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

The 607th Meeting of the Board of Governors
Thursday, February 8th, 2018 at 4:00 p.m.
Room 2440R River Building, Carleton University

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR’S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA
   - The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA
   - Circulated with this agenda is a Consent Agenda which lists items presented to the Board for action or for information.

5. OPEN – ITEM(S) FOR EDUCATION & RESEARCH STRATEGIC INITIATIVES
   5.1 Interdisciplinary Research and Teaching – The READ Initiative (A. Chan)
      - Presentation circulated in advance.
   5.2 Research Funding Impact Presentation (R. Goubran)
      - Presentation circulated in advance.
6. **OPEN – ITEM(S) FOR APPROVAL**

6.1 **Canada Research Chairs Equity, Diversity and Inclusion Action Plan (A. Summerlee)**
   - Action plan was circulated in advance.

7. **OPEN – ITEM(S) FOR INFORMATION**

7.1 **Annual Report on the Sexual Violence Policy (S. Blanchard)**
   - Report was circulated in advance.

7.2 **Report from the Chair (C. Carruthers)**
   - A verbal report will be given.

7.3 **Report from the President (A. Summerlee)**
   - Written report was circulated in advance.

7.4 **Update on Comprehensive Campaign (D. Fortin)**
   - Materials were circulated in advance.

7.5 **Committee Chair Updates**
   a) Building Program (D. Craig)
   b) Community Relations & Advancement (J. Nordenstrom)
   c) Finance Committee (B. Wener)
   d) Governance Committee (K. Evans)

8. **OPEN - OTHER BUSINESS**

9. **OPEN - QUESTION PERIOD**
   - There are no questions to be addressed.

10. **END OF OPEN SESSION AND BRIEF NETWORKING BREAK**
   - Guests and observers are asked to step out of the meeting.
The 607th Meeting of the Board of Governors  
Thursday, February 8th, 2018 at 4:00 p.m.  
Room 2440R River Building, Carleton University

11. APPROVAL OF CLOSED AGENDA

- The agenda was circulated with the meeting material.

12. CLOSED - CONSENT AGENDA

- Circulated with this agenda is a Closed Consent Agenda which lists items presented to the Board for action or for information.

13. CLOSED – ITEM(S) FOR INFORMATION

13.1 Report from the Chair (C. Carruthers)

- A verbal report will be given.

13.2 Report from the President (A. Summerlee)

- A verbal report will be given.

13.3 Committee Chair Updates

a) Audit Committee (B. Wener)  
b) Nominating Committee (C. Carruthers)  
c) Executive Committee (C. Carruthers)

14. CLOSED - OTHER BUSINESS

15. CLOSED - IN CAMERA SESSION

16. ADJOURNMENT
AGENDA ITEM 5.1
Research, Education, Accessibility, and Design Initiative

Carleton University’s “culture of accessibility”

Dr. Adrian D. C. Chan
Chair, READ Board of Advisors

www.carleton.ca/read
READ Initiative established in 2012

READ Mission

- To highlight, celebrate, and cultivate Carleton’s expertise, leadership and collaboration with the community to create greater accessibility and a more inclusive world

Advisory Board

- representation from all Faculties and External Community

Funding support

- Paul Menton Center
- Faculty of Engineering and Design
Champions

David Onley, Former Lt. Gov. Ontario

Rick Hansen
Innovative Designs for Accessibility

Annual student competition hosted by Council of Ontario Universities to engage the creative minds of university undergraduate students to develop innovative, cost-effective and practical solutions to accessibility-related barriers in the community.

- **Innovation in Accessibility integrated into academic courses**
  - CCDP 2100: Communication Skills for Engineering Students
  - IDES 4310: Major Project (Industrial Design)

2012 Carleton University wins 1st and 2nd
2013 Carleton University wins 1st, 2nd, and 3rd
2014 Carleton University wins 1st and 3rd
2015 Carleton University wins 1st and 2nd
2016 Carleton University wins 1st and 3rd
2017 Competition not held
2018 Competition will be national. Hosted by Universities Canada

Accessible Tandem Bike by Will McDonald, 4th year Industrial Design student
CanUGan

Support a local enterprise that manufactures hand cycles for individuals with disabilities in the Kasese district, Uganda

- **Joint project between**
  - Hindu Society of Ottawa
  - Kasese District Union of Persons with Disabilities in Uganda
  - Carleton University

- **Support from**
  - Technology Innovation Management Ottawa Young Entrepreneurs program
  - International Development Research Centre

- **Collaborations with**
  - School of Industrial Design
  - Institute of African Studies
  - Technology, Society, Environment Studies

Fourth year Industrial Design students co-designing with local manufacturers and end users

Final prototype by Andrew Theobald, 4th year Industrial Design student
Develop the necessary knowledge, skills, and attitudes to create an accessibility mindset that will stimulate innovation and support the growing number of global markets defined by accessibility requirements.

- READi program launched Fall 2017
- NSERC $1.65 million over 6 years
- First interdisciplinary post-secondary accessibility-training program offered in Canada
- Collaborative initiative between Carleton University, University of Ottawa, and Queen’s University
- New graduate course IDES 5500 Accessibility and Inclusive Design
Research in Accessibility

Biomedical engineering research investigating the biomechanics of sledge hockey. Alicia Gal, PhD Biomedical Engineering student.

READi Action Team project examining Autism and the Museum Experience in collaboration with the Canada Science and Technology Museum

Adaptive Use Music Instrument (AUMI)
Adaptive devices for accessible music making and rehabilitation. Alyssa Wongkee, Master of Design student and Sarah Bruch, 4th year Biomedical and Electrical Engineering student.

SensAble Adaptive Music Interface (SAMI)
Skate Chair by Theo Stoppels, 4th year Industrial Design student

Affordable 3D-printed prosthetic hand by Tim Inglis, 4th year Biomedical and Electrical Engineering student

Ascent Line by Quayce Thomas, 4th year architecture student, and Brendan O’Brien, 2nd year Industrial Design student
Research, Education, Accessibility, and Design Initiative

Carleton University’s “culture of accessibility”

Dr. Adrian D. C. Chan
Chair, READ Board of Advisors

www.carleton.ca/read
OPEN Agenda

AGENDA ITEM 5.2
• **System-Wide Metrics:**
  1. Tri-council research funding share (NSERC, SSHRC, CIHR)
  2. Number of papers per faculty member
  3. Number of citations per paper

• **Institutional Metrics (Carleton):**
  1. Total external research funding (over tri-council funding)
  2. Number of formal research partnerships (including industry, government, international and not-for-profit organizations)
How is our tri-council research funding spent?

- Payments to graduate students (Research Assistance - RA) - 75%
- Students travel to national and international conferences
- Purchase of equipment and space renovation
- Publication costs
- Payments to research associates and postdoctoral fellows
- Payments to undergraduate students
- Organization of workshops, seminars, symposia and conferences
Benefits of Tri-Council Research Funding

- Payments to graduate students (Master’s and Ph.D.)
- Training and experiential learning for graduate students
- Research Support Fund (RSF) paid to the University for the Library, ITS, ... (approximately 29% of the tri-council funding received)
- Canada Research Chairs (CRC) Allocation
- Canada Foundation for Innovation (CFI) Envelope / Quota
- Ontario Research Fund (ORF) Envelope / Quota
- Graduate and Undergraduate Awards (e.g. USRA)
- National and International Ranking; Reputation
- Recruitment and Retention of Faculty Member; Graduate & UG Students
Leverage Opportunities – NSERC CRD

- Partnership with Industry
  - Employment & Internships
  - Experiential Learning
  - High Impact Practice
  - Patents & Tech. Transfer

- RSF Funding of $58k

- Other University Benefits:
  - CRC Allocation
  - CFI/ORF Funding Envelope
  - Graduate and UG Awards
  - Rankings; Reputation
  - Recruitment & Retention

- On-Going NSERC CRDs: $7M
Leverage Opportunities – OCE VIP

- Partnership with Industry
  - Employment & Internships
  - Experiential Learning
  - High Impact Practice
  - Patents & Tech. Transfer

- RSF Funding of $7k

- Other University Benefits
  - CRC Allocation
  - CFI/ORF Funding Envelope
  - Graduate and UG Awards
  - Rankings; Reputation
  - Recruitment & Retention

<table>
<thead>
<tr>
<th>Industry Cash</th>
<th>OCE Cash</th>
<th>NSERC Engage Cash</th>
<th>Total Project Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5k</td>
<td>$20k</td>
<td>$25k</td>
<td>$50k</td>
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</tbody>
</table>
Key Priorities for 2018-2019 (1 of 2)

- **Improve the engagement of faculty members in research**: junior and senior researchers, adjunct research professors, retired professors, and those who have largely abandoned research activities.

- **Introduce incentives and identify how to minimize barriers** that are discouraging researchers. A LEAN process is presently underway.

- **Provide the necessary support for researchers**: seed funding, support for external research funding applications, IT support, teaching release when deserved, research space, post-grant administrative support.

- **Provide the necessary cash and in-kind contributions** to ensure that our external research grant applications are successful.
Key Priorities for 2018-2019 (2 of 2)

- Better design our external grant applications to maximize benefits
- Better document our metrics to ensure that we are getting the proper credit for our achievements and are maximizing our benefits
- Celebrate our research excellence to create a better research culture and improve our reputation through communications and messaging
- Strengthen “Carleton International” as a central hub for international activities across the campus, and initiate more international partnership that could lead to high impact publications and citations
- Identify strategic partners and initiate beneficial interactions
DATE: February 1, 2018

TO: Members of the Board

FROM: Alastair J. S. Summerlee

COPIES: Amanda Goth
         Sandra Slater

RE: Canada Research Chairs Program Equity, Diversity and Inclusion Action Plan

The Canada Research Chairs Program is implementing the Equity, Diversity and Inclusion Action Plan to respond to the recommendation in the program’s 15th-year evaluation that management should require institutions to adopt greater transparency in their allocation, selection and renewal processes for chair holders.

The action plan will focus on improving the governance, transparency and monitoring of equity and diversity within the program. These actions will support institutions in making swift progress towards addressing the underrepresentation of the four designated groups (FDGs)—women, persons with disabilities, Aboriginal Peoples and members of visible minorities—within the program.

All institutions with five or more chair allocations are required to develop an equity, diversity and inclusion action plan. This plan will guide their efforts in sustaining the participation of and/or addressing the underrepresentation (based on institutions’ equity gaps) of individuals from the FDGs among their chair allocations. Institutions will be required to report publicly and to the program on the progress made in meeting their objectives on a yearly basis.

The plan must include impactful equity, diversity and inclusion objectives that will enable swift progress towards addressing the disadvantages currently experienced by individuals from the FDGs in accessing and benefiting from the program. Institutions must progressively meet these objectives in the 18 to 24 months following the implementation of the plan on December 15, 2017. This means that the objectives must be met by December 2019. The objectives must be set based on the number of chair allocations that are (or will become) available in the institution within the next 18 to 24 months.

Failure to comply with these new obligations can be a direct impact on funding. The CRCP is empowered to withhold peer review and payments for nominations until the requirements are fulfilled.

Carleton University received approval of its draft plan from the government in November 2017 and is seeking the Board of Governors approval.

