- Lighting upgrades to a number of buildings including Richcraft Hall, Ice House, and Loeb, saving 2 million kWh and avoiding 80 tons of CO2.

To fund Carleton's energy goals, it would apply to receive rebates from the Province of Ontario, undertaking a Request for Proposal (RFP) to develop and energy savings company (ESCO) agreement, and developing the RFP for a hydro sub-station upgrades for the battery storage project.

Looking ahead to 2030, Carleton planned to bring carbon reduction into a number of projects. For example, incorporating carbon reduction into the façade of the Loeb building envelope project, as part of the Paterson Hall renewal project, continuing to work cross-functionally with campus partners to reduce energy and carbon through projects of all sizes, developing a Green Revolving Fund to support future projects, and reviewing options for the next Energy Master Plan in 2026.

A member asked about the comparison of Carleton to peer institutions and to what do they attribute Carleton's early success. S. MacDonald responded that Carleton had been involved in ESCO agreements for some time, was working on lighting improvements, and commented that Carleton is using the same amount of electricity in 2023 that it used in 1990, when the institution was 30% smaller.

6.2 Ongoing Capital and Deferred Maintenance Projects Status Report

An executive summary was circulated in advance.

The Chair advised that there were projects totaling \$214,293,926 underway with the value of work completed to December 2023 totaling \$89,365,654. Forecasted expenditures totaled \$124,928,272.

G. Nower provided a verbal update with the highlights of the deferred maintenance projects including:

- New Student Residence: mechanical and electrical work was underway, exterior was closing and work on the interior was starting for masonry, stairways and roofing. The project was on track for completion in April 2025;
- Loeb Building Envelope Remediation and Replacement: Schematic Design and the Class C Estimate were received in December 2023. The Class C estimate is within the approved budget, and the project team continued into the design development phase;
- Teraanga Commons Dining Hall Expansion: Tender documents were issued to contractors in September 2023 and the contract was awarded in November 2023.

Construction of Phase 1 began November 2023 and was expected to be completed in March 2024;

- Elevator Modernization: condition assessments and feasibility reports were being undertaken for a number of buildings including Southam Hall and MacOdrum Library;
- Main Quad East Stair Rehabilitation and Tunnel Improvements: FMP had engaged the services of a multidisciplinary design team for design and engineering services, and the project is currently in the design phase;
- Bronson Substation Replacement Feasibility and Design: the project was in the design phase, with expected tender release in spring 2024.

A member asked about the Wellness Hub and Regional Aquatics Centre, specifically the updated description of it as a “stand alone project”. G. Nower responded that Carleton asked the City of Ottawa to confirm their requirements for the project. Additional information was received for items such as seating and those requests have been provided to the project consultants for an updated costing estimate for the design.

A member asked if there was a timeline for the City of Ottawa to make a decision on partners for the facility. S. Levitt, General Counsel, responded that a high-level framework was being discussed with the City of Ottawa which would need Board Approval. Before that can occur, the updated costing and design was needed.

A member asked for Carleton’s timeline for the Wellness Hub and Regional Aquatics Centre or at what point would the University move forward with the project independent of the City. S. Blanchard, Vice-President (Students and Enrolment) responded that as part of the design work undertaken, Carleton was looking at alternative options and the cost to decommission the existing facility.

7. OTHER BUSINESS

There was no other business arising.

8. IN-CAMERA SESSION

An in-camera session was held.

9. ADJOURNMENT

There being no further business, it was moved by A. Chan and seconded by M. Main to adjourn the meeting at approximately 11:07 am. The motion carried unanimously.

**Minutes of the 318th Finance Committee
Thursday, February 15th, 2024 at 12:00 p.m.
Richcraft Hall Room 2440R**

Present: A. Hamdani (Chair) K. Furlong
P. Dion (Vice-Chair) S. Mingie
J. Tomberlin (Interim President) J. Nelson
J. Camelon P. Smith
B. Creary C. Tessier

Regrets: G. Farrell

Staff: N. Afouxenidou N. MacDonald
B. Billings J. Mihalic
S. Blanchard A. Marcotte
L. Dyke (Virtual) K. Mann
A. Goth (Recording Secretary) K. McKinley (Virtual)
R. Goubran G. Nower
L. Goudie K. Solomon
C. Khordoc P. Rankin
S. Levitt (Virtual) A. Urquhart

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 12:00 p.m. The Chair acknowledged the Algonquin Nation's traditional and unceded territory that members had gathered upon for the meeting. He welcomed Committee members and Carleton's executive and finance team to the meeting and reviewed the meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if any members needed to declare a conflict of interest regarding any of the items on the agenda. None were declared.

3. APPROVAL OF AGENDA

The agenda was circulated in advance. It was moved by S. Mingie and seconded by P. Smith to approve the agenda for the 318th meeting of the Finance Committee, as presented. The motion carried unanimously.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

4.1 Minutes of Previous Meeting

The minutes of the 317th meeting of the Finance Committee were circulated in advance.

It was moved by C. Tessier and seconded by S. Mingie that the minutes of the 317th meeting of the Finance Committee be approved, as presented. The motion carried unanimously.

5. ITEM(S) FOR APPROVAL

5.1 Paterson Hall Renovations – Capital Proposal Form

An executive summary, presentation, and capital proposal form were circulated in advance.

L. Dyke, Vice-President (Finance and Administration), introduced the Capital Proposal Form for the Paterson Hall renovations. The concepts and estimates shared with the Committee are preliminary. More detailed estimates will follow in the project planning and project implementation reports. A 2021 Building Condition Assessment report identified necessary upgrades to many of Paterson Hall's building systems and \$40 million of the debenture funds were earmarked for this purpose with \$500,000 already spent for urgently needed repairs. If approved, the renovations would work to improve the building's energy efficiency, focus on systems and envelope, and potentially create a central cooling plant consolidating the cooling plants of MacOdrum Library, Loeb Building, and the Human Computer Interaction Building.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation. The 2021 Building Condition Assessment by Read Jobs Christofferson observed deficiencies in Paterson Hall and made a number of recommendations. Repairs are required to the building envelope, interior and exterior finishes, mechanical and electrical systems, as well as fire safety systems. Opportunities were identified for energy saving measures with upgrades to cladding, roof, and overall mechanical and electrical system upgrades with a total estimated cost in 2021 of \$39.5 million.

The objective of the renovations to is improve the cost of ownership on maintenance and operations through roof-mounted solar photovoltaics, finding opportunities for energy savings, reduced greenhouse gas (GHG) emissions, improved occupants' satisfaction, and improved mechanical and electrical systems. As part of the project, Carleton aim to receive the WELL or Green Globes Certification.

A high-level schedule was shared with the Finance Committee, anticipating Board Approval in 2024, design in 2025 with Board Approval of the Project Implementation Report, occupants would begin phased moves into swing space in 2026, and construction would start in 2027, with close out of the project in 2029. Stakeholders include the

Faculty of Arts and Social Sciences, Scotiabank, Scheduling and Examination Services, and Teaching and Learning Services who would need to be moved during construction. Funding for the project would be through the debenture with additional funding potentially from the Facilities Renewal Program or Departmental Funding.

The plan would achieve annual energy consumption reductions, improve the overall condition of the building and extend its useful life, improve sustainability and reduce Carleton's carbon footprint, and provide an opportunity for Paterson Hall to become a Central Cooling Plant with a target of a minimum of \$1.2 million in cost-savings (separate funding above \$39.5 million would be required).

A member inquired about the fit-ups for the elevator and if they were included in the budget. G. Nower responded that the elevator upgrades were included as part of the mechanical systems. The member followed up asking if an "all-in" Class "C" estimate could be provided to the Finance Committee. G. Nower responded that a total project cost would be provided at a later stage.

A member asked about the change in budget from a Class "D" to Class "C" estimate meant financially for the project. G. Nower responded that the original cost estimate was received in 2021 and with inflation it was likely closer to approximately \$52 million.

It was moved by C. Tessier and seconded by S. Mingie to recommend to the Board of Governors, to approve the Capital Proposal Form and proceed to a Project Planning Report to include a schematic design and a Class "C" estimate for the Paterson Hall Renovation at a project cost not to exceed \$40 million, as presented. The motion passed unanimously.

5.2 P9 Parking Garage Decommissioning – Project Planning Report

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

L. Dyke reminded the Committee that Carleton would be decommissioning the P9 Parking Garage. In 2018, extensive cracking was observed in five beams meaning the implications of maintaining the garage over an extended period of time would be cost prohibitive and the end result would still be an aging building in an advanced state of corrosion that would require demolition. Initial costs for demolition were estimated at \$5 million. Since the approval of the capital proposal form by the Board in April 2023, a more detailed estimate and meeting City of Ottawa requirements puts the estimate closer to \$8 million.

B. Billings, Director Campus Safety Services, provided a presentation advising that the P9 Parking Garage was built in 1969 and was exhibiting signs of significant structural deterioration and, in line with the 2018 Capital Plan Engineering Study, reached the end of its serviceable life. Carleton completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in spring 2024, with a previously approved budget of \$5 million.

The project objectives are to eliminate the need for Carleton to spend money to maintain a deteriorating asset and to decommission P9 in a way that best supports the intended use of the site in the future.

G. Nower advised that Moriyama Teshima Architects (MTA) were retained as prime consultants and developed drawings and specifications. Turner and Townsend returned a Class “B” construction cost estimate of \$4,701,000 excluding taxes. Topographical and environmental surveys were conducted, ITS identified two areas within the adjacent Pigiavik building with concerns for vibration sensitivities, and a consultant was brought onboard. Carleton was working with the City of Ottawa due to the proximity of the O-Train Line to the demolition site to identify associated requirements.

There were a number of risks highlighted, such as the restrictions imposed due to the proximity of the Light Rail Transit (LRT). Portions of work will need to be completed during the “engineering hours” of 1:00 am to 5:00 am. Other risks include crossing and crane swing agreements with additional legal fees and insurance, as well as resources required to monitor the LRT, such as flaggers and spotters. The total project cost is estimated at \$5.9 million with an additional \$2 million in costs from the City of Ottawa requirements, for a total of \$7.9 million.

B. Billings reviewed the stakeholders who would be impacted, including Parking Services, FMP, the P9 permit holders, and the adjacent building occupants. The funding for the demolition will be from Parking Services. Next steps were outlined as approval of a Project Implementation Report in April 2024, demolition planned for May with completion anticipated by Fall 2024. After demolition, the site would be graded to meet adjacent boundaries and resurfaced.

A member asked if the cost of resurfacing of the lot was included in the estimate provided. G. Nower responded that the estimate included returning the site to a condition ready for development and that the cost of moving fibre cables and the tunnels were included to prepare for development.

A member asked about the anticipated hours of operation for the demolition, if the noise would impact students living in residence. G. Nower responded that neither noise nor vibrations should impact the student residences. It will be a phased approach and most of the work being done will be on the opposite side of campus from the residence precinct.

It was moved by K. Furlong and seconded by J. Nelson to recommend to the Board of Governors, to approve the Project Planning Report and proceed to a Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented. The motion carried unanimously.

5.3 2024/25 Ancillary Budget

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

S. Blanchard, Vice-President (Students and Enrolment), provided a presentation on the 2024/25 Ancillary Budget. The ancillary services units included areas such as Housing, Residence Life, Dining Services, Athletics, Parking Services, The Print Shop, and the Carleton Dominion Chalmers Centre. Ancillaries are required to generate sufficient revenue to fund the cost of providing their services. Overall, the performance of the ancillary portfolio remained strong, but there were some areas of concern that will need to be monitored. Through planning, most units were able to manage their facility costs through operating income.

The Ancillary units projected a budget surplus of \$4.3 million for 2023/24, with the positive variance driven from strong revenues in Athletics and Housing. For 2024/25, revenues were expected to exceed \$75 million but spending on deferred maintenance would draw down the surplus by \$7.8 million, creating a closing accumulated surplus of \$32 million. Details of each unit, in order of financial magnitude, were provided as follows:

- Housing, Residence Life, and Conference Services: For 2023/24, construction of the New Residence was underway, an EDI Officer was hired to support the EDI Action Plan, and Conference services had a strong year. For 2024/25 there was a proposed residence fee increase of 4.6%, a three-year Capital Plan investment of \$14 million for deferred maintenance, and the creation of a business development and marketing plan. Current year revenue of \$29 million reflected occupancy of 96%, capital investments included a number of room and mechanical upgrades, occupancy levels for 2024/25 were budgeted conservatively at 95%, generating an overall closing accumulated surplus of just over \$17 million;
- Dining Services: in 2023/24, retail had not yet returned to pre-pandemic levels, but there was a projected surplus of \$1.7 million. New retail operations included a Cha Time Bubble Tea, the creation of a 24/7 autonomous store, a number of retail outlets would be renewed for 2024/25, the dining hall and kitchen expansion would be completed in 2024, Baker's Restaurant would relocate to Richcraft Hall, and there was a proposed Residence Dining Plan increase of 6.5%. Between the increase in services and the drawdown for the Dining Hall Expansion, the 2024/25 closing accumulated surplus was expected to be just over \$2 million;
- Athletics: in 2023/24 negotiations with the City on the Wellness Hub and Regional Aquatics Center were ongoing, there were strong summer camp registration, leagues, and programs but challenges existed in recruiting and retaining staff. Priorities for 2024/25 included capital investments to support facility renewal and a suggested Athletics fee increase of 3.7% (CPI). Deferred maintenance would be invested to ensure upkeep and a student referendum was scheduled to increase the athletics ancillary fee to help support the expansion of facilities to meet demand. For 2023/24, a surplus of \$775,000 was expected but

modest revenue was forecasted for 2024/25, with an anticipated \$6 million in deferred maintenance;

- Parking Services: in 2023/24, parking space utilization exceeded functional capacity which will worsen with the decommissioning of P9. Real-time parking availability mapping will be complete by the end of the year. In 2024/25, P9 will be decommissioned, there was a projected capital spend of over \$11.3 million over the next three years and a proposed increase of 10% to parking rates. Parking Services entered 2023/24 with a deficit of \$1.3 million and were expected to close out the year with a deficit of \$732,000. In 2024/25, revenues were expected to increase to a surplus of \$3.6 million but the investment of \$9 million for renovations and capital debt would bring the accumulated debt to \$6.7 million;
- Health and Counselling Services: in 2023/24, demand for health services continued to be strong. While total visits were high, non-billable services were increasing and a new electronic medical records system was implemented. Priorities for 2024/25 included meeting the challenge of hiring and retaining doctors, holding a referendum to support student mental health needs, and increasing the Student Health fee by 3.7% (CPI). The 2023/24 year was expected to end with a deficit of \$830,000 and it was expected to grow to \$984,000 by 2024/25, but there was an accumulated surplus to cover the deficit;
- The Print Shop: undertook restructuring, reduced its fleet of multi-functional devices by 20%, through changes and working with FMP, the Print Shop grew revenues by 60% in 2023/24 and were expected to return to profitability;
- The Bookstore: revenues declined by 23% in 2023/24, expenses were increasing and its losses need to be addressed. The Bookstore's operating agreement was set to expire in 2025;
- Carleton Dominion Chalmers Centre (CDCC): in 2023/24, the Hive Renovations were completed, but there were capital reinvestment requirements beyond what the CDCC could self-fund;
- Campus Card: moved to a contactless card on a two-year agreement with Procurement and will pilot the Campus Card with OCTranspo;
- National Wildlife Research Centre: lease with Environment Canada ends in 2027 and discussions will be taking place;
- Nideyinàn: a number of capital projects were planned for 2024/25 and the accumulated surplus will be eliminated to fund the reinvestments;
- Ancillary Strategic Fund: earns income from external leases and funding is available for small investments and commitments from the ancillaries.

While the aggregate ancillary services portfolio was expected to return to its pre-pandemic financial position, there was a significant amount of deferred maintenance to be completed.

A member asked about barriers for Carleton to expand its summer offerings for camps and affordability for families in the community. S. Blanchard responded that there was value to the community from summer camps, food was included, and there were a wide variety of options. Carleton could charge more but choose not to, to ensure affordability. The issues for scaling up is space and staffing. Any expansion must not come at the cost of the quality of the programs.

A member noted the residence capacity of 96% and asked why it was not 100%, given the housing situation and the capacity of Conference Services. S. Blanchard responded that Conference Services uses the entire campus and demand for the new residence building was anticipated. Housing was at 96% capacity in 2023/24 as residence is not always seen as the best choice financially over eight months and marketing will change around this going forward. There is demand from upper year students for spots in residence but there must be guaranteed space for the first-years.

A member asked what happens if the referendums are not successful. S. Blanchard responded on the Health and Counselling referendum that there was an accumulated surplus should it fail. The challenge for a referendum is meeting the minimum threshold of 15% student voter turnout.

A member asked for clarity on the CDCC business model. S. Blanchard responded that it was a strategic move to be part of the community and they anticipated challenges with deferred maintenance given the age of the building. P. Rankin, Provost and Vice-President (Academic), added that there was a shift in terms of the use of CDCC from holding concerts to being a broader community and class space.

A member asked if the international student cap was taken into consideration as part of the projections for residence accommodations and if the repeal of Bill 124 would impact the budget. S. Blanchard responded that applications for upper year students increased and did not expect that the cap on international students to impact the ability to fill residence spaces. Regarding the ancillaries, she did not anticipate that the impact of the repeal of Bill 124 would be significant but it was too early to determine based on the recent Court decision.

A member observed on page 36 of the materials a debt of \$75 million was outlined and asked the split between the internal and external debt. L. Dyke responded that the internally funded loans were for the previous commons expansion, parking garage P18, the Ice Arena, Teraanga Commons Dining Hall Expansion, and the additional costs of the new student residence. They total \$52 million.

It was moved by J. Nelson and seconded by S. Mingie to recommend to the Board of Governors, the approval of Carleton's 2024/25 Ancillary Services budget, as presented. The motion carried unanimously.

5.4 Investment Committee Membership Renewal

An executive summary was circulated in advance.

L. Dyke advised that the Investment Committee recommended renewal of two external members, C. Dyrda and B. Wolfenden, as members of the Investment Committee for a three-year term. Both were experienced members with many years in the finance sector and were highly valued members of the Investment Committee.

P. Dion, as a member of the Investment Committee, endorsed the recommendation for both members and spoke to the value they both brought to the Committee.

On the recommendation of the Investment Committee, it was moved by P. Dion and seconded by K. Furlong to approve the renewal of Chris Dyrda and Bill Wolfenden as members of the Investment Committee for a term of three years commencing January 1, 2024, as presented. The motion carried unanimously.

5.5 Pension Plan Text Update

An executive summary, plan text, and presentation were circulated in advance.

L. Dyke introduced the item advising that the Pension Fund Text is foundational to the Pension Plan's governance. The Text is reviewed periodically to ensure its alignment with current legislation. The Pension Fund Management office, Human Resources, the external Pension advisors and the Pension Committee undertook a thorough review.

A. Urquhart, Executive Director, Pension Fund Management (PFM), advised that the Plan is governed by the Plan Text and the Statement of Investment Policies and Procedures (SIP&P), which is updated annually. The Retirement Plan Text was updated as of July 1, 2023 and included the regulatory changes from the past decade. There were no adverse plan design changes. The PFM Office worked with external advisors, legal experts, and actuaries and the Committee thoroughly reviewed the Plan Text changes and recommended it for approval.

Some of the changes included updating the language to be gender neutral, clarifying when someone goes on a leave of absence counting as continued service, clarifying the definition of an employee, and updating the provisions to be in line with legislation and human resource practices.

The Chair, as a member of the Pension Committee, attested to the thoroughness of the review process of the Plan Text update.

On the recommendation of the Pension Committee, it was moved by K. Furlong and seconded by C. Tessier to recommend to the Board of Governors, the approval of the restatement of the Carleton University Retirement Plan Text as of July 1, 2023, as presented. The motion carried unanimously.

5.6 Infrastructure Investment Manager

An executive summary and presentation were circulated in advance.

L. Dyke introduced the item advising that there was a wind-down of some prior funds and the target SIP&P allocation had dropped below 15%. The Pension Committee ran a search to bring the allocation back up to the target weight.

A. Urquhart provided a presentation and showed the breakdown of the Retirement Funds asset mix as at September 30, 2023. All of the allocations are within the target range but infrastructure was on the low end. The infrastructure allocation was a mix of closed-end and open-end funds. The open-end funds hold core assets where the return is more from income and less from growth. The Pension Committee engaged Mercer to support a close-end global infrastructure fund search and recommended one investment manager to bring the infrastructure allocation back to its SIP&P target. The recommendation was Antin Infrastructure Partners V for \$50 million CAD.

The Pension Committee worked with Mercer to identify a list of six close-end global infrastructure funds and the search criteria were reviewed. Further analysis was undertaken on the firms' organization, investment team, ability to source and manage assets, fees, Environmental, Social and Governance (ESG) factors, and institutional pension partners.

Antin Infrastructure Partners was established in 2007 and raised €30 billion through five closed-end funds focused on North American and European infrastructure assets. Antin's realized track record was a 2.1x equity multiple and 16% net internal rate of return (IRR). Mercer completed investment and operational due diligence on the fund and external legal due diligence was performed by Blakes.

A member inquired about the use of Artificial Intelligence (AI) by managers and if so, what were the governance controls. A. Urquhart responded that they are starting to see AI being a source of returns in digital infrastructure because infrastructure can include data centers, cell towers and fibre networks. In terms of risk, there have not been any concerns raised.

On the recommendation of the Pension Committee, it was moved by P. Dion and seconded by K. Furlong to approve the infrastructure fund allocation to the Carleton University Retirement Plan as follows: Antin Infrastructure Partners Fund V in the amount of \$50 million, as presented. The motion carried unanimously.

5.7 Private Equity Investment Manager

An executive summary and presentation were circulated in advance.

L. Dyke advised that the Pension Plan has a targeted rate of return in excess of 6%, which allows the University to meet its liabilities and provide increases for pensioners that meet

or exceed inflation. In 2021, an Asset Liabilities study was conducted to determine if the fund held the right mix of investments to achieve those goals. Mercer recommended diversification of assets into real estate and private equity. The Pension Committee reviewed the private equity markets and reached a unanimous recommendation.

A. Urquhart provided a presentation, reiterating that the Pension Committee completed an asset-liability study which was a review of the return and risk projections of the asset mix of the Retirement Fund. The Committee approved the external consultant's recommendation to implement a new 10% allocation to both private equity and real estate with the capital primarily coming from a reduction in the 25% Canadian equity allocation. The new asset mix was projected to increase the return of the Retirement Fund while maintaining a similar level of risk.

As part of the initial private equity search, Mercer conducted several education sessions. Mercer's highest conviction private equity managers were presented and the committee went through a search process to select an initial manager. The search criteria were reviewed and important areas included track record in Private Equity, ESG considerations, and exposure to new areas of growth. Further analysis was undertaken to look at the firms' organization, investment team, ability to source deals and manage assets, fees, alignment of interest, valuation technique and the institutional pension peers that are partnered with them.

The Pension Committee held meetings on January 11, 2024, and selected New Mountain as their first private equity manager. New Mountain was established in 1999 and has raised \$45 billion through private equity, real estate, and credit funds. New Mountain has a strong track record of delivering first quartile performance relative to their private equity peers. Mercer completed investment and operational due diligence on the fund and external legal due diligence was being completed by Blakes.

K. Furlong declared a conflict as she is the CEO of a Canadian Venture Capital and Private Equity Association. She observed that neither of the managers selected were Canadian and asked if there were conversations around alternatives. A. Urquhart responded that Mercer builds out the buy-out portfolio first which is considered core for risk and return and future allocations would be the second step where they could consider venture/growth and Canada being an option. There has been some Canadian real estate to start but for private equity, the advice received was that the US was the deepest market.

On the recommendation of the Pension Committee, it was moved by C. Tessier and seconded by S. Mingie to approve private equity fund allocation to the Carleton University Retirement Plan as follows: \$30 million CAD commitment to New Mountain Partners VII, as presented. The motion carried unanimously.

6. ITEM(S) FOR INFORMATION

6.1 Investment Report on the Endowment

An executive summary and presentation were circulated in advance.

L. Dyke advised that twice a year, a report is provided to the Committee on the performance of the Endowment. The market value of the Endowment as at September 30, 2023 was \$361 million, up from \$329 million the previous year. Due to underperformance, the Committee undertook an asset-mix study to ensure that the projected fund return is in excess of 7%.

A. Urquhart reviewed the governance of the Endowment and the membership of the Investment Committee. The Terms of Reference guide the Investment Committee's roles and responsibilities and the SIPP codifies the investment guidelines and the Responsible Investment policy guides ESG initiatives.

The General Endowment performance over one, two, four, seven, and 10 year returns were provided. As of September 30, 2023, the one-year gross return was 9%, which was under the 10.9% benchmark. The underperformance was attributed to the 35% global equities allocation. Over a 10-year period, the endowment was above the 7.0% target at a total gross return of 7.3%. The Sprott Student Investment Fund followed a similar result as the general endowment, with a 1-year gross return of 9.78% which was under the 15.22% benchmark but was performing well over the long-run with a \$2.1 million net asset value as at September 30, 2023.

A member inquired about the underperformance of the endowment and noted that A. Urquhart did mention that it was due to the under-allocation of the 35% allocation with the global equity manager to the Magnificent Seven stocks (Apple, Microsoft, Google, Amazon, Nvidia, Meta and Telsa). A. Urquhart confirmed that there was the asset mix review, that the manager was on a watch list, and they were looking for performance improvements on a quarterly basis. The Investment Committee was reviewing the asset mix as per the SIP&P to ensure that the projected fund return was in excess of 7% or if changes are required. As part of this analysis, the Investment Committee was also reviewing the carbon footprint of different asset mixes.

6.2 Update on the 2023/24 Operating Budget and Status of the Reserves

An executive summary and presentation were circulated in advance.

L. Dyke advised that despite some small variances, Carleton continued to be on track for a balanced operating budget for 2023/24. The University was drawing down on its reserves in order to invest in initiatives on campus, but the reserves remained considerable and in a better position compared to many peer institutions.

A. Marcotte, Associate Vice-President (Financial Services), provided a presentation noting that the figures presented did not include the impact of Bill 124. For the 2023/24 operating budget, no major variances were expected and the budget continued to be on track; however, tuition was expected to be \$1 million below budget due to lingering issues with international student visas. The operating grant and investment income

continued to track on budget and some minor variances were expected in campus facility budgets and savings were expected in contingency budgets. Departments, particularly administrative units, continued to draw down on their reserves. Conservative estimates included an additional \$0.6 million in maintenance costs and \$0.3 million for bad debts but there was an anticipated \$1.7 million in contingency savings resulting in a balanced budget.

Reserves are referred to as Internally Restricted Net Assets on the audited financial statements and are used as a key metric by the Council of Ontario Universities (COU) and the Ministry of Colleges and Universities (MCU) for financial sustainability. General, capital, and on-going IT and facility project reserves were expected to be drawn down by \$40 million. Research and Ancillary reserves were expected to increase by \$9 million, for net decrease in reserves of \$31 million to \$412 million. The Viability and Primary Reserve Ratio metrics were expected to remain above sector averages. The Primary Reserve Ratio (the number of days that the University can continue to operate without any new resources) was 223 days in 2022/23 and may drop to 210 days in 2023/24, which was still above the Ontario medium-sized average of 146 days. The Viability Ratio (funds on hand to settle long-term debt) for Carleton was 171% in 2022/23 and was expected to drop to 164% in 2023/24 but was still above the peer average of 116%.

Carleton has adequate reserves to sustain the institution in the short-term but does have a structural deficit. Steps were being taken to find efficiencies, to grow revenue streams, and were waiting on the results of the Blue-Ribbon panel.

