

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

The 616th Meeting of the Board of Governors
Thursday, June 27th, 2019 at 3:00 p.m.
Room 2440R River Building, Carleton University

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

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

5. PRESENTATIONS – PERRY BELLEGARDE, National Chief of the Assembly of First Nations

6. OPEN – ITEM(S) FOR DISCUSSION

6.1 Carleton University Indigenous Strategic Initiatives Committee Consultation

7. OPEN – ITEM(S) FOR APPROVAL

7.1 Board Equity, Diversity, and Inclusion Statement

- Statement circulated in advance.

8. OPEN – ITEM(S) FOR INFORMATION

8.1 Senate Annual Report

- Executive Summary and Report circulated in advance.

8.2 Campaign Completion Report

- Executive Summary and Report circulated in advance.

8.3 Report from the Chair

- A verbal report will be provided.

8.4 Report from the President

- A report was circulated in advance.

8.5 Committee Chair Updates

- Verbal reports:
 - a) Building Program (D. Craig)
 - b) Community Relations & Advancement (D. Fortin)
 - c) Finance Committee (B. Wener)
 - d) Governance Committee (K. Evans)

9. OPEN – OTHER BUSINESS

10. OPEN - QUESTION PERIOD

- There are no questions to be addressed.

11. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

The 616^h Meeting of the Board of Governors
Thursday, June 27th, 2019 at 3:00 p.m.
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CLOSED SESSION

12. APPROVAL OF CLOSED AGENDA

- The agenda was circulated with the meeting material.

13. CLOSED - CONSENT AGENDA

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

14. CLOSED – ITEM(S) FOR APPROVAL

14.1 Recommendations from Nominating Committee for membership and signing officers for 2019/2020

- Summary provided in advance.

15. CLOSED – ITEM(S) FOR INFORMATION

15.1 2019 Reputational Research Report

- Executive Summary and Report circulated in advance.

15.2 Report from the President

- A verbal report will be given.

15.2 Report from the Chair

- A verbal report will be given.

15.3 Committee Chair Updates

- Verbal Reports:
 - a) Audit Committee (B. Wener)
 - b) Nominating Committee (N. Nanos)
 - c) Executive Committee (N. Nanos)
 - d) HR/Compensation Subcommittee (D. Fortin)

16. CLOSED - OTHER BUSINESS

17. CLOSED - IN CAMERA SESSION

18. ADJOURNMENT

AGENDA ITEM

6.1

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: May 30, 2019
From:	Provost and Vice-President (Academic)	Date of Meeting: June 27, 2019
Subject:	Carleton University Indigenous Strategic Initiatives Committee Consultation	
Responsible	Provost and Vice-President (Academic)	
Portfolio:		

1.0 PURPOSE

☐ For Approval ☐ For Information ☒ For Discussion

2.0 EXECUTIVE SUMMARY

Carleton University is situated within the unceded traditional territory of the Algonquin people and supports First Nation, Métis and Inuit students from across Canada. We recognize our special responsibility to support the recommendations of the Truth and Reconciliation Commission.

In June 2011, the Senate of Carleton University approved the Aboriginal Coordinated Strategy that outlines a number of fundamental values that articulated a commitment from the university to ensure that Carleton University programs, services and community involvement adhere to this Aboriginal Coordinated Strategy. A great deal of progress has been made over the years with new programs, support for students, and engagement with our local Indigenous communities. However, more needs to be done in light of the recommendations for post-secondary institutions in the Truth and Reconciliation Commission Calls to Action. Last fall, President Benoit-Antoine Bacon announced that Carleton would convene a broad and inclusive committee to revitalize our Indigenous strategy and re-energize our relationships with Indigenous communities in the region and across the country.

As a result, we formed the Carleton University Indigenous Strategic Initiatives Committee (CUISIC). Thirty-six members accepted appointments to serve on this important committee. The committee is comprised of a broad representation of people from both our on-campus and off-campus communities including First Nations, Métis and Inuit members from local communities, as well as Carleton faculty, professional services staff and students. The full list of members is available on the [CUISIC website](#).

The committee began meeting in January and developed themes of engagement used to seek feedback through a series of consultation sessions during 2019. To date, over 30 consultations have taken place both on and off campus.

By early fall, we will share our draft report, which will include Carleton-specific recommendations as part of an institutional response to the calls to action of the Truth and Reconciliation Commission. Our goal is to ensure that these recommendations, and subsequent action plan, create spaces for dialogue and relationship-building. We are fully committed to ensuring that the final recommendations are implemented in order to support positive long-term change on our campus.

We plan to consult the Board again in the fall with the draft report.

3.0 INPUT FROM OTHER SOURCES

After initial meetings in January and February with the CUISIC committee, we have held over 30 consultations with faculty, staff and students at Carleton University, and with Indigenous community members.

4.0 ANALYSIS AND STRATEGIC ALIGNMENT

Both Carleton's Strategic Integrated Plan (SIP) and Strategic Mandate Agreement (SMA) speak to the

importance of Carleton having a substantive Indigenous strategy.

Goal 3.4 of the SIP is to support Aboriginal communities and position Carleton as a university of choice for Aboriginal students by implementing the university's Aboriginal Co-ordinated Strategy. The key performance measure is to have significant progress in implementing the Co-ordinated Aboriginal strategy.

Carleton's 2017-20 SMA references many examples of institutional initiatives that support programs for our Indigenous students, and makes note of our successful Summer Institute on the Ethics of Research with Indigenous Peoples. Carleton's SMA along with the SMA's of the other three post-secondary institutions proposed an Education City partnership that includes a statement that all four postsecondary education institutions in the City of Ottawa have demonstrated a commitment toward working with Indigenous communities on the Truth and Reconciliation Commission's call to action. This partnership will work to embed Indigenous ways of knowing in its framework for the benefit of all students. The provincial government has allocated significant funds for the development of the ideas in Education City.

5.0 FINANCIAL IMPLICATIONS

There are no financial implications relating to this presentation today.

Financial implications relating to this initiative are not known at this time. Once the report is issued, we will assess the financial impact of recommendations, and which funding will be addressed as part of the ongoing planning and budgeting process.

6.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

All efforts will be made to keep the work of the committee on schedule with the final report submitted by December 2019. At this time we are confident that we will make our deadlines. At this time there are no anticipated legal risks pertaining to the work of the committee. Risks and opportunities primarily are strategic and reputation management in nature. Those risks are being mitigated through a communications plan as well as an open/transparent consultation plan.

The Board will be kept informed on the progress of the work of the committee.

7.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

We made the initial announcement – a message from the president - on October 16, 2018, and have launched a website dedicated to CUISIC. The community is being kept informed throughout the process, involving an extensive education/socialization component. At the same time, Carleton continues to tell Indigenous-related stories of interest.

There are more reputational opportunities than risks as this committee proceeds with its work. However, as with any consultation on an important topic, there can be disagreement, frustration and criticism that can become public. The reputational risk is moderate. Beth Gorham, Manager of Public Affairs, Department of University Communications, has prepared a communications plan. It includes messaging and identifies the three co-chairs as spokespeople if necessary. The best way to minimize risk is to conduct a very transparent, open process that reaches a broad spectrum of people, on campus and off, as well as frequent updates and an abundance of storytelling.

8.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Carleton
UNIVERSITY

Canada's Capital University

Carleton University Indigenous Strategic Initiatives Committee (CUISIC)

"From Strength to Strength"

Presentation to Board June 27, 2019



Chairs of the Task Force

- 
- Kahente Horn-Miller, Associate Professor, School of Indigenous and Canadian Studies
 - Benny Michaud, Assistant Director, Centre for Indigenous Initiatives
 - Jerry Tomberlin, Provost and Vice-President (Academic)



Our Over-Arching Goal

- *It is precisely because education was the primary tool of oppression of Aboriginal people, and miseducation of all Canadians, that we have concluded that education holds the key to reconciliation*
 - Senator Murray Sinclair
- It is not the students that need to change; it's the institutions
- The point is to develop a safe place for learning where there are no boundaries or barriers to everyone getting an education




Build on Carleton's Strengths

- Aboriginal Coordinated Strategy
 - Ojigkwanong
 - Indigenous Education Council (IEC)
 - School of Indigenous and Canadian Studies
 - Centre for Indigenous Initiatives
 - Indigenous Enriched Support Program (IESP)
- 



Themes of Engagement

- Community Engagement
 - Ways of Teaching and Learning (Indigenous Knowledge/Awareness)
 - Indigenous Student Support: Academic and Cultural
 - Carleton University's Culture, Systems and Structure
 - Research and Innovation
 - Student Experience (Recruitment, Retention and Graduation)
 - Metrics: Qualitative and Quantitative (Faculty, Staff and Students)
- 



Consultation Sessions

March

- Indigenous Students
- Student Government Executives
- Current Students
- Faculty of Public Affairs
- Teaching and Learning Services
- Faculty of Arts and Social Sciences
- Faculty of Engineering and Design
- MacOdrum Library

April

- FASS Chairs and Directors
- OPSEU 404 Executives
- Faculty of Science
- Executives from CUASA
- SIPC and VPARC
- Administrative Management Members
- Indigenous Enriched Support Program Team
- All Faculty, Instructors and Librarians
- School of Social Work Annual Retreat

- OVPSE Managers
- Office of Institutional Research & Planning
- Sprott School of Business
- Carleton Campus
- Administrative Technical & CUPE 2424 Members

May

- Indigenous Service Providers in Ottawa
- Facilities Management and Planning
- Kitigan Zibi
- Senate
- Former and departing Indigenous faculty members (one-on-one meetings)

June

- CUISIC Committee
- Board of Governors
- Former and departing Indigenous faculty members (one-on-one meetings)



Carleton University's Culture, Systems and Structure

- ▶ How can the university ensure there is a systems-wide commitment to raising awareness of Indigenous experiences among those who are part of the Carleton community?
- ▶ How can we change existing spaces to better reflect Indigenous learning models and Indigenous culture?
- ▶ How best can we ensure the representation of Indigenous peoples in the decision-making structure of the university?
- ▶ Are there senior administrative positions that need to be created?



Community Engagement

- ▶ Who should Carleton University have good relationships with? And why?
- ▶ Are there any policies that need to be implemented in regards to community engagement?

Indigenous Student Support (Cultural)

- ▶ How can we increase the visibility of Indigenous culture on campus?
- ▶ How can we do a better job recognizing Algonquin territory?



More Comments

- If you think of something else you would like to share with us, please send your comments in through the CUISIC website
- Search “CUISIC Feedback” on carleton.ca or visit carleton.ca/indigenousoinitatives/feedback

AGENDA ITEM

7.1



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

Board Equity, Diversity and Inclusion Statement - DRAFT

Carleton University's Board of Governors is committed to fostering and supporting equity, diversity and inclusion at the University. This includes a commitment to achieving a membership that reflects the broadest range of qualifications, skills, experiences, perspectives and the myriad of human identities essential to advancing the University's mission. A diverse Board working in an atmosphere of inclusion will produce better, more innovative decisions, further the institution's reputation as an equity, diversity and inclusion leader across Canada, and increase the university's capacity to effectively address and serve the interests of its global community. Diversity and inclusion drive excellence.

The purpose of this Statement is to express the commitment of the Board of Governors to Board membership that is balanced, a diverse and inclusive, and that incorporates a strong balance of skills, experiences and perspectives to advance the University's mission. In addition to working to enrich both skills level and diverse representation through membership appointments, the Board will abide by its commitment to promote equity, diversity and inclusion in the performance of its duties and responsibility for oversight of the university's governance.

To give effect to this Statement, the Governance and Nominating Committee within its processes for identifying potential members and as required by the Board's Nominating Policy, will search for highly-skilled potential candidates who reflect the diversity of Canadian society and the University, having particular regard to underrepresented groups including but not limited to those represented by race, sex, Indigeneity, disability, gender identity, gender expression, and sexual orientation. The Board will periodically review the Nominating Policy and any related practices and procedures to ensure alignment with best practices and principles for diverse recruitment.

AGENDA ITEM

8.1



SENATE

REPORT TO THE BOARD

JULY 1, 2018 - JUNE 30, 2019

Prepared by: Betina Appel Kuzmarov, Clerk of Senate

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INTRODUCTION

Senate is pleased to provide a report on its work for the 2018/19 academic year. Senate met nine times throughout the year: Sept. 28, Oct. 19, Nov. 30, Jan. 25, Feb. 15, Mar. 29, Apr. 26, May 31, and Jun. 21.

In addition to its core work, this year Senate focused on the orientation of Betina Appel Kuzmarov as its new Clerk and President Benoit-Antoine Bacon as its new Chair as well as the university's Free Speech Policy, Senate committee review and the enhancement of Senate communications.

ABOUT SENATE

Senate is the highest academic body in the university. With responsibility for academic governance, Senate makes decisions of significant importance to students and faculty. Regular work of Senate includes awarding degrees, approving medalists, developing scholarships, approving new programs and revising curricula, and establishing regulations concerning students' academic work. Senate has 14 standing committees to help exercise its powers.

Senate is composed of up to 86 members representing the Carleton community:

- 40 faculty members
- 2 contract instructors
- 10 undergraduate students
- 3 graduate students
- 23 ex officio-members
- 4 members of the Board of Governors
- up to 4 special appointments

An appointed faculty member serves as Clerk of Senate, a position that manages the affairs of Senate with the support of the University Secretariat. The university's President and Vice-Chancellor serves as Chair of Senate.

GRADUATION AND CONVOCATION

Senate's role in convocation includes approving the convocation schedules, graduating students, approving recipients of medals and prizes, recommending potential recipients of honorary degrees and organizing the academic procession. The Clerk of Senate serves as the Marshal of Convocation.

Spring convocation schedule extended

On Jan. 25, Senate approved a modified spring convocation schedule, specifically adding a day to accommodate an additional ceremony. Spring convocation now falls over a five day period and consists of nine ceremonies; this year from June 10-14. With this change, the Sprott School of Business and the Faculty of Engineering and Design each had a dedicated day for graduates of their faculty.