The action plan is posted publically here: https://carleton.ca/coris/about-us/crc-equity-diversity-inclusion/
Carleton University Canada Research Chairs Program (CRCP) Equity, Diversity, and Inclusion Action Plan

December 2017

Contact Information for Questions about this Plan
Office of the Provost and Vice-President (Academic)
provost@carleton.ca
Office of the Vice-President (Research and International)
vpri@carleton.ca

Contact Information for Questions Regarding the Academic Hiring Process
Faculty Affairs
faculty.affairs@carleton.ca

Contact Information for Questions or Concerns Related to Equity, Diversity, and Inclusion
Equity Services
equity@carleton.ca
Carleton University CRCP Equity, Diversity, and Inclusion Action Plan

Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin nation.

In order to guide Carleton University’s efforts in ensuring the representation of individuals from the federally designated groups – women, visible minorities, persons with disabilities, Indigenous peoples1 among our Canada Research Chairholders and across the university, we have developed this Action Plan. We consider it a living document, which will be updated as we move forward with implementing the outlined strategies. It is subject to the approval of Carleton’s Board of Governors.

1) Equity, Diversity, and Inclusion Objectives and Measurement Strategies

a) Current equity and diversity status

As of December 2017, Carleton University has a total of 25 Canada Research Chairs (CRCs): 17 active Chairs (6 Tier 1 and 11 Tier 2); three vacancies are in recruitment (one Tier 1 and two Tier 2); three have not yet been posted (one Tier 1 and two Tier 2); one new Tier 1 candidate nomination was submitted in the October gate, and a final Tier 2 (international candidate) will be submitted in December 2017. The institution’s equity and diversity status under these conditions is included in Appendix A and summarized here:

Table 1. Carleton University institutional equity and diversity target status (as at December 2017)

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>Target2</th>
<th>Occupancy</th>
<th>Gap</th>
<th>Gap (# of Chairs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>27%</td>
<td>35%</td>
<td>no gap</td>
<td>no gap</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>15%</td>
<td>29%</td>
<td>no gap</td>
<td>no gap</td>
</tr>
<tr>
<td>Persons with disabilities3</td>
<td>4%</td>
<td>0%</td>
<td>4.0%</td>
<td>1</td>
</tr>
<tr>
<td>Indigenous peoples1</td>
<td>1%</td>
<td>0%</td>
<td>1.0%</td>
<td>N/A*</td>
</tr>
</tbody>
</table>

* If the number of Chairs needed to fill the gap is less than 0.5, the cell indicates N/A

In October 2017, Carleton submitted a renewal for one non-visible minority man and a new nomination of one Indigenous woman. In December 2017, we submitted a new nomination of a non-visible minority man. Assuming these are successful, we will meet three of the four equity and diversity targets:

1 Carleton joins the many individuals, groups, organizations, universities and governments, both nationally and internationally, who have chosen to use the term Indigenous as the preferred way to refer to First Nations, Inuit, and Métis peoples as a collective, and will do so throughout this document.
2 Targets are set as per the target-setting method established and described on the Chairs website. The target for women is dependent on the type of Chair by agency (CIHR/NSERC/SSHRC).
3 As per self-identification in the CRC applicant registry form. The definition of a person with a disability: (i) has a long-term or recurring condition or health problem which limits the kind or amount of work he/she can do in the workplace; OR (ii) feels that he/she may be perceived as limited in the kind or amount of work which he/she can do because of a physical, mental, sensory, psychiatric or learning impairment.
Table 2. Carleton University institutional equity and diversity target status (projected May 2018)

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Occupancy</th>
<th>Gap</th>
<th>Gap (# of Chairs)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>28%</td>
<td>37%</td>
<td>no gap</td>
<td>no gap</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>15%</td>
<td>26%</td>
<td>no gap</td>
<td>no gap</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>4%</td>
<td>0%</td>
<td>4.0%</td>
<td>1</td>
</tr>
<tr>
<td>Indigenous peoples</td>
<td>1%</td>
<td>5%</td>
<td>no gap</td>
<td>no gap</td>
</tr>
</tbody>
</table>

We know which CRCs are able and intend to renew their Chairs between now and December 2019. Should all the CRCs whose term comes up for renewal choose to do so, there will be no gap in representation among women or visible minorities. Carleton intends to continue exceeding the target in these categories. We believe this is possible through the careful management of our CRCP recruitments in following the outlined objectives and strategies.

The university shall respect the terms of its Policy and Procedures Regarding Academic Staff Hiring at Carleton University in all recruitment and hiring activities or statements. Carleton University is a unionized environment, and has a collective bargaining agreement with the university faculty members (CUASA) that applies once a Chair is hired by the university.

b) Carleton University objectives

1. By December 2019, Carleton University will recruit at least one new Canada Research Chair with a self-identified disability and continue to exceed the targets in terms of the three other designated groups.

2. Carleton will maintain its compliant status prospectively by managing CRCP vacancies through a planning process that tracks both equity and diversity targets and available CRCs, two years in advance of any expected vacancy.

3. All advertising for unfilled faculty positions, including Canada Research Chair vacancies, includes the equity statement, “Carleton University is strongly committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression. Carleton understands that career paths vary: legitimate career interruptions will in no way prejudice the assessment process, and their impact will be taken into careful consideration.” Applicants are provided instructions on how to request any necessary accommodations during the recruitment process. The description of Carleton in the advertisement will include the statement “We are proud to be one of the most accessible campuses in North America. Carleton’s Paul Menton Centre for Students with Disabilities has been heralded as the gold standard for disability support services in Canada.”

4. Advertising is targeted to professional groups specifically representing women and/or persons with disabilities in those fields of research relevant to the discipline of the CRCP being advertised, from October 2017 forward. The appropriate placements are determined by the Dean/Associate Dean of Research of the Faculty in which the CRCP will be located, as well as the Unit Head. These are in addition to the university’s standard venues for CRC advertising placement (CAUT, University Affairs, Carleton website). The Office of the Provost and Vice-President (Academic) will utilise part of its advertising budget to diversify advertising venues, in order to obtain the broadest possible reach. We hope that this approach will attract a pool of applicants from the four designated
groups. Please see Appendix B for our current Appointment Advertisement Form, which includes a list of advertising venues.

5. The Carleton Office for Research Initiatives and Services shall obtain from the Manager, Faculty Affairs, and the Chair of the hiring committee, records of all advertisements, and when and where they were posted. The details of the recruitment (i.e., membership, evaluation criteria, assessment grids) shall be retained by the Chair of the hiring committee for a period of at least two years, in accordance with the requirements outlined in the Monitoring of Recruitment Processes, outlined in the Canada Research Chair Administration Guide, and as reflected in Carleton’s Guidelines on the Retention and Disposal of Faculty Personnel Records.

6. All individuals involved in the recruitment and hiring process complete training in unconscious bias. Hiring committee members and persons involved in the interview or decision processes receive training in alternative methods of career assessment appropriate to consideration of members of the four designated groups. The content of the training is determined by the Director of Equity Services and the dissemination of the resources to the hiring manager for any CRC will be provided as part of the Carleton Academic Hiring Committee Checklist (see Appendix C). Hiring committees are made aware that the latest equity statistics (by Faculty) are available on the Office of Institutional Research and Planning (OIRP) website for reference. Hiring committee membership complies with the provisions of the Policy and Procedures Regarding Academic Staff Hiring at Carleton University. The policy specifies that all reasonable efforts should be made to ensure the committee membership reflects the composition of the university community at large, in terms of gender, visible minority and Indigenous status, and disability. The Office of Equity Services, the Manager, Faculty Affairs, and the Carleton Office for Research Initiatives and Services jointly delivers workshops on equity and diversity hiring best practices for each newly struck Canada Research Chair hiring committee and those other individuals directly involved in the hiring process, and will remain available to consult with implicated persons during the search process.

7. Applicants are offered the opportunity to self-identify as a member of the four designated groups (women, visible minority, Indigenous status, persons with a disability) by way of a CRC posting-specific link to a voluntary, anonymous survey administered by OIRP. It is made clear that this information is for the purpose of helping us understand the diversity of applicants and further develop our equity program. OIRP compiles and reports aggregated statistics on applications received from the four designated groups, updating the Director of Equity Services, the Manager, Faculty Affairs, and the Carleton Office of Research Initiatives and Service. They are responsible for communicating this information to hiring committees.

8. Carleton’s existing and potential equity and diversity target gaps are in the area of persons with a disability and women. If no such applicants present themselves within the normal advertising period of a search, a committee comprising the Director of Equity Services, the Manager, Faculty Affairs, the Director of the Carleton Office for Research Initiatives and Services (or designate), the Dean or Associate Dean of Research, and the Department Chair, shall meet to review the advertisement, where it has been placed, and the responses which it has drawn. They will identify additional ways of reaching members of the target populations, if any. The search attempts must be documented by this committee, for submission to the CRCP Secretariat. Consultation with the Secretariat will be sought if the search has been unsuccessful in identifying qualified candidates from the designated groups.

9. The Director of Equity Services or a designated surrogate shall monitor hiring processes and deliberations, to assess the intrusion of unconscious bias or need for alternative assessment
methods, and bring any such discoveries to the attention of the hiring committee members for correction.

10. The Carleton Office for Research Initiatives and Services shall be responsible for monitoring compliance with Carleton’s CRC equity and diversity targets, and shall advise the Vice-President (Research and International), the Director of Equity Services, and the Deans whenever the university’s compliance status changes, whether by hiring action, or by CRCs ending their terms. Course corrections will be determined by this group, along with the Manager, Faculty Affairs, and the Chairs of those departments where CRC vacancies exist.

In addition to objectives related to hiring actions that are intended to close equity and diversity gaps, Carleton identifies the following objectives that are put forward to meet not only the equity and diversity targets, but promote the spirit of equity, diversity and inclusion among its Canada Research Chairs.

11. In order to promote equitable treatment among current CRCs who are self-declared members of the four federally designated groups, the university, through the Office of Equity Services, will consult with its CRCs to determine what disadvantages or barriers they perceive. The Director of Equity Services, in conjunction with the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Research and International), and the Deans, shall review the reports, and work with the CRCs to find solutions which will relieve any systemic disadvantages. Any problems identified will be addressed.

12. The results of the employment systems review required by federal contractor regulations shall be used to monitor the openness and transparency of recruitment practices, and whether barriers or practices exist that adversely affect the employment of individuals from the four designated groups.

13. A comparative review—by gender, designated group, and field of research—shall be conducted by the Carleton Office for Research Initiatives and Services of the level of institutional support (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.) provided to all current Chairholders, in order to identify systemic inequities. Should these be identified, measures shall be proposed to address them.

c) Progress reporting

The Carleton Office of Research Initiatives and Services will report to the CRC program and publicly on its outward-facing Canada Research Chairs webpage about the progress made in meeting their objectives on a yearly basis. Reports will be submitted in October of each year, on the October CRC nomination deadline. In conjunction with the Manager, Faculty Affairs, all policies and procedures guides will be reviewed annually at the same time.

2) Management of Canada Research Chair Allocations

a) Carleton University policies and processes for recruiting Canada Research Chairholders

All Canada Research Chairs open for nomination are advertised, at a minimum nationally, in wide searches that are consistent with the Canada Research Chairs Program (CRCP) recruitment and nomination process, equity practices, and the CRCP Guidelines for ensuring a fair and transparent recruitment and nomination process. Because Carleton is a unionized environment, the recruitment and nomination process, and all advertising related to it, must comply with the university’s Policy and Procedures Regarding Academic Staff Hiring, and the safeguards it defines for tenure-track hiring.
All Canada Research Chairs for which a nominee is sought are openly advertised internally, as well as through CAUT, *University Affairs*, the public-facing university academic recruitment webpage, appropriate discipline-specific professional organizations, and organizations serving members of the four designated groups. Advertisements are fully compliant with all CRCP equity, diversity and inclusiveness requirements. Each contains a clear statement of the university’s commitment to equity, diversity and inclusion in the nomination and appointment process, as well as specific information about Carleton that demonstrates the institutional commitment beyond the affirmation. It is targeted to help members of the four designated groups understand how they are welcome as members of the Carleton community.

