



Sprott Faculty Board Orientation

January 2025
(version January 19, 2025)

François Brouard, DBA, FCPA, FCA
(Secretary of the Sprott Faculty Board (2022-2025))

© 2025, François Brouard

1



Structure of the session

- Introduction
- Carleton University Governance
 - Board of governors, Senate
- Sprott Governance
 - Structure, Constitution, Procedures
- Sprott Faculty Board
 - Meetings, Procedures, Processes, Norms
- Robert's Rules of Order (RONR)
- Conclusion

© 2025, François Brouard

2



Sprott

Introduction

Objective and Origine of the orientation

□ Objective

- Inform Faculty Board members on governance at Carleton and Sprott

□ Origine

Sprott Faculty Processes and Norms (April 2024)

“1.4. Orientation: New members of FB (faculty, students, staff, etc.) should receive an orientation to FB, its constitution, procedures and norms”

Source : <https://carleton.ca/profbrouard/wp-content/uploads/SprottFacultyBoard20240429SprottFacultyProcessesandNorms20240429adopted.pdf>

© 2025, François Brouard

3



Sprott

Governance Framework at Carleton University

• Legislation

- *Carleton University Act* (1952)

• Governing Documents

- CU General Operating By-law
- Academic Governance of the University (AGU)
- Senate Rules of Order
- Code of conduct
- Policies

More information :

<https://carleton.ca/senate/academic-governance/>

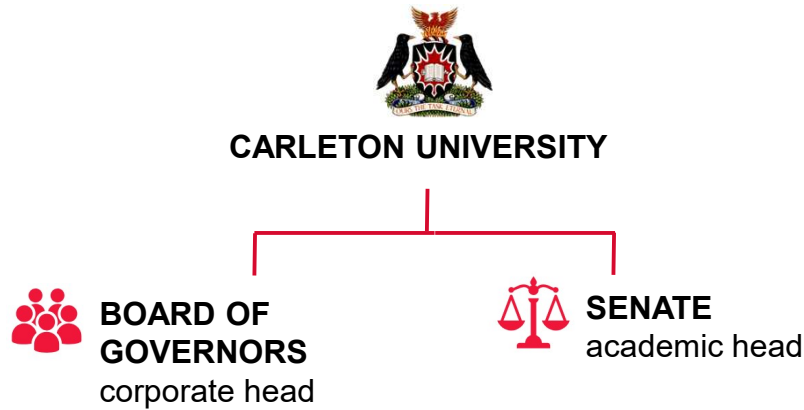
<https://carleton.ca/secretariat/boardofgovernors/>

<https://carleton.ca/secretariat/boardofgovernors/governance/>

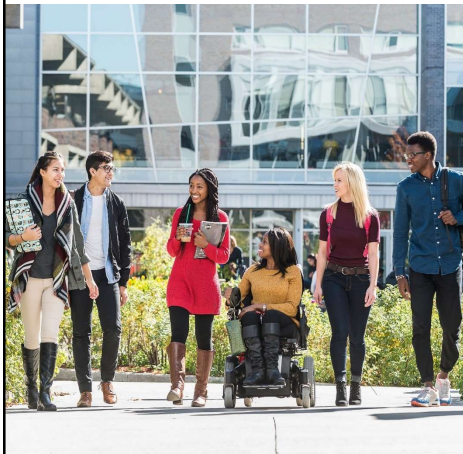
© 2025, François Brouard

4

GOVERNANCE STRUCTURE – BICAMERAL INSTITUTION



GOVERNOR'S & SENATOR'S ROLE



Responsibilities:

- Act in the best interest of the university.
- Protect and defend the university's autonomy.
- Make careful, good faith decisions in best interest of Carleton free from undue influence from any party.
- Act honestly and in good faith with a view to the best interest of Carleton.
- Are not representative of any particular interest group.
- Must avoid conflicts of interest and not abuse position for personal benefit.
- Respect confidentiality of information.
- Act selflessly, honestly and loyally to Carleton.

