Board of Governors
Chair’s Report
2021-2022
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Message from your Chair

Time to Fly Ravens
Unprecedented times can yield extraordinary opportunities – a testament I have proudly borne witness to during my last year as Carleton Board Chair.

Despite the pandemic’s best efforts, our community remains a shining example of resilience, innovation, and adaptability. We continue to set the bar high, and then exceed it.

In large part, it is thanks to the university’s leadership for their clarity, planned precision, and steadfast commitment. But the strength of an institution relies not only on those who govern it but those it serves. Carleton as a community has demonstrated the power a tightly woven and collaborative network can have when working together.

COVID-19 has inevitably changed the way we live, work, and learn, but it’s also taught us that even in the face of adversity, there’s still room to thrive. Throughout the past year, the Board has kept apprised of pandemic-related matters affecting the university, pivoting to resume on-campus activities while keeping a watchful eye on 2021/2022 budgets. Through committee work, the Board has monitored the progress of Carleton’s capital projects and deferred maintenance including breaking ground on a new 456-bed student residence in Spring 2022.

While it has not been the year of return we expected, it has been one of growth. Focus on areas such as sustainability and student wellness have offered opportunities for improvement, resulting in updates to our Responsible Investment Policies and the Student Mental Health Framework 3.0. As an institution that endeavors to demonstrate awareness, empathy, and action these measures ensure existing and future generations of students, faculty, and staff continue to benefit from the full Carleton experience.

As another academic year ends, I would like to extend my appreciation to the Carleton community. Your perseverance and determination are what make us champions, but it is your commitment to excellence that makes us strong.

With the prospect of normalcy on the horizon, let us look ahead with resolute enthusiasm, confident in our ability to soar above any challenge that lies ahead.

Sincerely,

Dan Fortin

Chair, Carleton University Board of Governors
About the Board

Carleton University’s Board of Governors is a diverse group of volunteers with a unique understanding of higher education and its mission for good. As the corporate body of the university, the Board provides oversight and guidance to the senior executive team. The Board has six standing committees to help complete its duties:

- Advancement and University Relations
- Audit and Risk
- Building Program
- Executive
- Finance
- Governance

Board Composition

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

- 2 CHANCELLOR AND PRESIDENT (EX OFFICIO MEMBERS)
- 2 UNDERGRADUATE STUDENTS
- 2 GRADUATE STUDENTS
- 2 FACULTY MEMBERS
- 2 SENATE REPRESENTATIVES
- 2 ALUMNI ASSOCIATION REPRESENTATIVES
- 2 PROFESSIONAL SERVICE STAFF
- 18 COMMUNITY-AT-LARGE MEMBERS

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5 full board meetings:
Sept. 30, Dec. 3, March 10, April 28, June 9

700+ VOLUNTEER HOURS

15 OBSERVERS WELCOMED TO OPEN SESSIONS OF THE FULL BOARD

25+ COMMITTEE MEETINGS
Your Governors

2021/2022 Board of Governors

Debra Alves
Community

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

Yaparak Baltacıoğlu
Chancellor, ex officio

Allison Brown
Graduate Student

Beth Creary
Community

Patrick Dion
Community

Greg Farrell
Vice-Chair, Community

Konrad von Finckenstein
Community

Dan Fortin
Chair, Community

Marion Fraser
Community

Kim Furlong
Community

Gail Garland
Alumni

Dan Greenberg
Community

Louise Hayes
Alumni

Lynn Honsberger
Community

Holden Heppler
Undergraduate Student

Waneek Horn-Miller
Community

Nina Karhu
Staff

Alice Keung
Community

Harjit Kaur Daljit Singh Khalsa
Graduate Student

Catherine Khordoc
Faculty

Anastasia Lettieri
Undergraduate Student

Susan Mingie
Community

Nik Nanos
Past-Chair, Community

Brenda O’Connor
Community

Banu Ömerci
Faculty

Elinor Sloan
Faculty-Senator

Patrice Smith
Faculty-Senator

Jane Taber
Community

Christine Tessier
Community

Ann Tremblay
Community

Art Ullet
Staff
Incoming Governors
The Carleton Board of Governors welcomed 10 new members. As an institution committed to upholding the values of Equity, Diversity, and Inclusion, we endeavor to comprise a Board that reflects the totality of talent, diversity, and expertise within our community. The BoG’s recent pledge to join the Government of Canada’s 50-30 Challenge to increase the representation of equity-deserving groups at the leadership level is one further step toward ensuring this promise.