6,133 students approved to graduate

Senate was pleased to approve the graduation of 4,602 undergraduate students and 1,531 graduate students during the 2018/19 academic year.

Honorary degree recipients

Seven honorary degrees were presented at June convocation to the following individuals:

- Laurie Beachell
- Diana Beresford-Kroeger
- Yazmine Laroche
- Christina Louise Logue
- The Right Honourable Paul Martin
- Robert Slater
- Robert Thirsk

Medals and prizes

One of the core functions of Senate is the approval of nominations for medals and prizes. In the 2018/19 academic year, Senate was pleased to approve 270 medalist nominations. The medals and prizes awarded includes:

- Senate Medal for Outstanding Academic Achievement (awarded to nine graduate students and 233 undergraduate students)
- University Medal for Outstanding Graduate Work at the Doctoral Level
- University Medal for Outstanding Work at the Masters Level
- University Medals- Undergraduate (awarded to 22 undergraduate students)
- Governor General's Silver Medal (awarded to two undergraduate students)
- Chancellor's Medal
- President's Medal

Marshal of Convocation

The Clerk of Senate, Betina Appel Kuzmarov, served as Marshal of Convocation for two ceremonies in the fall and seven ceremonies in the spring. She also participated in the installations of President Benoit-Antoine Bacon and Chancellor Yaprak Baltacioğlu.

ACADEMIC PROGRAMS AND CURRICULA

The following are highlights of academic program and curricula changes that Senate approved in the 2018/19 academic year.

Degree Level Expectation on Experiential Learning

The Carleton Degree Level Expectation (DLE) on Experiential Learning aims to enhance experiential learning across campus and better position the university in meeting provincial requirements. The new DLE is effective fall 2019.

New Undergraduate Dual Degree Policy

The Undergraduate Dual Degree Policy was created as a framework for the completion of dual degrees at the undergraduate level. The policy is modelled after the Graduate Dual Degree Policy and was reviewed by the Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP) and Senate Academic Program Committee (SAPC) to allow for appropriate academic review.

Changes to BA/B.Sc Undeclared Program

Changes to the Undeclared B.A./B.Sc program include a name change from Undeclared B.A./B.Sc to Open Studies B.A./B.Sc., and the introduction of new graduation pathways. Changes came into effect during the 2018/2019 calendar year.

New MA and graduate diplomas in Migration and Diaspora Studies

The new MA and graduate diplomas in Migration and Diaspora Studies programs commence in fall 2019. These programs are the first graduate-level programs in Canada to combine Migration Studies with Diaspora Studies. These interdisciplinary programs are also unique in that they aim to combine academic studies in Migration and Diaspora Studies with practical experience in these fields.

New Linguistics MA, graduate and PHD programs

The new MA and graduate diploma in Linguistics and the PHD in Linguistics, Language Documentation, and Revitalization programs commence in fall 2019. These programs reflect the evolution of linguistics from a theoretical model of linguistic knowledge to an interdisciplinary field concerned with language in cognitive and social domains. They draw on the strengths of the linguistics faculty who have strong backgrounds in theoretical linguistics and are involved in interdisciplinary research and teaching.

New graduate diplomas in Work and Labour

The new Master's level graduate diplomas in Work and Labour in the Institute of Political Economy will be available for enrollment in fall 2020. The Type 3 diploma will be open to students who have completed a four-year BA Honours degree or equivalent in a social sciences or humanities discipline that is relevant to work and labour. The Type 2 diploma will be open to students enrolled in a master's or doctoral program at Carleton.

New minor in Heritage Conservation

The new minor in Heritage Conservation will be introduced as part of the School of Indigenous and Canadian Studies program in fall 2019.

New Psychology minor in Human Resources and Management

The Bachelor of Arts Psychology program will feature a new minor in Human Resources and Management in fall 2019.

New Chemistry concentration in Chemical Toxicology

A new concentration in Chemical Toxicology in the Bachelor of Science Honours in Chemistry program will be available for enrollment in fall 2020. The new concentration will target students interested in understanding the adverse human, animal and environmental health effects caused by both natural and manufactured chemicals.

Introduction of concentration in Urban Geography

The Bachelor of Arts Geography program will introduce a concentration in Urban Geography in fall 2019.

New Linguistics concentrations

The BA/BSc Linguistics Honours program will feature two new concentrations in Linguistic Theory and in Psycholinguistics and Communication Disorders.

New specialties in Cognitive Science and Geography

Senate approved the introduction of two new specialties:

1. A specialization in Digital Humanities in the Master of Cognitive Science
2. A specialization in Data Science in the Master of Arts in Geography

Introduction of practicum in Teaching English as Foreign Language

The introduction of ALDS 4307 Practicum in Teaching English as Foreign Language will be available for enrollment in fall 2019.

Program name changes

Senate approved the following program name changes:

- PhD in Information Technology: Digital Media now PhD in Information Technology
- Master of Network Technology now Master of Information Technology
- BA in Child Studies now BA in Childhood and Youth Studies
- Bachelor of Information Technology, Photonics and Laser Technology now Bachelor of Information Technology, Optical Systems and Sensors

FREE SPEECH POLICY

On Aug. 30, 2018, the Premier's Office directed all publicly assisted colleges and universities in Ontario to develop and post a free speech policy that met specified minimum standards by Jan. 1, 2019 or face potential financial consequences. Following this announcement, Carleton University tasked its Senate in the development of such a policy.

Senate discussed the matter at its Sept. 28 meeting and established a task force of Carleton University Senators, composed of both faculty and students, to create a draft policy. Senate reviewed this draft policy during its Oct. 19 meeting and then presented it to the community.

A website dedicated to the consultation process was created at carleton.ca/senate/free-speech. A university wide email was distributed on Oct. 23 outlining the process and requesting feedback on the policy. This email was posted on Senate's website, Carleton's student portal and distributed throughout the university's communication network. The Carleton community had from Oct. 23 to Nov. 6 to provide input on the draft policy.

General feedback on the policy was positive, with many submissions praising Carleton for protecting free speech and consulting with students before finalizing the policy. There were several recurrent themes throughout the submissions:

1. Defining terms and in particular "hate speech"
2. Using examples for clarity
3. Clarifying the complaint-reporting process
4. Clarifying limits on Free Speech at Carleton University
5. Parameters of protesting and criticism of controversial speakers on campus
6. Concerns about marginalized and minority groups
7. University's authority over visitors not affiliated with Carleton

Having accounted for this feedback, the final policy was approved by Senate at its Nov. 29 meeting and was presented to the community on Dec. 4. A full feedback report was also posted for the public on the dedicated Free Speech webpage on Dec. 4. The policy was presented to the Board of Governors on March 28 and the Board unanimously endorsed it.

SENATE COMMITTEE REVIEW

Led by the Clerk of Senate, the University Secretariat began a review of Senate's standing committees. This review took place from December to May and had five stages:

Stage 1: Benchmarking study of Ontario University Senates to understand the broad landscape of Senate committee structures. This report was presented to Senate on Jan. 25.

Stage 2: The Clerk of Senate surveyed by email all committee Chairs to obtain feedback on the current structure and function of their committees and to provide some institutional memory for each committee.

Stage 3: Archival review of Senate committees by the University Secretariat.

Stage 4: Committee review report on an analysis of research presented to Senate on Mar. 29.

Stage 5: A task force of Senators was formed on Mar. 29 to develop recommendations for Senate.

The task force met four times to discuss committee structural issues that were uncovered in earlier stages of the review. As a result, the task force brought forward the following nine recommendations which were approved by Senate:

1. Senate committee oversight be transferred to the Senate Academic Governance Committee.
2. Clerk of Senate and Office of the University Secretariat be responsible for coordinating the work of Senate committees.
3. Senate Academic Governance Committee assume responsibility for overseeing committee elections and membership.
4. That at least 50 per cent of representation on the Academic Governance Committee be current or past sitting Senators.
5. Consolidating the four Senate appeals committees into one Senate Appeals Board.
6. The dissolution of the Senate Academic Program Committee, effective Aug. 31, 2019.
7. Creation of the Senate Quality Assurance and Planning Committee, effective Sept. 1, 2019.
8. Creation of the Quality Assurance Appeals Committee, effective Sept. 1, 2019.
9. Recommendation that the Provost amend the Institutional Quality Assurance Process to reflect the above changes.

SENATE ENDORSES AND SUPPORTS CUISIC

On Jan. 25, the co-chairs of the Carleton University Indigenous Strategic Initiatives Committee (CUISIC) provided Senate with an overview and update on their activities. Senate unanimously passed a motion declaring its support and endorsement of the committee and its work towards revitalizing Carleton's Indigenous strategy and its relationship with Indigenous peoples on and off campus.

In addition, Senate took part in a 45 minute consultation session during its May 31 meeting. Senate assembled in a circle to allow discussions to take place in the Indigenous tradition. The CUISIC co-chairs facilitated a collaborative discussion and gathered feedback on broad themes, which included community engagement, ways of teaching and learning, Carleton's culture and systems, and the student experience.

COMMUNITY PRESENTATIONS

Senate encourages consultations from the Carleton community. The following are presentations that were brought to Senate during the 2018/19 academic year:

- CUISIC Overview (Jan. 25)
- 2019-20 Operating Budget (April 26)
- Degree Level Expectation on Experiential Learning (April 26)
- CUISIC Consultation (May 31)
- Carnegie Classification Pilot Project (May 31)
- Carleton Advancement's Hub for Good (June 21)

COMMUNICATIONS

With the addition of a communications officer in the University Secretariat, Senate was able to enhance its communications efforts. This included a dedicated Senate communications plan, Senate website updates and reorganization as well as the following new initiatives:

Inside Senate

Inside Senate was introduced in November as a new communication channel dedicated to sharing the important work of Senate just days after each meeting. These community summaries aim to highlight key decisions and the people within Senate with the greater Carleton community. Seven editions of Inside Senate were created, posted on the Senate website and advertised through Carleton's Top 5 and homepage.

Community outreach

Senate enhanced its convocation, recruitment, and nomination and election communications. This included dedicated webpages with digital forms as well as several communications plans, advertising and branding materials.

CUCollab

In line with Carleton's digital first strategy, Senate adopted CUCollab in September as a document sharing platform. This has provided greater security and accessibility for members of Senate to access key meeting materials.

Senate survey

To incorporate best practices in supporting academic governance at Carleton, the University Secretariat conducted its first ever survey to gauge the Senate experience. Distributed in May, the survey received a 47 per cent response rate and generated many comments and suggestions from respondents. Due to the positive response from Senators, the University Secretariat is planning to implement the survey on an annual basis.

AGENDA ITEM

8.2



HERE for
GOOD

LESSONS LEARNED:

OUTCOMES OF THE COLLABORATE CAMPAIGN

Surpassing the Collaborate Campaign's \$300M goal is an extraordinary achievement for Carleton—one that will have a long-term impact for the entire university community.

Whether invested in endowments or applied for strategic fiscal needs, these funds will enhance Carleton's teaching, learning, research and campus life for today's students and future generations. In keeping with its Here for Good promise, the campaign's funds will also contribute to the social, economic and common good of the communities our university serves.

There is, however, another purpose to fundraising campaigns. They are also designed to permanently enhance fundraising capacity—to bring certainty to and entrench the importance of philanthropic giving in an organization's mission. In other words, the efforts of one campaign should be seen as an investment in the success of future fundraising and even more ambitious campaigns.

As Ontario universities prepare for a new funding environment, philanthropic giving will become even more important—relied on as a source of stable funding (through endowments), strategic investment, and revenue diversification. Campaigns and fundraising will be critical for sustainability and growth.

In this sense, the Collaborate Campaign has helped prepare Carleton for the future.

Here's how:

1.

A Strategic Vision for Philanthropy. The campaign modernized our understanding of philanthropic giving and its strategic potential.

- a. *Directed vs unrestricted giving.* This campaign embraced a more modern understanding of donor intent—that is, moving away from unrestricted giving models, and instead allowing donors to focus their giving to more specific and personally meaningful projects. This allows Carleton to differentiate in a charitable marketplace where there is greater competition for donors.
- b. *Full and integrated partnerships.* Working as a full partner to research and the academy, University Advancement helped implement a strategic and sustainable vision for new programs and priorities. Realistic partnership and fundraising models were integrated into planning, helping university leadership design for stability and growth. Through this integrated approach, Advancement helped broker a strategic and innovative partnership between Shopify and the Department of Computer Science.
- c. *Emerging priorities.* Over the course of the campaign, University Advancement provided quick and dynamic solutions to respond to emerging opportunities or critical funding needs. The Fulbright Visiting Chairs initiative was established in response to a unique opportunity offered by Fulbright Canada; Advancement helped facilitate the opportunity to a timely and mutually satisfying agreement.
- d. *Diverse and international donor base.* Modern fundraising cannot rely on existing or traditional constituencies (eg. local donors, alumni, retirees, etc.) alone. This campaign inspired both discovery and dialogue with donors outside of the Carleton network—individuals and organizations who are instead allied with the vision and potential for higher education. Today our donor base is much more diverse in demographics, location and philanthropic philosophy; new partners and international alumni such as David Chua, who made a substantial campaign donation for scholarships for international students, create new opportunities for future fundraising asks.

2.

Building Cause and Community. The campaign inspired a greater appreciation for Carleton's reputation and the inherent cause of post-secondary education.

- a. *Brand and identity.* The emergence of "Here for Good" as a statement of values and principles connected the campus and external communities to the fundamental purpose of higher education and Carleton's unique strengths. The principles of the ethos have been adopted in a variety of academic environments, such as Spring Conference, community engagement, and international research partnerships.
- b. *Community liaison.* The engagement of donors, alumni and community partners reconfirmed the value of external voices and ideas in university planning. The formal establishment of the Community Liaison mandate creates a sustainable opportunity for future partnership building.

3.

Capacity and Growth. The campaign elevated Carleton's annual fundraising capacity and its long-term revenue potential.

