

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

The 626th Meeting of the Board of Governors Tuesday, June 1st, 2021 at 3:00 p.m. Via teleconference

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. OPEN ITEM(S) FOR APPROVAL
 - 5.1 Tuition Fees 2021/2022
 - Executive summary and presentation were circulated in advance.
- 6. OPEN ITEM(S) FOR INFORMATION
 - 6.1 <u>Sexual Violence Annual Report & Honouring Each Other Strategy Update</u> (S. Blanchard & M. Charles)
 - Executive summaries, presentations and reports were circulated in advance.
 - 6.2 Return to Campus Update (S. Blanchard)
 - Presentation was circulated in advance.

- 6.3 <u>Strategic Integrated Plan Annual Update (B.A. Bacon)</u>
 - Executive summary was circulated in advance.
- 6.4 Report from the Chair (D. Fortin)
 - The Annual Board Chair Report was circulated in advance.
- 6.5 Report from the President (B.A. Bacon)
 - The Annual President Report was circulated in advance.
- 7. OPEN OTHER BUSINESS
- 8. OPEN QUESTION PERIOD
- 9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM 5.1



BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:
		5/18/2021
From:	Finance Committee	Date of Meeting:
		5/25/2021
Subject:	2021-22 Funding-Eligible Tuition Fees	
Responsible	Provost and Vice-President (Academic)	
Portfolio:		

MOTION

2.0

On the recommendation of the Finance Committee, move to approve tuition fees for funding-eligible students in 2021-22, pursuant to the Provincial Tuition Framework announcement of April 30, 2021, as presented.

3.0 EXECUTIVE SUMMARY

The existing Tuition Fee Framework and Ancillary Fee Guidelines expired April 30, 2021. On April 30, 2021 the Ministry of Colleges and Universities released a memorandum outlining a new framework for the 2021-22 academic year which permits tuition fee levels for funding-eligible students to be set as follows:

- Tuition fees for domestic Ontario residents will remain frozen at 2020-21 levels for the 2021-22 academic year
- Institutions are permitted to increase tuition fees for domestic out-of-province students up to 3% in 2021-

Programs subject to this policy will remain the same as those regulated under the previous framework: the tuition policy will apply to tuition rates for programs which are eligible to be claimed for operating grant. Tuition fees for full cost recovery programs and international students are excluded from this policy.

In response to this regulatory change Carleton plans to increase domestic out-of-province student tuition fee by 3% in 2021-22. However, especially in light of the very tight timeline, implementation and operational issues may impact management's ability to incorporate this fee increase in time for the 2021-22 academic year.

4.0 INPUT FROM OTHER SOURCES

Input was received from the President, four Vice-Presidents, the President's Advisory Group, Office of the Deputy Provost, Financial Services, the Office of Institutional Research Planning.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Domestic fees are fully regulated by the provincial government. On January 17th, 2019, the Ontario Government announced tuition fee reductions of 10 percent in 2019-20, relative to 2018-19 levels. The Tuition Fee Framework also required colleges and universities to maintain tuition fee levels in 2020-21 at the same level as 2019-20 tuition. International fees are not regulated and are set using a number of factors such as comparison with other institutions, recruitment strategy and impact on the existing international student body. The newly released memorandum by the Ministry on April 30th permits Carleton to increase tuition fees for domestic out-of-province students to a maximum of 3% and requires tuition fees remain frozen at the 2020-21 level for domestic Ontario resident students. However, especially in light of the very tight timeline, implementation and operational issues may impact management's ability to incorporate this fee increase in time for the 2021-22 academic year.

6.0 FINANCIAL IMPLICATIONS

The fee increase is estimated to generate approximately \$500,000 in additional tuition fee revenue. Should it not be possible to implement the increase in time for 2021-22, the financial implications are not material (about 0.1% of budget). The budget was prepared in anticipation of frozen tuition fees for all funding-eligible students in 2021-22.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Tuition fees represent a significant portion of the university's revenue and the failure of the tuition to materialize, or charging fees that are beyond market could have an adverse effect on enrolment and overall university revenues. The risk is mitigated by aligning tuition with market conditions and mandatory provincial frameworks. In addition, domestic tuition increases are highly regulated through a provincial framework. There is also a risk if the university fails to increase tuition when provided the flexibility to do so given the uncertainty over future increases being permitted and the compounding effect of failing to take an increase on future years. This risk can be mitigated by approving increases when permitted by the Provincial Framework.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Not increasing the tuition fees as permitted could be interpreted by the government as an indication that we are not in need of additional revenues. If asked, we will say that tuition fees were increased as permitted, but that the timeline for implementation, incredibly tight, might not allow for these increases to be charged for 2021-22.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC		\boxtimes	\boxtimes		
LEGAL	\boxtimes				
OPERATIONAL		\boxtimes			
TECHNOLOGICAL	\boxtimes				
FINANCIAL		\boxtimes	\boxtimes		
REPUTATIONAL			\boxtimes		

2021-22 Funding-Eligible Tuition Fees

Board of Governors June 1, 2021





Regulatory Update

- MCU has provided a memorandum to universities outlining the new 2021-22 tuition fee framework:
 - Tuition fees for domestic Ontario residents will remain frozen at 2020-21 levels for the 2021-22 academic year;
 - Institutions are permitted to increase tuition fees for domestic out-of-province students up to 3% in 2021-22.
- The full 2021-22 Tuition Fee Framework has not yet been received by Ontario colleges and universities.



Planned Funding-Eligible Tuition Fees

- Freeze tuition fees in 2021-22 at the 2020-21 level for domestic Ontario funding-eligible students.
- Increase tuition fees in 2021-22 by 3% from the 2020-21 level for out-of-province funding eligible students
 - In light of the very tight timeline, implementation and operational issues may impact management's ability to incorporate this fee increase in time for the 2021-22 academic year
- International tuition fees were approved for a two-year period by the Board in April 2020.





AGENDA ITEM 6.1



BOARD OF GOVERNORS REPORT

	KEI SKI	
To:	Board of Governors	Date of Report:
		18 May 2021
From:	Vice-President (Students and Enrolment)	Date of Meeting
		1 June 2021
Subject:	2020 Annual Report on Sexual Violence	·
Responsible	Vice-President (Students and Enrolment)	
Portfolio:		

☐ For Approval		☐ For Discussion
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2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on April 25, 2019, after an extensive consultation and review with the Carleton community. The Policy and related legislation requires that an annual report be presented to the Board for information. The Carleton University Sexual Assault Support Centre provided 63 hours of sexual violence prevention and response training to more than 1,700 members of the community. The majority of this training was offered online due to COVID-19. This is in addition to the multiple initiatives that have been developed and delivered across campus with various stakeholders in areas of prevention, advocacy and support. Since January 2020, there have been 67 disclosures seeking support services. Of the 67 disclosures, 4 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 67 total disclosures, 48 are based on incidents that occurred within a year of the disclosure and 19 are considered to be based on historical incidents. When comparing these statistics to 2019, we suspect that changes in 2020 data reflect the new reality of COVID-19 and students being off campus. Although these statistics for 2020 are lower, the intensity of support was higher and is consistent to what we are seeing across the sector. Finally, Carleton University is in the first year of implementing the campus sexual violence prevention and education strategy entitled, "Honouring Each Other," which provides a three-year blueprint that focuses on prevention and education initiatives. A separate report on this initiative will be presented to the Board of Governors at its June 1, 2021 meeting.

4.0 INPUT FROM OTHER SOURCES

Equity and Inclusive Communities, Office of the Vice President (Students and Enrolment), Health and Counselling Services, Department of Housing and Residence Life, Educational Development Centre, Office of Student Affairs, Student Experience Office (SEO), Campus Safety Services, the Carleton University Students' Association (CUSA), the Graduate Students' Association (GSA), and the Department of Recreation and Athletics have collaborated in the creation and delivery of prevention, education, and awareness initiatives and communications. Annual Statistics have been collected by Equity and Inclusive Communities, Campus Safety Services and Housing and Residence Life.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Pursuant to Bill 132, the University is required to have a stand-alone sexual violence policy which is reviewed and approved every three years by the Board and is required to provide an annual report. The purpose of the Policy is to articulate Carleton University's commitment to a safe, supportive and healthy campus and to confirm its commitment to provide support to those members directly affected by sexual violence. As such, the Policy sets out the University's statement of values and commitments to address sexual violence; provides information about supports and services available at Carleton University and in the community; ensures follow-up once a report is made to the University and provides information about the University's process for responding to and addressing incidents and complaints of sexual violence.

The Policy and legislation require that an annual report is presented to the Board for information.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of the annual report and revisions to the Policy.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Policy and annual report are required to meet the University's obligations under Bill 132 including in particular the Ministry of Training, Colleges and Universities Act and the Occupational Health and Safety Act with respect to sexual violence, sexual harassment, and workplace sexual harassment. In addition, the Policy reinforces and enhances the Carleton University Statement on Conduct and Human Rights and related policies and procedures addressing sexual violence, sexual harassment and workplace sexual harassment. The annual report is designed to provide the Board of Governors with information relating to prevention, education and awareness initiatives being undertaken at Carleton in addition to annual reporting statistics thereby assisting the Board to meet its risk oversight requirements. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant reputational and legal risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Ensuring that we were responsive to the online environment, EIC partnered with Health and Counselling Services to create a document entitled, "Trauma-Informed Tips for Working and Studying from Home," so that survivors in all spaces of the campus were able to access important information on productivity and the current online context, that also took into account their experiences of trauma.

A self-care journal was also created, "I Choose Me: A Book for Affirmation and Reflection," in partnership with local Ottawa artist, Lucky Little Queer. This journal offers spaces for creativity, empowering quotes, illustrations of powerful community activists, grounding activities, and self-care checklists. The journal is offered as part of self-care kits we create for survivors and that were mailed to students. These will be available in the EIC office when we return to campus.

The Office of the Vice-President (Students and Enrolment) also featured the Education and Services Coordinator in EIC on the Carleton Pathway Podcast on the eve of Sexual Assault Awareness Week 2021 to talk about the events and activities planned for the week and programming offered year-round. Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website and in the MyCarleton Portal as a supplement to other ongoing promotions in student newsletters and on social media.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC			\boxtimes		
LEGAL		\boxtimes			
OPERATIONAL		\boxtimes			
TECHNOLOGICAL	\boxtimes				
FINANCIAL		\boxtimes			
REPUTATIONAL				\boxtimes	



BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:
		18 May 2021
From:	Assistant Vice-President, Equity and Inclusive Communities	Date of Meeting:
		1 June 2021
Subject:	2020 Honouring Each Other Report	
Responsible	Department of Equity and Inclusive Communities	
Portfolio:		

1.0	PURPOS	E

 \square For Approval \boxtimes For Information \square For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

As part of the review of the Sexual Violence Policy in 2019, Honouring Each Other was created as a living document to provide a responsive, adaptable, and innovative strategy to build campus consent culture. The document provides a three-year overview of actions, campaigns, and programming that was co-created by the campus community. Every 90 days, Equity and Inclusive Communities (EIC), in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), review the strategy and updated the workplan to reflect the actions required for the next 90 days of work. Both the strategy and the workplan are available online at carleton.ca/equity.