Adrian Chan, Faculty
Adrian is a Professor of Professional Engineering at Carleton University. Since joining the faculty in 2003, Adrian has been recognized for his countless contributions to research in assistive and rehabilitation devices, para-sport, and the intersection of technology, disability, and history. Adrian also serves as Director for the NSERC CREATE Research and Education in Accessibility, Design, and Innovation (READi) training program.

Puja Dabas, Graduate Student
Puja is an international student from India completing her Master’s of Business Administration at Carleton’s Sprott School of Business. Puja earned an undergraduate degree in Mechanical Engineering from Rustamji Institute of Technology, Border Security Force Academy in Gwalior, India in 2016, and worked as an Engineer for five years before arriving at Carleton.

Mira Gillis, Undergraduate Student
Mira is a second-year Public Affairs and Policy Management (PAPM) student, whose extracurricular responsibilities include being an executive for the Rideau River Residence Association (RRRA), student page for the Canadian Senate, and co-founder and co-president of the Carleton University Be A Donor Club.

Linda Grussani, Alumni
Linda is an Art Historian, Indigenous art curator, and member of the Algonquin Anishinabe community of Kitigan Zibi Anishinabeg. Since completing an Honors BA (’99) and MA in Canadian Art History (’03) at Carleton, she has worked for the curatorial department of the National Gallery of Canada, Indigenous and Northern Affairs Canada as Director of the Aboriginal Art Centre, and most recently curator of Aboriginal Art at the Canadian Museum of History. Linda is also completing a PhD in Cultural Studies at Queen’s.
Al Hamdani, Community-at-Large
Al is a seasoned financial services executive and leader with over 25 years of experience in corporate finance, enterprise risk management, and transformation who believes that strong healthcare and social services are critical to community prosperity.

Abhishek Khoyani, Graduate Student
Abhishek is an international student from India pursuing his Master’s in Electrical and Computer Engineering. Following his undergrad at Lalbhai Dalpatbhai College of Engineering in Gujarat, Abhishek began work as Automation Engineer and part-time mountain-trekking instructor with Invincible.

Dudley Maseko, Community-at-Large
Dudley is a Carleton alumnus and Canadian lawyer currently practicing as Legal Counsel at the Royal Canadian Mint. As an active member of the community, Dudley has instructed Bar Admission courses, been a member of the board of directors of the Nunavut Development Corporation, and was a high school basketball coach.

Laura Newton-Miller, Faculty
Laura has been a Librarian at Carleton for almost 20 years, working both in service and “behind the scenes”. She has played a lead role in developing Carleton library’s current strategic plan and was a member of Carleton’s Strategic Integrated Planning Committee to determine higher-level goals for the university.

Jonathan Ojangole, Undergraduate Student
Jonathan is a second-year Computer Science student from Uganda. Though still early in his university career, Jonathon has participated in Carleton’s International Partnerships Program and was a social impact panelist in the alumni ambassador program with Yale Young Global Scholars.
Meredith Porter, Community-at-Large

Meredith is an Ojibway lawyer from the Long Plain First Nation in Manitoba. For nearly a decade, her legal practice focused on litigating the claims of residential schools through the Independent Assessment Process. Following her work as a sole practitioner, she was appointed to the Appeal Division of the Social Security Tribunal and then worked as Senior Commission Counsel with the National Inquiry into Missing and Murdered Indigenous Women and Girls. In September 2019, she was appointed as an Independent External Decision Maker.

Retiring Governors

The 2020/21 fiscal year was full of challenges, yet our Board managed to distinguish itself by championing community interests, navigating complex issues, and making decisions that would strategically move us ahead. While the road for some ends here, we wish to express our profound gratitude to this year’s outgoing Board Members, whose combined 31 years of service have led to the betterment of Carleton and its community.