BOARD OF GOVERNORS



As the governing body of the university, the Board is responsible for oversight of administrative and corporate affairs including:

- Selection and oversight of the President's performance
- Approval of annual budget (operating and capital)
- Approval of strategic plan
- Risk oversight
- Infrastructure planning and oversight

BOARD OF GOVERNORS – BOARD COMPOSITION

32 members

chaired by:



Beth Creary
Chair, Community



2
SENATE



2
FACULTY



4
STUDENTS



2
ALUMNI



2
STAFF



18
COMMUNITY

ex-officio:



Wisdom Tettey
President & Vice-Chancellor
(from January 1, 2025)



Yaprak Baltacioğlu
Chancellor



BOARD OF GOVERNORS – BOARD COMMITTEES

6 Standing Committees

- Advancement & University Relations Committee
- Audit & Risk Committee
- Building Program Committee
- Executive Committee
- Finance Committee
- Governance Committee



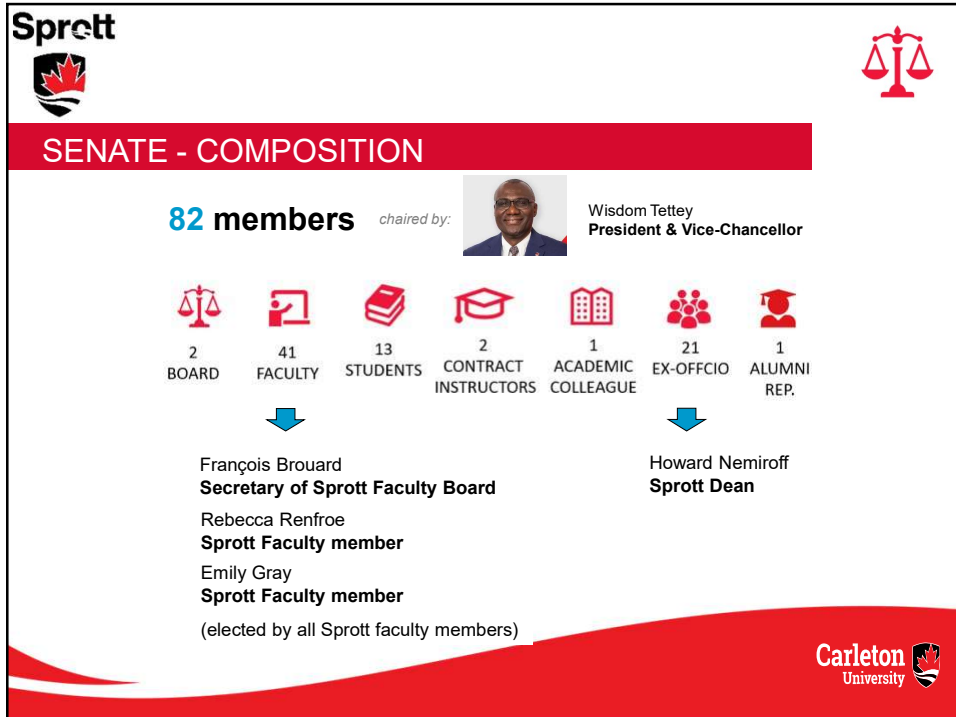
SENATE



As the academic authority on campus, the Senate makes decisions of significant importance to students and faculty. Regular work of the Senate includes:

- Awarding degrees and scholarships
- Approving new programs and revised curricula
- Establishing regulations concerning students' academic work





