

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

The 618th Meeting of the Board of Governors
Wednesday, December 4th, 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. PRESENTATION - JIM WATSON, Mayor of Ottawa

6. OPEN - ITEM(S) FOR APPROVAL

6.1 Framework for the 2020/2021 Operating Budget (D. Alves)

- Materials were circulated in advance.

7. OPEN – ITEM(S) FOR INFORMATION

7.1 Carleton University Indigenous Strategic Initiatives Committee Calls to Action (K. Horn-Miller, B. Michaud, J. Tomberlin)

- Materials were circulated in advance.

7.2 Strategic Integrated Plan Process Update (B.A. Bacon, J. Tomberlin & SIP Co-Chairs)

- A presentation will be given.

7.3 Strategic Mandate Agreement Update (B.A. Bacon, J. Tomberlin & L. Dyke)

- A presentation will be given.

7.4 Report from the Chair (N. Nanos)

- A verbal report will be given.

7.5 Report from the President (B.A. Bacon)

- Written report was circulated in advance.

7.6 Committee Chair Updates

- a) Building Program (G. Farrell)
- b) Finance Committee (D. Alves)
- c) Governance Committee (N. Nanos)

7. OPEN - OTHER BUSINESS

9. OPEN - QUESTION PERIOD

- There are no questions to be addressed.

10. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

- Guests and observers are asked to step out of the meeting.
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AGENDA ITEM

6.1

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 11/07/2019
From:	Provost and Vice-President (Academic)	Date of Meeting: 12/04/2019
Subject:	2020-21 Budget Planning Framework	
Responsible Portfolio:	Provost and Vice-President (Academic) and Vice-President (Finance and Administration)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

To approve Carleton's planning framework for fiscal year 2020-21.

3.0 EXECUTIVE SUMMARY

Carleton's planning framework starts in the fall of each year with a Board of Governors retreat and presentation of key budget assumptions to the Finance Committee. Of significance in 2020-21 will be the introduction of a renewed Strategic Integrated Plan, which will serve to guide the university's priorities through to 2024-25.

In terms of regulatory factors, the 2019-20 to 2020-21 Tuition Fee Framework and Ancillary Fee Guidelines for Publicly-Assisted Universities resulted in lowered domestic tuition fees by 10% in 2019-20 and subsequent freeze in 2020-21. Related to the tuition fee decreases, the government has reduced the amount of Ontario Student Assistance Program (OSAP) funding available.

A performance-based funding model will be implemented in 2020-21 by the Ministry of Colleges and Universities (MCU), covering a period of 5 years. This model essentially maintains the total amount of government core operating funding (at 2016-17 levels for undergraduates and 2019/20 levels for graduates), and will gradually shifts core funding to an at-risk differentiation envelope over this period (from 25% in 2020-21 to 60% in 2024-25). The actual amount of differentiation envelope funding received will be contingent on our ability to meet institution specific performance targets. It is still unclear whether universities will be able to negotiate higher undergraduate and/or graduate funding levels – the Ministry will address this issue after the signing of the SMA3 agreements.

The Provincial Government has also introduced Bill 124, Protecting a Sustainable Public Sector for Future Generations Act 2019, which aim to limit public sector employee salary increases to 1% per year, over a three-year period.

4.0 INPUT FROM OTHER SOURCES

The 2020-21 planning framework has been prepared with the support of the Office of the Vice-President Finance and Administration, the Office of Institutional Research and Planning (OIRP), the Office of the Deputy Provost, Financial Services, and the participation of the Vice-Presidents.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

2019-20 is a year of transition for Carleton. There are many changes underway that will impact the university's future operating and financial plans. The most important one is the comprehensive Strategic Integrated Planning (SIP) process that will set the direction of the university for years to come. The new SIP is expected to be presented to the Board in the May to June 2020 timeframe. In parallel with the SIP consultations, the university is adjusting to the realities of the new funding and tuition fee framework, which will continue to influence resource allocation. These include the new Strategic Mandate Agreement 3 (SMA3) covering the period 2020-21 to 2024-25. SMA3 which will essentially keep core grant funding at 2016-17 level, and contain a portion of funding at risk (from 25% to 60%) based on meeting specific performance targets. Other initiatives such as the Carleton University Indigenous Strategic Initiatives Committee (CUISIC), will also serve to guide Carleton's priorities.

As the university transitions to its new strategic plan, it will continue to focus on areas of importance such as student retention and graduation, research excellence and impact, industry partnership, economic development, community engagement, and improving the efficiency of service delivery.

Despite ongoing pressure on revenue, Carleton has been able to maintain a balanced budget and expects to continue to do so in coming years. Although experiencing reduced enrolment growth in 2018-19 as a result of a labour dispute, the current year is seeing a return to historical growth of between 1.0% - 1.5%. Future years' enrollment also looks promising as demonstrated by the demographics projection of 18 year-old growth in Ontario (graph attached).

Planning assumptions for 2020-21 consist of maintaining steady enrolment, dealing with frozen domestic tuition fees, increase of international tuition between 3%-8%, and unchanged government funding. And, even though the SMA3 performance linked funding will come into effect in 2020-21, we don't believe that it will impact funding during that year.

On the expense side, the government salary cap of 1% per year for a 3 year period will help offset frozen domestic student fees in 2020-21 and future years. Other central operating expenses are projected to grow by 3% in 2020-21, and new expenses such as the federal carbon tax (Output Based Pricing System) will come into place (est. at \$1.3M per year). A new Teaching and Learning system is also in the planning phase and will provide the university with the tool needed to better manage students progression and success.

As indicated in the Pension Report provided to the Finance Committee, Carleton will be subject to a new "Provision for Adverse Deviations" ("PfAD"), calculated as a fixed percentage equal to 4% of Plan liabilities (accrued benefits), plus a variable percentage based on the asset mix of the Pension Fund portfolio. For Carleton, the PfAD will likely be 10% of actuarial liabilities (between \$120M-\$130M), which should be covered by the existing pension reserve of \$129M.

Ongoing capital projects in 2020-21 include: the Nicol School of Business (\$65.1M), the Engineering Design Centre (\$11.0M), the new Student Residence (\$60.0M), and the implementation of a multi-year campus transportation strategy (\$10.0M). These projects are fully funded with the exception of the student residence, where a \$50M loan will be secured to be repaid by Housing Operations. Other

projects in the planning stage but not yet funded include a new Wellness Centre and a Sustainable Energy Research Centre.

6.0 FINANCIAL IMPLICATIONS

Within the context of steady enrolment, frozen domestic tuition, unchanged grant funding and salary caps, the university plans to maintain a balanced operating budget.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The main risks of not being able to meet a balanced operating budget relates to: i) missing projected enrolment growth ii) additional government funding reductions, and, iii) poor investment returns. Carleton is confident that existing reserves should help deal with unexpected expenditures, changes in regulations, or market condition, at least in the short-term.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The planning and budgeting process is supported by a robust framework that involves managers at all levels, and reviewed by a well-defined governance process from both the administration (Board of Governors) and academic (Senate). The final integrated budget document, which describes the university's priorities and resources allocation approach is also available to the Carleton Community.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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"/>