- a. *Annual revenue.* Over the course of the campaign, Carleton's annual average fundraising revenue increased from \$10M to more than \$20M.
- b. *Number of donors.* Post campaign, there is a vastly increased donor base for future philanthropic conversations. In the years prior to campaign (from 1942 to 2009), Carleton had 49,000 unique donors; in the campaign alone, there were more than 29,000 unique campaign donors.
- c. *Value of prospect pipeline.* Strategic investment in research and records identified numerous and realistic high-value prospects with connections to Carleton for future philanthropic conversations.
- d. *Stewardship and donor relations.* Recognizing that it is harder to build new donor relationships than maintain existing ones, an enhancement of our stewardship enterprise is nurturing future growth and increased giving.
- e. *Matching funds.* Board endorsement of matching funds for priority areas (such as scholarships, chairs and Giving Tuesday) was a successful technique for elevating fundraising conversations. Providing match funds to endow scholarships, for example, invited donors to give at a higher level (and consider even higher gifts in subsequent conversations). During the campaign, we matched 138 student awards—95 scholarships and 43 bursaries.

4.

Culture of Philanthropy. The campaign shared the opportunity of fundraising on campus and created a tradition of giving.

- a. *Champions: leadership and volunteer engagement.* A traditional if largely outdated model for campaign success relies on a campaign cabinet or limited group of volunteers. The Collaborate Campaign instead engaged a high number of “champions” at all levels of giving and in all areas of the campus community. These champions, from deans and faculty to board members to almost 2000 alumni and student volunteers, focused their passion and connections to bring both personal and professional networks (some unconnected to Carleton) to their cause. The campaign became a shared cause, which vastly increased its reach and diversity.
- b. *Campus participation.* Over the course of the campaign, more than 25% of faculty and staff made a gift to Carleton—a significant increase. Through both the Campus Community Campaign and Giving Tuesday, faculty, staff and students embraced the opportunity to give to campus projects that were personally meaningful.
- c. *Student and alumni giving.* The Student Philanthropy Association was formed to build awareness of giving and its impact on campus. Today’s students graduate with an appreciation of the role of philanthropy; post campaign, our goal is to leverage that appreciation and re-engage this generation as alumni donors.

5.

Professionalization and Innovation. The campaign inspired experimentation and the development of new best practices in fundraising, which opened up significant new revenue opportunities.

- a. *Crowdfunding.* Carleton was the first Canadian university to embrace crowdfunding (online peer-to-peer and project specific fundraising) in its strategy. Today, our FutureFunder empowers everyone in the campus community to fundraise for smaller and personally meaningful initiatives, and provides donors with a litany of giving choices.
- b. *Giving Tuesday.* In keeping with the online potential of crowdfunding, Carleton incorporated Giving Tuesday into its annual fundraising plans and is a successful case study among Canadian charities. In its first year, our Giving Tuesday plans raised just over \$48,000; in 2018, more than \$1.2 million was raised. Today, at the end of the campaign, Giving Tuesday has become a campus tradition and an inspiring expression of school spirit.
- c. *Planned giving marketing.* With an enormous generational transfer of wealth looming, planned giving is a critical but unheralded area for all charities. In our campaign, we made a significant investment in a proactive marketing plan to reach new prospective donors and position Carleton as the first choice for planned giving discussions.
- d. *Blended gifts.* Carleton built a robust strategy around the principles of blended gifts—a combination of current and deferred (planned) giving that gives donors the chance to make a long-term transformational gift, but also see its impact in their lifetime. This is a new best practice for all campus fundraisers.
- e. *Holistic research partnerships.* Industry and corporate partners were engaged in the campaign, but philanthropic giving is limited in its potential for this sector (and particularly its engagement in research activities). Our campaign developed holistic approaches such as Efficiency Canada, a campus-based research, policy and industry partnership, to give corporate and other partners more unique and flexible partnership options.
- f. *Stewardship.* The modern donor requires proof of impact—certainty that their gift has accomplished what the charity has promised. Our campaign committed

to more transparent and specific reporting models, showcasing specific impact for donors at all giving levels. An innovative new “Stewardship Web,” developed in house, provides an alternative and more donor-centred approach to effective donor relations and has been modelled for other Canadian educational institutions.

6.

Leadership. The campaign elevated Carleton's reputation as a leader among practitioners in the philanthropic sector, boosting the sector overall and recruiting new talent to Carleton for future campaigns.

- a. *Service of profession.* Carleton staff are volunteers, mentors and leaders in professional associations in Ottawa and nationwide. We share our campaign experience with non-profits and other charities with the goal of lifting philanthropy across Canada and meeting potential new staff. Advancement directors actively participate in local and national organizations such as the Canadian Association of Gift Planners, the Canadian Council for the Advancement of Education, the Council for the Advancement and Support of Education and the Association of Fundraising Professionals.
- b. *Masters in Philanthropy and Nonprofit Leadership (MPNL).* Advancement directors present to each cohort of the MPNL program (first of its kind in Canada). Our modern advancement model, collaborative leadership style and "pracademic" approach is held as a best practice for future fundraising practitioners. In addition, several Advancement staff have completed the program, ensuring we are incorporating new ideas and methodology into future planning.
- c. *Education.* Advancement directors are regularly engaged as thought leaders at the local, national and international level at conferences, in webinars, and numerous educational workshops. Our campaign experience and particular innovations have name recognition in the sector. The Advancement staff has proportionally the highest number of CFREs (Certified Fundraising Executives) credentialed in Ottawa.

HERE *for*
GOOD

HERE *for* GOOD

CELEBRATING IMPACT



Carleton
UNIVERSITY

Canada's Capital University

We are a university with a cause. As a pillar of the local community, and as a platform to bring positive change around the globe, Carleton University is Here for Good.

Here for Good has been the tagline of our Collaborate Campaign, the most ambitious fundraising campaign in Carleton's history. As critical members of the Carleton community, you intuitively understand the importance of Here for Good. It exemplifies our founding mandate to serve our community; we strive to do good with our community, for our community. Here for Good has guided us through our campaign, and it will continue to guide us going forward.

With your leadership and vision, coupled with the support of our donors, faculty, staff, alumni and students, we surpassed the \$300 million goal of our campaign and advanced ambitious initiatives that make a positive difference in the world.

We are deeply grateful for your support throughout this campaign and we're happy to share with you a snapshot of the impact we've achieved together.



IMPACT BY THE NUMBERS

Let's celebrate the successful completion of our Collaborate Campaign and the impact \$300 million has had on campus and beyond!

29,000 supporters made financial contributions and invested in our capacity to do good

1,873 alumni and community volunteers joined our movement to be Here for Good

404 new scholarships and bursaries were established

\$17M+ was raised through annual giving

191 FutureFunder projects were launched

\$67M+ was raised through planned giving

\$1.2M was raised (with matching funds) on Giving Tuesday 2018, compared with \$48,000 (with matching funds) on Giving Tuesday 2013

\$300M

HERE for
GOOD

 FUTUREFUNDER.CA

CHAMPIONING ATHLETIC EXCELLENCE

The Ravens Football Team ignites school spirit, encourages community engagement, and helps students become well-rounded, active citizens

The return of Ravens Football, one of the founding accomplishments of Collaborate, was championed throughout the campaign by alumnus John Ruddy and a number of dedicated Old Crows and other proud donors.

The return of football has had a transformative effect on campus and beyond. The entire program — from coaching staff to student-athletes to proud grads — champions athletic excellence, student-athlete development, and community engagement initiatives. Ravens student-athletes have passionately served their community in a variety of ways, including organizing an annual blood donor clinic on campus, coaching youth during the Junior Ravens camps, and volunteering with community organizations such as Habitat for Humanity, the Ottawa Food Bank, and the Ottawa Mission.

In conjunction with the team's return, Throwback — Carleton's reimagined homecoming celebration — was launched, with the goal of elevating school spirit and bringing together alumni, community members, students and staff.



DEVELOPING ENGAGED CITIZENS

Female student-athletes are empowered to pursue various interests and to become active members of society

The McKeen Metro Glebe Scholarship was established in an effort to support young women in becoming well-rounded, engaged citizens. The scholarship is awarded to female varsity student-athletes who have demonstrated a passion for community service, thus reinforcing the importance of finding a balance between education, career goals, athletics and community engagement activities. By pursuing various experiences, female students develop diverse skills that better prepare them to give back to their communities and contribute to the greater good of society.

The McKeen Metro Glebe Scholarship was endowed during Collaborate by Jim and Rebecca McKeen, business owners in the Ottawa area.

Photo: Valerie Wutti



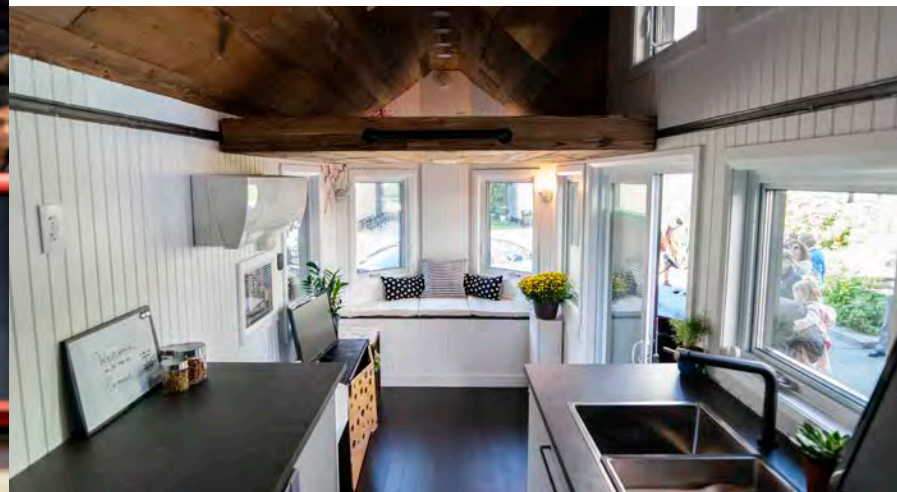
DRIVING DISCOVERY

Northern Nomad tiny house provides insights into the future of sustainability

The Northern Nomad tiny house was designed and constructed on Carleton's campus by fourth-year engineering and design students, under the leadership of Assistant Professor Scott Bucking. The tiny house, devised as a net-zero energy building, perfectly demonstrates Carleton's efforts to advance sustainability and energy efficiency through research and teaching.

The initiative provided experiential learning opportunities to students as well as insights into the future of sustainability in a changing climate. The Northern Nomad includes smart home features for energy efficiency, solar panels that run an atmospheric water generator, and is optimized for cold climates. These principles, which have been devised and tested through the tiny house, can be applied to larger infrastructure for better energy efficiency outcomes.

During Collaborate, the Northern Nomad project was supported by a variety of donors and sponsors, including the Borealis Foundation.



ENGAGING THE CAMPUS COMMUNITY

Carleton's internal community contributes to the greater good of society through giving

The Carleton community is thoughtful, caring, engaged and unquestioningly committed to creating positive change in our world. During Collaborate, more than 500 faculty, staff and retirees proved this by making significant contributions towards the Campus Community Campaign. This annual fundraising effort encourages our internal community to support projects and initiatives — such as the Library Collections Fund and the Student Emergency Fund — that are meaningful to them and that directly contribute to the greater good of society.

In recognition of their substantial contributions towards up-to-date and relevant library collections, Room 252 in the MacOdrum Library was renamed The Carleton University Community Campaign Seminar Room.

EXPANDING INTERNATIONAL IMPACT

The McMillan Chair will bolster teaching and research excellence and will help Carleton create global impact in the field of Russian Studies

In an effort to bolster teaching and research excellence in perpetuity within Carleton's Institute of European, Russian and Eurasian Studies (EURUS), Professor Emeritus Carl McMillan committed to establishing the McMillan Chair in Russian Studies.

Thanks to Professor McMillan's generous support, the McMillan Chair will attract an established scholar to Carleton University and Canada's capital. Through research, teaching, mentoring and outreach efforts (such as public lectures and international conferences), the McMillan Chair will enhance Carleton's global reputation and will help Carleton make an international impact in the field of Russian Studies.

Photo: Vladimir Dvortsevov



SUPPORTING INDIGENOUS INITIATIVES

Indigenous students develop lifelong skills, build confidence and establish connections through a university transition year

The Indigenous Enriched Support Program (IESP), offered by the Centre for Initiatives in Education (CIE) at Carleton, provides opportunities for Indigenous students to access education and thrive at post-secondary institutions. The IESP supports Indigenous students, providing an alternative method of entry to post-secondary for those who do not meet the traditional requirements but who show strong potential. With support from peer mentors, coaches, workshop facilitators and advisers, IESP students take credit courses in their first year in order to qualify for degree programs.

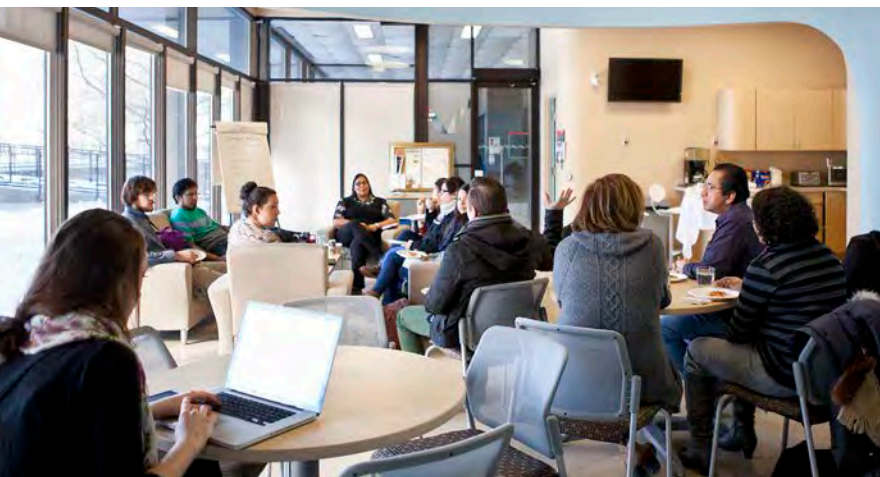
CIE, and the IESP specifically, have received generous support from multiple donors during Collaborate, including The Counselling Foundation of Canada. With such support, Indigenous students in the IESP are able to develop lifelong learning skills, build leadership abilities and confidence through peer-to-peer mentoring and coaching opportunities, establish a network and gain work experience through internships.

