

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

The 611th Meeting of the Board of Governors
Thursday, June 28th, 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 approval or for information.

5. OPEN – ITEM(S) FOR EDUCATION & STRATEGIC INITIATIVES

5.1 Strategic Integrated Plan Update

- Top Key Performance Indicators presentation was circulated.

6. OPEN – ITEM(S) FOR APPROVAL

6.1 Academic Governance of the University Joint Policy

- A working paper and revised policy were circulated in advance.

6.2 Advisory Committee for the Provost and Vice-President (Academic)

- A working paper was circulated.

7. OPEN – ITEM(S) FOR INFORMATION

7.1 Report from the Chair (C. Carruthers)

- A verbal report will be given.

7.2 Report from the President (A. Summerlee)

- Written report and activity report was circulated in advance.

7.3 Update on Comprehensive Campaign (D. Fortin)

- Materials were circulated in advance.

7.4 Committee Chair Updates

- a) Building Program (D. Craig)
- b) Community Relations & Advancement (L. Daly)
- c) Finance Committee (B. Wener)
- d) Governance Committee (K. Evans)

8. OPEN - OTHER BUSINESS

9. OPEN - QUESTION PERIOD

- There is 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.
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The 611th Meeting of the Board of Governors
Thursday, June 28th, 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 Approval of Recommendations from the Nominating Committee for the 2018/19 Board Year

- Working papers were circulated in advance for the following:
 - a) Appointment of returning and nominated members of the Board
 - b) Committee Chairs and Vice-Chairs
 - c) Committee Membership
 - c) Appointment of Officers of the Board
 - d) Appointment of Signing Officers for the University

13.2 Report from the Chair (C. Carruthers)

- A verbal report will be given including Board Assessment Results.

13.3 Report from the President (A. Summerlee)

- A verbal report will be given.

13.4 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



THEME	STRATEGIC GOALS	KPI	LONG TERM	June 2018	Status
Theme 1: Teaching Excellence	Goal 1-1: To develop new programs and initiatives that build on academic strengths and societal needs.	Develop new programs and summer institutes.	Five new academic programs and five summer institutes.	<ul style="list-style-type: none"> • 24 academic programs developed • 5 summer institutes developed 	
	Goal 1-2: To ensure the sustainability of Carleton University through a long-term enrolment model and effective and efficient management of resource.	First-year undergraduate growth	Minimum 1% a year growth	<ul style="list-style-type: none"> • 2% average over 5 years 	
		Meet provincial graduate enrolment allocations	Enrolment within 5% of allocation Note: Due to approval process, some programs were delayed. The number is so close as to be immaterial.	<ul style="list-style-type: none"> • Master's - Average 1.7% below • PhD - Average 5.57% below 	
		Increase first-year international student enrolment	5% a year	<ul style="list-style-type: none"> • 10.5% average increase 	



THEME	STRATEGIC GOALS	KPI	LONG TERM	May 2018	Status
Theme 2: Research Excellence	Goal 2-1: Enhance Carleton University as a highly reputable research-intensive comprehensive university.	Rank among the top three research-intensive comprehensive Canadian universities based on relative research funding and publication intensity. Note: this is a stretch goal but truly worthwhile!	Top 3	<ul style="list-style-type: none"> Top 5 	
	Goal 3-1: To ensure the employability and future success of our students through experiential learning, engagement, innovative teaching and holistic support services.	Student Satisfaction Surveys	Top Third	<ul style="list-style-type: none"> Undergraduate surveys – Top Half Overall graduate surveys – Bottom Half 	
	Goal 3-2: To have an internationalization strategy that provides our students with a variety of opportunities to be knowledgeable, active citizens in a global community.	Establish the Carleton Global Academy with program offerings.	Five program offerings	<ul style="list-style-type: none"> Carleton Global Academy established 8 programs being offered 	



THEMES	STRATEGIC GOALS	KPI	LONG TERM	June 2018	Status
Theme 4: Organizational Excellence	Goal 4-1: To pursue organizational excellence by building leadership capacity and through the continuous improvement of our academic and administrative process.	Annual actual financial operating result for university compared to budgeted operating result	100% satisfied	<ul style="list-style-type: none"> 100% satisfied 	
		Customer Satisfaction Survey	Over 7.5	<ul style="list-style-type: none"> Staff – 72% (over 7.5) Students – 73% (over 7.5) 	
		Employee Engagement Survey	70% engagement	<ul style="list-style-type: none"> 77% engagement 	
	Goal 4-3: To support excellence at Carleton University by identifying and developing new sources of revenue and increasing donor support.	Comprehensive Campaign	\$300m	<ul style="list-style-type: none"> \$270 Million 	

COMMITTEE: BOARD OF GOVERNORS
MEETING: June 28th, 2018
ORIGINATOR: Clerk of Senate
ITEM: Academic Governance of the University Joint Policy

I. MATERIAL ATTACHED

- Academic Governance of the University – June 2018

II. THE ISSUE

The Board of Governors has delegated authority to Senate in certain areas through its bylaws. A joint policy of the Board of Governors and the Senate was developed in 2009 and sets out the composition of Senate, membership, procedures, the role and responsibilities for the Clerk of Senate and the Senate Office, Senate Executive Committee, General Faculty Board, Senate Committees and Representatives, policies, departments, schools, Institutes, colleges. Senate has approved modifications to the AGU and it now coming to the Board of Governors for approval.

III. DECISION REQUIRED

Approval of the modifications of the Academic Governance of the University Policy.

IV. BACKGROUND

Attached is a document showing (with track changes) the modifications to the AGU approved by Senate this year.

These edits address many house-keeping edits, adjusting Senate's ability to meet on short notice and deal with routine business by email vote and modifying the description of student membership.

There is additional; work to be done including:

1. Updating most of the Senate Committee Terms of Reference
2. Adjusting Senate membership (specifically ex officio membership)
3. Adjusting to resolve the conflict with the definition of Faculty Board between the AGU and the Act

4. Making the parallel edits to the Senate By-Laws.

Don Russell, Clerk of Senate went into detail at the Governance Committee meeting.

VI. OPTIONS

- a) Approve the revisions to the Academic Governance of the University Policy
- b) Return for revision

VII. RECOMMENDATIONS

Approve option A



ACADEMIC GOVERNANCE OF THE UNIVERSITY

A joint policy of the Board of Governors and the
Senate of Carleton University

Academic Governance of the University

A joint policy of the Board of Governors and the Senate of Carleton University

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Approval and Revision History

Approved by Senate on January 30, 2009
Approved by the Board of Governors on March 26, 2009
Revised by Senate on April 29, 2011
Revisions approved by the Board of Governors on June 21, 2011
Revised by Senate on March 30, 2012
Revisions approved by the Board of Governors on April 30, 2012
Revisions approved by the Board of Governors on November 24, 2012
Revisions approved by the Board of Governors on December 2, 2014
Revisions approved by the Board of Governors on November 24, 2015 (592nd meeting)

Article 1. Governance Structure

Carleton University is governed by a bicameral system that is established by the Carleton University Act, a statute of the Province of Ontario. The two bodies are the Board of Governors (the senior body) and the Senate. In general terms, the Board of Governors is the corporate head of the university while Senate, subject to Bylaws as may be passed by the Board from time to time, is the academic head. This policy document is concerned with the academic governance structure of the university. It begins with the organization of Senate.

Article 2. Authority

2.1. The Carleton University Act

The following extracts from the Carleton University Act (~~Appendix A~~) pertain to Senate. [For more information contact the University Secretariate.](#)

From the Carleton University Act...

3. The objects and purposes of the University are:
 - (a) The advancement of learning.
 - (b) The dissemination of knowledge.
 - (c) The intellectual, social, moral and physical development of its members, and the betterment of its community.
 - (d) The establishment and maintenance of a non-sectarian college with University powers, having its seat in or about the City of Ottawa. 1952, c.117, s.3; 1957, c.130, s.1.
- ...
21. (1) There shall be a Senate of the University consisting of such persons chosen in such a manner and at such times as are determined by Bylaw, provided that at least one-half the total number of persons comprising the Senate shall be elected by the Faculty Boards of the University from the members of the Faculty Boards, in such manner as such Bylaws may specify.
- (2) No person shall be ineligible to be a member of a Faculty Board or of the Senate or of the Board of Governors by reason only of his being under twenty-one years of age, and no act of any such bodies of the University shall be invalid by reason only of a member or members of such bodies being under twenty-one years of age. 1968-69, c.145, s.2.

22. Unless otherwise determined by Bylaw of the Board, the Senate shall,

- (a) Consider and determine all courses of study, including requirements for admission;
- (b) Recommend the establishment of additional faculties, schools, departments, chairs, or courses of instruction in the University;
- (c) Receive and consider recommendations respecting academic matters from the Faculty Boards of the University;
- (d) Conduct examinations and appoint examiners;
- (e) Grant degrees and honorary degrees, and diplomas;
- (f) Award University scholarships, medals and prizes;
- (g) Make rules and regulations respecting the conduct and activities of the students of the University;
- (h) Publish the University calendars;
- (i) Make such recommendations as may be deemed proper for achieving the objects and purposes of the University.

2.2. The Bylaws of the Board of Governors

The Board of Governors has delegated authority to Senate in certain areas through its bylaws. The following Articles add detail and specification in these areas but do not take precedence over the bylaws of the Board.

Article 3. Composition of Senate

3.1. Overall Structure

The composition of Senate is specified in Article III Bylaw 3.1 of the Board. Senate may at any time recommend, to the Board, changes to the composition of Senate.

There are up to 86 members of Senate distributed as 23 *ex officio* members, 40 elected members of faculty, 13 elected student members, 2 Contract Instructors, 4 representatives of the Board of Governors and up to 4 special appointments.

3.2. *Ex Officio* members

The Chancellor;
The President and Vice-Chancellor;
The Clerk;
The Provost & Vice-President (Academic);
The Vice-President (Finance and Administration);
The Vice-President (Research and International);
The ~~Associate Provost (Quality Assurance) and~~ Dean of Graduate and Postdoctoral Affairs
The ~~Vice-Provost and~~ Associate Vice-President (Academic)
The ~~Associate~~ Vice-President (Students and Enrolment) and University Registrar
The Dean of Arts and Social Sciences;

The Dean of Public Affairs;
The Dean of the Sprott School of Business;
The Dean of Science;
The Dean of Engineering and Design;
The Director of the Azrieli School of Architecture and Urbanism;
The Director of the School of Computer Science;
The Director of the School of Industrial Design;
The Director of the School of Information Technology;
The University Librarian;
The President of the Carleton University Students' Association;
The President of the Graduate Students' Association;
The President of the Carleton Academic Student Government;
The Vice-President (Academic) of the Graduate Students' Association

3.3. Elected members

3.3.1. Faculty

The membership of Senate includes forty members of the teaching staff who are members of the Faculty Boards of: Arts and Social Sciences, Public Affairs, Sprott School of Business, Science, Engineering, Architecture, Computer Science, Industrial Design and Information Technology.

Such members shall be elected by their respective Faculty Boards; and of the forty, the numbers from each Faculty Board shall be as determined, from time-to-time, by Senate, following the principles that, as nearly as possible, the distribution shall be proportional to the number of faculty members serving on each Faculty Board (including those on leave) and that each Faculty Board has at least one elected faculty representative on Senate.

The elected faculty members of Senate include the Secretaries of the Faculty Boards (as described in Section 11.4) who have, in turn, been elected by their Faculty Boards.

3.3.2. Students (13 members)

The membership of Senate includes ten (10) students who are registered in an undergraduate program and three (3) students who are registered in a graduate program. Such members shall be elected by the students in the respective programs; and the distribution of students between programs shall be as determined, from time-to-time, by Senate, following the principles that, as nearly as possible, the distribution shall be proportional to the number of students registered in each program and that at least one (1) of those members is a doctoral student. At least seven (7) of the ten (10) undergraduate students must be registered in a degree program.

~~The membership of Senate includes students to be elected as follows:~~

~~i. Three members from and elected by the students in Bachelor of Humanities,~~

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~~Bachelor of Music and Bachelor of Arts in disciplines of the Faculty of Arts and Social Sciences;~~

~~ii. — Three members from and elected by the students in Bachelor of Journalism, Bachelor of Social Work, Bachelor of Public Affairs and Policy Management and Bachelor of Arts in disciplines of the Faculty of Public Affairs~~

~~iii. — One member from and elected by the students in Bachelor of Commerce and Bachelor of International Business;~~

~~iv. — Two members from and elected by the students in Bachelor of Engineering, Bachelor of Architectural Studies, Bachelor of Industrial Design, and Bachelor of Information Technology~~

~~v. — One member from and elected by the students in Bachelor of Science, Bachelor of Mathematics, and Bachelor of Computer Science;~~

~~vi. — Three members from and elected by the students in all graduate degree programs with at least one of these members being a doctoral student.~~

~~Note: — Students in combined BA Honours with constituent disciplines in both FASS and EPA may choose to represent either constituency (i) or (ii).~~

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3.3.3 Contract Instructors

The membership of Senate includes two members of the teaching staff who are Contract Instructors. A Contract Instructor is an employee hired to teach a course approved for credit by Senate, excluding:

- (a) retired academic staff and professional librarians who, prior to their retirement, had an academic position at Carleton University.

Such members shall be elected by Contract Instructors teaching at least 0.5 credits in the academic year (July 1 to June 30) in which the election takes place.

3.4. Board of Governors Representatives on Senate

The Board appoints four of its members to serve as representatives on Senate. At any meeting of Senate only two of these representatives are allowed to vote.

3.5. Special Appointments

The Board may also make up to four special appointments to Senate of persons who have been nominated by the Senate Executive and recommended by Senate to the Board of Governors for special appointment to Senate. Senate may also enact such regulations, as it may deem necessary, concerning these special appointments. The typical examples of special appointments are: the Academic Colleague [as defined in Article 9.8(ii)] and representatives of the Alumni Association.

Article 4. Membership

4.1. Members of the Senate, in their function as members of this body, do not act as

delegates of the bodies or constituencies from which they were drawn; rather, as members, all must endeavour to serve the interest of the entire University to the best of their ability; and all must observe the policies and practices of the body on which they serve with respect to the disclosure of its proceedings.

4.2. Members of Senate are free to discuss matters brought before the Senate and express opinions on these matters with persons outside the Senate unless the Senate has declared the same matters to be confidential.

4.3. Terms of Office

4.3.1. *Ex officio* members serve on Senate for the term of their office. Elected student members serve for terms of one year, and are eligible for re-election. The term on Senate for elected faculty and appointed members is three years, and such members are eligible for re-election. Senate may also recommend that the term of a Special Appointment coincide with the incumbent's term in a particular position.

The term limit on Senate for elected contract instructors is three years, and such members are eligible for re-election. To serve the full term, contract instructors must continue to teach at least 0.5 credits at Carleton for each academic year (July 1- June 30) they serve on Senate.

4.3.2. Senate elects two of its faculty members to serve three-year terms on the Board of Governors. Senators, who serve in this capacity, shall have their Senate term extended to be coterminous with their Board term.

4.3.3. Undergraduate student members of the Senate shall have their term at the departmental (and Faculty Board) level extended to expire at the same time as their term on the Senate. A student senator who has his or her term at the departmental (and Faculty Board) level extended, under this rule, is in addition to those students who are elected to the governance positions at the departmental level in accordance with Article 12.2.

4.3.4. The terms of office, as Senators, of the student Presidents begin on May 1st or as soon as possible after this date subject to completion of the associations' election processes. Other elected and appointed members of Senate begin their terms on July 1.

4.4. Eligibility and Elections

4.4.1. Senate is empowered to pass such regulations as it may, from time to time, consider appropriate prescribing procedures for nominating, qualifications of voters and candidates, and elections, and for the final determination of any dispute or question of qualification, eligibility and constituency of voters and candidates, and of validity of ballots or votes.