When equity and diversity targets have not been met, or are projected to be at risk (see 1a, Current Equity and Diversity Status, above) the advertising plan will be reviewed (see 1b.8, above) to identify additional approaches for reaching the targeted designated group(s), in order to resolve their underrepresentation. Advertising will be placed in appropriate publications and the position will be advertised through groups specifically serving the underrepresented populations.

Carleton’s Director of Equity Services, or representative thereof, and the Manager, Faculty Affairs, will be involved with all CRC recruitment, nomination, and appointment processes. The Director will ensure that all those involved in assessing applications, interviewing candidates, and making hiring decisions have received training in both unconscious bias and in alternative methods of career assessment that are appropriate for the discipline in question. This is to ensure that no individual is unfairly disadvantaged by career interruptions or any other factors.

All postings for Canada Research Chair positions include clear, gender-neutral statements concerning eligibility, and are carefully worded to ensure that the text is neither misleading nor exclusionary. These are outlined in *Appendix B, Carleton Appointment Advertising Form*.

A full description of the procedures surrounding the hiring process and the steps relevant specifically for Canada Research Chair recruitments are included in *Appendix C, Academic Hiring Committee Checklist*.

**b) Institutional management of the allocation of Chairs**

Decisions regarding the allocation of CRC positions to particular research areas and Faculties ultimately rests with the Provost and Vice-President (Academic) and the Vice-President (Research and International), and take into account multiple factors. As a preliminary measure to internally allocate Chairs among the five academic Faculties, an assessment of the CRC credit data available in the RSF-CRC Data Breakdown sharing site will be carried out following each national reallocation exercise. Decisions surrounding the specific disciplines to be supported by CRCs are based on the university’s Strategic Research Plan, the individual Faculty strategic plans, and priority areas as determined by metrics such as programmatic growth and research intensity.

The nomination process guidelines provided by the CRCP are followed throughout. Decisions regarding allocations will be transmitted to the Deans by the Vice-President (Research and International), along with recommended timing to submit the nomination. External candidates are preferred, although internal candidates can also apply and be assured fair consideration in the process. Allocation decisions will be formally communicated to the respective Deans.

In cases where a candidate’s nomination is not approved by the CRCP, or the nominee fails to accept the position, the returned Chair may be reallocated to the same Faculty or reassigned, as determined by the Provost and Vice-President (Academic), the Vice-President (Research and International), and the
President and Vice-Chancellor. A Chair vacated prematurely through resignation, retirement, or other reason, similarly reverts to the university, and its disposition decided in the same fashion. Re-allocation of a vacated Chair position will depend on the strength of the proposal, the relative funding success of the Faculty under the appropriate federal granting agency and other strategic factors. The CRCP shall be advised in writing of the disposition of such Chairs by the Vice-President (Research and International).

The Manager, Faculty Affairs, shall be informed of all vacant or new Chairs, as well as those Chairholders who have reached the end of their final terms as CRCs.

c) Use of the corridor of flexibility to manage CRC allocations

The enhanced flexibility of the corridor of flexibility, until December 2019, will be important for Carleton in converting Chairs across tiers and disciplines beyond the current limits outlined in the corridor of flexibility. This will facilitate the transition to limiting the renewal of Tier 1 Chairs for a third term, and will help Carleton to meet our equity and diversity targets. For example, the university may find that it would be beneficial to combine two existing Tier 2 CRCs, or to split a Tier 1, in order to better achieve the institution’s equity and diversity targets in the context of our strategic goals.

d) Process and criteria for determining Tier 2 and Tier 1 Chairholder renewals

Two years prior to the expiration of any CRC’s term, the Director of the Carleton Office for Research Initiatives and Services flags this to the Vice-President (Research and International) so that discussion can be entered with the Provost and Vice-President (Academic) and the President and Vice-Chancellor concerning the overall status of CRC allocations at the university, taking into account equity and diversity targets, and the university’s strategic plans. As per the CRCP’s new guidelines (announced November 2, 2017), both Tier 1 and Tier 2 Chairs can renew their term once, subject to satisfactory performance.

If the decision is to proceed with a possible renewal of the CRC, the Carleton Office for Research Initiatives and Services contacts the Chairholder to inquire whether the individual wishes to renew for another term. If yes, an up-to-date CV is requested by the Carleton Office for Research Initiatives and Services, and transmitted to the Vice-President (Research and International) for review of the Chairholder’s progress during their current term. If the Vice-President (Research and International) endorses the CRC for renewal, the file is then sent to the Faculty (Dean and Associate Dean of Research) for Faculty approval to proceed with the Chairholder’s renewal. Once Faculty approval has been given, the choice of possible dates to submit the renewal application is discussed by the Director of the Carleton Office for Research Initiatives and Services (or designate) with the CRC, a date selected, and the choice communicated to the Vice-President (Research and International).

Should the decision be that redistribution of the Chair is in the best interest of the university, the decision is communicated to the Dean of the Faculty in question. Any relevant processes dictated by the CUASA Agreement must be followed.

e) Process and criteria for deciding whether to advance individuals from a Tier 2 Chair to a Tier 1 Chair

Carleton University will follow the standard open and transparent recruitment process outlined in this plan and can choose to advance a Tier 2 Chairholder, during the term of the chair, using the same nomination process as for new nominees. Advancement from Tier 2 to Tier 1 is generally only acceptable in retention situations for outstanding scholars.
f) Process and criteria for deciding which Chairholder(s) will be phased-out in the case where the institution loses a Chair due to the re-allocation process

The decision on which Chairholder(s) to phase out in the case of loss due to the reallocation process will be made by the Vice-President (Research and International), Provost and Vice-President (Academic), and President and Vice-Chancellor. They will review the candidates for phase-out in chronological order by the end of current CRC terms, discussing each with the Deans and Chairs of the relevant Faculties and Departments, respectively. The criteria for decision will be, in order:

1. renewability of the CRC (Tier 1, in second term; Tier 2, in second term)
2. the university’s strategic needs
3. departmental strategic needs
4. equity and diversity target compliance
5. the CRC’s track record in their first term

g) Process for determining what level of support is provided to Chairholders

Examples of support to CRCs includes protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment. At Carleton, institutional support for Chairholders comprises contributions from both the Office of the Vice-President (Research and International) and the Faculty/Department where the CRC resides, while salary and benefits are negotiated by the Dean, and approved by the Vice-President (Research and International) before a final offer is sent to the candidate by the Provost and Vice-President (Academic). As a unionized workplace, the terms of the CUASA agreement must be respected when establishing any hiring package.

The Office of the Vice-President (Research and International) provides every CRC with the same level of cash-equivalent support, without exception. Every CRC is also the beneficiary of an unrestricted research grant from the Vice-President (Research and International) to support their research program; the amount and timing is the same for each CRC, and is determined by their Chair’s tier (1 or 2), and whether they are in their first or second term of the Chair. These funds are in addition to the start-up grant that is negotiated between the Dean and the CRC, along with office and laboratory space, equipment, and any other elements of the hiring package. The Provost and Vice-President (Academic) must sign off on the Dean’s package; the university recognizes that each field has different requirements in order to conduct a successful research program, and that consequently, equitable resourcing is not necessarily equal resourcing. The university does not have a formal policy on protected time for research/release time from teaching, however, the practice is that Departmental Chairs give their CRCs 50 percent release time from teaching, with that amount being calculated against the departmental teaching norm. All CRCs have access to a mentoring program.

h) Safeguards taken to ensure that individuals from the four designated groups are not disadvantaged in negotiations related to the level of institutional support provided to them (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.)

All persons involved in any way with the recruitment and hiring processes must complete equity, diversity, and inclusiveness training, under the direction of the Director of Equity Services and the Manager, Faculty Affairs. The elements of support offered by the Office of the Vice-President (Research and International) are standardized for all CRCs, with no variations. All successful CRC candidates will receive a salary adjustment during the tenure of their Chair of $5,000 for a CRC Tier 1
and $2,500 for a CRC Tier 2, in recognition of special merit at the time of their initial appointment to the Chair, and a second adjustment of the same amount at the beginning of their renewal term. The Vice-President (Research and International) and the Provost and Vice-President (Academic) must approve and sign off on both the compensation and institutional support packages offered to the CRC, and are entrusted with ensuring that all offers and support packages are equitable.

The university recognizes that new faculty members may be unaware of what can be negotiable issues or aspects or their employment at Carleton, creating a power imbalance. The Manager of Faculty Affairs, in the Office of the Provost and Vice-President (Academic) is identified as the available contact person for new faculty hires, including CRCs. This individual is tasked with explaining to the potential new hire about equity issues, informing them about the CUASA Collective Agreement, and is the person to whom they can direct any questions. The Manager also contacts all short-listed candidates prior to their arrival for the interview phase, offering to speak with them about any questions with the negotiation process, as well as to offer accommodation for the interview day, if needed.

A file documenting the institutional support given to each of the CRCs will be maintained by the Carleton Office for Research Initiatives and Services, and reviewed at the time of the annual institutional report to the CRCP. It will also be reviewed whenever a CRC is renewed, or if a specific question arises. The results of the review will be communicated to the Vice-President (Research and International) and the Provost and Vice-President (Academic).

i) Measures to ensure that individuals from the four designated groups are not disadvantaged when applying to a Chair position when career gaps have occurred for permissible reasons

Carleton’s Director of Equity Services and the Manager, Faculty Affairs, will be involved with all CRC recruitment, nomination, and appointment processes. The Director will ensure that all those involved in assessing applications, interviewing candidates, and making hiring decisions receive training in both unconscious bias and in alternative methods of career assessment that are appropriate for the discipline in question. This is to ensure that no individual is unfairly disadvantaged by career interruptions or any other factors.

Hiring committees will be specifically advised of the Guidelines for Assessing the Productivity of Nominees utilized by CRC reviewers, which acknowledges that certain circumstances may legitimately affect a nominee’s record of research achievement.

j) Training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty involved in the recruitment and nomination processes for Chair positions

The university requires all employees to complete the workshop on Workplace Violence and Harassment Prevention Training, in addition to the Accessibility for Ontarians with Disabilities Act (AODA) training courses. These include AODA Customer Service Standard Training (three modules), AODA Employment Standard Training, and AODA Information and Communication Training. The completion is monitored and enforced by the Assistant Vice-President of Human Resources.

All persons involved in any capacity with the recruitment, application review, interview process, hiring process, or having administrative responsibility for a CRC file are required to complete training on unconscious bias, equity, diversity, and inclusion, specific to the hiring process. The content of this training, and its delivery, shall be under the direction of the Director of Equity Services. This material is currently being reviewed and revised (expected to be complete by summer 2018).
At a minimum, as outlined in the *Carleton Academic Hiring Committee Checklist* (Appendix C), all CRC hiring committee members will be required to review *Equity Counts: Employment Equity in Recruitment and Selection for Academic Appointments at Carleton University*, which is currently being revised, and to watch an *Unconscious Bias training module* (possibly during their initial committee meeting).

