



**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 607<sup>th</sup> Meeting of the  
Board of Governors**

**Thursday, February 8<sup>th</sup>, 2018 at 4:00 p.m.  
Room 2440R Richcraft Hall, Carleton University**

<b>PRESENT:</b>	Dr. F. Afagh	Mr. G. Farrell	Ms. N. Prowse
	Ms. D. Alves	Mr. D. Fortin	Dr. E. Sloan
	Mr. E. Berhe	Dr. C. Gold (phone)	Mr. R. Stiles
	Dr. C. Carruthers (Chair)	Mr. L. Harrington (left at 5:23 pm)	Dr. A. Summerlee
	Mr. D. Craig (phone)	Ms. L. Honsberger	Ms. C. Switzer
	Mr. P. Dinsdale	Mr. O. Javanpour	Mr. A. Tattersfield
	Mr. J. Durrell	Dr. I. Lee (left at 5:49 pm)	Mr. A. Ullett
	Mr. K. Evans (phone)	Dr. P. Merchant (phone)	Mr. B. Wener
		Mr. J. Nordenstrom	Ms. C. Young
<b>REGRETS:</b>	Mr. C. Chi	Ms. L. A. Daly	Ms. R. Thompson
	Ms. G. Courtland	Mr. N. Nanos (Vice-Chair)	Ms. L. Watson
<b>STAFF:</b>	Ms. S. Blanchard	Ms. A. Deeth (Secretary)	Mr. M. Piché
	Ms. J. Conley	Dr. R. Goubran	Ms. B. Reid
	Dr. A. Chan	Mr. S. Levitt	Mrs. B. Steele
			Dr. J. Tomberlin

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**OPEN SESSION**

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

The Chair called the meeting to order at 4:00 p.m. All attendees, guests and observers were welcomed. The Open Session was live-streamed to Southam Hall 617.

The Chairman had brief remarks. Members of the Board of Governors were asked to sign the Code of Conduct and return them to the Board Office. The March meeting of the Board has been rescheduled to Tuesday, March 27<sup>th</sup>, 2018. Amanda Deeth will acting as recording secretary in Amanda Goth's absence.

**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 OPEN AGENDA**

Mr. Wener moved, and Mr. Dinsdale seconded, that the open agenda of the 607<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried.

**4. APPROVAL OF THE OPEN CONSENT AGENDA**

The following items were circulated in the open consent agenda for approval: open session minutes of the 605<sup>th</sup> meeting December 5, 2017.

The following items were circulated in the open consent agenda for information: Building Program, Community Relations and Advancement, Finance and Audit Committees meeting minutes, and the minutes of Senate for the months of June, September, October and November 2017.

Ms. Alves moved, and seconded by Mr. Harrington, that the open consent agenda be approved, as presented. The motion carried.

**5. ITEMS FOR EDUCATION & RESEARCH STRATEGIC INITIATIVES**

**5.1 Interdisciplinary Research and Teaching – The READ Initiative**  
(A. Chan)

The Board received a presentation from Dr. Adrian Chan, Assistant Vice-President (Academic), as well as full professor in the Faculty of Systems and Computer Engineering and the Director of the Research and Education in Accessibility, Design and Innovation (READi). Dr. Chan presented information on the READ Initiative. Carleton has become a leader in accessibility (nationally and internationally), and maintains a strong culture of accessibility. The initiative has attracted external support, including from strong champions such as David Onley and Rick Hansen. The READ Advisory board has representation from all Faculties and the external community. Funding support for the initiative is provided by the Paul Menton Centre and the Faculty of Engineering and Design.

The presentation (circulated in advance), highlighted a few of READi's accessibility activities related to research and teaching including, the Innovative Designs for Accessibility (IDeA) competition in which Carleton has placed in the top three finalists since 2012. The integration of innovation in accessibility into academic courses in

engineering and industrial design, and the CanUgan initiative (a partnership with an Ottawa NGO) focused on manufacturing cycles for individuals with disabilities in Uganda linked with interdisciplinary courses and experimental learning. The \$1.65-million NSERC CREATE grant READi, launched in 2017 for 6 years, will deliver the first interdisciplinary post-secondary accessibility training program in Canada. The READi is the first interdisciplinary post-secondary, accessibility-training program offered in Canada, which is a collaborative initiative between Carleton (lead), the University of Ottawa and Queen's University.

