



Canada's Capital University

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

**Minutes of the 613th Meeting of the
Board of Governors**

**Thursday, November 29, 2018 at 3:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

PRESENT:	Ms. D. Alves Ms. T. Arnt Dr. B.A. Bacon Dr. C. Carruthers Ms. G. Courtland Ms. B. Creary Mr. P. Dinsdale (phone) Mr. J. Durrell Mr. K. Evans (phone)	Mr. G. Farrell Hon. K. von Finckenstein Mr. D. Fortin (Vice-Chair) Ms. G. Garland (phone) Ms. C. Gold (phone) Ms. L. Honsberger Mr. O. Javanpour Ms. N. Karhu Dr. I. Lee Dr. J. Malloy	Mr. N. Nanos (Chair) Mr. J. Nordenstrom Ms. Y. Osagie Dr. E. Sloan (phone) Dr. P. Smith Ms. A. Spiwak Mr. A. Ullett Ms. L. Watson Mr. B. Wener Ms. E. Wohlbold
REGRETS:	Mr. D. Craig	Dr. P. Merchant	
STAFF:	Dr. B. Appel Kuzmoarov Ms. S. Blanchard Ms. A. Deeth Ms. J. Conley Mr. D. Cumming	Ms. A. Goth (Secretary) Dr. R. Goubran Dr. K. Horn-Miller Mr. S. Levitt	Mx. B. Michaud Mr. M. Piche Mr. T. Sullivan Dr. J. Tomberlin
GUESTS:	Ms. B. Veder	Ms. S. Walker	

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 p.m. All attendees, guests and observers were welcomed. Board members were thanked for their volunteer hours, commitment, and support to President Bacon and his team. The Open Session was live-streamed to Southam Hall 617.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance and no additional items for discussion or questions came forward.

It was moved by Mr. Durrell, and seconded by Mr. Nordenstrom, that the open agenda of the 613th meeting of the Board of Governors be approved, as presented. The motion carried.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: open session minutes of the 612th meeting on Sept. 25, 2018, Signing Authorities Policy, the 2018/19 Board Award for Outstanding Community Achievement Criteria and Jury Selection.

The following items were circulated in the open consent agenda for information: Building Program Committee minutes from May 3, 2018, Community Relations and Advancement Committee minutes from May 14, 2018, Finance Committee Minutes from Sept. 7, 2018, Governance Committee minutes from May 24, 2018, the Joint Finance and Building Program Committee minutes from May 22, 2018, the June 1 and Sept. 28, 2018 Senate minutes, the Investment Report for the Endowment and the Pension Plan Report.

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

5. PRESENTATION ON MENTAL HEALTH IN THE POST-SECONDARY EDUCATION SECTOR

Barb Veder, Vice-President Global Clinical Services and Stephanie Walker, Director of were welcomed to the meeting to speak about student mental health in the post-secondary education sector.

The discussion focused on international student mental health, the development of a national standard for psychological health and safety for post-secondary students and the trends in digitization of mental health.

6. ITEM(S) FOR APPROVAL

6.1 Indigenous Strategic Initiatives Committee

The following documentation was circulated in advance:

- Working Paper for Carleton University Indigenous Strategic Initiatives Committee: Approval of Motion
- Presentation entitled *From Strength to Strength*

The Board was advised that Carleton is launching a process to revitalize its indigenous strategy and its relationship with indigenous peoples on and off campus. The President expressed that Carleton is building on strength and embarking on a consultation process over the winter term to define Carleton's Indigenous Strategic Initiatives. The President is expecting clear recommendations that can be implemented towards creating positive lasting change.

Dr. Jerry Tomberlin, Dr. Kahente Horn-Miller and Mx. Benny Michaud were introduced as the co-chairs of the Carleton University Indigenous Strategic Initiatives Committee to speak to the Board about the important work they are embarking on.

This included an overview of the Truth and Reconciliation Commission's 94 Calls to Action and how education holds the key to conciliation with a need for individuals and institutions to change. It was stated that Carleton needs to be a place of equitable education for all and a safe place for Indigenous students, faculty and staff. Involvement of the community will be key to implementation. The recommendation development and implementation team will involve Indigenous elders.

The 2011-12 Aboriginal Coordinated Strategy was a statement of values and principles for Carleton to support Indigenous students, faculty and staff. Cultural programming, student support and safe space is provided at the Ojikwanong Centre.

The Carleton University Indigenous Strategic Initiatives Committee is reviewing nominations for membership with the goal of having cross-sectional representation. A project coordinator will be hired in the coming months and an engagement plan for consultation will be developed with the committee.

It was noted that Ottawa has a unique leadership role to play as the nation's capital and support for all Indigenous students is needed.

The timeline for the work of the committee was outlined and it is hoped that a report with recommendations for implementation will be available by December 2019.

Opportunities for education across campus were highlighted including Carleton University's Collaborative Indigenous Learning Bundles which were conceived by Dr.

