



Board of Governors Chair's Report

2020-2021



Carleton
UNIVERSITY

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Message from the Chair

Resilience in the Face of Adversity

My first term as your Board Chair has been anything but ordinary. It has been an honour to be part of our community's resilience and creativity in the face of adversity.

Thanks to the university's leadership as they provided clarity in a time of uncertainty, and the unwavering commitment by the members of the campus community, we can now begin to see on the horizon a bright and promising tomorrow as the vaccine roll out continues. While it has not been an easy year, one that forced everyone to pivot in their efforts, the pandemic has also allowed us to gain new insights into teaching and learning, student support and wellness; long-term trends that will enhance the Carleton experience moving forward.



As with all aspects of university life, our governance systems fully adapted to online meetings in order to continue our work. Throughout the past year, the Board was kept apprised of all COVID-19 news that directly affected the university, received updates on the 2020/21 budgets, enrolment statistics and listened to presentations from the Carleton University Scenario Planning (CUSP) Working Group. Through our committee work, the Board monitored the progress of Carleton's capital projects and deferred maintenance including the completion of the Health Sciences and ARISE buildings. Additionally, we are proud of our continued commitment to diversity and inclusion through our 50 - 30 Challenge pledge and are pleased to have approved the leadership renewal of Carleton's Chancellor Yaprak Baltacioğlu as well as President and Vice-Chancellor Benoit-Antoine Bacon.

With the academic year coming to a close, I would like to extend my appreciation to you, the Carleton community. Thanks to all of you, I am confident that we will emerge from the pandemic with a renewed strength to pursue new ideas and enhance the values we cherish. Your determination to strive for excellence in all circumstances has made my first year as Board Chair a very positive and rewarding experience.

May this next year be one of return, growth and prosperity.

Sincerely,

Dan Fortin

Chair, Carleton University 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 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:



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

5 full board meetings:
Sept. 29, Dec. 1,
March 11, April 29,
June 1

700+
VOLUNTEER HOURS

15
OBSERVERS WELCOMED TO OPEN
SESSIONS OF THE FULL BOARD

25+
COMMITTEE MEETINGS

Your Governors

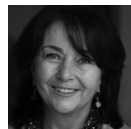
2020/2021 Board of Governors



Debra Alves
Community



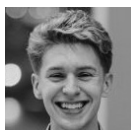
Benoit-Antoine Bacon
President and
Vice-Chancellor, *ex officio*