3) Collection of Equity and Diversity Data

a) Processes and strategies for collecting and protecting data on the four designated groups (both applicants to Chair positions and successful candidates)

In advertising for CRC positions, the university encourages applicants to self-identify as members of one or more of the four designated groups by way of a link to an anonymous online survey administered by Carleton’s Office of Institutional Research and Planning (OIRP), which will have the competition number, but no personal individual identifying information. It will be made clear that this information is for the purpose of helping us understand the diversity of applicants and further develop our equity program. OIRP will anonymize and aggregate statistics on applicants, and report these to the Carleton Office for Research Initiatives and Services and the Director of Equity Services. No identifying data, beyond the competition number, will be sought in the survey. Once an employment offer is made, the selected candidate completes the CRCP registry form as part of the institution’s nomination package. The nomination applications are held in a secure electronic file. All Chairholders will be informed that the university is required to keep statistics on institutional compliance with equity and diversity targets, but that no individual or identifiable data will be published. The university’s commitments under the Federal Contractors Program require that equity census forms be completed on a voluntary basis. A full university census has been conducted twice (1988 and 1996), and every new employee must be sent a census form for voluntary completion within one year of their appointment. A third university-wide census is due to be launched shortly.

b) Strategies for encouraging individuals to self-identify as a member of the four designated groups

The university will inform both its CRC applicants, and new and existing CRCs, about the new target compliance regulations, and educate them about the desire to increase representation of the target groups in our academic cadre. The initiative will be identified as an opportunity to help the university meet its responsibilities to society. As with any self-identification program, our only lever to gain participation is moral suasion.

c) Institution’s applicant self-identification form: see Appendix D. This form will be modified as required by the CRCP should additional groups or categories be designated.
4) Retention and Inclusivity

a) How Carleton University provides a supportive and inclusive workplace for all Chairholders (including those from the four designated groups) and how this is monitored (e.g., survey of Chairholders, monitoring why Chairholders leave the institution)

As outlined in the CUASA collective agreement (Article 10.1(b)(i)) the university offers a mentorship program for all pre-tenure faculty. This program ensures that new hires will understand the criteria for success in their positions, have their progress monitored to help identify any problematic issues, and receive the support needed to resolve those issues and succeed. Carleton’s Employment Equity Program is an ongoing planning process used by the university to identify and eliminate barriers in its procedures and policies, establish policies and practices to ensure the effects of systemic barriers are eliminated, and ensure appropriate representation of designated group members in the workplace. The university is formally committed to establishing a welcoming, supportive environment for all employees.

Accommodation and accessibility are paramount to the university. Carleton has a reputation for being the most accessible university campus in the country. In addition to our work to ensure accommodation and accessibility for those persons with disabilities, we are committed to celebrating diversity, and embracing the needs of our gender-diverse community, for example by providing all-inclusive washrooms across campus.

Carleton’s Research, Education, Accessibility, and Design (READ) Initiative was conceived in 2011, with the mission to highlight, celebrate, and cultivate Carleton’s expertise, leadership and collaboration with the community to create greater accessibility and a more inclusive world. It brings “the expertise in all academic disciplines and service departments at Carleton into collaboration with individuals and organizations worldwide that are committed to accessibility for persons with disabilities.”

Equity Services provides training programs and workshops to promote awareness, encourage diversity, and address issues of discrimination and harassment. These include:

1. Carleton University Safe Space Program
2. Cultural Proficiencies for Inclusive Workplaces
3. Equity and Human Rights (Faculty, Supervisors, and Staff versions)
4. Equity in the Classroom

Our Centre for Indigenous Initiatives seeks to welcome and support Indigenous peoples working and studying at Carleton. It strives to inspire, encourage and empower the entire community, and to work collaboratively to create and maintain strong relationships and partnerships with Indigenous peoples and communities, their leaders and organizations, and mainstream groups. The centre’s Indigenous Liaison Officers work together to create a web of programs and services supporting the community and ensuring indigenous cultures, traditions, histories, and worldviews are respected and represented on campus.

The university conducts exit interviews for all faculty members leaving the institution. These explicitly address issues of equity, diversity, and inclusion.
b) The procedures, policies and supports in place that enable the retention of individuals from the four designated groups

The Equity Policy Committee is a standing committee with a mandate to advise Carleton’s President and Vice-Chancellor on matters requiring management action relating to equity and human rights at Carleton University. It is chaired by the Provost and Vice-President (Academic), reports to the President and Vice-Chancellor, and comprises Vice-Presidents and Associate Vice-Presidents, General Counsel, and Director of Equity Services.

As well, six specific, relevant policies are included in a compendium of policies that fall under Carleton University’s Human Rights Policies and Procedures. These include:

1. Employment Equity Policy
2. Accommodation Policy for Employees with Disabilities
3. Accommodation Policy for Employee Religious Observances
4. Accommodation Policy for Employees on the Basis of Sex (Pregnancy)
5. Gender Equity Policy
6. Sexual Orientation Equality Policy

c) How Carleton University manages complaints from its Chairholders/faculty related to equity within the program

Chairholders and faculty are advised that any concerns or complaints related to equity in the CRC program should be directed to the Director of Equity Services, who will investigate the issue and bring it to the attention of both senior university and Faculty/Departmental staff for resolution. The problem will be investigated, and a course of action determined by the Director of Equity Services, the Director of the Carleton Office for Research Initiatives and Services, the Vice-President (Research and International), and the Provost and Vice-President (Academic), in concert with such other persons as may be necessary. The Director of Equity Services will respond to the Faculty member, explaining the findings of the investigation, and the solution undertaken.

d) Who is responsible for addressing any equity concerns/complaints regarding the management of Carleton’s Chair allocations?

Should there be questions or concerns regarding equity issues in Carleton’s management of its Canada Research Chair allocations, please contact:

Director, Equity Services
Carleton University
Robertson Hall
1125 Colonel By Drive
Ottawa, ON K1S 5B6

Email: equity@carleton.ca
e) How are concerns/complaints monitored and addressed, and reported to senior management?

Any concerns directed to other university staff will be forwarded to the Director of Equity Services, who will investigate them as well as any directly received by the Director’s office. A record of all complaints shall be maintained by Equity Services and shared with the Carleton Office for Research Initiatives and Services. Within two weeks, the Director will investigate the complaint, and make a report of preliminary findings to the Director of the Carleton Office for Research Initiatives and Services, the Vice-President (Research and International), and the Provost and Vice-President (Academic). The Deans shall be brought into the discussion as required. A course of action will be determined by the named persons. The Director of Equity Services will respond to the complainant, identifying how the concern or complaint has been resolved.
### Appendix A – Carleton Equity Targets and Gaps and Scenarios

#### Status as of December, 2017

<table>
<thead>
<tr>
<th>Chairs by agency</th>
<th>Number of active Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSERC</td>
<td>12</td>
</tr>
<tr>
<td>CIHR</td>
<td>1</td>
</tr>
<tr>
<td>SSHRC</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total active Chairs</strong></td>
<td><strong>17</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Chairs who are members of the designated groups</th>
<th>Number of active Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>6</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>5</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>0</td>
</tr>
<tr>
<td>Indigenous Peoples</td>
<td>0</td>
</tr>
</tbody>
</table>

#### Projected status as of May, 2018

*assuming current submissions are successful*

<table>
<thead>
<tr>
<th>Chairs by agency</th>
<th>Number of active Chairs</th>
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</thead>
<tbody>
<tr>
<td>NSERC</td>
<td>13</td>
</tr>
<tr>
<td>CIHR</td>
<td>1</td>
</tr>
<tr>
<td>SSHRC</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total active Chairs</strong></td>
<td><strong>19</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Chairs who are members of the designated groups</th>
<th>Number of active Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>7</td>
</tr>
<tr>
<td>Visible minorities</td>
<td>5</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>0</td>
</tr>
<tr>
<td>Indigenous Peoples</td>
<td>1</td>
</tr>
</tbody>
</table>
APPoINTMENT ADVERTISEMENT FORM  
(UPDATED: December 2017)  
For questions about completing this form, please contact your Dean's office or Norah Vollmer, Manager, Faculty Affairs, at (613) 520-2600, ext. 4156

<table>
<thead>
<tr>
<th>Academic Unit:</th>
<th></th>
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<tbody>
<tr>
<td>Category of Appointment:</td>
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<tr>
<td>Field of Specialization:</td>
<td></td>
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<tr>
<td>Rank/Position Title:</td>
<td></td>
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<tr>
<td>Start Date:</td>
<td></td>
</tr>
<tr>
<td>Closing Date:</td>
<td></td>
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</tbody>
</table>

About the Position:  
The [Academic Unit] invites applications from qualified candidates for a [Category of Appointment] appointment in [Specialization] at the rank of [Rank] beginning [Start date].

[The candidate will be expected to….. in the areas of…..with expertise in……etc.]

[For CRC Chairs Only]  
Tier 1 Chairs are intended for outstanding researchers acknowledged by their peers as world leaders in their fields. Please see the CRC website at [http://www.chairs-chaires.gc.ca/](http://www.chairs-chaires.gc.ca/) for details and consult the website for full program information, including further details on eligibility criteria.

OR  
Tier 2 Chairs are intended for exceptional emerging researchers (i.e. candidate will typically be less than 10 years from their highest degree at the time of nomination, or more than 10 years and has experienced legitimate career interruptions), acknowledged by their peers as having potential to lead in their field. Applicants who are more than 10 years from their highest degree may have their eligibility for a Tier 2 Canada Research Chair assessed through the program’s Tier 2 justification process. Please see the CRC website at [http://www.chairs-chaires.gc.ca/](http://www.chairs-chaires.gc.ca/) for details and consult the website for full program information, including further details on eligibility criteria.

About the Academic Unit:  
[The Academic Unit offers programs in…..with outstanding research expertise in…. etc….include website links.]  

Qualifications:  
[The position requires a PhD, with evidence of research in… demonstrated teaching excellence in… qualifications… are desired, etc.)  
(As applicable consider using…)  
• Will exhibit strong potential for innovative and scholarly research  
• Excellent track record of high-quality research output that demonstrates potential for independent research  
• Will have a track record of high-quality scholarly research leading to peer assessed publications  
• Have a strong emerging research focus  
• A close interdisciplinary fit with some of the research being presently conducted at (insert unit) is an
asset. Such interdisciplinary areas include….

- Must demonstrate strong potential for outstanding teaching contributions
- Demonstrated aptitude for teaching courses at the xx level
- Evidence of an ability to work in an interdisciplinary, collaborative environment
- The successful candidate will have a PhD (or other degree/s)
- Candidates will have or be eligible for licensure/registration in (insert field)
- Strong background in X discipline, Y discipline, Z discipline or other relevant disciplines

Application Instructions:
[Applications must be sent electronically in one single PDF file which includes the following…]

Please indicate in your application if you are a Canadian citizen or permanent resident of Canada.

[FOR CRC Chairs Only]
As a part of your application, we invite you to complete a short anonymous and voluntary equity census to help us understand the diversity of applicants and further develop our equity program [Manager, Faculty Affairs to get link from OIRP].