2020-2021 Budget Planning Framework

Finance Committee

November 21, 2019

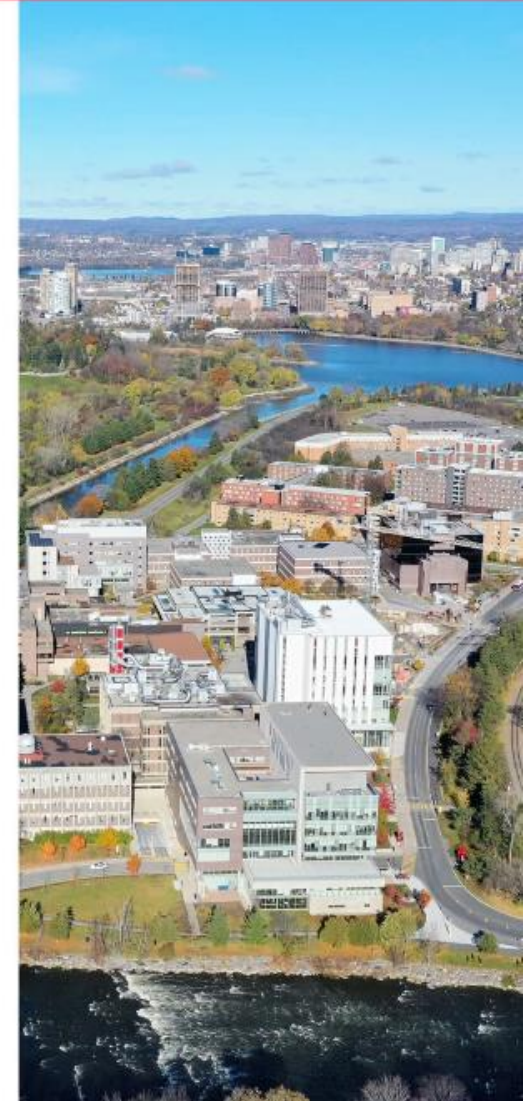


Carleton
UNIVERSITY

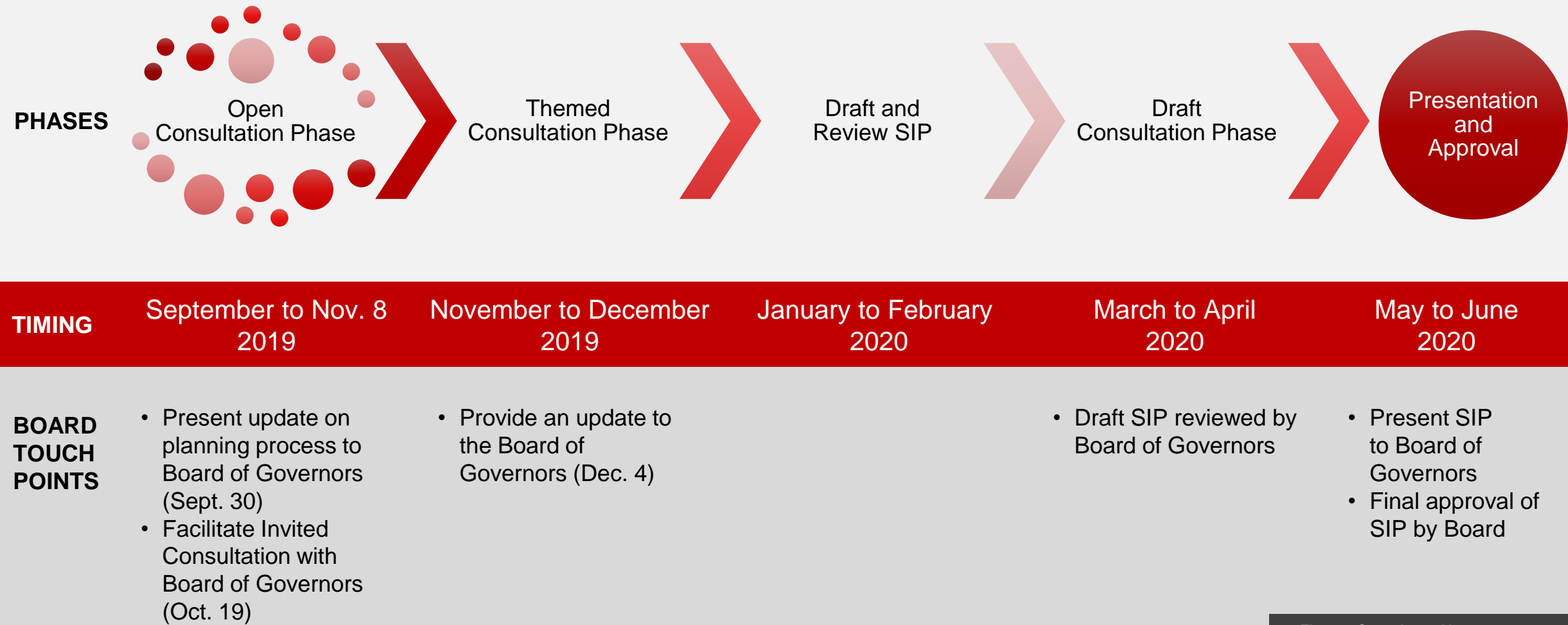


Three Planning Exercises

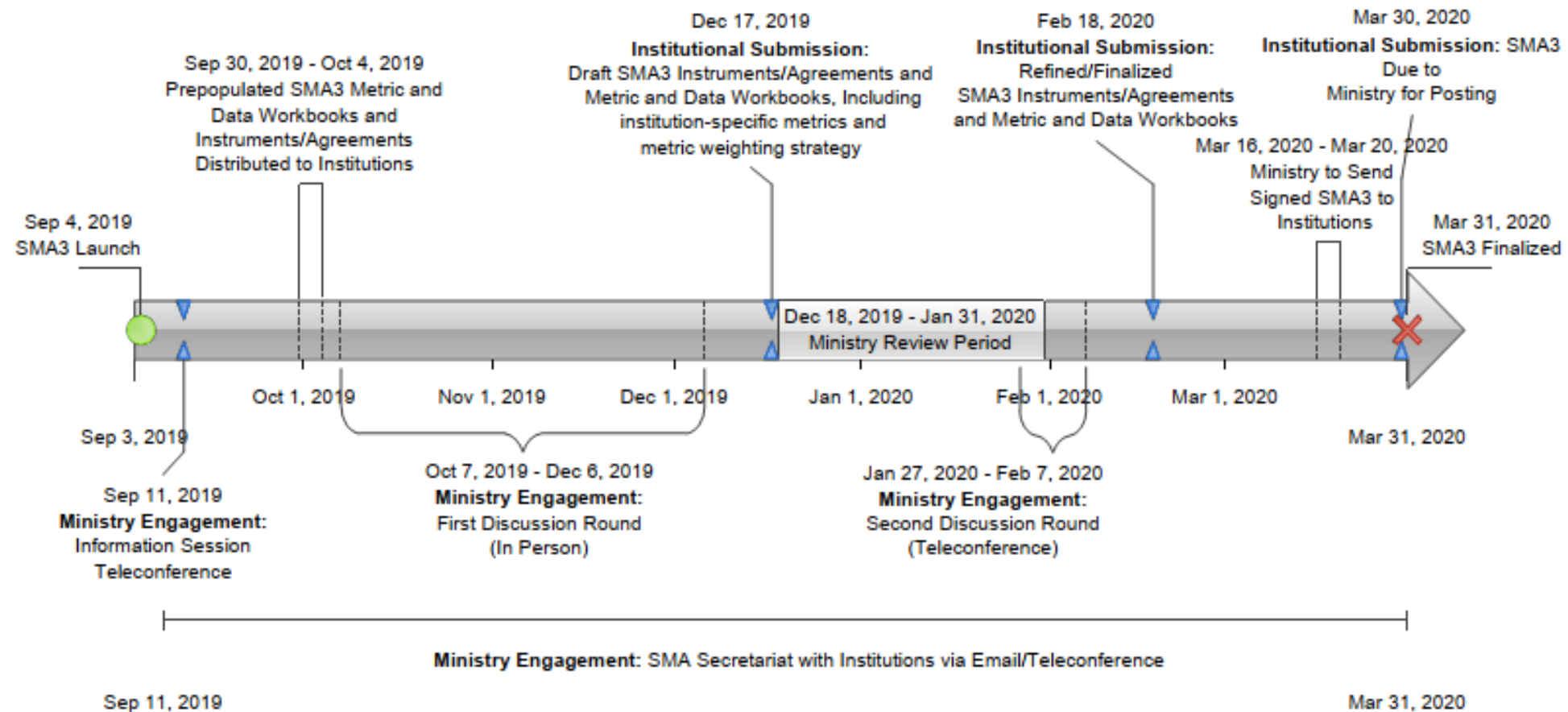
- Strategic Integrated Plan
 - To be presented to Senate and Board of Governors in May/June 2020
- Strategic Mandate Agreement 3
 - SMA3 negotiations with MCU will conclude in March 2020
- Planning for the 2020-21 Operating Budget
 - To be presented to the Board of Governors in April 2020