Debra Alves, Community Member
Allison Brown, Graduate Student
Gail Garland, Alumni
Holden Heppler, Undergraduate Student
Waneek Horn-Miller, Community-at-Large
Catherine Khordoc, Faculty
Anastasia Lettieri, Undergraduate Student
Nik Nanos, Community-at-Large
Banu Örmeci, Faculty
Elinor Sloan, Faculty-Senate
Harjit Kaur Daljit Singh Khalsa, Graduate Student
Dr. Lorraine Dyke appointed as Vice-President (Finance and Administration)
Upon the unanimous recommendation of the advisory committee, the Board approved the appointment of Dr. Lorraine Dyke for the position of Vice-President (Finance and Administration) for a five-year term commencing April 1, 2022. Dr. Dyke has held numerous leadership positions at Carleton over the past 30 years, most recently serving as Deputy Provost (Academic Operations and Planning).

Dr. Rafik Goubran renews terms as Vice-President (Research and International)
Dr. Rafik Goubran was re-appointed Vice-President (Research and International) effective July 1, 2022. Dr. Goubran’s leadership of the research and international portfolio during his first term has been outstanding, and over that time, seen a sharp rise in external funding. Since joining Carleton in 1987, Dr. Goubran has served as Chair of the Department of Systems and Computer Engineering Chair, Dean of the Faculty of Engineering and Design, and in 2017, was appointed Vice-President (Research and International).

Jerry Tomberlin’s terms as Provost and Vice-President extended
Jerry Tomberlin’s term as Provost and Vice-President (Academic) was extended for an additional year, until June 30, 2023. Tomberlin has remarkably fulfilled his role as Provost, serving the Carleton community in an exemplary manner. Notably, he revitalized the Provost portfolio, renewed and mentored a strong Decanal team, ensured academic excellence through the continued pandemic, skillfully led the development of the annual operating budgets in challenging fiscal circumstances, and played leading roles in the development of Carleton’s Strategic Integrated Plan, Kinâmàgawin Indigenous Initiatives Strategy and Equity, Diversity and Inclusion Action Plan.
Preparation and Planning

2022/23 Operating Budget Approved
The Board approved a balanced operating budget for the 2022/23 year with total revenues and expenses of $521 million. The Board also approved 2022/23 tuition, student association, and miscellaneous administrative fees. Carleton’s 2022-23 budget allocations support the direction of the 2020-25 Strategic Integrated Plan and aim to set the university up for continued success as we emerge from the pandemic.

2022/23 Ancillary Budget Approved
The proposed 2022/23 ancillary budget, which anticipates the resumption of all in-person on-campus activities in 2022-23, conservatively projects a small deficit of approximately $2 million, to be covered by ancillary reserves. The proposed budget provides priorities for the 2022/23 year for each ancillary unit, including increases in rates and fees where applicable, expected revenue, projected operating costs, and deferred maintenance and capital projects.

New Responsible Investment Policy Meets the Challenge of Climate Change
On March 11, Carleton University announced its revised responsible investment policies. The commitment includes immediate divestment of all direct fossil fuel holdings in its Endowment and Non-Endowed Operating Funds, the establishment of a fossil-fuel-free fund by the end of 2022, and a strategy to achieve significant decarbonization of the entire Endowment and Non-Endowment portfolios by 2030. The updated policies consider environmental, social, and governance (ESG) factors when analyzing all investments. These updates align with the university's strategic priorities and our collective goal as a community to encourage sustainable change.
Investment Income Equalization Reserve
Upon the recommendation of the Finance Committee, the Board approved a $39 million cap on its investment income equalization reserve along with the appropriation of the current excess to the capital reserve. The investment income equalization reserve protects the University against the possibility of a downturn in investment markets.

Pandemic and Strategic Reserve Allocation
Given the uncertainty surrounding the 2021/22 fiscal year due to the pandemic, the allocation of the 2020/21 year-end available balance of $13.4 million was placed on hold. Following the recommendation of the Finance Committee, the Board approved the allocation of the available funds to a pandemic and strategic allocation reserve to be used in future years.

Audited Financial Statements & Findings Report Approved
The Board approved the Audited Financial Statements for the year ending April 30, 2021, as well as the Audit Findings Report and management and independence letters. The Consolidated Financial Statements were prepared by management and audited by Carleton’s external auditing firm, KPMG, which then prepared the Audit Findings Report. The report explains the audit process, pinpoints risks and results, and highlights internal control observations.