Horn-Miller as a way to gather Indigenous ways of knowing and make them available to the learning community without overburdening Indigenous experts. Designed as both a resource for instructors and learning tool for students to use in the classroom, the bundles provide the necessary factual and theoretical basis for understanding Indigenous history and politics in Canada, while also prompting students to consider how this knowledge might be applied in their area of study.

Indigenous Cultural Awareness Workshops are also regularly hosted that help participants understand their own cultural assumptions, beliefs and attitudes with respect to Indigenous peoples and provide them with an awareness of appropriate language use.

Mr. Fortin moved, and it was seconded by Mr. Wener, to approve that the Board of Governors fully supports and endorses the work of Carleton University Indigenous Strategic Initiatives Committee (CUISIC) and its work towards revitalizing our Indigenous strategy and our relationship with Indigenous peoples on and off campus, as presented. The Board noted that it looks forward to receiving the report and recommendations of the Committee, and to support implementation towards positive, long-term change.

7. ITEM(S) FOR DISCUSSION

7.1 Framework for the 2019/2020 Operating Budget

The following documentation was circulated in advance:

- Working Paper for 2019-20 Planning Framework
- Presentation entitled *Planning Framework 2019-2020*

The Administration made a fulsome presentation at the Finance committee on Nov. 8, 2018, which was followed by in-depth discussions. The framework has a measure of uncertainty on the revenue side, in particular an unknown tuition framework and uncertain base funding. A number of scenarios have been modeled for the operating budget. It was noted that while there is some uncertainty in the budget framework, the university has maintained a mandate for management to maintain a balanced budget.

The budget planning process is similar to previous years except the Provost will now be leading the budget process, as has become the norm in the sector. The change is to ensure alignment of resource allocation with academic priorities. The team leading the process has been renamed the Provost Budget Working Group, and is chaired by the Provost and Co-Chaired by the Vice-President (Finance and Administration). There is also expanded membership.

The key planning dates were outlined for the creation of the 2019/2020 operating budget. The Board of Governors will receive the Ancillary Budget (March 2019) and the Operating Budget (April 2019) for review and approval.

The budget process will include budget presentations to all budget holders which will increase the collective understanding of budget allocations across the university. In May 2019 all budget holders will also share strategic plans and identify lessons learned.

Alternative revenue streams were discussed including intensifying recruitment efforts which has already begun by allocating extra resources in key markets (including visiting over 800 high schools already) and sending out early offers.

8. ITEM(S) FOR INFORMATION

8.1 Free Speech Policy

Senate has been working towards the development of a free speech policy that supports Carleton's academic mission. Carleton's process has been led by the Clerk of Senate, Professor Betina Appel Kuzmarov, with a task force of Senate that also included Board and Senate member Elinor Sloan. The President thanked the Task Force members who have taken the time to contribute to the consultation process.

Dr. Appel Kuzmarov was invited to speak to the process and substance of Carleton's proposed Free Speech policy which is in draft form for presentation to Senate on Nov.30, 2018. On Aug. 30, 2018 the Premier's office issued a statement advising all Ontario colleges and Universities to develop and post publicly a free speech policy by Jan. 1, 2019. This statement contained eight minimum standards that should appear in the policy. Finally, Universities not in compliance were advised they could face budget cuts.

Senate, discussed the issue at its meeting on Sept. 28, 2019. Given the tight timeframe, Senate established a task force comprised of two student members, three faculty members and one contract instructor. The task force met on Oct. 5, 2018 to establish a general direction for the policy and again on Oct. 12, 2018 to review a draft of the policy. This draft was circulated for the Senate meeting on Oct. 19, 2018, where Senate moved the draft to a consultation phase. The draft policy was made public on Oct. 23, 2018 and an online form for comments was opened to the Carleton Community until Nov. 6, 2018. Comments could be made anonymously, but submitters had to identify a constituency – students, faculty or staff. An email advising of the consultation process and the draft policy was sent to all faculty, staff and students. Following the completion of the consultation period, the task force then reconstituted for two meetings, on Nov. 9, 2018 where comments were reviewed and revisions were suggested. On Nov.16, 2018 the task force approved a revised policy and a report on the work of the task force and the main

themes identified in the comments. The documents have now been finalized and will be circulated for the Senate Executive meeting Nov. 20, 2018 to be placed on the Senate agenda for the Nov. 30, 2018 meeting for review and approval.

The task force benefitted greatly from both information from the Council of Ontario Universities and other universities and took advice closely from General Counsel.

The task force received 135 comments and one open letter which shows engagement by the community. The general consensus was supportive and positive of the policy, although there were some expressed concerns both that that policy didn't go far enough, and that it went too far in protecting speech. Many comments followed certain themes, such as requests to define certain terms, using examples for clarity and clarifying the complaints process. There were also substantive concerns expressed about the limits on free speech, protests and criticism of controversial speakers, concern about marginalized groups and authority over visitors. The revised policy addressed concerns to the extent that was both appropriate and possible. In addition, the task force has prepared a report to be made available both to Senate and on the Senate website reinforcing that the policy is a framework document designed to enhance Carleton's strong existing policy framework, complies with the law and introduces no new changes or restrictions.