- 4.4.2. All members of faculty are eligible to serve on Senate.
- 4.4.3. To be eligible for elected service on Senate, students must have been previously elected to a governance position under this policy at the faculty or department level. An exception is made for students who have completed an undergraduate degree applying for graduate studies. These students are eligible as candidates for ~~graduate~~ student positions on Senate after they have accepted an offer of admission to a Carleton ~~graduate~~ program. The student is expected to have previous experience in a governance position at Carleton or another university and is eligible to serve only after registration.
- 4.4.4. To be eligible for elected service on Senate, Contract Instructors must have taught at least 1.5 credits in the past two years and be teaching at least 0.5 credits at Carleton in each academic year (July 1- June 30) in which they serve on Senate.
- 4.4.5. A Senator taking sabbatical (or other) leave must relinquish her or his Senate membership. On returning from leave, the faculty member, wishing to serve on Senate, must stand for a new three-year term.
- 4.5.6. Any full-time faculty member who is not formally a member of a Faculty Board that has the power to elect Senators is, for purposes of election of members to the Senate, considered a member of the most appropriate Faculty Board. Cross-representatives from one faculty to another do not participate in elections from the latter faculty to the Senate.
- 4.6.7. *Ex officio* and special appointment members of Senate are not eligible for elected positions during the period they occupy their *ex officio* or appointed positions.
- 4.6.8. If a vacancy in an elected position occurs on Senate and the remaining term is four months or less, the position will be left vacant until the next academic year. Except in the case of elected student Senators, if more than four months remain, a by-election will be held to fill the position and the elected member will serve for the remainder of the academic year plus an additional three-year term. In the case of elected student Senators, if a vacancy occurs and more than four months remain, a by-election will be held to fill the position and the elected member will serve for the remainder of the academic year.

4.7. Attendance

Any elected member of Senate who, without having given prior notification and not being prevented by circumstances beyond his/her control in each instance, is absent from two-thirds or more of the meetings of the Senate in any period from the first day of July to the thirtieth day of June following in any year shall be conclusively deemed to have retired from the Senate at the end of that period, and an entry of such retirement in the minutes of the proceedings of Senate shall be sufficient evidence thereof.

4.8. Minimum Academic Requirements for Student Participation

To be eligible to serve as a student member of Senate or on a Senate Committee, students must meet the following requirements. If any of these requirements is not satisfied during the term of service, the student must resign from this position.

4.8.1. Undergraduate Students

1. Be registered at the University as a ~~degree~~-student in an undergraduate program;
2. Be registered in at least one course in each of the Fall and Winter Terms in the academic year when they were elected and during their period of service;
3. Have completed successfully at least 4.0 credits prior to service; and
4. Maintain the academic status of Good Standing throughout their period of service.

For Requirement 4, the academic status of the student will be assessed at the start of each academic term during service using the Senate-approved regulations for Academic Performance Evaluation for the student's program.

4.8.1. Graduate Students

1. Be registered as a degree student in a graduate program during the period of service;
2. Be actively engaged in pursuit of this degree during each term of service or, if on academic leave from studies, still able to fulfill the obligations of service.

Article 5. Senate Procedures

5.1. Chair

The President serves as Chair of Senate. In the absence of the President, the Provost serves as Chair. If both the President and the Provost are absent, then Senate will elect one of its members to serve as Chair.

5.2. Meetings

5.2.1. The meetings of Senate are conducted under the Senate Rules of Order – contact the Senate Office for more information.
see Appendix B.

5.2.2. Unless otherwise determined by Senate Executive, Senate meets once a month during the period from September to June. A special meeting of Senate shall be convened upon the request, to the Clerk, of at least 10 members of Senate. Senate Executive may call a meeting with short notice when an issue arises that requires a timely response.

5.2.3. Senate may declare all or any portion of a meeting to be a Closed Session. In particular, all meetings that deal with graduation or with individual student files are held in Closed Session. Only members of Senate and Officers of the University may remain in the meeting room during a Closed Session.

5.2.4. A Question Period is required at the beginning of each Senate meeting, and up to one-half hour of the Senate meeting is devoted to it. Questions should be in writing and be submitted to the Senate Office prior to the Senate meeting to permit preparation of an answer and to ensure proper recording in the minutes.

5.2.5. Following the customary procedure of elected parliamentary bodies, Senate sets aside space at its meetings for spectators from the Carleton University community and representatives of the news media. Senate has the right to make exceptions to this provision and decisions to that effect shall be made at an open meeting of Senate.

5.2.6. Quorum for a meeting of Senate is 25% of the membership of Senate at the time of the meeting.

~~For an electronic poll of members of Senate to be valid, there must be a response from 25% of the membership of Senate at the time of the poll.~~

5.2.7. The Notice of Motion period for a short notice meeting of Senate is 48 hours and the meeting will be limited to considering the specific issues identified by Senate Executive. No regular business of Senate will be considered at a short notice meeting. Any decisions taken at a short notice Senate meeting will be reviewed at the next scheduled Senate meeting. If Senate is not scheduled to meet within a month of the short notice meeting, an additional meeting of Senate with at least 10 days notice will be called within the month following the short notice meeting. All other rules of Senate, including quorum, will apply to a short notice meeting of Senate. Decisions made by Senate in short-notice meetings have the same weight and authority as decisions made in regular Senate meetings.

5.2.8. Electronic Voting: Occasionally, Senate is required to make decisions on a motion before the next scheduled Senate meeting. In cases where Senate Executive believes that the motion is clear and unlikely to engender debate, an email poll may be held to make a decision. In such cases, the Clerk of Senate will circulate,

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to all senators, the motion and background material. An electronic vote will be held which allows Senators at least two working days to vote. Should any Senator make the Clerk of Senate aware of a substantive issue regarding the motion during this time, the vote will be suspended for resolution at a future meeting of Senate. For an electronic poll of members of Senate to be valid, there must be a response from 25% of the membership of Senate at the time of the poll.

5.3. Communication and Records

5.3.1. Agendas and Minutes

Once approved by Senate Executive, the agenda and supporting documentation for each Senate meeting are made available to all members of Senate approximately one week prior to the meeting.

After approval by Senate, the minutes of each Senate meeting are posted at the Senate Website. Original copies of all minutes and documentation are available in the Senate Office (for the last ten years) and the University Archives (earlier years), and complete sets are available in the ~~Library Archives~~ Carleton University Corporate Archives.

5.3.2. Communication

The standard mode of communication between the Senate Office and senators is via electronic mail. Canonical e-mail addresses are used for on-campus members of Senate and external members provide an e-mail address that the office uses for communication.

Article 6. Clerk of Senate and Senate Office

6.1. Clerk – Term of Office

The Clerk of Senate shall be a full-time tenured faculty member, serve for a term of three years and be eligible for re-election.

6.2. Clerk – Responsibilities

The Clerk of Senate shall:

- (a) Manage the affairs of Senate
- (b) Serve as Marshal of Convocation
- (c) Serve as Secretary of the General Faculty Board
- (d) Serve as Senate Electoral Officer
- (e) Manage Senate Committees memberships

Annually, with the approval of Senate, the Clerk may designate a full-time, tenured faculty member to act as Marshall of Convocation.

6.3. Senate Office

There is a Senate Office with responsibility for:

- (a) Managing the affairs of the Senate
- (b) Maintaining the records of Senate, Senate Executive, Tenure Appeal Committee and Honorary Degrees
- (c) Coordinating Convocation

Article 7. Senate Executive Committee

7.1. Responsibilities

The Executive's duties are to:

- a. Arrange the agenda and plan the forthcoming business of Senate;
- b. Nominate members for Senate committees, Special appointments to Senate, the Clerk of Senate and Senate representatives as required;
- c. Approve Honorary degree candidates in special circumstances;
- d. Approve late, or early, graduates, rescind degrees and make post-graduation changes to student's records;
- e. Undertake other tasks as assigned by Senate.

In addition, Senate annually, at the last regular meeting of the academic year, empowers the Executive to act for Senate on urgent items of regular business during the months of July and August. Notice of any meetings of the Executive held under this authority (except those called for the purposes of the Executive dealing with its own regular business) shall be given to all members of Senate who may attend and vote. Any actions under this authority are reported to Senate at its next meeting.

7.2. Composition

Senate Executive consists of:

- The President and Vice-Chancellor (as Chair);
- The Provost and Vice-President (Academic);
- The Clerk of Senate;
- Three members of faculty, elected from and by Senate; and
- Two students (one undergraduate and one graduate), elected from and by Senate.

The term of a member of Senate Executive is coterminous with her or his term on Senate.

Article 8. General Faculty Board

- 8.1 The General Faculty Board is a Committee of Senate. The role of the General Faculty Board is to provide a forum for discussion of issues of urgent and general concern to the whole Carleton academic community.
- 8.2 The membership of the General Faculty Board consists of all members of other Faculty Boards. The Clerk of Senate serves as Secretary of the General Faculty Board.

- 8.3 A meeting of the General Faculty Board can be called either by the President or by a petition from at least 25 members of the General Faculty Board. The petition is submitted to the Senate Office and must state the matter to be raised at the meeting.
- 8.4 The Secretary of the General Faculty Board will arrange the meeting as soon as possible, and in any case the notice of the meeting will be sent out within seven days and the meeting itself will occur within 21 days of the receipt of the petition.
- 8.5 The Secretary will call the meeting to order. The first item of business will be the election of a chair from among the members of the General Faculty Board.
- 8.6 The General Faculty Board may pass motions making recommendations for action by Senate. As well, an account of the proceedings of the General Faculty Board will be transmitted to Senate as a report to be appended to the Senate minutes.

Article 9. Senate Committees and Representatives

9.1. Introduction

In addition to the Executive, a number of standing and ad hoc committees of Senate exist. Senate is also required to appoint representatives to the Board of Governors and various joint committees, advisory committees, search committees and panels.

The composition of Senate Committees should represent the capacity, interests and energy of members appointed, but should not be based on a rigid representation from different areas of the University.

As far as possible, Senate committees are expected to delegate administrative matters to administrative officers and concern themselves primarily with matters of policy.

9.2. Nomination and election procedures

It is the responsibility of the Senate Executive to nominate faculty and students members for Senate committees, Advisory Committees and Senate representatives. These nominations are then forwarded to Senate for ratification.

The Executive reviews the composition of the standing Senate committees annually in the spring, with a view to nominating, in May, a revised list of membership for the following academic year, beginning on 1 July.

First, all elected members of Senate will be canvassed each year about their interest in serving on Committees. Additional nominations to fill subsequent vacancies are derived from the advice of members of Senate Executive, current committee chairs and others. Senate Executive decides on the final nomination slate in all cases.

Senate committees may include members of faculty, students and members of the non-academic staff. In special cases, non-university members may be included. Nominations must clearly state the status and affiliation of the nominee.

As a general rule, new members of faculty are not nominated to Senate committees during their first year of appointment to the University. Similarly, as a general rule, students in their first year of study at Carleton are not nominated to Senate committees. A student may serve on a Senate Committee without having been previously elected to a governance position under this policy.

In order to be closely associated with Senate, a faculty member nominated for Chair of a Senate Committee should, whenever possible, be a member of Senate. Committee Chairs do not usually remain in office as chairs for more than three years.

The term of office on Committees is three years for faculty and non-academic staff, and one year for students. Committee members are eligible for re-election.

9.3. Committee Procedures

All members of Senate Committees, including secretaries, have the right to vote.

Chairs of Committees will be asked by the Clerk to report by a certain date every year any committee activity that has not already been reported to Senate, and to bring forward, at that time, any proposals their Committees may have for changes to their composition and/or terms of reference. When the report comes to Senate, the Committee Chair is asked to be present in order to introduce and defend the Committee's proposals.

The attendance of deputies for members of Senate Committees, and their voting power, are left to the individual committee Chair's discretion.

Observers and interested parties are normally allowed to attend Senate Committee and Advisory Committee meetings. However, questions of openness and publicity of Committee meetings are left to each Committee to decide.

Attendance: Any member of a Senate Committee, other than an *ex-officio* member, who is absent without prior stated cause from more than two successive committee meetings or more than half of the meetings in an academic year may be deemed to have relinquished the appointment. On receipt of a minute to that effect by the Clerk of Senate, the Senate Executive shall be informed that a vacancy exists.

9.4. Student Participation

At the level of Senate Committees, as a guideline, any matters referring to academic review of particular student files or cases are not proper subjects for student participation. If a Senate Committee wishes to exclude student members from discussions of matters other than academic review of student files, it must receive approval from the Senate before including it in the Committee's terms of reference.

9.5. Standing Committees

The Standing Committees of Senate are:

Senate Executive

Senate Academic ~~Planning Program~~ Committee
Senate Committee on Curriculum, Admissions and Studies Policy
Senate Committee on Student Awards
Senate Committee on Medals and Prizes
Senate Honorary Degrees Committee

Senate Library Committee
Senate Educational Equity Committee
Senate ~~Financial~~ Review Committee
Senate Academic Govern~~ance~~ment Committee
~~Senate Emergency Academic Response Committee~~

Senate Undergraduate Studies Committee
Student Academic Integrity Appeal Committee
Student Academic Accommodations Appeal Committee
Senate Graduate Student Appeal Committee
~~Tenure Appeal Committee~~

The terms of reference and composition of these Committees are available from the Senate Office given in Appendix D.

9.6. Faculty Boards

The Faculty Boards are an important element of the governance structure of the university and are mentioned in the Carleton University Act (see Section 0). While maintaining extensive autonomy, these Boards are creatures of, and report to, Senate. Each Faculty Board serves as the plenary academic organ of the Faculty or School to which it belongs. The role of Faculty Boards is expanded in Article 11 below.

9.7. Advisory Committees

Senate selects some or all of the members for the following Advisory Committees:

Athletics Board
Bookstore Advisory Committee
Animal Care Committee
Technology, Society, Environment Committee
Ombuds Advisory Committee

9.8. Representatives

- (i) Senate elects two representatives to serve on the Board of Governors for three-year terms. Those eligible for election are the faculty members of Senate including elected, special appointment and *ex officio* members.
- (ii) Senate elects a faculty member, not necessarily a member of Senate, to serve as the Academic Colleague of the President at meetings of the Council of Ontario Universities (COU). The Academic Colleague makes regular reports to Senate on the activities of COU. Senate also elects an additional faculty member to serve as alternate to the Academic Colleague. If the Academic Colleague is not a member of Senate then he or she may be appointed as a Special Appointment.

~~(iii) Under the terms of the Collective Agreement with the Carleton University Academic Staff Association, Senate appoints, through nomination and election, eight full professors to the University Promotion Committee. These representatives are chosen in a distribution that matches the distribution of faculty amongst the Faculties and need not be members of Senate.~~

Article 10. Senate Policies

10.1 Senate may establish policies with scope within its mandate. As policies are established from time to time they are ~~made available on posted to~~ the Senate website ~~at the following address:~~
~~http://www.carleton.ca/senate/Senate_policies.html~~

~~See Appendix E for more information about these policies.~~

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Article 11. Faculty Boards

11.1. Existence and Constitutions

The Faculty Boards are an essential part of the governance structure of the University. Each serves as a forum for discussion and decision on academic concerns related to the students and programs within its scope. The Faculty Boards are as follows:

Faculty Board	Degrees	Administrative Unit
Graduate Faculty Board	All graduate degrees and certificates	Faculty of Graduate Studies and Research
Arts and Social Science Faculty Board	BA (jointly), BHum, BMus, , CTESL	Faculty of Arts and Social Science
Public Affairs Faculty Board	BA (jointly), BJ, BSW, BPAPM, CPSS	Faculty of Public Affairs
Business Faculty Board	BCom, BIB	Sprott School of Business
Science Faculty Board	BSc, BMath	Faculty of Science
Engineering Faculty Board	BEng	Faculty of Engineering and Design
Computer Science Faculty Board	BCS	School of Computer Science
Architecture Faculty Board	BAS	School of Architecture
Industrial Design Faculty Board	BID	School of Industrial Design
Information Technology Faculty Board	BIT	School of Information Technology

Subject to the provision of any Bylaw in this respect, passed from time to time by the Board of Governors, Senate approves the existence and basic structure of each Faculty Board. In some cases the faculty boards have agreed on formal constitutions appropriate to their individual circumstances. Senate approves these constitutions and any substantial revision thereof.