UNDERSTANDING THE COMPLEXITIES OF HEALTH AND DISEASE

Health Sciences Research Internships help prepare students to influence improvements in society's health and well-being

Offered to outstanding students in the Bachelor of Health Sciences program, Health Sciences Research Internships (HSRIs) give Carleton students the opportunity to work in leading researchers' labs on real scientific health issues. Through HSRIs, students gain hands-on experience that help them better understand the complexities of health and disease. They are given the opportunity to develop practical research, communication and collaboration skills that will prepare them to make a positive impact in the health sciences field.

The HSRI program was launched with a lead gift from the Mach-Gaensslen Foundation. Following the foundation's leadership in this area, several other Health Sciences Research Internships have been initiated and endowed at Carleton with the support of donors. Crowdfunding efforts from alumni, community members and other supporters continue to supplement and expand the HSRI program.



FURTHERING GLOBAL WATER ACCESS

Through collaborative research with international partners, the Jarislowsky Chair in Water and Global Health helps address the needs of communities worldwide

The Jarislowsky Foundation created the Jarislowsky Chair in Water and Global Health during Collaborate. The Chair helps communities provide safe drinking water, improve sanitation and innovate wastewater treatment methods. Inaugural chairholder, Professor Banu Örmeci, is working with 12 villages in India on their drinking water and sanitation issues. She is developing new and sustainable treatment technologies for large cities and Indigenous communities in Canada. Professor Örmeci also leads Carleton's Global Water Institute, which links the research of more than 100 faculty members, and she has recently filed two patents on new water sanitation technologies.

Philanthropist Stephen Jarislowsky and the Jarislowsky Foundation have established close to 30 Chairs, in a diversity of topics, at Canadian universities from coast to coast to coast.



FOSTERING DEMOCRATIC LEADERSHIP

Unique graduate program equips students with skills and knowledge to give back through professional, ethical political management

Clayton Riddell (1937-2018) had a deep commitment to democracy and political ideals. He created the Clayton H. Riddell Graduate Program in Political Management. Established during Collaborate, it is the only program of its kind in Canada and provides advanced training on political leadership, campaign management, ethics and policy development. Since its establishment nine years ago, the Riddell Program has created a cadre of energetic professionals and developed intensive networks among people of all political persuasions.

The program's 150+ graduates are working within all levels of government as well as for non-profits, advocacy groups and government relations firms. Politicians and political strategists from all parties applaud the program and its contributions to our democracy.

To borrow from the words of Mr. Riddell — graduates will be drivers, not passengers, in the advances that make our world a better place.



ENHANCING ARTS AND CULTURE

Carleton Dominion-Chalmers Centre creates a direct connection to and impact on the arts community

Thanks to donors, Carleton purchased the historic Dominion-Chalmers church in downtown Ottawa and is transforming it into a unique performing arts and learning centre. The Carleton Dominion-Chalmers Centre includes a 900+ seat main hall, numerous rehearsal rooms, classrooms and meeting spaces, as well as a garden. There is also a 5,200-pipe Casavant, one of only a few such pipe organs in Canada.

The Crabtree Foundation made the lead gift toward the project. “We see this as an opportunity for our family’s Foundation to support the entire Ottawa arts community,” says Sandra Crabtree.

This is a transformational project for the Faculty of Arts and Social Sciences. The centre provides wonderful space for our growing music program and other arts and social sciences departments. The building will also continue to serve as a community, cultural and artistic space for the broader Ottawa area, and is the new home for the Ottawa Symphony Orchestra.



ADDRESSING COMMUNITY NEEDS

The Master of Philanthropy and Nonprofit Leadership (MPNL) program shapes a new generation of change-makers

During Collaborate, we launched Canada’s first Master of Philanthropy and Nonprofit Leadership (MPNL) program. Housed in the country’s oldest and largest School of Public Policy and Administration, the MPNL program equips talented young scholars and future nonprofit leaders with the knowledge and abilities — including leadership, strategy, business, policy and fundraising skills — to contribute to the evolving field of philanthropy.

The importance of philanthropy and nonprofit leadership continues to grow in our cause-oriented society. With support from our donors, we have been able to tailor the program to the needs of the community — preparing and molding a new generation of ethical, engaged, caring and competent nonprofit professionals and change-makers.



ADVANCING TEACHING AND LEARNING

The Uganda Collection preserves collective memory and supports research, teaching, and learning efforts at Carleton

Housed in Carleton's MacOdrum Library, the Uganda Collection is an assortment of materials detailing the 1972 expulsion and subsequent resettlement of over 7,000 Ugandan Asians in Canada.

The Uganda Collection was made possible by both personal gifts and in-kind donations during Collaborate. The collection is used at Carleton for research purposes in areas of global significance such as immigration, diaspora, and African political history, as well as to support teaching and learning efforts by giving students the experience of working with primary source materials. It also plays an important role in preserving the collective memory of a substantial immigrant community. With donor support, we were able to digitize the collection to enable access to people from all over the world.

Photo: Ben Nelms



ENRICHING STUDENT EXPERIENCE

The Carleton Therapy Dogs program delivers “pawsitive” support to thousands of Carleton students

The Carleton Therapy Dog program was launched with the goal of providing mental health support to students on campus. In 2018, thanks to support provided by a large network of donors, the program was expanded from one dog to seven dogs. Each dog has “office hours” in a safe space where students can spend time with the animal, connect with and receive support from other students, and talk through any issues they may be facing—all of which helps with managing stress, anxiety, and depression.

The dogs’ handlers are all Carleton faculty and staff volunteers, which is a true testament to Carleton’s connected and caring culture: we all rally together to provide students with a supportive and pawsitive experience.



PRIORITIZING ACCESSIBILITY

Break the Barriers helps students with disabilities overcome obstacles and achieve their goals

As the result of initiatives carried out by Carleton's Paul Menton Centre (PMC), a unit dedicated to supporting and empowering students with disabilities, Carleton is proudly one of the most accessible post-secondary institutions in Canada.

In an effort to continue the legacy of accessibility at Carleton, Break the Barriers: accessible education for individuals with physical disabilities was launched. A partnership between PMC, the Carleton University Students' Association (CUSA) and Attendant Services, Break the Barriers aims to assist students in overcoming barriers that prohibit them from academic success and well-being. Thanks to crowdfunding support, Break the Barriers is able to provide funding directly to students with disabilities to lessen their financial burdens. With reduced financial stress, students with disabilities can focus on their studies and personal development, build connections and networks on campus, and achieve their goals.



EMPOWERING WOMEN IN WORK

Female students from Carleton network, learn, and build community at the world's largest conference celebrating women in technology

Diversity Matters: Supporting Women in Computer Science (WiCS) is an initiative that fosters an inclusive, empowering, and supportive community of female computer scientists. By building a network of like-minded women, Carleton's WiCS helps female students develop job-relevant knowledge, build confidence, and see the impact they can make in the computer science sector.

In 2019, thanks to generous crowdfunding support, Carleton's WiCS will send female students to the Grace Hopper Celebration, an international conference that celebrates and empowers women pursuing careers in technology. This experience will allow Carleton students to meet and connect with women from 81 different countries, learn and develop critical skills at 400+ sessions, and be inspired by 800+ speakers.



SUPPORTING WOMEN IN LEADERSHIP

Education, research, and dissemination efforts inform and inspire individuals, academics and the broader community

Nearly 30 years after the Centre for Research and Education on Women and Work (CREWW) was established, this research unit at Carleton remains committed to studying and supporting women in areas related to gender diversity and work while building new international networks and growing its digital presence for research dissemination. The centre is also striving to establish a new focus on workforce integration for women who have recently immigrated to Canada.

Thanks to the generosity of multiple partners and donors during Collaborate, including the RBC Foundation, the centre has pursued numerous research activities and educational programs that align with its founding mission. CREWW's research activities include annual Women and Work Research Incubator Grants, annual writing retreats, research forums and graduate student bursaries. CREWW's professional programs, such as the Advancing Women in Leadership Program and the Thinking Like a Futurist: Navigating Complex Futures Program, are designed to empower professional women to become creative, ethical and strategic leaders.



We're now looking forward to the next phase at Carleton—to new opportunities to do good things in and for our communities.

We continue on our journey to ensure that research, higher education and the pursuit of knowledge can serve the greater good of society. We continue to seek new partnerships and expand existing collaborations with community organizations, industry, NGOs and more in order to make a positive difference in the world.

We look forward to your continued trust and guidance as we collectively renew our commitment to community liaison and engagement.



FUTUREFUNDER.ca



Creating the National Centre for Research in Canadian Philanthropy, Nonprofits and Social Enterprise

Canadian quality of life depends to a large degree on the work of more than 170,000 charities and nonprofits, and the donors and volunteers who support them. They provide health care, housing, research and education, they enrich our lives through arts and sports, and they protect our environment and advocate for social change.

Our nonprofit sector plays an increasingly vital societal role, while at the same time undergoing significant changes — big data, rapidly evolving technologies, the internationalization of giving, new financing models, and the massive intergenerational transfer of wealth, among other factors. We must develop and harness the talents of nonprofit leaders and social entrepreneurs. We must make smart, effective, evidence-based decisions that will optimize philanthropic gifts, impact investments and policy.

Did You Know?

In Canada, the nonprofit sector employs **2 million people**, and engages **13 million volunteers**. Canadians donate **\$10 billion** each year in receipted charitable gifts.

Carleton University is working with external partners toward the establishment of the **National Centre for Research in Canadian Philanthropy, Nonprofits and Social Enterprises**, which will lead the development of essential, practical knowledge to benefit the entirety of Canada's nonprofit sector, including the philanthropists who improve our society. It will include the creation of several endowed research Chairs, student scholarships and post-doctoral fellows, as well as the launching of extensive research studies and outreach programming.

The Philanthropy Centre is a transformational and unique opportunity to invest in the success of our entire country and its peoples. We invite you to join us in this important endeavour.

The centre will be inextricably linked with Carleton's highly regarded Master of Philanthropy and Nonprofit Leadership program. No other Canadian university has the necessary foundation of professoriate and students on which to build a national research centre.

That Canada is one of the world's exemplars of tolerance and social inclusion is in large part due to the work of our civil society organizations and community-based philanthropy. Thank you for joining the discussion at this pivotal moment for Canadian philanthropy. We are pleased to provide you with additional information.

Working Together, we will build a healthier and more prosperous Canada.

HERE *for*
GOOD

 **Carleton**
UNIVERSITY
Canada's Capital University

AGENDA ITEM

8.3



Board of Governors Chair's Report

2018/2019

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Message from the Chair



The past year has been a great one for Carleton University. As your Board Chair, I'm pleased to report that our President Benoit-Antoine Bacon has had an exceptional year and we have also recruited a very distinguished Canadian and retired senior civil servant, Yaprak Baltacioğlu as our new chancellor. It was an honour for me, on behalf of the Board of Governors, to welcome them to the Carleton family and to install Benoit as President and Yaprak as Chancellor.

In 2018/19, the university also achieved great strides with the closing of the \$300-million Collaborate Campaign as well as successfully closing the strategic integrated plan which drives the mission of Carleton.

At the Board level, this past year has focused on stewardship, transparency, relationship building and reflection. We're pleased to have:

- Brought outside voices to the Board on topics important to our community such as sexual violence, mental health and Indigenous conciliation.
- Enhanced Board transparency through community reports, new risk assessment oversight and better communications.
- Increased focus and commitment to Board diversity, equity and inclusion (EDI) through recruitment efforts and the establishment of our first-ever EDI statement.
- Conducted a Board best practices review to ensure good governance and that your Board continues to support the good work done at Carleton.

We are proud to have ended the year in financial strength as we steer the university into its new strategic planning phase.

But none of this could have been possible without the hard work of our people, the Carleton community. You have my heartfelt thanks because of your positive commitment. You are what makes Carleton great.

Listening and learning is at the core of the Carleton culture. That extends from the Board, through to the school's leadership, academics, staff and students. The more we listen, the more we discover how Carleton's culture is rooted in the community we serve. Feel free to share your thoughts and ideas with us by emailing chairoftheboard@carleton.ca.

Sincerely,

Nik Nanos
Chair, Board of Governors

About the Board

Carleton University's Board of Governors are a diverse group of volunteers with a unique understanding of higher education and its force for good. As the corporate body of the university, the Board provides oversight of budgetary and infrastructure decisions as well as appoints the school's president and vice-chancellor and other key senior executives. The Board has seven standing committees to help exercise its oversight.