Strategic Integrated Plan: Activity Timeline and Board Engagement

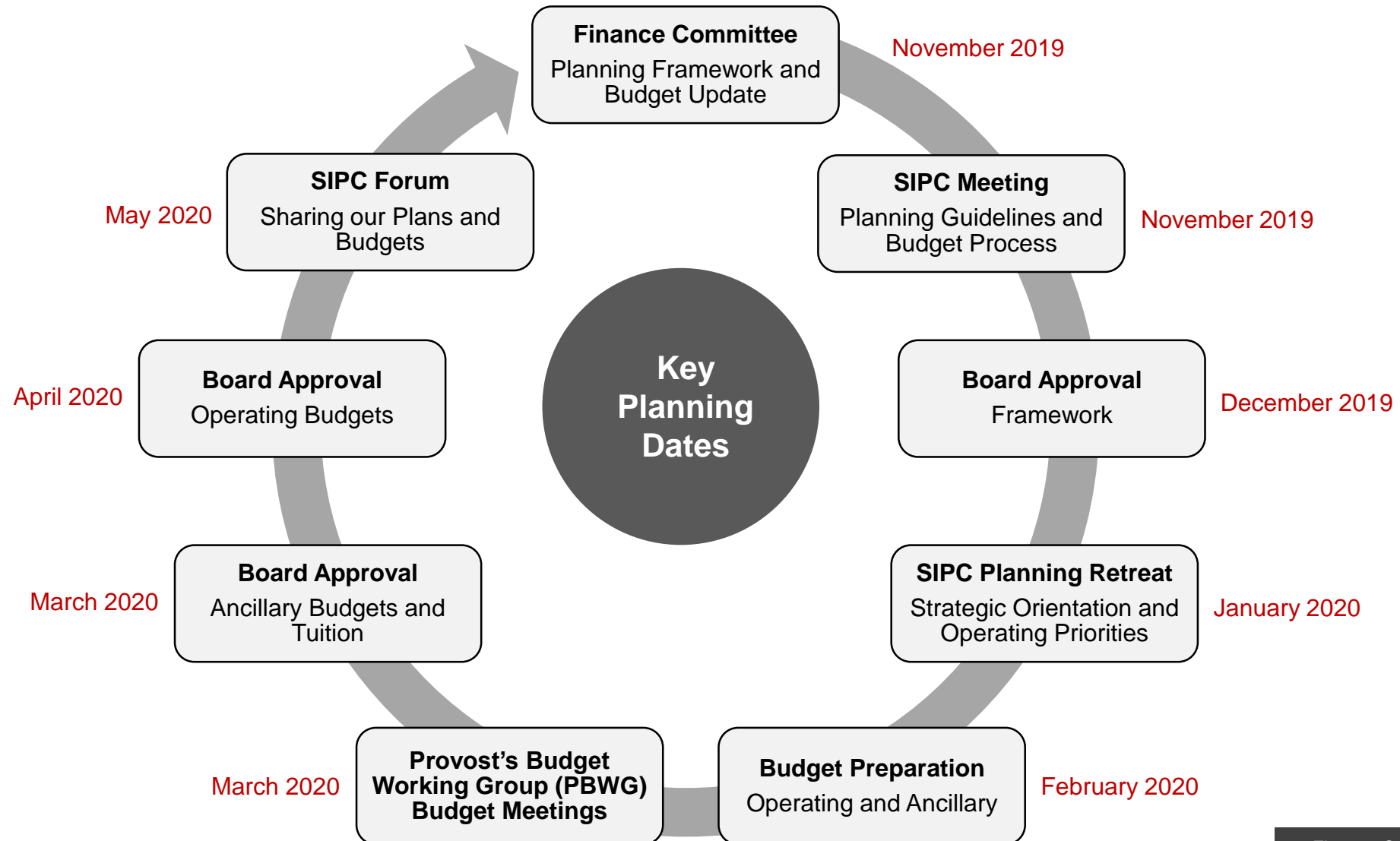


SMA3 Process Timeline

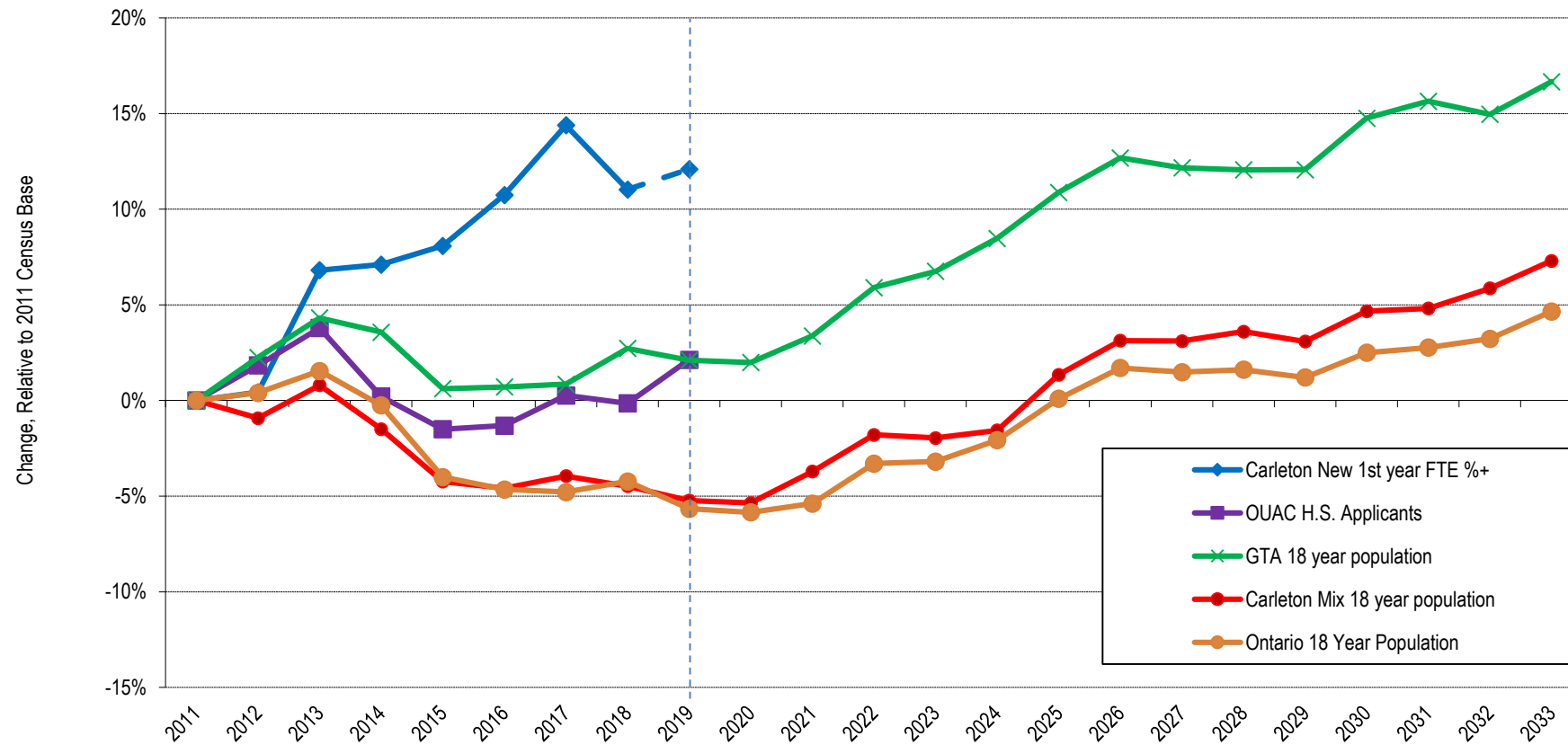


NOTE: The Strategic Mandate Agreements Secretariat will engage with institutions throughout the Bilateral Discussion process via email and teleconference as needed.

Key Planning Dates for 2020-21 Budget



Projected Change in the 18-Year-Old Population in Ontario: Carleton Impact



Source: Ontario Ministry of Finance: *Ontario Population Projections Update, 1986-2041* (Updated Spring 2018)

Ontario University Application Centre (OUAC) yearly statistics, OIRP Data cubes

"Carleton Mix" is calculated based on actual Ontario enrolment mix Ontario intake (Fall 2019).

