



**Canada's Capital University**

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

**Minutes of the 617<sup>th</sup> Meeting of the  
Board of Governors**

**Tuesday, September 30, 2019 at 3:00 p.m.  
Room 2440R Richcraft Hall, Carleton University**

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

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**OPEN SESSION**

**1. CALL TO ORDER AND CHAIR'S REMARKS**

The Chair called the meeting to order at 3:00 pm. All attendees, guests and observers were welcomed to the meeting.

**2. DECLARATION OF CONFLICT OF INTEREST**

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

**3. APPROVAL OF AGENDA**

The proposed agenda was circulated in advance.

It was moved by Mr. Farrell and seconded by Dr. Sloan that the open agenda of the 617<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried.

**4. APPROVAL OF THE CONSENT AGENDA**

The following items were circulated in the open consent agenda for approval: minutes of the previous meeting, approval of the members on the Vice-President (Students and Enrolment) Review Committee, the Academic Colleague and Alumni Representative on Senate, and the Board Award Criteria and Jury Selection.

The following items were circulated in the open consent agenda for information: minutes from the Community Relations and Advancement, Building Program, Finance and Governance Committees, the Risk Management Framework, Students and Administrative Staff Governor Handbook and Election Process, Board Work Plan, Schedule of Meetings and Minutes of June Senate.

Mr. Javanpour moved, and it was seconded by Ms. Hayes, that the items in the open consent agenda be approved, as presented. The motion carried.

**5. PRESENTATION FROM THE CHANCELLOR**

The Chair, Mr. Nanos, introduced Carleton's 12<sup>th</sup> Chancellor, Ms. Yaprak Baltacioğlu. Ms. Baltacioğlu spoke about her journey to Canada and her experience at Carleton University. The university provided her a start to her career in Canada and she is grateful to have the opportunity to give back to Carleton through her work as Chancellor. She briefly spoke about her installation as Chancellor, and the time she spent at Spring convocation. Ms. Baltacioğlu was inspired by the diversity of students in the graduating class, and the optimism in their faces. Carleton has an important role in preparing its graduates with skills for the future, and the ability to adapt to new situations quickly. Convocation is a reminder of Carleton's core mission and purpose. President Bacon stated that Ms. Baltacioğlu embodies what Carleton was looking for in a Chancellor: someone who exemplifies their values and is an inspiration to students.

The Board inquired what Ms. Baltacioğlu's vision is for her role as Chancellor. Ms. Baltacioğlu responded that she would like to represent the university on request of the

President and Chair of the Board, help with fundraising efforts, government relations, perform the ceremonial role of the office as well as mentor the President.

## **6. ITEMS FOR APPROVAL**

### **6.1 Audited Financial Statements for year ended April 30/19 and Audit Finding Report**

An executive summary, presentation, the consolidated financial statements of Carleton University year ended April 30, 2019, KPMG audit findings report, and the financial report to the Board of Governors 2018-2019 were circulated in advance.

The Chair of the Audit and Risk Committee, Ms. Honsberger outlined that the committee met on September 12<sup>th</sup> and discussed the Audited Financial Statements and the Audit Finding Report with the Financial Services team. The statements were prepared by management and reviewed by KPMG, the external auditors. The audit found no material errors requiring adjustments or control deficiencies in the financial reporting. Additionally, the Audit and Risk Committee discussed the increase use of technology by KPMG.

It was moved by Ms. Honsberger and seconded by Ms. Alves to approve the Audited Financial Statements for year ended April 30, 2019, and Audit Finding Report, as presented. The motion carried.

### **6.2 New Student Residence Project**

An executive summary, presentation, business plan and capital proposal form were circulated in advance. Mr. Farrell, the Chair of the Building Program Committee, introduced this item outlining that since the last residence building was constructed, the current 3,600 beds have remained constant. The student enrolment has continually increased and now stands at 31,500. Carleton offers guaranteed first-year residence to its students, but each year there is a growing number of students on a waitlist. The supply of beds outnumbers the demand for beds and therefore justifies the creation of a new student residence building. It is proposed that the new residence building have a “traditional style” format with a 50:50 split of 150 single and 150 double rooms.