4.0 INPUT FROM OTHER SOURCES

Office of the Vice-President (Students and Enrolment)

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As part of the Sexual Violence Policy review process, and for the approval of that document in April 2019, the Board of Governors committed to the creation of a sexual violence strategy to further the goals of the Sexual Violence Policy. The objectives and strategies laid out in *Honouring Each Other: Building consent cultures on campus, together* are based on a timeline of approximately three years but are subject to continuous review and updating in order to meet with the best practices and current culture surrounding prevention and education of sexual violence, as well as supporting survivors of sexual violence. The Board of Governors should be aware of the actions in the strategy, and additionally, we also invite the participation of the members in the execution of the strategy tactics.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The objectives and strategies laid out in *Honouring Each Other: Building consent cultures on campus,* assist the university with meetings obligations under Bill 132 including in particular *the Ministry of Training, Colleges and Universities Act* and the *Occupational Health and Safety Act* with respect to sexual violence, sexual harassment, and workplace sexual harassment. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant reputational and legal risk. The objectives and strategy mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

No communications strategy is required.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	\boxtimes				
LEGAL	\boxtimes				
OPERATIONAL	\boxtimes				
TECHNOLOGICAL	\boxtimes				
FINANCIAL	\boxtimes				
REPUTATIONAL		\boxtimes			

Carleton University 2020 Report on Sexual Violence

Presented to the Board of Governors

Prepared by the Department of Equity and Inclusive Communities and the Office of the Vice President (Students and Enrolment): June 1, 2021







Executive Summary

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on April 25, 2019, after an extensive consultation and review with the Carleton community. The Policy and related legislation requires that an annual report be presented to the Board for information. The Carleton University Sexual Assault Support Centre provided 63 hours of sexual violence prevention and response training to more than 1,700 members of the community. The majority of this training was offered online due to COVID-19. This is in addition to the multiple initiatives that have been developed and delivered across campus with various stakeholders in areas of prevention, advocacy and support. Since January 2020, there have been 67 disclosures seeking support services. Of the 67 disclosures, 4 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 67 total disclosures, 48 are based on incidents that occurred within a year of the disclosure and 19 are considered to be based on historical incidents. When comparing these statistics to 2019, we suspect that changes in 2020 data reflect the new reality of COVID-19 and students being off campus. Although these statistics for 2020 are lower, the intensity of support was higher and is consistent to what we are seeing across the sector. Finally, Carleton University is in the first year of implementing the campus sexual violence prevention and education strategy entitled, "Honouring Each Other," which provides a three-year blueprint that focuses on prevention and education initiatives. A separate report on this initiative will be presented to the Board of Governors at its June 1, 2021 meeting.

Impact of COVID-19

In 2020, Carleton University transitioned to remote course and service delivery due to the COVID-19 pandemic. As a result of this transition, we had to challenge the notion that sexual violence may lessen with public health restrictions involving physical distancing, remote learning and work. We know that sexual violence happens online, just as it happens in person; and we worked to ensure that survivors of online sexual violence or exploitation had access to resources and supports as soon as possible. Additionally, for those survivors who did experience physical violence, we worked to ensure that they did not feel an additional sense of shame or stigma due to the physical distancing restrictions. Finally, we faced the inevitable fact that for many survivors, sexual violence is happening in their homes, where they are unable to escape the violence in the current context of public health restrictions. This required developing new protocols for referring survivors to campus resources, as well as community resources, including Ottawa's new text support line, Unsafe At Home. Carleton University responded with creativity to these challenges, engaging the use of new tools including videos and graphic offerings that will endure as public health restrictions ease and the eventual return to campus.

Prevention, Education and Awareness Initiatives

In 2020, multiple campus partnerships were continued in order to provide sexual violence education and awareness services. Partners included:

- Department of Equity and Inclusive Communities (EIC)
- Office of the Vice President (Students and Enrolment) (OVPSE)
- Health and Counselling Services
- Department of Housing and Residence Life
- Educational Development Centre
- Office of Student Affairs
- Student Experience Office (SEO)
- Campus Safety Services
- Carleton University Students' Association (CUSA)

- Graduate Students' Association (GSA)
- Department of Recreation and Athletics

Carleton was also proud to partner with a number of organizations in the broader Ottawa community that seek to end gender-based violence in our city, including:

- Sexual Assault Support Centre of Ottawa
- City of Ottawa Women and Gender Equity Strategy Working Group
- City for All Women Initiative
- Ottawa Coalition To End Violence Against Women
- Courage to Act: Can Justice Heal? Community of Practice
- Ontario University Sexual Violence Network
- Ottawa Post-Secondary Sexual Violence Network
- Ottawa Police Community Advisory Committee on Gender-Based Violence

Training Statistics

Throughout 2020, the Carleton University Sexual Assault Support Centre provided 63 hours of sexual violence prevention and response training to 1,728 members of the campus community. The majority of these trainings were offered online, and targeted residence students and staff, fraternities and sororities, and athletes.

Training Highlights

Moving to an online space

Due to required COVID-19 safety precautions and campus protocols, EIC worked quickly to innovate its training offerings to ensure the campus community still had access to sexual violence prevention workshops. This meant the conversion of 23 professional development trainings to synchronous formats accessible over Zoom or Microsoft Teams. As part of the collaboration with OVPSE on the Student Support Certificate, 3 workshops of Responding to Disclosures of Sexual Violence training were offered with 56 members of the community participating. Additionally, EIC created 6 resource and training videos on the topics of consensual online interactions, coping with triggers, and supporting one another during COVID-19.

Intersectional Support and Training

While 2020 brought COVID-19 to the world, it also provided a critical racial reckoning globally, and post-secondary environments were integral to that conversation. While EIC programming has always been intersectional, the focus, even more so this year, was on offerings that recognized individuals through multiple demographic identities simultaneously.

Communications

Ensuring that we were responsive to the online environment, EIC partnered with Health and Counselling Services to create a document entitled, "Trauma-Informed Tips for Working and Studying from Home," so that survivors in all spaces of the campus were able to access important information on productivity and the current online context, that also took into account their experiences of trauma. A self-care journal was also created, "I Choose Me: A Book for Affirmation and Reflection," in partnership with local Ottawa artist, Lucky Little Queer. This journal offers spaces for creativity, empowering quotes, illustrations of powerful community activists, grounding activities, and self-care checklists. The journal is

offered as part of self-care kits we create for survivors and will be available in the EIC office when we return to campus.

The Office of the Vice-President (Students and Enrolment) also featured the Education and Services Coordinator in EIC on the Carleton Pathway Podcast on the eve of Sexual Assault Awareness Week 2021 to talk about the events and activities planned for the week and programming offered year-round. Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website and in the MyCarleton Portal as a supplement to other ongoing promotions.

#CUrious Campaign 2020

In 2020, the third year of #CUrious moved to an online space. This initiative addresses a critical time of year on university and college campuses. Studies show that the first six to eight weeks of classes are when most post-secondary institutions see a spike in sexual assaults and other forms of gender violence, sometimes referred to as "The Red Zone." #CUrious addresses this by offering an event each week for the first six weeks of classes, launching after Fall Orientation week ends. This year, it was important not to overlook this important time, simply because students were not physically on campus.

EIC hosted three online events, including online yoga, self-care crafting sessions, and bystander training workshops. They also partnered with the Ottawa Post-Secondary Sexual Violence Network (Ottawa University, Algonquin College, and La Cité) to host an #IBelieveYou Day.

Consent Is Not Cancelled 2020

Consent Is Not Cancelled is a partnership between Carleton University, Ryerson University, and Wilfred Laurier University. This campaign included three major offerings: a speaker series, Curiosity Labs, and a keynote event featuring Chanel Miller and Eternity Martis as part of Sexual Assault Awareness Week 2021.

The Speaker Series included six essential discussions for the movement to address and prevent sexual violence. Presented by leading experts on some of the timeliest issues facing campuses today, including police abolition, "consentful tech", alternative accountability approaches, and misogynoir, the hour-long sessions offered insightful advice and nuanced conversation.

The Curiosity Labs were monthly experimental spaces offering students an opportunity to learn together, ask questions and share ideas. Each of the 45-minute labs gave space to discover, test and build on relationship skills on topics like flirting and sexting, apologies, boundaries, and sitting with rejection. This project was also cited in a January 2021 article by Flare Magazine.

Sexual Assault Awareness Week 2021

This year, EIC worked with several on-campus partners to bring six different online events to the Carleton community. This included the keynote address with Chanel Miller, author of "Know My Name," about her experience as a sexual assault survivor, and Eternity Martis, author of "They Said This Would be Fun." This was a sold-out online event, with over 300 people attending for the evening. The special conversation was opened with poets from CUSA's Womxn's Centre and featured Carleton students sharing their stories of survival and support.

Additionally, a joint workshop on traditional medicines for Indigenous students was developed in partnership with the Centre for Indigenous Initiatives, a series of yoga videos for survivors was launched and we offered a Netflix Watch Party of the movie, "Clueless." An online registration for self-care kits was launched and kits were mailed to survivors throughout the week as an additional form of support and joy while many students felt isolated at home. The self-care kits were a major success, also reaching maximum capacity for registration after only 48 hours online — more than 350 kits were mailed to students.

Carleton is also excited to have launched a virtual support group for survivors of sexual violence, in partnership with the Sexual Assault Support Centre of Ottawa. This is a new support offering for survivors in our office, and the response from the community has been excellent.

Annual Statistics

Carleton University continues to collect and report on statistics related to sexual violence through six broad categories. These categories are sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, and sexual exploitation.

Based on these categories, and from January-December 2020, there have been 67 disclosures seeking support services. Of the 67 disclosures, 4 cases went to a formal investigation process as requested by the respective complainants. Of the 67 total disclosures, 48 are based on incidents that occurred within a year of the disclosure and 19 were considered to be based on historical incidents. Further, of the 67 disclosures, 36 disclosures involve a respondent who is a member of the Carleton community and 23 incidents took place on campus.

The breakdown of disclosure statistics that are based on the six broad categories of sexual violence (not including formal complaints) are as follows:

- 40 cases of sexual assault
- 16 cases of sexual harassment
- 4 cases of stalking

- 0 cases of indecent exposure
- 0 cases of voyeurism
- 3 cases of sexual exploitation

Beginning in 2019, we are also collecting statistics on consent education meetings as part of our alternative resolution work. In 2020, EIC provided 12 sessions for consent education, 6 of which were mandated by the Sexual Violence Review Committee, and 6 that were voluntary conversations.

When comparing these statistics to 2019, the changes in the 2020 data reflect the new reality of COVID-19. Although these statistics for 2020 are lower, the intensity of support was higher and is consistent with what we are seeing across the sector.

A comparison table has been provided for reference to show the year-over-year comparison.

Table 1: Total Disclosures

Measure	2019	2020			
Informal disclosures	124	63			
Formal reports	6	4			
Total:	130	67			

Table 2: Disclosure Breakdown

Measure	2019	2020
Recent cases	75	48
Carleton University Respondent	56	36
On-campus incidents	45	23
Consent education	12	12

While we strive to one day have a campus free of violence altogether, at this time, these numbers confirm that our services and programming are supporting survivors on campus.

Policy Review Process

The Sexual Violence Policy is scheduled for revision and renewal in 2022. Carleton is committed to implementing a holistic and transparent consultation process as conducted in 2018-19 and has already initiated discussions to determine the best approach. Consultations will begin in Fall 2021, in order to meet the 2022 deadline. The Board of Governors will be provided with updates throughout this process.

Honouring Each Other: A blueprint for building consent cultures on campus, together

As with all other programming in 2020, Carleton's prevention strategy required multiple adaptations to respond to COVID-19 circumstances. However, we did form three sub-committees under the Sexual Violence Prevention and Education Committee (SVPEC) which serves as the university's task force on sexual violence. Additionally, we updated the terms of reference for the SVPEC to reflect the provincial protocols for sexual violence task forces at universities. We will review the activities of the prevention strategy in 2021 and update it to reflect the likelihood of a mixed program delivery model. A report outlining updates on the implementation of *Honouring Each Other: Building consent cultures on campus, together.* Both reports will be presented to the Board of Governors at its June 1, 2021 meeting.

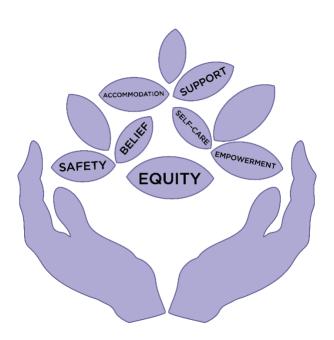
What Has Been Learned

2020 was a year that presented many unforeseen circumstances to us. We learned that our services are flexible, adaptable, and resilient. It was also reinforced to us that intersectional support is critically important when offering care to sexual violence survivors. We continue to innovate and take new approaches when it comes to support offerings for survivors on Carleton's campus, and we know that moving forward, this past year will only have made our services stronger.