About Carleton University:
Carleton University is a dynamic and innovative research and teaching institution with a nationally and internationally reputation as a leader in collaborative teaching and learning, research and governance. With over 29000 students, 950 academic faculty, and 2,000 staff and more than 100 programs of study, we encourage creative risk-taking enabling minds to connect, discover and generate transformative knowledge. Located in Ottawa, Ontario, Canada’s capital city has a population of almost one million and reflects the country’s bilingual and multicultural character. Carleton’s location in the nation’s capital provides many opportunities for scholarship and research with groups and institutions that reflect the diversity of the country. To learn more about our university and the City of Ottawa, please visit www.carleton.ca/provost.

[For CRC Chairs only]
We are strongly committed to equity, diversity, and inclusion in the nomination and appointment process.

Carleton University is committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression. Carleton understands that career paths vary – legitimate career interruptions will in no way prejudice the assessment process, and their impact will be taken into careful consideration.

Applicants selected for an interview are asked to contact the Chair as soon as possible to discuss any accommodation requirements. Arrangements will be made in a timely manner.

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority. All positions are subject to budgetary approval.
Where to Advertise Academic Positions
In accordance with Carleton’s Policy and Procedures Regarding Academic Staff Hiring and the Collective Agreement between Carleton University and the Carleton University Academic Staff Association, the Manager, Faculty Affairs will advertise all academic positions in:
- Universities Canada (University Affairs)
- Canadian Association of University Teachers (CAUT)
- Carleton’s Faculty Affairs website, and
- send to CUASA and CUPE 4600, Unit 2.

In addition, in accordance with Carleton’s Employment Equity Policy, each hiring committee shall reach out to a diverse pool of applicants including applicants from the four designated groups (women, Indigenous persons, persons with disabilities, and racial or visible minorities) and each hiring committee is encouraged to consider other opportunities to place this advertisement in locations that will reach a diverse pool of applicants.

Advertisements prepared for other publications (i.e. not AUCC and CAUT) may be shorter and it is recommended that they include a link to the full advertisement posted on the Faculty Affairs website.

First Nations, Inuit and Métis peoples
The Indigenous Education Council’s Subcommittee on Academic Recruitment and Development has suggested informally, as appropriate for the position, to:
- consider framing the position broadly using the term Indigenous, which encompasses First Nations, Inuit, and Métis peoples and in the context of North America and crosses traditional borders, rather than Aboriginal;
- capitalize Indigenous; consider professional/community references in addition to academic references;
- and/or request feedback on the position advertisement from an IEC member (as time permits).

Some other options for advertising include:
- Circulate the advertisement to Carleton’s IEC for dissemination to contacts, including listservs (as appropriate);
- You can contact the Manager, Faculty Affairs for support;
- Native American and Indigenous Studies Association (NAISA) http://www.naisa.org/job-postings/jobs.html
- Academica Indigenous Top Ten http://academica.ca/about-indigenous-top-ten

Women
Some options to reach out to women include:
- Canadian Research Institute for the Advancement of Women http://www.criaw-icref.ca/
- The Senior Women Academic Administrators of Canada (SWAAC) http://www.swaac.ca
- Women in Engineering http://www.ieeeottawa.ca/wie/links.html
Diversity
- Insight into Diversity http://www.insightintodiversity.com/
- Diversity Working http://www.diversityworking.com/

For additional opportunities to advertise, please contact the Manager, Faculty Affairs, Director, Equity Services, and/or the Director, CORIS who can provide support as required.
# ACADEMIC HIRING COMMITTEE CHECKLIST

## Recruitment Request

| Complete the online Recruitment Request Form (in Carleton Central) and: |
| ATTACH Recruitment Justification for a Term Position OR Recruitment Justification for a New Position or to Replace a Retirement/Resignation (in intranet: Faculty Affairs Toolbox) |
| PLUS Departmental Ratios from OIRP website (Login is: your MyCarletonOne (MC1)) |
| PLUS the Academic Appointment Advertising form (in intranet: Faculty Affairs Toolbox) |
| For your consideration, you can also find the latest equity statistics for your Faculty on the OIRP website to review in planning your hire. |
| For a new position or new funding, Financial Planning Group (FPG) approval is required. Not required for vacant positions due to retirement or resignation or term positions. |
| For CRC positions, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) |
| Upon approval by Provost and Vice-President (Academic), positions can be advertised immediately. |

## Hiring Committees – Membership

| Ensure the membership selection process is fair, transparent and objective, communicated within the academic units, and (as appropriate) approved by the Department/Faculty Board. |
| Include representation from tenured/confirmed and preliminary academics and from various fields/sub-disciplines represented in the unit or program. |
| Have at least one male and one female member. |
| Make all reasonable efforts to reflect the university community at large in terms of gender, visible minority and Indigenous status, and disability. |
| (Statistics by occupation are available on the OIRP website). |
| Include an academic from another academic unit or teaching area group (Sprott). |
| Ensure the Hiring Committee membership approved by the Dean. |

## Hiring Committee – First Meeting

| Academic Hiring Training, including Equity, Diversity, Unconscious Bias, and Assessment Guidelines, is available by contacting the Manager, Faculty Affairs |
| Review key documents (available on the Provost and Vice-President (Academic)’s website – Faculty Resources – Policies and Procedures) |
| Academic Hiring and Policy Procedures |
| CU/CUASA Collective Agreement |
| Academic Recruitment Guide – Equity Counts* to be updated |
| Equity Data for your Department from OIRP website (Login is: your MyCarletonOne (MC1) login) |
- Guidelines on the Retention and Disposal of Faculty Personnel Records
- Review the Confidentiality and Conflict of Interest form (in intranet: Faculty Affairs Toolbox)

### Advertising

- The Manager, Faculty Affairs will ensure that:
  - Standard advertising text is used, including the statements:
    - “Carleton University is committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression”; and
    - “All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority”.
  - Advertisements are posted in Universities Canada University Affairs, the CAUT Bulletin, Carleton’s Provost and Vice-President (Academic)’s website, send to CUASA and CUPE 4600, Unit 2 and (as appropriate) the Job Bank (for academic management positions)
  - For CRC appointments, other text may apply (please see the Academic Appointment Advertisement Form) and will include an equity census link that the Manager, Faculty Affairs will include in the advertisement.
  - All advertisements must be recent (ie maximum 12 months between advertisement and start date).
  - Where an international candidate holds a term appointment and the university wishes to transition this employee to a permanent position or for an international Banting Postdoctoral Fellow, should a Labour Market Impact Assessment be required, the university must re-advertise the position.
  - Seek additional opportunities to advertise, including the four designated groups: women, Indigenous peoples, persons with disabilities, and racial or visible minorities. (The Manager, Faculty Affairs, Director, Equity Services, and/or the Director, CORIS can provide support for advertising and interviews as required.)
  - Ensure other advertisements link to the full advertisement on the Provost and Vice-President (Academic)’s website

### Confidentiality and Access to Candidate Files

- Ensure that candidate dossiers are kept confidential, including: letter of application, referees’ letters, teaching dossiers, portfolio samples.
- Inform candidates that documents publically available, such as CVs may be made available to the academic unit and the university community. Reference letter cannot be made available under any circumstances.
- Provide access to candidate files to the Dean and Provost and Vice-President (Academic).
<table>
<thead>
<tr>
<th><strong>Shortlists</strong></th>
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<tbody>
<tr>
<td>• Submit a shortlist of candidates and anticipated expenses to the Dean (typically 3)</td>
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</tr>
<tr>
<td>• Hiring Committee Chairs/secretaries can submit information about shortlisted candidates to the Manager, Faculty Affairs via the online form (in intranet: Faculty Affairs Toolbox)</td>
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</tr>
<tr>
<td>• For CRCS, the Dean must also seek the approval of the shortlist by Vice-President (Research and International)</td>
<td></td>
</tr>
<tr>
<td>• Upon approval by the Dean, Manager, Faculty Affairs will send: 1) an information package; and 2) a welcome letter from the Provost and Vice-President (Academic) that will also fulfill Carleton’s Collective Agreement and other legal hiring requirements. (As required, this letter may also be used to secure a travel visa for interviews.) The letter will include the candidate’s Banner ID</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Candidate Visits</strong></th>
<th>✓</th>
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<tbody>
<tr>
<td>• Ensure that any requests for right to accommodation during the interview process are addressed. (The Manager, Faculty Affairs can provide assistance as required.)</td>
<td></td>
</tr>
<tr>
<td>• Ensure the core itinerary for candidate visits is identical</td>
<td></td>
</tr>
<tr>
<td>• Candidate visits may include:</td>
<td>✓</td>
</tr>
<tr>
<td>• formal interview with the hiring committee, at which the same questions are asked of each candidate</td>
<td></td>
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<tr>
<td>• a teaching demonstration (if possible)</td>
<td></td>
</tr>
<tr>
<td>• a public presentation of the candidate’s research or other scholarly activity (as appropriate)</td>
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<tr>
<td>• an opportunity to meet with other academic colleagues</td>
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<tr>
<td>• an opportunity to meet with students</td>
<td></td>
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<tr>
<td>• a meeting with the Departmental Board and Management Committees (as appropriate);</td>
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<tr>
<td>• a private meeting with the unit/program Chair/Director</td>
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<tr>
<td>• a meeting with the hiring Dean or designated representative</td>
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<tr>
<td>• for CRCs, a meeting with the Vice-President (Research and International) or designate</td>
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</tr>
<tr>
<td>• a meeting with the Manager, Faculty Affairs</td>
<td></td>
</tr>
<tr>
<td>• an offer of a visit to the CUASA office (if the candidate desires)</td>
<td></td>
</tr>
<tr>
<td>• other optional activities: informal social events; a meeting with a representative of the Library; a meeting with a representative of Office of the Associate Vice-President (Teaching and Learning); a campus tour.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Candidate Selection</strong></th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recommendations are based on the applicant’s dossier and interviews</td>
<td></td>
</tr>
</tbody>
</table>
- Submit a report to the Dean with a rank-ordered list of recommended candidates and a summary of the Hiring Committee’s procedures. Supplementing the requirements outlined in the policy, the recommendation should also document:
  - If current CUASA members applied for the position, whether they were interviewed or not and, if a CUASA member is not recommended, how the recommended candidate’s qualifications are “demonstrably superior”
  - If the recommended candidate is American or Mexican or an international CRC, how the recommended candidate’s qualifications are “demonstrably superior” to candidates that are Canadian/Permanent Residents
  - If the recommended candidate is International, how the recommended candidate is the only qualified candidate based on the advertised requirements and why the top three Canadian/Permanent Resident candidates are not qualified

<table>
<thead>
<tr>
<th>Appointment and Acceptance Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete the online Academic Appointment Form (in Carleton Central) and:</td>
</tr>
<tr>
<td>• ATTACH the CV</td>
</tr>
<tr>
<td>• PLUS the letter of application</td>
</tr>
<tr>
<td>• PLUS the recommendation from the hiring committee</td>
</tr>
<tr>
<td>The Dean is responsible for negotiations with the recommended candidate and forwarding the terms of negotiation (in intranet: Faculty Affairs Toolbox) confirmed by the candidate to the Provost and Vice-President (Academic).</td>
</tr>
<tr>
<td>If a recommendation for an international candidate is approved, the Manager, Faculty Affairs will require additional information from the Chair/Director, including: the number of applications received from Canadians/permanent residents; the number of Canadians/ permanent residents interviewed; the number of Canadians/ permanent residents offered the position; the number of job offers declined by Canadians/ permanent residents; the number of Canadians/ permanent residents not qualified for the job; and for each unsuitable Canadian/ permanent resident, an explanation why the candidate did not meet the requirements of the position.</td>
</tr>
<tr>
<td>For CRC appointments, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International).</td>
</tr>
<tr>
<td>The Provost and Vice-President (Academic) and Vice-President (Academic) will make the final offer of employment.</td>
</tr>
</tbody>
</table>

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<tr>
<th>New Academics Orientation and Mentoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>All new academics are invited to meet with the Manager, Faculty Affairs</td>
</tr>
<tr>
<td>Make every effort to welcome and facilitate orientation for new academics</td>
</tr>
</tbody>
</table>

**Clarification about Making Candidate Recommendations:**

**Candidates holding a CUASA term appointment:** Article 37.6 - "In departments or equivalent where a preliminary or permanent position is to be filled, a term appointee then employed by the university shall be given preference over any other applicant from outside the university, providing that his/her qualifications and experience are demonstrably equal to those of the best external applicant who meets
the requirements of the position”. A term appointee, who applies and meets the qualifications and experience for the position, should be interviewed. However, an external candidate with demonstrably superior qualifications and experience can be hired. This should be reported in the hiring committee report. Further, if a term appointment applied for the position, but was not interviewed because he/she did not meet the qualifications and experience, this should also be documented.