A member asked about the financial implications of the repeal of Bill 124 and what was the scenario planning and timeline in this regard. J. Tomberlin, Interim President and Vice-Chancellor, responded that the announcement was made only three days earlier and the preliminary estimate for financial liability was approximately \$40 million in retroactive pay and another \$20 million in additional base expenses related to salaries going forward. The University had enough reserves to accommodate the retroactive pay, but the logistics of doing so would be complicated.

A member followed up on the mention of the Blue-Ribbon Panel and that the government announced that they may be increasing the grant but not increasing tuition. J. Tomberlin responded that there were multiple factors impacting the University including the delay in the response to the Blue-Ribbon Panel, the international student cap, and the repeal of Bill 124. J. Tomberlin confirmed that the announcement from the Province included a continued freeze on tuition and that there may be more funds provided under the grant.

A member asked for the timeline on paying out the retroactive pay from Bill 124. S. Levitt, General Counsel, responded that the original application was bifurcated with the initial ruling only related to constitutionality and the second phase of the proceeding would be a remedy trial. The timing of the remedy trial was unknown. Most collective agreements contained reopener language that would not reopen the agreement until such time as a final decision was rendered. Any mandate from the University with respect to Bill 124 payouts would need to be approved by the Executive Committee. Some

universities had not reached the Bill 124 period before the legislation was struck down, some had agreed to reopener clauses, and some had already negotiated the wage-rates that would apply if the legislation was struck down. J. Tomberlin added that there were a number of complicating factors, but that Carleton had control over the timing. Carleton's planning assumed that the retroactive pay was a liability that the University would have to meet.

A member asked if a summary of the history of Bill 124 and the negotiations could be prepared and provided to the Committee.

6.3 Update on the 2024/25 Operating Budget Framework

A verbal report was provided.

P. Rankin, Provost and Vice-President (Academic), advised that despite the multiple, unfolding financial challenges, Carleton had continued to move through the 2024/25 operating budget framework. The Resource Planning Committees (RPCs) had all submitted their proposed budgets and would meet in early March to present proposals. The 3% base budget cut had not been modified based on the earlier discussed changes from the Province of Ontario. Carleton does have the capacity to consider other measures including an additional fiscal cut or other targeted cuts.

Part of the budgetary process for 2024/25 included communications, alerting the community to the interrelationship between the challenges facing the University.

6.4 Ongoing Capital Projects Budget Status Report

An executive summary was circulated in advance.

G. Nower provided an update on the \$214,293,926 million in projects currently underway on campus, which included:

- The Aquatics Centre: Carleton has re-engaged with the city to determine their requirements and re-engaged with the project consultants to finalize design and cost estimates;
- New Student Residence: mechanical and electrical work is underway, the exterior is closing and work on the interior is starting for masonry, stairways and roofing. The project is on track for completion in April 2025;
- Teraanga Commons Dining Hall Expansion: Tender documents were issued to contractors in September 2023 and the contract was awarded in November 2023. Construction of Phase 1 began November 2023 and was expected to be completed in March 2024;
- Elevator Modernization: condition assessments and feasibility reports were being undertaken for a number of buildings including Southam Hall and MacOdrum Library;

- Main Quad East Stair Rehabilitation and Tunnel Improvements: FMP has engaged the services of a multidisciplinary design team for design and engineering services, and the project is in the design phase;
- Bronson Substation Replacement Feasibility and Design: the project was in the design phase, with expected tender release in spring 2024; and
- Campus Perimeter Security Upgrades: including card access to the exterior doors is underway.

7. OTHER BUSINESS

L. Dyke provided an update on the Financial Accountability Framework. The MCU held a technical briefing in November 2023 but a number of questions remained unanswered. The MCU indicated that the categorization would be based on the quantitative data and that qualitative data would be used only for the determination of actions required.

The MCU and COU continue to work on a Memorandum of Understanding regarding the data collection, so implementation had not yet begun. In the meantime, COU provided a confidential analysis of the categories the Ontario universities fall into, which differed somewhat from the preliminary analysis provided in fall 2023. Carleton remained in the medium-action category, but province-wide, the distribution was two in high, six in medium, seven in low, and eight in the no-action category.

8. IN-CAMERA SESSION

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

9. ADJOURNMENT

There being no further business, it was moved by K. Furlong and seconded by S. Mingie to adjourn the meeting at approximately 2:30 p.m. The motion carried unanimously.

| | | |
|-------------------------------|--|--|
| To: | Board of Governors | Date of Report: 4 March 2024 |
| From: | Chair, Building Program Committee | Date of Meeting: 30 April 2024 |
| Subject: | Capital Renewal (Deferred Maintenance) Plan for 2024-2025 | |
| 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

Similar to other Canadian universities, Carleton has an aging building infrastructure. Our current building asset portfolio has an average building age of 40 years. Managing these assets requires carefully allocating the annual Capital Renewal Deferred Maintenance (CRDM) and Facilities Renewal Program (FRP) budgets to address our campus community’s diverse and changing needs while mitigating infrastructure risk.

To ensure that Carleton can support the student experience, academic goals and research, investments must be made to renew and maintain existing buildings and infrastructure. The university must also ensure that the renewals and deferred maintenance projects are aligned with our sustainability and energy master plan goals.

The 2024-2025 Capital Renewal Plan represents year 10 of Carleton’s 10-year Capital Renewal and Deferred Maintenance Program commitment. The university’s capital renewal and deferred maintenance program systematically addresses many needs, including improved electrical and plumbing systems, ventilation, building envelopes, interior finishes, site infrastructure (sewer/storm/watermain) and ensures proper preventative maintenance programs are in place to maintain our physical assets. By addressing base building and site infrastructure issues first, the university will decrease the risks and costs associated with unexpected failures and unplanned disruptions on campus, and ensure that base building systems can adequately handle future requirements and academic programming.

The 2024-2025 capital renewal and deferred maintenance planned projects are aligned with guiding documents that the university has established, along with departmental requests when possible.

4.0 INPUT FROM OTHER SOURCES

Each unit from Facilities Management and Planning (FMP), as well as data from the SLAM (streamlined asset management) database, and various consultant feasibility studies, reports, and investigations provide input into the capital renewal and deferred maintenance planned projects.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The allocation of capital renewal deferred maintenance spending is prioritized towards systems that have the highest risk score, to mitigate infrastructure risk with consideration to building occupants, the university's activities, and the long-term plan for the campus. This information is based on multiple sources to ensure the right infrastructure and projects are prioritized.

Where possible, the Capital Renewal/Deferred Maintenance projects are planned, co-ordinated and aligned with other initiatives on campus such as:

- [Carleton University Campus Master Plan](#)
- [Carleton University Coordinated Accessibility Strategy](#)
- [Carleton University Energy Master Plan](#)
- [Carleton University Kinamaqwin - Learning Together](#)
- [Carleton University Outdoor Space Master Plan](#)
- [Carleton University Strategic Integrated Plan](#)
- [Carleton University Sustainability Plan](#)
- [Carleton University Transportation Strategy](#)

6.0 FINANCIAL IMPLICATIONS

The university invests approximately \$18 million per year to upgrade and maintain Carleton's aging infrastructure: \$14.8 million comes from the university's operating budget and approximately \$4 million from the government's Facilities Renewal Program (FRP). The construction industry is still experiencing supply chain disruption (in particular mechanical equipment and doors) and increased project costs. Much of the renewal work is being done on buildings that are over 40-years-old that contain asbestos and unknown site conditions. To manage these risks, increased project contingencies and cost escalation allowances must be carried, and additional intrusive work is completed at the feasibility stage to uncover as many unknowns as possible.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Risks of not addressing deferred maintenance initiatives involve:

- Increased cost of breakdown repairs
- Risk of catastrophic failures
- Reduced overall equipment effectiveness
- Negative impact on building occupants and core services, resulting in unplanned service disruption and/or building shutdowns
- Increased risk of personal injury claims and health and safety issues
- Increased carbon footprint for aging infrastructure

Construction work in aging buildings increases the risk of unforeseen site conditions. This risk can be mitigated by completing intrusive investigative work in advance and/or soft demolition to expose current conditions.

FMP typically does not receive FRP funding confirmation from the government until May or June and the amount allocated can fluctuate each year. FMP plans and identifies in advance which projects will meet FRP funding criteria to ensure that these project funds are spent by the grant deadline of March 31.

Some of the major risks the projects are facing involve construction cost increases, supply chain issues, resource and trade availability and carrying out work in an occupied environment. These cost increases and supply chain risks are being managed by planning projects well in advance and, in collaboration with the end-users, actively working with consultants and contractors to manage costs, specifying the preference for Canadian-supplied products as much as possible, and completing cost benefit analysis on pre-purchasing items with long lead times.

Inflation in the construction sector and the growing risk of adverse weather events due to climate change increasingly pose a unique set of challenges. Failure to address deferred maintenance will impact Carleton’s ability to meet its strategic initiatives.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Deferred maintenance is not just an issue for facilities staff, it affects the campus community at large. It shapes the campus experience for students, researchers, librarians, faculty, staff and the external community. The university must strive to provide facilities and spaces that are competitive with other institutions. Failure to do so could have a negative impact on the university’s reputation, recruitment, and retention.

Disruptions because of failed infrastructure and emergency and shutdowns have a negative impact on the campus community, student experience and reputation. To mitigate these risks, every effort is made to plan and schedule the work proactively. Ongoing communications with the campus community and key stakeholders are part of project management oversight, and FMP continues to have the support of Carleton’s communications professional staff.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

***2024-2025 Capital Renewal/Deferred Maintenance Project Plan**

| Project | Estimate |
|--|------------------------|
| Air and exhaust grate replacement (Phase 1- Critical Locations) | \$250,000 |
| ARISE Mechanical room access and safety improvements | \$350,000 |
| Asbestos abatement program | \$150,000 |
| Bronson substation renewal (construction) | \$3,000,000 |
| Building envelope repairs and improvements (Academic Buildings) | \$150,000 |
| Campus emergency power program | \$100,000 |
| Campus perimeter security and door replacement and upgrades, includes accessibility improvements (Year 3) Azrieli Theatre, Southam Hall, Steacie Building | \$800,000 |
| Central Heating Plant upgrades and deferred maintenance | \$400,000 |
| Chiller repairs to extend useful life (Loeb Building and MacOdrum Library) | \$400,000 |
| Classroom deferred maintenance repairs | \$500,000 |
| Cooling Tower fill material replacement (Steacie Building and Canal Building) to prolong useful life of the towers | \$200,000 |
| CTTC building minibus replacement | \$500,000 |
| Electrical meter replacement program | \$100,000 |
| Elevator modernization and renewal (Southam Hall and Architecture Building) | \$1,000,000 |
| Flooring and ceiling replacement in academic buildings | \$200,000 |
| Herzberg Building stair and railing upgrades (includes painting, lighting, and abatement) | \$400,000 |
| HVAC upgrades/improvements and repairs | \$250,000 |
| LED lighting replacement and lighting control upgrades program Year 3 | \$650,000 |
| Roof replacement and roof safety upgrades (Herzberg Laboratories, Human Computer Interaction) | \$1,500,000 |
| St. Patrick's mechanical upgrades continuation of multi year program (Air handling unit, chiller, humidifiers, and motor control centre) | \$800,000 |
| Steacie building supply fan replacement | \$1,000,000 |
| Watermain replacement Campus Avenue | \$3,000,000 |
| Contingency for cost escalations and emergency repairs | \$1,800,000 |
| FMP Project management and project support fees | \$700,000 |
| Total | \$18,200,000.00 |

| | |
|--|------------------|
| Transportation Fund | |
| Road, sidewalk, and multi-use pathway improvements to align with Transportation Plan and accessibility goals | \$200,000 |
| Total | \$200,000 |

**List to be adjusted based on actual amounts allocated from the Facilities Renewal Program Grant

| | | |
|-------------------------------|--|--|
| To: | Board of Governors | Date of Report: 29 February 2024 |
| From: | Chair, Building Program Committee | Date of Meeting: 30 April 2024 |
| Subject: | Ongoing Capital and Deferred Maintenance Projects Status Report | |
| 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

Projects totaling \$200,408,657 are currently underway with the value of work completed to February 2024 totaling \$84,152,041. Forecasted expenditures will total \$116,256,616.

The following updates are of note since the last meeting of the Building Program Committee:

- Drywall and glazing trades have mobilized on site for the New Student Residence, beginning on the ground floor.
- Construction for the Teraanga Commons Dining and Kitchen Expansion project Phase 1 is complete.
- Design kick-off meeting was held in February 2024 for the Paterson Hall Renewal Project.
- Demolition Permit for P9 Decommissioning and Demolition was issued by the City of Ottawa.

This report also provides a budget update on the overall Capital Renewal (Deferred Maintenance), Facility Renewal Program (FRP), and Transportation Fund budgets. Capital Renewal Program 2019-2020 has been fully expended and removed from reporting.

4.0 INPUT FROM OTHER SOURCES

The ongoing Capital and Deferred Maintenance Projects Status Report is prepared by Facilities Management and Planning (FMP).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Capital Renewal and Deferred Maintenance project investments improve campus space and the built environment to facilitate collaboration, enhance the student experience, and support academic programming to align with the initiatives outlined in the [Strategic Integrated Plan](#):

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

The following provides an update of the major projects and programs currently at various phases of development. *Indicates updated since last report.

Major Capital Projects

- **Regional Aquatics Centre and Wellness Hub**
Revised Schematic redesign initiated: January 2024 **Redesign Completion date:** June 2024
***Update:** The Wellness Hub is a 230,000gsf (gross square feet), four-storey, above grade building which includes a new aquatics centre, wellness research and academic space for Carleton faculty and students, student services space and community gathering spaces. FMP has re-engaged the services of the design team to provide schematic design and costing to construct the aquatics and fitness as a stand-alone project. The project team reassembled in January 2024 for schematic redesign comprising of two options, with one based on a potential joint venture with the City of Ottawa. The deliverable will produce designs for each option, including high-level costing, and include a decommissioning recommendation for the existing pool.
- **New Student Residence**
Start Date: February 2022 **Occupancy:** May 2025
***Update:** All tenders have closed with the exception of landscape which will be re-tendered in the spring. Trades on site include mechanical, electrical, plumbing, HVAC, fire stopping, masonry, dry wall and glazing. Level 1, 2 masonry are completed, and Levels 3, 4 and 5 exteriors are underway. Mechanical and electrical vertical risers on Level 3 to Level 7 are in progress, and masonry walls, corridor and suites have started on Level 2 to Level 5. Cladding work commenced in March.
Occupancy has moved from April 2025 to May 2025. FMP continues to work with the Construction Manager and the Design Team for pull planning activities to save time, resources and money.
- **Loeb Building Envelope Remediation and Replacement**
Start Date: January 2022 **Completion:** 2027-2028
***Update:** The Capital Proposal was approved by the Board of Governors on April 12, 2023. A project committee has been formed to oversee the lifecycle of the project. The project is in design development and the Class C estimate has been completed and will be submitted with the project planning report. Scope was added to the project for the 3rd floor lobby revitalization and adjacent roof patio replacement and aesthetics improvements.
- **Paterson Hall Retrofit and Renewal**
Concept Design Start Date: February 2024 **Concept Design Completion:** Spring 2024
***Update:** This project has been put on hold to preserve budget flexibility. Thermographic scanning of the building is complete. In March 2024, the project team put the consultant team on hold until further notice.
- **Parking Garage (P9) Demolition**
Start Date: July 2023 **Project Completion:** October 2024
***Update:** The prime consultant has provided a tender package that combines the two phases of the project (Phase I – Fiber Optic Cable Relocation and Phase II – Demolition) into a single scope of work to be undertaken by the successful bidder. Due to the unique nature of the project and expertise required, FMP is working with the consultant and Procurement Services

to produce a Request for Proposal and evaluate submissions to acquire a qualified demolition contractor to undertake the project. The close proximity of P9 to the Light Rail Transit (LRT) corridor will require continued communication with the City of Ottawa and presents a significant challenge and risk to the project budget and schedule. Ongoing discussions with representatives from the City of Ottawa uncovered additional work restrictions and requirements that will be imposed upon the project, some of which are dependent upon the operational status of the LRT line but will be planned for based upon the City of Ottawa's best-case-scenario. The demolition contract is expected to be awarded in the spring as per the Project Implementation Report.

- **Teraanga Commons Dining Hall Expansion**

Construction Start Date: November 2023 **Project Completion:** October 2024

***Update:** An expansion to the dining hall in Teraanga Commons is required to accommodate the projected increase in the number of students housed on campus. Construction of phase 1 (existing dining hall expansion) began in November 2023 and is now complete. Due to the sensitive environment of an operational kitchen, subsequent phases are in discussion with the General Contractor to ensure proper dust prevention measures, hoarding and negative air pressure are implemented to meet or exceed contract requirements. Carleton's review on these preventative measures is crucial to ensure safety of students and minimize disruption. Regular construction and co-ordination meetings are scheduled to allow an open communication across the project team and ensures everyone is aligned on project deadlines. Construction on phases 2 and 3 are planned to commence April 2024 with a substantial project completion date of August 2024.

Capital Renewal/Deferred Maintenance Projects (alphabetical order) 2023/2024

- **Elevator Modernization – Condition Assessments and Feasibility Reports**

Start Date: August 2023 **Completion Date:** TBD

***Update:** Elevator condition reports for Southam Hall elevator #1, Social Sciences Research Building elevator #1, and MacOdrum Library elevator #1A, and #1B have been received. Based on elevator condition, usage, and operations and maintenance feedback, the priority is the replacement of Southam Hall elevator #1. Further investigation is being carried out to review improved accessibility options. The RFP for the Architecture Building Elevator Renewal closed in February 2024, and the feasibility study and investigation are underway to modernize the current elevator and extend the elevator to allow for 5th floor access.

- **Lighting Replacement Program – Year 2**

Start Date: May 2023 **Completion Date:** April 2024

***Update:** From April to June 2023, lighting audits were completed in several academic buildings to replace the current lighting with LED lights. Richcraft Hall and St.Patrick's building lighting replacements are complete, with the exception of the St.Patrick's Building Art Gallery, due to the specialized lights required, and longer lead times. The lighting replacement projects will complement the upcoming HVAC upgrades and building envelope projects in the buildings, and in return will result in energy savings and reduce greenhouse gas emissions. The lighting replacement program supports Carleton's goals as outlined in its [Energy Master Plan](#) and [Sustainability Plan](#).

- **MacOdrum Library Cooling Tower Replacement**

Start Date: August 2022 **Completion Date:** April 2024

Update: Replacement of the roof-mounted cooling tower that services the library is required.

Included as part of the project is improved access platforms for maintenance servicing
The new cooling tower has been installed and final valve connections are being completed. The unit will be commissioned in April 2024 to allow testing under normal operating conditions.

- **Main Quad East Stair Rehabilitation and Tunnel Improvements**

Start Date: April 2023 **Completion Date:** Fall 2024

***Update:** The east main quad stairway requires critical structural repairs. The tunnel immediately below the stairway area shows signs of waterproofing failure and requires full-depth ceiling reinstatement, complete with additional electrical/mechanical upgrades and landscaping reinstatement. FMP has engaged the services of a multidisciplinary design team for design and engineering services, and the project is currently in the design phase. The project was tendered in February 2024, with construction scheduled to start in spring.

- **Roof Replacement Program 2023-2024**

Start Date: May 2023 **Construction Completion Date:** Fall 2023

***Update:** The 2023-2024 Roof Replacement Program included Azrieli Pavilion and Theatre, Tory Building, Tory Building/Nideyinàn building link and Visualization and Simulation Building (VSIM). All the roof replacements are complete.

The 2024-2025 roof replacement program includes Herzberg Laboratories and Human Computer Interaction (HCI) Building, and construction will commence in May 2024.

- **Southam Hall HVAC Upgrades**

Start Date: July 2023 **Construction Completion Date:** TBD

***Update:** Project scope includes the replacement of the supply and return air fans for the existing air handling unit located in Southam Hall. The fans being replaced are approximately 50-years-old and are past life expectancy. A mechanical/electrical engineering firm has been engaged and tender documents are expected to be completed in spring 2024.

- **Tory Building Theatre Enhancements**

Start Date: June 2023 **Study Completion Date:** TBD

***Update:** Project involves seating replacement, lighting upgrades, and a refresh of paint and aesthetics of the space. The accessibility report has been received, and the project team has confirmed the way forward and is working with operations and maintenance and Teaching and Learning Services on seating selection.

- **Tory Building Cooling System Upgrades/ Replacement**

Start Date: July 2023 **Completion Date:** TBD

***Update:** Upgrade of the cooling system centralized within the Tory Building. This chiller provides cooling for the following buildings: Tory Building, Nideyinàn, Architecture Building, Azrieli Pavilion and Azrieli Theatre. The goal of the project is to lower greenhouse gas (GHG) emissions, improve energy efficiency, and reduce operations maintenance repairs and resources.

FMP has received the feasibility option report from the design team and the selected option has moved into design development. The new cooling plant will be relocated to the exterior of the building.

Status Updates of Ongoing Projects from prior years (in alphabetical order)

- **Bronson Substation Replacement Feasibility and Design**

Design Start: August 2023 **Completion:** TBD

Update: The Bronson Substation #1 switchgear has passed the end of its expected service life and various components are reaching obsolescence, if not already obsolete, with replacement

parts becoming or already being unavailable from manufacturers. The feasibility study was completed, and the project will move forward in phases over two fiscal years. The project is currently in the design phase, with expected tender release in spring 2024. The work is being phased in order to reduce the impact on the Carleton community.

- **Campus Perimeter Security Upgrades**

Group 1 Start Date: February 2022 **Group 1 Project Completion:** Spring 2024

***Update:** As the principal output, this work will enhance perimeter security throughout campus by implementing upgrades and/or replacement of doors and frames, as well as the installation of card access and security cameras. Three buildings (Group 1) have been awarded for construction: Herzberg Building, Azrieli Pavilion and Dunton Tower. The Dunton Tower work also includes full replacement of the second-level curtain wall and modifying the tunnel entrance ramp to improve accessibility. The installation of the electrical infrastructure for card access and automated security, several door and frame replacements and improvement of barrier-free access have been completed at Herzberg. At Dunton Tower, the concrete work for the tunnel level ramp has been completed in advance of the replacement of the tunnel entrance door and frame in spring 2024, before moving to the remaining access locations and second-level curtain wall. Electrical infrastructure installation has been completed at Azrieli Pavilion, with door and frame replacements underway. Material manufacturing and delivery lead times continue to be a challenge for the program. Azrieli Theatre has been posted for tender with construction to be completed in July 2024. The next buildings planned for implementation are Southam Hall, Tory Building and Steacie Building.

- **Campus Sanitary Sewer/Storm Sewer/Watermain Infrastructure Program (Year 3)**

Start Date: February 2024 **Project Completion:** TBD

The next part of the program (Year 3 of 5) is the replacement of the approximately 50-year-old watermains on Campus Avenue, which involves replacement and consolidation of the existing watermains, with a single new 406mm diameter watermain to improve reliability. This project is being planned as part of the P4 bus depot, and Campus Avenue rehabilitation project.

- **Central Heating Plant Generator Replacement**

***Start Date:** October 2021 **Construction Completion:** TBD based on Enbridge's review

The new generator has been fully installed, but not yet connected to the building panel.

Upon Enbridge's site visit, they determined that the generator requires a new and separate natural gas meter, and will be providing Carleton with a schematic of work for approval in order for the generator to be connected.

- **Dunton Tower Fire Alarm and Smoke Control Modifications**

Start Date: July 2022 **Construction Completion:** Winter 2024

***Update:** The purpose of this project is to enhance the fire alarm and ventilation systems to improve smoke management in the stairwells. Commissioning occurred in February and the project is complete.

- **High-Voltage Condition Assessment and Five-Year Renewal Plan**

Start Date: February 2022 **Completion:** TBD

***Update:** A consultant team has been engaged to complete a condition assessment of the current infrastructure and complete a five-year renewal plan to address any concerns. The updated testing and maintenance work will commence in spring 2024.

- **Indigenous Learning Place**

Re-Start Date: TBD **Completion Date:** TBD

*Update: Design is at 33% and the project team is working on updating the schedule and budget.

- **St. Patrick's Building Art Gallery - HVAC Upgrades**

Start Date: Summer 2023 **Construction Completion:** Winter 2024

*Update: This project involves upgrades to the mechanical systems with replacement of the air handling unit, boilers, humidifiers and chillers. The replacement of the mechanical equipment will result in building performance improvements, and allow maintenance and operations the ability to maintain the proper humidity levels that the Art Gallery requires to operate. All long lead equipment has been ordered, and on-site work started in March 2024, with the majority of trades mobilizing in May.

- **Tunnel and Campus Ventilation Upgrades**

Start Date: January 2022 **Construction Completion:** Tunnel - June 2022, Buildings – Fall 2023

All ventilation upgrades in the tunnels, Andrew Fleck Childcare Centre, Loeb Building, and Mackenzie Building are complete.

6.0 FINANCIAL IMPLICATIONS

Supply chain and trade resource issues continue to affect project budgets and schedules. Contractors are including greater contingencies in their pricing to deal with the volatile market, which has resulted in increased tender bids and project costs. As a result, Carleton and FMP must allow for greater project contingencies and continue to collaborate with our partners to prepare for the potential challenges. FMP and project stakeholders will identify collaborative mitigation strategies to determine the most effective project delivery methods. Price escalation allowances are being included in cost estimates for projects that will not be tendered immediately and in multi-year projects, to account for cost increases over time. In order to minimize occupant disruption; after-hours work and phased construction approaches are considered which may result in higher construction costs and longer construction schedules.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Risks that our construction projects are facing include schedule delays, construction cost increases, inflation, supply chain risks, resource and trade availability, and unknown site conditions. These cost increases and supply chain risks are being managed through effective planning of projects well in advance in collaboration with the end-users, actively working with consultants and contractors to manage costs, specifying the preference for Canadian-supplied products as much as possible, and completing cost benefit analysis on pre-purchasing items with long lead times. Early funding approvals, tendering projects early in the year prior to the busy summer construction period, proper contracts and construction delivery model, ensuring proper contingencies, as well as risk management help to mitigate risks. Completing intrusive testing and inspections prior to construction mitigates risks related to unknown site conditions. The university mitigates its hazard and liability risk by providing an owner-controlled construction insurance program depending on the size of the project, and by including performance, labour and material bonds as a tender requirement.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The new capital projects, and capital renewal and deferred maintenance initiatives will play a role in attracting and retaining students, faculty, employees, and the community to the university, thus contributing to enhancing Carleton's reputation. Delays in completing capital projects could have a negative reputational impact with internal clients and potentially future students, as well as having

a negative financial impact on the university. Disruptions as a result of construction work in occupied buildings and site infrastructure may have a negative impact on the campus community and student experience. To mitigate these risks, every effort is being made to plan and schedule the work as effectively as possible. As increasing numbers of students, faculty, and staff are back on campus, there is greater need for planning and communication strategies.