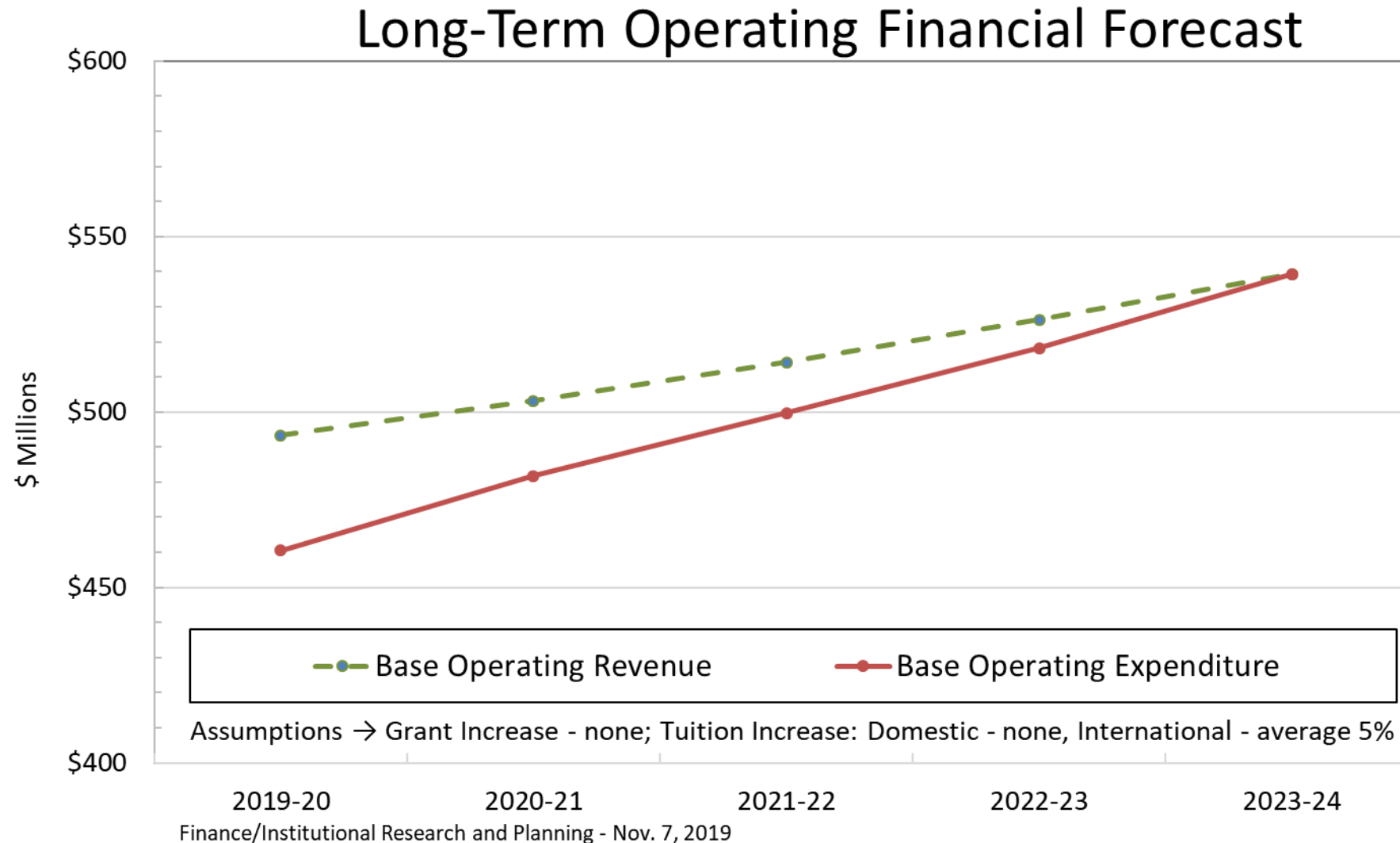
OUAC data from 2019 is as at Sept 13, 2019

Office of Institutional Research and Planning: 2019-10-28

Ontario Government Policies

- Corridor enrolment model in place – no funding for growth
- Tuition Fee Framework and Ancillary Fee Guidelines:
 - 10% reduction in fees in 2019-20; and
 - Tuition freeze in 2020-21
- Introduction of a partially performance-based funding model through Strategic Mandate Agreement 3
- Bill 124 limits broader public sector employee salary increases to 1% per year over a three-year period

2020-2025 Financial Forecast



2020-21 Budget Assumptions

Revenues

- Enrolment growth: 1% new 1st year intake (including 2% international)
- Tuition Fees
 - Domestic Fees - No increase
 - International Fees - 3-8% increase as per previous years
- Government Funding
 - Base (corridor funding) undergraduate frozen at 2016-17 level; graduate at 2019-20 level
 - Performance based funding (25% in this envelope in 2020-21)

Expenses

- Salaries and Benefits - legislated salary cap of 1% per year on new Collective Agreements
- Non-salary Central cost increases of 3%
- New carbon tax of \$1.3M
- Pension Solvency Liability (PfAD) - Estimated \$120M - \$130M (pension reserve if needed)

Preliminary Planning Themes 2020-21

Academic

- Undergraduate & graduate applications, admissions and registrations
- Student Success: Retention, graduation, and employability rates
- Indigenous initiatives

Student Experience

- High Impact Practices in teaching and learning (e.g. experiential learning)
- Wellness (e.g. mental health, accessibility)

Research

- Multidisciplinary research clusters
- Industry partnerships
- Increased support for researchers

Organizational Excellence

- Infrastructure projects (including Transportation Plan)
- Investing in reputation



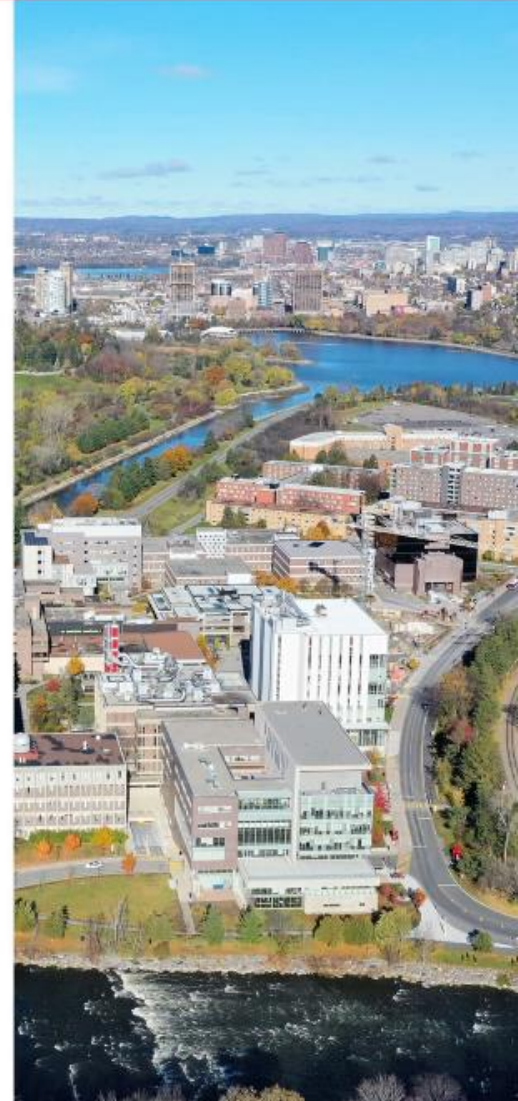
2020-21 Major Capital Projects

Underway

- Nicol Building School of Business - \$65.1 million
- Engineering Design Centre - \$11.0 million
- Student Residence - \$60.0 million
- Transportation Plan - \$10.0 million

In Planning Stage

- Wellness Centre - est. \$65.0 million
- Sustainable Energy Research Centre - est. \$60.0 million



An aerial photograph of a city, likely New York City, showing a dense urban landscape with numerous skyscrapers and buildings. A large, semi-transparent red rectangle is overlaid on the center of the image, covering most of the city's midsection. The word "Questions?" is written in white, sans-serif font across the middle of this red area. The top of the image shows a clear blue sky with some light clouds, and the bottom shows a river or body of water with a bridge and some trees.

Questions?

AGENDA ITEM

7.1

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: November 26, 2019
From:	Provost and Vice-President (Academic)	Date of Meeting: December 4, 2019
Subject:	Carleton University Indigenous Strategic Initiatives Committee Calls to Action	
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. In Fall 2018, 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](#).