The presentation concluded with examples of the research Carleton students are undertaking to improve accessibility and create a more inclusive society. Projects included biomechanics of sledge hockey examining autism and the museum experience in collaboration with the Canada Science and Technology Museum adaptive devices for accessible music making and rehabilitation collaboration with Music, sport and leisure - Skate Chair, affordable 3D-printed prosthetic hands, and lift devices. Projects highlight combining research and teaching and combining them in an interdisciplinary and experiential manner and having a strong impact in the external community.

It was asked if there are any patents or business cases be pursued for any of the designs. According to the intellectual property guidelines and the faculty collective agreement at Carleton, the intellectual property belongs to the students and supervisors (as applicable). In some incidents, the product is commercialized or shared as an open source (social entrepreneurship).

Employability of the students graduating, and the products they developed were discussed. There is some informal tracking but it would be beneficial to conduct more formal tracking.

The risk and liability of design and trial was discussed. It was stated that the proper research protocols are followed which includes research ethics boards and risk management review as applicable.

## 5.2 Research Funding Impact Presentation (R. Goubran)

Dr. Rafik Goubran Vice-President (Research and International) reviewed the research excellence and impact metrics required by Strategic Mandate Agreement (SMA) with the Province. He provided a breakdown of how tri-council research funding is spent, and the benefits of research funding in terms of recruitment, ranking, reputation, leveraging other programs, and assisting graduate students. The key priorities for 2018-19 were presented to the Board, including enhancements to service and support for researchers, celebration of Carleton's research excellence and an increase in Carleton's international engagement.

The SMA2 has system-wide metrics and institutional (Carleton specific) metrics were discussed. The system-wide metrics include:

1. Tri-council research funding share – NSERC (Carleton \$12M per year),
  - SSHRC (Carleton \$ 3.5M per year),
  - CIHR (Carleton \$1M per year).
    - o (Carleton total \$16.5M per year)
2. Number of papers per faculty member (journals and conferences); and
3. Number of citations per paper.

The institutional metrics for Carleton include:

1. Total external research funding (excluding tri-council funding) - Carleton receives funding from the provincial government, industry, and international partners. Total research funding last year was \$59M with \$16.5 from tri-council funding and the rest coming from all other sources; and
2. Number of formal research partnerships (including industry, government, international and not-for-profit organizations).

The Board was advised that the bulk of the research funding (approx. 75%) is paid to graduate students as research assistants. Graduate students receive scholarships from the Faculty of Graduate and Post-Doctoral Affairs, teaching assistantships, and research assistantships related to their thesis.

The remainder of the funds are spent on student travel to conferences, purchase of equipment or renovations, publication costs, payment to research associates, postdoctoral fellows, undergraduate students and the organization of workshops, seminars, symposia and conferences. This research funding does not include students winning their own grants which is tracked separately.

The benefits of having tri-council increased research funding was explained to include:

- payment to graduate student, helping with recruitment, student training and providing experiential learning (vetted by peers) for graduate students;
- the university receives research support funding of 28.9% (\$4.5M last year) of the total funding received to help improve the infrastructure of the university (library, ITS, etc.);
- the number of Canada Research Chairs allocated to the university (salary paid by the CRC), CRC's have a fixed term of 5 or 7 years renewable; and
- the funding envelope for Canada Foundation for Innovation and Ontario Research Fund.

In addition, it was noted that NSERC leverages opportunities with industry. The industry partner provides cash and gifts-in-kind and NSERC provides matching funds. OCE VIP is for partnerships with new industry partners.

The key research priorities for 2018-2019 include:

- improve engagement of faculty members in research;
- introduce incentives and identify how to minimize barriers – a LEAN process is underway;
- provide the necessary support for researchers – for example seed funding;
- provide the necessary cash and in-kind contributions;
- redesign our external grant applications to maximize the benefit to Carleton;
- improve documentation of Carleton’s metrics;
- celebrate Carleton’s research excellence;
- strengthen “Carleton International”; and
- identify strategic partners and initiate beneficial interactions (integrated approach).

## **6. OPEN- ITEMS FOR APPROVAL**

### **6.1 Canada Research Chairs Equity, Diversity and Inclusion Action Plan (A. Summerlee)**

Alastair Summerlee, President and Vice-Chancellor, reported on the completion of Carleton’s action plan to adopt greater transparency in the allocation, selection and renewal process for Canada Research Chairs (CRC). The action plan requires Board approval.