**Candidates holding a CUPE 4600, Unit 2:** Article 27 - Professional Advancement clarifies that these candidates should be considered external.

**Employment Equity considerations** (women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities): In accordance with Employment Equity in Recruitment and Selection for Academic Appointments at Carleton University, “Where the qualifications of two candidates for appointment are demonstrably equal and one of the candidates is a member of a group that is under-represented in continuing appointments in the unit, then the candidate from the under-represented group should be offered the position”. Statistics by occupational profession are available on the OIRP website.

**American/Mexican candidates (NAFTA) and Canada Research Chairs:** The search committee must: i) in accordance with our advertisements give Canadians and permanent residents priority; and ii) in accordance with the CU/CUASA Collective Agreement, demonstrate that the international candidate’s qualifications are “demonstrably superior to those of any Canadian candidate” based on the advertised qualifications. The recommendation should outline how the recommended candidate’s qualifications are “demonstrably superior” to Canadian/Permanent Residents.

**International candidates:** For an international candidate for professorial, instructor, or librarian position or a candidate for an academic management position, the search committee must: i) in accordance with Citizenship and Immigration Canada (CIC), demonstrate “that there is no Canadian worker available to do the job” based on the advertised qualifications. The recommendation should outline how the recommended candidate meets the qualifications based on the advertised requirements and why the top three Canadian/Permanent Resident candidates are not qualified.

*Updated by Faculty Affairs, Carleton University: December 8, 2017*
This equity questionnaire is part of the application for a Canada Research Chair position at Carleton University.  

Carleton University hires individuals on the basis of merit and is committed to employment equity. All qualified persons are encouraged to apply. All applicants to Canada Research Chairs at Carleton are invited and encouraged to provide this information. Please note that this information is collected completely anonymously and participation is voluntary. The information will not be used to determine eligibility for employment nor will it be considered with your application. This information will be used to help Carleton understand the diversity of those applying at Carleton and help us develop equity plans.

Filling in the census survey is voluntary, as are each of the individual questions. It should only take a minute to complete and all questions are voluntary. Thank you for your participation.

1. Gender:
   - [ ] Male
   - [ ] Female

   Indigenous peoples are those who identify themselves as First Nations peoples, Inuit, or Métis.

2. Do you consider yourself to be an Indigenous person?
   - [ ] Yes
   - [ ] No

---

4. The definition of the Persons with disabilities is from the Federal Contractors Program
Visible minorities are those who are, because of their race or colour, in a visible minority in Canada.

3. Based on this description, do you consider yourself to be in a visible minority?

☐ Yes  ☐ No

Persons with disabilities are those who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment. Persons with disabilities are those who consider themselves to be disadvantaged in employment by reason of that impairment or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and are those individuals with functional limitations due to their impairment that have been accommodated in their current job or workplace.

4. Based on this description, do you consider yourself to be a person with a disability?

☐ Yes  ☐ No

5. Comments:
AGENDA ITEM

7.1
CARLETON UNIVERSITY
2017 ANNUAL REPORT
ON SEXUAL VIOLENCE

PRESENTED TO THE BOARD OF GOVERNORS

BOARD OF GOVERNORS MEETING
FEBRUARY 8, 2018
Executive Summary
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. Nearly 3,000 members of the community have been involved in programming to increase awareness and the signs and prevention techniques to limit and deal with reports of sexual violence and violence in general. Since its inception, 61 individuals have been supported with three cases moving forward to the formal complaint phase. The Policy was deliberately designed to be flexible so that a survivor-centric approach could be adopted to focus on support of the survivor and accommodate the different circumstances of each case as it is reported. Despite the intent that the Policy would be in place for three years, the administration is suggesting that a consultative process should be implemented immediately to consider potential changes to the Policy to clarify and improve aspects of the proceedings.

Prevention, Education and Awareness Initiatives
The Office of the Vice-President (Students and Enrolment) (OVPSE), Equity Services, Campus Safety, Health and Counselling, Housing and Residence Life and Student Affairs, created and delivered training sessions for students, staff and faculty. In addition, steps have been taken to communicate the Policy to students, staff and faculty and information about sexual violence.

Training Sessions
Since August 2017, nearly 3,000 members of the campus community were trained to become even more aware of the signs and prevention techniques of sexual violence and violence overall. The following sessions were completed in the Fall 2017 term representing 87.5 hours of training.

<table>
<thead>
<tr>
<th>Training Description</th>
<th>Audience</th>
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<tbody>
<tr>
<td>7 “I Can MANifest Change” trainings, in partnership with the Ottawa Coalition to End</td>
<td>• Varsity athletes and coaches</td>
</tr>
<tr>
<td>Violence Against Women</td>
<td>• Male-identified leaders on campus</td>
</tr>
<tr>
<td>5 sexual violence trainings</td>
<td>• Campus Safety</td>
</tr>
<tr>
<td></td>
<td>• Residence Fellows</td>
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<td></td>
<td>• Fall orientation leaders and organizers</td>
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<tr>
<td>2 major TA and faculty trainings, plus 3 pilot trainings on the Sexual Violence Policy</td>
<td>• Faculty</td>
</tr>
<tr>
<td></td>
<td>• Teaching Assistants</td>
</tr>
<tr>
<td>2 “Bringing in the Bystander” trainings</td>
<td>• Fall orientation leaders and organizers</td>
</tr>
<tr>
<td></td>
<td>• Oliver’s and Mike’s Place staff</td>
</tr>
<tr>
<td>2 CUSA Sexual Violence Support Worker trainings</td>
<td>• CUSA Service Centre Coordinators</td>
</tr>
<tr>
<td>1 Residence training</td>
<td>• First-year residence students</td>
</tr>
<tr>
<td>1 Peer Supporter training</td>
<td>• CU Sexual Assault Support Centre volunteers</td>
</tr>
<tr>
<td>EAAA Training</td>
<td>• Female-identified students</td>
</tr>
</tbody>
</table>

In addition, a “Sexual Violence 101” training session will be rolled out to faculty, staff and students in Winter 2018. This session has been designed to provide a basic understanding of definitions, as well as the protocols and procedures, that are outlined in the Sexual Violence Policy.
Communications
Equity Services developed and published a stand-alone website outlining sexual violence support and sexual assault services (carleton.ca/sexual-violence-support). Information on Carleton’s Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – is posted on the Current Student website, the Student Affairs website and in the MyCarleton Portal.

In order to educate Carleton’s community about the Sexual Violence Policy and its processes, Equity Services and the OVPSE have developed, and continue to develop, print collateral for faculty, staff and students with input from the Sexual Violence Prevention and Education Committee. In January, all faculty and staff received the Responding to Disclosures of Sexual Violence reference document (see handout) which includes advice on how to handle a disclosure of sexual violence from a student, as well as information resources for students.

Sexual Assault Awareness Week
Sexual Assault Awareness Week was held from January 22-26, 2018. The week was co-developed with collaboration between administrative offices and student groups and included a variety of events ranging from survivor-centred self-care to preventative efforts like workshops on bystander intervention. The keynote speaker was Tracey Lindberg who spoke from the perspective as an Indigenous woman, and incorporated the unique experiences of colonization and racialization into her perspectives on sexual violence.

Stakeholder Collaboration
Partnerships will continue to be built with students, staff, faculty and community organizations in consultation with the Sexual Violence Prevention and Education Committee to continue to develop the campus strategy on sexual violence prevention.

What Has Been Learned
Experience implementing the Sexual Violence Policy shows that survivors of sexual violence predominantly take advantage of the interim measures and accommodations articulated in the Policy rather than use the formal reporting process. Although interim measures and accommodations are deliberately open-ended, to ensure the widest degree of possible options, there is some concern that recommendations, such as a restorative justice approach, is not specifically listed in the Policy. It may be useful to clarify the range of interim options and accommodations that could be used.

To date, the Policy has provided appropriate structure to guide decision-making, while allowing for flexibility to address the complexities that exist in each case. No systemic problems have impeded either the informal or formal resolution of issues. Nevertheless, there are concerns that potential barriers still exist in the reporting process including the lack of anonymity, fear of reprisals from social circles and the difficulty of leaving one’s house after experiencing a trauma; and we learned that Complainants prefer to speak with the same individual throughout the process.

Since implementing the Policy, and in the current climate of heightened discussion about sexual violence, there has been an increase in the number of disclosures to Equity Services. This increase in the number of disclosures may be an early indicator that survivors feel safer coming forward, and/or improved awareness. Equity Services, through the Sexual Assault Support Centre, is offering support to survivors, including coordinating academic accommodations, and offering ongoing supports and connecting survivors with any additional resources they may need.
Annual Statistics
The Ministry of Advanced Education and Skills Development has indicated that it will identify, through guidelines, the types of metrics that should be collected and reported publicly.

Since the implementation of the Sexual Violence Policy, and as of January 16, 2018, there have been 3 incidents of sexual violence reported through the formal process and a total of 61 individuals supported regarding sexual violence.

At this stage, it is not possible to determine whether this number reflects a sense of confidence in bringing forward complaints or the impact of improving awareness. Nevertheless, like all institutions, and in society more broadly, there is more work to be done in the areas of prevention and education.

Considerations for Policy Review and Change
There are stakeholder concerns regarding some aspects of the Sexual Violence Policy. While the Policy has allowed enough flexibility to support survivors, so far, while balancing the requirement for procedural fairness, there are opportunities to further clarify policy language.

Despite the expectation encoded in the Sexual Violence Policy that changes would be implemented at the end of a three-year period, it is recommended that the University should engage in a consultative process to clarify language and processes in a number of areas. The timeframe for this review should begin within the current term.

Redress perceived barriers in the Policy itself
In order to redress perceived barriers to individuals considering accessing supports and the complaint procedures outlined in the Sexual Violence Policy, consideration should be given to clarify the Policy in the following areas:

- the perceived requirement within the Policy for the Complainant and Respondent to face each other in a formal hearing;
- adding an immunity clause or statement which protects Complainants or those seeking help from punishment for minor violations relating to alcohol or drug use;
- reconciling the perceptions of cross-institutional applications of FIPPA as it relates to sharing information about disciplinary actions or consequences against the Respondent, and;
- articulating the types of statements which are prohibited within the confidentiality section in the Policy.