11.2. Responsibilities

Though each Faculty Board operates with autonomy in pursuit of the objectives and purposes of the University, certain responsibilities are assigned to all Faculty Boards. These include consideration of and making recommendations to Senate on:

- (a) New and revised academic degrees, programs and courses;
- (b) New or revised academic regulations;
- (c) The awarding of degrees, certificates and diplomas within its scope;
- (d) The establishment, deletion, renaming or reorganization of academic units responsible for the delivery of academic programs.

11.3. Composition of the Faculty Boards

Note that the following are minimum requirements and Faculty Boards may establish supplementary membership rules for themselves. More information about the Faculty Boards is [available from the Senate Office.](#)~~given in Appendix C.~~

Each of the undergraduate Faculty boards shall consist of:

- (a) The following persons '*ex officio*':
 - (i) The Dean of the Faculty or the Director of the School;
 - (ii) Every person who holds an appointment of professor, associate professor, assistant professor, or lecturer in that School, or in a department or School within that Faculty;
 - (iii) Those students who are elected or appointed members of departmental boards or school councils of that Faculty;
- (b) In the case of the Faculty Boards of the Schools of Architecture, Computer Science, Industrial Design, and Information Technology, those students elected to the Faculty Board in accordance with such regulations as set by the Faculty Board and approved by Senate;
- (c) Such other persons holding full-time appointments as professor, associate professor, assistant professor, and lecturer in departments or schools not within the Faculty or School as are appointed from time to time by the Faculty Board;
- (d) Such other students who are members of another Faculty Board and as are appointed from time to time by the Faculty Board.

11.4. Secretary of the Faculty Board

All undergraduate Faculty Boards elect at least one of their faculty members to serve on Senate in addition to their *ex officio* representation. Some, but not all, undergraduate Faculty Boards establish a position of Secretary of the Faculty Board with responsibilities that depend on the Faculty Board. When a Faculty Board elects a Secretary, that person is deemed to have been elected to serve on Senate as one of the faculty members elected to serve on Senate as described in Section 3.3.1.

11.5. Representation of First-Year Students

In addition to the students who serve as departmental representatives within the Faculty, the Arts and Social Sciences, Public Affairs and Science Faculty Boards include one student elected from and by the first year students in the Faculty.

11.6. Procedures

Each Faculty Board is required to determine, and have approved by Senate, the following minimum procedural rules: composition including participation by students, quorum rule, minimum frequency of regular meetings, and procedure for calling an extraordinary meeting. These procedures may be part of a comprehensive constitution for the Faculty Board. [Contact the Senate Office for more information. See Appendix C.](#)

Article 12. Departments, Schools, Institutes, Colleges

12.1. Departments – definition

For purposes of this policy, “department” is used to signify any academic department, school, institute, college or the like responsible for a program of instruction and reporting to a Faculty Board.

12.2. Department Board

12.2.1. Membership

All faculty members of the department are members of the Department Board. In addition students are elected as Academic Student Government (ASG) representatives on the Department Board. The number and distribution of ASG representatives is determined by the Department Board subject to the minima given in Table 1. Exceptions to this rule require the approval of Senate. The Department Board may exceed these minima and is required to inform the Academic Student Governance Coordinator of this decision by September 15 each year to allow election of the proper number of representatives.

# of full-time faculty in the department	Minimum number of ASG representatives			
	Total	2 nd year	3 rd and 4 th	Graduate
10 or more	3	1	1	1
5 to 9	2	1	1	
2 to 4	1	1		

Table 1: Minimum Number of Departmental Student Governance Representatives

The Departmental Board may include, as it sees fit, representatives of the non-academic staff of the department and representatives of other departments.

Carleton Academic Student Government Faculty Coordinators are allowed to participate in Department Board meetings that fall under their faculty if the appropriate Department Representative is unavailable.

For Engineering Department Boards one representative is elected by and from the full-time Engineering students in first, second, and third years; one representative elected by and from the students in fourth year (departmental membership for Electrical Engineering students is determined by the Engineering project advisor's membership); one representative elected by and from the full-time graduate students; and additional

students as desired by the Department Board.

12.2.2. Student Participation

At the department level, student participation takes place at least in the Department Board meeting and students shall be involved in all deliberations and decisions with the exceptions of: (1) appointments and other personnel matters of faculty and staff members; and (2) all academic review of individual student files. It is understood that student representatives to the Departmental Board shall take part in deciding how the department is to arrive at its recommendation to the Dean and the President regarding the selection of a chair, or the appointment of a new department member.

12.2.3. Student Elections

All students who are registered in undergraduate or graduate programs can vote on, and stand for election to, their department boards.

The election of departmental CASG representatives takes place in the fall as soon after registration as possible. The election is carried out by an appropriate student body under the supervision of the Senate Electoral Officer.

CASG representatives are elected for one-year terms and take office immediately upon being elected.

The group from which the departmental representatives are drawn and the constituency for the electors of those representatives are those students whose declared major or graduate discipline is the discipline of the relevant department. Students in first year who are undeclared may choose a department for voting purposes only. The department would have to be one in which they were enrolled in at least one full course. In the case of combined majors, the student selects only one department for voting purposes.

Undeclared students, however, may not be candidates.

Article 13. Student Participation in Governance of the University

13.1. General principles

There is student participation on Senate and all Faculty and Department Boards as well as Senate and advisory committees subject to the restrictions in Section 13.2 below.

For the purpose of this policy "student" is defined as a person enrolled full-time or part-time in an undergraduate or graduate ~~degree~~ program at Carleton University. For the purposes of this document "part-time student" refers to any part-time undergraduate student who has successfully completed four full credits at Carleton University or to any part-time graduate student at Carleton University. All students, as defined above, have voting privileges in elections for CASG representatives.

Student representatives in their function as members of Departments and Faculty Boards should act as participants in their own right in the deliberations and decisions of these bodies, while at the same time serving to communicate ideas, views and suggestions between students and these bodies.

13.2 Exclusions

Unless explicitly determined by Senate, students do not participate in meetings or portions of meetings at any level, that are concerned with either (i) personnel matters of faculty or staff members; or (ii) academic review of individual student records.

Article 14. Appointments

14.1. Appointment Powers

Pursuant to the Bylaws of the Board of Governors, the President may appoint, in her or his discretion, all academic and administrative officers and other employees of the University, other than Chancellor, President, Vice-Presidents, University Secretary, Secretary of the Board of Governors, and Director of Internal Audit and Advisory Services.

14.2. Board Appointments

The Board of Governors retains the power to appoint the Chancellor, President, Vice-Presidents, University Secretary, Secretary of the Board of Governors, and Director of Internal Audit and Advisory Services, all in accordance with procedures passed from time to time by the Board. In the case of the appointment of the Chancellor and the President, it is the longstanding practice at the University that the Board makes these appointments only after meaningful consultation with Senate, ordinarily accomplished by having equal representation of Senate and the Board on the appropriate search committee.

COMMITTEE: Executive Committee

MEETING: June 28, 2018

ORIGINATOR: University Secretary

ITEM: Advisory Committee for the
Provost and Vice-President
(Academic)

I. MATERIAL ATTACHED

- Appointment Guidelines for Provost and Vice-President (Academic)

II. THE ISSUE

At the request of the President Designate, it has been requested to commence the process to search for new Provost and Vice-President (Academic). The composition of the Advisory Committee is outlined below and you will see that there are five members of the committee (outlined in bold) that are to be elected.

Committee composition:

- President and Vice-Chancellor, chair of the Committee *ex officio*; **Benoit-Antoine Bacon**
- Two community-at-large members of the Board, elected by the Board; **Lynn Honsberger and Peter Dinsdale**
- **One member of the staff of the University (not being a member of Faculty or a professional Librarian, and not reporting directly to the V-P), selected by the President;**
- One professional librarian, elected by Senate; - **Janice Scammell**
- One full-time tenured member of Faculty from each of the Faculties, at least two of whom shall hold the rank of Full Professor, elected by Senate;
 - Faculty of Engineering and Design – **Adrian Chan**
 - Faculty of Science – **Patrice Smith**
 - Sprott School of Business – **Howard Nemiroff**
 - Faculty of Arts and Social Sciences – **Mike Brklacich**
 - Faculty of Public Affairs – **Mary Francoli**
- **One senior administrator and one Dean, elected by the Vice-President Academic and Research Committee; and**
- **One undergraduate student and one graduate student, elected by Senate.**

III. DECISION REQUIRED

Two community-at-large members of the Board to serve on the Provost and Vice-President (Academic) Advisory Committee.

IV. BACKGROUND

Dr. Peter Ricketts resigned as Provost and Vice-President (Academic). Dr. Jerry Tomberlin was appointed interim Provost and Vice-President (Academic) for the term of July 1, 2017 – June 30, 2019.

In accordance with the guidelines, the advisory committee is being established not later than 12 months prior to the end of the incumbent VP's term.

VI. OPTIONS

- A) Elect two community-at-large members of the board to serve
- B) Defer the decision until the remainder of the composition of the committee is determined

VII. RECOMMENDATIONS

Elect Lynn Honsberger and Peter Dinsdale as the community-at-large members of the board to serve on the Provost and Vice-President (Academic) Advisory Committee.

APPOINTMENT GUIDELINES FOR

PROVOST AND VICE-PRESIDENT (ACADEMIC)

Approval Authority:	Board of Governors
Date Approved:	June 2017
Mandatory Revision Date:	June 2020
Responsible Office:	University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Provost and Vice-President (Academic) (referred to in this policy as the “V-P”, or the “incumbent”) are appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term not to exceed six years, and shall also hold a tenured appointment at the rank of Professor in the University. The term of the incumbent V-P may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the V-P is unable or unwilling to finish her or his current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or election process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the "Committee"). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures.
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the end of the incumbent V-P's term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- (d) The Committee shall ordinarily be composed of the following as members:
 - The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - Two community-at-large members of the Board, elected by the Board;
 - One member of the staff of the University (not being a member of Faculty or a professional Librarian, and not reporting directly to the V-P), selected by the President;
 - One professional librarian, elected by Senate;
 - One full-time tenured member of Faculty from each of the Faculties, at least two of whom shall hold the rank of Full Professor, elected by Senate;
 - One senior administrator and one Dean, elected by the Vice-President Academic and Research Committee; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee. The Assistant Vice-President, Human Resources shall be a resource to the Committee.

In her or his discretion, the President may make adjustments in the composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

- 2.2.1 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being, present in person, by teleconference or by videoconference, at least one of whom must be the President.

Article III: Procedures

- 3.1 The Committee shall determine its own procedures, subject to the following conditions:
- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
 - Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
 - When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
 - In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

- 4.1 The President shall communicate with the incumbent to determine if she or he wishes to be considered for reappointment.
- 4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:
- The President shall begin the process by meeting with the V-P to discuss the review process.
 - The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual

- performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review her or his performance and to discuss the incumbent's plans if she or he were to be reappointed.
 - After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
 - The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.3 The Committee shall undertake a search for a new V-P in accordance with the following process:
- The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

DATE: June 15, 2018

TO: Members of the Board of Governors

FROM: Alastair JS Summerlee

COPIES: Amanda Goth
Sandra Slater

RE: President's Report to the Board – Agenda Item 7.2

Report on activities and events in the past few weeks.

➤ **Dominion Chalmers United Church:**

- Completion date: The University continues to work with the Church authorities on a completion date – at this point it is likely to be towards the end of June
- Crabtree gift: A successful event from held at the Church on June 5, 2018 to celebrate the gift from the Crabtree Foundation – thanks to all who participated
- Further fund raising: Following the announcement of the successful purchase of the facility, the University has been able to confirm additional gifts to the project

➤ **Succession plan**: At the request of the Executive and to help the transition to the new president, a confidential succession plan for the senior administration in the institution has been developed. The principal outcomes highlight that over the past year University Management has: (1) worked to stagger senior administrative appointments to ensure that there is a gradual but continuous change in positions; (2) in an open process, three external search consultants were pre-qualified for a limited period of time to be able to assist search committees in finding a broad range of applicants for positions;¹ (3) efforts were increased to advertise and recruit more widely from more diverse pools of candidates; and (4) specific recruitment activities for affirmative action for Indigenous hires were implemented. The importance of *Carleton Leader* in preparing and training potential staff and faculty leaders is recognized in the Succession Plan. Over the past several years, more than 350 faculty and staff and faculty have taken various modules in leadership through *Carleton Leader*. This commitment on behalf of the University was part of the rationale for Carleton receiving Platinum recognition for a Healthy Workplace at the Canada Awards of Excellence in the workplace celebrations in fall 2017.

➤ **Union contact negotiations**: The University successfully negotiated a tentative four-year contract with the Carleton University Academic Staff Association (CUASA). Details of the tentative deal, which were within the mandate approved by the Executive, were shared with and ratified by the Executive. The new contract provides a series of significant language improvements, streamlining and clarification of the agreement with CUASA.

➤ **Undergraduate Admissions fall 2018**: The final date for acceptance of offers was June 1, 2018. At present the University is less than 5% below the admissions target for the fall. This is slightly better than the predicted shortfall reported to the Board at the May meeting; due in large measure to the extraordinary efforts of staff in Admission Services. The staff will continue to work with students (particularly international students) to reduce the shortfall. A full review of the trends and changes will be completed over the summer and VP Students and Enrolment will report back to the Board in the fall with that analysis

¹ To date, all three pre-qualified search consultants have been used or are being used to searches. There has been a notable increase in the breadth and diversity of candidates in the recruitment pools and a reduction in the number of 'failed' searches for senior administrative and managerial positions in the institution.

- **Performance review** – The performance review of the Interim President is attached for discussion.
- **Canada-India Centre for Excellence** organized and hosted an event bringing together business leaders from India and Canada to follow up on the joint initiatives to promote bilateral trade and investment between Canada and India. The event, organized by Harry Sharma of the Canada-India Centre, centered on the topic *Canada-India: the road ahead* and focused on the ways that business leaders in the two communities can build on the political commitment to improve bilateral trade and investment. The University and particularly the Canada-India Centre received considerable praise for the innovative program to foster women entrepreneurs in both countries. The High Commissioner of India to Canada and the Canadian Consul General in Mumbai officially launched the advertisements for recruitment of the first cohort of women into the program.
- **Advancement:** The advancement team hosted a lunch to reconnect and inspire legacy donors to the University with a moving speech by Walter Fenlon and Linda Ann Daly at the Carleton University Art Gallery. Linda Ann and Walter told their story and the reasons for their legacy commitment to Carleton; and another meeting in the Lunch Time Speaker Series that was held at the National Arts Centre featuring Bruce Linton talking about the development of community through business activity in Smith Falls and the commercialization of cannabis directives associated with legalization of cannabis in Canada.
The total fund-raising for the year now stands at \$45 million compared with \$22 million in previous years.
- **Convocation:** Carleton held eight convocations from 12-15th June inclusive. Roughly 4,500 students graduated at these ceremonies with approximately 14,000 guests on campus.
- **Update on Sexual Violence Policy:** To date, since the implementation of the Sexual Violence Policy, staff in the Office of Equity Services has trained almost 4,000 members of the community in issues around sexual violence and the policy; 104 complaints have been brought forward. Three of these complaints moved to the formal process in the fall and have been resolved and one complaint moved to the formal process in the winter. This complaint has also been resolved. The majority of cases are reports of incidents that happened off campus and some are concerns from a number of years ago. The Director of Equity Services is pleased to report that, with experience, the staff are becoming more effective at finding acceptable resolutions to complaints at the informal level.
- **Education City:** Working with the other postsecondary institutions in the City, and with *Invest Ottawa* we are developing plans to open a series of research workshops across the City (the first will open in Kanata focused on the tech industry in summer 2018); looking for opportunities to collaborate on international student recruitment; working with the Aboriginal Institutes across the province to support programming; and reviewing ways in which we can ladder college/university qualifications or expand on partnership/joint degrees/diplomas. In addition, we are working collaboratively in support of creating increased opportunities for employability skills for people with disabilities and carrying out research to provide advice to employers on providing such opportunities and supporting people in the workplace.
- **Key Performance Indicators:** In keeping with past practice, progress towards the four key goals is attached for information.