Ongoing communications with the campus community and key stakeholders is part of project management oversight. FMP continues to have the support of Carleton’s communications professional staff.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | VERY LOW | LOW | MEDIUM | HIGH | VERY HIGH |
|----------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|
| STRATEGIC | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| LEGAL | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OPERATIONAL | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Carleton University
Major Capital Projects
Reporting at February 2024**

| Project | Budget | Feb 23/24 | Anticipated Expenditures to Come | (Over) Under Budget |
|---|--------------------|-------------------|---|----------------------------|
| Capital Renewal 2020/21 | 14,000,000 | 12,631,524 | 1,368,476 | 0 |
| Capital Renewal 2021/22 | 14,000,000 | 11,955,510 | 2,044,490 | 0 |
| Capital Renewal 2022/23 | 14,000,000 | 7,093,994 | 6,906,006 | 0 |
| Capital Renewal 2023/24 | 14,000,000 | 1,890,348 | 12,109,652 | 0 |
| New Residence (Rideau House) | 106,000,000 | 36,980,653 | 69,019,347 | 0 |
| Aquatics Centre and Wellness Hub - Concept Design | 1,256,157 | 863,624 | 392,533 | 0 |
| TC-Dinning Hall Expansion | 8,500,000 | 997,832 | 7,502,168 | 0 |
| P9 - Decommissioning P9 Garage | 8,000,000 | 167,367 | 7,832,633 | 0 |
| LA-Envelope Remediation and Replacement | 4,380,000 | 305,484 | 4,074,516 | 0 |
| PA - Building Retrofit and Renewal | 1,123,000 | 45,000 | 1,078,000 | 0 |
| Transportation Fund | 10,000,000 | 6,990,574 | 3,009,426 | 0 |
| Facilities Renewal Program 23/24 | 5,149,500 | 4,230,131 | 919,369 | 0 |
| TOTAL | 200,408,657 | 84,152,041 | 116,256,616 | - |

| | | |
|-------------------------------|---|--|
| To: | Board of Governors | Date of Report: 29 February 2024 |
| From: | Chair, Building Program Committee | Date of Meeting: 30 April 2024 |
| Subject: | Update on Transportation Plan & Parking Strategy | |
| 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

The [Transportation Plan](#) was completed by the external consultant PARSONS in 2019 to prepare for future changes on the Carleton campus. The Transportation Strategy focused on five themes: Active Travel, Accessibility, Parking, Road Network and Transit. The report provided over 26 recommendations to the university to improve transportation on campus.

Summary of Implemented recommendations include:

- Stadium Way exit from Parking Lot 5 (P5) onto Bronson
- Raven Road Extension
- Open Space Master Plan
- Road and sidewalk rehabilitation on Library Road
- New Bike storage facility between Dunton Tower and Azrieli Pavilion
- Parking Lot 7 expansion – Phase 1 and Phase 2
- O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting
- University Drive-Bronson Ave. Intersection Modifications
- Electrical vehicle charging stations in P7

Projects in progress include:

- Decommissioning and demolition of P9 Parking Garage
- Phase 2 Light Rail Transit Construction (2024 – managed by City of Ottawa)
- Tunnel connection from LRT to Minto Case, Nicol and New Residence (Part of Light Rail Transit (LRT) project, portion of tunnel under rail line)
- Develop connections to the pedestrian bridge over Rideau River (Bridge completed in 2022, use is dependent on opening of LRT)
- Design development for Campus Avenue Rehabilitation and P4 Bus depot (co-ordinated with water main and sewer work)

Parking Strategy

The P9 Parking Garage is in its final year of maintenance prior to its planned closing, decommissioning and demolition in 2024. The closing of the garage will result in a loss of 651 spaces on campus, which will have a significant impact. Parking Services is reviewing strategies to minimize the impact of the closing of the garage.

Some of these measures include promotion of active transportation, car-pooling/car-sharing, and public transit. Ongoing delays with the LRT expansion project are making the promotion of public transit usage difficult. Parking inventory on campus is declining and no new development is planned with the demolition of the P9 garage. Staff will be guaranteed parking on campus prior to addressing any student parking demand. Once the LRT Trillium Line resumes operation, Parking Services will work with the Office of Student Affairs to promote and leverage the U-PASS option to students instead of driving to/parking on campus.

In the short-term, Parking Services is also researching the potential of some off-site parking options with NCC (Canal Lot North of Lot P7), City of Ottawa (Brewer Park), and Public Works Government Services (Confederation Heights).

4.0 INPUT FROM OTHER SOURCES

The Transportation Plan incorporates feedback from key stakeholders from the City of Ottawa, Board of Governors, Building Program Committee, the National Capital Commission (NCC), community representatives, as well as Carleton students, faculty and staff.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Transportation Plan addresses some of the numerous transportation challenges and opportunities expected to impact the university environment from 2019-2021. Transportation projects align and reflect key priorities identified in new and previously completed initiatives and plans, including but not limited to:

- Strategic Integrated Plan
- Campus Outdoor Space Master Plan
- Coordinated Accessibility Strategy
- Sustainability Plan 2020-2025
- Capital and deferred maintenance program

To minimize campus disruption, and maximize cost saving opportunities, other infrastructure work (tunnel, sanitary/storm sewer/water main/high voltage) are looked at holistically with the transportation projects, if the budget can accommodate it.

6.0 FINANCIAL IMPLICATIONS

As a result of the 2019 Transportation Plan, Carleton transferred \$10 million to its Transportation Fund. To date, \$8.6M has been committed from the transportation fund account, with \$6.9M in actual expenditures up to February 2024. Some of the projects were funded outside of the transportation fund (e.g. Parking Services).

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Risks involved include increasing traffic disruptions on campus, conflicts with other major capital projects, schedule delays due to inclement weather, delayed LRT construction, poor or insufficient OC Transpo bus service to campus, lack of sufficient parking spaces to meet demand, unknown site conditions, supply chain issues, cost increases, and skilled trades availability. Continued review and risk mitigation strategies will be implemented to ensure that Carleton delivers these projects successfully. Failure to implement appropriate transportation plans and parking strategies will have reputational and operational risks should students, staff, faculty and the community have problems

accessing and exiting campus, as well as being able to park. The closing of P9 in 2024 and overall reduction in parking availability are likely to result in operational and reputational risks that will need to be carefully managed and addressed. While the plan helps to mitigate these risks, continual review will assist in ensuring the plan meets changing campus conditions and that risks are appropriately managed.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Many of the transportation projects have high visibility, which can have a positive or negative impact on how Carleton is seen internally and externally, and could have an impact on the university’s reputation. The planning process and stakeholder management has been instrumental in keeping the campus informed, and managing expectations.

Road and infrastructure work can result in many disruptions to the Carleton campus, and external community. Communications has been key to the planning for all projects and will continue to be central to how the campus community and key stakeholders are kept informed. Communications will continue to be a priority in our planning for ongoing and future projects. FMP and Parking Services will continue to work with communications staff to ensure this is achieved.

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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| OPERATIONAL | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| TECHNOLOGICAL | <input 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"/> |

Update on Transportation Plan and Parking Strategy

April 2024

Transportation Plan – Background

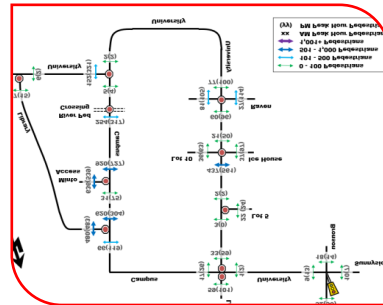
The plan was completed in 2019 and focuses on:

Active Travel



- Existing Conditions
- Short & Long-term Recommendations

Accessibility



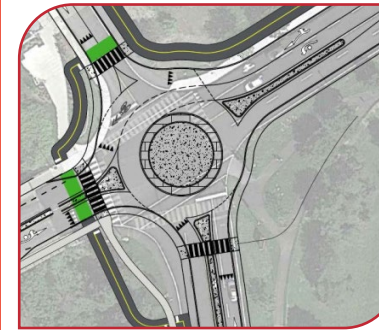
- Exterior Paths
- Ramps
- Stairs
- Tunnel connections to buildings and LRT
- Tactile Walking Surface Indicators
- Parking
- Transit Stops
- Bus Shelters

Parking



- Assessment of Parking Supply
- Short & Long-term Recommendations

Road Network



- Existing Conditions
- Areas of Concern
- Intersection Capacity Analysis
- Potential Mitigation Measures
- Short & Long-term Recommendations

Transit



- Existing Conditions
- Future Conditions
- Areas of Concern
- Potential Mitigation Measures
- Short & Long-term Recommendations

Completed Projects

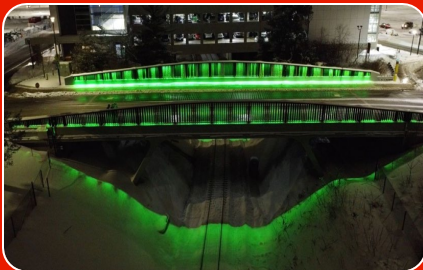
| Project | Completion Date |
|--|------------------------|
| Stadium Way exit from Parking Lot 5 onto Bronson | 2019 |
| Raven Road Extension | 2020 |
| Road and sidewalk rehabilitation on Library Road | 2021 |
| New Bike storage facility between Dunton Tower and Azrieli Pavilion | 2021 |
| Parking Lot 7 Expansion Phase 1 and Phase 2 | 2021 and 2023 |
| O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting | 2022 |
| University Drive-Bronson Ave. Intersection Modifications | 2022 |
| Roundabout construction on University Dr. at Parking Lot 7 | 2022 |
| Parking Lot 7 Installation of 10 electrical vehicle (EV) charging stations and infrastructure | 2022 |

Some Completed Projects



Bike Enclosure

Located between Dunton Tower and Azrieli Pavilion



O-Train Bridge Renewal

Contains pedestrian safety fence



New Roundabout at University Drive and P7

To improve traffic and pedestrian flow on campus

Some Completed Projects



P7 Expansion Phase 1 and Phase 2

Additional 1,166 parking spaces added



Installation of Electrical Vehicle Charging Stations

10 stations added that serve 20 cars

Active Projects

| Project | Estimated Completion Date |
|--|---|
| P9 Parking Garage Decommissioning Design development is complete, and City of Ottawa Demolition Permit has been received | Fall 2024 |
| Phase 2 Light Rail Transit (LRT) Construction (managed by the City of Ottawa) | Per City of Ottawa, late 2024 |
| Develop connections to the pedestrian bridge over Rideau River to Vincent Massey Park | Bridge installed July 2022 Bridge opening dependent on LRT opening |
| City of Ottawa tunnel connection under rail line | City of Ottawa work: Completed |
| Extension of tunnel connections from LRT to Minto Case, Nicol Building | CU Expansion: TBD |
| Campus Avenue Rehabilitation and P4 Bus depot (co-ordinated with water main and sewer work) | TBD |

Future Work

The remaining items are multi-year implementation initiatives that require planning with other campus infrastructure projects and new capital.

Initiatives

- Additional bike storage**
- Build multi-modal pathways on Campus Avenue and University Drive**
- Widen sidewalks**
- Improve lighting and emergency stations on designated Safe Pathway System**
- Improve tunnel connections (Athletics and Residence, P18)**
- Improve Accessibility**
- Update the 2019 Transportation Plan and long-term parking strategy (after LRT has opened)**

Current and Long-term Parking Challenges

External and Internal Factors

- Decommissioning and demolition of P9 Parking Garage and loss of 651 spaces as of 2024
- Revenue deficit – Pandemic impact, reduced special events, below-market rates, high deferred maintenance
- Light Rail Transit (LRT) significantly behind schedule, and no firm opening date
- Staff and Faculty parking demand – difficult to forecast
- Assuming constant permit demand, without mitigation the impact would affect student permits in 2024
- Visitor and accessible parking areas require realignment

Recommendations

Recommended steps as supported by the Campus Master Plan and the Carleton University Transportation Strategy – *Parsons Report 2019*.

Potential Future Strategies

- Increase parking rates closer to market rates to fund infrastructure investment and deferred maintenance
- Move permit parking to periphery of campus
- Develop a comprehensive Alternative Transportation Strategy Plan to reduce parking demand
- Reallocate parking lots in campus core area → accessible permit and visitor parking
- Explore off-site parking options and consider P9 post-demolition footprint
- Develop long-term parking strategy following completion of campus LRT renewal

| | | |
|-------------------------------|---|--|
| To: | Board of Governors | Date of Report: 4 April 2024 |
| From: | Chair, Advancement and University Relations Committee | Date of Meeting: 30 April 2024 |
| Subject: | Kinàmàgawin Progress Report | |
| Responsible Portfolio: | Provost and Vice-President (Academic) | |

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Carleton University's Faculties and departments have shown great commitment to implementing *Kinàmàgawin*. Published in 2020, *Kinàmàgawin* includes 41 Carleton-specific Calls to Action that encompass an overarching goal of making the Carleton campus a safer space for current and future Indigenous students, staff and faculty members. The first Progress Report was published in 2022 and outlined significant collective effort across the University to further the goals of the initial *Kinàmàgawin* report. The current report includes updates that have been implemented since April 2022.

4.0 INPUT FROM OTHER SOURCES

This report was developed in a consultative manner and included input from all Faculties and several departments and units across the University.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The *Kinàmàgawin* report is in close alignment with the Strategic Integrated Plan (SIP). In particular, the SIP (under the Strive for Wellness; Strive for Sustainability direction) outlines a commitment to learn and take action together to achieve reconciliation with Indigenous Peoples. This Progress Report reports on the progress the Carleton community has made to date in fulfilling the plan.

6.0 FINANCIAL IMPLICATIONS

There are no new financial implications outlined in this progress report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Given the high visibility of the issues and implications for the academic mission, there is risk to reputation and outcomes for failure to take measures deemed necessary in the current environment. The University has a responsibility to continue to support the recommendations of the Truth and Reconciliation Commission, which were published in 2015. This risk is mitigated by implementing the *Kinàmàgawin* report.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Following the presentation of this report, the Office of the Provost and Vice-President (Academic), in collaboration with the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) and the Centre for Indigenous Support and Community Engagement will make the report public on the Indigenous Gathering Site alongside the previous Progress Report and the *Kinàmàgawin* report.

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 checked="" type="checkbox"/> | <input 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| REPUTATIONAL | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

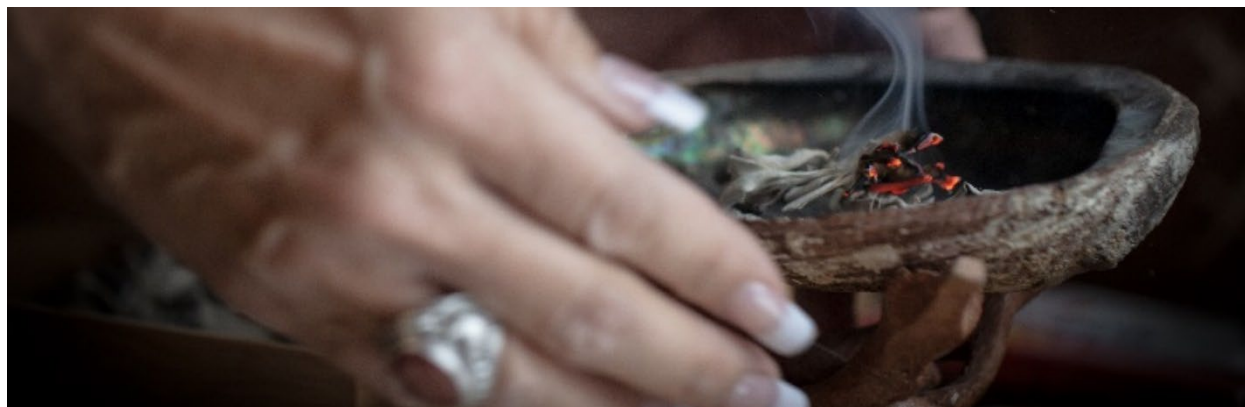
Kinàmàgawin (Learning Together) Progress Report

April 2024



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Mìgwechiwenindamowin [Giving Gratitude]

On behalf of Carleton University, we are pleased to provide an update on the Kinàmàgawin strategy as a way to showcase the collective work that has been undertaken to address its 41 Calls to Action since the 2022 progress report.

This report represents significant collective actions that have been undertaken by our colleagues across the University to make Carleton a safe and welcoming space for Indigenous students, staff and faculty.

These actions continue to be complemented by a \$2.5 million donation from the Joyce Family Foundation—matched by an additional \$2.5 million from the University—which has allowed us to mobilize many of our intentions.

We would like to extend our sincere thanks to members of the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC), the Indigenous Education Council and the Algonquin

Sincerely,

Kinàmàgawin Co-chairs

Kahente Horn-Miller
Associate Vice-President (Indigenous Teaching, Learning and Research)

Benny Michaud
Director, Centre for Indigenous Support and Community Engagement

L. Pauline Rankin
Provost and Vice-President (Academic)

and Inuit Advisory Councils, who were integral to the development of the Kinàmàgawin report and who continue to be deeply committed to supporting Indigenous students and integrating Indigenous knowledge and teaching and learning practices. We are immensely grateful for your guidance and support in this important work.

We would also like to formally acknowledge the many contributions of former Provost and Vice-President (Academic) Jerry Tomberlin as he was instrumental in co-leading the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC) from 2018 to 2023.

We wish to thank all members of the Carleton community for their work in this important area and to reinforce our commitment to continuing to make progress on the work that remains to be done.



Ked lji ljichigenàniwang Kikinàmàgenàniwang [The Kinàmàgawin Strategy]

Following the release of the Truth and Reconciliation Commission's final report in 2015, post-secondary education institutions across Canada have committed to furthering reconciliation by renewing efforts to support Indigenous learners and bring Indigenous knowledge into classrooms.

In 2020, Carleton published the Kinàmàgawin strategy, which includes 41 Carleton-specific Calls to Action, to take the necessary steps to make the Carleton campus a safer and more welcoming space for current and future Indigenous students, faculty and staff.

Importantly, the title, Kinàmàgawin, which translates to “learning together,” is a powerful statement that reflects both the work that the University has undertaken to learn difficult truths,

and in continuing to fully implement the 41 Calls to Action.

Acknowledging and confronting difficult truths were foundational practices to the committee's work, which provided a way of moving forward with institutional humility.

The Kinàmàgawin report is interspersed with poignant sentiments gathered during the consultation phase, including: **“Indigenous knowledge should not just be treated as a topic but as an important element of experience and foundation for meaningful living and learning in all disciplines.”**

Although the quotes are not attributed, they represent the significant conversations that took place during these engagement sessions.



Nidawehigemin Kaye Niganawendànanàn Ishkode **[Clearing a Path and Keeping the Fire]**

This section outlines the specific actions and initiatives that have been undertaken to respond to the 41 Calls to Action outlined in Kinàmàgawin, which are organized in the following groups:

- Engaging Communities
- Supporting Indigenous Students
- Improving Indigenous Experiences at Carleton
- Indigenous Ways of Teaching and Learning
- Making Room in the Culture, Systems and Structure of Academia
- Enhancing Research and Innovation
- Measuring Our Success

Engaging Communities

1. We call for the development of an Indigenous Community Engagement Policy that would guide staff, faculty and students in the areas of recruitment, research and partnerships with Indigenous communities.

- The mandates of the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) and the Centre for Indigenous Support and Community Engagement are dedicated to fostering these connections and further developing initiatives both on and off campus.
- Specific examples of the ways in which the Centre for Indigenous Support and Community Engagement has engaged with Indigenous communities include:
 - Collaborated with Nunavut Arctic College and Piquisilivik to bring Inuit students to Clyde River, Nunavut for a land-based learning opportunity. Students spent a total of five days on the ice and learned about ecological balance, surviving off the land, and protocols around life in the North (see Call to Action #19 for additional details).
 - Established a partnership with Two-Spirits Manitoba in order to support Indigenous Two-Spirit students at Carleton.
 - Worked with Sivuumut Solutions to support post-secondary education capacity building for Inuit wanting to be employed through the Nunavut Devolution.
 - Hired an Inuit Northern Partnership and Community Liaison Officer.
 - Hosted the Indigenous Enriched Support Program (IESP) and recruitment workshops in Akwesasne, Kitigan Zibi and Pikwakanagan.
 - Hosted the Children and Youth Powwow in collaboration with the Odawa Native Friendship Centre, which included approximately 2,500 people.
 - Hosted the Winter Round Dance in February 2024 that welcomed hundreds of community members.
 - Established and worked with our Algonquin Advisory Committee and our Inuit Advisory Committee to name the Nideyinàn and Pigiavik buildings (see Call to Action #24 for additional details).

2. We call for resources to continue fostering mutually respectful relationships with local school boards for the purpose of supporting the transition of Indigenous students from secondary school into postsecondary.

- The Associate Vice-President (Indigenous Teaching, Learning and Research) has engaged with the Ottawa-Carleton District School Board (OCDSB) to speak about Carleton's Indigenous Learning Bundles and how they can be incorporated into high school curriculum.
- The Centre for Indigenous Support and Community Engagement Provided two student mentors in OCDSB schools to support Indigenous students.

3. We call for the development of a digital Indigenous hub where information on all Indigenous services, events and programs on campus can be easily accessed.

- This has been completed as identified in the 2022 Progress Report. The Indigenous Gathering Site is available at carleton.ca/indigenous.

4. We call for the development of communication resources to establish clear and consistent language for the university when writing about Indigenous peoples.

- The Department of University Communications has developed a draft of this communications resource requested during the Kinàmàgawin consultations. The guide aims to reflect the diversity of Indigenous Peoples and ensure respectful communication in all aspects of Indigenous content. Drawing from core Indigenous strategies at Carleton and incorporating best practices in public communication, upon completion of phase one, the draft writing style guide was shared with Indigenous members of the University for feedback. Comments and advice were incorporated and an updated version will be circulated for additional consultation with Carleton's Indigenous leaders and advisors in the coming weeks.

Supporting Indigenous Students

5. We call for targeted fundraising towards the creation of additional Indigenous focused space on campus, and towards the consolidation of Indigenous services for students, staff and faculty.

- The Office of the Vice-Provost and Associate Vice-President (Academic) secured a \$250,000 grant from the Ministry of Colleges and Universities Training Equipment and Renewal Fund (TERF) to create a Virtual Indigenous Learning Place. Spearheaded by Associate Vice-President (Indigenous Teaching, Learning and Research) Kahente Horn-Miller, this initiative will provide education and support to Indigenous and non-Indigenous students on and off campus. The project aims to revolutionize learning experiences for students in remote Indigenous communities while making Indigenous pedagogies more accessible to a broader audience.

6. We call for the identification of a designated space for all Indigenous programs and services within the university, including, but not limited to, the Centre for Indigenous Support and Community Engagement, the Indigenous Enriched Support Program, the Institute of Interdisciplinary Studies, and the Anako Indigenous Research Institute.

- A new space for the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) and the Centre for Indigenous Support and Community Engagement was opened in the Carleton Technology and Training Centre.

7. We call for the designation of appropriate spaces for ceremonies and cultural activities, managed by the Centre for Indigenous Support and Community Engagement, for the benefit of Indigenous students, faculty and staff.

- Carleton's Campus Master Plan was updated in 2023. Important tenets of the Campus Master Plan Update include increasing Indigenous student support on campus, increasing Indigenous spaces and Indigenous visibility and ensuring Indigenous teaching methods and ways of knowing are incorporated into development projects on campus. This regenerative campus design plan took great care to ensure that design elements reflect that Carleton is situated within the unceded and unsundered territory of the Algonquin Anishinaabeg.
 - The Campus Master Plan includes a Green Ribbon Trail around the perimeter of campus to support ecological engagement. This trail includes designated locations for Indigenous place markers.
 - The design plans for a future Indigenous Learning Place, located to the west of Paterson Hall, are in development. This would include an all-season Teaching Lodge and Sacred Fire Arbour that would allow students to learn outside of a traditional classroom and in an environment that supports Indigenous pedagogy.
- In 2023, the Centre for Indigenous Support and Community Engagement and Facilities Management and Planning implemented an initiative to expand to 40 the number of smudge-friendly designated spaces on campus to reduce the barrier of engaging in Indigenous spirituality and ceremony on campus. At the same time, the University approved an updated policy that formally recognizes the unique relationship that many Indigenous cultures have with traditional and sacred medicine (also supports Call to Action #28). Furthermore, Scheduling and Examination Services have added the attribute of "smudging" to requestable classroom characteristics.

8. We call for the collaborative development of a Circle of Care Protocol for Indigenous students in crisis by the Centre for Indigenous Support and Community Engagement, Health and Counseling Services, and the Office of Student Affairs.

- The development of the Circle of Care Protocol has been paused until Fall 2024 due to staffing concerns in the Centre for Indigenous Support and Community Engagement.
- Health and Counselling Services has consulted with the Centre for Indigenous Support and Community Engagement on ways to better support Indigenous students, which include updating forms to allow students to self-identify as Indigenous, referring Indigenous students to the on-campus Indigenous counsellor and connecting students with the Ojigkwanong Centre.

9. We call for appropriate resources to be developed to support the needs of Indigenous students with young families.

- As indicated in the 2022 Progress Report, the \$2.5 million endowment supported by The Joyce Family Foundation have been used to create a bursary program for Indigenous students who have young children.

Additional ways in which the university community is supporting Indigenous students include:

- The Centre for Indigenous Support and Community Engagement hired seven Indigenous Student Peer Mentors to support incoming students adjust to academia while maintaining their wellbeing.
- The Centre for Indigenous Support and Community Engagement hired an Indigenous Communications student to promote on-campus Indigenous events.
- The Centre for Indigenous Support and Community Engagement is leading the development of the Indigenous Awards and Admissions Policy intended to verify applicants' claims of Indigeneity.
- In 2023, the Faculty of Engineering and Design partnered with the Indigenous and Black Engineering and Technology PhD Project, which provides \$128,000 in funding for four years to a Black and/or Indigenous PhD student.
- The Faculty of Engineering and Design supported the creation of a new student group called AISES Carleton, a branch of the Advancing Indigenous People in STEM organization, led by Indigenous undergraduate engineering students.
- In 2022, the T.E. Wealth Indigenous Scholarship in Finance increased in value from \$1,000 to \$2,500. The scholarship is awarded annually to one or two students on the recommendation of the Dean of the Sprott School of Business to outstanding undergraduate Indigenous students entering or proceeding from one year to another in any program within the Sprott School of Business.
- In the 2022-23 academic year, Co-operative Education successfully implemented the first round of funding for the Global Skills Opportunity program, designed to enable low-income students, students with disabilities and Indigenous students to participate in meaningful study and work abroad programming.
- In the 2022-23 academic year, Recreation and Athletics partnered with the Centre for Indigenous Support and Community Engagement on the design and selling of orange t-shirts to raise money for Indigenous student scholarships. The campaign raised \$4,785, with additional donations bringing total money raised to \$6,534.

Improving Indigenous Experiences at Carleton

10. We call for the development of an Indigenous Recruitment Strategy to include admission policies that ensure seats for First Nation, Métis and Inuit students into competitive programs; including specific seats for Algonquin students from the communities of Kitigan Zibi Anishinabeg and Algonquins of Pikwakanagan First Nation.