The action plan, which is required by the CRC program, focuses on improving the governance, transparency and monitoring of equity and diversity within the program. All institutions with five or more Chair allocations are required to develop an equity, diversity and inclusion action plan centred on four designated groups — women, persons with disabilities, Indigenous Peoples and members of visible minorities. Institutions are required to report publicly on the progress made in meeting key objectives on a yearly basis. The plan must include impactful objectives with movement to progressively meet them in the 18 to 24 months period following implementation. Dr. Summerlee noted that the institution is well on its way to achieving the required objectives in all categories by May 2018.

There was a question regarding how the statistics are gathered and it was indicated that an individual can appear in multiple categories based on self-identification. It was also noted that the action plan does not conflict with collective agreements.

Dr. Summerlee moved, Ms. Honsberger seconded to approve the Canada Research Chairs Equity, Diversity and Inclusion Action Plan, as presented. The motion carried.

## 7. OPEN-ITEMS FOR INFORMATION

### 7.1 Annual Report on the Sexual Violence Policy (S. Blanchard)

Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar, presented background on the [2017 Annual Report on Sexual Violence](#) (circulated in advance) and introduced Ms. Bailey Reid, Sexual Assault Support Coordinator. Ms. Reid has been instrumental in the delivery of sexual assault awareness and training programs and support through Equity Services.

The Board of Governors approved the [Carleton Sexual Violence policy](#) for a three-year period in December 2016. The policy mandates that an annual report is presented to the Board for information. A pamphlet entitled *Responding to Disclosures of Sexual Violence* was circulated in advance. Every individual faculty and staff member has received a copy of this pamphlet, which discusses the appropriate roles to take and how to support a victim during a disclosure.

A pamphlet entitled *Supporting a Friend in Distress* was circulated at the meeting. The pamphlet reviews at a high level how to recognize and respond to a student in distress, how to refer and reflect, and also includes tips on helping peers. The pamphlet is easy to carry in a pocket and was created in collaboration with students.

An awareness week was hosted in a collaborative and positive manner. Nearly 3,000 members of the community have been involved in programming to increase awareness and prevention techniques regarding sexual violence and violence in general.

Since its inception, 61 individuals have come forward (members of the Carleton community) to the Equity Office and three cases have proceeded to the formal complaint phase. More than 50% of the cases happened more than a year ago requesting support and academic accommodations. The majority of cases did not occur on campus and Carleton provides support in all aspects.

The policy was deliberately designed to be flexible so that a survivor-centric approach could be adopted. To date, that flexibility has allowed the university to accommodate the different circumstances of each case. Despite the intent that the policy would be in place for three years, the administration is suggesting that a consultative process should be implemented to consider potential clarification to and improve aspects of the policy to address perceived barriers.

It was asked if the policy applies when the sexual violence occurs off-campus. Off-campus sexual violence is included and the policy applies to anything that effects the university learning, living and work environment on or off-campus.

A campus wide survey to address barriers to reporting was mandated and designed by the government and was approved by the Research Ethics Board. The survey will be distributed on February 12, 2018. Tyler Hall was thanked for his effort in working with the government on the survey.

#### 7.2 Report from the Chair (C. Carruthers)

The Chair advised Board members that Carleton's Executive Compensation Framework has been submitted to the province and that minor changes were incorporated into the document. Once the province provides final approval to the framework it will be posted on the website for comment.

#### 7.3 Report from the President (A. Summerlee)

The President's report and the report from the Office of the Vice-President (Students and Enrolment) were circulated in advance.

Dr. Summerlee added the following remarks:

The Council of Ontario Universities Executive Heads has developed a very robust pre- and post- election strategy to ensure that post-secondary institutions are included in the mandate letters of the relevant ministers.

The Senior Executive team held a retreat in January with six areas of focus: 1) graduation and retention; 2) employability; 3) research; 4) internationalization; 5) Indigenous relations and activities expansion; and 6) strategic communications plan.

Carleton continues to work with Nunavut Artic College on a collaboration. A proposal was sent to them, followed by a teleconference. Carleton is currently waiting to hear back from the college.