Yaprak Baltacioğlu
Chancellor, *ex officio*



Nathaniel Black
Undergraduate Student



Tyler Boswell
Undergraduate Student



Beth Creary
Community



Samantha Davin
Graduate Student



Patrick Dion
Community



Jim Durrell
Community



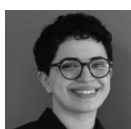
Greg Farrell
Vice-Chair, Community



Konrad von Finckenstein
Community



Dan Fortin
Chair, Community



Frohan Foroutan
Graduate Student



Marion Fraser
Community



Kim Furlong
Community



Gail Garland
Alumni



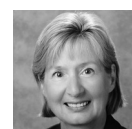
Christina Gold
Community



Dan Greenberg
Community



Louise Hayes
Alumni



Lynn Honsberger
Community



Waneek Horn-Miller
Community



Nina Karhu
Staff



Jonathan Malloy
Faculty



Nik Nanos
Past-Chair, Community



Brenda O'Connor
Community



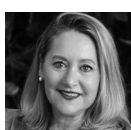
Banu Örmeci
Faculty



Elinor Sloan
Faculty-Senator



Patrice Smith
Faculty-Senator



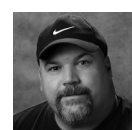
Jane Taber
Community



Christina Tessier
Community



Ann Tremblay
Community



Art Ullett
Staff

Retiring Governors

Nathaniel Black, Undergraduate Student

Tyler Boswell, Undergraduate Student

Samantha Davin, Graduate Student

Jim Durrell, Community-at-Large

Frohan Foroutan, Graduate Student

Christina Gold, Community-at-Large

Jonathan Malloy, Faculty

Incoming Governors

Allison Brown, Graduate Student

Holden Heppler, Undergraduate Student

Alice Keung, Community-at-Large

Harjit Kaur Daljit Singh Khalsa, Graduate Student

Catherine Khordoc, Faculty

Anastasia Lettieri, Undergraduate Student

Susan Mingie, Community-at-Large



Impact

Renewed Leadership

Chancellor Yaprak Baltacioğlu renewed for three-year term

The Board unanimously approved the renewal of Chancellor Yaprak Baltacioğlu for a second three-year term. After arriving from Turkey, Baltacioğlu completed a Master of Arts from Carleton's School of Public Policy and Administration, and became one of the most distinguished public servants in the country. Throughout her career, she worked as deputy minister in several key portfolios and advised four prime ministers. Baltacioğlu embodies the Carleton story and has served the university admirably throughout her first term as Chancellor.

President Bacon reappointed for second five-year term

The Board was pleased to approve the recommendation of President and Vice-Chancellor, Benoit-Antoine Bacon's reappointment for a second five-year term.

On Feb. 4, the Board launched a process to consider the reappointment of the President and Vice-Chancellor. Pursuant to the appointment guidelines, a 13-person reappointment advisory group, tasked with making a recommendation to the Board, was assembled. The committee began seeking relevant feedback from the Carleton community in March and a formal recommendation was presented and approved at the June meeting.

President Bacon has shown exceptional leadership, exemplifying the university's core mission, all while navigating through a turbulent environment of governmental funding changes and a global pandemic. The Board is confident that President Bacon's guidance will continue to propel Carleton as a leader in higher education.

Continued Commitment to Diversity and Inclusion

The Board approved Carleton's participation in the Federal Government's 50 - 30 Challenge which aims to improve diversity, inclusion and visibility on Canadian boards and senior management.



Participation in the 50 – 30 challenge underscores Carleton’s commitment to equity, diversity and inclusion, and the Board’s Governance Committee will continue its strong pledge towards better representation. For the 2020/21 term, the Board had 63 per cent female representation.

Financial Stability Despite Unprecedented Times

Scenario-Planning Budget Approach

To manage the financial uncertainties caused by the COVID-19 pandemic, the Board received regular updates on Carleton’s operating budget planning process. At the December meeting, the Board approved the budget planning framework for the 2021/22 year. The university adopted a scenario-planning approach to the budget, which included an array of student enrolment projections.

Balanced Operating Budget

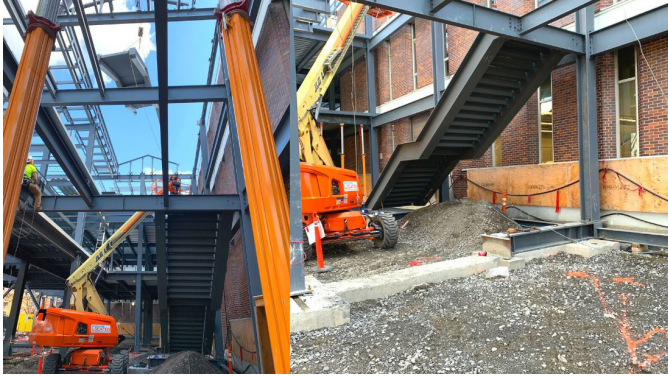
At the April meeting, the Board approved a balanced operating budget for the 2021/22 year, with total revenue and expenses of \$514.9 million. For the 2021/22 year, Carleton will set aside a COVID-related contingency to address any further impacts caused by the pandemic. The COVID-19 health crisis is expected to have lasting economic, psychological and social effects, and Carleton will continue to evolve with new higher-education trends. As part of long-term financing plan, the Board approved the pursuement of a 40-year “bullet” bond not to exceed \$250 million. This loan is earmarked for capital investments, including: new housing, research facilities, student experience hub and renovations.

Ontario Tuition Fees Remain Unchanged

The Board approved Carleton’s 2021/22 tuition fees at the June meeting. In line with the Provincial Government’s newly released tuition framework, there will be no tuition changes for Ontario students. While the Province recently permitted a three percent increase for out-of-province students, these additional fees will not be applied.

