

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

**Minutes of the 621st Meeting of the
Board of Governors**

**Tuesday, June 2nd, 2020 at 3:00 p.m.
Via Videoconference**

PRESENT:	Mr. N. Nanos (Chair) Ms. F. Afaq Dr. B.A. Bacon Mr. A. Alhaimi Ms. D. Alves Ms. T. Arnt Dr. C. Carruthers Ms. B. Creary Mr. P. Dion Mr. K. Evans	Mr. G. Farrell Mr. K. von Finckenstein Mr. D. Fortin (Vice-Chair) Ms. J. Fullerton Ms. K. Furlong Ms. G. Garland Ms. C. Gold Mr. D. Greenberg Ms. L. Hayes Ms. L. Honsberger	Mr. O. Javanpour Ms. N. Karhu Dr. J. Malloy Dr. B. Örmeci Dr. E. Sloan Dr. P. Smith Ms. J. Taber Ms. A. Tremblay Mr. A. Ullett
REGRETS:	Ms. Y. Baltacioğlu	Mr. J. Durrell	Ms. B. O'Connor
STAFF:	Ms. S. Blanchard Ms. J. Conley Ms. R. Drodge (R. Secretary)	Ms. A. Goth Dr. R. Goubran Mr. S. Levitt	Mr. M. Piché Dr. J. Tomberlin
GUESTS:	Dr. B. Appel-Kuzmarov Dr. A. Chan Mr. M. Charles	Dr. L. Dyke Ms. B. Reid	Ms. C. Taylor Dr. B. Vukovic

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed all governors and attendees to Carleton University's virtual Board of Governors meeting. The Chair acknowledged and noted respect for the Algonquin First Nation and territory on which Carleton University is located.

The Chair recognized those affected and lost due to COVID-19. On behalf of the Board, he thanked all those practicing physical distancing, and front-line workers in all sectors who continue to work tirelessly to protect and support the community.

The Chair also acknowledged the tragic crash of a Canadian Forces Snowbird that occurred on May 17 in Kamloops, British Columbia. The Board of Governors extended their sincere condolences to the family and friends of Capt. Jenn Casey who lost her life in the crash, and to the family and friends of Capt. Richard MacDougall, the pilot of the aircraft, who was injured in the crash. Capt. Jenn Casey spent some time studying at Carleton University.

The Chair briefly reminded the members of the protocols for Microsoft Teams Board of Governor sessions.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The proposed agenda was circulated in advance. It was noted by the University Secretary that one item for approval was added under Other Business for the meeting.

It was moved by Mr. Alhaimi and seconded by Ms. Hayes that the open agenda of the 621st meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: the minutes of the previous meeting and business arising from the minutes. The rest of the items were distributed for information: Cyclical Review Program Summary for 2019/20, minutes of the April 16 Finance Committee and minutes from Senate.

It was moved by Dr. Carruthers, and seconded by Ms. Garland, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Strategic Integrated Plan (SIP)

An executive summary and plan were circulated in advance.

The Chair outlined that the Executive Committee reviewed the document at their May 19 meeting and are recommending its approval to the Board. Senate also reviewed and approved the plan on May 29.

The President stated that the completion of the Strategic Integrated Plan (SIP) marks a milestone for the entire university and was one of the President's top goals for the year. He stated that the plan is powerful, and will serve Carleton well for the next five to ten years. A formal launch is planned for Fall.

The SIP process began in September 2019 following the Board of Governors Orientation featuring guest presenter Ken Steele. The open consultation phase focused on gathering ideas, input and feedback. Next, a themed consultation process concentrated on the common themes garnered from the open consultation phase. A speaker series was conducted simultaneously to help stimulate ideas for Carleton's future.

The initial drafting phase began in the Winter of 2020, and a draft was presented to the Executive Committee in January. A second version of the plan was reviewed by the Board on April 30, 2020. The final version of the SIP was approved by Senate on May 29.

The President thanked all four SIP co-chairs: Betina Appel-Kuzmarov, Cindy Taylor, Patrice Smith and Lorraine Dyke, the Provost, leadership team, and the entire SIP Task Force and support team. Both Senate and the Board of Governors were recognized for their guidance throughout the year-long process.

On behalf of the Board, the Chair thanked the President, the Provost, the four co-chairs and everyone involved in the development of the SIP.