Carleton University 2020 Honouring Each Other Report

Presented to the Board of Governors

Prepared by the Department of Equity and Inclusive Communities and the Office of the Vice President (Students and Enrolment): June 1, 2021







Background on Honouring Each Other: A blueprint for building consent cultures on campus, together

As part of the review of the Sexual Violence Policy in 2019, *Honouring Each* Other was created as a living document to provide a responsive, adaptable, and innovative strategy to build campus consent culture. The document provides a three-year overview of actions, campaigns, and programming that was cocreated by the campus community. Every 90 days, Equity and Inclusive Communities (EIC), in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), review the strategy and updated the workplan to reflect the actions required for the next 90 days of work.

Both the strategy and the workplan are available online at <u>carleton.ca/equity</u>.

2020 Update

As with many other university initiatives in 2020, adaptations within *Honouring Each Other* were required to respond to COVID-19 circumstances. However, the SVPEC still achieved several key objectives as part of its work to further the work of expanding consent culture on campus.

Sexual Violence Prevention and Education Steering Committee (SVPEC)

One of the main tasks completed by the SVPEC this year was to update the terms of reference for the SVPEC to reflect the provincial protocols for sexual violence task forces at universities. This committee also reviewed the prevention strategy and workplans before they were released to the community, and supported the work of each sub-committee.

Committee Work

In the initial stage of the prevention strategy, we updated the committee structure for the Sexual Violence and Education Committee (SVPEC). We shifted the SVPEC, which also acts as the university's task force on sexual violence, into a steering committee and created three sub-committees. The sub-committee structure is as follows:

- Measurement Sub-committee
- Communications and Communities Sub-committee
- Public Education Sub-committee

Each sub-committee is chaired by a Carleton community member, supported by Carleton University Sexual Assault Support Centre (CU SASC) staff, and is guided by the vision of the prevention strategy as well as the 90-day work plans.

Measurement Sub-Committee

The Measurement Sub-Committee embarked on the major task of reviewing campus awareness of sexual violence support services by creating a survey to gather feedback from the community. The sub-committee consulted with the research and ethics board to ensure that the survey was designed in accordance with current best practices and submitted it to the Survey Approval Committee on campus for review.

Launch of the survey is currently pending a return to campus.

Additionally, this committee is now looking at promising practices for evaluating sexual violence training programs, and will use this knowledge to develop an evaluation methodology for the Carleton Consent Collective (C³) training program (to be launched in 2021/2022).

Communications and Communities Sub-Committee

This sub-committee focused on building a communications plan to address campus sexual violence in an online context, as well as developing information about what supports were available to survivors. They also created communication plans for our two major public awareness campaigns - #CUrious in the fall and Sexual Assault Awareness Week (SAAW) in January. We are currently recruiting new members who will be tasked with supporting the planning for #CUrious 2021 and relaunching the Peer Support Program.

Public Education and Training Sub-committee

This sub-committee was most impacted by the COVID-19 shift to virtual service, as many of the workplan action items for this committee were focused on in-person interactions. In the circumstances, the work of this group focused on supporting online training, providing feedback on tools, content, and timing to aid the transfer to cyber learning. The sub-committee is now working towards piloting a program for young men on campus to discuss consent and healthy relationships.

Looking Forward

The circumstances of COVID-19 allowed the SVPEC and EIC to revise *Honouring Each Other* and relaunch the strategy for 2021. The revised strategy enhances online programming, while pushing back many of the in-person programs to later years of the strategy. The SVPEC has also refreshed its online portal for community members to submit feedback on the strategy.

We will post the updated strategy and workplan in advance of the Fall 2021 semester.

2020 Annual Report on Sexual Violence

Board of Governors June 1, 2021





Prevention, Education and Awareness Initiatives

- More than 1,700 members of the campus community were trained online in 2020
- Equity and Inclusive Communities created 6 resource and training videos
- Annual #CUrious campaign was delivered online in September
- Sexual Assault Awareness Week ran from January 25-29, 2021
 - Chanel Miller, author of "Know My Name"
 - Eternity Martis, author of "They Said This Would be Fun"
- Joint workshop on traditional medicines for Indigenous students
- More than 350 self-care kits were mailed to students
- Partnership with Ryerson University and Wilfred Laurier University on the Consent is Not Cancelled campaign



Communications

- Trauma-Informed Tips for Working and Studying From Home
- Self-care journal with spaces for creativity, empowering quotes, illustrations of powerful community activists, grounding activities, and self-care checklists.
- Information on the Sexual Violence Policy, including how to disclose is available on the MyCarleton Portal
- Feature of the Education and Services Coordinator on the Carleton Pathway Podcast for Sexual Assault Awareness week.



Annual Statistics (Jan. to Dec. 2020)

- In 2020 there were a total of 67 disclosures seeking support services compared to 130 in 2019.
- Of the 67 disclosures in 2020:
 - 4 cases went to a formal investigation process as requested by the respective complainants.
 - 48 are based on incidents that occurred within a year of the disclosure
 - 19 were considered to be based on historical incidents.
 - 36 disclosures involve a respondent who is a member of the Carleton community
 - 23 incidents took place on campus
- There were 12 sessions offered on consent education. 6 were mandated, 6 were voluntary



Annual Statistics Breakdown

The breakdown of disclosure statistics that are based on the six broad categories of sexual violence (not including formal complaints) are as follows:

- 40 cases of sexual assault
- 16 cases of sexual harassment
- 4 cases of stalking
- 0 cases of indecent exposure
- 0 cases of voyeurism
- 3 cases of sexual exploitation



Sexual Violence Policy Review

- The Sexual Violence Policy is scheduled for revision and renewal in 2022
- We will undergo an extensive, collaborative and transparent consultation process as we did in 2018-19
- Consultations will begin in the Fall 2021 term to meet the 2022 timeline
- After the review, the revised policy will be brought to the Board of Governors for approval







Background on Honouring Each Other: A blueprint for building consent cultures on campus, together

- As part of the review of the Sexual Violence Policy (approved April, 2019), *Honouring Each* Other (approved April 2020) was created as a **living document** to provide a responsive and adaptable strategy to enhance campus consent culture.
- The document provides a **three-year overview** of actions, campaigns, and programming that was co-created by the campus community.
 - Every 90 days, Equity and Inclusive Communities (EIC), in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), review the strategy and update the **workplan** to reflect the actions required for the next 90 days of work.
- Due to **COVID-19** public health guidelines, a number of the new initiatives were included and revised.

Overview of 2020 Strategic Goals

- 1. Creating a space for ongoing, responsive education on campus
 - o Education is inclusive and meets intersectional needs of all Carleton's staff, faculty, and students
- 2. Engaging the campus community to become "Consent Champions"
 - Collaboration with on-campus groups to conduct events/workshops/seminars about consent
- 3. Building individualized, intersectional support systems
 - Accessible, fast and individualized support on campus, including peer supporters, available at many locations on campus
- 4. Systematic measurement and review of what works
- 5. Fostering a Consent Culture for Carleton
 - Continuing public awareness campaigns

Year One Progress

- Launched three Working Groups under the Sexual Violence Prevention and Education Committee (SVPEC) and recruited over 40 students, staff, and faculty members:
 - Public Education and Training Working Group
 - Adapted educational materials and trainings for a virtual format:
 - "Carleton Consent Collective"
 - "Responding to Disclosures Training"
 - o "Trauma-Informed Tips for Working and Studying from Home"
 - Communications and Communities Working Group
 - o Organized virtual awareness and educational campaigns in collaboration with campus and community stakeholders:
 - Sexual Assault Awareness Week
 - #CUrious Campaign
 - #ConsentIsNotCancelled Speakers Series and Curiosity Labs (in partnership with Courage to Act, Ryerson University, and Sir Wilfred Laurier University)
 - Measurement Working Group
 - o Draft survey to collect data on community awareness of sexual violence support services implementation pending RTC

Highlights of the Current Work Plan (EIC)

- o Creation of support groups for survivors in collaboration with the Sexual Assault Support Centre of Ottawa
 - Completed an 8-week program for survivors and received positive feedback
 - o Ongoing for academic semesters (Jan-April 2021, Jan-April 2022)
- Carleton University Sexual Assault Support Centre CHAT text and web chat program
 - Transitioned Peer Support to an online text and chat service
- Abundant Approaches: Exploring Inclusive Healing for Sexual Violence", a virtual six-part professional development series
 - Held three events between March-May 2021 discussing inclusive healing with over 170 attendees present in total
- Development and evaluation of inclusive prevention programming
 - o Creation of a research project for Community Prevention Programming
 - Review promising practices sexual violence prevention programs
 - o Develop criteria for program assessment

Looking Forward

- As we prepare for a gradual and safe return to campus, we will continue to:
 - o rollout virtual programming and prepare to deliver virtual and/or in-person trainings for Fall 2021.
 - Launch communications plan to support strategy in Fall 2021 and encourage community members to submit feedback
 - Work in collaboration with the working groups to transition campaigns, programs, and events to in-person for Winter 2022
 - Update the current work plan to reflect ongoing progress and changes with respects to a gradual return to campus
 - Asses when to re-introduce postponed initiatives in the strategy due to COVID-19
 - Anonymous survey on current sexual violence prevention programming and resources on campus
 - Campus bar staff trainings
 - ° Creating open workshops for students, staff, and faculty to debrief about issues of sexual violence

SVPEC (Task Force) Membership

- Michael F. Charles (Chair), University Advisor on Equity and Inclusive Communities (EIC)
- o Lisa Ralph, Associate Vice President, Student Affairs
- Laura Story, Director, Housing and Residence Life
- Kyla Reid, Research Facilitator- FPA
- Dillon Brady, Manager, Student Conduct and Harm Reduction
- Jonathan Malloy, Faculty Member
- o Cassandra Starosta, Graduate Student Representative

- Ikram Jama, Senior Advisor, Human Rights and Equity
- Amal Elmi, Senior Advisor, Gender and Sexual Violence Prevention and Survivor Support
- Hary Shanmuganathan, Coordinator, Residence
 Community Development & Student Engagement
- o Beau Welter, Counsellor- Sexual Assault and Trauma
- o Ridah Khan, Undergraduate Student Representative

AGENDA ITEM 6.2

Safe Return to Campus Recovery Strategy

Process and Protocols - May 2021

Presented to the Board of Governors





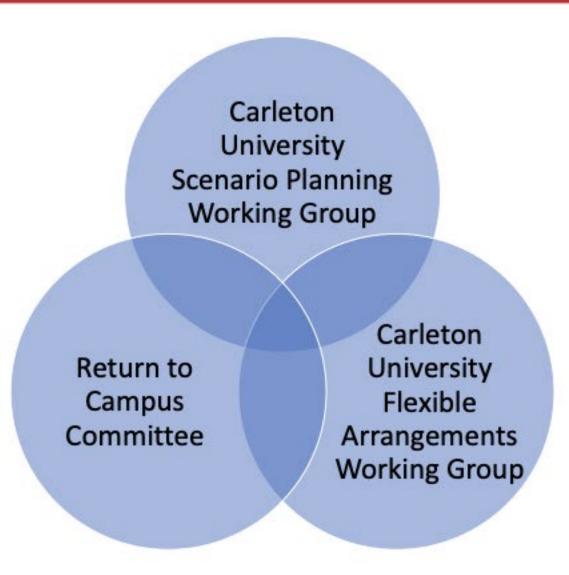
Agenda

- Assumptions and Principles for Return to Campus (RTC)
- RTC Processes for Administrative Management, Academic Management, and Support Services
- Preparation of Buildings
- Supplies for RTC
- General Policies and Procedures
- Vaccinations
- Required absences
- Questions
- Note: The presentation does not address the return of students and academic plan. Those will be addressed separately