An addendum: I would like to take this opportunity to thank the members of the Board for their confidence in me over the year and for affording me the opportunity to work with each of you and with the University.

Appendix I

DATE: April 30, 2018
TO: Members of the Human Resources Committee of the Board
FROM: Alastair JS Summerlee
COPIES: Amanda Goth
Sandra Slater
RE: Succession Planning for Leaderships positions at Carleton University



Background: The Executive Committee of the Board requested that the interim President should develop an present a review of succession planning for leadership positions at Carleton University during his tenure 2017/18. As the plan contains information that may be personal, confidential and therefore sensitive, the The Executive may decide whether the report should be presented to the Board or that only the high-level issues emerging from the analysis should be shared. The draft plan is attached to this memorandum for consideration and feedback.

Process to develop the draft Succession Plan: Individuals responsible for different units on campus were asked by the interim President to provide the following information:

- The name of the position and reporting relationship
- The name of the current incumbent
- Date of appointment
- Date of re-appointment/renewal or change (applies in most cases to academics seconded to administrative leadership positions or to contract appointments for staff)
- Whether or not an interim candidate is available internally in the event of a short-term (emergency) or longer-term replacement if needed
- The process for replacing the incumbent i.e., whether this would be an open, an internal or an external search and whether or not a search consultant would likely be used to facilitate the process
- Any particular issues or perceived current challenges/risks with the incumbent or replacing the incumbent

Different colours are used on the attached spread sheet.

The Faculties and the Library that report to the Provost and Vice-President (Academic) are given various colours to facilitate identifying direct administrative reports in each group.

Pink is used to indicate an area of concern or potential concern:

Red is used to indicate areas of serious concern.

General observations on support for succession planning at Carleton: In general, there is considerable University-wide effort to promote and support leadership training for both staff and faculty. This is embodied in a series of activities known as “*Carleton Leader*”. These have been developed by the Office of Quality Initiatives at Carleton specifically to train future leaders and to promote cross-university knowledge and training in leadership. It is also an important way for members of the community to understand how the University works. Not only is *Carleton Leader* renowned but it is currently being sought by other universities as a model for effective leadership development and was at the heart of the platinum (highest level) award for Healthy Workplace at the Canada Awards for Excellence held in Toronto fall 2017.

Carleton Leader comprises a series of three levels of intense interactions between and among participants with the opportunity to explore issues of leadership through theory, through the experiences of current leaders and to learn about different approaches and styles of leadership. *Carleton Leader* recognizes that leadership exists throughout the university; at all levels, in all areas. Leadership is about influence and impact. It is about individual self-awareness, engaging others in the pursuit of excellence and fostering a collective sense of Carleton University’s vision and mission while recognizing the diverse ways in which people may contribute to a positive future for the university. The core principle of the *Carleton Leader* philosophy is to cycle participants through a reflective learning process that moves from ME to WE to US such that we develop a community of leaders who think about the broader impact of their leadership. This impact can be seen to have benefits for the individual, benefits to the teams, departments, and groups we work within, and benefits to the university and beyond.

Participants are expected to engage in participatory leadership projects that are identified by the participants to improve life on campus. These projects are shared with current administrators and leaders and many of the ideas have been integrated into the strategic initiatives or actions on campus.

Carleton Leader Statistics 2013-2018 (Last Updated April 5, 2018)

To date there have been a total of **351** participants in *Carleton Leader*:

- 109 participants: Stream 1 “Exploring Leadership” (6 cohorts)
- 154 participants: Stream 2 “Developing Our Leadership Practice” (9 cohorts)
- 88 participants: Stream 3 “Strategic Leadership Across the University” (5 cohorts)
- 78 participants: currently in cohorts (as of spring 2018)
- 26 have missed a module or withdrew

Demographics

- 203 women and 148 men which represents 144 faculty and 207 staff have participated

Participants by Division

Participants have been spread across the major units and groups on campus with a reasonable percentage participation from each unit. The Director of Quality Initiatives, the Vice-President (Finance and Administration) and the President normally review the potential applicants to ensure an appropriate representation and balance in and among the various cohorts for *Carleton Leader*.

Unit/group	Number	Unit/group	Number
Academic administration	12	Library	16
Faculty of Engineering and Design	32	President’s Office	25
Finance and Administration	82	Research and International	9
Faculty of Arts and Social Sciences	47	Students and Enrolment	35
Graduate and Postdoctoral Studies	1	Faculty of Science	28
Faculty of Public Affairs	47	Sprott School of Business	17

Issues that emerge from the draft succession plan: In general, the efforts to train future leaders for both administrative (staff and faculty) leadership positions at Carleton are strong. During 2016/17, however, several

challenges became apparent. These included: (1) lack of forethought about staggering re-appointments of senior leaders so that there is continuous gradual turnover of leadership positions rather than several key positions falling vacant at the same time; (2) reliance on single-sourced consultants for external recruitment or belief that search processes can be conducted by internal teams (neither of these is appropriate in the current climate); (3) little active recruitment practised by Carleton; and (4) concerns about focus on leadership from the Indigenous community for Carleton.

In the past year, considerable effort has been expended to address these three challenges. By a combination of judicious planning for replacements and, frankly by serendipity, the key academic and leadership positions in the University (president, VPs and deans) are now staggered so that gradual turnover of University leadership can be expected for the next decade. The President designate will have an opportunity to choose a significant number of the senior management team of the institution over the next two years forming the basis of a strong team for the future in all areas.

The interim President conducted an open search for consultants to advise the University on search processes. Three Search Firms were identified as pre-qualified for use by the institution and all three of these firms have already been used or are being used in current searches.

The University, through the pre-qualified search consultants and through Universities Canada and the Council of Ontario Universities has begun a process to encourage more active recruitment for leadership positions particularly for the key academic and administrative positions in the University.

Carleton Leader will continue to play an important role in training potential internal candidates for staff and faculty administrative leadership positions on campus.

There is an absence of Indigenous leadership on campus especially within senior administrative/managerial positions. The senior management team have prioritized expansion of Indigenous presence on campus: a senior academic (likely to be awarded a CRC shortly) has been recruited to come to Carleton as a leader in the Indigenous studies program (her start date is set for July 1, 2018); Carleton has developed and funded, through an endowment for strategic initiatives, a program for pre-doctoral scholarships for Indigenous doctoral students. This will help grow strength among Indigenous scholars to compete for faculty positions in the future. The University has also sought participation from Algonquin elders in advising the president and University Management on indigeneity and Indigenous issues on campus. The University has taken steps to support retention of current Indigenous faculty although this is a constant struggle as the field is very competitive and individuals are constantly approached by other institutions. Finally, the University has implemented an affirmative employment program to recruit at least ten Indigenous faculty scholars to the University, and the interim President suggested that the President's Advisor on Indigenous Matters should be a member of the Indigenous community on campus. (The process to select such as an advisor needs to be managed carefully to ensure members of the community are involved in the selection process).

Since these initiatives were announced, issues of self-identification among Indigenous or potentially Indigenous faculty have emerged. This is a sensitive and challenging issue at several institutions across the country currently. It is suggested that further action on these issues should be delayed until the arrival of the senior Indigenous scholar (July 1, 2018) and the new President (July 1, 2018). Peter Dinsdale from the Board has also offered assistance in discussing and resolving the tensions and issues around self-identification of Indigenous peoples.

Current searches underway include:

- Search for the Associate Vice-President (Teaching and Learning) – *chaired by the interim provost*
- Search for the Director of Equity Services – *chaired by the interim president*
- Search for the Assistant Vice President (Facilities and Planning) – *chaired by the VP F&A*
- Search for the Chief Information Officer – *chaired by the VP F&A*

All four searches are being carried out with the assistance of external search consultants and the applicant pools are strong and deep. The searches will likely be completed successfully before the end of Summer 2018.

The President designate will be informed of the short lists for these searches and have the opportunity for input into the final decision in these searches.

In 2018/19, the following search processes will be initiated by members of the senior University executive (president and VPs):

- The Provost and Vice-President (for appointment summer 2019) – *process to be managed by the new president with an external search consultant*
- The deans of the Sprott School of Business and Engineering and Design (for appointment summer 2019) – *process to be managed by the interim provost with the help of a search consultant*
- The Dean of Graduate and Postdoctoral Affairs will be reviewed during the year – *process to be managed by the interim provost*

In addition, there will be a number of review processes and new appointments made by the VPs and Deans for associate/assistant VP positions and associate/assistant deans respectively. Most of these processes will be internal to the institution. In all cases, the President designate will have the opportunity to review the processes and prospective decisions.

Concerns that need to be addressed: Despite the successes in developing more effective succession planning processes, there are some concerns that have emerged. There are five areas of concern in the institution:

1. **Pension Plan Management:** in the medium-term there is a critical need to develop internal talent to support management of the Pension Plan at Carleton.
 2. **Advancement:** There are serious structural issues in Advancement. Despite the huge success of Advancement in the past year, this area of the University is in a critically sensitive position. Carleton undoubtedly has some of the best, externally recognized, personnel in Advancement (both Alumni Relations and Fund-raising). It is important to review the structure of this unit and the key positions in comparison with other universities.
 3. **Sprott School:** There are significant challenges in the Sprott School. The dean search in 2017/18 failed primarily because the University could not offer a competitive salary to individuals interested in the post. It will be a critical issue for the new dean to address middle management level strength as an early priority during her/his tenure.
 4. **Director of Communications:** The position and roles of communication and structure of the unit need to be reviewed in comparison with other institutions
 5. **Comparative salaries at the administrative/management level:** There are a number of positions where there are apparent inequities among salaries for similar positions in other institutions. This puts Carleton at risk of losing outstanding individuals who are being tempted away by offers from other institutions. It is **recommended** that, as a matter of priority, the department of Human Resources should develop a clear and consistent approach for the comparative study of salaries of administrative staff so appropriate comparisons can be made with similar positions in other universities. The university should then implement a process to adjust salaries where appropriate to unnecessary risk of losing excellent staff.
-

APPENDIX II

Self-assessment Performance Interim President 2017/18

A review on the performance against the five strategic goals determined by the Board for the Interim President are provided below. In addition, reference is provided for the additional items that have arisen and have been handled throughout the year. Commentary on activities related to my teaching, research and service activities are also provided.

It is important to acknowledge, at the outset, that none of these achievements or efforts are the sole work of the Interim President. Activities could not have been attempted, let alone completed in some cases, without the incredible support and leadership of the senior management team and staff.

1. Objective: Promote and enhance the reputation of the University

a. Goal: Develop and implement a strategic communications plan to promote the university and enhance our national and international reputation

- Reframed the role of the Board in setting priorities for the University (see 2c) during the Board Retreat October 2017
- Building on the narrative in Strategic Mandate Agreement 2 (SMA2), Carleton has continued to focus on areas of differentiated strength: accessibility; autonomous vehicles and remote sensors; diaspora and refugee studies; and sustainability. This focus has resulted in significant investment and development of a national and international profile in these areas
- Public lectures/presentations by Interim President (see section 7b)
- Developed a short national advertising campaign linked to the 'Carleton at Queen's Park Day' fall 2017
- Participated in Asia Pacific Association for International Education meeting to promote Carleton and access to Carleton for international activities
- Participated in development of active campaign for provincial election, working with candidates of all the three main parties to explain how Carleton and its programs/activities support their election platforms
- Worked in collaboration with the three other post-secondary institutions in Ottawa to develop the concept of *Education City* and worked with the provincial government to consider long-term financial support for the initiative
- Actively promoted the *Here for Good* ethos and campaign messaging to distinguish Carleton from other universities and other university campaigns. *Here for Good* is now embedded as the post-campaign activities for the University
- Participated as a panelist on innovation among Canadian universities in the joint Canada-Belgium trade relations meeting organized by Universities Canada
- Providing background materials for the President Designate on strategic communications plan development

In progress

b. Goal: Make substantial steps to complete the capital campaign including post-campaign planning and the role of the Board

- Raised just more than \$45 M towards the capital campaign (previous yearly average \$18-22M)
- Expanded the network of potential donors for Carleton with requests of \$69 M currently outstanding
- Participated in networking events with alumni in Toronto, Calgary, Vancouver, London (UK), Ottawa, Hong Kong and Singapore
- With the external consultation and the Chief Advancement Officer, developed a strategy for successful completion of the campaign by December 2018
- Developed a post-campaign proposal, based on *Here for Good*. The concept has been presented to, and accepted by, the Community Relations and Advancement, Executive and the Board

Completed

c. Goal: Assist the Board in coming to an effective, acceptable resolution of the Dominion-Chalmers United Church issue

- Completed the required review of the property – Board approved entering into a purchase and sales agreement with the Church subject to 13 caveats/conditions that needed to be met for due diligence
- Caveats for agreeing to move forward with the purchase were met. A small negotiating team (S. Levitt, G. Farrell and M. Piché) successfully arranged a Purchase, Sales and Lease Agreement that has been approved by Church authorities and the Board
- Communications plan was developed to keep the community informed about process and the final announcement
- Fund-raising plan complete and the next phase, following the announcement of the successful purchase of the facility, is being implemented

Completed

2. Objective: Succession plan for senior personnel in the community

a. Goal: Work with the Board to develop an effective recruitment and selection process for vice-presidents, associate vice-presidents and deans in the institution

- Developed and implemented pre-qualification process for appointment of three external consultants to assist with university searches; all three firms have been/are currently employed in active searches

Completed

b. Goal: Develop a succession planning concept to minimize risk to the institution

- Developed draft succession planning document for Senior Administrative positions at the University in collaboration with units on campus. The plan will be reviewed by the Human Resources sub-committee of the Executive Committee of the Board and recommendations for action were shared with the President Designate. Identified key areas of concern/vulnerability for action by the institution and the Board.

Completed

- Searches at the institution 2017/18 (in conjunction with the Provost/VP Finance & Administration)
 - Dean of Faculty of Arts and Social Science – successful
 - Dean of Science – successful
 - Dean of the Sprott School of Business – failed search: interim dean extended
 - AVP Teaching and Learning – search process in progress (Provost)
 - AVP Facilities, Management and Planning – search in progress (VP F&A)
 - Director of Equity Services – search process in progress (President)
 - Chief Information Office – search process in progress (VP F&A)

Completed / In progress / on-going

- Reinvigorated the process to select a new Chancellor for Carleton – waiting for the chosen candidate and the President Designate to meet before a final decision is taken.