Ms. Alves, Chair of the Finance Committee summarized the budget for this project is estimated at \$60 Million with a target occupancy of August 2022. The project would be funded from reserve funds (\$10M) with the remainder financed through a mortgage. The projected revenues the building will attain will cover the operating costs and deferred maintenance. There are two mortgages on residence buildings Leeds and Prescott which expire in 2026/27 and 2028/29 respectively which freed up approximately \$3.1 Million annually which could be used toward other priorities.

The financial assumptions were reviewed by the Finance Committee regarding the viability of the residence building. The management reassured the committee if the

demand for rooms decreased Carleton could offer rooms to upper year students. Additionally, double rooms could be converted to single rooms for a higher fee. In the unlikely case of empty beds, there would be a \$406,000 deficit, which would be covered by the annual residence surplus of \$1.4 Million.

The Finance Committee also evaluated and confirmed that the project remained viable if borrowing costs (interest rates) were higher than projected. Management conducted a sensitivity analysis which showed that the project would still have a positive financial outcome.

The Board inquired if the projected maintenance costs were sufficient in modernizing the existing residence buildings to keep pace with the proposed project. Management responded that in the five-year projection for ancillary services there will be \$6 Million per annum earmarked for maintenance, renovation and modernization of existing residences.

Board members asked if an assessment was completed on the residence cafeteria to ensure that it could sustain the increased demand in residence students. Management conducted an analysis that confirmed the cafeteria would supply appropriate service and create additional revenue which was outlined in the business case for the project.

A question was posed regarding the use of the new residence rooms for summer rentals through Conference Services. Management indicated that residence rooms are currently and will continue to be rented during the summer. The potential revenues were not included in the initial report, as there is still a large number of rooms currently available to meet the summer demand.

It was moved by Ms. Alves and seconded by Mr. Farrell to approve to proceed with the design, method of construction, and detailed estimates of a new student residence to be located on Carleton's campus for a budget not to exceed \$60 Million, as presented. The motion carried.

## **7. ITEMS FOR INFORMATION**

### **7.1 Report from the Chair**

The Chair, Mr. Nanos reported that Carleton and the Board had a good start to the 2019/20 year, which was kicked off by Ken Steele at the orientation and continued throughout September as all the standing committees had their first meetings of the year. Carleton has a strong leadership team including our President and Chancellor. A key priority for 2019/2020 will be strategic planning.

## 7.2 Report from the President

The *President's Report to the Board of Governors September 30, 2019* was circulated in advance. President Bacon provided a verbal update. The summer was filled with youth summer camps including athletics, Virtual Ventures, SHAD Valley, as well as the Nishnawbe Aski Nation Youth Leadership Development Initiative that welcomed youth from 37 First Nation communities across northern Ontario to campus.

Additionally, President Bacon spent four days in the Yukon with Benny Michaud, Assistant Director, Indigenous Initiatives, to attend the National Truth and Reconciliation Conference organized by Universities Canada and the McConnel Foundation. This coincided with the Carleton University Indigenous Strategic Initiatives Committee (CUISIC) consultations.

President Bacon reiterated that Carleton had an exceptional year in terms of both research and research funding. In the future, Carleton is striving to increase its funding in this area by 25% each year.

September demonstrated a series of successes, including: Carleton meeting its controlled enrolment targets with an increase of 1-1.5%, a successful Throwback Week where over 10,000 alumni came to campus, and the Department of Sociology turned 50 – making it the second oldest in Canada.

Carleton also has three strategies being worked on simultaneously: the Strategic Integrated Plan (SIP), Strategic Mandate Agreement (SMA), and CUISIC. Currently, SIP is presenting a speaker series and facilitating consultations with the Carleton community. The SMA is a government mandated report that is being negotiated and for Carleton exists in parallel with SIP. Finally, the CUISIC consultation process is coming towards the end of its work.