Board Composition

The Board is composed of 32 members representing the Carleton community:

 2 UNDERGRADUATE STUDENTS	 2 GRADUATE STUDENTS	 2 FACULTY MEMBERS	 2 MEMBERS OF SENATE
 2 ALUMNI ASSOCIATION REPRESENTATIVES	 2 PROFESSIONAL SERVICES STAFF	 18 COMMUNITY MEMBERS	 CHANCELLOR AND PRESIDENT (EX OFFICIO MEMBERS)

**Full board met
5 times:** Sept 25,
Nov 29, March 28,
April 25, June 27

891

TOTAL
BOARD OF GOVERNOR
VOLUNTEER HOURS

72

TOTAL MEETING HOURS

37

MEETINGS BY COMMITTEES

Your Representation

Membership 18/19



Debra Alves
Community



Taylor Arnt
Undergraduate Student



Benoit-Antoine Bacon
President and
Vice-Chancellor, *ex officio*



Yaprak Baltacioğlu
Chancellor, *ex officio*



Christopher Carruthers
Community, Past Chair



Gina Courtland
Community



Dale Craig
Community



Beth Creary
Community



Peter Dinsdale
Community



Jim Durrell
Community



Kenneth Evans
Community



Greg Farrell
Community



Konrad von Finckenstein
Community



Dan Fortin
Vice-Chair, Community



Gail Garland
Title here



Christina Gold
Community



Lynn Honsberger
Community



Oliver Javanpour
Community



Nina Karhu
Staff



Ian Lee
Faculty



Jonathan Malloy
Faculty



Pradeep Merchant
Community



Nik Nanos
Chair, Community



Jay Nordenstrom
Alumni



Yvonne Osagie
Undergraduate Student



Elinor Sloan
Faculty-Senator



Patrice Smith
Faculty-Senator



Alaine Spiwak
Graduate Student



Art Ullett
Staff



Lesley Watson
Community



Bob Wener
Community



Elise Wohlbold
Graduate Student

Retiring Governors

Thank you to the following retiring Board members for their service and dedication to Carleton University:

Gina Courtland, Community

Dale Craig, Community

Peter Dinsdale, Community

Ian Lee, Faculty

Pradeep Merchant, Community

Jay Nordenstrom, Alumni

Yvonne Osagie, Undergraduate Student

Alaine Spiwak, Graduate Student

Lesley Watson, Community

Bob Wener, Community

Elise Wohlbold, Graduate Student

Incoming Governors

The Board is pleased to welcome the following new members for 2019/2020 Board year commencing July 1:

Farima Afaq, Graduate Student

Abdulwahab Alhaimi, Undergraduate Student

Patrick Dion, Community

Jessica Fullerton, Graduate Student

Kim Furlong, Community

Dan Greenberg, Community

Lousie Hayes, Alumni

Brenda O'Connor, Community

Banu Ormeci, Faculty

Jane Taber, Community

Ann Tremblay, Community





Impact

Commitment to Diversity

The Board developed and approved a first-ever Carleton University Board Equity, Diversity and Inclusion (EDI) statement as it relates to diverse Board recruitment.

The statement, which can be found on the Board website, is part of Carleton's commitment to the federal government's Dimensions EDI Canada Program and will guide Board recruitment and retention.

2018 Ends in Financial Strength

The Board oversaw and approved the Audited Financial Statements for the year ending April 30, 2018. In 2017/2018, allocations were made to create a better school experience and environment for all. The excellent financial management at Carleton has allowed the university to invest in students, faculty, research and facilities.

Campus Investments

The Board approved the design and construction of a new Engineering Student Design Centre which will provide students with a space for hands on, experiential learning that emulates a real world industry environment. Construction is expected to commence in January 2020.

Domestic Tuition Fees Reduced by 10 per cent

The Board approved the university's 2019/20 tuition fees. In line with Ontario's new Tuition Fee Framework for colleges and universities, all domestic tuition fees will be reduced by 10 per cent and will be held until 2021. The tuition reduction implemented by the Province will result in a \$20M reduction in revenue (4 per cent of operating budget) to the university.

Balanced Operating Budget 19/20

The Board approved a balanced Operating Budget for 2019/20 with total revenue and expenses of \$489.1M. Overall, the budget shows a \$15.5M reduction due to the mandated 10 per cent domestic tuition reduction which was partially offset by slight enrolment growth.



19/20 Ancillary Budget Projects \$1.4M Surplus

The Board approved the Ancillary Budget for 2019/20 which outlined a projected total revenue of \$69.1M, operating expenses of \$47.7M and included \$21M earmarked for renovations/debt reductions.

Collective Agreements

The Board was pleased to ratify three collective agreements: CUPE 3778, CUPE 910 and PSAC 77000. The Board thanks all bargaining team members for their diligent work throughout these important processes and for their continuing positive working relationship.

Board Fully Supports Indigenous Strategic Initiatives Committee

On Nov. 29, the Board unanimously passed a motion outlining its full support and endorsement of the Indigenous Strategic Initiatives Committee (CUI SIC) and their work in developing Carleton-specific recommendations to support the Truth and Reconciliation Commission's Calls to Action. The Board also participated in a consultation with the CUI SIC co-chairs on June 27.

Freedom of Speech Policy Endorsement

The Board unanimously endorsed the Freedom of Speech policy on March 28 and expresses gratitude to Carleton's Senate for their work in developing the policy.

Revised Sexual Violence Policy Approved

After thoughtful and engaged deliberations, the Board approved the revised Sexual Violence Policy on April 25. The Board commends the community for its inclusive and extensive consultation process.

Community Engagement

Listening & Engaging

Carleton was created from a community vision of developing a different university experience in Ottawa. Partnerships are critical to that experience and what we do at Carleton. In this spirit, the Board was pleased to welcome several community and industry leaders throughout the Board year to discuss variety of topics:

David Lindsay, President and CEO of the Council of Ontario Universities provided an overview of the new Provincial government's priorities and university engagement during the Board orientation session on Sept. 6.

Michael Tremblay, President and CEO of Invest Ottawa presented at the Sept. 25 meeting on collaborations with colleges and universities in the region in its pursuit of making Ottawa the most innovative city in Canada.



The Honourable Peter Harder opened the Oct. 20 planning session with a discussion on Board visioning and transparency in public facing organizations.

Monreau Shepell, a human resources consulting company, discussed their research in mental health in post-secondary institutions and trends in digital mental health support during the Nov. 29 meeting.

At the Nov. 29 Board meeting, **the co-chairs of the Carleton University Indigenous Strategic Initiatives Committee (CUISIC)** shared an overview of the initiative and how they will be engaging the community in an effort to develop Carleton-specific recommendations to support the Truth and Reconciliation Commission's Calls to Action. The Board also took part in a consultation session on June 27.

Betina Appel Kuzmarov, Clerk of Senate, joined the Nov. 29, March 28 and June 27 meetings where she outlined the consultation and development process for the Freedom of Speech Policy and provided an annual report of Senate.

Carleton Therapy Dog Zak and his owner Prof. Adelle Forth joined the Community Relations and Advancement Committee at their meeting on Feb. 20.

Peter Simpson, senior labour relations mediator, presented on collective bargaining goals and perspectives at the March 28 meeting.

Carleton's Champion Yazmine Laroche, Deputy Minister, Public Service Accessibility, Treasury Board of Canada Secretariat presented at the April 25 meeting on her role as university champion, accessibility, and graduate employment.

Assembly of First Nations National Chief Perry Bellegarde spoke at the June 27 meeting on universities role in reconciliation and implementing the Truth and Reconciliation Commissions' Calls to Action.

Diverse Perspectives Shared at Talk Exchange

More than 30 students, faculty, staff, alumni and Board members sat down together on Oct. 30 to discuss Carleton's community impact, its force for good and the Here for Good ethos at the Talk Exchange.

Recognizing our Ravens

It is the people within the university that make Carleton an exceptional place to learn and grow. In appreciation of their great contributions, Board Chair Nik Nanos wrote nearly 500 recognition cards for Carleton professional services staff, faculty, researchers and students who celebrated a service anniversary, special achievement or promotion in 2018/19, including welcome cards for new hires joining the Carleton community.

Governance Relationships

A joint reception was hosted by the University of Ottawa's Board of Governors on Dec. 12, 2018.

The Carleton University Senate and Board of Governors held a first-ever joint reception on May 31, 2019.



Renewed Leadership

In a year of leadership renewal, the Board was pleased to assist with and approve the appointments of Jerry Tomberlin as Provost and Vice-President (Academic) and Yaprak Baltacioğlu as Chancellor. Two Board members served on the Provost search committee and three served on the Chancellor search committee.

The Board also supported President Bacon through the Presidential Transition Committee which comprised of Board members, Senators and staff who provided advice and guidance during President Bacon's first six-months on campus.

In addition, Board Chair Nik Nanos and several Board members were pleased to attend President Bacon's installation on Nov. 10 and Chancellor Baltacioğlu's Installation on June 10. In his role as Board Chair, Nik Nanos provided introductory remarks and the oath of office for both installments.

The Reward: Convocation

Twenty-three Board members were pleased to take part in Fall and Spring Convocation ceremonies where they witnessed nearly 5,000 students receive their hard-earned degrees.

Supporting Students

Board is Here for Good

Many Board members served as champions for the Collaborate Campaign by leading peer-to-peer discussions, through social media, with their own generosity, or they inspired their own personal and professional networks to participate in the campaign. Some highlights include:

- Board Chair Nik Nanos focused his support on the journalism school — raising awareness and funds for the G. Stuart Adam Graduate Award in Journalism. He also established and encouraged others to help endow the Commander Royal Canadian Navy Scholarship for graduate students in the Norman Paterson School of International Affairs.
- Vice-Chair Dan Fortin was a champion for the Fund for Good, encouraging his fellow alumni to raise \$1 million to fund students looking to get involved in experiential learning opportunities.
- Past Chair Chris Carruthers took on a leading role in raising awareness and funds for the new Academic Health Sciences Building and related programs.
- Former Chair Tony Tattersfield, along with Past Chair Chris Carruthers, worked with the Mach-Gaensslen Foundation of Canada to establish two ongoing funds for students in health sciences fields: the Mach-Gaensslen Foundation Scholarship in Health Sciences and the Mach-Gaensslen Foundation Commemorative Graduate Prize in Neuroscience.



- Oliver Javanpour facilitated conversations in support of key projects for Jewish Studies.
- Lynn Honsberger is championing an effort to raise funds for a scholarship named in tribute to a former professor.
- Jean Teron is engaging the arts and culture community in Ottawa to build new donor support for the Carleton Dominion-Chalmers Centre.
- Jay Nordenstrom brokered numerous conversations to establish the Efficiency Canada partnership on campus.
- Pradeep Merchant was instrumental in developing and building the Canada-India Centre for Excellence in Science, Technology, Trade and Policy.

Recognizing Community Achievement

Frohan Foroutan was named the recipient of this year's Board of Governors Award for Outstanding Community Achievement.

Frohan, an international economics student, has contributed immensely to Carleton both in terms of academics and volunteerism, all in her fourth language. For the better part of a decade, Frohan mentored, coached, taught, tutored and guided her peers to academic success through a variety of programs on campus including the Paul Menton Centre for Students with Disabilities, Enriched Support Program, First Year Connections and Bounce Back Program.

The Outstanding Community Achievement Award includes a \$2,000 bursary which was officially presented during June Convocation where Frohan graduated, first in her family, with a Bachelor of Economics (Honours) with a double concentration in Economic Theory and Mathematics and Quantitative Economics.

Continuous Development

Sexual Violence Prevention and Response Training

Board Chair Nik Nanos and President Bacon attended Sexual Violence Prevention and Response Training on March 27. In addition, Bailey Reid, Equity Advisor and Coordinator of Sexual Assault Services at Carleton gave a presentation on sexual violence prevention on campus and the revised policy at several full Board and committee meetings.

Board Orientation Session

A Board orientation session was held on Sept. 6 where Board members discussed university governance, fiduciary duty, strategic directions for 2018/19 and committee mandates. David Lindsay, President and CEO of the Council of Ontario Universities provided a presentation during the session.



Board Governance Conferences

Vice-Chair Dan Fortin and the University Secretary attended the Council of Ontario Universities Conference on Nov. 30. The conference focused on governance in the age of disruption and sessions focused on populism and politics in Ontario, fiduciary duty and crisis management.

President Bacon, the University Secretariat and Board member Lynn Honsberger attended the Canadian Universities Board Association Conference from May 2-4. Topics discussed included diversity, cybersecurity, student mental health and internationalization.

Annual Planning Session

A Board of Governors planning session was held on Oct. 20 at the Carleton Dominion-Chalmers Centre. At the session, members discussed Board priorities for the year as well as the Board Best Practices Review. During the session, the Board developed an implementation plan for improvements to meetings structure, briefing materials, communications and continuous education and training.

Staying on Trend

Governance Best Practices Review

A best practices review was conducted to improve the organization and agenda structure of meetings, briefing materials, transparency, communication and engagement with the community, governance training and Board and Presidential assessments. From the review, the Board made incremental improvements to many areas and developed an education and training framework for ongoing development.

Board Committees Structure Review

The Board completed a committee restructuring benchmarking and review. To streamline and strengthen standing committee work and value, the Board committee structure will change from seven committees to six in 2019/20. In addition, a review of all standing committee Terms of Reference for the 2019/20 Board year was completed.

Oversight

Policies

The Board reviewed and approved the following policies:

- Signing Authorities Policy
- Capital Debt Policy
- Sexual Violence Policy



The Board reviewed and endorsed the following policies:

- Building Program Committee of the Capital Planning Policy/Process
- Free Speech Policy

Bylaws

The Board updated sections 9 and 10 of the bylaws which are in line with the Academic Governance of the University Policy.

Reports

In addition to key decisions made, the Board received or approved the following reports:

- Audited Financial Statements for the university year ending April 30, 2018
- Audited Financial Statements and report for the pension fund year ending June 30, 2018
- Statement of Investment Policies and Procedures for the Retirement Fund
- Annual Report on Sexual Violence
- Proposed external audit plan and letter of engagement from the auditors
- Presidential Assessment 2018/19
- Internal Audit Reports on Budget and Planning, Hiring Services, Awards and Financial Aid, and Cash Management
- Status of Implementation of Internal Audit Recommendations
- Report on Enterprise Risk Management Review
- Enterprise Risk Management Annual Report
- Insurance Coverage Report
- Investment Report on the Endowment
- Annual Report of Senate
- Dominican University College Agreement
- Cyclical Review Program Summary for 2018/19
- Sustainability Annual Report 2018/19
- Environmental Health and Safety Report 2018



Commitment to Transparency

Digital First Strategy

The Board is committed to providing all materials in an accessible and timely manner which is why the Board adopted a digital first strategy. This past year, there has been ongoing web updates for better usability, creation of digital forms and content for nominations and elections as well as the adoption of a secure digital document sharing service to cut down on printing.