The planning ecosystem



Assumptions and Principles for RTC

Community Health & Safety is the primary concern and guiding principle

- All plans are focused on the return to campus in a safe way.
- Return to campus will be phased and **must** abide by Provincial Government Orders (*still in effect*) and the *Occupational Health Safety Act* (OHSA)
- Not all members of department/unit will be returning at once due to physical distancing requirements. The return will be guided by Health and Safety requirements including capacity limits
- Planning allows us to prepare in a safe way:
 - Preparing Infrastructure: Buildings, Classrooms, Study Space and Offices;
 - Establishing Required Policies and Guidelines;
 - Structured and phased process for return of depts/units
- Areas which should return in priority sequence are:
 - Core Services (already on campus FMP, Campus Safety, Campus Services, H&C, Residence)
 - Areas which support labs and research, including library (already on campus)
 - Research (for those approved to be on campus)
 - Areas which support students (e.g. Registrar, Financial Aid, Faculty of Graduate Studies, Academic Management, Student Accounts, Academic Departments, Athletics, Dining Services etc.), parts of ITS and TLS
 - Admin and Governance Areas (e.g. ITS, Financial Services, Human Resources, Business Office (excluding Student Accounts), University Secretariat, etc.) and other areas as required

Overall Guidelines

Expectations are provincial guidelines and standard health/safety requirements will remain in effect:

- Physical distancing (6ft)
- Non-Medical masks are mandatory where distancing is not possible and are required in all publicly accessible spaces
- Hand washing essential –soap and water, hand sanitizer
- OHSA obligates both employer and worker to ensure a safe workplace
- Plans are in development to support education and compliance
- Including education program and escalation process to support the community in meeting public health guidelines

Ensuring a Safe Workplace

To help ensure a safe workplace and prevent the transmission of COVID-19, the following measures are effective:

- Maintaining a 2-metre physical distance from others and gatherings are restricted as per public health;
- Wearing a non-medical mask when physical distancing cannot be maintained or in a public space;
- Mandatory screening and staying at home if ill or experiencing any symptoms (including mild);
- Frequent hand washing using warm water and soap for at least 20 seconds; alternatively, using hand sanitizer with a minimum of 60% alcohol base;
- Avoiding touching the face, mouth, nose or eyes;
- Covering your cough with tissues or your sleeve; cleaning and disinfecting your surfaces and objects;
- Follow directional arrows for movement, entrance and egress and comply with signage;
- Limit elevator occupancy to the posted maximum;
- Adhere to maximum occupancy signage for meeting rooms and common areas;
- Use hand sanitizer upon entering the building and/or touching high-frequency contact surfaces (such as elevator call buttons)

Process: Administrative Management, Academic Management and Other Support Services

Step 1: Recovery Assessment (Questionnaire) to Gather Specific Activities and Use of Space

Step 2: Submitted Responses have been reviewed by RTC

Step 3: "Requirements and Protocols" document have been provided to Manager/Supervisor/Chair

Note: The above steps were conducted last spring

Step 4: Updating "Requirements and Protocols" document provided to Manager/Supervisor/Chair to be updated

• If a "RTC Requirements and Protocols" document has been completed it needs to be updated and returned to RTC for final approval

Step 5: Approval by Steering Committee

- RTC to provide recommendation on areas and proposed date of return (tentative August)
- Steering Committee will provide final approval
- Manager/Supervisor/Dean will be informed

Step 6: Share with the Unions

- · Unions will continue to be regularly updated on the return to campus plans and the steps taken to ensure workplace safety
- Health and Safety questions from Union members to be directed to JHSC rep as per OHSA

Step 7: Notify Employees

- Employees will be informed about return to campus with appropriate notice given. **Note: Not all units will be returning for September**
- Returning faculty and staff must do the Covid online training posted on cuLearn/Brightspace
- Accommodation requests to be addressed to HR on a case-by-case basis

Preparation of Buildings & Grounds

Buildings

• FMP is preparing buildings and grounds to be ready before the phased return of faculty, staff and students and is coordinating their activities with the prioritized schedule for return

Cleaning

- Concentrated efforts on high touch surfaces and common spaces where staff, faculty and students are working
- Cleaning protocols are in place for Buildings, Classrooms, Common Spaces, Study Spaces
- Additional Resources are being secured as required
- Internal Department Spaces

Ventilation

- Ventilation Measures Currently in Place Across Campus:
 - Main air handling systems in have been fitted with high efficiency (MERV 13) filters in all buildings except ARISE
 - ARISE currently has MERV 11 filters and is scheduled to undergo upgrade to MERV 13 filters in June 2021
 - Main air handling systems are providing pre- and post-occupancy flushes of ventilation air
 - All systems are monitored daily by FMP building operations staff
- Additional Ventilation Measures In Progress:
 - FMP has engaged 3rd party consultants to verify and recommission ventilation systems
 - FMP is reviewing advanced air cleaning techniques
 - FMP is recommissioning all humidification systems

Supplies and Procurement

- The university will shift back to decentralized purchasing, assuming supply channels are stable. This means that departments will order the necessary supplies directly from appropriate vendors, as identified by Procurement Services.
- A <u>Return To Campus Purchasing Guide</u> will be provided which will outline available supplies, approved vendors, and ordering methods
- The University will continue to maintain an emergency stock of essential supplies for health and safety, and
 provide centralized support through eShop, in the event that supply chain disruptions reoccur
- All university established protocols and procurement policies apply
- The following catalogues are available in eShop to facilitate ordering of essentials supplies:
 - **Physical Controls**: All approved public signage and standard physical barriers, free of charge to internal departments. Note: Barrier orders require walkthrough to review appropriateness and placement.
 - **General Supplies**: Inventory of products (e.g., personal care kits) which are free of charge to internal departments as well as some difficult to acquire items which are available on a cost-recovery basis through Procurement Services. Several vendor catalogues will be available for direct supply purchases
 - Research-related supplies: Science Stores inventory for research-specific use, including required PPE for labs
 - Equipment (e.g., laptops, computers and webcams) are available through eShop

Overall General Safety Information

- Mandatory screening of faculty, staff, students and visitors
- Mandatory symptom reporting
- Mandatory mask when physical distancing is not possible, or individuals are in publicly accessible space
- Mandatory physical distancing requirements
- Restricted Tunnel Access access to Tunnels are limited in certain areas to golf carts and individuals with accessibility requirements

Mandatory Screening

 Portal presently on Covid-19 webpage must be completed by all before coming on campus daily

- Staff and faculty must complete employee screening form daily
- Some public buildings have screening with attendants to verify screening has been completed
- Examining potential new, more scalable solution
- Employees who become ill at work must immediately self-isolate and inform Manager/Chair by email or phone and leave premises ASAP.
- The university will follow up to identify if actions are required to keep the Carleton community safe, including contact tracing

Vaccinations

- Vaccination clinic at Health and Counselling
- AZ Vaccines are available for eligible people ages 40 or older in 2021 (based on public health criteria) with priority to:
- Working with OPH on additional clinic once supply permits
- Developing vaccination policy and guidelines based on legal opinion (currently being worked on) and government recommendations
- Creating an education campaign to highlight the benefits of vaccination

Accommodations

- Employees can seek accommodation due to a medical condition; they are required to provide a medical note supporting their accommodation request
- Employees who are requesting accommodations must work with their Managers to determine
 if accommodations can be put in place. Managers need to work with Human Resources to
 assess requests
- Employees may have children or other family members at home who either require care or are at risk of contracting Covid-19. Managers and Chairs should work with faculty or staff to determine appropriate accommodations and seek HR assistance

Protocol to Address Safety Concerns

- Mandatory process required by OHSA
- Employees are to first raise any safety issues with their manager
- Guidelines and resources will be provided to assist with discussions
- Manager and employee to proactively work together through any safety concerns
- Seek EHS and HR assistance to review
- If concern remains, employee can contact JHSC member rep if desired
- Any employee who still has health and safety concerns, must report these to their Manager and Environmental Health and Safety (EHS)
- EHS will investigate and work with all parties to identify if remedial actions are required, or further steps are required. If, however, the workplace is deemed safe, the employee is required to return to work

Summary

- Health & Safety is the guiding principle
- Plans based on provincial guidelines and health/safety requirements: distancing, masking, screening
- Return will be phased and in priority sequence
- Not all members of department/unit will be returning at once due to physical distancing requirements
- Depts/Units to complete/update their reopening plan (RTC to support)
- RTC will review plans, Steering will approve, plans will be shared with Unions and employees notified

Questions



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AGENDA ITEM 6.3



BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:
		20 May 2021
From:	President and Vice-Chancellor	Date of Meeting
		1 June 2021
Subject:	Strategic Integrated Plan Implementation – Annual	Update
Responsible	President and Vice-Chancellor	
Portfolio:		

1.0 PURPOSE

☐ For Approval		☐ For Discussion
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2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Following a full year of consultations and collaborative work with the entire community, Carleton launched a new and exciting Strategic Integrated Plan in September 2020. The plan articulates 3 main strategic directions: Share Knowledge, Shape the Future; Serve Ottawa, Serve the World; and Strive for Wellness, Strive for Sustainability. Notwithstanding the ongoing pandemic, progress has been made across all three directions. A presentation will emphasize the highlights of that important first year of implementation, as well as next steps.

4.0 INPUT FROM OTHER SOURCES

The Strategic Integrated Planning Committee (SIPC) provided input on both highlights and gap analysis. The presentation was reviewed by the President's Advisory Group.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Launching a Strategic Integrated Plan marks the end of an important process, but even more importantly it marks the beginning of a new era for an institution. Moving quickly into implementation and registering a number of early wins is essential to bring the SIP to life. Additionally, further planning is essential to operationalize the objectives of the plan.

Following a full year of consultations and collaborative work with the entire community, Carleton launched a new and exciting Strategic Integrated Plan in September 2020. The plan articulates 3 main strategic directions: Share Knowledge, Shape the Future; Serve Ottawa, Serve the World; and Strive for Wellness, Strive for Sustainability.

The presentation will emphasize the highlights of that important first year of implementation, as well as next steps, across all three strategic directions. More specifically, it will be structured around the 15 "We Will" statements (5 per strategic directions) that represent the shared commitments we made towards positioning Carleton for continued success over the next 5-10 years.

Notwithstanding the ongoing pandemic, progress has been made across all three directions and all 15 "We will" statements. Notably, we are showing a marked increase of our research productivity and impact, significant improvements of our online pedagogy, and a number of operational plans (e.g. Kinàmàgawin, EDI Action Plan, Sustainability Strategy, Strategic International Plan) have been launched.

6.0 FINANCIAL IMPLICATIONS

There are no direct financial implications, but successful implementation of the SIP will ensure our continued success as an institution and help maintain our strong financial situation. In making budget allocations as part of our annual operating budget planning process, we are guided by the priorities of the SIP.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The biggest risk of any Strategic Plan is that it goes "on a shelf" and fails to take live and be implemented. Failure to make progress towards the objectives of the plan also represents a reputational risk internally and externally. The spectacular launch of September 2020 and rapid implementation of initiatives across all areas of the plan mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Implementation of the SIP provides important opportunities to tell stories that enhance our brand and reputation. The SIP is supported by a full communication strategy that will be aligned with the Reputational Enhancement Project that is currently in development.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

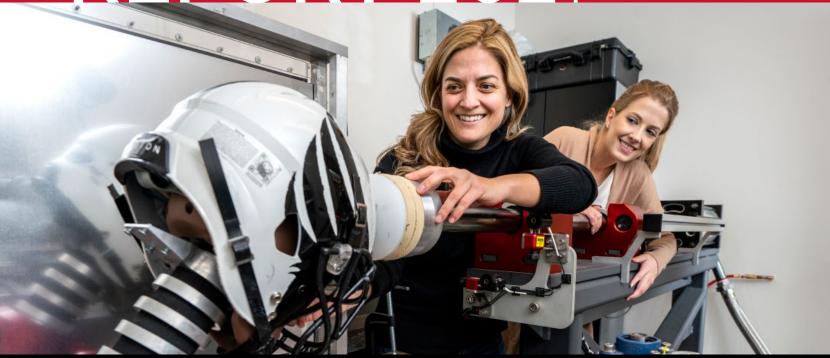
There are no risks to SIP implementation, but failure to implement would result in strategic and reputational risks, with the possibility of negative financial impact.