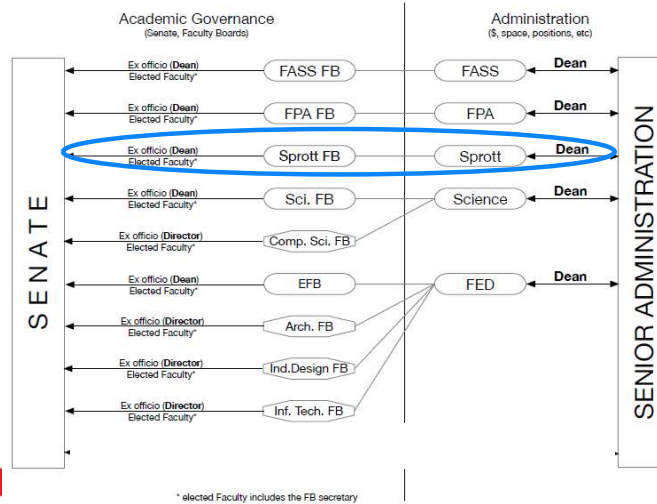
11



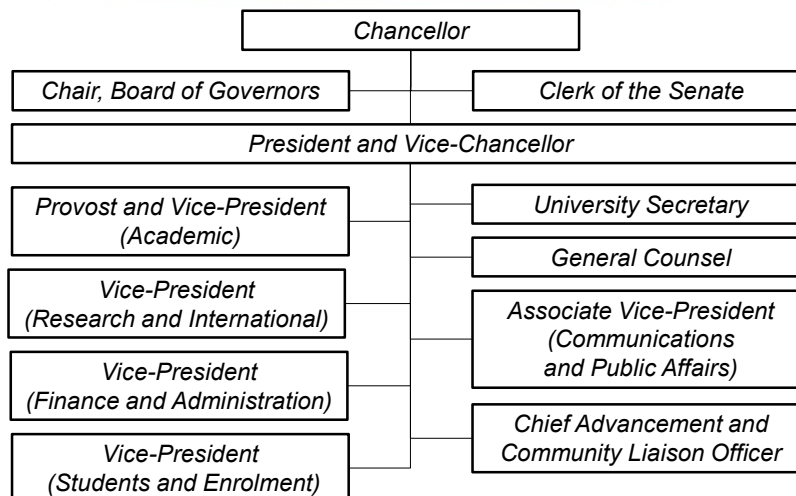
12

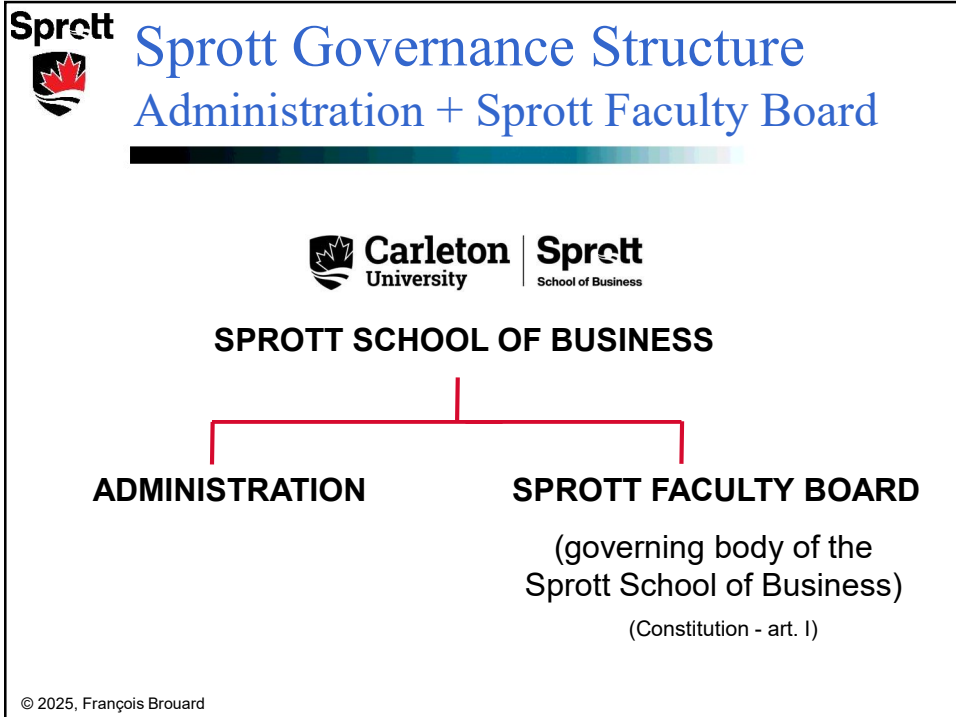


ACADEMIC GOVERNANCE STRUCTURE

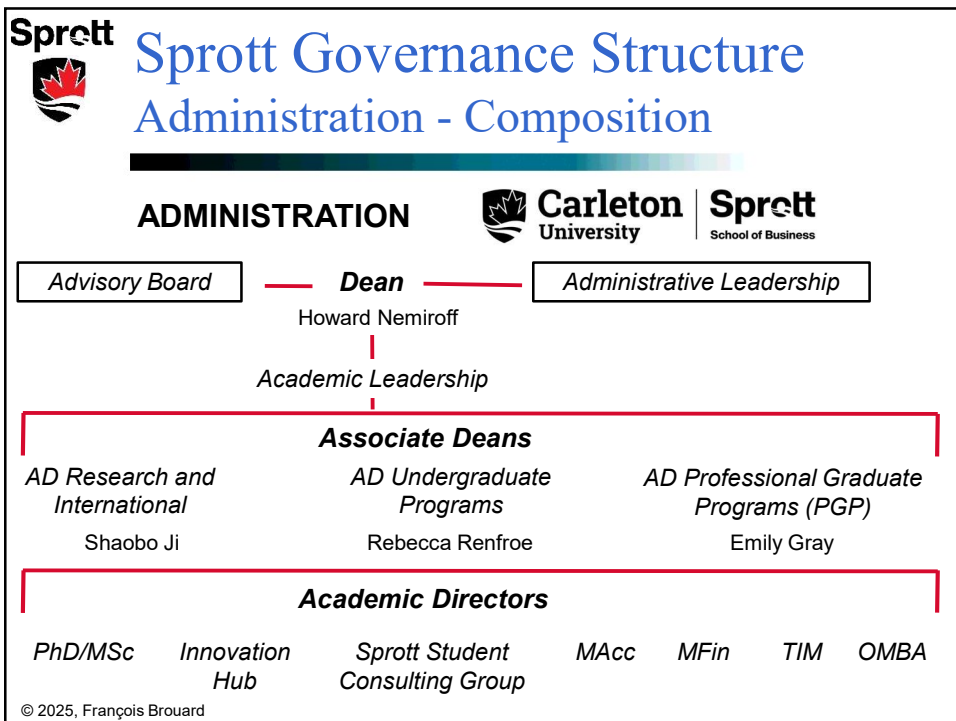


Carleton University Governance Senior Administration – Org. Chart

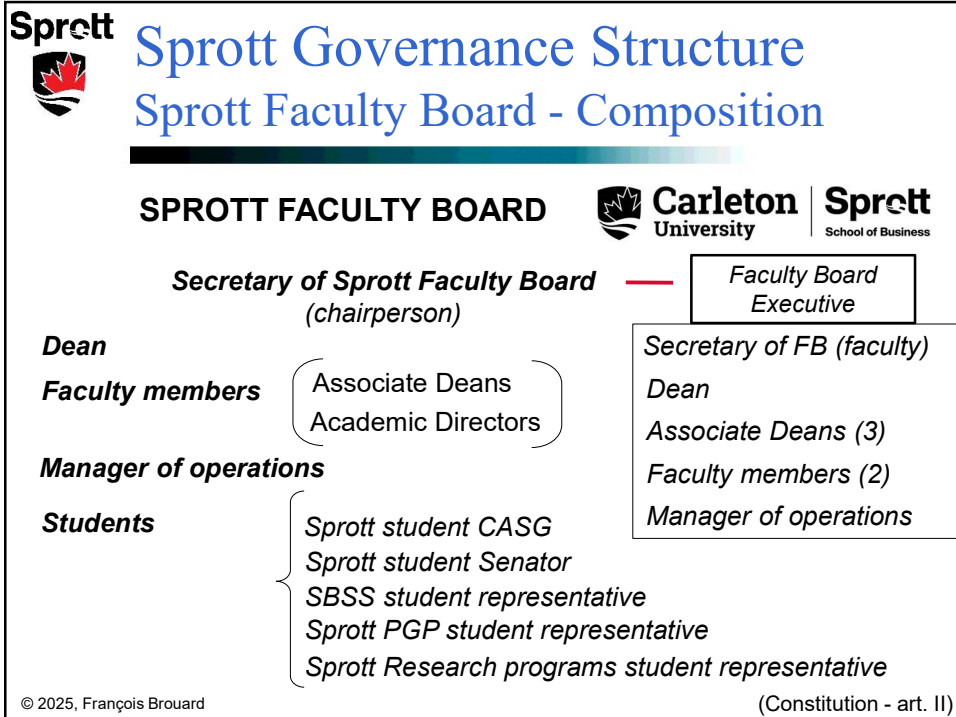




15



16



17

Sprott **Sprott Governance**
Sprott Faculty Board - Constitution

- **Sprott Faculty Board Constitution**
 - adopted at FB in Jan, May and June 2024
 - approved by Senate in 2025 (?)
- **3 pages documents**
 - I. Description
 - II. Composition and structure
 - III. Responsibilities
 - IV. Meeting procedures
 - V. Standing committees of the Faculty Board
 - VI. Constitutional amendments

© 2025, François Brouard Source : <https://carleton.ca/profbrouard>

18



Sprott

Sprott Governance

Faculty Board - Responsibilities - Senate

- Consider and make recommendations to Senate (undergraduate & graduate)
(programs and regulations in the Calendar)
- Recommend to Senate administrative reorganization of academic unit
- Recommend to Senate – degrees approval
- Vote for Faculty representatives on Senate