On the recommendation of the Executive Committee, it was moved by Ms. Karhu and seconded by Mr. Alhaimi that the Board of Governors approve the Strategic Integrated Plan, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Sexual Violence Task Force Report

An executive summary, presentation and report were circulated in advance.

The Board of Governors is mandated by the Ministry of College and Universities to review the Sexual Violence Prevention and Education Committee (SVPEC) report annually. The report outlines the sufficiency of Carleton's Sexual Violence policy, the effectiveness of current programs and services, and provides recommendations for the future.

The SVPEC was established in 2016 as part of the Sexual Violence Policy. The policy has since been revised and was approved again by the board in April 2019. The SVPEC relaunched as a Sexual Violence Task Force in August of 2019 to begin the work required for the report. The Carleton University Sexual Violence Prevention Strategy, *Honoring Each Other* was received by the Board in March 2020.

Mr. Michael Charles, Associate Vice-President and University Advisor (Equity and Inclusive Communities) and Chair of the SVPEC provided a presentation on the report.

Mr. Charles thanked Ms. Blanchard and her team for their incredible coordination and creativity. He noted that in drafting the report, the committee considered the sufficiency of the policy, the efficacy of the related programs and services offered, and any recommendations to make Carleton a safer campus.

With only two years of reporting under their belt, the committee was careful to not make any firm conclusions on trends. However, a number of directional and qualitative indicators appear to support the sufficiency of the policy structure and that the efforts are having a positive impact in terms of mitigating the risk of sexual violence on campus.

In regard to the findings on the effectiveness, the committee reviewed the data and feedback qualitatively on education and training being conducted on campus, the increased supports offered to survivors of sexual violence at EIC in the reporting year, and the communication surrounding the overall topic. There was an increase in the number of community members accessing these programs; exceeding 5200 people with an average score in the 9.5/10 range. Mr. Charles also noted the “Champions for Change” program, which received favorable national media coverage.

There was also an increase in supports provided for survivors, including: engagement with case assistants and accommodations such as the safe study spaces, peer support and the use of the quiet room and EIC co-working space. Both the additional supports and education and training was complimented by campus wide communications to help broadcast the new initiatives and reiterate Carleton’s dedication to this issue.

Last, the report addressed any further recommendations to increase a safe environment at Carleton. Mr. Charles noted the recent *Honouring Each Other* Strategy, derived from the feedback of over 100 faculty, staff and students who also participated in the consultations surrounding the revisions to the sexual violence policy, was also supplemented by work from the committee. The strategy contains five goals: creating a space for ongoing, responsive education, engaging the campus community to become “Consent Champions”, building individualized, intersectional support systems, systematic measurement and review of what works, and fostering a Consent Culture for Carleton. This final goal of fostering a Consent Culture goes beyond legal compliance and funding components, to the extent that Carleton can create these cultures and contribute to a sense of psychological safety on campus. Psychological safety aids in cognitive processing and performance which helps to drive Carleton’s academic mission.

The SVPEC has completed a work plan and is currently in the process of creating sub-committees, which will be formed in Fall of 2020. One of the most important subcommittees is the Measurement and Assessment Working Group, which will be looking at the evaluative frameworks.

Mr. Charles noted that the SVPEC consists of a group of 12 individuals with representation from faculty, staff and students. The group is looking to expand its representation from both the student and faculty areas.

The Chair thanked Mr. Charles, Ms. Reid and Ms. Blanchard for the great work on this report and process.

A member asked if there were plans to reach larger outreach numbers in the next year. If so, they wanted to know how it would be done, especially in light of COVID-19. Ms. Reid noted that EIC does hope to achieve larger outreach numbers with the launch of the “C³” (Carleton Consent Collective) Program. The goal of this program is to have “consent influencers” on campus talk to people in their communities. The role of EIC is to support the program, be responsive, and continual to hear what people need. The work plan is being looked at every 90 days, so continued feedback is being received on the prevention strategy to allow for smoother pivots. In light of COVID-19, EIC is currently in the process of looking to move the program online with webinars, etc., while also keeping in mind that there will be some conversations and support required in this area that cannot be done online – some will need to be held in-person.