The four higher education institutions in Ottawa are working towards the SMA2 goal of creating an education city with the capital advantage. Joint programming and research are being developed and opening research shops were the institutions could champion research ideas to enhance the connection with the community are being discussed.

While the Prime Minister is in India, two projects related to universities will be announced. Both will be Carleton projects that link business in Canada and India. The work of the Canada-India Centre were recognized for their ability to promote the programming and leverage additional funds for support.

CUSA Undergraduate elections are ongoing.

Negotiations with Dominion Chalmers United Church are ongoing.

A number of concerns were expressed from a Board member and Board committees regarding the Health Sciences Building move-in. Dr. Summerlee will be writing a full report to address the concerns by February 28<sup>th</sup>, 2018.

Efrem Berhe was recognized and congratulated for earning a MSc. in Management from the Ivey Business School.

An update on ARISE building was given. The Board was advised that the SIF funding is not affected by the delay in the construction.

#### 7.4 Update on Comprehensive Campaign (D. Fortin)

A campaign progress report and list of upcoming events were circulated in advance.

Dr. Summerlee congratulated the Advancement team and volunteers for their work towards the \$300M comprehensive campaign. It was noted that it is likely the campaign will be completed ahead of schedule.

It was discussed that comprehensive campaigns serve three purposes: 1) raising awareness about what the university does; 2) forming a longer and stronger bond with donors; and 3) growing the long-term impact through annual giving. This campaign has done an excellent job at these three things but now must continue the momentum. To that effect, it was noted that Carleton needs to start considering messaging post-campaign.

Mr. Fortin was introduced, and he thanked the President's office for their strong championship. Mr. Fortin noted that "Here for Good" has been with Carleton from the start of its history. There was a courageous mindset of a small group of Ottawa individuals to support the one million Canadian veterans returning after the war by starting a university. As such, Carleton is a community university built by the community for the common, social and economic good of the community.

It was noted that Giving Tuesday raised \$394,000 in just 24 hours, more than doubling the previous year's total.

"Here for Good" is a statement of Carleton's values and ties together the university's deliverables. There is a momentum behind the phrase and there is a proposal to create an online central platform that showcases the good Carleton continues to do. The Board was asked for their feedback and comments and their support.

The Chair thanked Mr. Fortin and Ms. Conley for their championship and leadership in the campaign. Campaigns are for raising funds, profiles and enhancing relationships. It

was clarified that “Here for Good” is a post-campaign fundraising strategy and is not a brand for the university.

#### 7.5 Committee Chair Updates

a) *Building Program* (D. Craig)

Mr. Craig advised that the Committee met on January 11<sup>th</sup>. The agenda included a review of the Internal Audit on Capital Project Management, an update on the major projects, minor project and deferred maintenance projects, an update on the negotiations with the Dominion Chalmers United Church and a review of the questions brought forward from a Board member in regards to the Health Sciences Building move-in. A report is being prepared about the Health Sciences Building move-in. The ARISE Building will be completed behind schedule but the Committee has been assured there is no risk to the funding for the project. The Health Science Building opened in November 2017. A request for tender for the Business Building will be completed in February or March. A list of proposed projects was also distributed at the Committee meeting. It was noted that a business case and supporting rationale will be required when and if any projects come forward for consideration by the Committee.

b) *Community Relations & Advancement* (J. Nordenstrom)

Mr. Nordenstrom advised that the next Talk Exchange will be held on March 19<sup>th</sup> from 1- 3 pm in Residence Commons 2<sup>nd</sup> floor. On February 26<sup>th</sup> the Board Award Jury will be meeting to consider the nominations that have come forward.

c) *Finance Committee* (B. Wener)

The Committee has not met since the last board meeting. The next meeting will be in March to consider the budget for 2018/19.

d) *Governance Committee* (K. Evans)

Mr. Evans advised that the Committee met on February 1<sup>st</sup> to consider the Executive Committee terms of reference (powers and authority and accountability to the Board); the review of the presidential assessment process (best practices and general principals); board assessment for 2017/2018; and a proposal for a government review of the working on the Board, which would involve an external consultant focused on the effectiveness of the Board.

#### **8. OPEN – OTHER BUSINESS**

No additional business was raised.

#### **9. OPEN – QUESTION PERIOD**

No questions were brought forward for question period.

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

It was moved by Mr. Tattersfield, seconded by Mr. Ulett to adjourn the open session of the board at approximately 6.01 pm.