8.2 Report from the Chair

The Chair thanked the members for attending the Oct. 20, 2018 planning session. A full report has been drafted to be considered at the next meeting. The Chair expressed gratitude for his role in convocation and the pleasure and honour of overseeing the investiture of the President and Vice-Chancellor on behalf of the Board of Governors. The members were thanked for their attendance and participation in convocation.

8.3 Report from the President

The *Presidents Report to the Board of Governors November 29, 2018* was circulated in advance.

The President expressed his gratitude for convocation and his installation. He stated it was wonderful to witness 1,000 students receive their Carleton degree. He specifically noted an appreciation by the community for the Indigenous elements added to the ceremonies including: Indigenous drumming, the Eagle Feather ceremony and the Honor Song.

The launch of Efficiency Canada with Bill Morneau on campus was noted as a great step towards a research cluster and national leadership in energy conservation. The President acknowledged the leadership of Jay Nordenstrom in this project.

Research successes were highlighted including: Manuella Vincter induction and Lenore Fahrig receipt of the prestigious Miroslaw Romanowski Medal from the Royal Society of Canada. Carleton will be hosting the Royal Society of Canada Gala in 2019. Chris Burn's receipt of the Governor General's Polar Medal was noted for his outstanding work in the North.

He noted that a number of consultations are ongoing with the Carleton community on some key strategies including: the Sexual Violence Policy (currently in listening phase), Accessibility Strategy, Transportation Strategy, Indigenous Strategy and Free Speech Policy.

An update was provided on executive searches. The search for Provost and Vice-President (Academic) is ongoing with the review of the long list in December. There are also three decanal searches in progress, lead by our Interim Provost. The President highlighted that he has been visiting all faculty boards which has been very positive.

The President recently spoke at the CEO's breakfast (100 CEOs of the largest companies in Ottawa) and attended his first Invest Ottawa Board meeting and he continues to build positive relationships with the Mayor and a number of Ministers, MPs and MPPs.

8.4 Update on Comprehensive Campaign

Ms. Jennifer Conley, Chief Advancement Officer was introduced to give a brief update on the Comprehensive Campaign. It was noted that the comprehensive campaign has 5 per cent remaining to the \$300-million goal. On Giving Tuesday, the Carleton community raised more than \$1.2 million for student and associated on-campus projects. The campaign total to date is over \$292 million with over \$11.5 million raised so far this fiscal year. The New Year will be a celebration of the campaign close and the generosity of our community.

8.5 Committee Chair Updates

a) Building Program

Ms. Watson, Vice-Chair of the committee reported that the committee met on Oct. 15, 2018. The committee reviewed an initial proposal for the north campus parking facility expansion (P18) and FMP will be providing a full business case and preliminary design to the Finance and Building Program Committees in early 2019. The committee received an update on the Dominion Chalmers Facility which, under the leadership of the Dean of the Faculty of Arts and Social Sciences, an academic vision for the facility is being established.

A transportation master plan is under development and is currently in consultation phase. It was noted that as modes of transportation change and evolve alternative plans for parking structures will be needed.

b) Community Relations & Advancement

Mr. Nordenstrom, Chair of the committee reported that the committee met on Oct. 3, 2018 and held a Talk Exchange event on Oct. 30, 2018.

Topics of focus for the meeting included the criteria and jury for the Board of Governors Award for Outstanding Community Achievement, and a discussion of the Talk Exchange on Oct. 30, 2018. The committee also received an update on activities in communications and advancement which included a presentation by Derrick Feldmann on the Here for Good ethos and further development. Additionally, the committee discussed recruitment initiatives and marketing for 2019-2020.

The Talk Exchange was successful and highlighted four themes for Carleton including interdisciplinary strength, the collective impact, and the ability and desire to tell Carleton's stories.

c) Finance Committee

Mr. Wener, Chair of the Committee reported that they met on Nov. 8, 2018. The committee received an update on the Endowment and Retirement Plan (reports can be found in the consent agenda materials). The committee also received an update on the 2018/19 operating budget which is on track for a balanced budget at year-end.

d) Governance Committee (K. Evans)

Mr. Evans, Chair of the Committee reported that they met on Oct. 4, 2018. The committee's main focus was the Best Practices Review which was the main focus of the board planning session on Oct. 20, 2018. The routine review of the Signing Authorities Policy was conducted and was included in the open consent agenda. The Senate section of the Bylaws were considered but will be going to Senate for information prior to coming to the Board for approval in March. The committee reviewed the consultation plan for the Sexual Violence Policy which is up for routine review. A longitudinal analysis of the board self-assessment was reviewed in correlation with the Best Practices Review.

9. OPEN- OTHER BUSINESS

9.1 Sustainability in the Boardroom

The University Secretariat team was thanked for their quick change of water bottles to jugs, glasses and adding a recycling centre in the boardroom.

10. OPEN-QUESTION PERIOD

There were no questions.

11. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Ms. Osagie, seconded by Mr. Ullett to adjourn the Open Session of the Board of Governors at approximately 5:18 p.m.