Ms. Blanchard commented that the ultimate goal is for everyone to feel comfortable coming forward with disclosures. Although Carleton has seen that students are starting to have a greater sense of how to disclose, Carleton must continue its work to provide support for those who wish to receive it. Ms. Blanchard applauded the work done by Ms. Reid, as students appear to feel comfortable seeking out the resources she offers, which is part of the success. The Committee plans to increase the Carleton community’s involvement on campus, so that people feel that they are actively contributing. The *Honoring Each Other* Strategy on campus is designed to be a part of the community, so that people feel comfortable coming forward. Although there is still much to do, Ms. Blanchard noted that the groundwork exists and can be built upon.

Ms. Reid noted that EIC, from the front-line perspective, ensures to always center the experiences of survivors and trust that survivors are the experts in their own lives. All routes of coming forward to disclosing, be it informally or formally, are encouraged based on the survivor’s comfort level and desire. Surveys do show that there are survivors on campus who have not disclosed or have not received related support from the school. Although Carleton can strive to create comfortable and welcoming spaces for such disclosures and support, Ms. Reid noted that it is important to recognize that the choice to disclose or seek support is ultimately the survivors as they know best what they need.

6.2 Accessibility Strategy

An executive summary, presentation and report were circulated in advance. Ms. Blanchard introduced the item.

The Coordinated Accessibility Strategy started with an extensive consultation process in October of 2018. The development of the strategy was led by Dr. Boris Vukovic, the Director of Carleton’s READ Initiative and Dr. Adrian Chan, the Director of READ Innovation and a

professor within the Faculty of Engineering and Design and the Accessibility Strategy Steering Committee. Extensive feedback was received, and strong engagement took place throughout the consultation process, which resulted in a strategy that resonated with the community.

Dr. Chan noted that Carleton University has a long history in the area of accessibility and briefly highlighted the accessibility of the physical campus, coordination and leadership, education, research and student support services. The strategy serves as a framework for Carleton's on-going commitment towards a campus that is accessible and inclusive to all students, staff, faculty and visitors. The strategy is not only designed to coordinate the accessibility services, programs, and initiatives that already exist, but to serve as a means for Carleton to continue to strive for a campus culture of accessibility and inclusion.

The Accessibility Strategy Steering Committee is a cross-functional group with representation from all areas of campus with the participation of faculty, staff and students. It consisted of eleven members, two co-chairs and two support individuals. Dr. Chan applauded the strong and dedicated participation of the student members: Ms. Tess Macmillan and Ms. Amanda St. Dennis. Additionally, the efforts of the two support staff individuals, Ms. Lakin Dagg and Mr. Greg Aulenback were thanked. It was noted that having a cross-functional committee was integral to the strategy.

The timeline of the strategy's development was reviewed. The process began in October 2018 with a Consultation Phase, followed by: A Listening Phase from November 2018 to March 2019, a Tactical Phase from March to April 2019, a Drafting Phase from April to November 2019, a Fine-Tuning Phase throughout December 2019, and a Finalization Phase throughout January 2020. Dr. Vukovic noted that consultation and listening phases yielded approximately 100 pages of feedback, which was collected in a variety of formats from across campus. This feedback was used to craft the language of the strategy, its objectives and recommendation for the community. As such, the co-chairs felt that the voices of the community have been heard and are represented in this strategy.

From the consultation process, seven areas of focus emerged: coordination and leadership, education and training, information and communication, physical campus, employment and employee support, student support services, and research and development. For every area of focus within the strategy, there are objectives and recommendations. The objectives represent the desired goal and the recommendations are intended to be the pathways Carleton could use to journey towards the objectives.

The co-chairs noted that the next step in the process is to embark on the implementation phase. The implementation will be coordinated through the READ Initiative. There will be an advisory committee with representation from the entire community, which will be co-chaired by the vice-presidents, who have been supportive of the strategy. Working groups will also be established, which will take on each of the seven areas of focus that emerged from the consultations.

The co-chairs noted that the committee will continue to engage the community throughout the implementation and evaluation processes of the Coordinated Accessibility Strategy. The process

will continue to engage people with disabilities as the input of those with lived experience is of great value. The co-chairs expressed their commitment to a transparent process, with opportunities for the community to provide input and to help guide the implementation.

The advisory committee will develop an evaluation process which will adhere to the principles of transparency and accountability. The strategy is intended to be seen as a living document. As situations change, adaptations will be made as required.