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC			\boxtimes		
LEGAL	\boxtimes				
OPERATIONAL		\boxtimes			
TECHNOLOGICAL		\boxtimes			
FINANCIAL		\boxtimes			
REPUTATIONAL			\boxtimes		

AGENDA ITEM 6.5



CARLETON U PRESIDENT'S REPORT 2021





MESSAGE FROM THE PRESIDENT



ADAPTING TO THE PANDEMIC WITH CREATIVITY AND COMPASSION

There's no question that the last 12 months have been challenging, with COVID-19 creating tremendous disruption, uncertainty and suffering for so many people. Through it all, I am truly proud of how the Carleton University community has adapted to these challenges with resilience, creativity, flexibility and compassion.

Indeed, it has also been a year of great opportunities at Carleton. We launched our new and exciting Strategic Integrated Plan, an ambitious roadmap to a bright future. We have made the most of the rapid shift to online learning, supporting students in a way that prepares them to become the leaders of tomorrow. And our research continues to soar, with a record breaking \$86.5 million in external funding over the past year towards tackling some of the world's most pressing problems, including COVID-19.

We have also made significant progress on addressing inequities within Carleton and in society. Notably, we are implementing the 41 calls to action of Kinàmàgawin — our revitalized Indigenous strategy — and have launched our new Equity, Diversity and Inclusion Action Plan. This is integral to our mission and continued success. We must stand for a more equitable society through our teaching, research and purposeful partnerships in Ottawa, across Canada and around the world.

I want to close with my sincere thanks to our students, staff, faculty, alumni, community partners and friends for all of the ways in which you have kept us going and helped one another throughout the pandemic. There is light at the end of the COVID-19 tunnel, and we are looking forward to a safe and gradual return to our beautiful campus in the near future. We will be together again soon, and we will build back better!

Benoit-Antoine Bacon
President and Vice-Chancellor

@CU_President
carleton.ca/president/p15

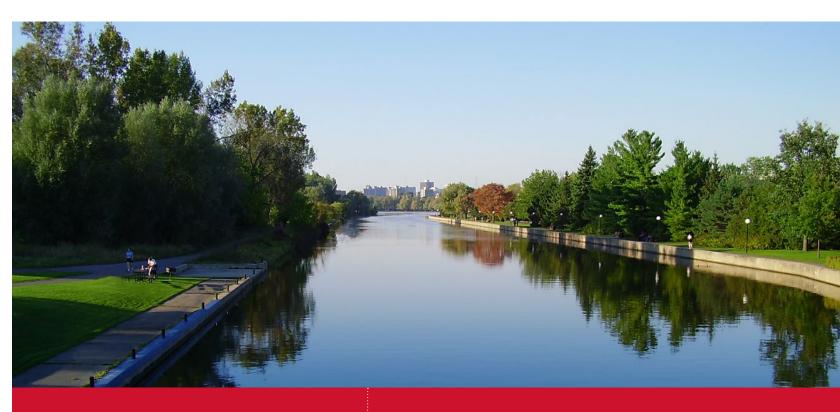


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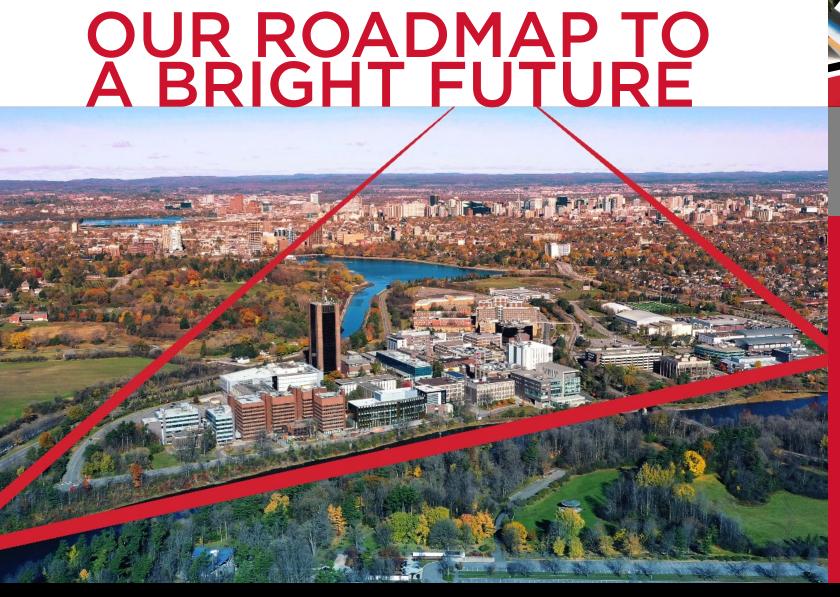
On the cover: Top: Fourth-year African Studies and Political Science student Tinu Akinwande, the Carleton University Students' Association's Vice-President Student Issues. Bottom: Karen Taylor and MacKenzie Brannen, when they were a postdoctoral fellow and undergraduate student respectively, at work in Mechanical and Aerospace Engineering Prof. Oren Petel's helmet testing lab. Taylor is now an instructor in the department and Brannen will be starting her master's in the fall.

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AN AMBITIOUS STRATEGIC PLAN

Following a broad and consultative process,
Carleton's new Strategic Integrated Plan (SIP) was
officially launched at a virtual event in September
2020 to an audience of more than 600 members of
the university community. Although the event marked
the end of the process that led to the development
of the plan, it was the beginning of a new chapter for
Carleton. It is now our shared responsibility — across
faculties, departments and units — to reflect on our
new strategic directions and bring positive, longlasting change to the university.





Integrated Plan is grounded in the university's distinctive strengths and its community-focused and student-centred history

THE PLAN IS BUILT ON THE SYMBOL OF THE TRIANGLE. THE MATHEMATICAL SYMBOL FOR CHANGE. OUR SIP IS A CALL TO ALL OF US TO STEP **UP TO THE CHALLENGES OF OUR TIME.**

The new SIP articulates an ambitious vision for Carleton that is grounded in our distinctive strengths and our communityfocused and student-centred history. Our new aspiration statement — formed through conversations with members of the Carleton community — focuses on leveraging the power of higher education to be a force for good. Our aspirations align along three key strategic directions which mirror the borders of our beautiful campus. Carleton sits on a triangle of land bordered by the Rideau Canal (representing ingenuity), the Rideau River (representing resilience) and Bronson Avenue (representing community). These directions inspire us to Share Knowledge, Shape the Future: Serve Ottawa. Serve the World: and Strive for Wellness, Strive for Sustainability.

The plan is built on the symbol of the triangle, which is also the mathematical symbol for change. Taken together, the three axes of this triangle comprise Carleton's mandate for change. Our SIP is a call to all of us to step up to the challenges of our time. Carleton is well-positioned to see its new plan through with momentum and optimism.

Share Knowledge, Shape the Future

We draw on the ingenuity of the Rideau Canal as inspiration to pursue knowledge that can change the world. Carleton's core mission of teaching and learning, research, student experience and organizational excellence is reflected here.

Serve Ottawa, Serve the World

This axis is inspired by Bronson Avenue, Carleton's connection with community and, ultimately, the world. This axis symbolizes our community-empowered roots, sense of purpose and our deep and enduring connection to Ottawa and its people, our country and the world.

Strive for Wellness, Strive for Sustainability

This strategic direction, represented by the Rideau River that borders the southern edge of campus, focuses our collective efforts on our resilience and responsibility to one another, ourselves and our world. An important part of this direction is about encouraging a focus on mental health, purpose and sustainability so that we and our communities may thrive.

RESEARCH THAT SHAPES THE FUTURE, PART I



IMPACTFUL PROBLEM SOLVING

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. Our community is charging ahead with more exciting research projects, awards and

collaborations than ever. With 969 faculty members, 32,116 students and \$86.5 million in sponsored external research funding we have many success stories to celebrate.





Research Funding Soars

Carleton's sponsored external research funding has increased by 59 per cent over the past three years, including a 38 per cent increase in Tri-Agency funding — from the Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council of Canada (NSERC) and Social Sciences and Humanities Research Council of Canada (SSRHC) — and a 300 per cent increase in corporate partnership research income. This includes six SSHRC Partnership Grants, two NSERC Strategic Network grants and 48 Ontario Early Researcher Awards, and has contributed to a 27.1 per cent increase in scholarly output over the past five years.

Particle Physics Leaders

In October 2020, Carleton Physics Prof. Manuella Vincter was reappointed for an unprecedented second term as deputy spokesperson for the ATLAS collaboration at CERN, the European organization for nuclear research in Geneva, Switzerland. Vincter is helping manage both technical and human aspects of ATLAS, which involves roughly 5,500 people from 38 countries. Carleton's strength in particle physics is also on display in Canada, with Prof. Mark Boulay recently receiving \$6.9 million from the Canada Foundation for Innovation (CFI) for next-generation liquid argon experiments on the nature of dark matter, an international scientific

priority. Meanwhile, on campus, a team led by Prof. Alain Bellerive has finished putting together multimillion-dollar components for CERN's Large Hadron Collider.

ICT Innovations

Carleton research in cutting-edge information and communications technology (ICT) includes the university's strategic partnership with Ericsson, which is supporting efforts to build more reliable, secure technology for the future of 5G wireless communications. Faculty and students are also collaborating at the state-of-the-art Area X.O facility - which evolved out of the Ottawa L5 Connected and Autonomous Vehicle (CAV) test track - and at the new Hub350 technology centre in Kanata North. Prof. Richard Yu received a \$1.65-million grant this year from NSERC for his CAV research, which will fund 180 placements for students at 12 organizations, including BlackBerry QNX, Nokia and Transport Canada.

Research Royalty

Last September, Carleton Profs. Laura Madokoro and Zoe Todd and were named members of the incoming class of the College of New Scholars, Artists and Scientists by the Royal Society of Canada. Madokoro's research explores the history of refugees and humanitarianism. Todd's research focuses on fish, colonialism and legal-governance relations between Indigenous peoples and Canada.

RESEARCH THAT SHAPES THE FUTURE, PART II

ADDRESSING REAL-WORLD ISSUES



Holistic Integrated Partnerships

Carleton continues to expand its Holistic Integrated Partnerships initiative, a collaboration between the university's Research and Advancement units. Working through one point of contact, industry partners can engage Carleton to generate world-class research solutions for real business challenges, support talent development (such as co-op and internship programs) that meets student and industry needs, and work together to address societal concerns. In spring 2021, Carleton launched a five-year, \$21-million (USD) partnership with BlackBerry QNX to support research collaboration and talent development in embedded systems. "This partnership is critical, both in terms of its value to Carleton researchers and students and its long-term impact on high-tech research," said Carleton President Benoit-Antoine Bacon. "It builds on our past research collaborations in connected and autonomous vehicles, biomedical engineering and robotics."

Wellness

Holistic health research is a major priority at Carleton, as evidenced by the university's COVID-19 Rapid Response Research Grants program, an \$800,000 initiative that funded 59 projects that could be mobilized guickly in areas such as mental health, epidemiology and e-health. Examples include: Prof. Banu Örmeci's wastewater monitoring; molecular biology projects by Profs. Alex Wong, Kyle Biggar, Edana Cassol and Ashkan Golshani; and a partnership between Prof. Chantal Trudel and the Bruyère Research Institute to improve long-term care spaces. Other wellness research addresses diabetes and the need for safe infant medical transport.

Canada Research Chairs

Carleton has a new Canada Research Chair (CRC). increasing the number of CRCs at the university to 28. In September 2020, Mohammad Reza Kholghy was announced as the CRC in Particle Technology and Combustion Engineering. At the same time, Prof. Natalina Salmaso was renewed as the CRC in Behavioural Neurobiology. Two months later, Prof. Sreeraman Rajan was renewed as the CRC in Advanced Sensor Systems and Signal Processing. "Carleton attracts outstanding academics due to our existing strengths in multidisciplinary research," said Rafik Goubran, Vice-President (Research and International). "Congratulations to our newest CRCs who are making significant strides in addressing realworld issues."