- The Undergraduate Recruitment Office's Indigenous Initiatives Recruitment Coordinator continues to connect with Indigenous students during the Aboriginal Post-Secondary Information Program tour (APSIP) in the fall and winter and has seen a noticeable decrease in the hesitancy for Indigenous prospective students to engage with the Carleton table. In the 2023-24 recruitment year, the Indigenous Initiatives Recruitment Coordinator connected with close to 2,000 students who attended these events. They have also participated in Indigenous community events, including the Spirit of the Drum Powwow, the Odawa Urban Treaty event, Indigenous student career readiness programs and the Summer Solstice Festival. Events continue through the spring including the Indspire Soaring Indigenous Student Gathering.
- The Undergraduate Recruitment Office's Indigenous Initiatives Recruitment Coordinator is continuing to build relationships with the Indigenous Education Teams, particularly Ottawa-Carleton District School Board, the Ottawa Catholic School Board, the Renfrew County District School Board and the Upper Canada District School Board. They are also continuing to develop relationships with school boards in the Greater Toronto Area.
- In collaboration with the Centre for Indigenous Support and Community Engagement, the Undergraduate Recruitment Office developed an Indigenous Student Viewbook to outline elements of Carleton's campus and student experience that are unique to Indigenous students. This resource continues to be used in Indigenous recruitment efforts. This year's Indigenous Student Viewbook includes additional usage of local Indigenous dialects. This year's general Viewbook included a new "Building a better world, together" section to highlight Carleton's commitment to equity, diversity and inclusion and supporting Indigenous students.
- The Undergraduate Recruitment Office completed an Indigenous student photoshoot in collaboration with the Centre for Indigenous Support and Community Engagement to further enhance our digital assets both for Indigenous student recruitment and to ensure we have Indigenous student representation in student recruitment materials.
- All staff (including recruiters) in the Undergraduate Recruitment Office are trained on delivering a meaningful and respectful land acknowledgment. All high school presentations, event presentations and campus tours include a meaningful land acknowledgment. In addition, all staff in the Undergraduate Recruitment Office participate in annual training that includes guidance on supporting Indigenous students.
- Admissions Services has revised notices of acceptance to ensure that all Indigenous applicants are aware of the Indigenous Enriched Support Program as an alternative pathway program if entrance to an undergraduate degree program is unsuccessful.
- The Office of the Associate Vice-President (Enrolment Management) is participating in a two-year pilot project with Ontario University Athletics to create and promote the Black and Indigenous Student Athlete Bursary Program. Furthermore, the unit promoted and administered MCU First Generation and Indigenous Student Bursary programs.

11. We call for the development of a Sustainability Strategy for the Indigenous Enriched Support Program in order to increase human resource and admissions capacity and to ensure regular program review.

- In 2024, the Indigenous Enriched Support Program (IESP) welcomed 16 students into a newly designed program.

12. We call for space and funding to hold at least one large university-wide Indigenous event per year in order to facilitate relationship building, learning and appreciation of Indigenous cultures and ways of knowing across the university.

- Hosted by the Centre for Indigenous Support and Community Engagement, the annual Kinàmàgawin Symposium addresses timely topics—chosen by students—relevant to Indigenous peoples and empowers students, staff and faculty at Carleton to further their own knowledge and become a positive force for change. The symposium serves to amplify Indigenous perspectives, teachings, and ways of being and facilitates relationship building, learning, and appreciation of Indigenous cultures and ways of knowing across the university. In 2023, the theme was *Accessing the Academy: A Four Directions Approach*, and in 2024, the event focused on was *Connecting to Indigenous Spirituality: Learning from the Land, Community, and Culture*.
- In April 2023, the Azrieli School of Architecture and Urbanism held the annual Indigenous Feast led by Profs. Menna Agha (Azrieli School of Architecture and Urbanism) and Omeasoo Wahpasii (Interdisciplinary Studies).
- In March 2024, the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) and the Ānako Indigenous Research Institute invited Indigenous faculty and students to the inaugural Indigenous Faculty and Student Feast featuring *Got Land?* comedian Janelle Niles.

13. We call for specifically reserved housing for first-year undergraduate Indigenous students with priority given to those students coming from remote locations.

- This has been completed as identified in the 2022 Progress Report.
- Housing and Residence Life Services has committed to reserving 2 rooms for upper-year Indigenous students in addition to the 10 rooms reserved for first-year Indigenous students who are coming from remote locations. The rooms are assigned in consultation with the Centre for Indigenous Support and Community Engagement.
- Housing and Residence Life Services, in consultation with the Centre for Indigenous Support and Community Engagement, is formalizing a process for Indigenous students to request to smudge their residence room upon move-in, if desired.

14. We call for the establishment of a Carleton University Safety Relations Table in collaboration with the Centre for Indigenous Support and Community Engagement, Carleton Safety Services and the Department of Equity and Inclusive Communities.

- The Campus Safety Services Engagement and Inclusion Officer has established ongoing outreach and collaboration with the Resource Officer within the Centre for Indigenous Support and Community Engagement.
- Campus Safety Services has established the Community Engagement Table in partnership with the Centre for Indigenous Support and Community Engagement and the Department of Equity and Inclusive Communities. The work of this committee continues to be guided by a commitment to understanding the impacts of settler-colonialism on Indigenous Peoples, as well as equity, diversity and inclusion, transparency and humility.

Additional ways in which the university community is improving Indigenous experiences include:

- In 2023, in honour of National Day for Truth and Reconciliation, Housing and Residence Life Services commissioned an art piece from Anishinaabe Bodewadmi/Nehiyaw artist Kevin George to display in the residence community. The piece of art spotlights the land on which Carleton University is situated and numerous beautiful facets of Indigenous people and culture. It depicts the reclamation of relationships with each other, the land and water, and traditional ways. The illustration aims to honour historic and ongoing loss, sacrifice and resistance.
- In partnership with Nishnawbe Aski Nation (NAN), Students and Enrolment hosted the second NAN Youth Leadership Program from July 8 to 14, 2023. The program saw 22 young people from NAN territory in northwestern Ontario gather on campus and stay in residence to participate in a weeklong series of Indigenous-focused learning sessions and various social excursions around Ottawa. Planning for the 2024 NAN Youth Leadership Program is underway and is financially supported by Students and Enrolment.
- Career Services provided consultation to the Centre for Indigenous Support and Community Engagement's Community Liaison Officer and the University of Ottawa's Office of Indigenous Affairs' Community Engagement Officer during their planning phases of a career fair for all Indigenous post-secondary students in Ottawa. Meetings were also held with the Centre for Indigenous Support and Community Engagement and with the ACT to Employ program to identify outreach strategies for Indigenous students.
- In the 2022-23 academic year, Campus Services hosted a two-day event in collaboration with the Centre for Indigenous Support and Community Engagement where staff and students were able to learn about Indigenous topics and experience Indigenous cuisine.
- Attendant Services staff have strengthened knowledge related to Indigenous students with disabilities with the seminar and film *Pathways to Change: Indigenous Insights on Accessibility and Disability*.
- In recognition of National Indigenous History Month and National Indigenous Peoples Day, the Canadian Accessibility Network's June 2023 event explored the unique barriers and realities faced by Indigenous persons with disabilities. Panelists offered insights on disability and accessibility from Indigenous perspectives and discussed how we can work towards reconciliation and take action to build more inclusive societies that celebrate and support members of Indigenous communities who have disabilities.

Indigenous Ways of Teaching and Learning

15. We call for a best practices review of coteaching models with the goal of allowing for the inclusion of Indigenous doctoral students, Knowledge Keepers, language experts and those with lived experience in the teaching process.

- The Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) encourages Indigenous faculty members to invite Indigenous Elders and Knowledge Keepers as guest speakers.
- Through the Ānako Indigenous Research Institute, the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) has hosted six Research Talks, featuring presenters Dr. Lorna Wánosts'a7 Williams, Brian Maracle, Floyd Favel, Hilding Neilson, Tasha Beeds and Henry Lickers. The Research Talks series explores Indigenous research methods associated with the presenters' area of study.
- Teaching and Learning Services collaborated with the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) to offer two Indigenous-centered workshops during the Fall 2023 and Winter 2024 terms. These workshops provided teaching assistants with a better understanding of the specific needs and experiences of Indigenous students, staff and faculty at Carleton University. They also provided valuable training and tools to support their role as teaching assistants in promoting diversity, equity and inclusion within educational settings.
- The Indigenous Curricular Specialist in the Centre for Indigenous Support and Community Engagement was available to meet with faculty to discuss Indigenous content approaches.

16. We call for appropriate funding in each Faculty for the express purpose of compensating Indigenous Knowledge Keepers and community members who are providing expertise.

- As indicated in the 2022 Progress Report, funds are made available to compensate Knowledge Keepers, Indigenous language experts, and community members who have provided expertise in the form of classroom presentations, program development, or resource development. While honoraria are one method of compensation, many community members provide ongoing support for various programs and learning initiatives. In these instances, it is critical that appropriate funding be allocated within departments for short-term positions that identify expectations to ensure community members are not overburdened and undercompensated.

17. We call for more teaching spaces with moveable furniture, available to be booked by faculty, staff and students, in order to better support various Indigenous teaching and learning models.

- Facilities Management and Planning, and Teaching and Learning Services continue to work collaboratively to identify opportunities to enhance learning spaces with the use of movable furniture in bookable spaces to support Indigenous teaching and learning models. This approach has been implemented in the Nicol Building and the new Learning Lab on the fourth floor of MacOdrum Library.
- Launched by Teaching and Learning Services, the Experiential Learning Hub is helping to provide instructors with Indigenous-focused Virtual Reality equipment and experiences to include in courses. To date, 15 classes have used these immersive, multi-sensory experiences to learn about decolonization and other important Indigenous issues.

18. We call for Indigenous language courses, with an emphasis on the Algonquin language and on Indigenous languages that are considered endangered; as well as for the removal of barriers to having community language experts teach these courses.

- The Ānako Indigenous Research Institute hosted the following Research Talk events that sparked discussions surrounding language revitalization and the need for Indigenous-specific hires in departments without representation:
 - Brian Maracle presented “If universities really cared about Onkwehonwe Languages,” and
 - Dr. Lorna Wanosts’a7, Lil’watul presented “Recovering, reclaiming and revitalizing Indigenous languages.”

19. We call for opportunities for Indigenous students to participate in land-based learning.

- In 2022, the Faculty of Arts and Social Sciences hosted the first land-based learning course and plans to offer this again in Summer 2025.
- The Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) has begun developing a land-based learning course in a new partnership with the Indigenous community of Paru Paru in Peru.
- In May 2023, six Inuit students and three team members from Carleton’s Centre for Indigenous Support and Community Engagement traveled to Nunavut to participate in a land-based learning opportunity hosted by Nunavut Arctic College. The week-long experience was facilitated by Inuit Elders, Knowledge Keepers and community members at the Piquusilirivvik Cultural Centre in the community of Clyde River. The exchange program provided southern-based Inuit students and community members with an opportunity to travel to Clyde River to participate in land-based activities in ways that they may not otherwise have been able to connect culturally.

20. We call for the creation of specifically designed pathways for Indigenous students in science, technology, engineering, architecture, mathematics and linguistics.

- Through the not-for-profit organization Virtual Ventures, the Faculty of Engineering and Design continues to offer an Indigenous Youth in STEM (InSTEM) outreach program to engage Indigenous youth and educators in science, technology, engineering and mathematics (STEM) topics through culturally relevant experiences. This includes Youth Land Camp, a for-credit camp for Indigenous youth in grades 8-12; InSTEM workshops, instructor-led activities that show students how to use Indigenous knowledge in the classroom and Educator Land Camp, a workshop to teach educators how to support Indigenous youth and how to incorporate Indigenous knowledge and ways of knowing inside the classroom.

21. We call for the development of appropriate measures to ensure that every student graduating from Carleton University achieves basic learning outcomes with regards to Indigenous history and culture.

- Since their adoption, the Collaborative Indigenous Learning Bundles have become an essential addition to Carleton University’s curriculum. These bundles provide students with a comprehensive understanding of Indigenous knowledge and perspectives across topics related to Indigenous history, politics, culture and more. Since 2018, 19 bundles have been integrated into

courses and have been used more than 60,000 times. More than a dozen bundles are currently in development.

- Non-Indigenous faculty are engaging in respectful commitments to Indigenous knowledges. Over the past two years, 103 Faculty of Arts and Social Sciences classes have integrated Carleton's Collaborative Indigenous Learning Bundles, enabling hundreds of students to engage with Indigenous ways of knowing. To help guide non-Indigenous faculty, Associate Vice-President (Indigenous Teaching, Learning and Research) Kahente Horn-Miller led two sessions in 2023 on Indigenous knowledge through "FASS Chats," an ongoing discussion platform.
- In July 2023, Profs. Ali Arya (Information Technology) and Manuel A. Báez (Azrieli School of Architecture and Urbanism) received Carleton University Chairs in Teaching Innovation—both having made commitments to working on projects that explore how to incorporate Indigenous knowledge into Indigenous Teaching Bundles and teaching with virtual reality.

22. We call for the development of courses and programs for specific Indigenous communities that can be accessed by students who wish to remain in their communities.

- In 2022, HoloPresence technology was acquired for advancement in pedagogical practices and its ability to expand the opportunity for teaching and learning to populations with previously limited access. Understanding that partners in Northern communities have identified student engagement as one of the more pressing educational problems they face, Spratt leverages holographic technology and immersive environments in the curriculum to break barriers in education. Students in the First Nation of Na-Cho Nyäk Dun, a small village in Yukon, are taught by teachers located 6,000 km away from campus through life-sized holographic images. The work with holograms in Mayo, Yukon has many applications, such as recording oral history, language pedagogy and preservation, craft demonstrations, and collaborations with local youth on projects like designing and building skateboard decks to be sold online.

Additional ways in which the university community is engaging with Indigenous ways of knowing include:

- Multiple projects received funding through the 2023-24 Carleton University Experiential Learning Fund to create and enhance experiential learning opportunities for Carleton students, including:
 - A group multimedia project by Prof. Janice Tibbetts (Journalism and Communication) examines the impact of the Supreme Court's 1999 Gladue decision around Indigenous rights. The project helps students better understand and write about the court and Indigenous issues and stories.
 - Prof. Onita Basu (Civil and Environmental Engineering) is leading an experiential learning project in collaboration with Yukon University to support water treatment and education in Northern communities. The project supports environmental engineering students and the Yukon Water and Wastewater to learn and train together. A post-evaluation will assess the benefits of co-training experiences for Northern and Indigenous Operators of the Yukon and Carleton engineering students aiming to improve capacity building and inform future co-training opportunities.
- Carleton provides experiential learning opportunities through SaPP and I-CUREUS that help students develop essential academic and transferable skills. Between Summer 2023 and Winter 2024, students engaged through the programs on multiple projects dealing with issues affecting the Indigenous community. These included having a student support the Reporting in Indigenous Communities course, which provides student opportunities for experiential learning in local

Indigenous communities, and a project exploring how genomic tools and applications in reforestation operations in British Columbia and Alberta interact with Indigenous perspectives and worldviews to gain a better understanding of the relationship between Indigenous and Western Sciences.

- Together with eight Ontario university libraries, the Library is co-hosting the Association of Research Libraries' Inclusion, Diversity, Equity and Accessibility in Libraries and Archives (IDEAL) Conference in July 2024. The conference theme is *Sustainable Resistance and Restoration in Global Communities*. Library colleagues have been working on conference planning committees and have submitted content for the conference.
- Prof. K. Jake Chakasim's (Azrieli School of Architecture and Urbanism/Interdisciplinary Studies) Global Indigenous Option Studio promotes an understanding of the land, ecology and culture of Canada's Indigenous peoples through the lens of architecture and planning.
- Through community engagement, Sprott has supported Indigenous entrepreneurship youth programming in partnership with Cando and has hosted diverse business leaders as speakers including Josée Bourgeois speaking to Indigenous sovereignty and insight on Indigenous business models.
- In collaboration with Indigenous communities in Igloolik, Nunavut; Mayo, Yukon; and Masset, British Columbia, students in *BUSI 4117: Developing Creative Thinking* tackle issues important to these communities, such as enhancing the local economy, encouraging entrepreneurial skills development, building food sustainability, and developing youth health and wellness. Student projects continued in BUSI 4117 from 2022-2024:
 - **Courts for Change** – Business, Industrial Design and varsity student athletes work together to design and build sport and recreation facilities, while also providing coaching and wellness programs. Courts for Change has positive benefits on the community through the increased developmental and community building aspects of sport, creating a space where the opportunities for play can thrive. Past students have travelled to Masset in Haida Gwaii, British Columbia and Mayo, Yukon to co-create sport and wellness programs for community youth.
 - **Northern Lights: Canadian North** – Students engage in research and co-design with members of one of two northern communities: Mayo, Yukon and Masset, Haida Gwaii. Projects include a skateboard entrepreneurship project initiated with high school youth; an application for a self-guided cultural, historical, commercial, and geographic tour for both communities and with high school youth; a business plan for and testing of HoloPresence technology; and projects that include food sovereignty and physical village renewal.

Making Room in the Culture, Systems and Structure of Academia

23. We call for the rapid implementation of the structural changes necessary for the consolidation of all Indigenous initiatives through the establishment of a separate office for the Centre for Indigenous Support and Community Engagement, and through the creation of the appropriate senior administrative positions: for example, a Director for the Centre of Indigenous Initiatives and an Assistant Vice-President of Indigenous Initiatives.

- This has been completed as identified in the 2022 Progress Report. Since the release of the Kinàmàgawin report, the Centre for Indigenous Initiatives was renamed the Centre for Indigenous Support and Community Engagement, and the title of Assistant Vice-President of Indigenous Initiatives was renamed the Associate Vice-President (Indigenous Teaching, Learning and Research).

24. We call for further enhancing the visibility of Indigenous peoples, cultures and ways of knowing on campus: for example, the inclusion of Indigenous members of the Carleton community in art purchases, building renovations, the naming of buildings, building construction and landscaping.

- The New Names for New Times initiative was launched to better reflect the University's diversity in its academic mission and campus operations. In 2023, following highly consultative processes, Carleton celebrated the renaming of the following buildings:
 - **Nideyinàn:** In an effort to embody a significant territory acknowledgement in a meaningful way, Carleton engaged in a thorough consultation with the Algonquin Advisory Council and Algonquin communities in the region—notably Kitigan Zibi and Pikwakanagan—to name this central and high-profile facility which is the crossroads of all campus activity. The new name is Nideyinàn (pronounced nih-DAY-in-nahn) and translates to “our heart.”
 - **Pigiarvik (ᐱᑦᐱᑦᐱᑦ):** With the gracious support of the Robertson family, Carleton renamed its main administrative building to acknowledge and honour Inuit and to further commit to the Kinàmàgawin Report. Following a thorough engagement process with the Inuit Advisory Council and Inuit in the region and in the North, Carleton named this building Pigiarvik (pronounced pee-ghee-awe-vik), which translates to “a place to begin” or “the starting place”.
- Consultation with the Centre for Indigenous Support and Community Engagement is embedded in the capital construction planning process for all major projects, such as the proposed future Indigenous Learning Place and the campus gateway signage renewal.
- The Carleton University Art Gallery (CUAG) is committed to creating Indigenous-led spaces and opportunities for art-based learning, grounded in customary and contemporary forms of visual art and cultural expression. CUAG is honoured and excited to work with and learn from Indigenous artists, curators, Elders, thinkers and makers. Indigenous artists feature prominently in CUAG exhibitions. Highlights include:
 - *Christian Chapman: Run to the Hills!* and *Norval Morrisseau: Medicine Currents*. To accompany *Medicine Currents*, co-curators Dr. Carmen Robertson and Danielle Printup organized “*Visiting with Morrisseau*,” a beautiful two-day gathering at CUAG involving Elders from Kitigan Zibi and many local Indigenous community members.

- Renowned Carleton alumni Heather Igloliorte and Alexandra Kahsenni:io Nahwegahbow were part of the dynamic team that collaboratively curated the gallery's 30th anniversary exhibition, *Drawing on Our History*. It presented the work of artists such as Gayle Uyagaqi Kabloona, Nalakwsis and Kablusiak, and a new installation by Algonquin artist Jay Odjick.
- CUAG is devoted to the professional development of emerging cultural workers including:
- In 2023, CUAG presented *Seasons of the Sun*, curated by History undergraduate student Augatnaaq Eccles and featuring three extraordinary parkas she designed and sewed.
- CUAG published *Nuvisi: Threading Our Beads at Qatiktalik*, documenting a compelling CUAG exhibition curated by Krista Ulujuk Zawadski, an ICSLAC PhD candidate.
- Rachel Fleming, an undergraduate student in the School of Canadian Studies has led tours of CUAG's exhibitions for Carleton classes from diverse disciplines.
- Danielle Printup, Indigenous Cultural Engagement Coordinator at CUAG, creates engaging programs that serve campus and civic audiences in close collaboration with the Centre for Indigenous Support and Community Engagement (CISCE) staff.
- In 2022, Elder Louella Tobias was invited to lead a guided medicine walk around Dow's Lake.
- Early in 2023, Carleton students visited Kitigan Zibi for a birchbark basket-making workshop with Elder Daniel "Pinock" Smith.
- This past summer, *Bannock and Belonging* was organized during which participants had the opportunity to learn how to make bannock from Elder Zippie Nochasak.

25. We call for professional development and educational opportunities for faculty, staff and administration towards obtaining core competencies in Indigenous and Canadian histories and experiences.

- The Centre for Indigenous Support and Community Engagement offers the Kinàmàgawin Indigenous Learning Certificate, which covers the topics of anti-Indigenous racism in Canada, institutional anti-Indigenous racism and education, Indigenous student experiences, and practicing allyship and righting relations. Several senior leaders across the university have completed this certificate program and continue to actively encourage their staff to participate. To date, more than 850 members of the Carleton community have successfully completed the certificate. Over the past year, eight cohorts comprised of four class sessions were offered.
- In addition to the Kinàmàgawin Indigenous Learning Certificate, the Centre for Indigenous Support and Community Engagement provides Indigenous awareness training through the Student Support Certificate offered by the Office of the Vice-President (Students and Enrolment).
- The First Nations principles of OCAP® (Ownership, Control, Access and Possession) are a set of standards establishing how First Nations data should be collected, protected, used and shared. In May 2023, several library staff members participated in OCAP® training offered by the First Nations Information Governance Centre.
- As described in the 2022 Progress Report, the Office of the Provost and Vice-President (Academic) and the Centre for Indigenous Support and Community Engagement collaborated with the Department of University Communications to develop communication plans for Indigenous days of significance throughout the calendar year to promote and communicate contextual information to support these public acknowledgements.

26. We call for close collaboration between the university and the Indigenous Education Council (IEC) towards better defining the relationship and mutual responsibilities pertaining to decision-making on Indigenous matters within the university.

- The Indigenous Education Council, a coalition including the University of Ottawa, Carleton University and Algonquin College, meets regularly to ensure community guidance and direction are coordinated and provide a city-wide perspective on various initiatives, programs and policies. Updated terms of reference have been approved since the 2022 Progress Report.

27. We call for Indigenous representation, with full voting rights, on both the Board of Governors and the Senate.

- Carleton's Board of Governors has two Indigenous representatives who have full voting rights.
- The Senate Academic Governance Committee is continuing to explore options for Indigenous representation on Senate through conversations with Indigenous leaders at Carleton.

28. We call for the revision of the Traditional Medicine Use Policy based on the Ontario Human Rights Code for the purpose of supporting Indigenous students, staff and faculty.

- In 2023, Carleton's Senior Management Committee approved an updated policy that formally recognized the unique relationship that many Indigenous cultures have with traditional and sacred medicine. To this end, more than 40 pre-approved smudge friendly spaces were added on campus, including the Architecture Building and Carleton Dominion-Chalmers Centre, which are the first buildings to be entirely smudge-friendly. The School of Social Work became the first department to be fully smudge-friendly.

29. We call on the Convocation Working Group to ensure that appropriate Indigenous cultural protocols are included in convocation ceremonies.

- The Convocation Working Group, in collaboration with an Indigenous Elder, is continuing to ensure appropriate Indigenous cultural protocols are included in convocation ceremonies. This includes: an Indigenous component to the lunch menu and the post-ceremony reception; the Eagle Staff positioned on stage at the ceremony, carried in by an Indigenous Carleton student; a description of the Eagle Staff in the convocation booklet; Traditional Drummers singing during the procession of graduates, faculty and staff; a welcome from an Indigenous Elder; and a closing of Convocation week from an Indigenous Elder. A specific liaison has also been identified to work with Indigenous partners to ensure appropriate protocols are in place.
- During a convocation ceremony in Spring 2023, Elder Barbara Dumont-Hill was awarded an honorary degree in recognition of her outstanding contributions as an advisor and community volunteer working to improve the lives of Indigenous Peoples. Barbara is a former Elder adviser to the Canadian Department of Justice legal team working with the National Inquiry into Missing and Murdered Indigenous Women and Girls and is a current Knowledge Keeper in the Ojigkawanong Centre.

30. We call on Carleton University to incorporate environmental sustainability as a fundamental institutional value to guide its current operations and future development.

- Sustainability is one of the key pillars of Carleton’s Strategic Integrated Plan (SIP). The University has committed to embedding sustainability across its operations and the Sustainability Plan identifies key objectives:
- Carleton University has committed to becoming a carbon-neutral campus by 2050 and the Energy Master Plan 2021-2026 sets out a clear vision and objective to develop a utility strategy for achieving that goal.
- Carleton University’s combined Endowment and Non-Endowed Operating Funds published an inaugural responsible investing report which outlines the university’s commitments to responsible investing and climate within their investment portfolios.
- Carleton’s Pension Fund Management Office has developed a new template for assessing investment managers which incorporates environmental, social and governance concerns, including Indigenous issues.
- Sprott is a member of the United Nations Principles for Responsible Management Education and supports the student-driven Positive Impact Rating, contributing to its continued efforts in improving integration and measurement of impact in environmental sustainability in its operations, thought leadership and curriculum.

Enhancing Research and Innovation

31. We call for the establishment of an Institute for Indigenous Research with the intent of continuing, consolidating and further promoting innovative and collaborative research pertaining to Indigenous peoples, communities and nations.

- This has been completed as identified in the 2022 Progress Report. The Ānako Indigenous Research Institute brings together researchers, students and Indigenous communities to foster dialogue and understanding of ethical, balanced and respectful research with Indigenous peoples and in Indigenous territories.
- The Office of the Vice-President (Research and International) engaged with the Ānako Indigenous Research Institute and the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) early in major grant project development (for example, the 2025 CFI Innovation Fund research grant competition), as well as participated in the Advisory Committee for the Research Data Management Institutional Strategy.

32. We call for the development of a policy that would allow for Indigenous Knowledge Keepers to advise and sit on thesis committees when appropriate.

- This policy is currently being reviewed and a more comprehensive update will be available in the subsequent progress report.

33. We call for the continuous increase of the number of Indigenous employees at Carleton, supported by the development of Indigenous hiring policies for Indigenous specific faculty and staff positions.

- The Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) is leading the development of an Indigenous-Specific Hiring Policy. The development phase of this work has been highly consultative.
- The Centre for Indigenous Support and Community Engagement provided support to departments in the hiring process for Indigenous-specific staff positions.

34. We call for the enhancement of MacOdrum Library's collection of Indigenous literature, stories, language resources and visual arts, following a review of the current Indigenous collection.

- **Collections** – The MacOdrum Library is responsive to purchase requests from students and faculty. Acquisitions reflect curriculum changes and an increased awareness of equity, diversity and inclusion. The Library proactively acquires content to support Indigenous scholarship. Notable additions to our holdings include the *Indigenous Newspapers in North America* database. The Library is also undertaking a project to tag the entire library's print collection with RFID tags. These tags will allow for enhanced inventory and security control for the print collection. The resulting inventory will be used for the collection assessment recommended in *Kinàmàgawin*.
- **Decolonizing Descriptions**
 - The Library has introduced a Cataloguing Code of Ethics and strives to ensure the principles outlined in the Code are carried out for all resource description activities in the Library (e.g., application of inclusive subject headings and accessibility fields in MARC records). This work aims to avoid bias and support diversity and equity for access and discovery of our Library collections.