A member inquired into why the risk to reputation was categorized as high in the Risk Matrix, which was included in the memo circulated to members in advance. Dr. Vukovic noted that accessibility is one of the most important pillars within the community and is a huge strength of Carleton University in terms of its reputation. The high-risk evaluation is related to Carleton not using the strategy as an opportunity to advance in accessibility and overall reputation.

6.3 Report from the Chair

The Board of Governors Chair's Report 2019/2020 was circulated in advance.

The Chair noted that Carleton continues to move from strength to strength, displaying great resilience towards one of the toughest challenges faced in the sector and country in recent history.

The Chair applauded the Board for being focused on ensuring that Carleton delivers a world-class transformative experience for its students, and remains a welcoming, open and safe place for everyone.

He highlighted a number of reports and milestones that have been reviewed and/or received by the Board: the report from the Carleton University Strategic Indigenous Initiatives Committee, the Sexual Violence Policy and the Coordinated Accessibility Strategy. During his two-year term as Chair, he also participated in Sexual Violence Prevention and Response Training.

The past two years have been focused on renewal at Carleton. Carleton's renewed leadership team represents a formidable positive force for good. The Chair noted his honour in having had the opportunity to assist in the recruitment and installation of Carleton's 15th President, Benoit-Antoine Bacon, who is doing an exceptional job at leading Carleton and laying the foundation for an even stronger future ahead. In addition, he also had the honour of installing Carleton's 12th Chancellor, Yaprak Baltacioğlu, one of Canada's most distinguished public servants.

Over the past two years, the Board has improved its operations to help deliver critical oversight. The Board composition is more diverse and well-balanced, which has brought new strength to the Board's deliberations. In addition, the Board committee structure was recalibrated and streamlined, and new risk assessment protocols were developed that helped focus Board deliberations.

The Chair highlighted the diversity of voices and views of distinguished guests who were invited to address the Board, ranging from National Chief of the AFN, Perry Bellegarde to talk about reconciliation, to Morneau Shepell to speak on mental health issues.

The Board consistently served their community by providing input to the Senior Leadership Team led by President Bacon and by exercising oversight over the finances of the University. The Board's prudent oversight also allowed Carleton to build a new Health Sciences Building, a new home for the Sprott School of Business, and additional space for Engineering Students. The Chair noted that Carleton's financial stewardship also well-positioned the university to weather the impacts of COVID-19.

The Chair took a moment to thank the former President of Carleton, Roseann Runte, noting her exceptional leadership as President, guiding Carleton through difficult times, and crediting many of Carleton's great successes today to her leadership.

The Chair took a moment to extend his sincere thanks to the Past-Chair, Chris Carruthers for all of his great accomplishments, advice and contributions he has given to the Board. He thanked Dr. Carruthers for being a dear friend, a mentor, an outstanding leader and a dedicated Carleton community member.

The Chair noted his great pleasure in having had the opportunity to volunteer alongside the Board of Governors and to work with President Bacon. He extended his most sincere gratitude to the President, his team, and to all members of the Board for their continued dedication to Carleton, especially in the midst of a global pandemic.

The Chair expressed his belief that Carleton is in the best possible hands, and as such will be ready to face any challenges the future may bring. Under the exceptional leadership of Dan Fortin, a corporate and civic leader in Canada and (upon Board approval) the incoming Chair of the Board of Governors, he noted his excitement towards what the future holds.

The Chair acknowledged the great dedication of the seven governors who were retiring from the Board: Farima Afaq, Abdulwahab Al-Haimi, Jessica Fullerton, Taylor Arnt, Ken Evans, Oliver Javanpour and the Past-Chair, Chris Carruthers. He noted that together, these governors had 28 years of combined service to Carleton University.

The Chair expressed his deepest gratitude for having had the opportunity in serving as the Board Chair for the previous two years. He apologized for not being able to express his thoughts in person. He looks forward to serving the Board in his new role as Past-Chair.

6.4 Report from the President

The Carleton U President's Report 2020 and *Kinamagawin* Carleton University Strategic Indigenous Initiatives Committee Final Report were circulated in advance.

The Chair congratulated the President on the great design of the documents and accomplishments over the past year. He welcomed the President to address the Board.

The President extended a sincere thank you to the Chair for his leadership, personal mentorship, and for an incredible two years as Chair of the Board.