Since the Carleton University Indigenous Strategic Initiatives Committee (CUISIC) was formed in December 2018, the co-chairs have conducted more than 40 consultations – on campus and off – that included more than 450 people. In the course of these consultations, both Senate and the Board of Governors passed motions supporting CUISIC and its work. Based on the feedback gathered, the CUISIC co-chairs have published a set of 41 draft Carleton-specific Calls to Action as part of an institutional response to the recommendations of the Truth and Reconciliation Commission. The draft Calls to Action are aspirational recommendations that have evolved throughout the consultative and iterative process.

The next phase of the CUISIC mandate invited feedback on the draft Calls to Action. The Carleton community was invited to provide feedback online, or to participate in a consultation session. The CUISIC co-chairs also consulted with a number of external communities this year, and their feedback was invited on the draft Calls to Action. Now that the draft Calls to Action are being finalized, a full report will be prepared in early winter. An implementation committee will be formed to carefully consider each recommendation and to establish timelines and paths forward. The Calls to Action will provide a roadmap as we revitalize our Indigenous initiatives and our relationships with Indigenous Peoples on- and off-campus.

3.0 INPUT FROM OTHER SOURCES

After initial meetings in winter 2019 with the CUISIC committee, we have held over 30 consultations with faculty, staff and students at Carleton University, and with ten external groups of Indigenous, community members. We have had discussions with Senate and the Board, as well as with Carleton senior administrator leaders throughout the process.

4.0 ANALYSIS AND STRATEGIC ALIGNMENT

Both Carleton's recently completed Strategic Integrated Plan (SIP) and Strategic Mandate Agreement (SMA) spoke 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.

The process towards the new SIP has also identified Indigenous Initiatives as an emerging strategic theme, recognizing that CUISIC has already elaborated the strategy to achieve this goal.

5.0 FINANCIAL IMPLICATIONS

There are no financial implications relating to this presentation today.

Once the final report is completed, an implementation plan will be established to carefully consider each recommendation and to determine timelines and paths forward. This will include an assessment of the financial impact of recommendations. Funding will be addressed as part of the ongoing planning and budgeting process, and any funding requiring Board approval would come back to the Board in due time.

6.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The committee has remained on schedule with the recommended Calls to Action presented to the Board in December 2019. 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 have been 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 implementation plan, which will include operational risk assessments and legal review for identified implementation steps and recommendations as required. Identified implementation steps will follow all required governance processes and approvals.

7.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

We made the initial announcement – a message from the president - on October 16, 2018, and have continued to maintain a website dedicated to CUISIC. The community was 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 implementing the

recommendations. However, as with any consultation and eventual implementation on an important topic, there can be disagreement, frustration and criticism that can become public. The reputational risk is moderate. We will continue to communicate and provide updates. The best way to minimize risk is to continue 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"/>

Theme	Call to Action
COMMUNITY ENGAGEMENT	We call for the development of an Indigenous Community Engagement Policy that would guide staff, faculty and students in the areas of recruitment, research, and partnerships with Indigenous communities.
	We call for resources to continue fostering mutually respectful relationships with local school boards for the purpose of supporting the transition of Indigenous students from secondary school into postsecondary.
	We call for the development of a digital Indigenous hub where information on all Indigenous services, events, and programs on campus can be easily accessed.
	We call for the development of communication resources to establish clear and consistent language for the University when writing about Indigenous peoples.
INDIGENOUS STUDENT SUPPORT (Academic and Cultural)	We call for the identification of a designated space for all Indigenous programs and services within the university including, but not limited to, the Centre for Indigenous Initiatives, the Indigenous Enriched Support Program, the School of Indigenous and Canadian Studies, and the Indigenous Research Institute. In the longer term, we call for targeted fundraising towards the creation of additional Indigenous-focused space on campus, and towards the consolidation of Indigenous services for students, staff, and faculty.
	We call for the designation of appropriate spaces for ceremonies and cultural activities, managed by the Centre for Indigenous Initiatives, for the benefit of Indigenous students, faculty and staff.
	We call for the collaborative development of a Circle of Care Protocol for Indigenous students in crisis, by the Centre for Indigenous Initiatives, Health and Counseling Services, and the Office of Student Affairs.
	We call for appropriate resources to be developed to support the needs of Indigenous students with young families.
	We call for increased specific funding for bursaries and scholarships for Indigenous students, and targeted fundraising for the creation of sustainable funds.
STUDENT EXPERIENCE (Recruitment, Retention, Graduation)	We call for the development of an Indigenous Recruitment Strategy to include admission policies ensuring seats for First Nation, Métis and Inuit students into competitive programs; including specific seats for Algonquin students from the communities of <i>Kitigan Zibi Anishinabeg</i> and <i>Algonquins of Pikwakanagan First Nation</i> .
	We call for the development of a Sustainability Strategy for the Indigenous Enriched Support Program in order to increase human resource and admissions capacity and to ensure regular program review.
	We call for space and funding to hold at least one large university-wide Indigenous event per year in order to facilitate relationship building, learning, and appreciation of Indigenous cultures and ways of knowing across the University.
	We call for specifically reserved housing for first-year undergraduate Indigenous students with priority given to those students coming from remote locations.

	We call for the establishment of a Carleton University Safety Relations Table in collaboration with the Centre for Indigenous Initiatives, Carleton Safety, and the Department of Equity and Inclusive Communities.
WAYS OF TEACHING AND LEARNING (Indigenous Knowledge / Awareness)	We call for a best practices review of co-teaching models with the goal of allowing for the inclusion of Indigenous doctoral students, Knowledge Keepers, language experts, and those with lived experience in the teaching process.
	We call for appropriate funding in each Faculty for the express purpose of compensating Indigenous Knowledge Keepers and community members who are providing expertise.
	We call for more teaching spaces with moveable furniture, available to be booked by faculty, staff and students, in order to better support various Indigenous teaching and learning models.
	We call for Indigenous language courses, with an emphasis on the Algonquin language and on Indigenous languages that are considered endangered; as well as for the removal of barriers to having community language experts teach these courses.
	We call for opportunities for Indigenous students to participate in land-based learning.
	We call for the creation of specifically designed pathways for Indigenous students in science, technology, engineering, architecture, mathematics and linguistics.
	We call for the development of appropriate measures to ensure that every student graduating from Carleton University achieves basic learning outcomes with regards to Indigenous history and culture.
	We call for the development of courses and programs for specific Indigenous communities that can be accessed by students who wish to remain in their communities.
CULTURE, SYSTEMS and STRUCTURE	We call for the rapid implementation of the structural changes necessary for the consolidation of all Indigenous initiatives through the establishment of a separate office for the Centre for Indigenous Initiatives, and through the creation of the appropriate senior administrative positions: for example, a Director for the Centre of Indigenous Initiatives and an Assistant Vice-President of Indigenous Initiatives.
	We call for further enhancing the visibility of Indigenous peoples, cultures and ways of knowing on campus: for example, the inclusion of Indigenous members of the Carleton community in art purchases, building renovations, the naming of buildings, building construction and landscaping.
	We call for professional development and educational opportunities for faculty, staff and administration towards obtaining core competencies in Indigenous and Canadian histories and experiences.
	We call for close collaboration between the University and the Indigenous Education Council (IEC) towards better defining the relationship and mutual responsibilities pertaining to decision-making on Indigenous matters within the university.
	We call for Indigenous representation, with full voting rights, on both the Board of Governors and the Senate.