Student Association Fees Approved

The Board approved the 2021/22 Student Association and Miscellaneous Fees at the April meeting. Based on a referendum from March 2020, the FundQi Grant Program will no longer be charged to undergraduate students. Other costs either remained unchanged from the previous



year, or were increased subsequent to student referenda or the ancillary fee committee. The new fees will come into effect on Sept. 1, 2021.

Ancillary Budget Approved

The Board approved the 2021/22 Ancillary Budget at the April meeting, which included a one-time transfer of \$22.5M from the university's Capital Reserve Fund to the Ancillary Capital Reserve Fund. These funds are earmarked for maintaining the quality of ancillary infrastructures over time. This transfer is required due to the COVID-19 pandemic and the resulting shut-down of campus.

Audited Financial Statements and Audit Findings

The Board approved the Audited Financial Statements for the year ending April 30, 2020, as well as the Audit Findings Report. The Consolidated Financial Statements were prepared by management and audited by Carleton's external auditing firm, KPMG, which then prepared the Audit Findings Report.

Internal Auditors Approved

Ernst and Young were approved as Carleton's new internal auditors at the Board's Audit and Risk Committee's fall meeting. Ernst and Young completed three internal audits that were later approved by the Board: Impact of Carleton's COVID-19 Response on Internal Controls Over Financial Reporting, Carleton's Co-Op Program and Enterprise Risk Management.

Growing Campus

Campus Building Investments

The 2020/21 year saw the completion of the new Health Sciences Building and ARISE Building. Construction continues on the Sprott School of Business' new home: the Nicol Building, as well as the Faculty of Engineering and Design's expansion of the Mackenzie Building, the Engineering Design Centre.



Campus Master Plan

Every five-years, Carleton completes a renewal of the Campus Master Plan which set the parameters, policies and directions for the physical development of Carleton's campus, which include buildings, landscapes, transportation plans and infrastructure. Although the completion date for this project is not set until 2022, the Board Building Program Committee remained apprised of all progress throughout its committee meetings. The Master Plan will incorporate a number of Carleton's other initiatives, including the EDI Action Plan, Transportation Master Plan, Kinàmàgawin and the Campus Sustainability Master Plan.

Preliminary Design to Begin for new Parking Structure

The P9 parking garage requires significant structural upkeep and will be decommissioned by 2024. To meet parking demand on campus, the Board approved the start of the preliminary design for a replacement parking structure on P4 at the December meeting. Following the preliminary design phase, financial considerations and parking needs at Carleton will be reassessed in light of the ongoing pandemic.



Listening & Engaging

The Board was pleased to welcome several campus and community leaders throughout the Board year to discuss variety of topics:

Flexible Fall Term Ahead

During the April meeting, the Carleton University Scenario Planning Group (CUSP) provided the Board with a presentation on the upcoming fall semester. CUSP communicated that the September term will likely follow a hybrid model; a combination of on-campus activity and online learning. A flexible fall term will serve the entire Carleton community, including students (both international and domestic) who may be unable to travel to campus. All decisions will be subject to government regulations and public health guidelines.

Equity, Diversity and Inclusion Institutional Action

Michael Charles, Assistant Vice-President and University Advisor, Department of Equity and Inclusive Communities, provided two presentations to the Board on Carleton's Equity, Diversity and Inclusion (EDI) action plan during the September and December meetings. The Board was kept apprised of the plan's development from draft recommendations to the official launch of the strategy. The Board expressed support for the process and substance of the plan, and reiterated the significance of Carleton's EDI and anti-racism efforts. To further their commitment to this important work, many Board members attended Carleton's second annual Inclusion Week, hosted by the Department of Equity and Inclusive Communities. The EDI Institutional Action Plan was officially launched on March 23, 2021.

Renewed Carleton Brand

The Board remained engaged in Carleton's Reputational Enhancement Project's development. The Advancement and University Relations Committee was continuously updated on Carleton's evolving research, brand platform, logo design, concepts and community feedback. The project will continue throughout the 2021/22 year.