As Carleton intensely prepares for the next academic year, the President noted that it is important to not forget to celebrate the success that Carleton has enjoyed this year, noting the year should not be reduced in the collective memory to dealing with COVID-19. Much was accomplished, and pride should be taken in the successes.

A hard-copy of the Annual President's Report was mailed to each of the governors in advance, which highlights many of Carleton's great accomplishments throughout the year. He noted that page 30 of the report is fully dedicated to the Board of Governors.

The President briefly reviewed a few of the top highlights of the year including:

- A two-year compounded increase of 50% in research funding (\$81.7M in 2019/20);
- The launch of the holistic partnership initiative between Advancement and the Office of the Vice-President (Research and International);
- Progress and achievement in Health and Wellness (national prizes);
- Recognition as the second most sustainable campus in the country;
- Development and release of the *Kinamagawin* Report;
- Men's varsity basketball national champions for the 15th time within 18 years.

The President acknowledged the tough times and challenges faced at this time. He addressed the recent and horrific wave of anti-Black racism events in Canada and the U.S. He reminded the Board of the statement that he and Mr. Charles released the day prior, related to these events and acknowledged Carleton's support of the #BlackOutTuesday Movement. Carleton's thoughts are with the members of the Black community at Carleton and beyond. Carleton is offering support through Health and Counselling and Equity Inclusive Communities. He encourages everyone to show care and compassion to each other.

The President noted that Summer 2020 semester is underway and thanked all those teaching for the high-quality courses that are being offered online to students.

The President outlined the work of the Carleton University Scenario Planning Working Group (CUSP) which is reviewing plans for Fall 2020. After reviewing all possible scenarios for the Fall, CUSP has put forward ten recommendations which are now being implemented. The most notable recommendation was to have the majority of instruction online Fall semester for both undergraduate and graduate students' courses.

Carleton has been considering reopening parts of campus for research. Carleton will move forward under the recommendations and guidelines of Public Health and the regulations from the Government of Ontario.

The President stated that Carleton is ensuring a great experience for all of those planning to attend Carleton in the Fall. This includes quality online courses, academic advising, mental health and counseling, peer-to-peer mentorship programs, virtual spaces and activities, and inclusive environment and library resources.

The President acknowledged the appointment of Amber Lannon as the University Librarian. Ms. Lannon has served as Interim University Librarian since January 1, 2020. She joined Carleton from McGill in 2014 and is a great addition to the Carleton team.

He commented on the postponement of the Spring Convocation ceremonies on campus. The leadership team remains hopeful that ceremonies can be held in-person in the near future. However, alternate celebrations will take place virtually with a number of Faculties and departments participating, upon approval of the graduates at the June 19 Senate meeting.

He extended his sincere thanks to the seven governors ending their term with the Board this year. He noted his gratitude for their work, commitment and advice to Carleton and to himself. The student governors were acknowledged for their dedication and he wished for them to remain connected with Carleton and the Board.

A member asked if the university has begun planning what Orientation will look like for incoming students. The President noted that the Student Services team has been exceptional in planning all student supports, including Orientation and noted that plans are underway. Ms. Blanchard reported that the team is working collaboratively with CUSA for Orientation, but highlighted that there are many different initiatives being worked through at this time. For Fall Orientation, online student success modules are being considered, in addition to a virtual Carleton Expo with Carleton's Clubs and Societies. Students will be able to engage online over the summer in a variety of ways and will have the opportunity to learn about how to get involved. Ms. Blanchard stated the team is expecting a highly engaging Summer and orientation period in the Fall.

7. OPEN-OTHER BUSINESS

An executive summary was provided in advance.

The Provost noted that there was a request made by the Institute of Cognitive Science to undergo a change in name, as it caused confusion amongst the university. The wish is to change the name to the Department of Cognitive Science.

An error within the executive summary was noted, under Item 7 as it pertains to the Risk, Legal and Compliance Assessment. He stated that there is a crucial "no" that is missing as the sentence should state, "there are no risk or legal ramifications related to the name change".

On the recommendation of Senate, it was moved by Mr. Ullett and seconded by Dr. Smith that the Board of Governors approve the change of academic unit name from the Institute of

Cognitive Science to the Department of Cognitive Science to take effect upon approval, as presented. The motion carried unanimously.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Mr. Ullett and seconded by Ms. Tremblay to adjourn the Open Session of the Board of Governors at approximately 4:15 p.m. The motion carried unanimously.