In progress

c. Goal: Clarify roles and responsibilities of units within the University and the Board on succession planning

- Revised the relationship between the Board and University Management through the Board Retreat setting the annual framework for planning by the Board that affected and gave direction to the internal planning process for the University
- Established a high-level succession plan (see item 2b) for senior administrative positions at the University including staggering terms of appointments, employing external consultants to support search processes, expand advertising and recruitment activities to broaden and deepen applicant pools and developed an affirmative recruitment plan for Indigenous faculty and graduate students.
- Supported the review of governance processes and governance through the Governance Committee of the Board
- Negotiated and arranged appropriate funding, staffing and space for the Office of University Secretary and Legal Counsel (re-named General Counsel)

On-going

3. Objective: Government and community relations

a. **Goal: Complete and ratify the SMA discussions with the government including confirming revenue streams and funding envelopes and enhancing the student experience on and off campus**

- SMA2 signed and ratified by government
- Negotiated and confirmed additional funding to cover flow-through enrolment
 - ~\$ 4.5 million
- Negotiated **additional** funds to pilot *Education City* (collaborative activity between the four postsecondary institutes in Ottawa)
 - \$ 800 K over two years
 - Seeking an additional \$5 M from FedDev for the program
- Informed Senate and the Board of the details of SMA2
- Established a process for developing and reviewing SMA3

Completed / on-going

b. **Goal: Support on-going commitments for effective teaching and learning practice in the institution**

- Worked with the Provost to introduce problem-based learning seminars that will be implemented for the 2018/2019 academic year
- Supported the development of learning outcomes expected from experiential learning which will be adopted by Senate for implementation 2018/2019 academic year
- With the Provost, completed the stage one application to collaborate with Nunavut and the Northern Arctic College. Selected to make presentation but no further action to date
- Worked with the Canada India Centre to develop two joint initiatives with India: (1) the Canada India Acceleration Programme for Women Entrepreneurs; (2) the Canada-India Smart Cities Centre of Excellence for Capacity Building. Total funding ~ \$1.5 M
 - Working with a collaborative of women business leaders in North America the possibility of developing a venture capital fund to support scale-up of projects from women entrepreneurs through the Canada-India Centre program with access to \$20 M in venture capital
- With the VP Students and Enrolment garnered **additional** funds:
 - \$750 K for employability skill development
 - \$800 K for employability skill development of students with disabilities
 - \$5 M for employability/entrepreneurial skills development for students with disabilities named the David C. Onley Fund
 - \$1.5 M for First Generation students
- Developed an agreement between the Federal government and the Nishnawbe Aski Nation for youth training and support with the VP Students and Enrolment

Completed / in progress / on-going

c. **Goal: Develop an effective government/community relations process to ensure greater collaboration between Carleton and the partners in the city and environs**

- Established strong working relations with federal and provincial ministries related to activities at Carleton
- Successfully completed a 'Carleton at Queen's Park Day' – fall 2017 – very positive attendance
- Established strong working relationships with Municipal government and key counsellors/mayor
- Re-zoning for the Dominion-Chalmers United Church expedited following discussions with local politicians and bureaucrats
- Met with the Business Owners Bank Street to discuss opportunities for working together with Dominion-Chalmers United Church
- Opened discussions with City counsellors on use of the Church and with the National Arts Centre on shared cultural activities and events
- Appointed by the three presidents of the other post-secondary institutions in Ottawa to lead the *Education City* initiative emanating from SMA2. Engage Invest Ottawa Outcomes include:
 - Opening a research shop (sponsored by Invest Ottawa) in Kanata
 - Discussing with Invest Ottawa opening two more research shops
 - Joint programming with ladder credentials among the four institutions

- Approached FedDev with Invest Ottawa for \$5 M to support educational programming at *Education City* – Invest Ottawa willing provide renovated space linked to the David C Onley Initiative (see 3c above)

Completed / in progress

4. Objective: Issue and Risk Management

a. Goal: Resolve with the Board, the outstanding issues related to governance at the institution

- Issue between CAUT and the Board resolved – Interim President met with the executive of the Canadian Association of University Teachers (CAUT) to reduce tension and establish a path for resolution
- Grievance between a faculty member and the University/Board settled
- Code of Conduct Revision approved by the Board to reflect outcome of settlement

Completed

b. Goal: Develop and share with the Board a risk management register and identify the mitigation strategies in place or proposed

- Reviewed current register and process
- Working with Audit committee and KPMG to review and develop approach to risk management
- External assessment is underway (with Deloitte) on Enterprise Risk Management with report to be provided to the Audit Committee of the Board in Fall 2018

In progress

c. Goal: Review effective governance strategies and structures in the institution for discussion by the Board

- Consultant to be appointed by University Secretary in conjunction with in-coming chair of the Board to conduct a Best Practices Review. Outcomes to be reported to Governance Committee of the Board with implementation to be discussed at Fall 2018 Board Retreat
- Board Self-assessment 2017/2018 completed with results provided to the Governance Committee and committee chairs

In progress

5. Objective: Preparation of the new president

a. Goal: Establish a formal process for welcoming and on-boarding the new president in 2018

- Drafted March 2018. Revised May 2018 in conjunction with the President Designate, Chair and Vice-Chair of the Board, VPs, AVP Human Resources and University Secretary

Completed

b. Goal: Provide support both internally and externally for the new president

In progress / on-going

c. Goal: Take an active role in the hand-over with the new president

- Have met personally with President Designate to start hand-overs and provide briefings on various files
- Office of the President and University Secretary providing support for relocation and visits to campus

In progress / on-going

6. Objective: Deal effectively with unanticipated activities/issues

a. Issue: Challenges with the finishing and move-in to the Health Sciences Building

- Liaison with faculty, staff and graduate students and the Dean of Science on move-in to the facility
- Response to concerns identified by Board member
- Implementation of changes in procedures and project management
- Report on construction change orders for the Health Sciences Building with external review conducted by ZW Group provided to the Building Program Committee

- A senior external Project Manager, in addition to the existing Project Manager were appointed to manage resolution of the deficiencies in the building
 - An on-sight Facilities Manager has been appointed for the building to deal with minor deficiencies in furniture and furnishings and to liaise between users and the building contractors
- b. **Issue:** Additional requests for support from the Building Programs Committee and Finance Committee
- Approval to proceed with the Nicol Building with increased budget following tender results
 - Earlier than originally expected completion of 4th and 6th floors of the Health Sciences Building
 - Fit-out of the remaining floors ARISE building
- c. **Issue:** Prolonged four-week strike by CUPE 2424
- Sustained business operations and academic programs during the strike
 - Worked with Department of University Communications and external consultants on communications during and after the strike
 - Kept members of the Executive Committee apprised of the ongoing negotiations through out the strike
 - Developed and implemented reintegration of union staff members upon return to work
- d. **Issue:** Sexual Violence Policy review
- Worked with VP Students and Enrolment, Director and staff in Equity Services and with interest groups on campus to present first annual report on the implementation and use of the Sexual Violence Policy and the decision to consult on on-going changes to the document
 - Taking responsibility for recommendations on potential discipline for students, staff and faculty resulting from investigations under the policy
- e. **Issue:** Review and development of enhanced services and practices to mitigate the challenges from mental health issues on campus including: innovative use of technology; step-wise approach to support; additional counsellors etc.
- f. **Issue:** Visits from Ministers (federal and provincial) and the Lieutenant Governor of Ontario
- g. **Issue:** Ensuring that students working/studying abroad are supported/tracked/advised during international disasters e.g., earthquake in Mexico; bombings in European cities; violence in Israel requiring operation of the international safety policy and checks for students working abroad or on courses abroad
- h. **Issue:** Developed an internal strategy to assist members of the Indigenous community come to terms with and accept self-identification as a forerunner to the implementation of an affirmative plan for additional Indigenous faculty and graduate students
- i. **Issue:** Developing and implementing a plan to ensure adequate provision of gender neutral bathrooms across campus
- j. **Issue:** Preparing for the legalization of marijuana in Canada and the implications for policies on the use of alcohol, smoking on campus, students' rights and responsibilities and residence contracts
- k. **Issue:** Dealing with challenging student cases requiring short-term or long-term bans/no trespass orders or other actions necessary to protect other and/or vulnerable members of the community
- l. **Issue:** Celebration of Ontario 150 volunteers organized by the local MPP held at Carleton
- m. **Issue:** Coordinating responses including managing communications with internal and external communities on issues related to campus safety including: banning individuals from campus who were considered a potential threat; an incident of potential gun violence; an incident of bomb threats on campus

All these items are completed / in progress / on-going

7. **Objective: Personal activities**

a. **Goal: Publish at least one peer-reviewed publication:**

- Summerlee AJS (2018). Inquiry-based learning: a socially just approach to higher education. *Journal of Human Behaviour in the Social Environment* **28 (4)**: published on-line
DOI: <https://doi.org/10.1080/10911359.2018.1438956>
- Summerlee AJS, Rodriguez-Vivaldi AM, Beerman K (2018). Testing the efficacy of the Lucky Iron Fish® in reversing iron deficiency anemia in rural, impoverished regions of Guatemala. *Journal of International Global Health* (in press).

b. **Goal: Make at least three presentations and/or lectures:**

- MaRS Panel discussion in Social Entrepreneurship – Toronto (ON). *Social entrepreneurship and the role that universities should and could play*. August 2017
- The Derry Lecture – Huron University College, London (ON). *The future of higher education: social justice in higher education – lessons from the past*. October 2017
- Cambridge Third Age Learning – Cambridge (ON). *What to do on retirement – try walking across the Kalahari Desert with no food or water*. November 2017
- Future Ready Graduates (Asia Pacific Association for International Education) Singapore. *Enquiry-based learning*. (with GR Armstrong) February 2018
- Spring Conference – Carleton University, Ottawa (ON). *Changing the world one step at a time*. May 2018
- Ottawa Home Economics Association – Ottawa (ON). *A simple solution to an intractable problem: addressing the number one health and economic problem facing the world*. May 2018

c. **Goal: Submit at least one grant application:**

- Saving Lives at Birth (Round 10). PI Collaborative grant involving faculty at the Universities of East Anglia (UK), Pennsylvania (USA), and Washington State (USA) Total application \$2.5 M (Short-listed for consideration – final outcome October 2018)

d. **Goal: Carry out teaching/student-related activities** (including complete supervision of PhD student and honours student project):

- Satisfactorily supervised PhD student Dr. Roman Poterski (University of Guelph) to completion February 2018
- Satisfactorily supervised final honours research undergraduate thesis student Ms. Isra Hussein (Biomedical Sciences – University of Guelph) to completion April 2018
- Worked with Audacious Futures in the development of a new concept AudaciousU (announced May 22, 2018)

e. **Goal: Submit at least one patent/trademark application:**

- Design patent application *Lucky Iron Leaf*TM (US, Canada, Europe and India) submitted March 2018

Overall summary of the self-assessment

Overall, as an Interim President with little prior knowledge of Carleton, I would suggest that my performance not only met but exceeded expectation for the year. Highlights include: exceptional performance towards closing out the capital campaign and helping to formulate a post-campaign increase in annual giving; improving openness and transparency in interactions of the Board, Senate and the community; and improving government and community relations and the reputation of the University. Managing the due diligence process for the purchase of the Dominion Chalmers United Church, promoting the decision to move forward with the Nicol Building and dealing with the fall-out from the problems with the Health Sciences Building were above expectation. The failure to negotiate a contract with CUPE 2424 and the ensuing four-week strike was a serious problem for the institution that will likely have lasting morale and admission impacts. In addition to more than satisfactory performance against the goals and objectives for the Interim President, I am proud of the fact that I was able to maintain and continue a high level of personal scholarship.



CARLETON IN THE COMMUNITY

A new era for Dominion-Chalmers United Church

Ottawa will soon have a new cultural and community hub in the heart of the city, thanks to Carleton University's purchase of Dominion-Chalmers United Church.

The acquisition, enabled in part by philanthropic partnerships, renews Carleton's founding ethos to be Here for Good — to serve the greater good of the community — and offers an opportunity to invigorate the entire arts and cultural scene in Ottawa.

The university's transformation of the historic church east of O'Connor Street between Lisgar and Cooper — which was recently approved by the United Church of Canada — will provide a multi-purpose downtown performance space for students and faculty. Carleton currently has no space on campus that seats more than 400, hindering its ability to host large performances or lectures.

Dominion-Chalmers United Church, which is about 37,000 square feet with a seating capacity of approximately 1,000 in the main auditorium, will not

only provide much-needed space for the university's growing music program and other departments, it will also continue to serve as a community, cultural and artistic space for the broader Ottawa area.

The facility currently hosts more than 70 concerts and music festivals every year, and Carleton hopes to increase the number of concerts and community events. In addition, Dominion-Chalmers will continue to host services for the church congregation and provide a home for their ministry.

"Our purchase of Dominion-Chalmers United Church is perfectly aligned with the university's mission to play a central role in the cultural life of Ottawa, and it's a unique solution that allows the church to maintain its historic presence downtown and a gathering place for its congregation," said Carleton Interim President Alastair Summerlee.

"This beautiful space will not only be an important venue for students and faculty, but will also engage our many collaborators in the artistic,

non-profit, government and private-sector communities. We would like to thank the Government of Ontario and our philanthropic partners for their generous support, and look forward to the intertwined evolution of the university, the church and the city."

"For several years now we have been facing a future where we would not be able to keep up this historic building," said Church Council Chair David Hayman. "This is a sale that is good for the future of the congregation. It is also good for Carleton University and for the people of Ottawa.

"Our congregation has a long history of supporting both education and music in this city. We were among the early supporters of the Presbyterian Ladies' College, which later became the Ottawa Ladies' College, which was a predecessor of Carleton University. So, it is a fitting legacy that this building continues to serve the people of Ottawa by promoting education and music for the benefit of all."



Carleton programming

- Academic programs at the site will be interdisciplinary and primarily focused on music, drama and performance. Carleton's purchase of the church will provide opportunities to expand program options in the Faculty of Arts and Social Sciences, including exhibit space for the Carleton University Art Gallery.
- Carleton has already reached out to the University of Ottawa, Algonquin College and La Cité Collégiale — institutions that it is partnering with in the Ottawa: The Education City pilot initiative — about the possibilities of collaborative programs at the site.

Church history and architecture

- Construction on what was originally called Chalmers Presbyterian Church started in October 1912, and the first services were held in its sanctuary in March 1914. Chalmers Presbyterian Church became Chalmers United Church in 1925. In 1962, its congregation amalgamated with Dominion United Church, which had been destroyed by a fire, and the current name was adopted.
- The church's Neo-Byzantine sanctuary — an octagon with a domed ceiling and arched perimeter galleries, with chestnut interior woodwork and oak pews — is an acoustically and aesthetically stunning space that has hosted everything from wedding ceremonies and organ recitals to gospel quartets and modern rock. Other rental options at the church include 2,600-square-foot Woodside

Hall and Fellowship Hall, both of which have kitchens, and five classrooms.

- A due diligence process completed before Carleton's Board of Governors voted to negotiate a final purchase determined that the Romanesque Revival heritage building's physical structure is in very good shape. Limited renovations will be undertaken to ensure that building meets code requirements, and to create high-quality recording spaces and make the facility more attractive as a rental venue for community and arts groups.

Ontario government support

- Carleton's purchase of the church is supported by a \$5 million contribution from Ontario's Ministry of Infrastructure, reflecting the provincial government's commitment to help colleges and universities give students better environments in which to learn.
- Ontario's long-term infrastructure plan, which incorporates \$4.1 billion in capital funding at Ontario colleges and universities since 2003, is committed to creating a legacy of world-class infrastructure to grow the province's economy and strengthen its communities, with a focus on supporting students so they can generate the ideas, products, services and jobs they need to work, live and succeed in their communities.

Crabtree Foundation support

- Carleton's purchase of the church is supported by a \$2 million gift from the Crabtree Foundation, which will go toward renovations. The Crabtree

Foundation is a private family foundation established in Montreal by Harold Crabtree. It subsequently moved to Ottawa where its operations have been based for the last 30 years. The Foundation's capital, the source of its grants, has been donated by family members. Its activities represent the philanthropic interests of the Sandra Crabtree and Gerald MacGarvie family. A number of the arts organizations that will use the Dominion-Chalmers facility have been supported over the years by their Foundation.

- "We see this as an opportunity for our family's Foundation to support the entire Ottawa arts community," says Sandra Crabtree. "We are appreciative of Carleton's vision for the space and the university's commitment to helping the local community. Dominion-Chalmers has many wonderful facilities and our family is excited at what the future holds. My husband and I have attended concerts there and know how much the venue is loved by music enthusiasts and performers."