Meeting Summaries

The Board was pleased to continue developing and distributing post meeting summaries to the Carleton community. These summaries provide a high-level recap of key decisions made until the official meeting minutes become available.

#CUonTwitter

The Board office launched the official Carleton University Board of Governors Chair Twitter account, @CU_BoardChair, in September. The account was created to generate greater communication with the community, enhance transparency and promote Carleton news.

Enhancing the Board Experience

Board Newsletter

A monthly internal Board newsletter was developed and proved successful. The newsletter aims to gather Carleton news and events in one easy place to help members feel connected to campus activities between meetings.

New Orientation Model

In addition to improvements made to the Board Handbook and Orientation binder, a new flipped classroom model has been adopted for the 2019 orientation session.

Board Portal on the Way

A new Board portal is in development with the aim of creating a secure one-stop-shop for members to access all things related to the Board.

Continuous Self-Assessment

The Board conducted its annual self-assessment survey and reviewed a longitudinal analysis of the results over the last five years to provide insight into areas for improvement. In addition, the Board will be implementing exit interviews for retiring members in the new academic year.

Board Mentorship Program

To improve Board member acclimatization, incoming Board members are paired with a returning member to assist with their transition to the role of Governor. Proving effective, 18 members took part in the program this year.

Reporting Made Easy

The Board implemented a new Reporting Template for the Board and its committees which clearly outlines how the content being presented to the Board is strategically aligned. In addition, the template outlines the financial implications, risk associated, legal and compliance assessments and reputational implications as well as the communications strategy.

Looking Ahead

The Board looks forward to the 2019/20 academic year where the Board's priorities will focus on:

- Financial sustainability and infrastructure development and renewal
- Supporting the Presidential Goals and Objectives for 2019/20
- Continuing presentations from community and industry leaders
- Steering Carleton's new Strategic Planning phase
- Supporting Carleton's Mental Health Framework (OVSPE)
- Supporting the development and implementation of the Sexual Violence Prevention Strategy
- Supporting the development and implementation of a new Accessibility Strategy



In Memoriam

Remembering Robert J. Laughton

Robert (Bob) Laughton, former Carleton University Board of Governors Chair (97-00) and Ravens Hall of Famer, passed away on January 27, 2019.

Bob served on the Board of Governors for 14 years, and led the Board with outstanding skill and enthusiasm through a period during which Carleton was undergoing great restructuring and renewal.

Bob's lifelong commitment to Carleton, his leadership and guidance to its Board of Governors, and his devotion to the men's basketball program leaves an inspiring legacy for everyone in the Carleton community.

BOARD OF GOVERNORS: CHAIR'S REPORT

2018/2019

carleton.ca/boardofgovernors

AGENDA ITEM

8.4



CARLETON U PRESIDENT'S REPORT 2019



Carleton
UNIVERSITY

MESSAGE FROM THE PRESIDENT



It's an exciting time for Carleton. With more than 31,000 students on campus (including about 4,000 graduate and 4,500 international students) we are larger than ever, and with our confirmations going up four percent for next year, we are continuing to grow. We are building three new amazing teaching and research facilities on campus, including the Nicol Building, a new home for our Sprott School of Business. And we just closed our \$300-million Collaborate fundraising campaign, the largest in our history and the largest-ever successful campaign in the National Capital Region!

PARTNERING
FOR A BETTER
FUTURE

We just recorded our biggest yearly increase in research funding, from \$55 million to \$70 million (a jump of more than 25 percent), and we are changing the world in telecommunications, northern and Indigenous research, autonomous vehicles, international security, energy conservation and so many other fields. Our pedagogy continues to change towards experiential learning and work-integrated opportunities, such as our flagship program with Shopify, and we were recognized as one of the best universities in Canada for graduate career outcomes.

@CU_President
carleton.ca/president/p15

We are now turning our minds to defining our future. Tasks forces are hard at work on Indigenous strategic initiatives, internationalization and accessibility, and soon we will launch a full-scale strategic integrated planning process to guide us into the next decade. The key to our continued success will be partnerships! Enjoy this report, which attempts to capture all the excitement on campus this year!

Benoit-Antoine Bacon
President and Vice-Chancellor



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LEADERSHIP RENEWAL

From the arrival of a new President and Chancellor to the appointment of several new Deans and executives, the 2018-2019 academic year has been a time of transition at Carleton. These new senior leaders — and long-serving leaders who have accepted new roles — have the opportunity to help shape the university’s growth and evolution in the years and decades ahead.

Yaprak Baltacioğlu
Chancellor

Benoit-Antoine Bacon
President and Vice-Chancellor

Nik Nanos
Chair, Board of Governors

Jerry Tomberlin
Provost and Vice-President,
Academic

Pauline Rankin
Dean, Faculty of Arts and Social
Sciences

Chuck Macdonald
Dean, Faculty of Science

Dana Brown
Dean, Sprott School of Business

Larry Kostiuk
Dean, Faculty of Engineering
and Design

Patrice Smith
Dean, Faculty of Graduate
and Postdoctoral Affairs

Lorraine Dyke
Deputy Provost, Academic
Operations and Planning

Dwight Deugo
Vice-Provost and Associate
Vice-President, Academic

Karen Schwartz
Associate Vice-President,
Research and International

Jennifer Conley
Chief Advancement and
Community Liaison Officer

David Hornsby
Associate Vice-President,
Teaching and Learning

Lisa Ralph
Associate Vice-President,
Student Affairs

Cindy Taylor
Assistant Vice-President,
Human Resources

Tim Lott
Assistant Vice-President,
Information Technology
Services, and Chief Information
Officer

Gary Nower
Assistant Vice-President,
Facilities Management
and Planning

Michael F. Charles
Director, Equity Services, and
University Advisor on Equity

Mara Brown
Director, Carleton Dominion-
Chalmers Centre

Opposite page, clockwise from top left:
Yaprak Baltacioğlu, Benoit-Antoine Bacon
and Nik Nanos, Pauline Rankin, Patrice
Smith, Mara Brown, Chuck Macdonald



RESEARCH HIGHLIGHTS

Carleton is a dynamic, interdisciplinary research-intensive university with a creative international approach to research that has led to many significant discoveries and collaborations in science and engineering, business, public policy and the arts. At Carleton, our community is charging ahead with more exciting research projects, awards and collaborations than ever, and with 929 faculty members, 31,202 students and \$70.3 million in sponsored research funding this past year, we have many success stories to celebrate.

MAKING A DIFFERENCE IN THE WORLD

Energy Efficiency

We have a long history of leadership in energy efficiency research. This year we welcomed to campus Efficiency Canada, an exciting national organization that will build on our existing research and policy expertise to advocate for public policies that promote energy efficiency. Additionally, the Urbandale Centre for Home Energy Research and the 220-square-foot Northern Nomad tiny house, created as a fourth-year capstone project by students in the Faculty of Engineering and Design, have attracted lots of attention.

Accessibility

In August, Ontario's Minister for Seniors and Accessibility Raymond Cho praised Carleton for its leadership in accessibility services, from on-campus support for students with disabilities to accessibility design efforts by students in the Advanced Biomechatronics and Locomotion Lab. Other initiatives that boost our profile in this field include the Carleton University Accessible Experiential Learning project and the David C. Onley Initiative for Employment and Enterprise Development, both of which connect students with disabilities to employment, entrepreneurial opportunities and mentorships. Systems and Computer Engineering Prof. Adrian Chan is a leader in this area with his experiential Research and Education in Accessibility, Design and Innovation (READi) training program.

\$70.3
million

in sponsored research funding



Music Prof. Ellen Waterman, the Helmut Kallmann Chair for Music in Canada



Benoit-Antoine Bacon, federal Minister of Environment and Climate Change Catherine McKenna, Engineering Prof. Ian Beausoleil-Morrison and Vice-President (Research and International) Rafik Goubran outside the Urbandale Centre for Home Energy Research

RESEARCH HIGHLIGHTS

High-Tech Transportation

Carleton is helping to create transportation of the future. Across the university, more than 125 researchers from all faculties are engaged in projects related to connected systems and autonomous vehicles, from design aspects and safety to connectivity. Together, these researchers are working with industry partners to help transform Ottawa into an international R&D hub. Among many highlights, Carleton faculty and students joined provincial government officials at the opening of Ottawa's connected and autonomous vehicle testing facility, federal Environment and Climate Change Minister Catherine McKenna came to campus for a major funding announcement, and NASA's top leader, Jim Bridenstine, came to Carleton to demonstrate new Mars rover technology developed by Carleton-based startup Mission Control Space Services.

Migration and Diaspora Studies

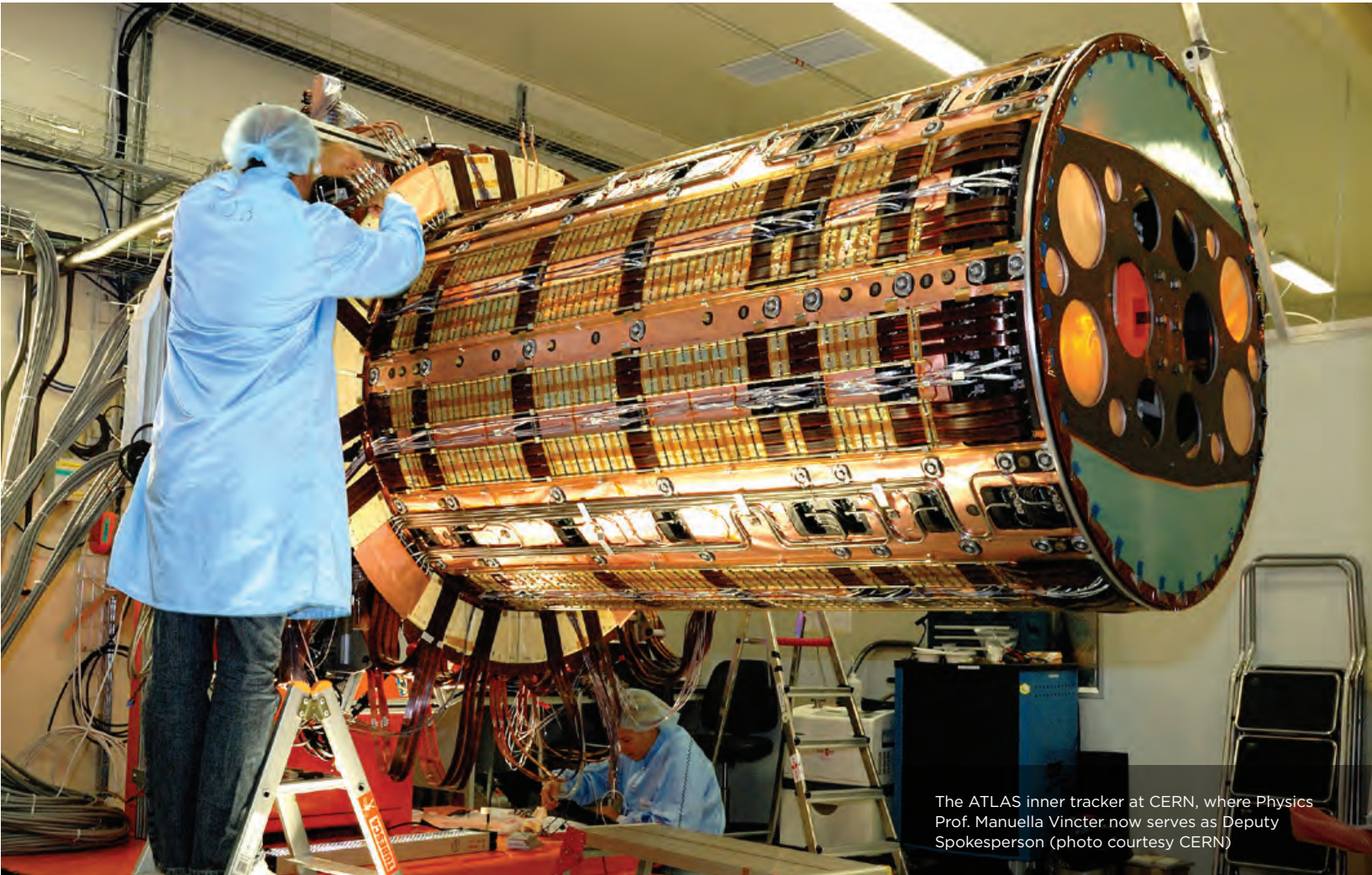
Political Science Prof. James Milner has received \$3.6 million in funding, including a SSHRC Partnership Grant, to study global refugee policy. In collaboration with international NGOs and academics, Milner's research team is studying efforts to implement global refugee policy in diverse places, identifying factors that impact implementation and how civil society can contribute to improved outcomes for refugees.

AT CARLETON, OUR
COMMUNITY IS CHARGING
AHEAD WITH MORE
EXCITING RESEARCH
PROJECTS, AWARDS
AND COLLABORATIONS
THAN EVER.

929 faculty members
31,202 students



Rafik Goubran, Ontario Minister of Economic Development Todd Smith, Ottawa Mayor Jim Watson, Ontario Minister of Training, Colleges and Universities Merrilee Fullerton and Benoit-Antoine Bacon at the city's new connected and autonomous vehicle test track



The ATLAS inner tracker at CERN, where Physics Prof. Manuella Vinciter now serves as Deputy Spokesperson (photo courtesy CERN)

Physics Prof. Manuella Vinciter has become the Deputy Spokesperson at ATLAS, the largest particle detector ever built and one of four major experiments at CERN, the most prestigious scientific facility in the world, site of the Higgs boson discovery.

Biology Prof. Lenore Fahrig, an expert in road ecology, sustainable agriculture, and habitat connectivity and fragmentation, has received the Royal Society of Canada's Miroslaw Romanowski Medal for significant contributions to the resolution of scientific aspects of environmental problems.

Social Work Prof. Pam Grassau is teaming up with a local community-led volunteer initiative to launch the Healthy End of Life Project (HELP), a combined public health intervention and research project that will pilot a groundbreaking practical approach to helping people receive end-of-life care in their homes.