- Library staff are working with colleagues from the University of Ottawa to address some of the problematic language and descriptions in our catalogues. Testing is taking place on subject headings using a sample collection donated to the Library by Professor Emerita Ruth Phillips, Fellow of the Royal Society of Canada and co-founder of the Great Lakes Research Alliance for the Study of Aboriginal Arts and Cultures (GRASAC). Carleton cataloguing staff are also individually cataloguing items in this collection as a learning opportunity to integrate inclusive description practices into everyday workflows.
- Locally, the Library is working to update specific problematic terminology used in bibliographic records. In particular, the Library of Congress subject heading "Indigenous peoples" will replace the existing term "Indians of North America". This will be done as new titles are acquired and as existing records are re-catalogued.
- The Library is a member of the National Indigenous Knowledge and Language Alliance (NIKLA), an association working to unify and amplify the voices of Indigenous Peoples (First Nations, Métis and Inuit) and nurture a community of practice related to Indigenous knowledge, cultural memory, language and Indigenous ways of knowing, as they relate to culture memory and heritage. The Library is participating in the National Indigenous Knowledge and Language Alliance's (NIKLA) work to build an open and online platform that will enable a dynamic, multilingual set of terminologies applied to Indigenous Peoples, places, heritage, tradition, knowledge and cultures. These terminologies and vocabularies will replace outdated and inappropriate terminologies used currently in cultural memory sectors such as museums, libraries, archives centres and galleries.
- **Exhibits** – In 2023/2024, the Exhibits Committee curated several exhibits that explore issues related to equity, diversity and inclusion including *Baby Vamps*, an exhibit to commemorate and honour each First Nation, Métis and Inuit child who did not return home from residential school. Social Work PhD student Deborah Young launched a communal beading project at Carleton inviting community, faculty, staff and students to create beaded baby vamps for display in the School of Social Work.
- **Archives and Special Collections** – A resource collection of books that refers to Indigenous life, history, culture, organizations, beliefs and education has been accumulated by the Native North American Travelling College (NNATC). The collection contains newspapers, binders of minutes from past NNATC meetings, children's literature and other miscellaneous publications. They were collected as resources as the NNATC worked toward their goal to provide education and cultural information to residential school survivors. The books come from different collections, donated or purchased, by the NNATC from a wide variety of schools, people and organizations.
- **Teaching, Learning and Research Support** – Subject guides containing relevant and current information to support teaching, learning and research have been created by the Library. These include: First Nations Cartographic Resources; Indigenous Policy Administration; Indigenous Studies; Indigenous Studies GIS Resources; Gladue Reports; and Indigenous Languages.

35. We call for the creation of an Indigenous Faculty Council.

- This has been completed as identified in the 2022 Progress Report.

36. We call for the creation of additional Research Chair positions to further advance Indigenous research, knowledge translation and community-building.

- The Faculty of Arts and Social Sciences has expanded the complement of Indigenous faculty, welcoming Canada Research Chair (Tier II) Maria Rogers (Psychology), Laura Hall (Sociology and Anthropology) and Alexandra Kahsenni:io Nahwegahbow (History) along with Shenella Charles, who joined the Institute of Interdisciplinary Studies in 2023.

37. We call for the establishment of an Indigenous Research Ethics Board with the purpose of ensuring that research conducted by Carleton faculty, students and staff take Indigenous governance, legal and cultural protocols into account.

- With the cooperation and support of the Office of Research Ethics, the Ānako Indigenous Research Institute is working to establish an Indigenous Research Ethics Board to ensure that research involving Indigenous Peoples and communities is conducted respectfully and the benefits of research are shared fairly with affected communities. Further, the Indigenous Research Ethics Board will promote respect for Indigenous culture, traditions, interests and ways of knowing, ensure that Indigenous communities' research priorities are reflected in Carleton studies, and that Ownership, Control, Access and Possession (OCAP) principles are respected. The Indigenous Research Ethics Board comes from a need to ensure that best practices and research involving Indigenous Peoples and communities are meaningful and conducted in a respectful way that adheres to the First Nations principles of OCAP. After two years of consultations, the Indigenous Research Ethics Board is ready to be implemented.

Additional ways in which the university community is enhancing research and innovation include:

- Indigenous research led by Indigenous faculty is thriving in the Faculty of Arts and Social Sciences (FASS). Project examples include:
 - Canada Research Chair (Tier 1) Prof. Carmen Robertson (Interdisciplinary Studies) heads "The Morrisseau Project, 1955-1985," a comprehensive investigation of pivotal Indigenous artist Norval Morrisseau's life and work under funding from the Social Sciences and Humanities Research Council (SSHRC) and is also co-editor (with Judy Anderson and Katherine Boyer) of the University of Manitoba Press volume *Bead Talk: Indigenous Knowledge and Aesthetics from the Flatlands*.
 - Prof. Laura Hall (Sociology) has recently been awarded a SSHRC Insight Grant to fund the collaborative research project "Storying Indigenous Women and 2SLGBTQQIA Resurgence in Land-Based Learning and Design" in addition to research funded by the National Centre for Truth and Reconciliation.
 - Kahente Horn-Miller, Associate Vice-President (Indigenous Teaching, Learning and Research), has been awarded a SSHRC Partnership Development Grant for research on the Atlas of Kayen'kehá:ka Space and a Native Indian Brotherhood award.
 - Prof. Julie Tomiak (Interdisciplinary Studies) is engaging with community members in Kitigan Zibi through funding from FASS and SSHRC.
 - Many non-Indigenous FASS faculty and students work collaboratively with a range of Indigenous communities on research projects. They include:
 - Prof. Kester Dyer's (Studies in Art and Culture - Film Studies) collaboration with the Wapikoni Mobile filmmaking cooperative;
 - The Geomatics and Cartographic Research Centre (headed by Prof. Peter Pulsifer, Geography and Environmental Studies), undertakes a range of research benefitting Indigenous communities;
 - The School of Linguistics and Language Studies' commitment to Indigenous language revitalization, through collaborative research undertaken by Profs. Marie-Odile Junker, Erik Anonby and Kumiko Murasugi;

- Prof. Anna Hoefnagels (Music), working with Kahente Horn-Miller, Associate Vice-President (Indigenous Teaching, Learning and Research), has received SSHRC funding to conduct collaborative research on the Native North American Travelling College;
 - An ongoing collaborative research conducted with the First Nation of Na Cho Nyak Dun (Yukon) by members of the Department of Geography and Environmental Studies, including Profs. Chris Burn, Patricia Ballamingie and Murray Richardson.
- Sprott faculty have engaged in research partnerships and received funding for several research projects addressing Indigenous issues:
 - Prof. Merridee Bujaki, in partnership with Indigenous Works, is investigating employment barriers encountered by Indigenous people in the banking sector, to provide an understanding on how to attract and retain Indigenous employees in this sector.
 - Prof. Troy Anderson, in partnership with First Nation of Na Cho Nyäk Dun, is taking a community-based approach to focus on the complex problem of potable water access in Northern communities in Canada.
 - Prof. Rick Colbourne's research collaboration is investigating the decolonizing of education in the disruption of racist and colonial practices in graduate business programs. He also continues his other research projects: Indigenous-led responses to the neoliberal restructuring of cities and urban centres; and fostering reconciliation and sustainable development through multimedia storytelling.
 - In the Faculty of Science:
 - In October 2024, the "What do Indigenous Sciences look like?" event was held during Carleton's fifth annual Inclusion Week. The event asked how can Indigenous Sciences be brought into the classroom and engaged participants in an exploration of lived experiences with Carleton's Collaborative Indigenous Learning Bundles.
 - The inaugural version of BISRI (Black and Indigenous Summer Research Internship) was launched, which provides paid internship opportunities for Black and Indigenous undergraduate students to do research with science faculty members.
 - *Striving for inclusive excellence in science research: A pocket guide* has been created to provides ideas and resources for scientists to integrate reconciliation throughout their scientific research.

Measuring Our Success

38. We call for the performance evaluation of senior administrators to explicitly take into account Carleton University's mandate around Indigenous Initiatives and reconciliation.

- As indicated in the 2022 Progress Report, senior administrators are evaluated in relation to how well they are implementing directives from Carleton's Strategic Integrated Plan and provided guidance and feedback by senior Indigenous administrators. This plan incorporates the Calls to Action in the Kinàmàgawin strategy.

39. We call for annual reporting on the recruitment, retention and graduation of Indigenous students.

- In 2023, Carleton's Self-Identification Survey was launched to better understand the representation, experiences and perspectives of staff, faculty and students. The development of this survey is a response to the need to collect and rely on the most accurate and updated data regarding the experiences of all members of the Carleton community through the lens of equity, inclusion and Indigenous ways of knowing and learning. The data gathered from this survey will help the University to understand more fully the diversity of the Carleton community, dismantle systemic barriers faced by equity-deserving groups and foster an environment where everyone can experience a sense of belonging.

40. We call on each Faculty and each support unit on campus to develop their own strategies to support these 41 Calls to Action.

- Since the initial release of the Kinàmàgawin strategy, Faculties and professional services departments have been making great strides in relation to fulfilling the 41 Calls to Action. Each year there is an opportunity presented for Deans, Directors and Chairs to highlight achievements and model various paths forward. Some examples of strategic plans include:
 - **Students and Enrolment Division** – Relevant Strategic Actions from Kinàmàgawin are embedded in our *Helping Ravens Soar: Students and Enrolment Strategic Plan 2021-2026*. Implementation is accomplished through the Annual Operating Plan process as identified in *Helping Ravens Soar*. Through these unit-level plans, the Kinàmàgawin Calls to Action are cascaded into concrete, actionable and measurable tasks. Objectives are reported on annually through a mid-year and year-end reporting process. Strategic Initiatives (Students and Enrolment) facilitates this annual process to fulfil the division's reporting requirements. Highlights of the strategic plan are published each year in the *Helping Ravens Soar Annual Report*.
 - **Faculty of Arts and Social Sciences** – The Faculty of Arts and Social Sciences is committed to pedagogy, research, and community that reflect and sustain the principles of Kinàmàgawin. Since the last progress report, we have acted on that commitment in a range of meaningful ways. The Faculty of Arts and Social Sciences is honoured to be the home of Carleton's Indigenous Studies program, housed within the Institute of Interdisciplinary Studies and led by seven core Indigenous faculty: Profs. Jake Chakasim, Shenella Charles, Kahente Horn-Miller, Andrés López, Carmen Robertson, Julie Tomiak, and Omeasoo Wahpasiw. In the words of its faculty, Indigenous Studies at Carleton is “unified by our commitment to Indigenous resurgence and ways of knowing, community-engaged learning, and dissection of colonial power and politics.”

- **Faculty of Engineering and Design** – The Faculty of Engineering and Design continues to focus its intentions on implementing the Calls of Action as they relate to the student experience, ways of teaching and learning, and research and innovation, as outlined in the *2023-2026 Equity, Diversity and Inclusion Action Plan*.
- **Faculty of Science** – In 2024, the Faculty of Science Indigenous Initiatives plan was launched and celebrated with a Science Indigenous Gathering. The Indigenous Initiatives plan reflects the need to bring reconciliation to all aspects of the Faculty's scientific activities, from formulating research questions, knowledge sharing and co-production, working with students, and teaching, to also focusing on the social contexts and ethics of scientific research. Strides in implementing the plan have been made, including the adoption of a new Collaborative Indigenous Learning Bundle in a first-year Science Seminar Course called *Indigenous Science: Shifting the Paradigm in Western Science*.
- **Sprott School of Business** – The Sprott Sustainability Champions and the Sprott EDI Committee, both comprised of students, staff and faculty, have continued to build awareness and engagement in the Sprott community through initiatives focused on environmental sustainability and equity, diversity and inclusion.

41. We call for a formal annual report on the progress made towards fulfilling the Carleton University Strategic Indigenous Initiatives Committee's Calls to Action.

- This is the second progress report that has been published since the release of *Kinàmàgawin*. Progress reports will continue to be developed in consultation with Faculties, departments and units across the university.



Nìgàn Nidijì Màdjìshkàmin Nibwàkàyàng **[Moving Forward with Humility]**

Institutional humility is critical in creating a respectful path forward, recognizing that existing relationships have been inextricably influenced by the use of educational institutions as a tool to eliminate Indigenous peoples by Canada.

Carleton has gained momentum through the numerous initiatives being undertaken by the collective community, and we reinforce our commitment to continuing to make progress on the work that remains.

Building upon the foundation of truth ensures that Carleton will continue to move forward with humility, which will benefit students, staff and faculty in the future.

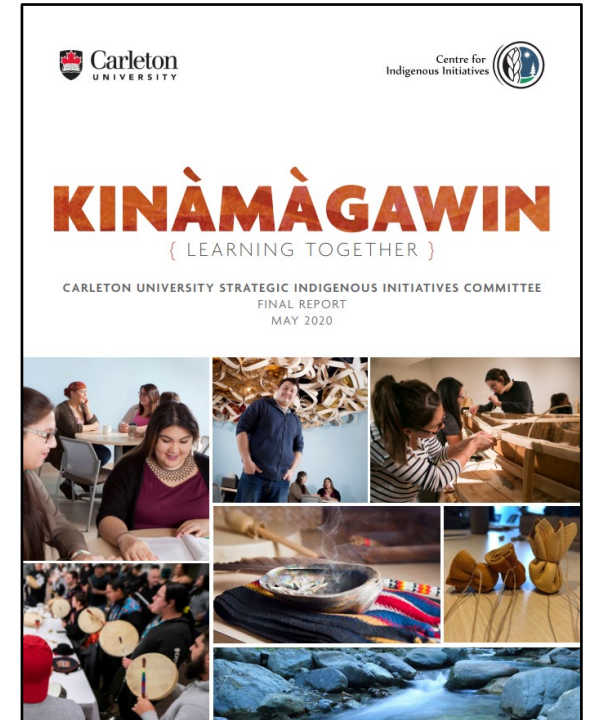
Kinàmàgawin (Learning Together) Progress Report

April 2024

Board of Governors - Advancement and University Relations
Committee

The Kinàmàgawin (Learning Together) Report

- Published in 2020, *Kinàmàgawin* includes 41 Carleton-specific Calls to Action that encompass an overarching goal of making the Carleton campus a safer space for current and future Indigenous students, staff and faculty members.
- The first Progress Report was published in 2022 and outlined significant collective effort across the university to further the goals of the initial *Kinàmàgawin* report. The current report includes updates that have been implemented since April 2022.
- These efforts continue to be complemented by a \$2.5 million donation from The Joyce Family Foundation (matched by an additional \$2.5 million from the University) which has allowed us to mobilize many of our intentions.



Mìgwechiwenindamowin

Giving Gratitude

We acknowledge and thank the Faculties, departments and units across campus that have continued making progress in fulfilling the Kinàmàgawin calls to actions. Their full contributions are summarized in the written report.

We also thank members of the Carleton University Strategic Indigenous Initiatives Committee, the Indigenous Education Council and the Algonquin and Inuit Advisory Councils. These individuals were instrumental in developing *Kinàmàgawin* and continue to be deeply committed to supporting Indigenous students and integrating Indigenous knowledge and teaching and learning practices.



Engaging Communities

Updates include:

- The Ottawa-Carleton District School Board has been engaged to discuss how Carleton's Collaborative Indigenous Learning Bundles can be incorporated into high school curriculum.
- CISCE has established a partnership with Two-Spirits Manitoba to support Indigenous Two-Spirit students at Carleton.
- An Inuit Northern Partnership and Community Liaison Officer has been hired.
- Commerce students have completed projects in BUSI 4117 (Developing Creative Thinking) that tackle issues important to communities in Igloolik, Nunavut; Mayo, Yukon; and Masset, British Columbia.



Supporting Indigenous Students

Updates include:

- Thanks to a \$250,000 grant from the Ministry of Colleges and Universities, a Virtual Indigenous Learning Place will be created that will revolutionize learning experiences for students in remote Indigenous communities and make Indigenous pedagogies more accessible to a broader audience.
- The updated Campus Master Plan includes design elements that reflect that the University is situated within the unceded and unsurrendered territory of the Algonquin Anishinaabeg.
- Carleton now has 40 smudge-friendly designated spaces on campus in recognition of the unique relationship that many Indigenous cultures have with traditional and sacred medicine.
- An Indigenous Awards and Admissions Policy is under development to support the verification of applicants' claims of Indigeneity.



Improving Indigenous Experiences at Carleton

Updates include:

- Two rooms for upper-year Indigenous students have been reserved in Residence, in addition to the ten rooms already reserved for first-year Indigenous students who are arriving from remote locations.
- Campus Safety Services has established the Community Engagement Table, which is guided by a commitment to understanding the impacts of settler-colonialism on Indigenous Peoples, as well as equity, diversity and inclusion, transparency and humility.
- The annual Kinàmàgawin Symposium addresses timely topics—chosen by students—relevant to Indigenous peoples and empowers students, staff and faculty at Carleton to further their own knowledge and become a positive force for change.
- An Indigenous-Specific Hiring Policy is in development.



Indigenous Ways of Teaching and Learning

Updates include:

- The Collaborative Indigenous Learning Bundles provide a comprehensive understanding of Indigenous knowledge and perspectives. Since 2018, they have been used more than 60,000 times.
- Carleton's first land-based learning course was offered in 2022. In 2023, Inuit Carleton students traveled to Nunavut for a week-long land-based learning experience.
- The new Experiential Learning Hub is helping to provide instructors with Indigenous-focused Virtual Reality equipment and experiences to include in courses.
- Teaching Assistants have been offered learning opportunities to better understand the specific needs and experiences of Indigenous students, staff and faculty through Indigenous-centred workshops.



Making Room in the Culture, Systems & Structure of Academia

Updates include:

- More than 850 members of the Carleton community have taken the Kinàmàgawin Indigenous Learning Certificate hosted by the Centre for Indigenous Support and Community Engagement.
- In collaboration with an Indigenous Elder, the Convocation Working Group ensures appropriate Indigenous cultural protocols are included in convocation ceremonies.
- Elder Barbara Dumont-Hill was awarded an honorary degree in recognition of her outstanding contributions as an advisor and community volunteer working to improve the lives of Indigenous Peoples.
- Following two highly consultative processes, Carleton celebrated the renaming of two campus buildings:
 - Nideyinàn – translates to “our heart”
 - Pigiavik – translates to “a place to begin” or “the starting place”



Enhancing Research and Innovation

Updates include:

- The MacOdrum Library proactively acquires content to support Indigenous scholarship. Notable additions include the *Indigenous Newspapers in North America* database.
- The Library curated the *Baby Vamps* exhibit to commemorate and honour each First Nations, Métis and Inuit child who did not return home from residential school.
- The Library is working to update specific problematic terminology used in bibliographic records.
- After a highly consultative process, the Indigenous Research Ethics Board is ready to be implemented.



Measuring Our Success

Updates include:

- Since the initial release of *Kinàmàgawin*, Faculties and professional services departments have been making great strides in relation to fulfilling the 41 Calls to Action. Each year there is an opportunity presented to Vice-Presidents, Deans, Directors and Chairs to highlight achievements and model various paths forward.
- Progress reports will continue to be published to highlight the collective work of the Carleton community in implementing *Kinàmàgawin*.



Nìgàn Nidijì Màdjìshkàmin Nibwàkàyàng

Moving Forward With Humility

- Institutional humility is critical in creating a respectful path forward, recognizing that existing relationships have been inextricably influenced by how educational institutions historically were used as a tool to eliminate Indigenous peoples.
- Carleton has gained momentum through the numerous initiatives being undertaken by the collective community. We wish to reinforce our commitment to continuing to make progress on the work that remains.
- Building upon the foundation of truth ensures that Carleton will continue to move forward with humility, which will benefit students, staff and faculty in the future.



Thank You!





Advancement and University Relations Committee

Reputation Enhancement Campaign – April 11, 2024





Discussion Items

1. Brand and Reputation Campaign
 1. Campaign Overview
 2. KPIs & Benchmarks
 3. Channels
 4. Reporting
 5. Carleton Challenge Conference

Campaign Overview



Campaign Overview

Objective: Grow awareness and reputation with key audiences:

- Business Leaders
- Government Leaders
- Academic Leaders
- Community Leaders



**Individuals of
Influence**

Geography: Canada-wide excluding Quebec.

Campaign dates: Mar 2024 – Jun 2024

KPIs and Benchmarks

Overall Strategy, KPIs & Benchmarks

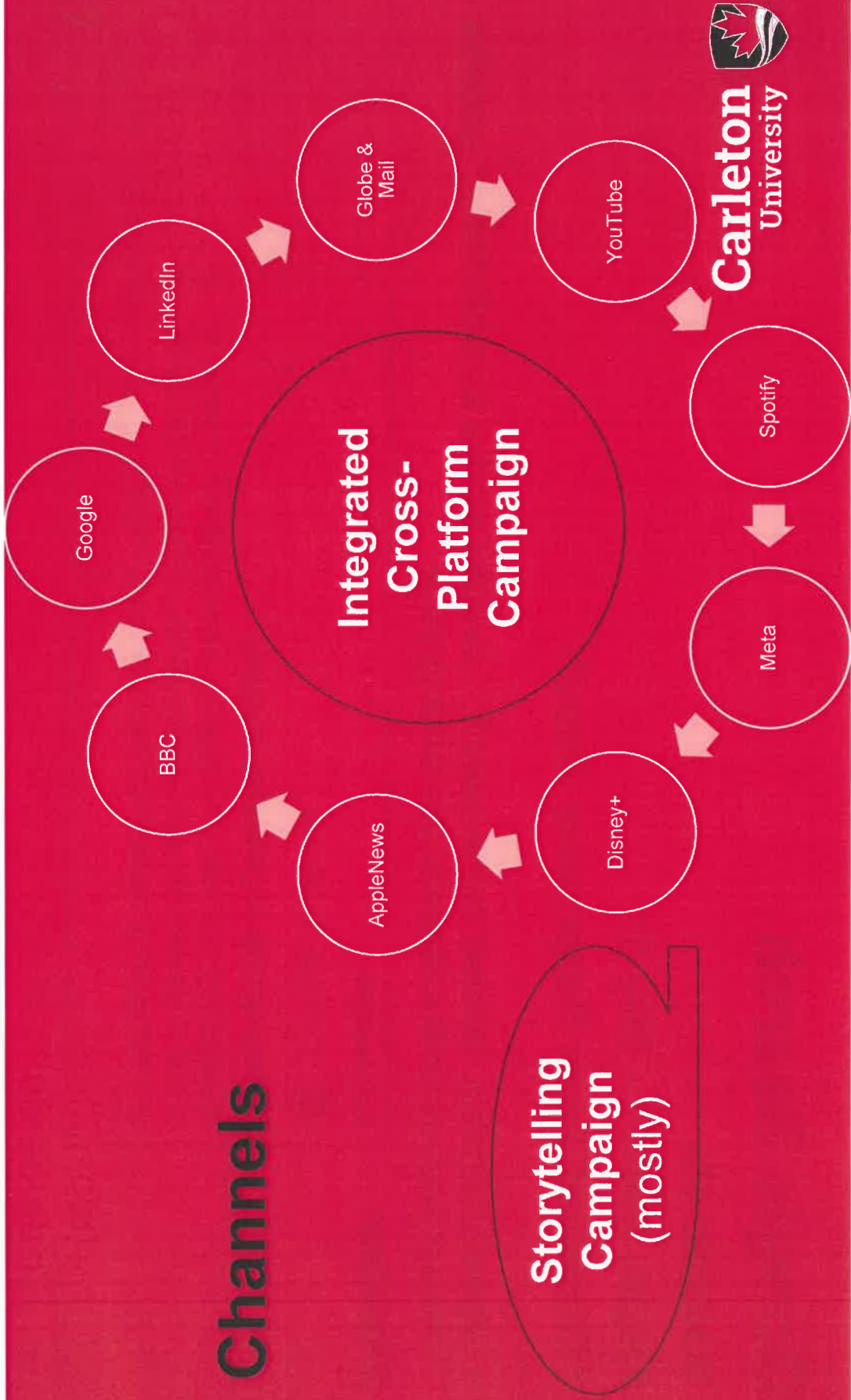
Strategy: Keeping the budget fluid through channels, placements and geo to optimize for the highest volume of cost-effective landing page views and content engagement.

| KPIs | Cost-Per-Click (CPC) | Clickthrough Rate (CTR) | Cost Per Thousand (CPM) |
|------------|----------------------|-------------------------|-------------------------|
| Benchmarks | \$0.70 | 0.35% | \$2.43 |

NOTE 1: Benchmarks are based on last year's results

NOTE 2: Channel mix is different and taps into more premium and higher impact placements

Channels



Storytelling Campaign (mostly)



Google Search



Budget: 4%

Flight: Mar 6th – May 31

Placement Type: Responsive Search

- Keyword strategy tailored to the specific Carleton stories to capitalize on genuine interest and maximize clicks to the landing page.

Preview:

Sponsored



Challenge.Carleton.ca

Reducing risk in pediatric surgery

Researchers at Carleton University are working with doctors at CHEO to develop an advanced AI-driven system of training for new surgeons to reduce the risk in pediatric surgery.

Google Demand Gen

Budget: 7%

Flight: Mar 6 – May 31

Placement Type: Display Banners & Video

- Leveraging Google's A.I. product focused on generating awareness across Video, Display, and Discovery placements
- Target and reach audiences, especially those with interest in banking and finance, news and politics, technology



Display Preview:





LinkedIn

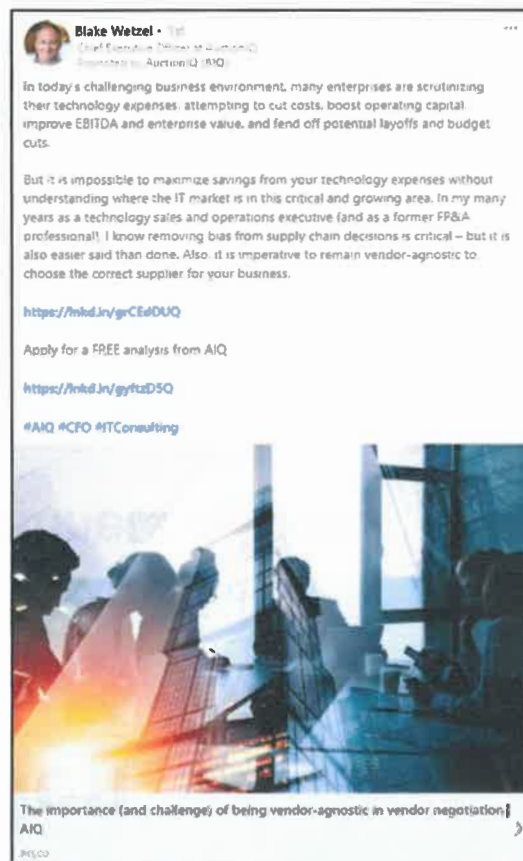
Budget: 7%

Flight: Mar 6 – May 31

Placement Type: Feed Images/Video & Thought Leadership Ads

- Thought leadership ads demonstrate expertise in authentic and trustworthy manner
- In-Feed ads offer excellent targeting

Thought Leader



Blake Wetzel • 1st
Chief Executive Officer at AuctionIQ
Boschert at AuctionIQ · AIQ

In today's challenging business environment, many enterprises are scrutinizing their technology expenses, attempting to cut costs, boost operating capital, improve EBITDA and enterprise value, and fend off potential layoffs and budget cuts.


But it is impossible to maximize savings from your technology expenses without understanding where the IT market is in this critical and growing area. In my many years as a technology sales and operations executive (and as a former FP&A professional), I know removing bias from supply chain decisions is critical – but it is also easier said than done. Also, it is imperative to remain vendor-agnostic to choose the correct supplier for your business.