Further, stakeholders have identified the following gaps which could potentially be addressed through the Policy review process. Stakeholders have asked the University to:

- clarify timelines throughout the Policy;
- include visitors and alumni into the scope of the Policy under the definition of “University Community”;
- clarify the accommodation process, and;
- specify how the Policy is applied to incidents which occur off campus.
Disclosure in an emergency – University Safety

In an emergency (i.e., imminent threat of sexual violence and of harm to a person or sexual violence actually occurring) a report can be made in the following ways:

On-campus: 613-520-4444
(4444 from any on-campus phone)  
Off-campus: 911
(Notify University Safety)

In person: Department of University Safety – 203 Robertson Hall

When a person discloses an incident of sexual violence to University Safety, University Safety will inform the survivor of the supports available through Equity Services.

Disclosure in a non-emergency – Equity Services

If the student is comfortable with you doing so, contact Equity Services whether the sexual violence has occurred on or off campus. Equity Services will provide information about available supports and services, including information about interim measures that may be available to address immediate needs. Equity Services is the point of contact for a person affected by sexual violence to request academic, employment or other accommodations.

On-Campus Support Services
Sexual Assault Support Centre
613-520-5622
carleton.ca/sexual-violence-support

Health and Counselling Services
613-520-6674
carleton.ca/health

Department of University Safety
General inquiries: 613-520-3612
Emergencies: 613-520-4444
carleton.ca/safety

Off-Campus Support Services
Ottawa Police Service
General inquiries: 613-236-1222
ottawapolice.ca

Ottawa Rape Crisis Centre
24 hour crisis line: 613-562-2333
General inquiries: 613-562-2334
orcc.net

Sexual Assault Support Centre of Ottawa
24 hour crisis line: 613-254-2266
General inquiries: 613-725-9259

Sexual Assault and Partner Abuse Care Program
at the Civic Campus of the Ottawa Hospital
613-788-5555 ext. 1377

Resources

For additional resources or information please contact Equity Services:

Web: carleton.ca/equity
Email: equity@carleton.ca
Phone: (613) 520-5622

503 Robertson Hall
Carleton University
1125 Colonel By Drive
Ottawa, Ontario
K1S 5B6

Office Hours:
Monday to Friday 8:30 a.m. to 4:30 p.m.

RESPONDING TO DISCLOSURES OF SEXUAL VIOLENCE

Carleton University is committed to maintaining a positive learning, working and living environment, where sexual violence is not tolerated. Our approach is survivor-centred, and to properly support survivors, we must all be informed on how to support someone who discloses sexual violence.
Definitions

Carleton recognizes that anyone can be harmed by sexual violence and that it is a violation of human rights. Racialized and marginalized groups are disproportionately affected by sexual violence (i.e. trans women, Indigenous women, racialized women, women with disabilities, sex workers, members from the 2SGLTBQ+ community, etc.). These identities impact how someone experiences sexual violence, their access to support and how others may respond to these disclosures. Regardless of one’s identity, all survivors who disclose their experience should be supported and treated with compassion.

Believe
No one ever deserves to be sexually assaulted. It does not matter what the survivor did or did not do before, during or after the assault.
- Tell them that what happened is not their fault.
- Avoid asking “why” questions.
- Validate the feelings they are expressing (i.e. “It is normal to feel this way.”).

Listen
It takes tremendous courage to speak out. Give the survivor space to talk and try not to interrupt.
- Reassure them that the information will remain confidential.
- Silence is okay. People need time to process an overwhelming situation.
- Actively listen through body language (i.e. nodding, maintaining eye contact, etc.) and through your words (i.e. “It took a lot of courage for you to tell me this”).

Explore Options
Let the survivor know that supports are available to them, if they want them. If it is an emergency, refer them to the Department of University Safety. If it is not an emergency, refer them to Equity Services.
- Give them back as much control as possible to make decisions regarding what to do next. Survivors are the experts of their own lives.
- Remember, the student may or may not access the supports that you have suggested.
  Remind them that your door is always open if they need additional support.

Self-Care for You
If you have received a disclosure, practice self-care by seeking support if you need it. Equity Services can assist in referring you to supports and to debrief if needed. Do not share the story with your colleagues, friends or family members. Confidentiality is important for the safety and well-being of the survivor.

For more information and to view Carleton’s Sexual Violence Policy please visit: carleton.ca/sexual-violence-support
AGENDA ITEM 7.3
DATE: February 1, 2018

TO: Members of the Board of Governors

FROM: Alastair JS Summerlee

COPIES: Amanda Goth
Sandra Slate

RE: President’s Report – Item 7.3

Winter semester is well underway. In general, the semester is progressing well but there are the usual challenges and good news stories.

- A 250-seat classroom in the Minto Building was flooded on Day 2 of the Winter Semester when pipes burst in the cold weather. Classes were switched to a temporary location without significant disruption until repairs were completed. However, this highlighted our vulnerability with such high occupancy rates of our classroom space.

- The University is engaged with Nunavut Arctic College to discuss the possibility that the Carleton will be chosen to support the development of university-level education in the North.

- The University completed a week where there were several initiatives to promote awareness of sexual violence on campus and a second week to focus on mental health. In both cases, there has been considerable cooperation and support from a variety of groups and units on campus. In both cases the organized events have been well attended and well received. The feedback from these weeks of activities has been overwhelmingly positive and supportive and I would like to acknowledge the work that the VP Students and Enrolment, the Equity Office, CUSA, GSA and RAAA have played in making these events a success. The University has also received positive media coverage – thanks to the Department of Communications and the coordinated strategy for effective communication across the University.

- As part of funds to enhance employability skills for students, the government announced a two-step process in fall 2017. In the first stage, universities were allocated money to support internship opportunities on campus (Carleton received $700 K over two years). The second step is competitive and Carleton submitted a proposal for a further $700 K (again spread over two years) specifically to focus on enhancing employment opportunities for students with disabilities. Not only was Carleton short-listed for this grant but it appears as if funding will be confirmed for this project in the next few weeks. It is likely that only two or three institutions will receive grants in phase 2 so this is a credit to the staff at the University.

- The University is negotiating with the Belgian Ambassador for Carleton to host the King and Queen of Belgium during their State visit to Canada 12/13th March 2018. We are hoping to sign a unique partnership agreement between Carleton and the Belgian University of KU Leuven for joint graduate degree education.
Negotiations with the Dominion-Chalmers United Church are underway. A draft sales and purchase agreement has been drawn up. The City will be holding the required public meetings concerning rezoning the property in March. We are tentatively planning for an announcement of the funding for the project from the provincial government March 2nd. (Please save the date). We will also arrange a series of announcements of the other donations to the project. Advancement have developed a strategy to capitalize on the announcements to raise further funds.

The three dean searches are progressing well with short-listed candidates visiting campus over the next several weeks. An update will be provided at the meeting.

Applications statistics for the university system for Admissions 2018 are now available. The University Applications Centre has changed the way that it reports statistics which means that the number of applicants to universities this year cannot necessarily be compared directly with last year’s numbers. Carleton’s figures are slightly lower than last year but staff believe that we will be in a good position to achieve our target admissions for fall 2018.

There has been a renewed interest in a story that first surfaced in 2009 when a contractually limited professor was arrested and charged with terrorism in France. Professor Diab was eventually deported and held in custody in France. Eventually the charges were dropped and he returned to Canada.

Health Sciences – as a result of concerns raised by the Business and Programs Committee and the Audit Committee of the Board, the dean and one of the members of Board, the president and the VP Finance and Administration are working with the dean and the chairs on proactive steps to rectify problems and to complete the remainder of the floors. A full report will be made available on the actions to the Executive and relevant committees of the Board by the end February 2018 and plans to finish the fourth and sixth floor of the building will pass through the governance processes of the Board.
REPORT TO THE BOARD OF GOVERNORS

BOARD OF GOVERNORS MEETING
February 8, 2018

Office of the Vice-President (Students and Enrolment)
ENROLMENT MANAGEMENT

First Year 101 (Ontario High School) Applications by University
January 18, 2018 vs. January 12, 2017 (OUAC data)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carleton 1st Choice</td>
<td>4,186</td>
<td>4,064</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Carleton Total Applications</td>
<td>19,229</td>
<td>19,328</td>
<td>+0.5%</td>
</tr>
<tr>
<td>System 1st Choice (total applicants)</td>
<td>88,473</td>
<td>88,628</td>
<td>+0.2%</td>
</tr>
</tbody>
</table>

First Year All Applicants (Carleton data)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Domestic Applicants</td>
<td>15,618</td>
<td>15,759</td>
<td>+0.9%</td>
</tr>
<tr>
<td>New International Applicants</td>
<td>3,700</td>
<td>4,645</td>
<td>+24.5%</td>
</tr>
</tbody>
</table>

Additional Information (from the 101 data only)

- It is still very early in the cycle and we will be reviewing our Fall 2018 projections in light of these first numbers to assess the impact on our overall target.
- The Bachelor of Computer Science applications have increased by 40.6% (24.1% first choice)
- The Bachelor of Arts in Psychology applications have increased by 23.9%
- Bachelor of Public Affairs and Policy Management applications have increased by 18.3% (25.5% first choice)
- The Bachelor of Cognitive Science applications have increased by 15.1%
- The Bachelor of Engineering in Aerospace applications have increased by 16.2%
- The Bachelor of Science applications have increased by 7.4% (38.5% increases are in Physics due to the Astrophysics stream)

Undergraduate Recruitment

- We had a very successful fall recruitment season having seen an overall attendance of 23,904 prospective students from across Canada. This is up from 23,732 over last year.
- Attendance at our Ottawa Parent’s Evening event held on December 4, 2018 also increased; 672 versus 643 in the previous year.
- From September—December, 2017, 609 people attended a Specialty Tour (program-specific), compared to 470 people attending during the same time period last year. This is an increase of 25%. Our general campus tour numbers have increased 3% compared to last year.
STUDENT SUCCESS AND STUDENT EXPERIENCE

- In January, all faculty, staff, contract instructors and TAs, received a reference document in the mail: the Responding to Disclosures of Sexual Violence guide. This document has been designed collaboratively with Equity Services and the OVPSE with input from the Sexual Violence Prevention and Education Committee to help members of our community support someone who discloses an experience of sexual violence. The document also appears on the Sexual Violence Support website.

- The Student Mental Health Student Engagement Committee has developed a Supporting a Friend in Distress resource guide with significant student participation. This pocket-size resource provides students with information regarding how to support their peers and how to respond effectively to a friend who approaches them for support. This document has been adapted from the Supporting Students in Distress resource which was provided to all faculty and staff last fall.

- In support of one of the first phases to improve graduation rates, the Academic Status Report (ASR) was launched on January 15, 2018, and is a new tool that has been developed in Carleton Central. It has been designed for undergraduate students in degree programs as a companion tool for the Academic Audit and highlights many of the common graduation requirements and whether a student is on track to meet them. The ASR will also encourage students to meet with an academic advisor based on individual progression.

- Last fall, the OVPSE launched a number of resource documents to help faculty and staff with their interactions with students. This includes the Supporting Students in Distress document, the Student Referral Guide and the Student Referral Form. We have compiled all of these resources on our new Supporting Our Students webpage for faculty and staff. carleton.ca/studentsupport

- More than 6,500 CU Spirit Day baseball-style T-shirts were sold last fall, raising $10,000 for the Here for Good campaign. We are continuing to encourage all members of the Carleton community to wear their #cuSpirit gear every Friday. A design competition is currently in progress to find the CU Spirit design for 2018-19.