Here for Good

- The generosity of the Crabtree Foundation counts toward Carleton's \$300-million Collaborate Campaign. This campaign is dedicated to Carleton's Here for Good ethos — raising funds so that together we can contribute more to the good of society, its economy and institutions, and the health and wellbeing of people around the world. Thanks to donors, the campaign is now more than 90 per cent of the way toward its goal.
- In addition to the Crabtree Foundation, this initiative has received support from other community members. As Carleton realizes its vision for Dominion-Chalmers in the coming months, the university will celebrate its many partners and recognize their generosity with public events and announcements. To participate in Carleton's effort to enrich the cultural life of Ottawa at Dominion-Chalmers, please visit futurefunder.ca.



HERE *for*
GOOD



Appendix I

DATE: April 30, 2018
TO: Members of the Human Resources Committee of the Board
FROM: Alastair JS Summerlee
COPIES: Amanda Goth
Sandra Slater
RE: Succession Planning for Leaderships positions at Carleton University

Background: The Executive Committee of the Board requested that the interim President should develop an present a review of succession planning for leadership positions at Carleton University during his tenure 2017/18. As the plan contains information that may be personal, confidential and therefore sensitive, the The Executive may decide whether the report should be presented to the Board or that only the high-level issues emerging from the analysis should be shared. The draft plan is attached to this memorandum for consideration and feedback.

Process to develop the draft Succession Plan: Individuals responsible for different units on campus were asked by the interim President to provide the following information:

- The name of the position and reporting relationship
- The name of the current incumbent
- Date of appointment
- Date of re-appointment/renewal or change (applies in most cases to academics seconded to administrative leadership positions or to contract appointments for staff)
- Whether or not an interim candidate is available internally in the event of a short-term (emergency) or longer-term replacement if needed
- The process for replacing the incumbent i.e., whether this would be an open, an internal or an external search and whether or not a search consultant would likely be used to facilitate the process
- Any particular issues or perceived current challenges/risks with the incumbent or replacing the incumbent

Different colours are used on the attached spread sheet.

The Faculties and the Library that report to the Provost and Vice-President (Academic) are given various colours to facilitate identifying direct administrative reports in each group.

Pink is used to indicate an area of concern or potential concern:

Red is used to indicate areas of serious concern.

General observations on support for succession planning at Carleton: In general, there is considerable University-wide effort to promote and support leadership training for both staff and faculty. This is embodied in a series of activities known as “*Carleton Leader*”. These have been developed by the Office of Quality Initiatives at Carleton specifically to train future leaders and to promote cross-university knowledge and training in leadership. It is also an important way for members of the community to understand how the University works. Not only is *Carleton Leader* renowned but it is currently being sought by other universities as a model for effective leadership development and was at the heart of the platinum (highest level) award for Healthy Workplace at the Canada Awards for Excellence held in Toronto fall 2017.

Carleton Leader comprises a series of three levels of intense interactions between and among participants with the opportunity to explore issues of leadership through theory, through the experiences of current leaders and to learn about different approaches and styles of leadership. *Carleton Leader* recognizes that leadership exists throughout the university; at all levels, in all areas. Leadership is about influence and impact. It is about individual self-awareness, engaging others in the pursuit of excellence and fostering a collective sense of Carleton University’s vision and mission while recognizing the diverse ways in which people may contribute to a positive future for the university. The core principle of the *Carleton Leader* philosophy is to cycle participants through a reflective learning process that moves from ME to WE to US such that we develop a community of leaders who think about the broader impact of their leadership. This impact can be seen to have benefits for the individual, benefits to the teams, departments, and groups we work within, and benefits to the university and beyond.

Participants are expected to engage in participatory leadership projects that are identified by the participants to improve life on campus. These projects are shared with current administrators and leaders and many of the ideas have been integrated into the strategic initiatives or actions on campus.

Carleton Leader Statistics 2013-2018 (Last Updated April 5, 2018)

To date there have been a total of **351** participants in *Carleton Leader*:

- 109 participants: Stream 1 “Exploring Leadership” (6 cohorts)
- 154 participants: Stream 2 “Developing Our Leadership Practice” (9 cohorts)
- 88 participants: Stream 3 “Strategic Leadership Across the University” (5 cohorts)
- 78 participants: currently in cohorts (as of spring 2018)
- 26 have missed a module or withdrew

Demographics

- 203 women and 148 men which represents 144 faculty and 207 staff have participated

Participants by Division

Participants have been spread across the major units and groups on campus with a reasonable percentage participation from each unit. The Director of Quality Initiatives, the Vice-President (Finance and Administration) and the President normally review the potential applicants to ensure an appropriate representation and balance in and among the various cohorts for *Carleton Leader*.

Unit/group	Number	Unit/group	Number
Academic administration	12	Library	16
Faculty of Engineering and Design	32	President’s Office	25
Finance and Administration	82	Research and International	9
Faculty of Arts and Social Sciences	47	Students and Enrolment	35
Graduate and Postdoctoral Studies	1	Faculty of Science	28
Faculty of Public Affairs	47	Sprott School of Business	17

Issues that emerge from the draft succession plan: In general, the efforts to train future leaders for both administrative (staff and faculty) leadership positions at Carleton are strong. During 2016/17, however, several

challenges became apparent. These included: (1) lack of forethought about staggering re-appointments of senior leaders so that there is continuous gradual turnover of leadership positions rather than several key positions falling vacant at the same time; (2) reliance on single-sourced consultants for external recruitment or belief that search processes can be conducted by internal teams (neither of these is appropriate in the current climate); (3) little active recruitment practised by Carleton; and (4) concerns about focus on leadership from the Indigenous community for Carleton.

In the past year, considerable effort has been expended to address these three challenges. By a combination of judicious planning for replacements and, frankly by serendipity, the key academic and leadership positions in the University (president, VPs and deans) are now staggered so that gradual turnover of University leadership can be expected for the next decade. The President designate will have an opportunity to choose a significant number of the senior management team of the institution over the next two years forming the basis of a strong team for the future in all areas.

The interim President conducted an open search for consultants to advise the University on search processes. Three Search Firms were identified as pre-qualified for use by the institution and all three of these firms have already been used or are being used in current searches.

The University, through the pre-qualified search consultants and through Universities Canada and the Council of Ontario Universities has begun a process to encourage more active recruitment for leadership positions particularly for the key academic and administrative positions in the University.

Carleton Leader will continue to play an important role in training potential internal candidates for staff and faculty administrative leadership positions on campus.

There is an absence of Indigenous leadership on campus especially within senior administrative/managerial positions. The senior management team have prioritized expansion of Indigenous presence on campus: a senior academic (likely to be awarded a CRC shortly) has been recruited to come to Carleton as a leader in the Indigenous studies program (her start date is set for July 1, 2018); Carleton has developed and funded, through an endowment for strategic initiatives, a program for pre-doctoral scholarships for Indigenous doctoral students. This will help grow strength among Indigenous scholars to compete for faculty positions in the future. The University has also sought participation from Algonquin elders in advising the president and University Management on indigeneity and Indigenous issues on campus. The University has taken steps to support retention of current Indigenous faculty although this is a constant struggle as the field is very competitive and individuals are constantly approached by other institutions. Finally, the University has implemented an affirmative employment program to recruit at least ten Indigenous faculty scholars to the University, and the interim President suggested that the President's Advisor on Indigenous Matters should be a member of the Indigenous community on campus. (The process to select such as an advisor needs to be managed carefully to ensure members of the community are involved in the selection process).

Since these initiatives were announced, issues of self-identification among Indigenous or potentially Indigenous faculty have emerged. This is a sensitive and challenging issue at several institutions across the country currently. It is suggested that further action on these issues should be delayed until the arrival of the senior Indigenous scholar (July 1, 2018) and the new President (July 1, 2018). Peter Dinsdale from the Board has also offered assistance in discussing and resolving the tensions and issues around self-identification of Indigenous peoples.

Current searches underway include:

- Search for the Associate Vice-President (Teaching and Learning) – *chaired by the interim provost*
- Search for the Director of Equity Services – *chaired by the interim president*
- Search for the Assistant Vice President (Facilities and Planning) – *chaired by the VP F&A*
- Search for the Chief Information Officer – *chaired by the VP F&A*

All four searches are being carried out with the assistance of external search consultants and the applicant pools are strong and deep. The searches will likely be completed successfully before the end of Summer 2018.

The President designate will be informed of the short lists for these searches and have the opportunity for input into the final decision in these searches.

In 2018/19, the following search processes will be initiated by members of the senior University executive (president and VPs):

- The Provost and Vice-President (for appointment summer 2019) – *process to be managed by the new president with an external search consultant*
- The deans of the Sprott School of Business and Engineering and Design (for appointment summer 2019) – *process to be managed by the interim provost with the help of a search consultant*
- The Dean of Graduate and Postdoctoral Affairs will be reviewed during the year – *process to be managed by the interim provost*

In addition, there will be a number of review processes and new appointments made by the VPs and Deans for associate/assistant VP positions and associate/assistant deans respectively. Most of these processes will be internal to the institution. In all cases, the President designate will have the opportunity to review the processes and prospective decisions.

Concerns that need to be addressed: Despite the successes in developing more effective succession planning processes, there are some concerns that have emerged. There are five areas of concern in the institution:

1. **Pension Plan Management:** in the medium-term there is a critical need to develop internal talent to support management of the Pension Plan at Carleton.
 2. **Advancement:** There are serious structural issues in Advancement. Despite the huge success of Advancement in the past year, this area of the University is in a critically sensitive position. Carleton undoubtedly has some of the best, externally recognized, personnel in Advancement (both Alumni Relations and Fund-raising). It is important to review the structure of this unit and the key positions in comparison with other universities.
 3. **Sprott School:** There are significant challenges in the Sprott School. The dean search in 2017/18 failed primarily because the University could not offer a competitive salary to individuals interested in the post. It will be a critical issue for the new dean to address middle management level strength as an early priority during her/his tenure.
 4. **Director of Communications:** The position and roles of communication and structure of the unit need to be reviewed in comparison with other institutions
 5. **Comparative salaries at the administrative/management level:** There are a number of positions where there are apparent inequities among salaries for similar positions in other institutions. This puts Carleton at risk of losing outstanding individuals who are being tempted away by offers from other institutions. It is **recommended** that, as a matter of priority, the department of Human Resources should develop a clear and consistent approach for the comparative study of salaries of administrative staff so appropriate comparisons can be made with similar positions in other universities. The university should then implement a process to adjust salaries where appropriate to unnecessary risk of losing excellent staff.
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APPENDIX II

Self-assessment Performance Interim President 2017/18

A review on the performance against the five strategic goals determined by the Board for the Interim President are provided below. In addition, reference is provided for the additional items that have arisen and have been handled throughout the year. Commentary on activities related to my teaching, research and service activities are also provided.

It is important to acknowledge, at the outset, that none of these achievements or efforts are the sole work of the Interim President. Activities could not have been attempted, let alone completed in some cases, without the incredible support and leadership of the senior management team and staff.

1. Objective: Promote and enhance the reputation of the University

a. Goal: Develop and implement a strategic communications plan to promote the university and enhance our national and international reputation

- Reframed the role of the Board in setting priorities for the University (see 2c) during the Board Retreat October 2017
- Building on the narrative in Strategic Mandate Agreement 2 (SMA2), Carleton has continued to focus on areas of differentiated strength: accessibility; autonomous vehicles and remote sensors; diaspora and refugee studies; and sustainability. This focus has resulted in significant investment and development of a national and international profile in these areas
- Public lectures/presentations by Interim President (see section 7b)
- Developed a short national advertising campaign linked to the 'Carleton at Queen's Park Day' fall 2017
- Participated in Asia Pacific Association for International Education meeting to promote Carleton and access to Carleton for international activities
- Participated in development of active campaign for provincial election, working with candidates of all the three main parties to explain how Carleton and its programs/activities support their election platforms
- Worked in collaboration with the three other post-secondary institutions in Ottawa to develop the concept of *Education City* and worked with the provincial government to consider long-term financial support for the initiative
- Actively promoted the *Here for Good* ethos and campaign messaging to distinguish Carleton from other universities and other university campaigns. *Here for Good* is now embedded as the post-campaign activities for the University
- Participated as a panelist on innovation among Canadian universities in the joint Canada-Belgium trade relations meeting organized by Universities Canada
- Providing background materials for the President Designate on strategic communications plan development

In progress

b. Goal: Make substantial steps to complete the capital campaign including post-campaign planning and the role of the Board

- Raised just more than \$45 M towards the capital campaign (previous yearly average \$18-22M)
- Expanded the network of potential donors for Carleton with requests of \$69 M currently outstanding
- Participated in networking events with alumni in Toronto, Calgary, Vancouver, London (UK), Ottawa, Hong Kong and Singapore
- With the external consultation and the Chief Advancement Officer, developed a strategy for successful completion of the campaign by December 2018
- Developed a post-campaign proposal, based on *Here for Good*. The concept has been presented to, and accepted by, the Community Relations and Advancement, Executive and the Board

Completed

c. Goal: Assist the Board in coming to an effective, acceptable resolution of the Dominion-Chalmers United Church issue

- Completed the required review of the property – Board approved entering into a purchase and sales agreement with the Church subject to 13 caveats/conditions that needed to be met for due diligence
- Caveats for agreeing to move forward with the purchase were met. A small negotiating team (S. Levitt, G. Farrell and M. Piché) successfully arranged a Purchase, Sales and Lease Agreement that has been approved by Church authorities and the Board
- Communications plan was developed to keep the community informed about process and the final announcement
- Fund-raising plan complete and the next phase, following the announcement of the successful purchase of the facility, is being implemented

Completed

2. Objective: Succession plan for senior personnel in the community

a. Goal: Work with the Board to develop an effective recruitment and selection process for vice-presidents, associate vice-presidents and deans in the institution

- Developed and implemented pre-qualification process for appointment of three external consultants to assist with university searches; all three firms have been/are currently employed in active searches

Completed

b. Goal: Develop a succession planning concept to minimize risk to the institution

- Developed draft succession planning document for Senior Administrative positions at the University in collaboration with units on campus. The plan will be reviewed by the Human Resources sub-committee of the Executive Committee of the Board and recommendations for action were shared with the President Designate. Identified key areas of concern/vulnerability for action by the institution and the Board.

Completed

- Searches at the institution 2017/18 (in conjunction with the Provost/VP Finance & Administration)
 - Dean of Faculty of Arts and Social Science – successful
 - Dean of Science – successful
 - Dean of the Sprott School of Business – failed search: interim dean extended
 - AVP Teaching and Learning – search process in progress (Provost)
 - AVP Facilities, Management and Planning – search in progress (VP F&A)
 - Director of Equity Services – search process in progress (President)
 - Chief Information Office – search process in progress (VP F&A)

Completed / In progress / on-going

- Reinvigorated the process to select a new Chancellor for Carleton – waiting for the chosen candidate and the President Designate to meet before a final decision is taken.