Prof. Shireen Hassim has joined Carleton as the Canada 150 Research Chair in Gender and African Politics, one of 24 Canada 150 Research Chairs awarded nationwide.

Prof. Carmen Robertson was appointed as a Tier 1 Canada Research Chair in North American Indigenous Visual and Material Culture at Carleton.

Prof. Ellen Waterman has joined Carleton's School for Studies in Art and Culture as the first Helmut Kallmann Chair for Music in Canada.

Prof. Chris Burn from the Department of Geography and Environmental Studies was awarded the Canadian Polar Medal for Northern Research.

TEACHING AND LEARNING

Carleton strives to create an institutional culture that values, rewards and sustains engagement, innovation and excellence in teaching and learning. We promote outcomes-oriented, high-impact teaching practices that foster deep, lifelong learning and, ultimately, student success. To enhance the development of hands-on learning opportunities for students, Carleton has embarked on a project to co-ordinate the coding of all courses for experiential learning content, which will help the university link course and registration information to provide a complete picture of all students’ experiential learning activities.

THE EXPERIENTIAL LEARNING ERA

In October 2018, Carleton hosted a university-wide Experiential Learning Symposium, which brought together more than 200 faculty, contract instructors, teaching assistants, staff and students for a full day of presentations, demonstrations, workshops and displays that showcased experiential learning at the university. In February 2019, seven faculty were awarded funding to develop or enhance course or program-level initiatives with experiential learning components. One shining example of experiential learning at Carleton is the Dev Degree work-integrated learning partnership with Ottawa-based commerce leader Shopify, where students spend about half of their time during their four-year Computer Science degrees, earning academic credits and a competitive salary while their tuition is covered — and gaining valuable real-world skills for careers in the tech sector.

3M National Teaching Fellowship

Prof. Sarah Todd from Carleton’s School of Social Work was selected as a recipient of a 2019 3M

National Teaching Fellowship. The 3M National Teaching Fellowship is the most prestigious recognition of excellence in post-secondary teaching and educational leadership in Canada.

Sprott Students Soar

Students from Carleton’s Sprott School of Business triumphed at JDC Central, Canada’s largest business school competition, in January. The team brought home first place in the accounting case competition, as well as third in digital strategy and third in entrepreneurship. Bachelor of Commerce students Cassandra Lee, Nicole Opsteen and Hala Saoudi won the University of Vermont Global Family Enterprise Case Competition; the team advanced to first place among teams representing 13 business schools from four continents. MBA students Andrei Ghita, Blake Daly, Harsh Vaniwala and Kiarash Khorram won first place in the marketing case competition at the 2019 MBA Games in January. More than 600 MBA students from 20 Canadian universities competed in the games.

Carleton students participating in the Dev Degree program at Shopify, where students work on development teams with the company in parallel with their university studies

WE PROMOTE OUTCOMES-ORIENTED, HIGH-IMPACT TEACHING PRACTICES THAT FOSTER DEEP, LIFELONG LEARNING AND, ULTIMATELY, STUDENT SUCCESS.

Top: Sprott School of Business students who won at JDC Central, Canada’s largest business school competition. Bottom: Heritage Engineering graduate student Alex Federman doing digital documentation work in ancient Egypt.



STUDENT SUCCESS,
SUPPORT AND RESILIENCE

Carleton is committed to providing a living and learning environment that promotes student success both inside and outside of the classroom. Accomplishments over the past year include the launch of a new cutting-edge transition website for students called Pathways to Graduation (pathways.carleton.ca), which was designed to help guide students along a path to graduation that’s right for them, as well as an expansion of the Sprott School of Business’ Project-Based Learning initiative, which aims to provide every third- and fourth-year business student with direct experience in working on real projects with local organizations.

A SAFE AND
INCLUSIVE
ENVIRONMENT

CARLETON IS COMMITTED TO PROVIDING A LIVING AND LEARNING ENVIRONMENT THAT PROMOTES STUDENT SUCCESS BOTH INSIDE AND OUTSIDE OF THE CLASSROOM.

Equity Services Assistant Director Benny Michaud speaks as Equity Advisor Bailey Reid looks on at the official opening of the department’s new home



Standing Against Sexual Violence

One of the most important issues that Carleton continues to work on alongside its post-secondary peers throughout Ontario is its effort to enhance education, prevention and response to sexual violence. Beyond the Equity Services department’s stand-alone website outlining sexual violence support and sexual assault services on campus, in September 2018 all faculty and staff received the Responding to Disclosures of Sexual Violence reference document as part of Carleton’s Supporting our Students package.

Sexual Assault Awareness Week was held in January 2019; the main event was an art project called “Love Letters to Survivors,” during which President Benoit-Antoine Bacon, Vice-President

(Students and Enrolment) Suzanne Blanchard, faculty, staff and students wrote messages of support to survivors on campus.

Since January 2018, more than 5,000 members of the campus community have received sexual violence response training, including specialized training for varsity athletes, Campus Safety officers and fall orientation leaders.

In April 2019, Carleton’s Sexual Violence Prevention and Education Committee was tasked with implementing the Campus Sexual Violence Prevention Strategy. Many of the feedback items identified throughout the extensive consultation and review of Carleton’s Sexual Violence Policy over the previous nine months were used in the creation of this strategy.

5,000
members

of the campus community have received sexual violence response training

Benoit-Antoine Bacon and Vice-President (Students and Enrolment) Suzanne Blanchard at the “Love Letters to Survivors” event

MENTAL HEALTH AND WELLNESS



WE ALL HAVE
A ROLE TO PLAY

As a university, we all have a role to play in the health and well-being of our students. In October 2016, Carleton launched its Student Mental Health Framework 2.0 with the goal of building a holistic, campus-wide approach to mental health and well-being. Students, staff and faculty have been working collaboratively towards implementing the recommendations outlined in the framework. As of February 2019, 34 of the 38 recommendations have been implemented or are ongoing.

24/7

mental health service
with Empower Me

These positive steps include: 24/7 off-campus professional mental health service Empower Me introduced in fall 2018; reduced wait times with the addition of three counsellors and three part-time psychiatrists in fall 2018; access improved with same-day counselling in fall 2018; embedded grad student counsellor piloted in 2018-2019; 900-plus staff, faculty and students participated in Supporting Students in Distress workshops; the health promotion team delivered 20 mental wellness workshops to 800-plus students and held 22 events;

and the Student Mental Health Engagement Committee increased awareness of mental health and well-being with 11 pop-up wellness events.

In September 2018, Carleton launched a pilot Therapy Dogs Program, a unique program that integrates Carleton employees as therapy dog handlers in order to foster a supportive environment for students that can help address mild to moderate mental health needs and facilitate referrals. Seven trained therapy dogs and handlers have provided care and support to 750-plus visitors since fall 2018.

Last fall, Carleton began piloting a mental health peer-support program in collaboration with the Student Experience Office’s newly developed Community Connections program, with a focus on students who may be struggling with low-to-moderate mental health issues. The program matches upper-year trained mentors with students needing additional peer support and provides a

customized program to aid students in becoming more familiar with resources and skills to improve their overall mental health and well-being.

IN SEPTEMBER 2018,
CARLETON LAUNCHED
A PILOT THERAPY DOGS
PROGRAM, A UNIQUE
PROGRAM THAT INTEGRATES
CARLETON EMPLOYEES AS
THERAPY DOG HANDLERS.



Opposite page: Shannon Noonan, Healthy Workplace Champion for the Office of the Vice-President (Students and Enrolment), runs Carleton’s unique Therapy Dogs Program

COLLABORATE CAMPAIGN

MORE THAN 300 MILLION REASONS TO SAY THANK YOU

We can all take pride! In February 2019, Carleton officially surpassed the \$300-million goal of the Collaborate campaign and on April 17, 2019, the campaign closed at \$308,139,166 million. Carleton received gifts from more than 29,000 donors from throughout the community — alumni, parents, faculty, staff, students and the general public. Donors established 404 new scholarships. Crowdfunding was a significant component of the campaign strategy. Through the award-winning FutureFunder platform, students, faculty, staff and alumni were able to lead fundraising initiatives for personal and specific projects. Over the course of the campaign, more than 191 FutureFunder projects were launched.

More than

29,000 donors

from throughout the community



Carleton students, faculty and staff, including Chief Advancement Officer Jennifer Conley (standing with President Bacon, second from top), celebrate the successful completion of the Collaborate campaign at an April reception in Richcraft Hall featuring a balloon installation created by Architecture Prof. Manuel Báez



STRATEGIC INDIGENOUS INITIATIVES

In spring 2019, the Carleton University Indigenous Strategic Initiatives Committee (CUIASIC) facilitated consultation sessions with more than 30 on- and off-campus stakeholder groups. The discussions at these sessions — and in a series of invitation-only and open sessions with specific on-campus groups — were rich, collaborative and informative. The purpose of these sessions was to gather feedback on broad themes, including community engagement, ways of teaching and learning, Carleton’s culture and systems, and the student experience. Feedback and comments on these themes will help to inform Carleton’s Indigenous strategy.

CONSULTING
INDIGENOUS
COMMUNITIES

Co-chaired by Prof. Kahente Horn-Miller (Program Coordinator, Indigenous Studies), Benny Michaud (Assistant Director, Indigenous Initiatives, Equity Services) and Provost and Vice-President (Academic) Jerry Tomberlin, CUISIC convened last fall to revitalize the university’s Indigenous strategy and re-energize relationships with Indigenous communities in the region and across the country as we recognize our special responsibility to support the recommendations of Canada’s Truth and Reconciliation Commission (TRC). The committee is comprised of First Nations, Métis and Inuit members from local communities, as well as Carleton faculty, professional services staff and students. The committee has been meeting regularly since December and plans to finalize its report by December 2019.

Another significant accomplishment over the past year was the launch of the Carleton University Collaborative Indigenous Learning Bundles (CUCILB) project. One of the TRC’s Calls to Action is about integrating Indigenous knowledge and teaching methods into the country’s post-secondary institutions. Prof. Horn-Miller’s idea — a series of focused Indigenous knowledge modules, available online for faculty members to deliver in their classes — is now available as a resource for members of the Carleton community.

Consultation sessions with more than

30 stakeholder groups



Prof. Kahente Horn-Miller, co-chair of the Carleton University Indigenous Strategic Initiatives Committee, speaks in the Ojigkwanong Centre at the launch of the Collaborative Indigenous Learning Bundles project



Carleton students building a traditional birchbark canoe now on display in the MacOdrum Library as part of an experiential learning project

SUSTAINABILITY

Sustainability is embedded in everything Carleton does — in teaching, research and campus operations. Carleton was named the second most sustainable university in Canada and 33rd most sustainable university in the world by UI Green Metric World University Rankings, a global ranking concerned with broader sustainability impacts, including waste, energy and teaching. This ranking is rooted in several major milestones, such as a 35 percent reduction in emissions intensity (since 2009), a 21 percent reduction in energy intensity (since 2009), a 56 percent overall waste diversion rate and 71 percent of all trips coming to campus now using sustainable modes of transit.

But we are not content with these results. Beyond increasing the number of sustainability-related research and experiential learning opportunities for faculty and students, after an engagement process with the Carleton community the university's Sustainability Strategy is now being updated and a revised strategy is expected to be ready in summer 2019. Also this year, Carleton has joined Carbon 613, an Ottawa network of organizations committed to reducing greenhouse gas emissions.

A Transportation Strategy is being developed and will encourage the use of electric vehicles, more car sharing and pooling, and bike share expansion, and Carleton is continuing to implement actions and programs within its Energy Master Plan. The plan provides key strategic direction for achieving reductions in energy use and emissions; utility and

carbon cost savings; and campus engagement towards the university's plan and individual actions. Carleton has also set aggressive targets towards carbon reduction with a 50 percent reduction by 2030 and carbon neutral by 2050.

Construction of a \$25-million co-generation facility (\$5 million was funded through a Hydro Ottawa incentive program) better equips Carleton for the building growth on campus that has resulted in increased burdens on the existing steam plant and electrical service capacities of the heating plant. This project expands the heating plant to accommodate the installation of a combined heat and power (co-generation) system to support increasing needs in the most economical manner. Completion is expected in fall 2019.

A GREENER CARLETON, A GREENER WORLD

CARLETON WAS NAMED THE SECOND MOST SUSTAINABLE UNIVERSITY IN CANADA AND 33RD MOST SUSTAINABLE UNIVERSITY IN THE WORLD.

35%
reduction

in emissions intensity (since 2009)



Overlooking the Rideau River, Carleton's Richcraft Hall won a best earth-friendly venue award in 2018; the four-Green Globe building was recognized for its LED lighting systems, low-flow water saving fixtures, a high-efficiency HVAC system, green wall and other sustainability features

CAMPUS EXPANSION

Several major construction projects at Carleton will wrap up in 2019-2020. Once completed, these buildings will enhance the university’s ability to attract world-class researchers, form strategic third-party partnerships, offer a state-of-the-art business school and have upgraded infrastructure in place to handle the additional energy demands on the campus heating plant. Capital projects totalling \$212.8 million are currently underway.

BUILDING OUR BEAUTIFUL CAMPUS



This page: The Carleton Dominion-Chalmers Centre. Opposite top to bottom: the Health Sciences Building, ARISE Building and a rendering of the Nicol Building.

Health Sciences Building

Occupancy of this spectacular \$52-million research and teaching facility started in December 2017, with floors one, two, three and five completed. The vivarium on the seventh floor is now 99 percent complete, with certification expected shortly and occupancy planned for fall 2019. The fit-up of floors four and six is ongoing as the original design left these two floors unfinished to allow for future program growth. Project completion is scheduled for summer 2019.

Advanced Research and Innovation in Smart Environments (ARISE) Building

The ARISE Building was substantially completed in November 2018. Phase 2 is now underway and includes the fit-up of the facility at a cost of \$8.5 million to be completed in summer 2019. Future occupancy will support strategic priorities regarding research and economic development in the fields of clean technology, health technology, and information and communication technology.