- On January 27, 2018, the Student Experience Office and Residence Life will host Carleton’s 4th annual Student Leadership Conference – SOAR! with nearly 700 students registered (nearly double past events). The conference celebrates three streams: Serve through Skill, Opportunity Exploration, Authentic Leadership and Reflect & Rejuvenate. There are 24 planned education sessions offered by students, staff and alumni. There are also 7 expert speaker sessions, including Olympian Sekou Kaba, Benny Michoud from the Centre for Indigenous Initiatives and John Nelson from Carleton International. The keynote speaker for SOAR! is Colonel Chris
Hadfield, Canadian astronaut, engineer and pilot. Colonel Hadfield will certainly inspire students to reach their potential and become effective leaders in our community.

- The First Year Connections (FYC) program has just finished its third year of implementation in the Carleton community. FYC is a mentorship program for new students facilitated by the Student Experience Office. This year, the program had some strong outcomes that speak to the impact this program has on the first year transition process as well as the student experience.
  - Thanks to strong partner streams and the program’s partnership with CUSA, we were able to increase the program’s reach to approximately 15% of the incoming first year class.
  - 83% of mentees said they felt better prepared to succeed in their academics due to the program.
  - 82% of mentees said they felt more confident in their decision to attend Carleton due to participating in FYC.
  - 85.5% of mentees & mentors combined said they felt more connected, stronger members of the Carleton Community thanks to FYC.
  - 90% of mentees and mentors said they would recommend the FYC experience to other Carleton students.

- The Centre for Student Academic Support has seen increases in its fall service delivery by an average of 24% across key services including Writing Services, English Conversation Sessions and PASS.
- The top 5 counties of interest for outgoing student exchange in 2018-19 are United Kingdom, France, Australia, Germany and Italy.
- The Bachelor of Global and International Studies (BGInS) program saw 40+ students apply to go on an exchange for the 2018-19 academic year. The top countries of choice are Scotland, France, England and Australia.

**EMPLOYABILITY AND EXPERIENTIAL LEARNING**

- The Accessible Career Transitions (ACT) program, which supports the employment needs of students with disabilities, has seen substantial growth in registered students with disabilities this year. Currently, we have 300 students registered with this program compared with 188 in the 2016-17 academic year.
- Career Services will be expanding the international internship program to provide international experiential learning opportunities to students within the Faculty of Arts and Social Sciences and the Faculty of Public Affairs. The program will begin in the Summer 2018 term with an official launch in Fall 2018.
• We have had a full calendar of networking events over the fall term:

**Net Night: Engineering, Computing & IT**
This event was designed for employers in high-tech, computing, IT companies and engineering firms to meet and network with students from Carleton’s renowned engineering, computer science, and IT programs. It was one of the largest networking events we have hosted which saw more than 350 students attend and 56 companies including Stantec, Bombardier and Nokia.

**Networking Café**
This event was Carleton’s first industry-specific networking event designed to bring employers and organizations from communications, research, public service, law, policy and business together with students who want to pursue a career within these fields. More than 150 students and 34 companies attended including Global Affairs Canada and MD Financial Management.

**Indigenous Student Career Fair**
Partnering with the Center for Indigenous Initiatives, we held the first-ever Career Fair for Indigenous Students. This event was designed to help Carleton’s Indigenous students discover meaningful, degree-related work opportunities and connect with employers who are passionate about engaging, recruiting and employing Indigenous post-secondary students and alumni.

**Mindtrust Leadership Development Program**
Commonly referred to as Mindtrust, this program is a joint leadership skills development program between Carleton University, the University of Ottawa’s Telfer School of Business and Algonquin College. Mindtrust was created by local industry leaders to provide university students with an opportunity to polish their leadership skills and help pave their way to future professional and personal success. 20 Carleton students were selected from the Faculties of Engineering, Science, Public Affairs and Arts and Social Sciences to participate in the 2018 Mindtrust program.

• CEOx1Day is an annual competition held by Odgers-Berndtson that gives third- and fourth-year university students the opportunity to spend the day shadowing a Canadian CEO. Last year, 4 of 8 semi-finalists competing to be paired with 3 Ottawa-area CEOs were Carleton students. One Carleton student, Efrem Berhe, was selected as one of the three finalists and was paired with the CEO of the Museum of Nature. This year, 8 of 11 semi-finalists are Carleton students. They are currently in the final stages of the selection process and the finalists and their CEO pairings will be announced shortly.

• The Co-op program is once again seeing the largest number of students participating in co-op. We have also seen a 10% increase in the number of co-op jobs (560) open to students when compared to last year.
Two Co-op students employed with DRS Technologies are working on the development of a specialized Automatic Deployable Flight Recorder system. This was recently recognized by Member of Parliament for Kanata-Carleton, Ms. Karen McCrimmon who was very impressed with our students and how DRS was using Carleton University youth to develop Canadian High Tech programs.

ATHLETIC EXCELLENCE

The men’s basketball team is once again ranked #1 in the country, while the women’s basketball program is ranked #3. Both teams have 16-0 records (as of January 23, 2018) and are vying for a berth to nationals in March.

The annual Capital Hoops Classic basketball game will take place on Friday, February 2, 2018, at the Canadian Tire Centre and will see the Carleton Ravens face the uOttawa Gee-Gees.

Ravens football player Tyler Young, 3rd year Bachelor of Arts in Law, recently signed a CFL contract with the Ottawa Redblacks. Fellow Raven Kene Onyeka, 4th year Bachelor of Engineering in Mechanical Engineering, is ranked in the top 20 for the upcoming CFL Draft in May.


Carleton University will host the women’s OUA Fencing Championship February 17-18, 2018 while the men’s fencing team will be competing at the Royal Military College February 2-4, 2018.

We are pleased to announce the hiring of Dom Oliveri as the new head coach of the women's soccer program. Oliveri joins the Ravens family after five highly successful seasons as head coach of the Algonquin College Thunder women's soccer team. Oliveri will work alongside Kwesi Loney, who was recently appointed as Carleton's head coach of soccer operations on January 4, 2018, to usher in the new era of Ravens women's soccer.

Carleton intramural leagues have more than 770 individual students currently registered across 160 student teams.

The fitness centre is seeing record numbers of students working out after the December break with close to 700 visits per day in the early part of January.

Our programming for children remains strong with 206 children having enjoyed the Carleton Ravens holiday camp over the December break. Currently, we have 341 children registered for the Winter Junior Ravens program for football, basketball, soccer, fencing and hip-hop.
AGENDA ITEM
7.4
HERE for GOOD
UNIVERSITY ADVANCEMENT REPORT TO BOARD OF GOVERNORS

CAMPAIGN PROGRESS
CAMPAIGN TOTAL: $256,170,001
FISCAL YEAR:
Annual Giving: $1,655,205
Major Giving: $11,651,977
Transformational: $14,826,121
TOTAL FISCAL: $28,133,303

UPCOMING EVENTS

February 27, 2018:
Bell Lecture, Faculty of Public Affairs Research Month

March 5, 2018:
PDAC Alumni Reception

March 8-11, 2018:
U-Sport Men’s Basketball Nationals, Halifax

March 28, 2018:
Political Engagement Panel, Toronto

March 20, 2018:
CU in the City, Ottawa

April 6, 2018:
Ravens Football Dinner
THE CRABTREE FOUNDATION - $2,000,000
Carleton University Concert Hall Fund

ESTATE OF LOIS LONG - $334,574
Migration Research Unit
Shannon Scholarships in Canadian Social History
Shannon History Endowment Fund

IVEY FOUNDATION - $350,000
Sustainable Energy Research Centre

TROTTIER FAMILY FOUNDATION - $350,000
Sustainable Energy Research Centre

ESTATE OF MAATJE NIX - $319,999
Maatje Nix Memorial Graduate Entrance Scholarship

LENNARD JASKULA - $250,000
Jaskula-Dondlinger Sports Analytics Internship

WILLIAM JOHNSON - $116,135
Art Gallery Gifts in Kind

DAVID EVANS - $100,001
Expected Bequests

BRIAN O'NEILL - $100,001
Expected Bequests

MICHAEL MOORE - $100,001
Expected Bequests

MARTIN RUDNER - $100,001
Expected Bequests

PETER BOWIE - $100,001
Expected Bequests

ROSEANN O'REILLY RUNTE - $100,000
Dr. Roseann O'Reilly Runte Entrance Award in Music
Dr. Roseann O'Reilly Runte Graduate Scholarship in MPPA-IPA
At the close of Carleton University’s 75th anniversary celebrations, we reflect upon milestones in our unfolding history that would not have been possible without enthusiastic champions, donors, and volunteers – like you.

CAMPAIGN PROGRESS
In 2017, we raised more than $36 million and celebrated $250 million of cumulative impact for Carleton students and researchers.

1,300 Volunteers throughout Collaborate: The Carleton University Campaign

TRANSFORMATIONAL IMPACT
This year, an $8-million commitment from Fubright Canada, a $2-million leadership gift from The Slaght Family Foundation, and a $3.5-million bequest from alumna Jane Martin will allow Carleton to establish new academic positions to support innovative teaching and research.

56 Community-led projects launched through FutureFunder.ca, Carleton’s crowdfunding site that connects donors with causes that matter most to them

43 Newly established scholarships and bursaries to support students in financial need and reward academic excellence

1,000 New supporters who were welcomed to the Carleton community of donors this year
EXEMPLARY LEADERSHIP
The Helmut Kallmann Chair for Music in Canada was created in 2017 through a transformational commitment of $2 million from Distinguished Research Professor Elaine Keillor. A generous gift of $2 million from the Crabtree Foundation adds to this exciting year for music at Carleton, as the university begins negotiating the potential purchase of Dominion-Chalmers United Church for use as a performance space and community hub.

75 THANKS
Our #75thanks campaign recognized the many supporters who have helped Carleton grow, thrive, and serve the greater good. To celebrate National Philanthropy Month, Advancement student callers made 2,000 personalized donor thank you calls.

CU75
In 2017, we leveraged our anniversary year through signature events, including: a kick-off performance by hip hop legend Maestro Fresh Wes, a Founding Day Maestro Fresh Wes, a Founding Day gala at the Fairmont Château Laurier with remarks from Prime Minister Trudeau, a 75th Birthday Bash for 3,000, a unique on-campus Canadian citizenship ceremony, and a nation-wide series of “Great Grads, Good Deeds” alumni receptions.

PLANNED GIVING
Innovative marketing and quantitative research efforts have led to 39 bequest commitments (valued at more than $4-million) and 33 firm intentions for new legacy gifts.

$2M+
To date, more than $2 million has been raised through Annual Giving donors — another record-breaking year for philanthropy at the grassroots level.

$386,000
On Giving Tuesday, Carleton’s Day for Good lived up to its name. In 24 hours, close to 1,000 donors joined forces to raise an unprecedented $386,000 and unlock an additional $250,000 in matching funds.

THROWBACK
This September, nearly 10,000 alumni and friends received a warm Raven welcome back to campus for homecoming reunions, receptions, lectures, gala dinners, and football games.

As we look forward to the start of a new chapter at Carleton University, it is with your vision, commitment, and collaboration that we strengthen our foundation and empower our students to change the world.

Together, we’re Here for Good.