© 2025, François Brouard

(Constitution - art. III.1)

19



Sprott

Sprott Governance

Faculty Board - Responsibilities - Other

- Present and/or recommend to the Dean on issues related to the goals and objectives of the Faculty / University
- Present to Senate and/or the President on issues related to the goals and objectives of the Faculty / University
- Other business deemed relevant by the Faculty Board Executive

© 2025, François Brouard

(Constitution - art. III.2)

20



Sprott Faculty Board Secretary - Responsibilities

- Chairing the Sprott Faculty Board (FB)
- Acting as electoral officer for the FB
- Preparing the draft FB meeting agenda for review by FB Executive
- Circulating relevant material to members (agenda, minutes, motions)
- Ensuring FB has access to updates on relevant matters addressed at Senate

Elected for a period of 3 years (next election for July 1, 2025)

© 2025, François Brouard

(Constitution - art. II.2)

21



Sprott Faculty Board Meetings Procedures - General

- Meetings held in person, virtually, hybrid
- Guests may be invited by the Secretary (Sprott ressources / managers; Library)
 - Not voting

© 2025, François Brouard

(Constitution - art. IV)

22



Sprott Faculty Board

Meetings Procedures - Types of meetings

- Regular Meetings
 - Monthly (September – June)
 - Minimum 3 times per year
- Special Meetings
 - Call 7 calendar days' notice
 - Dean; FB Executive; 25% of all members
- Closed Meetings
 - 48 hours' notice
 - Only faculty members if students' cases

© 2025, François Brouard

(Constitution - art. IV.2 / IV.3)

23



Sprott Faculty Board

Meetings Procedures - Quorum and Vote

- Quorum
 - 40% of all voting members who are not on academic (or other) leave
 - Present, if attending in person or virtually
- Vote
 - Meetings: Show of hand and/or virtual votes
 - E-vote
 - Urgent matters: minor or non-contentious
 - List of graduands

© 2025, François Brouard

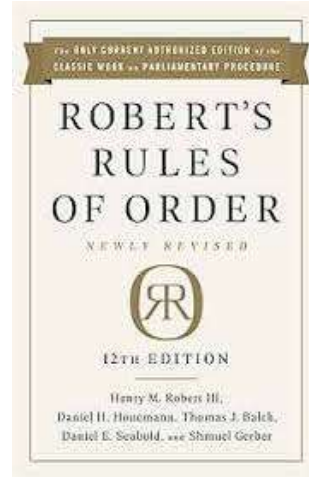
(Constitution - art. IV.4 / IV.7)

24



Sprott Faculty Board Meetings Procedures - Rules of Order

- Robert's Rules of Order (RONR)
 - 12th edition (2020, 716p.)
- Robert's Rules of Order – Newly Revised In Brief (RONRIB)
 - 3rd edition (2020, 216p.)
- www.robertsrules.com