	We call for the revision of the Traditional Medicine Use Policy based on the Ontario Human Rights Code for the purpose of supporting Indigenous students, staff and faculty.
	We call on the Convocation Working Group to ensure that appropriate Indigenous cultural protocols are included in convocation ceremonies.
	We call on Carleton University to incorporate environmental sustainability as a fundamental institutional value to guide its current operations and future development.
	We call for the continuous increase of the number of Indigenous employees at Carleton, supported by the development of Indigenous hiring policies for Indigenous-specific faculty and staff positions.
	We call for the creation of an Indigenous Faculty Council.
RESEARCH AND INNOVATION	We call for the establishment of an Institute for Indigenous Research with the intent of continuing, consolidating and further promoting innovative and collaborative research pertaining to Indigenous peoples, communities and nations.
	We call for the development of a policy that would allow for Indigenous knowledge keepers to advise and sit on thesis committees when appropriate.
	We call for the enhancement of MacOdrum Library's collection of Indigenous literature, stories, language resources, and visual arts, following a review of the current Indigenous collection.
	We call for the creation of additional Research Chair positions to further advance Indigenous research, knowledge translation, and community-building.
	We call for the establishment of an Indigenous Research Ethics Board with the purpose of ensuring that research conducted by Carleton faculty, students and staff take Indigenous governance, legal and cultural protocols into account.
METRICS Qualitative and Quantitative (Faculty, Staff, and Students)	We call for the performance evaluation of senior administrators to explicitly take into account Carleton University's mandate around Indigenous Initiatives and reconciliation.
	We call for annual reporting on the recruitment, retention and graduation of Indigenous students.
	We call on each Faculty and each support unit on campus to develop their own strategies to support these 41 Calls to Action.
	We call for a formal annual report on the progress made towards fulfilling the Carleton University Strategic Indigenous Initiatives Committee's Calls to Action.

AGENDA ITEM

7.3

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

December 4, 2019



Carleton
UNIVERSITY

Canada's Capital University



REPUTATION AND COMMUNITY HIGHLIGHTS

Carleton Research Funding Soars

Carleton University's focus on collaborative interdisciplinary research with social, environmental and economic impact is paying big dividends. Research funding at Carleton has increased more sharply this year than at every other comprehensive and medical university in the country. Sponsored research income from external sources at Carleton jumped to \$70,298,000 in 2018 compared to \$54,369,000 the previous year — a 29.3 per cent increase, according to the just-released annual rankings from Re\$earch Infosource, one of Canada's leading R&D analysis organizations. In addition, Carleton's corporate research income growth (research support from the private sector that is included in the sponsored research income total) was third among comprehensive universities in 2018.



Carleton's Wellness Culture Wins Two National Awards

Carleton's support for mental health and workplace wellness earned the university a pair of awards from Excellence Canada at the organization's annual summit in Toronto on Nov. 5. Carleton became the first post-secondary institution in the country to reach Gold Level certification in Mental Health at Work, and the university's Students and Enrolment division earned Bronze Level certification in Excellence, Innovation and Wellness. Excellence Canada's verification team noted that the Canadian Mental Health Association and the Mental Health Commission of Canada have identified Carleton as a "trailblazer" for workplace mental health. Over the last several years, the university has implemented a number of initiatives to support the mental wellness of students, faculty and staff, including an award-winning student Mental Health Framework, training for faculty and staff, and the Not Myself Today campaign.



Maclean's Rankings Confirm Carleton's Momentum

The 2020 university rankings published in *Maclean's* magazine on Oct. 3 show great results for Carleton in a number of areas, including student satisfaction, research, entry averages, quality programs and overall ranking. Among comprehensive universities in Canada — those with a significant amount of research activity and a wide range of programs at the undergraduate and graduate levels, including professional degrees — Carleton maintained its top-five overall ranking. With an entry high school grade average that hit a new high of 84.1 per cent, Carleton students reported that they were generally very pleased with their Carleton experience, leading to a top-three student satisfaction ranking in the comprehensive category. In particular, students cited excellent mental health services, experiential learning opportunities, the quality of residence living, student life support, the quality of instructors and steps taken to prevent sexual assault.



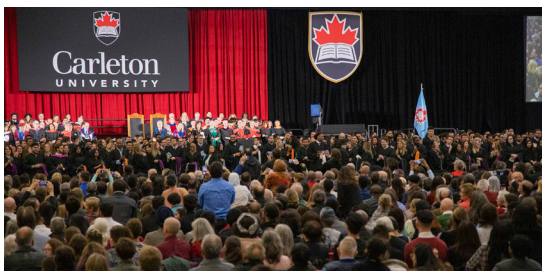
CUSC Survey Highlights High Student Satisfaction

Carleton regularly participates in a number of surveys to better understand the characteristics, needs and perceptions of students. In January 2019, Carleton was one of 46 institutions that participated in an undergraduate survey coordinated by the Canadian University Survey Consortium (CUSC). Compared to other institutions, first-year respondents from Carleton were more likely to report that: they were satisfied with their decision to attend Carleton (94 per cent); their expectations were met or exceeded (91 per cent); they were satisfied with the quality of teaching (90 per cent). Carleton students were more likely than those at other institutions to say the main reason they chose Carleton was based on having the programs they want, programs providing co-op or work experience, and scholarship opportunities.



Minding the Brain Podcast Voted Favourite Canadian Science Site

Carleton Neuroscience Prof. Kim Hellemons' and Cognitive and Computer Science Prof. Jim Davies' podcast, "Minding the Brain," has won the People's Choice Award for Favourite Canadian Science Site from the Science Writers and Communicators of Canada. The podcast started in January 2018 and focuses on the science behind the human mind and brain. It has covered such topics as trauma, pet therapy and morning people versus night people.



ACADEMICS

Fall Convocation

More than 1,300 graduates were conferred with degrees during a pair of ceremonies at Fall Convocation on Nov. 9, including nearly 550 graduate students. An honorary doctorate was awarded to Carleton alumna Mary Ellen Turpel-Lafond, a senior associate counsel at Woodward and Company with extensive experience in Indigenous law and a professor at the University of British Columbia, in recognition of her commitment to improving supports for Indigenous peoples and addressing the needs of children and youth involved in the justice system.



Strategic Integrated Planning

Since the official launch of Carleton's strategic planning process in September, the Strategic Integrated Planning (SIP) Task Force has been actively engaging the Carleton community in interactive discussions about Carleton's strengths and vision for the future. The SIP Task Force invited all members of the Carleton community to contribute their insight, their bold thinking and their big ideas to the development of Carleton's next plan. They have engaged more than 1,000 members of the Carleton community through more than 40 consultations, and have received more than 100 online submissions. Based on the information gathered during the open consultation phase, the task force identified broad themes to help define conversations in the themed consultation phase. A campus-wide consultation was held on each of these themes in November. The Task Force co-chairs are now synthesizing the feedback, comments and ideas shared in the first two rounds of consultation, which will drive the development of Carleton's next Strategic Integrated Plan.



Indigenous Initiatives

Since the Carleton University Indigenous Strategic Initiatives Committee (CUISIC) was formed in December 2018, the co-chairs have conducted more than 40 consultations — on campus and off — that included more than 450 people. Based on the feedback gathered, the CUISIC co-chairs have published a set of 41 draft Carleton-specific Calls to Action as part of an institutional response to the recommendations of the Truth and Reconciliation Commission. The draft Calls to Action are aspirational recommendations that have continued to evolve throughout a fully consultative and iterative process. Once the draft Calls to Action have been finalized, a full report will be prepared and an implementation committee will be formed to carefully consider each recommendation and to establish timelines and paths forward. The Calls to Action will provide a roadmap as we revitalize our Indigenous initiatives and our relationships with Indigenous peoples on- and off-campus. Additional updates are available on the CUISIC website: carleton.ca/indigenousinitiatives



New Academic Programs

Ontario's Ministry of Colleges and Universities has approved funding for the following new programs:

- Master of Arts in Migration and Diaspora Studies
- Graduate Diploma (Type 2 and Type 3) in Migration and Diaspora Studies
- Graduate Diploma (Type 2) in Linguistics
- PhD in Linguistics, Language Documentation, and Revitalization
- Master of Arts in Linguistics

New Co-op Programs

New co-op options have been added to our roster of 149 co-op programs, streams and concentrations. Students enrolled in the Bachelor of Media Production and Design (BMPD) co-op option will be looking to begin their first work term in Winter 2021; both the M.A. Migration and Diaspora Studies program and the M.Eng. Sustainable Energy program will see students seeking their first co-op work term in Summer 2021; and the Interdisciplinary Science and Practice (ISAP) co-op option will see its first cohort of students seeking co-op employment for Summer 2022.