Our Campus

New Student Residence Breaks Ground
Construction of a new 456-bed student residence broke ground in Spring 2022. At an estimated cost of $90M, the new building addresses the rising demand for student housing over the last 10 years, since the addition of the Lennox and Addington residence building. The building will consist of 168 single rooms and 142 double rooms with shared semi-private washrooms and increased privacy in the design of double bedrooms.
From Concept to Creation
Located at the heart of campus, the Nicol Building is the front door to the university and a place where students, faculty, staff, alumni, and the community gather to exchange and find creative solutions to the challenges facing the future of business. Completed in the summer of 2021, the 115,000-square-foot facility, designed by Hariri Pontarini Architects, now offers an inspiring and collaborative learning environment for all. The total project budget was $65.5M and closed with a balance surplus of $687K.

Return to Campus
Carleton’s vaccination policy and screening protocols have been instrumental in keeping our community safe. As such, Carleton has invested in updated ventilation systems in all buildings, rigorous water testing protocols, signage, traffic flow, hand sanitizing stations, and enhanced cleaning protocols.

Under the watchful direction of the Carleton University Scenario Planning (CUSP) Working Group, more in-person courses for winter 2022, with online options available for maximum flexibility, were re-introduced and remaining staff began their gradual return to campus in February.

With the continued easing of public health restrictions as part of the Ontario government’s Roadmap to Reopen, Carleton suspended its vaccination requirements for participation in in-person Carleton activities on May 1, 2022. However, due to concerns of a sixth wave driving up monitoring indicators of COVID-19 in Ottawa, Carleton has maintained its mandatory COVID-19 Mask Policy until further notice.
The Board was pleased to welcome several campus and community leaders throughout the Board year to discuss a variety of topics:

**Kinàmàgawin Progress Update**
The Carleton University Strategic Indigenous Initiatives Committee (CUSIIC) co-chairs shared the progress of the Kinàmàgawin (Learning Together) strategy’s 41 Calls to Action. With thanks to the co-chairs and everyone involved in the significant progress of the project, the Board reaffirmed its commitment to Kinàmàgawin and to conciliation. Governors took part in a Kinàmàgawin education session last October at the annual strategy retreat.

**Inaugural Digital Strategy**
David Hornsby, Associate Vice-President (Teaching and Learning) provided a presentation on the development of Carleton’s inaugural Digital Strategy – a plan aimed at optimizing the role of digital technology in achieving the objectives of the Strategic Integrated Plan (SIP). A broad, inclusive and consultative process was initiated in May 2021 with the data collected used to inform the areas of focus. The plan was presented to the Board of Governors in June 2022.
Senate Annual Report
During the September meeting, Elinor Sloan, Clerk of Senate, provided a report to the Board on the Senate’s work for the 2020/2021 academic year. With the ongoing pandemic, Senate approved continued remote learning and compassionate grading options. Additionally, over the academic year, Senate received 25 community presentations and approved:

- 6,729 graduates
- 451 medalists
- 7 honorary degrees
- 4 new programs
- 20 new minors, concentrations, streams & specializations
- 3 certificates
- 8 cyclical reviews
- 5 policies

Community Engagement Strategy
Lorraine Dyke, Deputy Provost, and Chantal Trudel, inaugural Director of the Centre for Community Engagement, provided the Board with an overview of the new Centre for Community Engagement and the planning process for the university’s first dedicated community engagement strategic plan. Internal and external community consultations remain underway.

Research Update
Dr. Rafik Goubran, Vice-President (Research and International) provided the Board with an update on Carleton’s research activities. As a key pillar of the university’s success, research plays a vital role in Carleton’s reputation and ranking. Overall, Carleton’s research funding and impact continue to grow at a rapid rate, with annual research funds now exceeding $97 million, an increase of 79% since 2018.