Senate Annual Report

During the September meeting, Betina Appel Kuzmarov, Clerk of Senate, provided the Board with the Senate Annual Report, which contained highlights from July 1, 2019 to June 30, 2020. Senate quickly adapted to the ongoing pandemic and transferred all of its business to a virtual platform. In addition to completing its core academic functions, Senate supported Carleton's pivot to online learning, and passed a series of motions that assisted students with the ongoing public health crisis.

Continual Growth in Research Funding and Impact

Dr. Rafik Goubran, Vice-President (Research and International), provided the Board with an update on Carleton's research activities and initiatives at the March meeting. Research is a key pillar of Carleton's success and plays a vital role in the university's reputation and ranking. In recent years, Carleton has seen significant growth within its research portfolio, increasing both its annual research funding and impact. Dr. Goubran outlined a series of research goals for the future, which included strengthening and implementing the new Strategic Integrated Plan and International Strategic Plan, promoting and celebrating research accomplishments and expanding industry partnerships.

Strengthening Carleton's International Prominence

Karen Schwartz, Associate Vice-President (Research and International) and International Liaison Officer provided the Board with a presentation on Carleton's inaugural International Strategic Plan during the December meeting. The plan is designed to strengthen the university's international prominence and impact, and better support the international engagement of Carleton's faculty and students. The International Strategic Plan will operationalize the 'Serve the World' direction of the newly launched Strategic Integrated Plan.

Student Support and Engagement in a Virtual Environment

At the September meeting, Suzanne Blanchard, Vice-President (Students and Enrolment) provided the Board with a presentation outlining the breadth of support services for students to access virtually throughout the pandemic. The presentation was broken down into six pillars of success: academics, finances, employability, campus life, wellness and online. These virtual programs have been created with a focus on equity, diversity and inclusion.

Strong Healthy Workplace Culture Continues

The Board received a presentation from Cindy Taylor, Assistant Vice-President (Human Resources) during the December meeting, which outlined a series of healthy workplace initiatives and achievements that have taken place at Carleton. The presentation touched on the university's strong healthy workplace culture and outlined a number of resources created to support the campus community through the COVID-19 pandemic. These included virtual resources and workshops and a series of wellness sessions dedicated to racial injustice.

Advancement Exceeds Year-End Goal

The Board's Advancement and University Relations Committee received updates from the Department of University Advancement at each of their meetings. The department noted that philanthropic and corporate support remain consistent throughout the 2020/21 year, with notable investments in Carleton's equity and Indigenous initiatives, technology and health research, experiential learning and access to education. Overall, Carleton exceeded its year-end goal, and raised \$40,249,819.

Great Strides in Accessibility

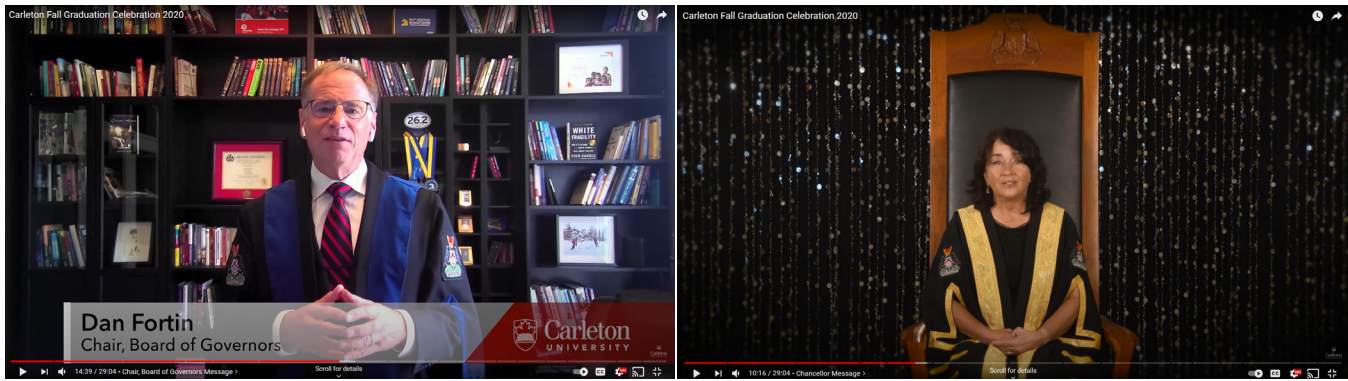
The Board received a presentation on the university's Coordinated Accessibility Strategy during the April meeting. Great strides have been made including: the adoption of the Rick Hansen Foundation Accessibility Standard on campus, an accessibility audit currently underway of 50 buildings, tunnels, outdoor pathways, and parking lots, as well as the development of a pilot initiative with Healthy Workplace that is focused on non-visible disabilities. Carleton looks forward to collecting community feedback on future action plans and the creation of a new service training concentration in accessibility.