<https://lnkd.in/g/rCEdDUQ>

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<https://lnkd.in/g/yfcd5Q>

#AIQ #CFO #ITConsulting



The importance (and challenge) of being vendor-agnostic in vendor negotiation | AIQ

INSCO

In-Feed Ad



Carleton University
137,191 followers
Promoted

Carleton's unique Master of Engineering - Engineering Practice program combines discipline-specific technical courses and complementary studies to give students the skill, experience and knowledge to start a successful and fulfilling career as an engineer in Canada.



CHALLENGE

risk in pediatric surgery

Carleton University

0:01 / 0:09

Unlock your Engineering Future in Canada with Carleton

Apply

Meta

Budget: 12%

Flight: Mar 6 – May 31

Placement Type: Feed Images/Video

- Deploy with a traffic objective to drive the most cost-efficient landing page views possible on a platform that has excellent reach among target audience

Preview:



YouTube

Budget: 4%

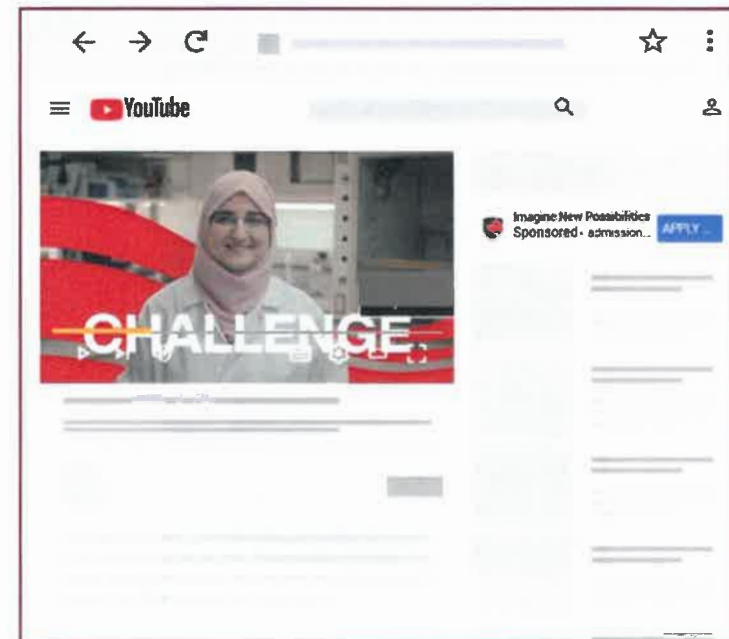
Flight: Mar 6 – May 31

Placement Type: Efficient Completions

- Exclusive non-skippable YouTube beta that reaches all devices and video placements across the YouTube network
- Targeting users based on interests in banking and finance, news and politics, technology, and education



Preview:



BBC

Budget: 7%

Flight: Mar 11 – May 31

Placement Type: Display Banners & Video

- High-impact banners and special placements across the BBC network
- Pre-Roll Video ads before a featured video on both mobile and desktop with non-skip functionality for videos up to 30 seconds

Preview:



B B C

NATIONAL POST

TORONTO STAR

OTTAWA CITIZEN

Global NEWS

msn news

C T V NEWS

Carleton University

Amazon



Budget: 7%

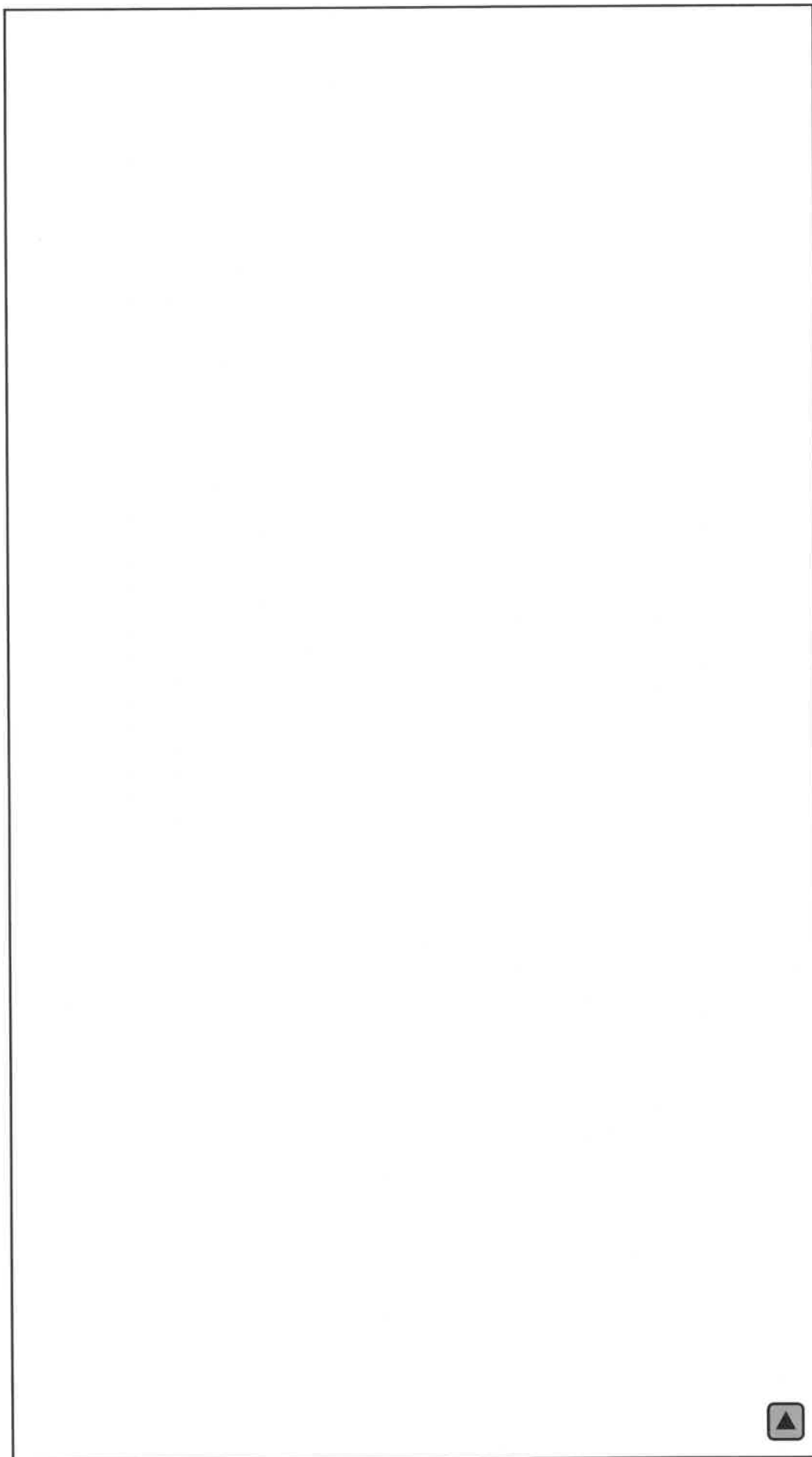
Flight: Mar 11 – May 31

Placement Type: Display Banners & Connected TV (CTV)

- Excellent audience targeting, both based on interest and in-market interests
- High-impact banners and connected tv placements
- CTV ads featured during & before video content

Display Banner:





Division D

Budget: 7%

Flight: Mar 11 – May 31

Placement Type: Connected TV (CTV)

- Modern day TV advertising that reaches the right viewers via custom interest and predictive A.I. audience targeting while they stream content
- Top-tier CTV placement to allow efficient delivery across multiple streaming services



Previews:



Sample Of Division D CTV Network



WarnerMedia™



The Globe & Mail

Budget: 11%

Flight: Mar 18 – May 31

Placement Type: Display Banners & Native Ads (image & video)

- High-quality audience with traditionally strong engagement
- Display banners and ads with premium placements across the Globe and Mail's digital properties, particularly those geared toward business, education, and finance



Preview:

The screenshot shows the top section of the The Globe and Mail website. At the top right, there is a red navigation bar with the site's logo, a 'SUBSCRIBE FROM \$3.20/WEEK' button, and links for 'REGISTER', 'LOG IN', and 'My Account'. Below this is a dark grey navigation bar with a menu icon and various category links: CANADA, WORLD, BUSINESS, INVESTING, WATCHLIST, PERSONAL FINANCE, OPINION, POLITICS, SPORTS, LIFE, ARTS, DRIVE, REAL ESTATE, PODCASTS, and EVENTS. A search icon is on the far right.

The main content area features a financial dashboard with a table of market indicators:

| INDEX | VALUE | CHANGE |
|-----------|-----------|------------------|
| TSX ▲ | 21,994.26 | 51.71 (0.23%) |
| S&P 500 ▲ | 5,326.87 | 13.89 (0.25%) |
| DOW ▲ | 34,512.25 | 229.90 (0.59%) |
| NASDAQ ▼ | 16,309.04 | -4.66 (-0.02%) |
| OIL ▼ | 81.58 | -0.04 (-0.05%) |
| DOLLAR ▼ | 0.736 | -0.00 (-0.41%) |
| BITCOIN ▼ | 69,270.00 | -170.00 (-0.24%) |

Below the dashboard are 'TRENDING TOPICS' including ISRAEL-PALESTINE WAR, INFLATION, ARABICAN, URAKANE, TAXES, WOMEN'S COLLECTIVE, MOST LIVABLE CITIES, and SECRET CANADA.

The main news section is divided into two columns. The left column has a sub-header 'FOREIGN INTERFERENCE' and a headline: 'Justice Marie-Josée Hogue resumes foreign interference inquiry, warning some details will be kept secret for national security'. Below the headline is a short paragraph and a link to a 'Timeline of events that led to the public inquiry into foreign interference'. The right column has a sub-header 'IMMIGRATION' and a headline: 'Temporary residents jump to 2.7 million as Ottawa tries to curb migration'. Below the headline is a short paragraph and a link to an 'EXPLAINER' titled 'Why did the bridge in Baltimore collapse and what do we know about the ship?'. A 'CHALLENGE' banner for Carleton University is also visible on the right side.



THE WALL STREET JOURNAL.
WSJ

Forbes



Entrepreneur

Esquire

**BUSINESS
INSIDER**

CountryLiving

The Atlantic

**The
Washington
Post**

Opal Daily

TOWN&COUNTRY

**The
Guardian**

Bloomberg

delish



ELLE



Apple News



Spotify

Budget: 4%

Flight: Mar 18 – May 31

Placement Type: Audio Ads

- Targeting audiences based on interests aligned with campaign creative
- Primarily podcast pre-play placement, with some host-read sponsorships possible



Inuvo



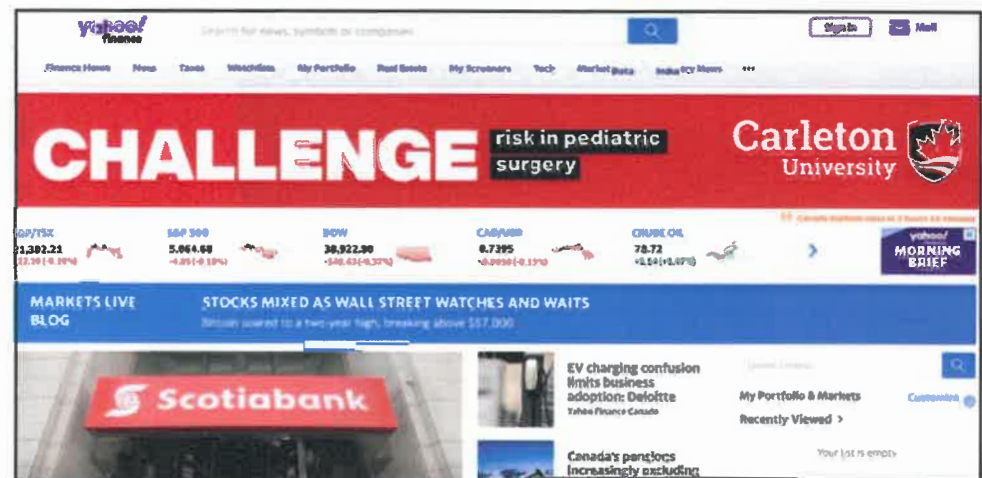
Budget: 8%

Flight: Mar 18 – May 31

Placement Type: Display Banners

- Display campaign that runs across all major display networks that targets and reaches users based on their intentions
- Launching later than other channels to allow A.I. targeting to learn based on landing page traffic

Display Banner Preview:



Reporting



Reporting Format & Frequency

During Campaign

- Dashboard provides “live” campaign results (updated daily)
- Agency and Carleton team meet bi-weekly to review performance, adjust tactics and media buy

Post Campaign

- Results campaign wrap up deck with review of:
 - Geographic performance
 - Audience performance
 - Creative performance
 - Channel performance

- Overall Results
- Google Search
- Keyword Performance
- Google Demand Gen
- YouTube
- YouTube Creative Results
- Meta
- Meta Creative Results
- LinkedIn
- LinkedIn Creative Results
- Amazon**
- Amazon Creative Results



Carleton University - Challenge - Brand Campaign March 2024 - May 2024

Mar 4, 2024 - May 31, 2024

Amazon

| | | | | | |
|---|-------------|--------|-------|-----|-------|
| Impressions | 327,962 | Clicks | 1,084 | CTR | 0.33% |
| Ad Set B | | | | | |
| Ad Set | Impressions | | | | |
| Challenge - Brand Campaign - Business Professionals | 145,769 | | | | |
| Challenge - Brand Campaign - Education | 89,021 | | | | |
| Challenge - Brand Campaign - Government | 93,172 | | | | |

| CPC | CPM |
|--------|--------|
| \$1.36 | \$4.71 |
| \$1.80 | \$6.98 |
| \$2.43 | \$6.02 |
| \$1.72 | \$5.70 |

Overall Results

Google Search

Keyword Performance

Google Demand Gen

YouTube

YouTube Creative Results

Meta

Meta Creative Results

LinkedIn

LinkedIn Creative Results

Amazon

Amazon Creative Results

| Ad | Impressions |
|--|-------------|
| Challenge - Brand Campaign ADPD - 160x600 | 6,817 |
| Challenge - Brand Campaign ADPD - 300x250 | 28,075 |
| Challenge - Brand Campaign ADPD - 300x600 | 12,452 |
| Challenge - Brand Campaign ADPD - 320x50 | 44,303 |
| Challenge - Brand Campaign ADPD - 728x90 | 17,289 |
| Challenge - Brand Campaign Diabetes - 160x600 | 6,842 |
| Challenge - Brand Campaign Diabetes - 300x250 | 29,129 |
| Challenge - Brand Campaign Diabetes - 300x600 | 12,165 |
| Challenge - Brand Campaign Diabetes - 320x50 | 44,142 |
| Challenge - Brand Campaign Diabetes - 728x90 | 17,048 |
| Challenge - Brand Campaign Smart Homes - 160x600 | 6,617 |
| Challenge - Brand Campaign Smart Homes - 300x250 | 20,274 |

Carleton Challenge Conference (3C)

National Advertising Campaign – Globe and Mail Alliance



THE WALL STREET JOURNAL.

WSJ

Forbes

TOWN&COUNTRY

THE
GLOBE
AND
MAIL

ESPN

Entrepreneur

Esquire

BUSINESS
INSIDER

The
Washington
Post

CountryLiving

Orial Daily

The
Atlantic

The
Guardian

Bloomberg

ELLE

delish

Apple News

CNN



REUTERS

Carleton
University



TORONTO >

Murder trial begins for man accused of killing Toronto cop in 2021



Toronto man arrested after victim was sexually assaulted while jogging



Toronto Public Health confirms second case of measles in 2024



VANCOUVER >

Collections of poetry about war, spirituality make Griffin Poetry Prize long list



ONTARIO >

They came for Shakespeare and stayed to donate: Stratford Festival reports surplus and higher attendance in 2023



On Brian Mulroney's birthday, members of the public continue to pay their respects



WATERS ON WINE

Artificial Intelligence hasn't perfected winemaking yet

CHRISTOPHER WATERS



BRITISH COLUMBIA >

Western Canada: Spring brings warnings of fierce wildfire season ahead



Climate Change Solutions for a Sustainable Future



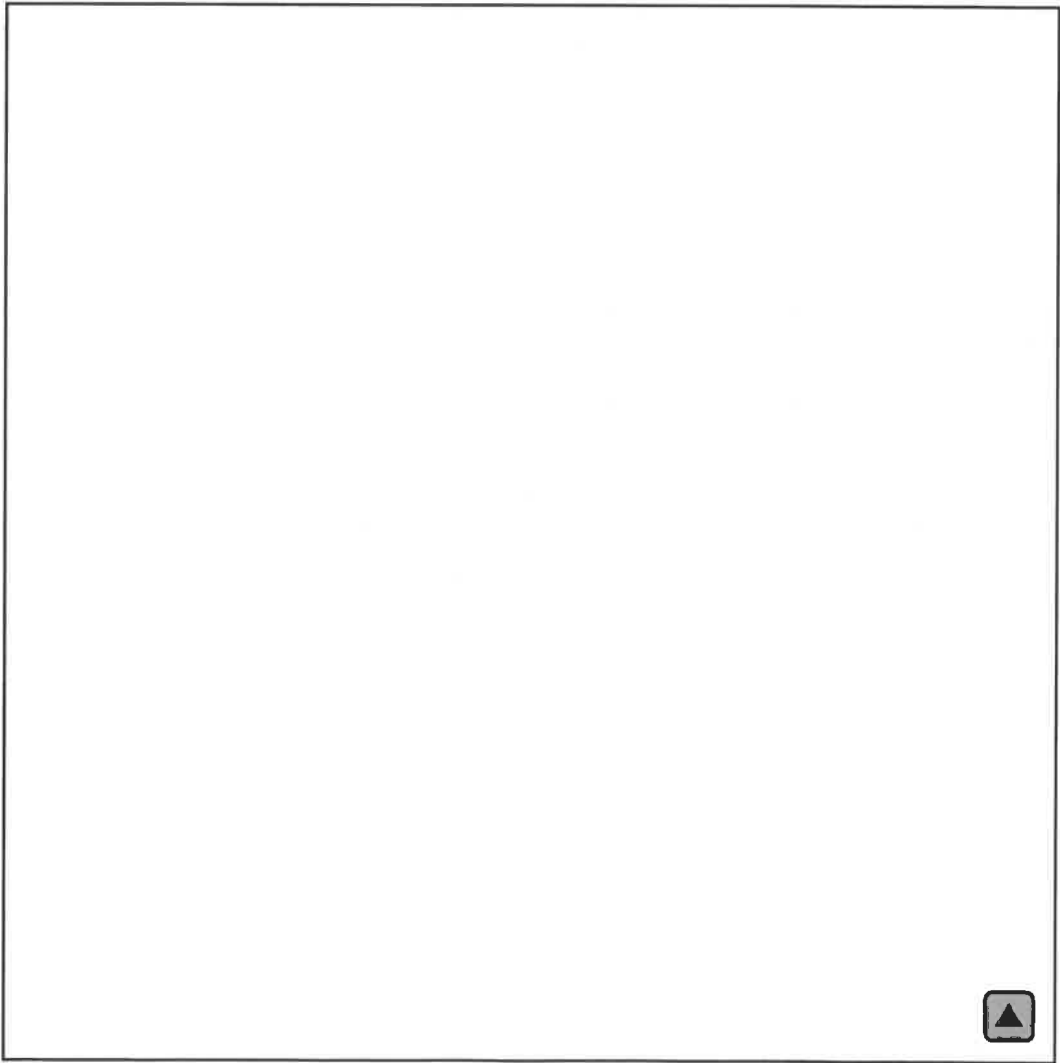
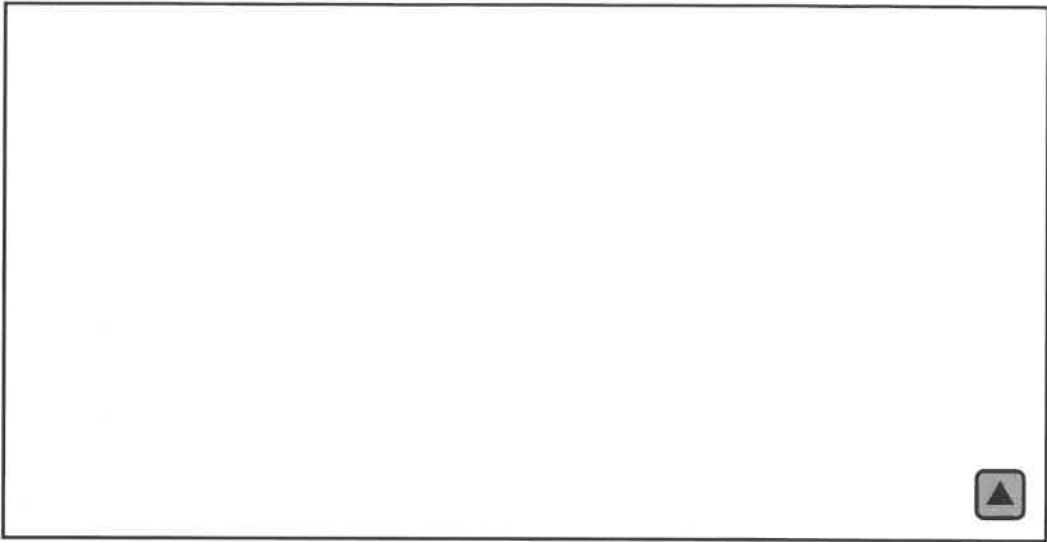
Carleton Challenge Conference

Explore:

- Climate Change & the Economy
- Resilience & Adaptation
- National Climate Priorities

May 8, 2024

Learn More





CCC

Climate Change Solutions for a Sustainable Future

Join the Carleton Challenge Conference on May 8 for a day of conversation around a pressing issue that impacts us all. Hear from and connect with experts from a wide range of sectors as they explore key questions and priorities, and discuss innovative solutions to address climate change.

Insights Innovations Inspiration

Keynote Speakers:



Elizabeth Beardsley
Senior Policy Counsel,
U.S. Green Building
Council



James Meadowcroft
Academic Director,
Efficiency Canada &
Founder, Transition
Accelerator



Carle Smith
Exec. Vice President
and Chief People,
Strategy and Climate
Officer, Intact Insurance



Dave Sawyer
Principal Economist,
Canadian Climate
Institute



Julius Lindsay
Director of
Sustainable
Communities, David
Suzuki Foundation



Graeme Auld
Professor, School
of Public Policy
and Administration,
Carleton University



Cynthia Cruickshank
Director, Centre for
Advanced Building
Envelope Research



Sarah Everts
CTV Chair in Digital
Science Journalism,
Carleton University



Laura Zizzo
Co-Founder and CEO,
Manifest Climate



Maya Papineau
Associate Professor,
Economics, Carleton
University



Graeme Reed
Strategic Advisor,
Assembly of First
Nations



Adrian Harewood
Associate Professor,
School of Journalism
and Communication,
Carleton University



Chris Bum
Chancellor's Professor,
Geography and
Environmental Studies,
Carleton University



Tracey Kuitney
Deputy Director,
Natural Resources
Canada

In partnership with



Get more information or register at:

Carleton.ca/ChallengeConference



May 8, 2024



Carleton University



Carleton
University

CHALLENGE
Conference

Carleton
University



Report to Advancement & University Relations Committee

University Advancement

April 11, 2024

Strategic Approach

In alignment with the vision to build **Partnerships with Purpose** in the Strategic Integrated Plan, Advancement champions a competitive, progressive “purpose-based” model for our fundraising and engagement strategies.

Guided by Carleton’s founding mandate, this model invites donors to give not just **to Carleton but through Carleton**—investing in higher education as a means to address societal challenges.

Advancement continues to build upon Campaign momentum, and is currently developing a timetable/milestone map for the next Campaign.

Purpose-based fundraising: Giving through, not to



Health and wellness



A new, inclusive economy



Sustainability



Our social fabric



Fundraising Goals 2023-24

Revenue:

- Sustain 3 year rolling average of \$40M.
- Continue momentum of Holistic Integrated Partnerships.
- Continue active planning and operational preparedness for upcoming Campaign.

Relationships:

- Continue positive momentum of “purpose-based” community engagement model, in partnership with the Centre for Community Engagement.
- Continue international relations momentum of connecting and engaging with alumni and donors.

Resilience:

- Retain donors and talent via thought leadership, community-building, creation of best practices and “first and only programs” for the Sector.
- Diversify and innovate to strengthen the nonprofit sector and Canadian society via philanthropy.

CANAL: Share Knowledge, Shape the Future (Revenue)

Total revenue (as of March 27, 2024): \$29,154,280

Philanthropic: \$8,892,308

Gifts in Kind: \$4,032,063

Sponsorships: \$1,659,846

Research & Partnerships: \$14,570,063

Revenue since campaign:

2019-20: \$31,202,511

2020-21: \$41,985,532

2021-22: \$42,926,044

2022-23: \$41,134,077

2023-24: \$29,154,280

-
- ✓ Major and transformational donations in support of Mission include: \$4M pledge to establish a 10 year term Research Chair in Sustainability Transitions, a pooled pledge of \$1.5M towards creating a Chair in Philanthropy, the creation of a new Prestige Scholarship in Engineering and \$900K from an international graduate to support Architecture, Business and Psychology.
 - ✓ More than \$1.5M secured in expected bequests; \$4M in annual giving revenue.
 - ✓ Established 2 new financial awards for Equity, Diversity and Inclusion, making a total of 50.
 - ✓ Ross Video Holistic Integrated Partnership (HIP) announced, 2 HIP partnership renewals ongoing and 6 new HIP relationships in development.
 - ✓ Raised \$1.1M on Giving Tuesday.

COMMUNITY: Serve Ottawa, Serve the World (Relationship)

- ✓ 65% donor retention rate (industry average 51%).
- ✓ 145,501 verified records (full compliance with CASL, FIPPA).
- ✓ Purposefully engaged 5,400 constituents in-person and virtually to showcase Carleton's partners and purpose.
- ✓ Targeted engagement outreach to activate strategic partnerships in Northern California (travel in fall 2024).
- ✓ Targeted engagement plan for New York City, including individual alumni engagement meetings with the Dean of FPA (travel in fall 2024 for follow up).
- ✓ Launched an interactive engagement effort "Purpose of Athletics" series to deepen our engagement with Athletics donors and alumni, and inviting new demographics to learn about the broad narrative around the impact of athletics in society. By exploring different aspects of the Carleton Athletics experience and its long-term contributions to personal and community improvement, we can build a stronger case for support.

RIVER: Strive for Wellness, Strive for Sustainability (Resilience)

- ✓ Continue to work on, improve and implement the Flexible Work Plan, with ongoing surveying, feedback and communications continuing.
- ✓ Retention and recruitment strategies in place to maintain our culture of collaboration while addressing the competitive local environment for advancement professionals (strategic plan for community, cause, career).
- ✓ Developed training programs to advance purpose-based communications framework within Advancement.
- ✓ Strong focus on team development and morale in collaboration with HR and partners.
- ✓ Optimally using digital tools internally (Microsoft Teams) and externally (Foleon, Campaign Monitor, ODDER) to increase collaboration, create efficiencies; contribute to institutional sustainability (reduce paper); new ways of thinking/doing and creating a new, modern approach to our work/role.