More Milestones

Among other research achievements over the past year, Electronics Prof. Winnie Ye was appointed as the Chair of Women in Engineering by the Institute of Electrical and Electronics Engineers Canada; Biology Prof. Lenore Fahrig was awarded a prestigious Guggenheim Fellowship; Public Policy & Administration Prof. Frances Abele received a \$2.5-million SSHRC Partnership Grant for a project to help rebuild First Nations governance; and a team of Industrial Design students won the national Automotive Parts Manufacturers' Association Project Arrow competition, designing a zero-emission concept car using tools such as virtual reality and online communication platforms.



SHARING AND CO-CREATING KNOWLEDGE

TEACHING FOR TOMORROW

Carleton strives to create a 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.





TEACHING AND LEARNING SERVICES HAS BEEN WORKING **OVERTIME TO ENSURE** THE UNIVERSITY MAKES THE MOST OF THIS **UNUSUAL ACADEMIC** YEAR.



Prof. Melanie Adrian, a Carleton Chair in Teaching Innovation; Political Science co-op student Ahmed Heshmat Ibrahim; Prime Minister Justin Trudeau and Bachelor of Global and International Studies graduate Jordan Gray ceremony; Engineering co-op student Jessica Mayenburg

Supporting Online Teaching

The COVID-19 pandemic precipitated a rapid shift to online learning, even for courses that were never intended for online delivery. That shift won't be permanent, but Teaching and Learning Services (TLS) has been working overtime to ensure the university makes the most of this unusual academic year and has continued to successfully support Carleton's online teaching and learning through various avenues, including one-on-one consultations, virtual workshops, educational technology support, equipment loans and more.

Brightspace

Following extensive consultations and evaluations with its teaching and learning community, Carleton selected Brightspace by Desire2Learn as its new Learning Management System. Replacing cuLearn in the spring 2021 term. Brightspace will help Carleton develop innovative and impactful ways to support teaching and learning.

Students as Partners

Launched in January 2020, Carleton's Students as Partners Program (SaPP) gives students the opportunity to work with instructors to develop courses and create a student-centred learning environment. In the first few months of the program, the number of courses quickly expanded from an initial 20 to more than 300 across all faculties, making SaPP the largest program of its kind in Canada. SaPP offers paid work experiences to undergraduate students interested in teaching innovation.

Experiential Learning and Employability

With employability at the forefront of everything we do, Carleton is committed to revolutionizing how we prepare students for their futures. The Employability Framework continues to be implemented across the university, including the development of the Student Assessment Tool and online toolkits for students.

Virtual Employability Initiatives

Throughout the academic year, Career Services has transitioned its support, services and placement opportunities online. For the first time, students were offered virtual international internships during the academic year, which has allowed students to engage in these opportunities in conjunction with their courses. Since the launch of the program, 117 students have been able to access high-impact intercultural experiences for academic credit through internships with partners worldwide.

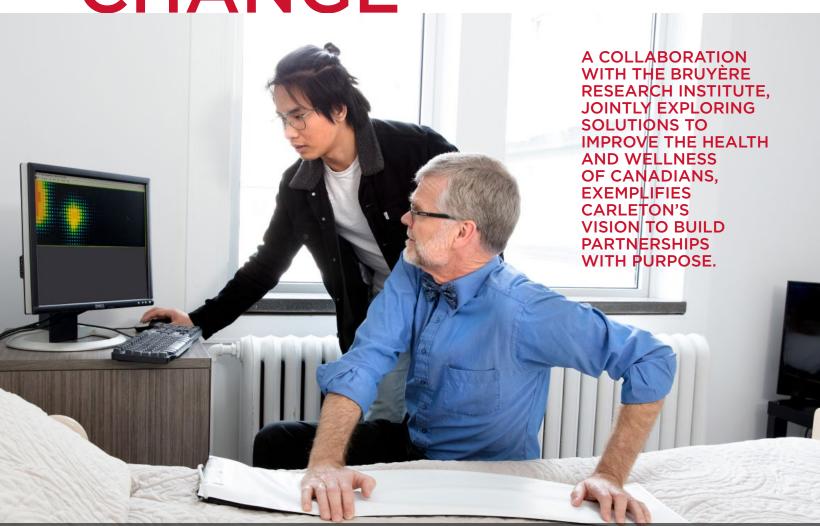
Virtual Experiential Learning Opportunities

The Student Experience Office launched two new virtual experiential learning programs this year, connecting students with local and global community organizations. In the Community Partnership Project, students remotely supported eight organizations in Ottawa with the research, planning and execution of COVID-19 transformation initiatives. In the International Partnership Program, students completed asynchronous workshops on the UN Sustainable Development goals, and are diving deeper into topics such as allyship as they prepare for live virtual exchanges with youth ambassadors from rural Mayan communities in Guatemala.

SERVING OTTAWA

At Carleton, we believe that higher education is a force for good in the community and understand the value of partnership in this effort. Locally, nationally and globally, we continuously seek community, industry and philanthropic partners to help serve the greater good and realize positive social change together.

COLLABORATING ON POSITIVE CHANGE



As part of the AGE-WELL Sensors and Analytics for Monitoring Mobility and Memory (SAM³) collaboration, which revolves around supporting independent living for seniors, the Bruyère Research Institute's Dr. Frank Knoefel and Carleton student Haoyang Liu use sensors to monitor health during sleep (photo by John Hryniuk, courtesy AGE-WELL)





organizations such as the Ottawa Symphony Orchestra

Community Partnerships

A new collaboration with the Bruyère Research Institute, jointly exploring solutions to improve the health and wellness of Canadians, exemplifies Carleton's renewed vision to build partnerships with purpose. Under a new mandate for community liaison, we are celebrating and brokering more community partnerships — opportunities for volunteer service, mentorship, communityengaged research and philanthropic support. The unique Hub for Good web platform is the digital "front door" in this effort, guiding members of the community through the university in search of people, departments and active initiatives that are open to collaboration. Throughout 2020, the hub showcased the efforts of Carleton faculty, staff, students and alumni who are helping their communities with the challenges of COVID-19.

McConnell Dialogue

In March 2020, Carleton hosted a community dialogue in collaboration with the McConnell Foundation. This virtual conversation provided a unique opportunity for Carleton and community leaders to discuss the interconnected nature of the various challenges facing our communities. Through a collaborative dialogue that covered topics related to people, places and social infrastructure, participants discussed a need for collaboration to address challenges such as economic and social disparities; equity, diversity and inclusion; rebuilding

Ottawa's business sector; social isolation, mental health and social connectedness; and economic and employment challenges.

Canadian Pilot of the Carnegie Classification

Carleton was selected in 2019 to participate in a Canadian Pilot of the Carnegie Classification on Community Engagement. The Carnegie Classification system is the leading framework in the United States for institutional assessment of community engagement — more than 350 campuses in the U.S. currently hold the classification. The system is expanding internationally and the Canadian pilot has brought together 16 post-secondary education institutions to collaboratively tailor the program to the Canadian context. In December 2020, Carleton completed the initial application before hosting a site visit in the winter 2021 term. Through this process, an audit of Carleton's community engagement initiatives was completed, which showed the breadth and extent of our engagement with community partners. This process also brought to light best practices relating to governance, measurement, communication and strategic partnership development that Carleton can work towards in its efforts to take our community engagement to the next level. This experience will also inform our collaboration with the other Canadian pilot institutions as we develop a Canadian version of the classification.





International Mobility

Through co-ordination by Carleton International, we have welcomed 1,500 faculty and student researchers from over 80 countries and 740 institutions since 2000. In recent years, we have seen a significant growth in mobility, particularly with incoming students, as new opportunities for researchbased funding become available. We have also witnessed remarkable growth in the number of mobility programs offered, in addition to an increase in the number of applicants. As a result, we have hosted over 100 inbound students and have sent 70 Carleton researchers abroad. Outbound mobility is an important goal of the federal government. While international travel has been on hold due to the pandemic, we continue to lay the groundwork for movement once restrictions are lifted.

Scholar Exchanges

Carleton is one of 11 Canadian universities to receive funding from the new Queen Elizabeth Scholars Advanced Scholars West Africa program, which supports collaborative work on addressing the world's increasingly complex challenges. Specifically, the funding supports projects in West Africa with an emphasis on gender equality. Due to institutional prejudice and cultural barriers, many African women cannot find the time or space to complete the necessary requirements of their education. Carleton's Institute of African Studies is offering research training to 17 female PhD and postdoctoral scholars from West Africa. Prof. Nduka Otiono is instrumental to the success of this project, alongside four key external partners (IMPACT-Partnership Africa, CODE, Africa-Canada Chamber of Commerce and Fourah Bay College) that are providing work experience to help the candidates' career advancement. In 2020, we also introduced the Virtual Visiting Scholar program, a new initiative that allows scholars to collaborate and conduct research remotely during the pandemic.

International Partners

Prof. Amir Hakami and the Department of Civil and Environmental Engineering have a partnership with the Health Effects Institute (HEI), a non-profit corporation funded by the U.S. Environmental Protection Agency and the motor vehicle industry that supports independent research into the health effects of air pollution. Through funding provided by HEI, Carleton is leading research on quantifying marginal societal health benefits of transportation emission reductions in the U.S. and Canada. Carleton's Centre for European Studies and its co-director, Prof. Achim Hurrelmann, receive international funding from the European Commission, promoting excellence in European Union studies worldwide.

IMPLEMENTING KINÀMÀGAWIN



In May 2020, Carleton published Kinàmàgawin, a revitalized long-term Indigenous strategy with 41 calls to action to make the university a more welcoming space for current and future Indigenous students and faculty members. Post-secondary institutions across Canada have committed to furthering reconciliation by renewing efforts to support Indigenous learners and bring Indigenous knowledge into classrooms following the release of the Truth and Reconciliation Commission's final report in 2015.

Carleton joined this collective movement in 2018 by establishing the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC). Kinàmàgawin is the product of an 18-month collaborative process undertaken by CUSIIC. The broad and inclusive committee included First Nations, Métis and Inuit members from local communities, as well as Carleton faculty, professional services staff and students. Kinàmàgawin is both a powerful statement and an overarching strategy.

Indigenous Leadership Appointments

In June 2020, Prof. Kahente Horn-Miller (Kanien:keha'ka/Mohawk) became Carleton's Assistant Vice-President, Indigenous Initiatives. The new role will oversee strategic Indigenous initiatives and build partnerships on research and funding to work towards advancing conciliation with Indigenous communities. At the same time, Benny Michaud became Director of the Centre for Indigenous Initiatives. This new role will fulfill the 23rd call to action in Kinàmàgawin, which calls for structural changes aimed at consolidating all Indigenous initiatives.

Kinàmàgawin Symposium

The annual Kinàmàgawin Symposium addresses timely topics relevant to Indigenous peoples and serves to empower students, staff and faculty at Carleton to further their own knowledge and become a positive force for change. In February 2021, the second annual event was a day-long virtual symposium that included keynote speakers, panel discussions and Inuit cultural performances, all focused on the Inuit Relocations, the Government of Canada's relocation of Inuit to the High Arctic in the 1950s, which led to years of hardship and intergenerational trauma that continue to impact Inuit communities.

Northern Partner

Carleton's interest in northern research, in areas that range from permafrost to governance, was in the spotlight this past February as one of the university's partners, the Yukon's First Nation of Na-Cho Nyak Dun, was awarded a \$485,000 Arctic Inspiration Prize. The prize will support the community's food sovereignty and capacity development needs by reducing barriers to accessing healthy and culturally relevant foods.

KINÀMÀGAWIN IS AN OVERARCHING STRATEGY THAT ACKNOWLEDGES THE INSTITUTIONAL HUMILITY THAT WE MUST ADOPT TO MAKE CARLETON A SAFER SPACE FOR CURRENT AND FUTURE INDIGENOUS STUDENTS AND FACULTY MEMBERS.

