



Board of Governors Chair's Report

2018/2019



Canada's Capital University

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Message from the Chair



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

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

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

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

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

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

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

Sincerely,

Nik Nanos
Chair, Board of Governors

About the Board

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

Board Composition

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



2

UNDERGRADUATE
STUDENTS



2

GRADUATE
STUDENTS



2

FACULTY
MEMBERS



2

MEMBERS OF
SENATE



2

ALUMNI
ASSOCIATION
REPRESENTATIVES



2

PROFESSIONAL
SERVICES STAFF



18

COMMUNITY
MEMBERS



CHANCELLOR AND
PRESIDENT
(EX OFFICIO MEMBERS)

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

891

TOTAL
BOARD OF GOVERNOR
VOLUNTEER HOURS

72

TOTAL MEETING HOURS

37

MEETINGS BY COMMITTEES

Your Representation

Membership 18/19



Debra Alves
Community



Taylor Arnt
Undergraduate Student



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



Yaprak Baltacioğlu
Chancellor, *ex officio*



Christopher Carruthers
Community, Past Chair



Gina Courtland
Community



Dale Craig
Community



Beth Creary
Community



Peter Dinsdale
Community



Jim Durrell
Community



Kenneth Evans
Community



Greg Farrell
Community



Konrad von Finckenstein
Community



Dan Fortin
Vice-Chair, Community



Gail Garland
Alumni



Christina Gold
Community



Lynn Honsberger
Community



Oliver Javanpour
Community



Nina Karhu
Staff



Ian Lee
Faculty



Jonathan Malloy
Faculty



Pradeep Merchant
Community



Nik Nanos
Chair, Community



Jay Nordenstrom
Alumni



Yvonne Osagie
Undergraduate Student



Elinor Sloan
Faculty-Senator



Patrice Smith
Faculty-Senator



Alaine Spiwak
Graduate Student



Art Ullett
Staff



Lesley Watson
Community



Bob Wener
Community



Elise Wohlbold
Graduate Student

Retiring Governors

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

Gina Courtland, Community

Dale Craig, Community

Peter Dinsdale, Community

Ian Lee, Faculty

Pradeep Merchant, Community

Jay Nordenstrom, Alumni

Yvonne Osagie, Undergraduate Student

Alaine Spiwak, Graduate Student

Lesley Watson, Community

Bob Wener, Community

Elise Wohlbold, Graduate Student

Incoming Governors

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

Farima Afaq, Graduate Student

Abdulwahab Alhaimi, Undergraduate Student

Patrick Dion, Community

Jessica Fullerton, Graduate Student

Kim Furlong, Community

Dan Greenberg, Community

Lousie Hayes, Alumni

Brenda O'Connor, Community

Banu Ormeci, Faculty

Jane Taber, Community

Ann Tremblay, Community





Impact

Commitment to Diversity

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

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

2018 Ends in Financial Strength

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

Campus Investments

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

Domestic Tuition Fees Reduced by 10 per cent

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

Balanced Operating Budget 19/20

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



19/20 Ancillary Budget Projects \$1.4M Surplus

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

Collective Agreements

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

Board Fully Supports Indigenous Strategic Initiatives Committee

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

Freedom of Speech Policy Endorsement

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

Revised Sexual Violence Policy Approved

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

Community Engagement

Listening & Engaging

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

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

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



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

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

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

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

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

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

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

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

Diverse Perspectives Shared at Talk Exchange

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

Recognizing our Ravens

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

Governance Relationships

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

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



Renewed Leadership

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

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

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

The Reward: Convocation

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

Supporting Students

Board is Here for Good

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

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



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

Recognizing Community Achievement

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

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

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

Continuous Development

Sexual Violence Prevention and Response Training

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

Board Orientation Session

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



Board Governance Conferences

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

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

Annual Planning Session

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

Staying on Trend

Governance Best Practices Review

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

Board Committees Structure Review

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

Oversight

Policies

The Board reviewed and approved the following policies:

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



The Board reviewed and endorsed the following polices:

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

Bylaws

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

Reports

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

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



Commitment to Transparency

Digital First Strategy

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

Meeting Summaries

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

#CUonTwitter

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

Enhancing the Board Experience

Board Newsletter

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

New Orientation Model

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

Board Portal on the Way

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

Continuous Self-Assessment

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

Board Mentorship Program

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

Reporting Made Easy

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

Looking Ahead

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

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



In Memoriam

Remembering Robert J. Laughton

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

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

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

BOARD OF GOVENORS: CHAIR'S REPORT

2018/2019

carleton.ca/boardofgovernors