Together for Good



Government Relations Update

Alastair Mullin

Director, Government Relations

April, 2024

Strategic Government Relations Plan

- Remaining focused on three objectives:
 - Bringing government to campus and the campus to government
 - Speak with a clear Carleton voice
 - Innovation and distinction



Advancing Government Relations at Carleton



- Strengthened influence and leadership among institutions
- Enhanced engagement with our DMUC
- Gathering momentum on funding

Continued focus this year

- Funding for operations and nursing and other programs
- Supporting the pool initiative
- Enhancing access for federal research funding





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 26, 2024 at 2:00 pm
Pigiarvik 608**

Minutes

Present in Person: B. Albright-Peakall, J. Armstrong, M. Barbeau, S. Blanchard, A. Bordeleau, A. Bowker (Proxy: P. Keen), W. Chung, E. Cyr, M. DeRosa L. Dyke, R. Gorelick, S. Hawkins, K. Hellemans, D. Hornsby, L. Kostiuk, A. Lannon (proxy – E. Bilodeau), F. Lepore, A. MacDonald, B. MacLeod, J. Mason, D. Mendeloff, J. Murray, H. Nemiroff, A. North, P. Rankin, R. Renfro, M. Rooney, S. Seneviratne, O. Shafiq, D. Siddiqi, E. Sloan (Clerk), D. Sprague, J. Tomberlin (Chair), G. Wainer,

Present via Zoom: H. Babb, F. Brouard, S. Burges, B. Campbell, J.P. Corriveau, S. Everts, R. Goubran, K. Graham, T. Haats, M. Haines, M. Huckvale, L. Madokoro, J. Malloy, P. Mkandawire, R. Nelson, B. O’Connor, A. Park, M. Pearson, S. Rajput, M. F. Riazuddin, C. Smelser, P. Smith, C. Viau, J. Wallace, P. Wolff

Regrets: M. Baez, H. Becker, D. Caratao, N. Hagigi, L. Marshall, L. Moffitt, B. O’Neill, K. Taylor,

Absent: E. Abou Zeid, A. Clarke, Y. Gandhi, D. Howe, K. Moss, G. Pickton, J. Taber, M. Taghavishavazi,

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

The meeting was called to order at 2:01 pm. The Chair welcomed Senators to the first Senate meeting of 2024. He noted that January 27th is Holocaust Remembrance Day and that the O-train bridge will be illuminated in yellow as a symbol of Carleton’s commitment to stand against antisemitism and all forms of hatred. The Chair also highlighted that on January 29th Carleton will be marking the National Day of Remembrance of the Québec City Mosque Attack and Action against Islamophobia. Carleton will illuminate the O-train bridge in green, as a reminder of the work that is needed to eradicate Islamophobia, and also to recognize the resilience and strength of Muslim communities.

The Chair also remarked that the state funeral for the Honorable Ed Broadbent, former leader of the NDP, will be held on Sunday January 28th in the Carleton Dominion Chalmers Centre. On campus, flags will be lowered to half-mast to mark the occasion. The Honorable Mr. Broadbent passed away on January 11, 2024.

It was **MOVED** (D. Siddiqi, D. Mendeloff) that Senate approve the agenda for the meeting of Senate on January 26, 2024, as presented.

The motion **PASSED**.

2. **Minutes:** November 24, 2023 (open session)

It was **MOVED** (D. Hornsby, D. Sprague) that Senate approve the minutes of the open session of the Senate meeting on November 24, 2023, as presented.

The motion **PASSED**.

3. **Matters Arising**

There were none.

4. **Chair's Remarks**

The Chair began his remarks with an update on the Presidential search, which was launched in the fall of 2023 with the establishment of the Advisory Committee on the President and Vice-Chancellor. Community feedback was received in the Fall of 2023, and community consultations were completed in December of 2023. Boyden Executive Search has been actively involved in generating candidate interest and referrals over the past 3 months. At present, a long list has been generated and interviews with shortlisted candidates are planned for February and March of 2024. Updates will be posted on the Presidential Search website as the process continues this term.

The Chair next noted the following recent Carleton successes:

- 85 Carleton researchers have made the 2022 Stanford Elsevier coveted list of world's most-cited scholars, ranking in the top 2% of most-cited scientists. Among them are Senators Maria DeRosa, Michel Barbeau and Gabriel Wainer. The Chair congratulated all on this achievement.
- Carleton researchers, backed by Natural Sciences and Engineering Research Council of Canada (NSERC) funding, are pioneering solar-powered heating technology to improve heating in northern communities. Mechanical and Aerospace Engineering Professor Jean Duquette and his team will be designing and prototyping a solar-

driven absorption thermal energy storage system. This project, which could be a game changer for northern communities, is being supported by a new five-year National Science & Engineering Research Council Alliance Grant.

- Dr. Rafik Goubran, the Vice-President, Research & International, and Chancellor's Professor at Carleton University, has been honoured with the 2023 AGE-WELL Honorary Fellow Award. As a longstanding AGE-WELL researcher and a key figure in the inception of Sensors and Analytics for Monitoring Mobility and Memory (SAM3), a national innovation hub, Dr. Goubran plays a crucial role in leading the Challenge Area dedicated to Supportive Homes and Communities. The Chair congratulated Dr. Rafik for this achievement.
- Carleton University has entered a multi-year partnership with Ross Video to spearhead innovation and foster development in robotics, artificial intelligence, and digital systems and hardware design.
- Four distinguished members of the Carleton University community - Nik Nanos, Noella Maria Milne, Firdaus Khara, and André Picard - have been honoured with the Order of Canada for their significant impacts on Canadian society and the world.

The Chair reminded Senators of the 5th annual Kinàmàgawin Symposium on Thursday February 8th. This year's theme is "Connecting to Indigenous Spirituality." More details on the schedule and speakers can be found on the website.

February is Black History Month, and Carleton will be hosting a number of events to celebrate the many achievements and contributions of Black people and their communities. More information will be posted soon on the website.

Finally, the Chair spoke to a recent announcement from the Federal Minister of Immigration, Refugees and Citizenship (IRCC) regarding changes to the student visa program in Canada.

IRCC recently announced a cap on the number of study permits that will be issued to international undergraduate students at post-secondary institutions. The cap will start in September 2024, and will extend for a period of 2 years. As of January 22, 2024, international students applying to undergraduate programs in Canadian colleges and universities will be required to submit a provincial attestation letter (PAL) along with their study permit application. The attestation letter will provide evidence that the student has been accommodated within the provincial allocation. Provinces are expected to be ready to issue PALs to international applicants by March 31, 2024. No visas will be issued until

the process is in place and the attestation template has been created. The Chair noted that students applying to Masters and Doctoral programs will not be required to submit a PAL.

This action was motivated by the impact of international students on housing demand, and the perception that small licensed private colleges in Ontario were using the system to provide low-quality education and a short-cut to Permanent Residency status.

The cap is expected to result in a reduction in the number of student permits across Canada from approximately 600,000 to 360,000. British Columbia and Ontario will be impacted most significantly. Ontario's estimated allotment will be 142,000 visa applications. It is not clear if unsuccessful applications would permit the province or institution to put another student into the mix.

Visa renewals and existing permits held by international students will not be affected. It is unclear if exchange students and international student applications from within Canada would be included in the cap.

Carleton currently hosts 4,168 international students including 2,927 undergraduate and 1,241 graduate students. Intake of new international undergraduate students has ranged from 548 to 867 in recent years, with some declines in recent years as a result of student permit processing delays.

The Ontario government is still developing a plan, and as such, it is unclear what the final impact on Carleton will be. Carleton is engaging directly with the Ministry of Colleges and Universities and working collaboratively with the Council of Ontario Universities on a regional response, to ensure that the Ontario government understands our perspective.

Discussion/Questions:

A Senator asked if there might be regional quotas or allocations established within Ontario. The Chair responded that it is not yet known whether the province will target certain sectors such as private colleges, or whether there may be allocations by institution, program or other factors.

In response to another question, the Chair emphasized that new incoming graduate students do not need the attestation from the province, so units should proceed as normal in making offers and processing applications.

A Senator asked if student groups (graduate and undergraduate) will be consulted for information-gathering as the university works towards a response to the situation. The Chair replied that input from student groups is welcome as much as time allows. He also noted that student organizations province-wide could work together in advocacy to have conversations with the ministry.

A Senator reported that students are very concerned by this announcement and are looking for more information. The Chair noted that communications to inform students are being prepared. The ISSO newsletter is one resource, and an FAQ page will be available soon, with information that will be updated regularly. The Chair also remarked that students already at Carleton should not be impacted by this event.

In response to another question, the Chair noted that online courses for international students could be an option in some programs, and expanding online offerings for international students will be explored. The Chair also reiterated that the ministry is still developing a process, and as such, how the policy will be implemented is not yet known.

5. Question Period

Questions were submitted by Senators Root Gorelick, Nir Hagigi and Morgan Rooney.

Questions from Root Gorelick:

- *Why has the Senate Educational Equity Committee not yet been reconstituted?*
- Response from Clerk of Senate: It is the intention of the Senate Academic Governance Committee to recommend to Senate the removal of this committee, which has not met in over a decade. However, the committee is tied to the Educational Equity Policy within the umbrella of Carleton's Human Rights Policies and Procedures. Until the policy has been updated, SAGC is not able to proceed with this recommendation.
- *Carleton's administration is proposing budget cuts of 3% for academic programs in 2024/2025. Concomitantly, multiple rumours circulate that Carleton is preparing to start a new medical school and/or a new nursing school, either of which is an expensive new program to establish. Less than a decade ago, Carleton severely underestimated costs for the new Health Science building, especially its animal care facilities. In fall 2023, Carleton University's Strategic Integrated Planning Committee (SIPC) commissioned a report from Ken Steele on how to cope with budget austerity. With that rambling preamble, here are seven related questions:*

- 1. *Is a new medical or nursing school at Carleton mentioned in the current Strategic Mandate Agreement (SMA) or any other formal agreement between Carleton University and the Ontario Ministry of Colleges and Universities (MCU)? If so, could senate be provided with that document?*
 - 2. *Are rumours true that Carleton is preparing to start either a medical or nursing school? If such rumours are false, please ignore questions 3-4 and proceed to questions 5-7.*
 - 3. *If such rumours are true, why has senate never been consulted?*
 - 4. *If such rumours are true, how is Carleton justifying budget cuts to existing programs when large monetary sums will need to be redeployed to establish a new medical school and/or new nursing school?*
 - 5. *Regardless of whether there are plans for a new medical or nursing school, will Carleton be following Ken Steele's November 2023 recommendations to SIPC to "revamp low performing programs with potential" and to eliminate "underperforming programs" in order to "redeploy resources"?*
 - 6. *If Carleton will be adopting Ken Steele's November 2023 recommendations to SIPC, how will Carleton gauge what constitutes "low performing programs with potential" and "under-performing programs"? Eliminating academic programs in the face of financial stringency falls under purview of Carleton's senate.*
 - 7. *Has the Senate Review Committee considered Ken Steele's November 2023 recommendations to SIPC?*
- Response from Provost Pauline Rankin: The Provost first noted an error in the preamble to the series of questions from Senator Gorelick. Carleton University did not commission a report from Ken Steele, nor was a report provided by Mr. Steele when he visited Carleton in the Fall of 2023. The Provost reported that a medical or nursing school is not included in the current SMA, but Carleton is preparing to introduce a nursing program in collaboration with the Queensway Carleton Hospital. The new program will be housed in the Faculty of Science. The nursing program will address a pressing society need for additional nurses in Ontario and will be an opportunity to attract new students to Carleton. Revenue estimated to flow from the new program will be an important component of budgetary considerations moving forward. A comprehensive business plan has been prepared by OIRP, and the program will come to Senate for approval via the normal channels.

Questions from Nir Hagigi:

In the wake of the substantial walkout that happened on Thursday, November 9th, a powerful display of solidarity supporting Palestinians that harmoniously brought together students of diverse backgrounds, including Jews, Muslims, and Christians, students are eager to seek an extensive update from the Carleton University Senate.

Could the Senate shed light on the university's stance and provide clarity on the progress or plans in place to address the following demands, as presented during the walkout:

- 1. Properly addressing the needs of Carleton University's Palestinian student population, many of whom have familial ties to individuals affected by displacement, injury, and loss of life. Additionally, explicitly condemning the growing instances of anti-Palestinian and Islamophobic racism on campus.*
- 2. Initiating a divestment strategy from weapons manufacturers implicated in the ongoing conflict, with a focus on dismantling any association with entities that contribute to the genocide of Palestinians.*
- 3. Divesting from defense contractors and weapons manufacturing co-op employers, aligning the university's investments with ethical considerations and human rights principles.*
- 4. Commencing the process of renaming buildings and programs associated with individuals complicit in ethnic cleansing, ensuring that the university's institutional history reflects a commitment to justice and inclusivity.*
- 5. Addressing student concerns regarding study trips to Israel, fostering an environment where all student voices are heard and taken into consideration.*

In light of the visible and widespread support for Palestine demonstrated by the diverse student body and the call for a ceasefire, could the Carleton University Senate provide insights into the university's plans to address these crucial matters? Understanding the steps being taken to acknowledge and respond to these concerns would undoubtedly contribute to fostering an atmosphere of transparency and understanding on our campus.

Response from Chair:

The Chair noted that questions 2 – 5 are not in the purview of Senate. With regards to question #1, the Chair responded that as indicated in earlier messages to the community, Carleton remains focused on our mission to ensure that all students, faculty and staff are able to pursue studies, work, research, and teaching in a safe and supportive and welcoming environment. Issues such as anti-Palestinian racism, Islamophobia, and anti-Semitism will be addressed as they arise.

Question 2/3: The Chair confirmed that Carleton's general endowment does not include investments directly with weapons manufacturers or defense contractors. Carleton follows responsible investment policies for all investment decisions, and all investment managers are signatories to the UN Principles for Responsible Investment. As required by the province, Carleton has an ESG policy in place, and investors are encouraged to consult that policy when making investment decisions.

Question 3: Co-op is not a work placement program, but rather a work-integrated learning program to support the development of future professionals. Students themselves choose which opportunities to apply for and are able to decline any

offers without penalty. Employers are vetted according to Carleton's employer terms and conditions.

Question 4: Carleton's Philanthropic Naming Policy outlines the conditions under which buildings are renamed, in recognition of outstanding individuals or as a result of donor agreements.

Question 5: Study trips are not mandatory; students can choose among the opportunities provided by the university.

Questions from Morgan Rooney:

- *In October 2023, Senate passed the [Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances](#). This policy defines "extenuating circumstances" as circumstances that "are beyond a student's control; have a significant impact on the student's capacity to meet their academic obligations; and could not have been reasonably prevented" (p.2). Meanwhile, in its recent response to the April 2023 "question on academic accommodations in the event of a labor dispute," SCCASP cited Carleton's response to the 2008 OC Transpo strike as evidence that "Transit disruptions are normally considered circumstances that require accommodation." But a city-wide stoppage of all OC Transpo busses/trains is not equivalent to OC Transpo bus operators refusing to cross a picket line (which they don't ever do during a strike). In such circumstances, city-wide transit continues to operate, but passengers coming to Carleton are dropped off at the campus entrance. According to Google Maps, the distance from the Bronson gate to the transit stop in front of the Minto Building is 600 metres and takes roughly 9 minutes to walk. **Could the chair of SCCASP clarify if, based on the terms of the new Academic Consideration Policy, adding a 9-minute walk to students' commute would be considered "extenuating circumstances" that warrant accommodations under the policy? Or, by the terms of the policy, is such a circumstance not "extenuating" and therefore does not merit accommodation, meaning Senate will not see a repetition of the events of March 2023, when the University "recommended" that courses move online for the duration of a strike?***

Response from Chair of Senate and Chair of SCCASP:

The Chair first called attention to an error of fact in the final part of the question. Instructors in March of 2023 were advised that they may choose to move their classes online, at their discretion; the university administration did not recommend that action, as was stated in the question.

The Chair of SCCASP remarked that, while the question comes in the context of a labor dispute, which is more nuanced than just a traffic delay, indeed a minor traffic delay does not meet the criteria of "extenuating circumstances", as evidenced by the recent water line bursting or the opening of the locks, which cause similar delays.

- *During the October 2023 discussion of the [Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances](#), Senate was promised a number of changes to the self-declaration process – i.e., that “all submissions will go through the Registrar’s Office,” that the RO “will track the data and assess supports needed for students,” and so on. As of the date of writing this (January 12, 2024), however, the updates needed to fulfill these promises are incomplete. The [main landing page of the RO’s website](#) still does not reference the policy: instead, one has to click “additional services” from the main menu, then click the ambiguously named “academic consideration for coursework” link, only to be brought to a [new page](#) that mentions forms for short- and long-term requests that are only linked to in the FAQs below ([here](#) and [here](#)). Meanwhile, the first four items that appear in a Google search for “Carleton University Self-Declaration Form” link to the old PDF form, which features outdated instructions and does not allow for tracking. **When can instructors expect that this information will be cleaned up and made more accessible for students (and the old form removed from online)? When that work is done, will all instructors, staff, and students be sent a communication with updated information and links? And is there any reason why we opted for a Wordpress form for short-term requests (which will facilitate easier tracking) but a PDF form for long-term requests (which will make tracking more cumbersome)?***

Response from the VP Students & Enrollment:

Although the revised Academic Consideration Policy was discussed in Senate in October of 2023, the new policy has only become operational as of January 2024. Information will be sent to students and instructors in order to familiarize everyone with the new policy, and the RO website will be updated to include an Accommodations tab on the homepage for easy access. Finally, the long-term accommodation request form will require more IT assistance to convert into Wordpress, due to confidentiality issues.

A Senator asked how to make students more aware that providing false information on these forms is an academic offense. The VPSE responded that students are already required to attest that they are providing true and accurate information, but that the RO will look for additional opportunities to advise students of this through various publications.

6. Administration (Clerk)

The Clerk of Senate presented 3 motions for Senate approval.

- Ratification of Paul Williams (FASS faculty member) to Senate:
It was **MOVED** (B. MacLeod, D. Siddiqi) that Senate ratify the new Senate member, as presented, for service beginning immediately upon approval.
The motion **PASSED**.
- Approve 4 new Convocation dates and one change to an existing date:
It was **MOVED** (J. Mason, J. Armstrong) that Senate approve the Convocation dates from 2024-27, as presented.
The motion **PASSED**.
- Ratification of a new member of the Athletics Board. Senate is responsible for appointing faculty members to this Board:
It was **MOVED** (D. Hornsby, D. Mendeloff) that Senate ratify the membership of Sean Burges to the Athletics Board, for service beginning immediately upon approval.

A Senator asked why Senate is involved in membership for this non-academic entity. The Clerk responded that as part of the last revision to the AGU, the Senate Office contacted all of the non-Senate committees and Boards listed in Section 9.6 of the AGU, to determine whether Senate should be involved in their membership processes. Some committees were removed from the list, but others, such as the Athletics Board, felt it was advantageous for Senate to assist in the membership process for the faculty members on their Board.

The motion **PASSED**.

7. Reports:

a. **Senate Committee on Curriculum Admissions & Studies Policy (SCCASP) (D. Siddiqi)**

Committee Chair Dan Siddiqi presented 8 items for approval, and 7 items for information.

Items for Approval:

RBD-1363 R-ADM-Program-BCOM – change to admission requirement for the Bachelor of Commerce

It was **MOVED** (D. Siddiqi, H. Nemiroff) that Senate approves the revisions to admission requirements for TBD-1363 R-ADM-Program-BCOM effective for the 2024/25 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD-1371 R-ADM-Program-BIT – change to admission requirement for the OSS program in Bachelor of Information Technology

It was **MOVED** (D. Siddiqi, O. Shafiq) that Senate approves the revision to admission requirements for TBD-1371 R-ADM-Program-BIT effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD 1596 R-ADM-Program-PBD Professional Writing – deletion of admission regulation in tandem with deletion of program (post-baccalaureate diploma in professional writing)

It was **MOVED** (D. Siddiqi, D. Sprague) that Senate approves the revision to regulation TBD-1596 R-ADM-Program-PBD effective for the 2024/25 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD-1597 R-ADM-Program-CPW (Certificate in Professional Writing) – deletion of admission regulation in tandem with deletion of program.

It was **MOVED** (D. Siddiqi, D. Sprague) that Senate approves the revision to regulation TBD-1597 R-ADM-Program-CPW effective for the 2024/25 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD-1569 R-UG-COOP-BAS Adm and Cont Requirements – Change to the overall CGPA requirement for Bachelor of Architectural Studies Co-op

It was **MOVED** (D. Siddiqi, A. Bordeleau) that Senate approves the revision to regulation TBD-1569 R-UG-COOP-BAS Adm and Continuation requirements effective for the 2024/25 Undergraduate Calendar, as presented.

The motion **PASSED**.

TBD-1760 R-UG-COOP-BA, BSc Geomatics Adm and Cont Requirements – change to the course pre-requisites for BA Geomatics Co-op

It was **MOVED** (D. Siddiqi, S. Blanchard) that Senate approves the revision to regulation TBD-1760 R-UG-COOP-BA, BSc Geomatics Adm and Continuation Requirements effective for the 2024/25 Undergraduate Calendar as presented. The motion **PASSED**.

TBD-1817 R-UG-COOP-BMPD Adm and Cont Requirements – change to the work-study pattern for Media Production and Design Co-op

It was **MOVED** (D. Siddiqi, S. Blanchard) that Senate approves the revision to regulation TBD-1817 R-UG-COOP-BMPD Adm and Continuation Requirements effective for the 2024/25 Undergraduate Calendar as presented. The motion **PASSED**.

TBD-1844 R-UG-2.1.2 Full and Part-time Courses – addition of Regularly Scheduled Break language for undergraduate students (international students – for immigration purposes)

It was **MOVED** (D. Siddiqi, L. Kostiuk) that Senate approves the revision to regulation TBD-1844 R-UG-2.1.2 Full-and Part-time Study effective for the 2023/24 Undergraduate Calendar as presented. The motion **PASSED**.

Items for Information:

- Minor modifications for November 2023, December 2023 and January 2024 (5 attachments)
- Micro-credentials – Decommissioned Micro-credentials as of January 2024
- TBD-1871 R-UG-3.2.4 – The Cumulative Grade Point Average – new wording to emphasize best grade and its application.

b. Senate Quality Assurance and Planning Committee (SQAPC) (D. Hornsby)

Committee Chair David Hornsby presented 3 cyclical review reports, 9 major modifications, and one school name change for Senate approval, plus minor modifications from the Dominican University College for information.

Cyclical Review Reports – These were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, D. Mendeloff) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Individual motions from the Omnibus:

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Philanthropy and Nonprofit Leadership.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Psychology.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Greek and Roman Studies.

Major Modifications: These were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, L. Dyke) that Senate approve the major modifications as presented below.

The motion **PASSED**.

Individual Motions from the Omnibus:

- MOTION: That Senate approve the introduction of the collaborative specialization in African Studies to the PHD program in English as presented with effect from Fall 2024.
- MOTION: That Senate approve the introduction of the collaborative specialization in African Studies to the PHD program in Political Science as presented with effect from Fall 2024.
- MOTION: That Senate approve the major modification to the MA program in Geography as presented with effect from Fall 2024.
- MOTION: That Senate approve the introduction of the collaborative specialization in African Studies to the PHD program in Architecture as presented with effect from Fall 2024.
- MOTION: That Senate approve the major modification to ARTH 4909 as presented with effect from Fall 2024.

- MOTION: That Senate approve the major modification to CHST 2904 & 2905 as presented with effect from Fall 2024.
- MOTION: That Senate approve the major modification to HRSJ 4906 as presented with effect from Fall 2024.
- MOTION: That Senate approve the deletion of the Certificate and Post-Baccalaureate Diploma and the major modification to the Minor in Professional Writing and the addition of ENGL 3420 as presented with effect from Fall 2024.
- MOTION: That Senate approve the standalone PHD program in Canadian Studies as presented with effect from Fall 2024.

Academic Unit Name Change: School of Canadian & Indigenous Studies

It was **MOVED** (D. Hornsby, D. Siddiqi) that Senate recommends to the Board of Governors the change in the name of the School of Canadian and Indigenous Studies to School of Canadian Studies as presented to take effect immediately upon approval.

The motion **PASSED**.

Item for Information:

- Minor Modifications from Dominican University College

c. **Senate Academic Governance Committee (SAGC)** (E. Sloan)

This item was not presented, as there was no report from the committee.

d. **Senate Review Committee** (D. Siddiqi)

The Senate Review Committee met on January 16, 2024 to review the draft Fall 2023 Enrolment Report from the Office of the VP Students & Enrolment. The committee composed a series of questions related to the report. The questions were sent to the OVPSE, and were circulated to Senators, along with the draft Enrolment Report.

VP Students & Enrolment Suzanne Blanchard presented a revised 2023 Enrolment Report to Senators, including extra information in response to the questions submitted by the Senate Review Committee.

The revised Enrolment Report showed full-time new undergraduate enrolment at the first-year level, and overall full-time undergraduate enrolment in degree programs with data from 2019 to 2022 for comparison. Fall 2023 new full-time undergraduate enrolment was down 3.6%, largely due to visa issues for international students. International student enrolment at the undergraduate level has been dropping since 2019. In Fall of 2022, international students were required to be on campus which provided an additional limitation for enrolment.

Overall, undergraduate enrolment is stable, with a slight increase in domestic students, and decrease in international students. Retention levels are high. In terms of corridor funding, the provincial grant has not changed for several years, and the enrolment numbers are within the corridor specified in the SMA.

New Full Time undergraduate student numbers have fallen below the projected targets, largely due to decreased international student enrolment. Within individual Faculties, FASS numbers are up, FPA enrolment has been in decline since 2019, Sprott enrolment increased in 2021, but has decreased since then, and Science has fluctuated over the past few years but is now ahead of 2019 numbers. FED enrolment has fluctuated over the past 5 years due to various trends within the Faculty.

For graduate degrees, which often include more part-time students, Full-Time Equivalent (FTEs) provide a more accurate count. Master's student enrolment shows steady growth over the past 4 years, with a spike for the MBA online enrolment between 2022 and 2023. Doctoral student enrolment overall shows growth and is stable.

The report included a number of graphs that showed enrolment trends within each Faculty over a 12-year period. For undergraduate enrolment, the Sprott School of Business experienced a peak in 2021, due to the completion of the new Nicol Building, and the increase in online offerings. Similarly, FPA experienced a peak in 2012 with the introduction of the BGINs program. FASS, Science and Engineering show overall growth.

Master's enrolment has increased significantly over the past year for Sprott with the introduction of the online MBA. FED has seen some peaks and declines over the past few years, FPA overall is slowly declining, FASS is stable and Science enrolment is stable with a slight decrease this year.

Doctoral student enrolment has seen slow increases in Business and Science, with a peak for Science enrolment in 2021. FPA and FED enrolment is stable and FASS enrolment at the PhD level is stable with some slight peaks.

Discussion:

A Senator noted that departments within FED are undergoing budget cuts, and asked if these can be tied directly to decreases in international student enrolment. The VP Students & Enrolment replied that the impact of changes in international student enrolment on specific programs is difficult to predict. She noted that Carleton continues to be very active in international recruitment and engages a number of international agents who are intentional in their targets and are looking at emerging markets. Domestic enrolments are showing positive trends at the undergraduate level, which is also encouraging.

A Senator asked if comparison data can be provided provincially for undergraduate intake by Faculty. The VPSE noted in response that numbers do vary and this can be attributed to different strategies undertaken by other institutions. For example, during Covid, some of the top tier universities in Ontario opened up enrolments to increase numbers, which negatively impacted Carleton's enrolments. Other variations can be attributed to the changing popularity of various programs over time. Carleton continues to add recruitment strategies to maximize opportunities, but it is a very competitive field.

A Senator asked how to reconcile budget cuts with healthy enrolments. It was noted, in response, that universities in Ontario have faced declining revenue for several years, as the province has frozen domestic tuition fees and has not increased the government grant to universities. Expenses, however, are constantly increasing, which puts enormous pressure on the budget. Recruitment towards healthy enrolments can help to reduce some of this stress. Since Carleton has resumed face-to-face recruitment, applications from Ontario high schools have increased overall 5%, and are up 12% for first-choice applications. Domestic numbers are encouraging; international enrolment trends for the future are not yet known.