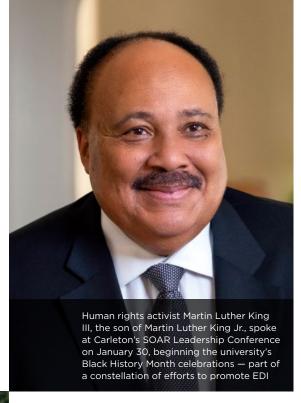


BOLD ACTION ON EDI

Carleton's Equity and Inclusive Communities (EIC) Advisory Group is a body of students, staff, faculty and external community members dedicated to the strategic integration of equity, diversity and inclusion (EDI) planning into the work of the university. Since its first meeting in May 2020, the killing of George Floyd and other police-involved incidents in the U.S. and Canada have jarred the public consciousness and renewed calls to accelerate anti-racism and EDI efforts within our institutions and in the broader culture.

















On July 1. Michael Charles was promoted to the role of Assistant Vice-President and University Advisor, Equity and Inclusive Communities (EIC) to reflect the growing capacity of the portfolio. In August, the EIC Advisory Group presented recommendations to the Carleton community for discussion and feedback, which formed the university's EDI Action Plan, unifying related plans and specifying steps and accountabilities with the goal of accelerating institutional FDI outcomes.

EDI Action Plan

While the university has taken steps to lay the foundation for progress in EDI, much work to advance anti-racism and EDI still needs to be done. As a large institution, the university is an extension of society and is not insulated from its challenges. In August 2020, the EIC Advisory Group presented recommendations to the Carleton community for discussion and feedback in order to develop an institutional strategic vision for EDI at Carleton. These proposed actions emerge directly from the SIP. They will build upon efforts to integrate EDI in the core activities and the academic mission of the university to accelerate positive institutional and societal outcomes. In September and October 2020, Carleton engaged the community through

four town hall events and an online feedback form. The conversations and comments helped inform the final EDI Action Plan, which was formally launched at a virtual event in March 2021. The launch of this forward-looking and ambitious document represents an important milestone. It reflects the SIP's priorities and recognizes the critical ways in which greater integration of EDI into our work and mission will be essential to the continued success of the university. The plan outlines ways to reimagine curricular and pedagogical practices, and makes recommendations about how to further enhance student supports, research infrastructure, leadership development for academic and non-academic staff, organizational culture and more.

Inclusion Week

During a time of worldwide calls for greater EDI in society — and in the midst of a global pandemic — Carleton's second annual Inclusion Week hosted urgent conversations about advancing EDI in our community. The week of virtual events, including panelists from across the country and around the world, was hosted by EIC in October 2020 and kicked off with an interview with Innovation, Science and Industry Minister Navdeep Bains.

A MORE ACCESSIBLE WORLD



EQUITABLE ACCESS FOR ALL

Building on our reputation as Canada's most accessible university, Carleton released its Coordinated Accessibility Strategy in June 2020. The strategy represents the diverse voices of our community and will provide a framework to guide our continued commitment toward a campus that is accessible for all students, employees and visitors. We have implemented a governance structure and action teams for each of the seven areas of focus and several initiatives are underway.

Projects and Research

The Research, Education, Accessibility and Design (READ) Initiative has launched Researchers in Accessibility, an interdisciplinary network of Carleton researchers. In the past year, READ has been granted over \$3.3 million in research funding. including funding from Accessible Standards Canada and the Skills Catalyst Fund (which has more than 20 business-employmenteducation partners). This is in addition to the \$9.2 million brought in by READ through different projects and research initiatives since 2018. READ and McGill University's International Institute of Education are collaborating on the next stage of a project for the development of local expertise in special education in Tanzania.

On-Campus Infrastructure

Under the Coordinated Accessibility Strategy, Carleton has established a standard for accessibility by adopting the



CARLETON HAS ESTABLISHED A STANDARD FOR **ACCESSIBILITY BY** ADOPTING THE **RICK HANSEN FOUNDATION'S ACCESSIBILITY** CERTIFICATION, PERFORMING A **FULL AUDIT OF** PHYSICAL CAMPUS ACCESSIBILITY.





Rick Hansen Foundation's Accessibility Certification (RHFAC) program, performing a full audit of physical campus accessibility. Utilizing RHFAC, all buildings will receive Rick Hansen Certification or, in the case of new constructs, Rick Hansen Gold Standard Certification. Carleton is one of only six Canadian post-secondary institutions that offer RHFAC Assessor Training. Meanwhile, Contactless Access, a small module and app, has been added to the elevators and accessible doors in Paterson Hall, Richcraft Hall and the Canal Building to improve accessibility and support the need for reduced contact of high-touch surfaces. Carleton is now supporting the installation of Contactless Access modules at Toronto's Pearson Airport.

CAN Leadership

The Canadian Accessibility Network (CAN) celebrated its first anniversary in December 2020. Led by Carleton, which houses the CAN national office, membership currently represents more than 60 individuals from across the country recruited from various sectors. geographical locations, disciplines and lived experiences of disability. Through our leadership in CAN, we are gaining momentum as a national leader in accessibility.

Student Support

In the fall 2020 term, the Paul Menton Centre for Students with Disabilities (PMC) launched the Metacognition, Outcomes, Resilience, and Education (MORE) Program, a novel pilot designed to complement the accommodation services currently offered by PMC. New students to PMC will receive a curated selection of supports that focus on student engagement, selfdevelopment and resilience. A Student Accessibility Champions program is also being launched. Through mentorship, these student leaders play a critical role in supporting the Accessibility Action Plans associated with the Coordinated Accessibility Strategy, both on campus and within our communities in Ottawa and around the world.

STRIVING FOR WELLNESS



TAKING CARE OF EACH OTHER

Carleton has developed and shares numerous resources and tools that provide students with the information and education needed to build skills and gain knowledge that will help them resolve personal difficulties and thrive while at university and beyond. The impacts of the COVID-19 pandemic have put on a strain on the mental health of many Canadians. Over the past year, we have continued to provide substantive supports and resources for students and have added new and innovative supports.

Mental Health Support

Carleton has increased the number of counsellors available in Health and Counselling Services and continued to offer virtual counselling appointments, including same-day appointments. Specialized counsellors now provide services for racialized, Indigenous, graduate and international students, and a new intake counsellor assists students in quickly connecting with the counselling services and resources that best fit their mental health needs. Undergraduate students continue to have access to 24/7 free, confidential counselling services through Empower Me and all international students studying from outside of Canada can access mental health professionals in more than 60 languages through International SOS. And the Carleton Therapy Dog program welcomed nine new therapy dogs in-training and continues to provide weekly virtual sessions.

Substance Use and Harm Reduction

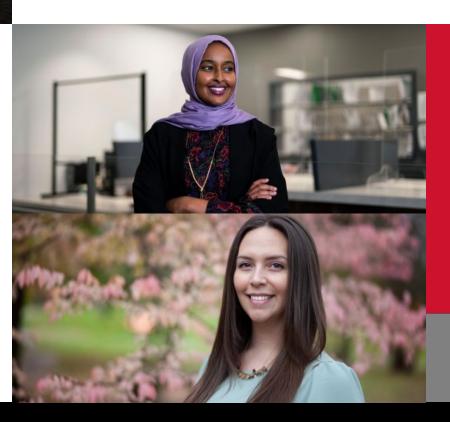
As part of our overall harm reduction strategy, Carleton continues to offer free virtual support for all members of the Carleton community who are impacted by substance use, in partnership with the Community Addictions Peer Support Association (CAPSA). In collaboration with the Carleton Cognitive Science Association, CAPSA, Ottawa Public Health and other partners, Carleton has created an online training program for staff and faculty.

Top Employer

Carleton was recognized as a top regional employer for the seventh year in a row due, in no small part, to the importance that the university placed on supporting staff and faculty. During the pandemic, Carleton increased its efforts to foster mental health and well-being. Carleton's Healthy Workplace Initiative has guided us during this journey and led to the university being recognized as a leader in mental health, both locally and nationally. Healthy Workplace's holistic approach recognizes the multiple dimensions of wellness (mental, physical, professional and social) and is bolstered by our new SIP, which highlights the importance of striving for wellness.

Royal Inspiration Awards

In March 2021, Carleton President Benoit-Antoine Bacon joined a list of illustrious Canadians, including retired general Roméo Dallaire and former Ottawa Senators captain Daniel Alfredsson, when he received a Transformational Leader award at the Royal Ottawa Foundation for Mental Health's 2021 Inspiration Awards. Sociology master's student Charlotte Smith won the Personal Leader for Mental Health award at the same ceremony, giving people from Carleton two of the five awards, highlighting the fact that the university works hard to create environments where conversations about mental health and well-being are welcomed and encouraged.



CARLETON WAS RECOGNIZED AS A TOP REGIONAL EMPLOYER FOR THE SEVENTH YEAR IN A ROW DUE, IN NO SMALL PART. TO THE IMPORTANCE THAT THE UNIVERSITY PLACED ON SUPPORTING STAFF AND FACULTY.

counsellor Rylee Godin are part of the growing team supporting the mental health of students at Carleton's Health and Counselling Services

STRIVING FOR SUSTAINABILITY

Carleton defines sustainability in an inclusive style, encompassing human and ecological health, social justice, secure livelihoods and a better world for all generations. In 2020, the UI Green Metric World University Rankings, a global ranking concerned with broader sustainability impacts, including waste, energy and teaching, ranked Carleton as the most sustainable university in Ontario and the second most sustainable university in Canada.

GREENER CAMPUS, GREENER WORLD

Nicol Building

Located at the heart of campus, the Nicol Building is an inspiring 115,000-square-foot collaborative learning environment in which business students will be able to pursue their dreams. The interior is enhanced by a mix of natural materials, including locally sourced stone. There are two central skylights that bring in sun. The exterior walls are comprised of series of vertical "fins" which provide a solid wall between each glass pane to further insulate the building and prevent direct glare from the sun coming in. This will help keep the heating and cooling costs down. To reduce embedded carbon within the building, the facility uses a void concrete slab system, which lowers the weight of the building by replacing typical cast-in-place concrete slabs with frames of recycled plastic bubbles over which



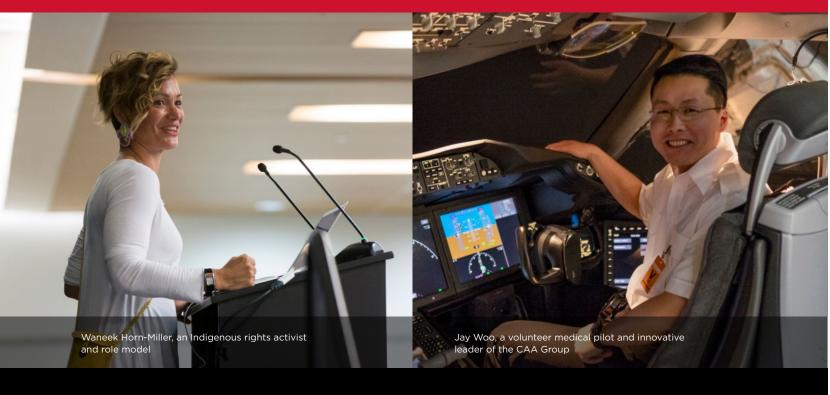


concrete is poured. All of the components in the building's ventilation system are outfitted with heat and energy recovery wheels, which take the heat and moisture from the exhaust air and supply it to the cold fresh air coming in, resulting in a significant reduction in energy consumption. The ventilation is also demand-controlled. All rooms have sensors which measure carbon dioxide to determine how many people are in the room, then ventilate the room accordingly. The thermostats and lights are also equipped with occupancy sensors. If a room is empty, the thermostat will reduce the room temperature to 18°C and the lights will turn off. Sustainability has been embedded in every facet of the building, which is expected to achieve 4.5/5 Green Globes, a nationally recognized environmental building certification.

Energy Efficiency

Carleton's Energy Master Plan (2021-2026) has set a clear vision and objectives: to develop a utility strategy for the campus to become carbon neutral by 2050. Building upon the university's previous energy master plans and other initiatives, the new plan takes a strategic approach to transforming the existing utility infrastructure into a low-carbon system. The master planning process considers and responds to the existing utility infrastructure conditions, future capital development plans, policies, programs, other strategic plans and key performance drivers, with input from the Facilities Management and Planning team and researchers. This plan outlines a carbon-neutral strategy for the campus, identifies action items in the shortand long-term, and provides an implementation framework that reinforces performance reporting.