## 7.3 President's Goals and Objectives for 2019/20

A memo with the President's Goals and Objectives for 2019/20 were circulated in advance. The Executive Committee reviewed and approved goals and objectives at the September 23<sup>rd</sup> meeting. President Bacon outlined that last year there were 23 goals across six broad categories. This year, the goals have been reduced to three sections: Strategy, Follow Through and Reputation.

The first category includes the above-mentioned strategies: SIP, SMA, and CUISIC. Additionally, Carleton is creating a Sexual Violence Prevention and Response Strategy utilizing the feedback gained from the consultation process of the Sexual Violence Policy. Additionally, the university is working to build strategies on international, accessibility, and student employment framework.

On the second section, the President noted it is pivotal that Carleton continues with the current momentum in the areas of student success, enrolment, advancement, research and infrastructure. Last year, Carleton saw growth in both enrolment and research funding, and it is important that the momentum continues in both these areas. Additionally, following the success of the Here for Good campaign, President Bacon stressed the importance maintaining a \$25 Million a year fundraising goal to avoid a “Post Campaign Cliff.” In terms of Infrastructure, the University is proud of the progress made with the ARISE and Nicol Building, and the future plans of a new Engineering space. Finally, Carleton has plans to revitalize the Human Resources portfolio by adding new leadership and focusing on both personal and professional development.

The last pillar of the President’s Goals and Objectives is Reputation. With the completion of the Reputation Research project, it has been revealed that Carleton is not communicating its story as loudly or as proudly as could be. This year Carleton will commence a 2-3-year reputational push to sharpen and amplify its story to get the visibility and credit Carleton deserves.

#### 7.4 Student Mental Health Framework

An executive summary, resource guide, community update and presentation were circulated in advance. In October 2016, Carleton launched the Student Mental Health Framework 2.0 which outlined 38 recommendations. These initiatives focused on providing a systematic approach to mental health care on campus. Mr. Greg Aulenback Director, Strategic Initiatives, was introduced and provided a presentation on this item.

From the Framework 2.0, 34 of the 38 of the recommendations have been implemented or are ongoing. The next steps are to continue building a thriving institution where students are able to connect and build a sense of community.

The resource guide provided to the Board members outlines the continuum of mental health support offered at Carleton which matches students to the appropriate resources based on their specific needs. This tool has been very helpful for staff and faculty in talking to students and supporting them through awareness of on campus services.

In the area of enhancing the continuum of mental health support a number of initiatives have been implemented including 24/7 mental health services through *Empower Me* for undergraduate students to have access to off-campus professional counsellors, the addition of 3 counsellors for a total of 12.5 counsellors on-site (9.5 in Health and Counselling and 3 in Residence).

A specialized effort has been made to offer direct counselling to Graduate students. These initiatives have been coordinated with the GSA and FGPA and include a specialized graduate counsellor.

Carleton is proud to offer psychiatrist resources to its students. Currently, there are four psychiatrists working the equivalent of 9 days a week on campus.

In order to garner positive conversations about mental health, and help recognize signs of those who are struggling, there has been ample amount of literacy distributed around campus in an attempt to normalize dialogue on this topic. This also includes a “Supporting a Friend” document and workshop created to assist students in distress while also giving the caretaker tools to take care of themselves.

A committee has been formed called ‘Student Mental Health Engagement.’ This group was launched in 2017 and has over 45 student volunteers. The goal of this committee is to help promote mental health across campus with workshops, campaigns, and events. Additionally, Carleton has expanded their Therapy Dog initiative since receiving permanent funding for this program. Currently, there are 13 dogs as part of this initiative; each with their own business card. Carleton has a distinct approach to their Therapy Dog Program where Faculty and Staff take student support training and are trained to become the handlers of their own dogs. This is an advantage as Carleton employees are familiar with campus and the resources available to students.

In the coming year, Carleton hopes to expand its mental health training for students, staff and faculty. Including working with EDC to provide resources for faculty to use in their own classrooms, creating strategies to foster resiliency and coping mechanisms among students. The Office of the Vice-President (Students and Enrolment) would also like to complete an evaluation and assessment of current programs and initiatives to ensure accessibility, sustainability and campus coordination.