In progress

c. Goal: Clarify roles and responsibilities of units within the University and the Board on succession planning

- Revised the relationship between the Board and University Management through the Board Retreat setting the annual framework for planning by the Board that affected and gave direction to the internal planning process for the University
- Established a high-level succession plan (see item 2b) for senior administrative positions at the University including staggering terms of appointments, employing external consultants to support search processes, expand advertising and recruitment activities to broaden and deepen applicant pools and developed an affirmative recruitment plan for Indigenous faculty and graduate students.
- Supported the review of governance processes and governance through the Governance Committee of the Board
- Negotiated and arranged appropriate funding, staffing and space for the Office of University Secretary and Legal Counsel (re-named General Counsel)

On-going

3. **Objective: Government and community relations**

a. **Goal: Complete and ratify the SMA discussions with the government including confirming revenue streams and funding envelopes and enhancing the student experience on and off campus**

- SMA2 signed and ratified by government
- Negotiated and confirmed additional funding to cover flow-through enrolment
 - ~\$ 4.5 million
- Negotiated **additional** funds to pilot *Education City* (collaborative activity between the four postsecondary institutes in Ottawa)
 - \$ 800 K over two years
 - Seeking an additional \$5 M from FedDev for the program
- Informed Senate and the Board of the details of SMA2
- Established a process for developing and reviewing SMA3

Completed / on-going

b. **Goal: Support on-going commitments for effective teaching and learning practice in the institution**

- Worked with the Provost to introduce problem-based learning seminars that will be implemented for the 2018/2019 academic year
- Supported the development of learning outcomes expected from experiential learning which will be adopted by Senate for implementation 2018/2019 academic year
- With the Provost, completed the stage one application to collaborate with Nunavut and the Northern Arctic College. Selected to make presentation but no further action to date
- Worked with the Canada India Centre to develop two joint initiatives with India: (1) the Canada India Acceleration Programme for Women Entrepreneurs; (2) the Canada-India Smart Cities Centre of Excellence for Capacity Building. Total funding ~ \$1.5 M
 - Working with a collaborative of women business leaders in North America the possibility of developing a venture capital fund to support scale-up of projects from women entrepreneurs through the Canada-India Centre program with access to \$20 M in venture capital
- With the VP Students and Enrolment garnered **additional** funds:
 - \$750 K for employability skill development
 - \$800 K for employability skill development of students with disabilities
 - \$5 M for employability/entrepreneurial skills development for students with disabilities named the David C. Onley Fund
 - \$1.5 M for First Generation students
- Developed an agreement between the Federal government and the Nishnawbe Aski Nation for youth training and support with the VP Students and Enrolment

Completed / in progress / on-going

c. **Goal: Develop an effective government/community relations process to ensure greater collaboration between Carleton and the partners in the city and environs**

- Established strong working relations with federal and provincial ministries related to activities at Carleton
- Successfully completed a 'Carleton at Queen's Park Day' – fall 2017 – very positive attendance
- Established strong working relationships with Municipal government and key counsellors/mayor
- Re-zoning for the Dominion-Chalmers United Church expedited following discussions with local politicians and bureaucrats
- Met with the Business Owners Bank Street to discuss opportunities for working together with Dominion-Chalmers United Church
- Opened discussions with City counsellors on use of the Church and with the National Arts Centre on shared cultural activities and events
- Appointed by the three presidents of the other post-secondary institutions in Ottawa to lead the *Education City* initiative emanating from SMA2. Engage Invest Ottawa Outcomes include:
 - Opening a research shop (sponsored by Invest Ottawa) in Kanata
 - Discussing with Invest Ottawa opening two more research shops
 - Joint programming with ladder credentials among the four institutions

- Approached FedDev with Invest Ottawa for \$5 M to support educational programming at *Education City* – Invest Ottawa willing provide renovated space linked to the David C Onley Initiative (see 3c above)

Completed / in progress

4. Objective: Issue and Risk Management

a. Goal: Resolve with the Board, the outstanding issues related to governance at the institution

- Issue between CAUT and the Board resolved – Interim President met with the executive of the Canadian Association of University Teachers (CAUT) to reduce tension and establish a path for resolution
- Grievance between a faculty member and the University/Board settled
- Code of Conduct Revision approved by the Board to reflect outcome of settlement

Completed

b. Goal: Develop and share with the Board a risk management register and identify the mitigation strategies in place or proposed

- Reviewed current register and process
- Working with Audit committee and KPMG to review and develop approach to risk management
- External assessment is underway (with Deloitte) on Enterprise Risk Management with report to be provided to the Audit Committee of the Board in Fall 2018

In progress

c. Goal: Review effective governance strategies and structures in the institution for discussion by the Board

- Consultant to be appointed by University Secretary in conjunction with in-coming chair of the Board to conduct a Best Practices Review. Outcomes to be reported to Governance Committee of the Board with implementation to be discussed at Fall 2018 Board Retreat
- Board Self-assessment 2017/2018 completed with results provided to the Governance Committee and committee chairs

In progress

5. Objective: Preparation of the new president

a. Goal: Establish a formal process for welcoming and on-boarding the new president in 2018

- Drafted March 2018. Revised May 2018 in conjunction with the President Designate, Chair and Vice-Chair of the Board, VPs, AVP Human Resources and University Secretary

Completed

b. Goal: Provide support both internally and externally for the new president

In progress / on-going

c. Goal: Take an active role in the hand-over with the new president

- Have met personally with President Designate to start hand-overs and provide briefings on various files
- Office of the President and University Secretary providing support for relocation and visits to campus

In progress / on-going

6. Objective: Deal effectively with unanticipated activities/issues

a. Issue: Challenges with the finishing and move-in to the Health Sciences Building

- Liaison with faculty, staff and graduate students and the Dean of Science on move-in to the facility
- Response to concerns identified by Board member
- Implementation of changes in procedures and project management
- Report on construction change orders for the Health Sciences Building with external review conducted by ZW Group provided to the Building Program Committee

- A senior external Project Manager, in addition to the existing Project Manager were appointed to manage resolution of the deficiencies in the building
 - An on-sight Facilities Manager has been appointed for the building to deal with minor deficiencies in furniture and furnishings and to liaise between users and the building contractors
- b. **Issue:** Additional requests for support from the Building Programs Committee and Finance Committee
- Approval to proceed with the Nicol Building with increased budget following tender results
 - Earlier than originally expected completion of 4th and 6th floors of the Health Sciences Building
 - Fit-out of the remaining floors ARISE building
- c. **Issue:** Prolonged four-week strike by CUPE 2424
- Sustained business operations and academic programs during the strike
 - Worked with Department of University Communications and external consultants on communications during and after the strike
 - Kept members of the Executive Committee apprised of the ongoing negotiations through out the strike
 - Developed and implemented reintegration of union staff members upon return to work
- d. **Issue:** Sexual Violence Policy review
- Worked with VP Students and Enrolment, Director and staff in Equity Services and with interest groups on campus to present first annual report on the implementation and use of the Sexual Violence Policy and the decision to consult on on-going changes to the document
 - Taking responsibility for recommendations on potential discipline for students, staff and faculty resulting from investigations under the policy
- e. **Issue:** Review and development of enhanced services and practices to mitigate the challenges from mental health issues on campus including: innovative use of technology; step-wise approach to support; additional counsellors etc.
- f. **Issue:** Visits from Ministers (federal and provincial) and the Lieutenant Governor of Ontario
- g. **Issue:** Ensuring that students working/studying abroad are supported/tracked/advised during international disasters e.g., earthquake in Mexico; bombings in European cities; violence in Israel requiring operation of the international safety policy and checks for students working abroad or on courses abroad
- h. **Issue:** Developed an internal strategy to assist members of the Indigenous community come to terms with and accept self-identification as a forerunner to the implementation of an affirmative plan for additional Indigenous faculty and graduate students
- i. **Issue:** Developing and implementing a plan to ensure adequate provision of gender neutral bathrooms across campus
- j. **Issue:** Preparing for the legalization of marijuana in Canada and the implications for policies on the use of alcohol, smoking on campus, students' rights and responsibilities and residence contracts
- k. **Issue:** Dealing with challenging student cases requiring short-term or long-term bans/no trespass orders or other actions necessary to protect other and/or vulnerable members of the community
- l. **Issue:** Celebration of Ontario 150 volunteers organized by the local MPP held at Carleton
- m. **Issue:** Coordinating responses including managing communications with internal and external communities on issues related to campus safety including: banning individuals from campus who were considered a potential threat; an incident of potential gun violence; an incident of bomb threats on campus

All these items are completed / in progress / on-going

7. **Objective: Personal activities**

a. **Goal: Publish at least one peer-reviewed publication:**

- Summerlee AJS (2018). Inquiry-based learning: a socially just approach to higher education. *Journal of Human Behaviour in the Social Environment* **28 (4)**: published on-line DOI: <https://doi.org/10.1080/10911359.2018.1438956>
- Summerlee AJS, Rodriguez-Vivaldi AM, Beerman K (2018). Testing the efficacy of the Lucky Iron Fish® in reversing iron deficiency anemia in rural, impoverished regions of Guatemala. *Journal of International Global Health* (in press).

b. **Goal: Make at least three presentations and/or lectures:**

- MaRS Panel discussion in Social Entrepreneurship – Toronto (ON). *Social entrepreneurship and the role that universities should and could play*. August 2017
- The Derry Lecture – Huron University College, London (ON). *The future of higher education: social justice in higher education – lessons from the past*. October 2017
- Cambridge Third Age Learning – Cambridge (ON). *What to do on retirement – try walking across the Kalahari Desert with no food or water*. November 2017
- Future Ready Graduates (Asia Pacific Association for International Education) Singapore. *Enquiry-based learning*. (with GR Armstrong) February 2018
- Spring Conference – Carleton University, Ottawa (ON). *Changing the world one step at a time*. May 2018
- Ottawa Home Economics Association – Ottawa (ON). *A simple solution to an intractable problem: addressing the number one health and economic problem facing the world*. May 2018

c. **Goal: Submit at least one grant application:**

- Saving Lives at Birth (Round 10). PI Collaborative grant involving faculty at the Universities of East Anglia (UK), Pennsylvania (USA), and Washington State (USA) Total application \$2.5 M (Short-listed for consideration – final outcome October 2018)

d. **Goal: Carry out teaching/student-related activities** (including complete supervision of PhD student and honours student project):

- Satisfactorily supervised PhD student Dr. Roman Poterski (University of Guelph) to completion February 2018
- Satisfactorily supervised final honours research undergraduate thesis student Ms. Isra Hussein (Biomedical Sciences – University of Guelph) to completion April 2018
- Worked with Audacious Futures in the development of a new concept AudaciousU (announced May 22, 2018)

e. **Goal: Submit at least one patent/trademark application:**

- Design patent application *Lucky Iron Leaf*TM (US, Canada, Europe and India) submitted March 2018

Overall summary of the self-assessment

Overall, as an Interim President with little prior knowledge of Carleton, I would suggest that my performance not only met but exceeded expectation for the year. Highlights include: exceptional performance towards closing out the capital campaign and helping to formulate a post-campaign increase in annual giving; improving openness and transparency in interactions of the Board, Senate and the community; and improving government and community relations and the reputation of the University. Managing the due diligence process for the purchase of the Dominion Chalmers United Church, promoting the decision to move forward with the Nicol Building and dealing with the fallout from the problems with the Health Sciences Building were above expectation. The failure to negotiate a contract with CUPE 2424 and the ensuing four-week strike was a serious problem for the institution that will likely have lasting morale and admission impacts. In addition to more than satisfactory performance against the goals and objectives for the Interim President, I am proud of the fact that I was able to maintain and continue a high level of personal scholarship.

VICE-PRESIDENT
(STUDENTS AND ENROLMENT)
2017-18 YEAR END HIGHLIGHTS

PRESENTED TO THE
BOARD OF GOVERNORS

June 28, 2018

Office of the Vice-President
(Students and Enrolment)

Building

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UNDERGRADUATE ENROLMENT UPDATE

The following charts outline Carleton's applications and confirmations and the Ontario University Application Centre system applications and confirmations for Ontario high school applicants.

Ontario University Application Centre Systems Data – First Year

	2018	2017	% +/-
Applicants	155,578	150,097	+3.7%
Confirmations	99,215	97,189	+2.1%
Applicants (H.S. – 'OUAC 101s')	89,853	90,190	-0.4%

Carleton University First Year

	2018	2017	% +/-
Applicants	24,112	23,546	+2.4%
Approved	18,127	17,759	+2.1%
Confirmed	5,984	6,217	-3.7%

Carleton University Target (Full-time Fall)

	2018	2017	% +/-
First Year	6,543	6,523	+0.3
First Year (New)	5,498	5,498	0.0
Undergraduate	21,568	21,289	+1.3
Total (FT+PT) Enrolment	30,818	29,916	+0.5

OUAC data as at June 7, 2018 (with matched dates in 2017); Carleton data as at June 12, 2018



RECRUITMENT HIGHLIGHTS

- The 2017-18 budget projected a flat intake of new Fall full-time, first-year students on November 1, 2017. The final number showed an actual increase of 2.69% of new fall full-time, first-year students. Our total Fall 2017 full-time undergraduate student population increased by 3.44% overall.
- We launched a very successful advertising campaign in the Fall focusing on the effective use of quality videos in theatres, on television and throughout social media. We will be working on expanding our quality video collateral over the next year.
- We have launched the initial phase of the Constituent Relationship Management (CRM) system (Carleton360) to support a number of core recruitment activities such as the promotion and registration for campus tours, specialty events, high school visits, etc. The application module of Carleton360 for both undergraduate and graduate admissions will be launched in the Fall of 2018 for Fall 2019 admissions.
- We had a very successful fall recruitment season in 2017-18 having seen an overall attendance of 23,904 prospective students from across Canada. This is up from 23,732 over the previous year.
- We will be offering a Bachelor of Media Production and Design for Fall 2018. This program combines the non-fiction storytelling and explanatory skills of journalists with design and online production capabilities, preparing students to turn ideas into informative and engaging online content. A combination of intensive, hands-on workshops and lecture courses will give students a strong foundation in data, research, writing and narrative abilities across media formats (text, photography, audio, video and graphics) as well as design and production skills. This program has been very popular with prospective students throughout the recruitment cycle.
- After the labour disruption in March, which lasted 5 weeks, the admissions team made up the difference in offers of admission in less than 4 weeks. Offers to 105 (non-Ontario High School) students were down 17% due to the labour disruption. We are now up by 9% in offers to 105 students.
- Our Fall Open Houses in October 2017 saw a total participation of 3,796 which is up from last year's 3,683.
- New Spring Open Houses were added this year to provide prospective students with another opportunity to visit Carleton's campus. There were over 1,300 guests registered across all events which were held on April 28, 2018, and May 5, 2018.
- We added 9 new international partners (for a total of 32) resulting in an increase in referrals (182 new registered students from 86 the previous year).
- Renovations to the Robertson Hall Lobby have begun. When complete, the new lobby will serve as a welcoming space for prospective students and their families.

STUDENT SUCCESS HIGHLIGHTS

ACADEMIC

- 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.
- In the Winter 2018 term, we piloted the mandatory advising project in collaboration with the Office of Institutional Research and Planning (OIRP). The project used a predictive model to provide a list of students admitted in Fall 2017 who are most at risk of attrition. The goal was to better connect students to support services and resources early in an effort to help them before they stumble. Although the pilot project was not completed due to the labour disruption in March, we gathered some information to make enhancements to continue the pilot again next year.
- We revised and updated the Student Referral Guide and produced an accompanying Student Referral Form which were provided to all faculty and staff in August 2017. The new referral guide provides faculty and staff with central support offices where they can quickly refer a student based on their area of concern.
- The Academic Advising Centre (AAC) advised 1,732 transfer students this year compared to 774 transfer students in 2016-17.
- The Centre for Student Academic Support (CSAS) has seen increases in its service delivery by an average of 24% across key services including Writing Services, English Conversation Sessions and PASS.
- The Centre for Student Academic Support (CSAS), in partnership with Residence Life, also piloted an Exam Jam on April 15, 2018. This event offered subject coaching for introduction courses in Economics, Sociology, Law, Biology and Chemistry while also covering resources for study strategies. This event was open to residence students as they prepared for exams and included exam survival kits and ice cream sundaes.
- The residence curriculum is in its third round of updates with successes seen in student learning in residence. We continue to be recognized for our work in this area by the Residence Curriculum Institute (RCI) through the American College Personnel Association (ACPA) and the Ontario Association of College and University Housing Officers (OACUHO).
- The Paul Menton Centre (PMC) introduced a Functional Limitation Assessment initiative for all incoming students in order to determine their disability related accommodation and service needs. The PMC has undertaken this initiative in response to recent requirements from the Ontario Human Rights Commission.
- We have launched the Ventus accommodation management system project which was purchased from the University of Ottawa for the Paul Menton Centre (PMC) and Scheduling and Examination Services (SES). We will be working to implement system the over the next year. This system will enhance supports for students with disabilities and better allow faculty and staff to meet their accommodation needs.
- On February 14, 2018, Stephane Lauzon, Parliamentary Secretary to the Minister of Sport and Persons with Disabilities and Philip Landon, the Vice-President, governance and programs at Universities Canada were on campus to announce a three-year commitment of funding from the federal government to launch a national version of the Council of Ontario Universities (COU) Innovative Designs for Accessibility (IDeA) contest. From 2011 to 2016, Carleton students have won the COU IDeA contest every year. This national version will invite undergraduate students from across



Canada to submit innovative and cost effective ideas to make the world more accessible.