FEATURED ALUMNI



INSPIRING LEADERS



Nadia Theodore, an accomplished civil servant and executive, and alumni mentor



Mayor Watson and a portrait of Ottawa's second longest serving mayor, Stanley Lewis

Waneek Horn-Miller, Olympian and Activist

In September 2020, Waneek Horn-Miller, who graduated from Carleton with a BA in 2000, joined the Board of Governors for a three-year term. As a former varsity water polo player, she won two provincial championships and was named Women's Athlete of the Year three times. After graduation. she became the first Canadian Mohawk woman to compete in the Olympics. Today, she is an activist for Indigenous rights and a prominent role model and advocate for youth involvement in sports. The Canadian Association for the Advancement of Women and Sport and Physical Activity named Horn-Miller one of the country's most influential women in sport in 2015.

Nadia Theodore, Inclusive Executive

After more than 20 years in the federal public service, including a turn as Canada's Consul General to the Southeastern U.S., Nadia Theodore, who has a master's in Political Science from Carleton, recently joined Maple Leaf Foods as Senior Vice-President of Global Government and Industry Relations. But she remains actively involved with the Carleton community through the Alumni Mentors program, where she helps people - including Black and racialized students — navigate the educational system and encourages them to consider careers in international relations. In January 2021, Theodore came back to Carleton virtually to moderate the SOAR Leadership Conference, where she discussed the civil rights movement with keynote speaker Martin Luther King III.

Jay Woo, Lifesaving Leader

As a volunteer medical pilot and President and CEO of the CAA Group, Jay Woo, who has a BA in Psychology from Carleton, has a track record of technological innovation and community impact. He recently developed a predictive analytics system for which he credits his statistical research method courses at Carleton — that can better determine the likelihood of vehicle breakdowns in a specific geographic area and help the CAA deliver better roadside service and save lives. In fall 2020, the CAA Club Group's Board of Directors officially established the Jay Woo and CAA Scholarship to support new undergraduate students with demonstrated academic excellence and community service.

Jim Watson, Stalwart Mayor

In March 2021, Jim Watson became the longest serving Mayor in Ottawa history, leading the city's government for a total of more than 13 years to surpass Stanley Lewis. Watson, who earned a BA in Mass Communications from Carleton in 1983, was first elected to council in 1991 and became Ottawa's youngest Mayor ever in 1997. Three years later, he left office to become CEO of the Canadian Tourism Commission and, later, an MPP and Ontario cabinet minister. Watson became Mayor again in 2010 and is now in his fourth term, overseeing the city's response to COVID-19, expansion of the light rail network and other major projects.

Giving Tuesday

On Giving Tuesday — an annual global day of generosity — Carleton faculty, staff and students use social media and FutureFunder to promote learning, research and student projects to potential donors and supporters. This year, donors contributed more than \$1 million and Carleton matched funds oneto-one to support efforts in EDI, mental health, athletics and more.

CARLETON BY THE NUMBERS

2020-2021 QUICK FACTS

\$502 million

operating budget

27,829

Undergraduate Students

4,287

Graduate Students

32,116

Total Students



FACULTY, STAFF AND ALUMNI

Faculty Members: 969 Staff Members: 1,372

Contract Instructors: 835

Graduate Teaching Assistants: 2,020

Library Staff: 108

Carleton Alumni: 165,000+ Employed Retired Faculty: 24

to undergraduate students

14,709 \$86.5 scholarships and bursaries totalling \$28.6 million awarded

in sponsored research funding in 2019-2020

More than

\$3.8 billion

economic impact



Well-known alumni include:

Farida Abu-Bakare, Kluane Adamek, Jane Arraf, Yaprak Baltacioğlu, Karla Briones, Kim Brunhuber, Janice Charette, Kati Csaba, Bill Fox, Christiane Fox, Amanda Galbraith, Linda Grussani, Hamza Haq, Justin Howell, Jagmohan Humar, Emily Jones Joanisse, Stefan Keyes, Rawlson King, Brian Kingston, Catherine Kitts, Yazmine Laroche, Humphrey Law, Boston Levi, Kwesi Loney, Fiona McKeen, Emma Miskew, Mark Monahan, Kimberly Murray, Kevin Parent, André Picard, Cristine Rotenberg, John Ruddy, Dawolu Saul, Matt Sekeres, Charlene Theodore, Nadia Theodore, Debra Thompson, Rosemary Thompson, Jim Watson, Jay Woo

Founded in 1942

Student entry average is 85.5%

More than 65 degree programs

200+ new startup companies since 2010

Award-winning mental health strategy

1,000+ research projects underway

28 Canada Research Chairs

1 Canada 150 Chair

3 Highly Cited Researchers named in 2020 by Web of Science Group

13 IEEE Fellows

40 Royal Society Fellows and College Members

25 Recipients of the Order of Canada

10 3M National Teaching Award Winners

19 Banting Postdoctoral Fellows

8 Killam Prize winners and Research Fellows

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.



Dan Fortin

Chair

Community Member President (retired), IBM Canada Ltd.

Greg Farrell

Vice-Chair

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

Benoit-Antoine Bacon

President and Vice-Chancellor (ex officio)

Yaprak Baltacioğlu

Chancellor (ex officio)

Debra Alves

Community Member Managing Director/CEO (retired), CBC Pension Plan

Nathaniel Black

Undergraduate Student Global and International Studies

Tvler Boswell

Undergraduate Student Law

Beth Creary

Community Member Senior Vice-President, Legal and Compliance, Ligado Networks

Samantha Davin

Graduate Student Social Work

Patrick Dion

Community Member Government Affairs and Communications Consultant

Jim Durrell

Community Member Mayor of Ottawa (1985 to 1991)

Konrad von Finckenstein

Community Member Consultant and Arbitrator, Former Federal Court Justice and Chair of the CRTC

Frohan Foroutan

Graduate Student Economics with specialization in Data Science

Marion Fraser

Community Member CFO (retired), Vice-President Finance Administration and Infrastructure of the University of Ottawa Heart Institute

Kim Furlong

Community Member CEO, Canadian Venture Capital and **Private Equity Association**

Gail Garland

Alumni

Founder/CEO, Ontario Bioscience Innovation Organization

Christina Gold

Community Member CEO, Western Union Financial Services Inc.

Dan Greenberg

Community Member President/Owner, Ferguslea Properties Limited

Louise Hayes

Alumni

Director, Parliamentary and Cabinet Affairs, Treasury Board Secretariat

Lynn Honsberger

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

Waneek Horn-Miller

Community Member Mentor and Advocate

Nina Karhu

Staff

Manager, Classroom Support and Development, Instructional Media Services

Jonathan Malloy

Faculty

Department of Political Science

Nik Nanos

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

Brenda O'Connor

Community Member Vice-President of Governance and Strategy, Canadian Credit Union Association

Banu Örmeci

Faculty

Department of Civil and Environmental Engineering

Elinor Sloan

Faculty-Senate Department of Political Science

Patrice Smith

Faculty-Senate Dean, Faculty of Graduate and Postdoctoral Affairs

Jane Taber

Community Member Director of Communications to the Premier of Nova Scotia

Christina Tessier

Community Member President and CEO, Ingenium - Canada's Museums of Science and Innovation

Ann Tremblay

Community Member Director, Architectural and Engineering Services, National Centre of Expertise on Accessibility, Public Services and Procurement Canada

Art Ullett

Staff

Assistant Manager, Access Control, Facilities Management and Planning

SENATE

Senate is the university's most senior academic body. Representing the Carleton community, Senate is comprised of more than 80 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
- Yaprak Baltacioğlu, Chancellor
- Jerry Tomberlin, Provost and Vice-President (Academic)
- Rafik Goubran, Vice-President (Research and International)
- Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar
- Michel Piché, Vice-President (Finance and Administration)
- Dwight Deugo, Vice-Provost and Associate Vice-President (Academic)
- · Chuck Macdonald, Dean, Faculty of Science
- Larry Kostiuk, Dean, Faculty of Engineering and Design
- · Pauline Rankin, Dean, Faculty of Arts and Social Sciences
- · Patrice Smith, Dean, Faculty of Graduate and Postdoctoral Affairs (Senate representative on the Board of Governors)
- · Brenda O'Neill, Dean, Faculty of Public Affairs
- Dana Brown, Dean, Sprott School of Business
- Amber Lannon, University Librarian
- Bjarki Hallgrimsson, Director, School of Industrial Design
- · Michel Barbeau, Director, School of Computer Science
- Jill Stoner, Director, Azrieli School of Architecture and Urbanism
- · Chris Joslin, Director, School of Information Technology
- Namrata Tilokani, President, GSA
- Victoria Asi, Vice-President (Academic), GSA
- · Kathleen Weary, President, CUSA
- · Matthew Gagne, President, CASG

Board of Governors Representatives

- · Gail Garland
- Ann Tremblay
- Konrad von Finckenstein
- Jane Taber

Special Appointments to Senate

- · Margaret Haines, Alumni Association
- Kim Hellemans, Academic Colleague

Elected Faculty Senators

- Samuel Ajila, Engineering and Design
- · Manuel Baez, Engineering and Design, Architecture
- Olga Baysal, Science, Computer Science
- Anne Bowker, Arts and Social Sciences
- Andrea Chandler, Public Affairs
- Tina Daniels, Arts and Social Sciences
- Jeff Dawson, Science
- Dana Dragunoiu, Arts and Social Sciences
- Paulo Garcia, Engineering and Design (Secretary of the Faculty Board)
- · Dag Gillberg, Science
- · Sonia Gulati, Science
- Farah Hosseinian, Science
- Jacob Kovalio, Arts and Social Sciences
- Ernest Kwan, Sprott School of Business (Secretary of the Faculty Board)
- Christine Laurendeau, Science, Computer Science
- Katie Lucas, Science (Contract Instructor)
- Alexis Luko, Arts and Social Sciences
- Marlene Lundy, Arts and Social Sciences
- Beth MacLeod, Arts and Social Sciences (Secretary of the Faculty Board)
- Ruth McKay, Sprott School of Business
- James Milner, Public Affairs
- Howard Nemiroff, Sprott School of Business
- · Justin Paulson, Arts and Social Sciences
- · Brett Popplewell, Public Affairs
- · Morgan Rooney, Arts and Social Sciences (Contract Instructor)
- Donald Russell, Engineering and Design
- Shazia Sadaf, Arts and Social Sciences

- · Julia Sinclair-Palm, Arts and Social
- · Siva Sivathayalan, Engineering and Design
- Elinor Sloan, Public Affairs (Senate Representative on Board of Governors)
- David Sprague, Information Technology
- Karen Taylor, Engineering and Design
- Chantal Trudel, Engineering and Design, School of Industrial Design
- · Crina Viju, Public Affairs (Secretary of the Faculty Board)
- · Johan Voordouw, Engineering and Design, Architecture
- Julia Wallace, Science
- Paul Wilson, Public Affairs
- · Johannes Wolfart, Arts and Social Sciences
- · Pamela Wolff, Science
- · Barry Wright, Public Affairs
- · Winnie Ye, Engineering and Design

Elected Undergraduate Students

- · Afreen Ahmad, Public Affairs
- · Kareem AlWazir, Public Affairs
- · Julia Bruno, Arts and Social Sciences
- · Millie Close, Science
- Cameron Davis, Engineering and Design
- Olivia Hobbs, Arts and Social Sciences
- Sean Maguire, Arts and Social Sciences
- · Jonathan Moore, Sprott School of Business
- · Lisa Tsintsadze. Public Affairs

Elected Graduate Students

- Nathaniel Bruni, Arts and Social Sciences
- Donatus Edi, Engineering and Design
- Rufes Stephen John Sundarraj, Engineering and Design

Building is nearing completion. Bottom: A



"I trust you will be the 21st century's greatest generation. You know what is wrong with the world and how to fix it."

- Prime Minister Justin Trudeau, Carleton University virtual commencement ceremony, June 2020