Sustainability

The new Carleton Sustainability website officially launched on Oct. 3. This brings together all the initiatives, research and accomplishments within one website and emphasizes Carleton's commitment to moving towards a more sustainable and energy-efficient campus and to help address climate change globally. The university's goal to achieve carbon-neutral status by 2050 is laid out in the long-term Energy Plan and includes reducing the university's environmental footprint, reducing utility operational costs and increasing reliability and safety. carleton.ca/sustainability/

Psychology Mental Health Day

The Department of Psychology hosted its second annual Psychology Mental Health Day on Oct. 10 to end the stigma around mental illness and bridge the gap between education and services. More than 500 mental health advocates, students and researchers gathered for the full-day session held on World Mental Health Day, an international initiative by the World Health Organization. Speakers included President Benoit-Antoine Bacon and Indigenous Liaison Officer Benny Michaud.

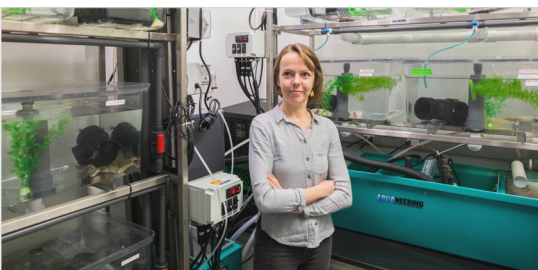
Experiential Learning

The second round of funding through the Carleton University Experiential Learning Fund is being awarded in December. The fund supports course projects and program-level projects and was established in October 2018 in recognition of the fact that the development of experiential learning opportunities in academic courses and programs requires support. In addition, Carleton has launched the Students as Partners program to offer Carleton educators the opportunity to provide a paid work experience to undergraduate students who are interested in teaching innovation.

Teaching Awards and Appointments

- Fiona Wright (Carleton University Art Gallery) received the Excellence in Learning Support Award.
- Prof. Jonathan Malloy (Political Science) was appointed as the Honourable Dick and Ruth Bell Chair for the Study of Canadian Parliamentary Democracy.
- Prof. Manuel Báez (Azrieli School of Architecture and Urbanism) received an unprecedented three awards at the 2019 Ottawa Urban Design Awards for the Gather-Ring, a collaborative project with Ottawa glass artist Charlynn Lafontaine.
- Film Studies master's student Kagiso Lesego Molohe has won the 2019 Ottawa Book Award in English Fiction for her novel *This Book Betrays My Brother*, and Prof. Tim Cook (History) won the English Non-Fiction award for his book *The Secret History of Soldiers: How Canadians Survived the Great War*.
- CTV Chair in Digital Science Journalism Prof. Sarah Everts (Journalism and Communication) received the Alumni Award of Distinction from the University of British Columbia.
- Prof. James K. Wright (Music) has been named the Louis Applebaum Distinguished Visitor in Composition (2019-20) at the University of Toronto. Wright's research focuses on film music, post-tonal music theory and analysis and 20th-century music, and he is also well known as a prolific composer of vocal and choral works, many of which involve the integration of music with visual art and dance.
- Prof. Daniel McNeil (History; Migration and Diaspora Studies) is the inaugural recipient of the Visiting Public Humanities Faculty Fellowship. McNeil will build upon his award-winning teaching, research and outreach work on Black identities that work within, across, outside and against the nation-state.
- Profs. Melanie Adrian (Department of Law and Legal Studies) and Mira Sucharov (Department of Political Science) will be appointed as the inaugural Chairs in Teaching Innovation for 2019.





RESEARCH

Four Carleton Researchers Elected as Fellows to the Royal Society of Canada

Carleton's Norman Hillmer, Robert Letcher, Tim Cook and Rianne Mahon have been elected as Fellows to the Royal Society of Canada (RSC) in recognition of the high level of excellence demonstrated during their careers. Hillmer has been elected as a RSC Fellow by his peers in the Humanities Division of the Academy of Arts and Humanities. Letcher has been elected as a RSC Fellow by the Earth, Ocean, and Atmospheric Sciences Division of the Academy of Science. Cook has been elected as a RSC Fellow by his peers in the Humanities Division of the Academy of Arts and Humanities. Mahon has been elected as a RSC Fellow by her peers in the Academy of Social Sciences.

Philosophy Professor Joshua Shepard Named CIFAR Azrieli Global Scholar

Prof. Joshua Shepherd has been selected as one of 14 scholars in the esteemed 2019-2021 CIFAR Azrieli Global Scholars program. CIFAR is a Canadian-based global charitable organization focused on addressing questions facing science and humanity. Shepherd has been appointed a scholar in their Azrieli Program in Brain, Mind & Consciousness and was chosen among 217 eligible applications from 37 countries for the coveted spots. His research looks at how parts of the brain, and parts of conscious experience, support and control complex skilled action such as playing the piano, shooting a basketball or performing a ballet dance.

Carleton's Stephan Gruber is Key Contributor to New IPCC Report

Carleton's Stephan Gruber is a key contributor to the new Intergovernmental Panel on Climate Change (IPCC) *Special Report on the Ocean and Cryosphere in a Changing Climate*, which highlights the urgency of prioritizing timely, ambitious, coordinated and enduring climate action. Gruber is a lead author on chapter two of the report focusing on high mountain areas and he participated in the drafting and government approval process for the report's Summary for Policymakers. The report highlights that the choices made now are critical for the future of the ocean and cryosphere.

Carleton Researchers Developing New Technology to Protect Military Assets

A Carleton research team led by Shulabh Gupta, a professor in the Department of Electronics, has received funding of \$1.5 million from the Department of National Defence's Innovation for Defence, Excellence and Security program to create the next generation technology for electronic camouflaging. The project will develop an artificial electromagnetic veil to protect military assets from enemy detection based on cutting-edge metamaterial technology. The intelligent veil would cover the surface of the asset and hide it from a range of detection methods operating in various spectral bands, including radio frequencies, infrared and optical.

Six Carleton Faculty Members Receive Ontario Early Research Awards

Six Carleton researchers — looking at everything from transgender films, skull evolution and high-speed X-rays to autonomous spacecraft, health service planning and comic books — have been awarded funding from the Ontario Ministry of Economic Development, Job Creation and Trade through the Early Researcher Awards program. Researchers Laura Horak (Film Studies), Hillary Maddin (Earth Sciences), Oren Petel (Mechanical and Aerospace Engineering), Paul Peters (Health Sciences), Steve Ulrich (Mechanical and Aerospace Engineering) and Benjamin Woo (Communication and Media Studies) will each receive \$100,000 from the ministry and \$50,000 in matching funds from Carleton.

Carleton's Bernard Choi Receives Highest Recognition Award from AMNET

Carleton's Bernard Choi, professor in the Department of Health Sciences, received the Highest Recognition Award during the 16th Americas' Network for Chronic Disease Surveillance (AMNET) International Conference held in Medellín, Colombia. The award was given to Choi by the AMNET board of directors for his contributions as a founding member of the Americas' network. AMNET is a network of public health professionals from the 35 countries that make up the region of the Americas who aim to enhance the capacity of chronic disease surveillance.



Carleton's Tony Bailetti Wins Community Entrepreneurship Award

Carleton Prof. Tony Bailetti has won the 2019 Contribution to Entrepreneurship Award from TiE Ottawa. The award was handed out during the TiECon Canada 2019 Conference gala dinner on Nov. 1. TiE Ottawa launched the Contribution to Entrepreneurship Award in 2017 to highlight and recognize the contribution of individuals who foster entrepreneurship in the region by supporting entrepreneurs and engaging in initiatives to support entrepreneurship, including acting as role models and mentors.



Tim Patterson Receives Funding to Make Mining More Sustainable

The Department of Earth Sciences' Tim Patterson has received funding from the NRCan Clean Growth Program to develop rapid, cost-effective protocols and technology for the mining sector to determine environmental baseline conditions, conduct land-use impact monitoring, and to better protect aquatic ecosystem health.



Carleton Researchers Receive Four SSHRC Partnership Engage Grants

Four Carleton researchers have been awarded Partnership Engage Grants by SSHRC. The grants will provide nearly \$100,000 in funding to support Carleton research in the fields of workplace inclusion, climate-resilient housing, cross-sector partnerships and diversity in space research. Recipients include Luciara Nardon, Ruth McKay and Andrew Webb from the Sprott School of Business and Victoria McArthur from the School of Journalism and Communication.