Coordinated Accessibility Strategy Report
As part of Carleton’s commitment to leadership in accessibility, the Board received an update on the Coordinated Accessibility Strategy (CAS). CAS, which launched in June 2020, is now in the action phase with projects underway across the University. Each project ensures that the voices of lived/living experience guide the path forward and that equitable representation reflects the diversity of our campus community.
**2020-2025 International Strategic Plan**
Karen Schwartz, Associate Vice-President (Research and International) provided the Board with a presentation on Carleton’s 2020-2025 International Strategic Plan. Created to enhance Carleton’s international reputation and impact, the plan aims to increase engagement on several fronts (research and funding, international students, knowledge, skills transfer, etc.), responding to the concerns of today while anticipating the needs of tomorrow.

**Reputation Enhancement Project**
The Board has been kept appraised of the Reputational Enhancement Project (REP) throughout the year, an initiative borne out of Carleton’s Strategic Integrated Plan (SIP). Directed at boosting the university’s profile at the regional, national and international levels, the project focuses on realigning key messages, storytelling, branding, and marketing. The success of the REP will be rooted in engaging broadly with the Carleton community and external stakeholders to ensure our culture and values are well understood and represented in the resulting work. The REP is supported by the Banfield Agency, and Ipsos, a market research firm.

**Draft Sexual Violence Policy Update**
As a community, Carleton University supports and is committed to maintaining a positive environment where sexual violence will not be tolerated and is treated with the seriousness it deserves. To this end, the Board will be undertaking the review and update of the current Sexual Violence Policy to better reflect areas of accessibility, accommodations and support, and inclusivity. As the consultative process unfolds, we remain committed to ensuring a safe, supportive and healthy campus as well as providing support to any members directly affected by sexual violence.
Supporting Students

**Student Mental Health Framework 2022-2026**
Following a six-phase community consultation, a draft version of the updated Student Mental Health Framework 2022-2026 was developed. The revised document, which reflects a more holistic and campus-wide approach to student mental health and wellbeing, outlines four areas of focus: Student Engagement, Building Skills and Strengthening Resilience, Coordinated Student Support Services, and Campus Culture of Wellness.

Each area of focus is interdependent of the others and designed to work together smoothly to facilitate the framework’s overall objectives.

**Spring Convocation**
In 2021, Carleton congratulated 6,729 graduates in two virtual convocation celebrations, held June 21 – 25, and November 13-18.

For the former, congratulatory messages from the Clerk of Senate, Board Chair, President, Chancellor, Indigenous Elder, and others were recorded and posted on Carleton’s convocation website alongside an interactive social media wall. In the Fall, a university-wide celebration was hosted by over 20 departments and units across campus, to congratulate the remaining graduates.

After two long years, on February 2, 2022, Carleton announced the return of its in-person convocation ceremonies for Spring 2022. Held over two weeks, June 13-23, 2022, this year’s occasion will celebrate the graduating classes of 2020, 2021, and 2022.
Community Excellence

Founders Award
Professor Emeritus Dr. Carl H. McMillan Jr. is the recipient of the 2021 Founders Award, Carleton’s highest non-academic honor.

Dr. McMillan discovered his passion for Russian Studies through years of travel and study abroad – a devotion that would lead him to Carleton in 1968, where he would become one of the first directors of what is now known as the Institute of European, Russian, and Eurasian Studies (EURUS). Dr. McMillan would serve as Director for two terms before retiring in 1998.

Fifty-five years later, his commitment to Carleton remains steadfast. His contributions have led to the establishment and funding of both the Pushkin Endowment Fund and the McMillan Chair in Russian Studies, which support teaching and research excellence within EURUS.

His selfless dedication to the Institute and its students has inspired many, leaving behind a legacy of collaboration in research and teaching that endures.

2021 Board Award for Outstanding Community Achievement
Valentina Vera Gonzalez was named the recipient of this year’s Board of Governors Award for Outstanding Community Achievement.

Valentina is a final year student studying International Business with a Minor in French and a concentration in Global Financial Management and Systems.

Since beginning her studies in 2018, Valentina has contributed immensely to the spirit of student volunteerism and leadership at Carleton University. She has served as President of the Humanitarian Organization of Latin American Students (HOLAS), peer mentor, Paul Menton Centre volunteer, and CUSA Student Issues Action Committee member.