The Board inquired how the materials and resources surrounding mental health were circulated to students. Management responded that numerous channels are used where the resources are distributed: social media, newsletters, wellness website, as well as a robust communications plan. For staff and faculty, Carleton is working with Healthy Workplace and Excellence Canada to further offer Mental Health services.

A question was posed surrounding the wait times on campus for counselling or psychiatrists. Ms. Blanchard responded that since Carleton has been focusing on identifying mental health needs on a spectrum (stepped approach), more students are seeking help before reaching a critical condition.

Finally, it was asked if there were initiatives in which students could access resources while remaining anonymous and discreet. Ms. Blanchard responded that currently, in collaboration with CUSA, Carleton has been working with “Empower Me”. Empower Me is a service where students can make teleconference or video conferencing counselling appointments or access services off-campus to remain discreet. As well, the university has been leading initiatives to help reduce the stigma surrounding mental illness.

Ms. Suzanne Blanchard and Mr. Greg Aulenback were thanked for all their work on this initiative.

## 7.5 Committee Chair Updates

### *a) Building Program Committee*

The Chair of the Building Program Committee, Mr. Greg Farrell provided an update on the September meeting. The members received a presentation on the transportation and parking strategy which including: the progress made on the new entrance/exit from Stadium Way, a temporary driveway from Colonel By, and a plan to replace the P9 parking structure with a new structure on P3 that would be completed by 2023. The committee also received information on future planning including a Wellness Hub and a new Engineering Building. Additionally, the committee was provided an update on Deferred Maintenance including a commitment from the Board of \$140M over 10 years. To date \$52M has been spent to address aging facilities. The committee received an update on a system audit conducted to better understand the current conditions of various facilities on campus. The major capital projects ongoing on campus including Health Sciences Building, ARISE Building (8 weeks delayed), Co-generation facility, and Nicol Building (14 weeks delayed).

The Building Program Committee also had a joint meeting with the Finance Committee to discuss the proposed new residence building project.

### *b) University Relations and Advancement Committee*

Mr. Dan Fortin, Chair of the University Relations and Advancement Committee provided an update on the September. The committee discussed the Board Award for Outstanding Community Achievement including: the selection criteria and the jury selection. The committee also received a presentation on the Reputational Research Report and an update from Advancement. Finally, the members reviewed the Terms of Reference and the Work Plan for the year.

### *c) Finance Committee*

The Finance Committee met on September 12<sup>th</sup>, and the Chair of the committee, Ms. Debra Alves, provided an update to the Board members. Like the Building Program Committee, Finance members discussed the new residence project. Additionally, the committee discussed the 2018/19 Financial Report and the 2019/20 Operating Budget. Currently, there is a 1.1% increase in overall enrolment, which is projected ahead of budget. Additionally, it was mentioned that funding from the Provincial Government has been declining, which will be a challenge for all universities going forward. The Provincial Government also regulated that students have an “opt-out”



option for certain student fees. It will take a few years to determine a trend in this area, but currently about 14% of students are opting out of these optional fees. Finally, the Work Plan and Terms of Reference were reviewed.

*d) Governance Committee*

Mr. Nik Nanos, Chair of the Governance Committee, provided an update on the September meeting. Primarily, the student and staff election handbooks were discussed and approved. Additionally, the skills matrix of members was reviewed. The committee received an update on the best practices review recommendations implementation. The committee also agreed that the Committee chairs will be approached for feedback on the new committee re-structuring which is being implemented this year.

**8. OPEN-OTHER BUSINESS**

No additional business was raised.

**9. OPEN-QUESTION PERIOD**

A question was posed surrounding some of the IT issues occurring on campus, and if there was anything the Board could do to assist in these issues. It was stated that the latest IT interruptions were caused by a SAN update and that a dedicated team of ITS professionals worked to rebuild and get the system up and running. ITS is working to improve redundancy into the systems.

**10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK**

There being no further business, it was moved by Ms. Tremblay, seconded by Dr. Malloy to adjourn the Open Session of the Board of Governors at approximately 4:53 pm. The motion carried.