Carleton Researcher Receives Banting Fellowship

Carleton postdoctoral researcher Kathryn Desplanque from the School for Studies in Art and Culture has received a Banting Postdoctoral Fellowship. Desplanque's research project is called "Papermania: The Popular Printed Image and the Nineteenth-Century Consumer" and will focus on the historic use of images in popular communication.

Trudeau Fellows

Two doctoral students (Patricia Bérubé in Cultural Mediations and Abigail Curlew in Sociology) were among 20 recipients of a scholarship presented by The Pierre Elliott Trudeau Foundation.



ADVANCEMENT

Much of University Advancement's focus in this term has been on its Community Liaison and Holistic Partnership initiatives, both of which are unique and innovative in the Canadian post-secondary sector. Working in collaboration with the Community Engagement Steering Committee and the Office of the Vice-President (Research and International), we have been developing processes, priorities and communication plans that are designed to broker new partnerships with individuals, community organizations and corporations. Early successes with both a local organization and a major international company illustrate the broad potential of our new models.



Within our philanthropic focus, we are continuing our “Campaign for Good” to build financial support (at both annual and major giving levels) for five key fundraising priorities. These plans connect to and are strengthened by our annual Giving Tuesday outreach (Dec. 3). We have also worked closely with our FutureFunder champions to help share the opportunities and projects across a larger network.

To help build awareness, we organized a “Race for Good” — an *Amazing Race*-style event where FutureFunder champions complete a series of challenges in locations throughout Ottawa. The first team across the finish line received extra support for their project, along with the chance to meet Nav “Superfan” Bhatia, who later shared his perspective on philanthropy with an audience of students, staff and alumni.



In the meantime, we continue to recognize and celebrate the ideas, contributions and support of our donors and graduates. Our semi-annual Leadership Luncheon showcased the ideas and expertise of Carleton graduates who are at the forefront of autonomous vehicle technology in Ottawa. At a special event in the Carleton Dominion-Chalmers Centre, we celebrated the contributions of Elaine Keillor, who has been a leader and tireless champion for Carleton's music program.

Through a successful Throwback homecoming, our annual Impact Report mailing to donors, and culminating in our annual Holiday Reception, we thank all our partners for being “Together for Good,” and for supporting our mission to serve the greater good of our community.



Fundraising Activity, May 1 to November 7, 2019

Philanthropic	\$5,366,538
Sponsorships	\$563,438
Research Partnerships	\$636,445
Total	\$6,566,421



STUDENT LIFE

The SOAR 2020 Student Leadership Conference is pleased to announce and welcome **Tessa Virtue**, a two-time gold medal winning former Canadian Olympic figure skater, as the guest speaker on Jan. 18, 2020. SOAR is an opportunity for students to develop their leadership skills, attend workshops hosted by their peers, campus leaders, staff, faculty, alumni and community members, all in support of their co-curricular learning.

Nearly \$30,000 was raised by the new student orientation **Shinerama program**, with a cheque presentation in late September at an Ottawa Redblacks game to Cystic Fibrosis Canada.

Third-year **Criminology student Jasmine Linton** was a contestant on season three of *The Great Canadian Baking Show* airing on CBC. Linton was the show's youngest baker competing in the Baking Tent. From Richmond Hill, Ont., Linton represented Carleton with pride as one of the 10 contestants chosen from among hundreds of applications from across Canada.

The **Community Connections mentorship program** has launched for 2019-2020. This program allows students to access customized strengths-based peer support, gain a further understanding of and access to resources, develop a stronger sense of belonging in the community and strategies for building positive mental health, and discuss challenges, goals and areas of growth with a trained peer mentor.

The **Transfer Student Peer Mentorship program** matches incoming upper-year students with former transfer students to provide guidance and support. The number of students served by this program increased by 26 per cent and has helped this community successfully transition into the campus community.

As part of **Alternative Spring Break** program, 70 students will travel to five destinations in the United States, Guatemala and Costa Rica. Each experience is focused on a specific theme, including colonialism, emerging markets, environmental sustainability and immigration.

Campus Safety Services and the Office of the Vice-President (Students and Enrolment) oversaw the creation of Carleton's first **Emergency Preparedness Week**, which took place from Oct. 7 to 11. The week included tabling stations with Campus Safety Services staff including Student Safety Patrollers and members of CUSERT, training sessions for students that were facilitated by students, a comprehensive communications campaign and a test of the Emergency Notification System.

Consultations on the draft **Campus Sexual Violence Prevention Strategy** have begun and will serve as the starting point of our three-year road map to prevent sexual violence on our campus.

The Ravens **men's soccer team won the OUA Championships** at the OUA Final 4 at York University and qualified as the top seed at the 2019 U SPORTS Men's Soccer Championship in Montreal in mid-November. Carleton won its quarter-final matchup but then lost in the semi-finals to the Université du Québec à Trois-Rivières, the eventual national champion.

Women's rugby won the RSEQ Consolation Final, defeating the Université de Montréal 50-24.

Men's Soccer has received a number of accolades including **head coach Kwesi Loney named OUA East Division Coach of the Year and U SPORTS Coach of the Year**.

The Department of Recreation and Athletics hosted the **Light the Night Walk** for the Leukemia and Lymphoma Society of Canada in the Field House. More than 4,000 people attended the event, which raised more than \$357,000 to help find a cure for all blood cancers.



ENROLMENT UPDATE

	2018	2019	% +/-
Fall first-year, new full-time students	5,322	5,403	1.5%
Fall undergraduate (degree programs)	25,738	26,021	1.1%
Fall international undergraduate (degree programs)	3,246	3,343	3.0%
Fall master's*	2,861	2,980	4.2%
Fall PhD	1,044	1,053	0.9%
Total students **	31,202	31,498	1.0%

**Includes Graduate Diplomas/Certificates, excludes off-campus MBA and Dominican students*

***Excludes Dominican University College*

Office of Institutional Research and Planning, Nov. 1 provincial counts

RECRUITMENT UPDATE

The Ontario Universities' Fair (OUF) was a big success where we saw an increase in attendance at the Carleton booth and in the Carleton presentation room. More than 130 faculty, staff and students travelled to Toronto from Sept. 27 to 29 to answer questions from prospective students about Carleton, our innovative academic programs and strong student support services.

We have fully implemented Carleton 360 for the 2020 admissions cycle. While reducing the number of paper documents submitted, Carleton 360 promises to be transformational in improving the way students interact with their application, providing them with the ability to track their application in real time, view their offer letter, and respond to their offer of admission.

The Undergraduate Recruitment Office has installed a new video wall in Robertson Hall as part of the building's recent lobby renovation. The wall of nine television screens play promotional videos about our programs and the campus. This provides a great way to welcome new students and families when they arrive at Robertson Hall for a campus tour.

Fall Open House was held on Oct. 19 (Engineering and Design, Science — 1,567 participants) and Oct. 26 (Arts and Social Sciences, Public Affairs and Sprott School of Business — 2,095 participants). At Fall Open House students have an opportunity to speak to faculty, student services and students, participate in academic sessions and campus/residence tours and find out everything they need to know to apply.

Partnerships and Pathways facilitated interactions with recruitment partners in Europe, Asia, Africa, the Middle East, South East Asia, Mexico and the Indian subcontinent. These local partners complement our recruitment efforts and allow for broader engagement with excellent students in each of these locations.

The international admissions team has already undertaken 232 of the 500 or so high school visits and events planned for this cycle, speaking personally with more than 1,000 prospective students across the Indian subcontinent, Europe and Eurasia, Latin America and the Caribbean, Southeast Asia, and the Middle East. October saw our first WhatsApp chat for over 100 prospective Computer Science students in India, just one event in a full complement of online activities and targeted student sessions scheduled for the coming months.

The annual Gairdner Lecture was held on Oct. 22. The Gairdner Lecture is an excellent opportunity for students who are interested in the fields of health or biomedical sciences to meet and learn from some of the most successful members of the scientific community. More than 300 grade 11 students participated from six local high schools.

The Undergraduate Recruitment Office hosted more than 100 guidance counsellors for our annual Guidance Breakfast on Oct. 25. Guidance counsellors joined us from Ottawa and surrounding areas, including the Ottawa Valley and Gatineau and were welcomed by President Bacon. The keynote was delivered by Dana Brown, Dean of the Sprott School of Business, and highlighted the many opportunities available to students in Sprott.