Nicol Building (Sprott School of Business)

Work on the \$65-million Nicol Building is progressing as per the approved schedule, with anticipated completion in fall 2020. In early April 2019, the third-floor slab was poured. The 100,000-square-foot building will include public assembly space, electronic and interactive classrooms of various sizes, student resource rooms, office space, space for entrepreneurial programming and shell space to accommodate future program growth. This project is funded, in part, from a \$10-million donation from the Nicol family. This facility represents a unique opportunity for the Sprott School of Business to enhance its visibility and brand.

Carleton Dominion-Chalmers Centre

Carleton’s new downtown arts and community hub is open for business. An Ottawa Symphony Orchestra concert at the Dominion-Chalmers on April 1 celebrated a new partnership between Carleton and the orchestra that will lead to experiential learning and development opportunities for Carleton students by way of internships, placements and hands-on experiences. It’s one of many new directions for the centre, which will begin hosting classes in September as faculty and students start to increasingly use the space for performances, rehearsals and community engagement.



Capital projects totalling
\$212.8 million
are currently underway



NATIONAL CHAMPIONS

This year we celebrated the continued success of Carleton Ravens varsity teams at the provincial and national levels, such as the men’s basketball team winning its record 14th Canadian championship in Halifax in March.

After the basketball season, men’s head coach Dave Smart — who was behind the bench for 13 of those national titles over the last 17 years — moved on to become Director, Basketball Operations at Carleton. He will be responsible for developing both

the men’s and women’s basketball programs and continuing to build a culture of sport excellence, with former women’s head coach Taffe Charles — who led the Ravens women to their first national championship in 2018 — becoming head coach of the men’s team.

Other athletic highlights include the men’s curling team winning its first U SPORTS gold medal in March and the women’s Nordic ski team winning the OUA Championship in February, its fourth consecutive title.



14th
national
championship

The Carleton Ravens men’s basketball team won its 14th national championship in the last 17 years in March. Opposite page: the women’s Nordic ski team won its fourth straight provincial championship in February.

FEATURED ALUMNI

CARLETON GRADUATES ARE HERE FOR GOOD

Chancellor
Oscar Winner
Designer
Novelist

This page and opposite top to bottom: alumni Heather Jeffrey, Yaprak Baltacıoğlu, Derek Bradley and David Chariandy



Yaprak Baltacıoğlu: Public Servant Extraordinaire

After earning a master's degree from Carleton's School of Public Policy and Administration in 1989, Yaprak Bältacıoglu, who was installed as the university's 12th Chancellor in June, had a distinguished career in the federal government spanning more than 25 years in roles of increasing responsibility. She shaped federal policy, oversaw programs and operations, led transformation and influenced the direction of government affairs at the highest levels of decision-making, all the while taking time to mentor colleagues who were just starting their careers. Now, as Chancellor, she will serve as a symbol of the aspirations of the university's students and as a link to the broader community.

Derek Bradley: Oscar Winner

Disney research scientist Derek Bradley, who has both a master's and bachelor degree in Computer Science from Carleton, was part of a team that won a Technical Achievement Award at the Academy of Motion Picture Arts and Sciences' Scientific & Technical Awards ceremony in Los Angeles in February. They were recognized for the conception, design and engineering of the Medusa Performance Capture System, which allows filmmakers to record and digitally reconstruct an actor's face as a full-motion animated character. Medusa has been used in nearly 20 Hollywood movies, including all of the recent *Star Wars* blockbusters, 2016's *The Jungle Book* and other hits that blend the real world with special effects.



Heather Jeffrey: Creative Sustainability

Over the last three and a half years, Industrial Design graduate Heather Jeffrey has been steadily growing her Ottawa-based manufacturing company, Re4m, building furnishings and displays for local businesses out of reclaimed material. Re4m revolves around "upcycling," which Jeffrey defines as "taking something that would otherwise be discarded and transforming or manipulating it into something with a new purpose." She's an entrepreneur, a builder and an artist whose goal is to educate consumers about making more responsible decisions when we purchase and dispose of things.

David Chariandy: Writer and Dreamer

Novelist and literature professor David Chariandy, who has both a bachelor's degree and master's degree from Carleton, has achieved international acclaim for books that explore, according to *The Guardian*, the "cultural divide between the displaced and their offspring." Chariandy, who delivered the annual Munro Beattie lecture at the Carleton Dominion-Chalmers Centre in February, is the author of two novels, including *Brother*, which received rave reviews and won the Rogers Writers' Trust Fiction Prize, the Toronto Book Award and the Windham-Campbell Literature Prize.



QUICK FACTS

CARLETON
2018-2019 BY
THE NUMBERS

27,152

Undergraduate Students

4,050

Graduate Students

31,202

Total Students

\$505
million

operating budget

12,763

scholarships and bursaries
totalling \$22.5 million awarded
to undergraduate students

\$70.3
million

in sponsored research funding
in 2017-2018

More than
\$3.8
billion
economic impact



FACULTY, STAFF
AND ALUMNI

Faculty Members: 929

Staff Members: 1,131

Contract Instructors: 778

Graduate Teaching Assistants: 1,811

Library Staff: 107

Carleton Alumni: 153,000+

Employed Retired Faculty: 31

- Founded in 1942
- Student entry average is 83.9%
- More than 65 degree programs
- 200+ new startup companies since 2010
- Award-winning mental health strategy 2.0
- 1,000+ research projects underway
- 25 Canada Research Chairs
- 11 Endowed chairs
- 29 Royal Society Fellows
- 6 Royal Society College of New Scholars
- 20 Recipients of the Order of Canada
- 9 3M National Teaching Award Winners
- 8 Banting Postdoctoral Fellowships
- 3 National Killam Award winners

Well-known alumni include:

Niki Ashton, Nahlah Ayed, Yaprak Baltacioğlu, Rosemary Barton, Keith Boag, Jacques Bourbeau, Patrick Boyer, Robyn Bresnahan, Shona Brown, Dave Carroll, Rita Celli, Janice Charette, Lynn Coady, Zita Cobb, Barry Devolin, Paul Dewar, Ward Elcock, Kellylee Evans, Matthew Fraser, Evelyn

Gigantes, Edward Greenspon, Allan Gregg, Sara Gruen, Waneek Horn-Miller, Peter Jennings, Pauline Jewett, Wilbert Keon, Warren Kinsella, Yazmine Laroche, Robert MacNeil, John Manley, Yasir Naqvi, Julie Nesrallah, Wes Nicol, Susan Ormiston, Gordon Pape, Karim Rashid, Eric Sprott, Norman Sterling, Jane Taber, Jim Watson



BOARD OF GOVERNORS

Carleton University’s Board of Governors is a diverse group of 32 members with a unique understanding of higher education and its force for good. As the corporate body of the university, the Board provides oversight of budgetary and infrastructure decisions, and appoints the school’s President and Vice-Chancellor and other key senior executives.



Nik Nanos
Chair
Community Member
Chief Data Scientist and Founder, Nanos Research Group of Companies

Dan Fortin
Vice-Chair
Community Member
President (retired), IBM Canada Ltd.

Benoit-Antoine Bacon
President and Vice-Chancellor (ex officio)

Yaprak Baltacioglu
Chancellor (ex officio)
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Debra Alves
Community Member
Managing Director/CEO (retired), CBC Pension Plan

Taylor Arnt
Undergraduate Student
Public Affairs and Policy Management

Christopher Carruthers
Past Chair
Community Member
Chief of Staff (retired), The Ottawa Hospital

Gina Courtland
Community Member
Vice-President of Construction, M.P. Lundy Construction Inc.

Dale Craig
Community Member
President/CEO (retired), J.L. Richards & Associates Limited

Beth Creary
Community Member
Vice-President/Assistant General Counsel, Ligado Networks

Peter Dinsdale
Community Member
President and CEO, YMCA Canada

Jim Durrell
Community Member
Mayor, Ottawa, 1985 to 1991

Kenneth Evans
Community Member
Partner (retired), Gowlings

Greg Farrell
Community Member
President and COO (retired), Giant Tiger Stores Limited

Konrad von Fickenstein
Community Member
Communications/Competition Consultant

Gail Garland
Alumni
Founder/CEO, Ontario Bioscience Innovation Organization

Christina Gold
Community Member
CEO, Western Union Financial Services Inc.

Lynn Honsberger
Community Member
Partner/Owner (retired), McLarty & Co Professional Corporation

Oliver Javanpour
Community Member
CEO, Cyrus Echo Corporation

Nina Karhu
Staff
Manager, Classroom Support and Development

Ian Lee
Faculty
Sprott School of Business

Jonathan Malloy
Faculty
Department of Political Science

Pradeep Merchant
Community Member
Chief of Neonatology, Ottawa Civic Hospital

Jay Nordenstrom
Alumni
Executive Director, NAIMA Canada

Yvonne Osagie
Undergraduate Student
Neuroscience and Mental Health

Elinor Sloan
Faculty-Senate
Department of Political Science

Patrice Smith
Faculty-Senate
Dean, Faculty of Graduate and Postdoctoral Affairs

Alaine Spiwak
Graduate Student
Norman Paterson School of International Affairs

Art Ullett
Staff
Locksmith, Facilities Management and Planning

Lesley Watson
Community Member
Partner, Watson MacEwen Teramura Architects

Bob Wener
Community Member
CEO, Wener Advisory Group Ltd.

Elise Wohlbold
Graduate Student
Department of Law and Legal Studies

SENATE

Senate is the university’s most senior academic body. Representing the Carleton community, Senate is comprised of 86 members, including faculty, students, alumni, senior administration and representatives from the Board of Governors. Senate makes decisions of significant importance to students and faculty, including awarding degrees and scholarships, approving new programs and revised curriculum, and establishing academic regulations.

Ex Officio Members

- Benoit-Antoine Bacon, President and Vice-Chancellor, Chair of Senate
- Betina Appel Kuzmarov, Clerk of Senate
- Jerry Tomberlin, Provost and Vice-President (Academic)
- Rafik Goubbran, Vice-President (Research and International)
- Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar
- Michel Piché, Vice-President (Finance and Administration)
- Lorraine Dyke, Vice-Provost and Associate Vice-President (Academic)
- Chuck Macdonald, Dean, Faculty of Science
- Fred Afagh, Interim Dean, Faculty of Engineering and Design
- Pauline Rankin, Dean, Faculty of Arts and Social Sciences
- Matthias Neufang, Dean, Faculty of Graduate and Postdoctoral Affairs
- André Plourde, Dean, Faculty of Public Affairs
- Linda Schweitzer, Interim Dean, Sprott School of Business
- Wayne Jones, University Librarian
- Bjarki Hallgrímsson, Director, School of Industrial Design
- Douglas Howe, Director, School of Computer Science
- Jill Stoner, Director, Azrieli School of Architecture and Urbanism
- Chris Joslin, Director, School of Information Technology
- Jay Ramasubramanyam, President, GSA
- Farima Afaq, Vice-President (Academic), GSA
- David Oladejo, President, CUSA
- Emily Grant, President, CASG

Board of Governors Representatives

- Nik Nanos
- Kenneth Evans
- Beth Creary
- Konrad von Finckenstein

Special Appointments to Senate

- Jeff Smith, Academic Colleague
- Jack Coghill, Alumni Association

Elected Faculty Senators

- Samuel Ajila, Engineering and Design
- Anne Bowker, Arts and Social Sciences
- Sheryl Boyle, Engineering and Design/Architecture
- Andrea Chandler, Public Affairs
- James Cheetham, Science
- Cynthia Cruickshank, Engineering and Design (Secretary of the Faculty Board)
- James Deaville, Arts and Social Sciences
- Timothy Di Leo Browne, Contract Instructor
- Chantal Dion, Arts and Social Sciences
- Dana Dragunoiu, Arts and Social Sciences
- Jeffrey Erochko, Engineering and Design
- Mariana Esponda Cascajares, Azrieli School of Architecture and Urbanism
- Pat Farrell, Science
- Nathan Grasse, Public Affairs
- Pavan Gunupudi, Engineering and Design
- John Hayes, Engineering and Design
- Wayne Horn, Science
- Farah Hosseinian, Science
- Beth Hughes, Arts and Social Sciences
- Susanne Klausen, Arts and Social Sciences
- Jacob Kovalio, Arts and Social Sciences
- Ernest Kwan, Sprott School of Business (Secretary of the Faculty Board)
- Philippe Lagasse, Public Affairs
- Jie Liu, Engineering and Design
- Anil Maheshwari, School of Computer Science
- Ruth McKay, Arts and Social Sciences
- Howard Nemiroff, Sprott School of Business
- Doron Nussbaum, Science
- Justin Paulson, Arts and Social Sciences
- Brett Popplewell, Public Affairs
- Morgan Rooney, Contract Instructor

- Wei Shi, Engineering and Design
- Alexis Shotwell, Arts and Social Sciences
- Daniel Siddiqi, Arts and Social Sciences
- Elinor Sloan, Public Affairs
- Patrice Smith, Science (Secretary of the Faculty Board)
- Chantal Trudel, School of Industrial Design
- Crina Vijju, Public Affairs (Secretary of the Faculty Board)
- Petra Watzlawik-Li, Arts and Social Sciences (Secretary of the Faculty Board)
- Johannes Wolfart, Arts and Social Sciences

Elected Student Senators

Graduate Students

- Trycia Bazinet, Arts and Social Sciences
- Alexa Dodge, Public Affairs
- Hemant Gupta, Computer Science
- Tariqa Tandon, Public Affairs

Undergraduate Students

- Afreen Ahmad, Public Affairs
- Sancho Angulo, Public Affairs
- Taylor Arnt, Public Affairs
- Millie Close, Science
- Aprile Harrison, Arts and Social Sciences
- Bashar Hnidi, Arts and Social Sciences
- Scott Kroff, Engineering and Design
- Brendan O’Malley, Engineering and Design
- Sheldon Parathundyil, Public Affairs
- Mahamed Qalinle, Engineering and Design
- Sarah Shires, Arts and Social Sciences