FINANCES

- To support the Ministry of Advanced Education and Skills Development's net tuition initiative, the Awards Office, along with the Business Office, participated in a pilot project to present net billing information to all Carleton students who are in receipt of full-time OSAP. Carleton Central's Calculate Amount to Pay feature now includes the anticipated amount of OSAP to be remitted for a student per term, federal and provincial student aid payments received per term and the balance owing net of OSAP aid and institutional awards.
- We awarded more than \$21 million in scholarships and bursaries awarded to undergraduate students in 2017-18.
- In 2017-18, 48% of full-time undergraduate students and 22% of full-time graduate students received OSAP. The comparable numbers from 2007-08, were 27% and 11% respectively.
- Over the last 10 years, the number of Ontario financial aid applications administered by the Awards Office has more than doubled (4,900 applications in 2007-08 vs 11,000+ in 2017-18).
- Throughout the month of November for Financial Literacy Month, the Awards Office promoted several on-campus events including budgeting workshops, debt and credit management seminars and our popular weekly money saving tips Twitter contest. They also hosted three special presentations - Rob Carrick (Globe and Mail personal finance columnist), Robert Brown (author of *Wealthening Like Rabbits*) and Desirae Odjick (Half Banked personal finance blog).

EMPLOYABILITY

- Space on the 4th floor of the Carleton Technology and Training Centre (CTTC) underwent construction this past year. The New Co-op Employer Centre (Suite 4100 CTTC) now provides a professional and bright space that includes reception area, 4 interview suites, a large boardroom (with tele/video conference capability) and a collaborative open concept workspace for the Business Development team.
- Carleton provided additional funding this year to increase the number of work-study jobs available on campus. We saw 294 students participate in the Work Study program this past year – an increase of 100 students. We also developed an integrated standardized skills-based job posting format for the Work Study program so that students were able to get a sense of what skills could be directly transferred to their resumes for future employment.
- The co-op program is once again seeing the largest number of students participating in co-op. Over the past 5 years, we have seen continuous growth in the total number of newly enrolled students in COOP 1000:
 - 2013-14 (815 students)
 - 2014-15 (964 students) 18% increase
 - 2015-16 (1,806 students) 13% increase
 - 2016-17 (1,188 students) 9% increase
 - 2017-18 (1,351 students) 14% increase
- We have increased our student International Internships from 17 in 2016-17 (a pilot year) to 52 in 2017-18. We have sent students all over the globe to 26 countries on 5 continents. Beginning in the Summer 2018 term, 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 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. This year, we had 300 students registered with this program compared with 188 in the 2016-17 academic year.
- The Career Services Office hosted a number of events for students over the year. These include the Career Fair, the Part-Time Job fair, the Global Internship Fair, the Indigenous Career Fair and industry-specific events such as STEM Net Night and Net Café.
- The new Student Sport Business Club with 32 student leaders was launched by the Department of Recreation and Athletics with students gaining experience in various areas of sport business.
- The Co-Curricular Record (CCR) is up 23% this year with nearly 8,000 positions added to student's records this calendar year. This also exceeds the Strategic Mandate Agreement (SMA) target (7,150) that was set for 2020.
- 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. This year, all 3 available spots in Ottawa were 'won' by Carleton students.

CAMPUS LIFE

- The CU Spirit Day program was launched on Friday, September 15, 2017. This joint initiative between the Student Experience Office, Recreation and Athletics, Housing and Residence Life, Advancement, Athletics, CUSA and RRRRA encouraged faculty, staff and students to purchase a baseball-style t-shirt (with proceeds going to Carleton's *Here for Good* campaign). All members of the Carleton community were encouraged to wear this shirt on every Friday to celebrate their Ravens spirit. More than 6,500 CU Spirit Day t-shirts were sold in the Fall term, raising \$10,000 for the *Here for Good* campaign.
- More than 3,300 students participated in Fall Orientation overall and more than 4,200 participated in Academic Orientation on September 5, 2017.
- The International Student Services Office (ISSO) expanded its presence at the Ottawa International Airport this fall, welcoming Carleton students and their families arriving in Ottawa for the start of the fall term. We were able to welcome 407 students over the course of the week and our staff connected students with transportation services, ensured that they had a place to stay and provided information about all upcoming orientation programs and services.
- The First Year Connections (FYC) program, a mentorship program which helps first-year students make a successful transition to university, grew by almost 20% this year – connecting nearly 700 students with 136 trained peer mentors.
- The Mentorship Network trained 191 students as mentors this year with the Mentor Certification program which saw a total of 1,528 training hours completed.
- On January 27, 2018, the Student Experience Office and Residence Life hosted Carleton's 4th annual Student Leadership Conference – SOAR! with nearly 700 students registered (nearly double past events). The conference celebrated three streams: Serve through Skill, Opportunity Exploration, Authentic Leadership and Reflect & Rejuvenate. The keynote speaker for SOAR! was Colonel Chris Hadfield.
- On March 9-10, 2018, Relay For Life at Carleton saw 763 volunteers raise \$142,000—a new record for Carleton and a post-secondary record as well.
- Our Campus to Community Days (where teams of Carleton students collaborate with community organizations for community service-learning work in the Ottawa community) offered over 460 engagement opportunities for undergraduate students over 40 days and with 23 unique community partner organizations.



WELLNESS

- In August 2017 we updated the Supporting Students in Distress resource guide for faculty and staff. The resource outlines how to recognize when a student is in distress and how to respond effectively to a student who approaches you looking for help. As a companion piece, we also produced a poster for the Carleton community focusing on our 4-Rs – Recognize, Respond, Refer, Report.
- We launched a new mental health and well-being website (carleton.ca/wellness). This website provides centralized information on mental health and well-being resources in addition to supports and initiatives that are available across campus to help students understand, manage and foster their mental health and well-being while at university.
- The Student Mental Health Student Engagement Committee was established and actively worked on creating a Supporting a Friend in Distress resource (a pocket-size resource to provide students with information regarding how to support their peers and how to respond effectively to a friend who approaches them for support) while also launching Pop-up Wellness Centre activities.
- Housing and Residence Life launched a Mental Wellness Mentor program. This peer-based mentorship program provided support to students living in residence in their transition to university. Mentors offered coping strategies and structured supports to assist with mental health, mental wellness, self-awareness and transitional concerns for students living in residence. Feedback from participants has been very positive.
- We launched an online counselling program TAO (Therapy Assisted Online) this past year focusing on utilizing the self-help modules provided by the platform. Over the next year, we will be integrating TAO into Health and Counselling Services to allow the counselling staff to treat more students, more effectively with a goal of increasing capacity and reducing wait times.
- Carleton was the only university featured in the Bell Let's Talk national newsletter on January 25, 2018. As part of our student mental health initiatives, the Bell Let's Talk and Thrive Week programming included a mental wellness fair organized by the Health Promotion Team at Health and Counselling Services.
- Carleton has joined other Ontario universities in participating in More Feet on the Ground, to which we were key contributors. More Feet on the Ground is an online training tool developed to provide information on how to support student mental health and addiction concerns. The tool contains several modules that can be completed with flexibility, including a brief online assessment of learning, references to local resources and a certificate upon completion.
- The Sexual Violence Prevention and Education Committee (SVPEC) has been working on (and continues to work on) initiatives and programs concerning sexual violence prevention and awareness in consultation with the campus community. In particular, a collaborative team of Equity Services, Student Experience Office and CUSA, called The Consent Team was present during Fall Orientation to provide information, education and support to incoming students.
- In addition to the Consent Team, sexual violence training was provided to residence fellows, student leaders, fall orientation volunteers and varsity coaches and teams. Further initiatives will be undertaken throughout the year including the EAAA (Enhanced Assess, Acknowledge, Act) Sexual Assault Resistance Education program which launched in September 2017.
- From January 22 to 26, 2018, Equity Services, along with many cross-campus and community partners, hosted Sexual Assault Awareness Week 2018. The week saw many events, activities and workshops across campus culminating with a Sexual Assault Awareness Week Information Fair.



Office of the Vice-President
(Students and Enrolment)

ATHLETIC EXCELLENCE HIGHLIGHTS

- The Annual Panda Game on September 30, 2017, saw the Ravens win 33-30 in double overtime in front of a record sellout crowd of 24,441.
- Football ended the regular season with a 3-5 record. Despite missing the play-offs, seven individual players were recognized as OUA All Stars. Kene Onyeka (4th Year, Bachelor of Engineering in Mechanical Engineering) was honoured as the OUA Outstanding Lineman of the Year (J.P. Metras Award).
- In the Fall 2017 term, Ravens football player Tyler Young (3rd Year, Bachelor of Arts in Law) signed a CFL contract with the Ottawa Redblacks. On May 3, 2018, three members of the Carleton Ravens' football team were selected in the 2018 CFL Draft.
 - KC Bakker (4th Year, Bachelor of Arts in Criminology and Criminal Justice) was selected 27th overall by the Montreal Alouettes.
 - Kene Onyeka (4th Year, Bachelor of Engineering in Mechanical Engineering) was selected 29th overall by the Ottawa Redblacks.
 - Justin Howell (3rd Year, Bachelor of Arts in Psychology) was selected 55th overall by the Ottawa Redblacks.
- Both the men's and women's basketball teams went into the National Championships ranked #1 in the country, being undefeated in the regular season and posting 23-0 records. The women's basketball team earned their first Canadian university national title in Regina while the men's basketball team took bronze in the national championship in Halifax.
- Head Coach Taffe Charles, women's basketball, was named OUA Coach of the Year and the 2017 City of Ottawa women's coach of the year. He also received the Peter Ennis Award as the U Sports women's basketball Coach of the Year.
- Head Coach Dave Smart, men's basketball, was named OUA Coach of the Year and Head Coach of the U18 National Team for this summer. He also received the Stuart W. Aberdeen Trophy as the national coach of the year for the ninth time in his illustrious career.
- Two Ravens basketball stars, Catherine Traer and Munis Tutu, made the final rosters representing the Canadian women's and men's teams at the 2018 Commonwealth Games in Gold Coast, Australia.
- Men's Soccer qualified for the U Sports National Championships for the first time since 2012. They finished sixth in overall losing to York 5-4 in penalty kicks in the consolation final. Gabriel Bitar (enriched support program) was named U Sports Rookie of the Year for his outstanding performance this season.
- Women's Soccer saw two student athletes recognized as OUA All Stars: Melat Cherent (4th Year, Bachelor of Arts in Law) and Emily Copeland Dinan (4th Year, Bachelor of Science in Biology).
- We were pleased to announce the hiring of Dom Oliveri as the new head coach of the women's soccer program. 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.
- The Women's Nordic Ski team captured the Provincial Championship banner February 25, 2018, their third consecutive OUA title, while the men's Nordic Ski team claimed silver. Zoe Williams (3rd Year, Bachelor of Science in Neuroscience), was named women's individual overall champion and OUA All Star for winning the 5km classic, the classic relay and the 10km Mass Free Start.
- The Men's Rowing lightweight eights crew took home a bronze medal at the OUA (Provincial) Championship in St. Catharines, Ontario while three other crews finished just out of the medals in fourth place.



GOVERNMENT FUNDING AND ASSOCIATED PROJECTS

We successfully received a significant amount of competitive government funding to establish a variety of initiatives over the past year and into next year. The following outlines the funding received in 2017-18. We will continue to implement these initiatives over the next year.

MENTAL HEALTH WORKER'S GRANT

We have received **\$100,000** from the Government of Ontario's Mental Health Worker's Grant which helps to offset the costs of hiring direct-service mental health workers in Health and Counselling Services.

MENTAL HEALTH SERVICES GRANT

We have received **\$157,000** from the Government of Ontario's Mental Health Services Grant which has been used to help fund the From Intention to Action (FITA) program as outlined in the government's memo.

DAVID C. ONLEY INITIATIVE FOR EMPLOYMENT AND ENTERPRISE

We have received **\$5M** from the Ministry of Advanced Education and Skills Development (MAESD) for the creation of the David C. Onley Initiative for Employment & Enterprise at Carleton University. The funding will assist students with disabilities at all Ottawa post-secondary institutions through support and mentorship for entrepreneurial development; employment support, including connecting students to employers; and one-on-one coaching and mentoring for students.

CAREER READY FUND—STREAM 1

We have received **\$741,763** over two years from the Government of Ontario's Career Ready Fund – Stream 1. This funding will be used to create domestic and international experiential learning opportunities across the university through internships and project-based learning. Participating offices include the Faculty of Public Affairs; the Sprott School of Business; the Faculty of Science; the Student Experience Office (SEO); Career Services; and Co-operative Education.

CAREER READY FUND—STREAM 2

We received **\$800,000** from the Government of Ontario's Career Ready Fund – Stream 2. With this funding we have launched the Carleton University Accessible Experiential Learning (CUAEL) project in collaboration with Career Services, the Paul Menton Centre and the READ Initiative. CUAEL aims to place 300 students with disabilities in subsidized employment opportunities and provide them with hands-on quality experiences while they obtain their post-secondary degree at Carleton.

ONTARIO POSTSECONDARY ACCESS AND INCLUSION PROGRAM (OPAIP)

We have received **\$1.5M** over three years from the Government of Ontario for the Ontario Postsecondary Access and Inclusion Program (OPAIP). This funding has been provided to Carleton to allow us to deliver outreach, access and retention of students who, without interventions and supports, would not be able to access postsecondary education. This was a very competitive process to apply for this funding and Carleton had one of the top submissions received by the Government of Ontario.



HERE *for* GOOD

UNIVERSITY ADVANCEMENT
REPORT FOR BOARD OF GOVERNORS

CAMPAIGN PROGRESS

CAMPAIGN TOTAL: \$270,160,776

FISCAL YEAR:

Annual Giving: \$127,199

Major Giving: \$390,485

TOTAL FISCAL: \$517,684

The 2018/19 fiscal year is dedicated to achieving campaign success and celebrating its completion. While we are at 90% of our \$300M goal, several critical initiatives remain to complete outstanding donor conversations, successfully steward some gifts, celebrate transformational donors, and engage new partners to begin our post-campaign period. We look forward to engaging new and returning Board members in these initiatives.

UPCOMING EVENTS

SUMMER

- July 6: Pat O'Brien Golf Tournament
- July 28: Engineering 40th Anniversary Celebration
- August 10: Ravens Soccer Golf Tournament
- August 18: Pre-Season Football Game Reception
- August 20: President's Golf Tournament

THROWBACK SEPTEMBER 10-17

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|---------------|---|---------------|---|
| September 10: | Throwback BBQ | September 14: | CU @ the Hypnotist |
| September 11: | Sprott Career Panel | September 15: | Milestone Reception |
| September 12: | Carleton Eats | September 15: | Campus Tour |
| September 12: | Engineering Alumni Night | September 15: | Throwback Alumni Day |
| September 13: | Attallah Lecture | September 15: | Sprott School of Business, 1978
40th Anniversary Reunion |
| September 13: | Economics Chapter Reception | September 15: | Football Game vs. Queen's |
| September 13: | Athletics Hall of Fame | September 15: | Women's Rugby |
| September 13: | Science Student Alumni Mixer | September 15: | Women's Soccer vs. Nipissing |
| September 13: | Sprott School of Business Alumni
Reception | September 15: | Men's Soccer vs. Nipissing |
| September 13: | Law & Legal Studies (Dip. Conflict
Resolution) Pub Night | September 16: | Carleton Day at City Folk |
| September 14: | Women's Hockey Golf Tournament | September 16: | Terry Fox Run |
| September 14: | Communication and Media Studies
Research Symposium | September 17: | CUAG Exhibit Opening |