A Senator asked if the planned re-opening of the O-Train line to campus might have an effect on enrolment. The VP Students & Enrolment acknowledged that currently some students are facing a difficult and long commute to campus, but there are indications that the new line could be open later in 2024, which would help Carleton competitively.

In response to another question, the VP Students & Enrolment noted that the university is looking at additional strategies to increase enrolment, including for example many small initiatives in the GTA and increased integration with Faculties.

Finally, there was a request not to use colour-delineated graphs for future presentations, in consideration for Senators who are colour-blind.

The Chair thanked the VP Students & Enrolment for the presentation and Senators for their engagement.

8. Report from Senate Ad Hoc Committee on Graduate Academic Governance

Provost Pauline Rankin introduced this item, and welcomed Professor Donald Russell, Chair of the Ad Hoc Committee on Graduate Academic Governance, back to Senate.

Before Professor Russell presented the report to Senate, the Provost introduced the motion for Senate:

It was **MOVED** (P. Rankin, D. Siddiqi) that Senate receive the final report of the Senate Ad Hoc Committee on Graduate Academic Governance and refer the report to the Senate Academic Governance Committee for further action.

Presentation by Professor Russell:

The Ad Hoc Committee on Graduate Academic Governance (CGAG) was mandated by Senate in June of 2023 to review the impact of the transfer of graduate curriculum approval authority from FGPA to the line Faculties, and to provide recommendations to address any concerns or issues resulting from this change.

The committee was formed in the summer of 2023, and met nine times between September 2023 and January of 2024. Professor Russell thanked the members of the committee for their productive and insightful work in carrying out their mandate and producing the report, which was circulated in advance to Senators.

It was noted that the committee's scope of work was limited to those issues under the purview of Senate as outlined in the Carleton University Act. The committee also came to an agreement on a number of definitions and underlying principles that formed the basis for the work of the committee. These are listed at the beginning of the report.

The report includes a total of 13 recommendations, which are presented as a package to be accepted together. In terms of academic issues, the committee recommends that:

- Graduate curricular approvals be devolved to the 5 line Faculties and 4 independent schools (Architecture, Information Technology, Industrial Design, Computer Science);

- Grade approvals, academic integrity (as per the AI Policy) and graduation should not be separated from control of curriculum, and should also move to the line Faculties; and
- Graduation regulations, policies and procedures should remain a central process, for consistency and uniformity across the university.

In terms of Academic Governance Issues, the committee recommends that:

- The Graduate Faculty Board no longer be a faculty board in the AGU of the university, since, if the above recommendations are adopted, it would no longer have responsibilities that would define it as a faculty board (curriculum approval, control of grades and graduation);
- Senate remove ex officio membership on Senate for the Dean of FGPA; and
- Senate removes or changes FGPA representation on and reviews the Terms of Reference of relevant Senate standing committees.

The committee also recommends that:

- Oversight of graduate awards be reviewed;
- Issues related to post-doctoral Fellows be handled centrally;
- Cross-Faculty programs be governed following the undergraduate model;
- Joint Institutes be overseen centrally;
- Granting of graduate supervisory privileges be managed centrally;
- A consultative committee of Associate Deans, Graduate Studies be established; and
- The Academic Governance of the University (AGU) joint policy and the By-Laws of the University be revised accordingly.

Discussion:

A Senator asked which central body would be responsible for some of these recommendations, if FGPA is devolving. In response, Professor Russell noted that this work (granting of supervisory privileges, post-doctoral Fellow issues, etc.) already is being carried out within Graduate Studies, and would remain centrally managed. However, the definition of what that central body would be is beyond the scope of CGAG.

A Senator asked whether supervisory privilege is really an employment issue and not an academic issue. Is the question not whether an instructor is qualified to supervise graduate students? In response, it was noted that the question is related to employment issues, specifically whether or not the faculty member has tenure, and not academic qualifications. The condition of tenure for supervisory privileges is to protect the student's interests, by guaranteeing the continuing relationship with the student.

Another Senator asked for clarification regarding the process for de-establishing the Faculty of Graduate and Postdoctoral Affairs, since according to the Carleton University

Act, Senate does not have the power to do this. The Chair noted that the Board of Governors has the power to de-establish FGPA, upon a recommendation by Senate. The Chair recognized the University Secretary, who added that the recommendation from Senate would first go to the Board's Governance Committee for review. This review would then trigger a review of the Bylaws by the Governance Committee plus a review of the recommended changes of the AGU (from Senate). The final step would be a suite of recommendations for the Board, including revisions to the Bylaw and the AGU.

The motion **PASSED**.

Senator Laura Madokoro requested that her vote to abstain be recorded in the minutes.

9. Review of Senate Policy on Academic Accommodations During Labour Disputes – Motion from Senators Mason and Murray

Senator Jody Mason introduced this motion and spoke to the reasons for its submission. She remarked that when the Senate Policy on Academic Accommodations During Labour Disputes was passed in 2020, it was not known how the policy might come into conflict with Senate's mandate. The CUPE 4600 strike in March of 2023 demonstrated that the policy can be used to politicize Senate and to undermine the position and power of the striking workers. The first part of the motion thus asks SCCASP to determine whether or not Senate can remain neutral while implementing this policy in the context of labour disputes.

It was MOVED (J. Mason, M. Rooney) that SCCASP make its review of the *Academic Accommodations During Labour Disputes Policy* its next order of business (i.e., that SCCASP report to Senate at the earliest opportunity, and no later than the April 2024 meeting). Specifically, SCCASP shall investigate and report back with a reasoned response to the following question: "Is it possible for Senate to implement the *Academic Accommodations During Labour Disputes Policy* while also remaining neutral in the context of a labour dispute?" Should it decide that the answer is "no," SCCASP shall either recommend revisions to the policy that will allow Senate to remain neutral or, if deemed impossible, recommend the policy's repeal.

Discussion:

The Chair of SCCASP indicated that the committee met earlier in the week to review the motion, and to discuss the question regarding Senate's neutrality. SCCASP first determined that there is no provision within the Bylaw or AGU that stipulates that Senate must remain neutral during labour disputes. However, if there is an assumption that Senate should remain neutral, that neutrality is incompatible with the Policy on Academic Accommodations During Labour Disputes, and in fact, the creation of the policy has rendered neutrality impossible for Senate. The Chair of SCCASP added that the committee does not believe that the issue of neutrality could be resolved by revising the policy.

A Senator noted for the information of those who recently joined Senate, that the policy was created in 2020 at the request of Senate and in response to the CUPE 2424 strike of 2018.

The Chair of SCCASP called for a motion to table the motion on the floor, or alternately for the mover of the motion to withdraw it. However, he withdrew his motion after Senators pointed out that there had been no opportunity for them to discuss the original motion first.

Several Senators then spoke in support of the call for an immediate review of the policy, with perhaps the result that SCCASP would recommend that Senate repeal the motion, as indicated in the last section of the motion.

The Chair of SCCASP indicated that the question driving the first part of the motion, the request to determine Senate's neutrality while the policy is in place, has been answered. The second part of the motion, asking SCCASP to recommend the repeal of the policy, is not in order since Senate cannot tell committees what to recommend to Senate. The Chair concurred that this part of the motion is not in order.

Senators Mason & Murray then agreed to withdraw their motion, and to submit another motion for Senate within 10 days of the next Senate meeting. There was no objection from Senate to the withdrawal of the main motion.

10. Reports for Information:

- a. Senate Executive Minutes – November 14, 2023**
- b. Report from the COU Academic Colleague**
- c. Report on New Awards from Senate Undergraduate Student Awards Committee**

There was no discussion of these items.

11. Other Business

There was none.

12. Adjournment

The meeting was adjourned (D. Howe, L. Dyke) at 4:18 p.m.



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

**Carleton University Senate
Meeting of March 1, 2024 at 2:00 pm
PK608**

OPEN SESSION

Minutes

Present in Person: B. Albright-Peakall, S. Blanchard, A. Bordeleau, A. Bowker, S. Burges, B. Campbell, D. Caratao, M. DeRosa, S. Everts, K. Graham, T. Haats, N. Hagigi, M. Haines, S. Hawkins, K. Hellemans, D. Hornsby, D. Howe, M. Huckvale, L. Kostiuik, A. Lannon, F. Lepore, A. MacDonald, B. MacLeod, L. Madokoro, J. Malloy, J. Mason, D. Mendeloff, L. Moffitt, J. Murray, H. Nemiroff, A. North, B. O’Neill, A. Park, P. Rankin, R. Renfroe, M. F. Riazudden (A. Kallioinen acting) M. Rooney, S. Seneviratne, O. Shafiq, D. Siddiqi, E. Sloan (Clerk), D. Sprague, M. Taghavishavazi, J. Tomberlin (Chair), G. Wainer, P. Williams, P. Wolff.

Present via Zoom: J. Armstrong, H. Babb, M. Barbeau, H. Becker, F. Brouard, W. Chung, J.P. Corriveau, E. Cyr, L. Dyke, R. Goubran, L. Marshall, R. Nelson, B. O’Connor, S. Rajput, C. Smelser, P. Smith, J. Taber, K. Taylor, J. Wallace

Regrets: M. Baez, R. Gorelick, P. Mkandawire, M. Pearson, C. Viau

Absent: E. Abou Zeid, A. Clarke, Y. Gandhi, K. Moss

Recording Secretary: K. McKinley

1. Welcome and Approval of Agenda

The meeting was called to order at 2:01 p.m. The Chair began by noting the passing of two members of the Carleton community: Danny Brown, who was a member of the ITS team, and Jodi White, alumna and long-standing friend of Carleton University. The Chair offered condolences to those who knew and loved them. He also acknowledged the passing of the Honorable Brian Mulroney, former Prime Minister of Canada. As per protocol, Carleton’s flag has been lowered to half-mast and will remain there until his memorial service has concluded.

The Chair noted that the Senate meeting would begin with a Closed Session that includes approval of Carleton's Winter graduates.

It was **MOVED** (M. Haines, N. Hagigi) that Senate move into the closed Session of the meeting. The motion **PASSED**.

(See separate document for Closed Session Minutes.)

Continuation of Open Session minutes, following the end of the Closed Session:

It was **MOVED** (S. Blanchard, D. Sprague) that Senate approve the open agenda for the meeting on March 1, 2024, as presented.

The motion **PASSED**.

2. Minutes: January 26, 2024

It was **MOVED** (R. Renfro, S. Seneviratne) that Senate approve the minutes of the Senate meeting on January 26, 2024, as presented.

A Senator noted an error in the summary of a response to a question in Question Period. The recording secretary agreed to amend the text as directed by Senator Siddiqi, who provided the response. It was also noted that the motion referred to in the minutes for Item 9 should have been credited to both Senators Mason and Murray. The recording secretary agreed to make the correction.

With these amendments to the minutes, the motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair reported that Carleton has achieved recognition as one of the National Capital Region's Top Employers for the 10th year in a row, and was also recognized as a Top Family-Friendly Employer for the 2nd time. This recognition highlights Carleton's Commitment to fostering a supportive work environment that prioritizes the work-life balance of its community.

The Chair next highlighted the following achievements of members of Carleton's academic community:

- Cynthia Cruickshank (Mechanical and Aerospace Engineering) received the Ontario Building Envelope Council Rising Star Award.
- Paul Kariouk (Azrieli School of Architecture and Urbanism) was recognized with an American Institute of Architects New York Design Award.
- Fraser Taylor (Geography and Environmental Studies) was named as an Officer of the Order of Canada.
- Halim Yanikomeroglu (Systems and Computer Engineering) was named a fellow of the Asia-Pacific Artificial Intelligence Association.
- James Milner (Political Science) has been appointed co-chair of the Global Academic Interdisciplinary Network (GAIN) — a group of 213 university members from countries around the world formed from the Global Compact on Refugees.

Carleton's Ravens Women's basketball team has defeated the Ottawa Gee-Gees in the Ontario Athletics Union semi-finals, guaranteeing them a spot in the 2024 U sports national championship, to be held from March 7 – 10 in Edmonton. In addition, Raven Kali Pocrnic set a program record for most points in a single game with 40 points in the February 24 quarterfinal.

The Chair highlighted the following events from February 2024:

- Service Excellence Awards were held on February 22nd, to recognize outstanding contributions of Carleton faculty and staff.
- The 5th annual Kinàmàgawin Symposium took place on February 8th, focusing on connecting to Indigenous Spirituality.
- Black History Month was celebrated with numerous events, articles and stories, including a lecture with Fulbright Scholar Dr. Michele K. Lewis.

The Chair noted that Carleton is looking forward to celebrating International Women's Day on March 8th, focusing on the many achievements and contributions of outstanding women in our community.

The Chair then provided some remarks regarding the ongoing financial challenges of Ontario Universities and Colleges, in light of the provincial government's recent response to the Blue Ribbon Panel report. The government has announced that domestic tuition for students from Ontario will remain frozen for another 3 years, after having been reduced by 10% in 2018, then frozen for the past 5 years. Additional base funding was announced and while this is welcome, it will not be sufficient to cover the rising costs of

inflation. In addition, universities across Canada will be challenged in the enrolment of international students due to the cap on applications for study visas imposed by the Federal Government this year. As a result, Carleton will be forced to cut the operating budget for the next few years and will continue to spend down its reserves for a significant period of time. Open and transparent communication with members of the Carleton community will continue over the coming weeks and months as the Provost prepares the 2024-25 operating budget. The Chair noted that although the situation is serious, every university in Ontario is in much the same position as Carleton.

In response to a question, the Chair noted that timelines for sending out offers to international graduate students should not change. At the undergraduate level, offers have been sent beginning in December and January and will finish by April and May. Processing for all undergraduate international applications has been paused, and visa applications have been returned to students until the Ontario government Provincial Attestation Letters are ready.

5. Question Period

One question was submitted in advance by Senator Laura Madokoro.

Following on the questions posted by Nir Hagigi in the January 2024 meeting, I wish to know what measures the university is taking to protect academic freedom on campus (including physical and virtual contexts).

Response by the Chair:

Carleton is committed to maintaining an open, welcoming and inclusive environment where all members of the community are encouraged to engage in discussions and feel free to express opinions while avoiding hate speech and other restricted speech, and at the same recognizing sensitivities of others involved in the conversation.

Freedom of Expression is a right guaranteed, with some restrictions, under the Canadian Charter of Rights and Freedoms.

According to Universities Canada, academic freedom is distinct from freedom of expression in that it is based on professional competency in an academic discipline as opposed to mere expressions of opinion. Academic freedom for faculty members is enshrined in their collective agreement. Complaints from faculty members who feel that their academic freedom has been infringed upon are dealt with on a case-by-case basis.

Faculty members who are members of a bargaining unit also have recourse to assistance from their unions.

6. Administration

a. Senate Meeting Schedule 2024-25

The Clerk confirmed that the dates for the 2024-25 Senate meetings have been circulated to Senators and posted on the Senate website. She encouraged Senators who are continuing to serve next year to add these dates to their calendars.

b. Report on Senate Membership Nominations for July 2024

The Clerk noted that the Call for Nominations for positions on Senate beginning July 1, 2024 closes end of day March 1. A number of vacancies remain unfilled for faculty members from FASS and Science. The Clerk also advised Senators whose terms are ending that they must apply again if they wish to serve another term. Nomination forms can be found on the Senate website.

c. Call for Nominations – Senate Committees

The Call for Nominations for faculty and student positions on Senate standing committees has been launched, and the closing date is March 31st. The Clerk encouraged Senators to serve on one or more standing committees to deepen their knowledge of academic governance. Details can be found on the Senate website.

7. Reports

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

Committee Chair Dan Siddiqi presented one item for Senate approval.

R-G-11: General Regulations 11 – Academic Standing (adding academic standing requirements for graduate diplomas)

It was **MOVED** (D. Siddiqi, P. Smith) that Senate approves the revision to R-G-11: General Regulations 11 Academic Standing effective for the 2024-25 Graduate calendar as presented.

The motion **PASSED**.

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented 2 cyclical reviews, 8 major modifications and one new program for Senate approval.

Cyclical Reviews:

These were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, A. Bowker) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Motions from the omnibus:

- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in European, Russian and Eurasian Studies.
- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in history.

A Senator noted that the fact that retiring faculty members in the History program are not being replaced is a cause for concern.

Major Modifications:

These were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, P. Williams) that Senate approve the major modifications as presented.

The motion **PASSED**.

Motions from the omnibus:

- THAT Senate approve the name change of the undergraduate programs in Environmental Studies to Environmental and Climate Change Studies as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the concentration in Criminal Law and Social Order to the undergraduate programs in Law as presented with effect from Fall 2024.
- THAT Senate approve the major modification to the Bachelor of Media Production and Design program and the introduction of MPAD 4906 as presented with effect from Fall 2024.
- THAT Senate approve the deletion of the MA programs in French as presented with effect from Fall 2024.
- THAT Senate approve the change to the MIT degrees in Digital Media and Network Technology as presented with effect from Fall 2024.

- THAT Senate approve introduction of ENSC 4909 and ISAP 4909 and the modifications to the associated programs as presented with effect from Fall 2024.
- THAT Senate approve the governance change for the Technology Innovation Management programs from the Faculty of Engineering and Design to the Sprott School of Business as presented with effect from Fall 2024.
- THAT Senate approve the deletion of the concentration in Linguistic Theory from the BA Hons program and the BSc Hon Linguistics streams in Psychology, Neuroscience, and Computer Science, and the change of name to the BSc Hons in Linguistics with a concentration in Psycholinguistics and Communication Difference for the streams in Psychology, Neuroscience and Computer Science, as presented, with effect from Fall 2025.

A Senator clarified that the TIMS programs were already jointly administered by the Faculty of Engineering and Sprott, and are now moving solely to the Sprott School of Business.

New Program Approval: Graduate Program in Clinical Trials

It was **MOVED** (D. Hornsby, M. DeRosa) that Senate approve the proposed Graduate Program in Clinical Trials and Regulatory Affairs as presented to commence in Fall 2025.

The Dean of Science noted that this is a hybrid, course-based Masters degree that is responding to a need in Ottawa and across Canada for this type of program. A Senator asked for clarification regarding faculty to support the program as there appears to be no internal expertise in this area and only one full-time hire is mentioned in the documents. The Dean of Science responded that the unit's view in their response was that they do have expertise, especially with the new hire that is slated to join the department. There are also ongoing discussions with partners such as Health Canada to support as well.

The motion **PASSED**.

c. Senate Academic Governance Committee (SAGC)

Committee Clerk Elinor Sloan presented a motion to ratify faculty member Jennifer Stewart to fill a vacancy on the Senate Quality Assurance and Planning Committee.

It was **MOVED** (E. Sloan, D. Hornsby) that Senate ratify the nominees for Senate committees, as presented, for service beginning immediately upon approval. The motion **PASSED**.

Committee Chair Sloan next presented a motion for Senate to approve revised Senate Rules of Order. The Senate Academic Governance Committee has updated this file, combining the previous Senate Rules and Annex into one document, and reorganizing sections for clarity. Classification and rules have been edited to align with the AIP Standard Code of Parliamentary Procedure, which is the standard reference guide for Carleton's Senate.

It was **MOVED** (E. Sloan, D. Siddiqi) that Senate approve the revised Senate Rules of Order, as presented.

Discussion:

It was noted that changes were made in accordance with the most recent version (2023) of the AIP Standard Code of Parliamentary Procedure.

Senators provided the following observations regarding the new Rules of Order:

- Changes were very difficult to follow from the old version of the rules to the new proposed version, without a track-change document.
- Some of the outdated binary pronouns (he/she) from the older version were not updated in the new version.
- The wording for Rule #2 (Quorum) was clearer in the previous version.
- There are no guidelines in the Rules of Order for emergency motions.
- The online voting protocol (11.4) could be revised.

Given the number of concerns expressed by Senators, the Clerk withdrew the motion, and agreed to bring the Rules of Order back to SAGC for further review.

The Clerk asked Senators to submit any additional comments regarding the Rules of Order via email.

The motion was **WITHDRAWN**.

8. Graduate Academic Governance – Motion

Clerk of Senate and SAGC Chair Elinor Sloan introduced this item. She reminded Senators that Senate received the Final Report of the Ad Hoc Committee on Graduate Academic Governance in January of 2024. The report included 13 recommendations, and was referred to SAGC for further action. The Clerk noted that after reviewing the report, SAGC determined that the Provost would need to be involved in order to move forward with the implementation of the recommendations of the report.

Provost Pauline Rankin then provided a presentation for Senators that summarized the context for restructuring the Faculty of Graduate and Postdoctoral Studies, and the progress made so far, from the external assessment undertaken in 2021 to the work of the Senate Ad Hoc Committee in 2023. The Provost then presented a 3-part motion to activate the recommendations of the Ad Hoc Committee Report, and a timeline outlining the planned implementation of these changes, which would include delegation of authority from FGPA to line Faculties, and revisions of academic policies and documents, among other work. The implementation stage would begin in the Summer 2024 term and would be completed by June of 2025.

It was **MOVED** (P. Rankin, D. Siddiqi) that:

- Senate devolve curriculum approvals from Graduate Faculty Board to the Faculty Board that offers the program, as per recommendation R1 of the Ad Hoc Committee report, beginning with the 2025-2026 Academic Calendar, and direct the Programs and Planning Committee of GFB to develop the processes and policies necessary to implement recommendation R9 by April 30, 2024.
- In the interim and notwithstanding the Academic Governance of the University policy, other Senate policies, and the Faculty Constitutions, Senate delegate the following authorities to the Dean of the line Faculty responsible for a graduate course:
 - the approval of grades;
 - the resolution of appeals of grades; and,

- the resolution of all allegations of a violation of the Academic Integrity Policy;

and, Senate delegate the following authority to the Dean of the line Faculty responsible for a graduate program

- the process for endorsing the lists of proposed graduate students eligible to graduate and related graduation issues.

These delegations are effective beginning with the Summer term, 2024. If all of the actions required under this motion are not implemented by June 30, 2025, these delegations will end.

- Senate instruct SQAPC and/or SAGC to initiate implementation of recommendations R3, R6, R6.1, R6.2, R6.3, R7, and R13 (AGU) to be completed by June 30, 2025, and Senate supports the Provost in taking actions required for an effective and timely transition of the services affected by recommendations R6, R6.1, and R7.

In response to a question, the Provost noted that there would be no financial implications to this process.

The motion **PASSED**.

9. Motion from Senator J. Mason re Policy on Student Academic Accommodation During Labour Disputes

Senators Jody Mason and Julie Murray submitted this motion to Senate as a follow-up to the January 26th Senate meeting, at which their previous motion to review the policy had been withdrawn. In the preamble to the motion, Senators Mason and Murray noted that SCCASP has confirmed that with the Policy on Student Academic Accommodation During Labour Disputes in place, it is not possible for Senate to remain neutral during labour disputes.

It was **MOVED** (J. Murray, M. Rooney) that Senate repeal the Academic Accommodations During Labour Disputes Policy.

Discussion:

In response to a question, the Chair noted that the policy does not grant any special power to either the Provost or Senate that they did not already have before the policy existed. The procedures outlined by the policy would be followed in any case, with or without the policy. The Academic Continuity Committee existed before the policy, and will continue

to exist in the future, as it is the duty of management to develop a continuity plan for any disruption to academic operations at the university. It is also true that anything within the purview of Senate will continue to be brought to Senate.

A Senator noted that the policy dictates timelines for action, since according to the policy, the special committee is created on the 11th day of a strike, resulting in an artificial and arbitrary sense of emergency. In response, the Chair repeated that the Academic Continuity Committee would be constituted anyways, with or without the policy, in order to ensure continuity of academic operations within the university.

Another Senator noted that while one may sympathize with those who feel that the policy can appear to undermine the power of those on strike, students want to know what specific measures would be put in place to provide accommodations for them during a labour dispute, should the policy be repealed. The VP Students & Enrolment responded that the role of the university is to support students, and that a process will be in place to address these types of situations, with or without a Senate policy. Repealing this policy does not preclude the university from being able to accommodate students. Any accommodations that are in Senate's purview will be brought to Senate for approval.

A Senator asked for some historical context on the ACC and accommodations granted to students during crises, including the pandemic. The Chair noted that the policy was developed after the CUPE 2424 strike of 2018, and was approved by Senate in January of 2020. In March of 2020 once the pandemic hit, Carleton adopted a similar process; the ACC brought recommendations for accommodations to Senate for approval.

Several Senators commented that in their view, the policy provides baseline protection for students and a framework for action by Senate during a labour disruption. Without the policy in place, could Senate be convened quickly, and if so, would calling a Senate meeting (short-notice or emergency) to discuss and vote on these issues not be seen as a politicized decision? The Chair responded that an emergency meeting could be called, either by Senate Executive, or through a request to the Clerk by a certain number of Senators, which could include Student Senators, and the Academic Continuity Committee could still be formed as needed.

Another Senator remarked that in 2023 during the previous labour dispute, students were not properly informed of the measures being taken by administration and Senate through this policy. With or without the policy, how can the university ensure that moving forward students are adequately informed of actions and decisions taking place during disruptions

such as a labour dispute? The VP Students & Enrolment replied that the university is in daily contact with students through many channels including via student associations such as CASG, CUSA and GSA, in addition to website, social media, and emails.

A Senator announced that the Carleton Student Engineering Society has submitted a letter expressing concerns that without the policy in place, long labour disruptions could potentially threaten accreditation and therefore graduation for students in engineering. In response, it was noted that emergency meetings can be called without the policy, in order to prevent severe consequences for students.

The motion **PASSED**.

Vote count:

- In favour: 33 (23 in room + 10 online)*
- Opposed: 25 (20 in room + 5 online)

*Note that the original online count for those in favour (9) was revised to 10 after checking totals with the online administrators.

10. Motion from Senator N. Hagigi re Senate Statement

Senator N. Hagigi submitted a motion in response to the ongoing conflict in the Middle East.

WHEREAS the current conflict in Gaza has regrettably seen an alarming rise in global anti-Palestinian racism, anti-Semitism, and Islamophobia accompanying the outbreaks of violence, **it is MOVED (N. Hagigi, L. Madokoro) that Senate:**

- Condemns unequivocally the rise in global anti-Palestinian racism, anti-Semitism, and Islamophobia that has accompanied the recent outbreak of violence in Gaza, reaffirming the importance of fostering a culture of tolerance, understanding, and respect for religious and cultural diversity.
- Supports initiatives led by students, faculty, and staff aimed at promoting dialogue, reconciliation, and peace-building through academic collaborations, cultural exchanges, and grassroots advocacy efforts.

Discussion:

In response to a question, it was noted that this motion belongs to the category known as “courtesy motions” that can be submitted to Senate from time to time.

A Senator noted that there are at least 45 other current conflicts in the world, and they questioned why this one should be privileged by a motion from Senate. Several Senators responded that this conflict has impacted students much more significantly than any of the other conflicts that are currently occurring. Many Carleton students have been harassed, and have suffered anti-Semitism and anti-Palestinian racism on campus. Another Senator mentioned that they appreciate the spirit of this motion in creating solidarity at Carleton.

A Senator made a suggestion to amend the motion to remove “the rise in” from the first bullet point. The mover and seconder accepted this as a friendly amendment, and there was no objection from Senate.

The motion, as amended, **PASSED**.

11. Reports for Information

a. Senate Executive Committee Minutes (January 16, 2024)

12. Other Business

There was none.

13. Adjournment

The meeting was adjourned (M. Rooney, S. Seneviratne) at 4:03 p.m.