© 2025, François Brouard

(Constitution - art. IV.5)

25



Sprott Faculty Board Meetings Procedures - Motions

- All proposed motions and associated documentation must be submitted to the Secretary
- Submission 10 calendar days before
- Waiver of Notice of Motion - conditions:
 - motion & documentation before the meeting
 - motion responds to urgent circumstances
 - motion addresses an issue of importance
 - $\frac{3}{4}$ majority of those present agrees to waive

© 2025, François Brouard

(Constitution - art. IV.6)

26



Sprott Faculty Board Standing Committees – FB Executive

- Faculty Board Executive
 - Primarily tasked with planning for Faculty Board meetings

Faculty Board Executive

Secretary of FB
Dean
Associate Deans (3)
Faculty members (2)
Manager of operations

(8 persons)

© 2025, François Brouard

(Constitution - art. V)

27



Sprott Faculty Board Standing Committees - CRC

- Curriculum Review Committees (CRC)
 - Committees of Faculty Board tasked with initiating and responding to curricular matters affecting the Sprott degree programs
 - relevant Undergraduate CRC
 - BCom/BIB
 - relevant Graduate CRC
 - PHD/MSc; MAcc; MFin; MBA; TIM

© 2025, François Brouard

(Constitution - art. V / III.1)

28



Sprott Faculty Board Documentation Protocols

- Secretary (or Assistance to Secretary) will distribute
 - Agenda
 - Minutes
 - Proposed motions
 - Supporting documentation
 - Other information
- a minimum of 7 calendar days before the scheduled meeting

© 2025, François Brouard

(Constitution - art. IV.1 / II.2.1)

29



Sprott Faculty Board Documentation Availability

- Package of documents (in emails)
 - Briefing notes
 - Motions from CRC
 - Courseleaf from CRC
 - Various information
- Availability on Sprott Intranet
- Email for Zoom link, if asked the day before the meeting
- Dean's email for remarks

© 2025, François Brouard

30



Sprott Faculty Board

Sprott Faculty Processes and Norms

April
2024

- Processes for Sprott Faculty Board
- Sprott Forums
 - Sprott Town Hall (share info faculty & staff)
 - Sprott Dialogue (exchange faculty & staff)
 - Sprott Faculty Member Assembly
- Sprott / CUASA-related meetings
- Sprott Internal Committees and Groups
- Sprott - Appointed Representatives

Source : <https://carleton.ca/profbrouard/wp-content/uploads/SprottFacultyBoard20240429SprottFacultyProcessesandNorms20240429adopted.pdf>

© 2025, François Brouard

31



Robert's Rules of Order (RONR)