Her commitment to success has seen her achieve Dean’s Honour List status in 2019 and 2020, as well as be awarded the Scotiabank Scholarship in International Business, Marie Odette Gabrielle Clay Memorial Award, and Sprott Business Students' Society Scholarship in 2019, 2020, and 2021 respectively.
Continuous Learning

**Board Orientation Session**
The Board met virtually for the annual orientation session on September 2. Presentations were provided by Carleton’s senior executive team and guest speaker Steve Orsini, President and CEO, Council of Ontario Universities (COU), on the COU’s collaborative and advocacy work. Orientation attendees also joined a coffee house networking session and committee break-outs led by the Chair of each standing committee.

**Board Orientation Modules**
Seven orientation modules were created and distributed to Board members, providing an overview of Carleton’s governance and departments:

- Governance and Board, presented by Amanda Goth, University Secretary
- Governance and Fiduciary Duty, presented by Steven Levitt, General Counsel
- Carleton University’s Senate, presented by Dr. Betina Appel Kuzmarov, Clerk of Senate
- Privacy and Access to Information, presented by Pierce White-Joncas, Privacy Manager
- Sexual Violence Policy, presented by Bailey Reid, Senior Equity Advisor
- Records Management, presented by Shannon Hodge, Corporate Archivist
- Enterprise Risk Management 101 by Tony Lackey, Director of Risk and Insurance Services
Annual Planning Session
The annual planning session was held remotely on October 15. The Board participated in a workshop on Indigenous Learning Together, and received presentations on Healthy Workplace & Mental Health at Work, as well as the Student Mental Health Framework 2.0 and 3.0, with a special address from guest speaker Dr. Gail Beck, Clinical Director of Youth Psychiatry at the Royal Ottawa Mental Health Centre, on youth mental health. Each opportunity gave members the chance to engage, offering feedback and consultation.

Board Mentorship Program
Facilitated through the Office of the University Secretariat, incoming Board members were paired with experienced governors as part of a mentorship program. Board mentors provided resources to their mentees, helping acclimatize new governors to the Board culture. For the 2021/22 year, seven new members were paired with their mentors.

Professional Development
A series of Training and Development courses were offered to the Board of Governors members, including the Kinâmâgawin Indigenous Learning Certificate, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.
Board Meeting Summaries
Post-meeting Board summaries were provided to the Carleton community through Carleton’s Top5 and the Board website. The summaries serve as a high-level recap of key decisions made until the official meeting minutes become available.

@CU_BoardChair
The @CU_BoardChair Twitter account continues to grow in engagement and prominence. Run by the University Secretariat team, the account, serve as a means to garner greater interaction with the community at large, enhance transparency and promote Carleton news and activities.
Oversight

Board members either reviewed or approved the following reports, presentations, and policies at the committee level:

- Capital Projects Update
- Wellness Hub Update
- University Communications and Reputational Enhancement Project Update
- Advancement Update
- Centre for Community Engagement presentation
- Investment Report on the Endowment
- Pension Plan Report
- New Student Resident Building – Project Implementation Report
- Debenture Sinking Fund and Investment Update
- Capital Debt Policy
• Name change from Pauline Jewett Institute of Women’s and Gender Studies to the Feminist Institute of Social Transformation
• Use of the External Auditor for Non-Audit Services and Related Fees Policy
• Campus Master Plan Renewal Process Update
• Carleton University Energy Master Plan Update
• Loeb Building and Paterson Hall Major Renovations
• Update on Transportation Plan
• Coordinated Accessibility Strategy Annual Report
• International Strategy Annual Report
• Statement of Investment Policies and Procedures for the Retirement Fund
• Commemorative Naming - Mary Ann Shadd Cary

Collective Agreements
The Board ratified the following collective agreements:
• Ratification of CUPE 4600 (Unit 1 & 2) Collective Agreement
• Ratification of PSAC Mandate

Looking Ahead
The Board looks forward to the 2022/2023 academic year, which will focus on:

• The continued safe and gradual return to campus;
• Commitment to Carleton’s equity, diversity, and inclusion initiatives, and action plan;
• Carleton’s Campus Master Plan;
• Recognizing the excellence of its community members and students with the Board and Founders Awards; and
• Celebration of Carleton’s 80th anniversary