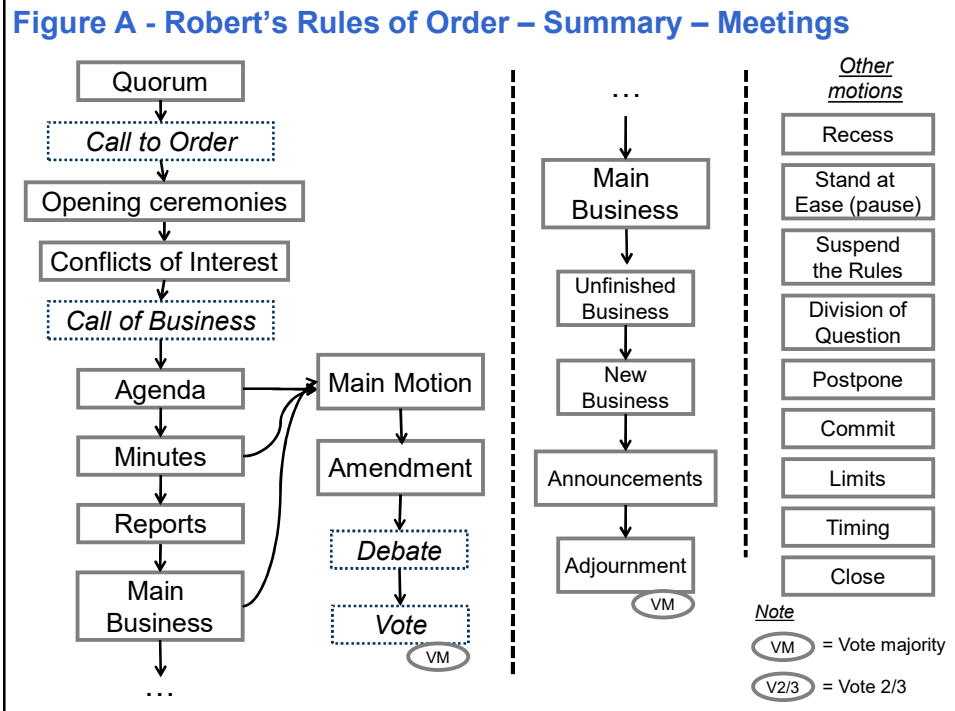
Note with summaries

- *Note on Robert's Rules of Order*
(Brouard, Sept 22, 2022, 24p.)
 - Authorities, Purposes, Principles
 - Procedures of meetings
 - Quorum, Agenda, Minutes
 - Motions
 - (main, subsidiary, privileged, incidental)
 - Debate/Decorum, Voting, Chair
 - Appendices – Summary & Examples

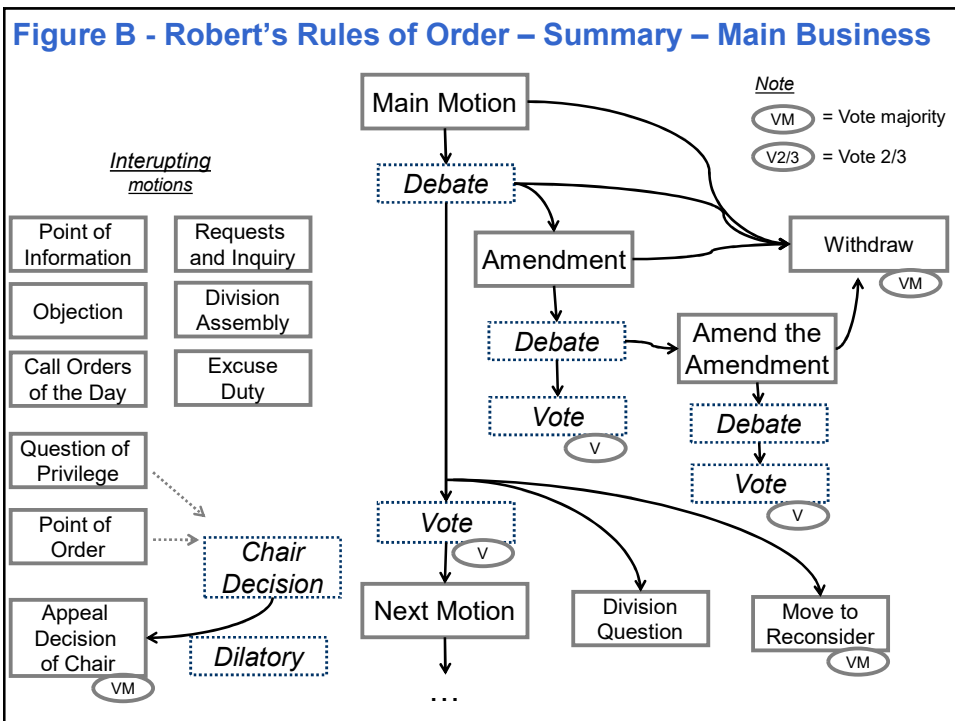
© 2025, François Brouard

Source : <https://carleton.ca/profbrouard>

32



33



34



Conclusion - Expectations

- Submit questions / documentation following deadlines, if applicable
- Attend meetings
- Come prepared
- Engage in discussion
- Act in good faith
- Respect others
- Uphold collegiality

© 2025, François Brouard

35



François Brouard, DBA, FCPA, FCA

Professeur titulaire / Full Professor
Carleton University, Ottawa CANADA
francois.brouard@carleton.ca

More information:

<https://carleton.ca/profbrouard>

or

Sprett intranet



Carleton
University



Sprett
School of Business
Carleton University

© 2025, François Brouard

36