Sexual Violence Annual Report & Honouring Each Other Strategy Update

Suzanne Blanchard, Vice-President (Students and Enrolment) and Michael Charles, Assistant Vice-President and University Advisor, Department of Equity and Inclusive Communities provided an update of the Sexual Violence Annual Report & Honoring Each Other Strategy to the Board at the June meeting.

Strategic Integrated Plan Annual: Year One

President Bacon provided an annual update at the June meeting on Carleton's new Strategic Integrated Plan (SIP), which was approved by the Board in spring of 2020. The presentation emphasized highlights from the SIP's first year of implementation, as well as next steps across all three strategic directions.



Supporting Students

Recognizing Students' Outstanding Volunteerism

Millicent (Millie) Close was named the recipient of this year's Board of Governors Award for Outstanding Community Achievement.

Millie, a soon to be graduate of the Bachelor of Health Sciences program, has contributed immensely both in terms of academics and volunteerism throughout her time at Carleton's science community and her passion for philanthropy. Throughout her time at Carleton, Millie has advocated for students within the Faculty of Science and held various association and committee positions, including: President of the Carleton Science Student Society, multiple roles on the Ontario Science Students Association, President of the Health Sciences Society and a plethora of experience in the Science Student Success Centre. Additionally, Millie served on Carleton's Senate from 2018 – 2021, and was also committed to volunteerism outside of the Carleton community.

The Outstanding Community Achievement Award includes a \$2,000 bursary. The award will be presented to Millie when convocation resumes.

Convocation

Due to the ongoing COVID-19 pandemic and the related public health requirements, Carleton postponed all convocation ceremonies for the 2020/21 year. Alongside other members of the Carleton community, Chancellor Baltacioğlu and Board Chair Fortin recorded congratulatory messages for the graduating classes of 2020 and 2021.

Continuous Development

Board Orientation Session

The Board met virtually for the annual orientation session on Sept. 10. Presentations were provided from Carleton's senior executive team and guest speaker Paul Davidson, President of Universities Canada. Davidson spoke about navigating COVID-19 in the higher-education sector, and offered guidance for Board of Governors members. Orientation attendees also joined committee break-out sessions led by the Chair of each standing committee.

Board Orientation Modules

Six orientation modules were created and distributed to Board members which provided 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

Annual Planning Session

The annual planning session was held remotely on Oct. 17. The Board received presentations from the President and Vice-Chancellor, Provost and Vice-President (Academic), and Carleton's Deans from the Faculty's of Arts and Social Sciences, Public Affairs, Science, Engineering and Design and the Sprott School of Business. The presentations focused on the operationalization of Carleton's newly launched Strategic Integrated Plan, and the research highlights from each faculty. The Board also received a presentation on Carleton's Reputational Enhancement Project development.

Board Mentorship Program

To improve Board member acclimatization, incoming Board members continue to be paired with a returning member to assist with their transition to the role of Governor. Proving effective, seven mentorships were formed this year.

Professional Development

Board members have taken advantage of the professional development training offered at Carleton, including: Accessibility in Higher Education, Enterprise Risk Management Training, Cross Cultural Competence Training and Indigenous Cultural Awareness Training.

Council of Chairs of Ontario Universities

Both the Chair and Vice-Chair attended the Council of Chairs of Ontario Universities (CCOU) 2020 Meetings.

Keeping Connected

Board Meeting Summaries

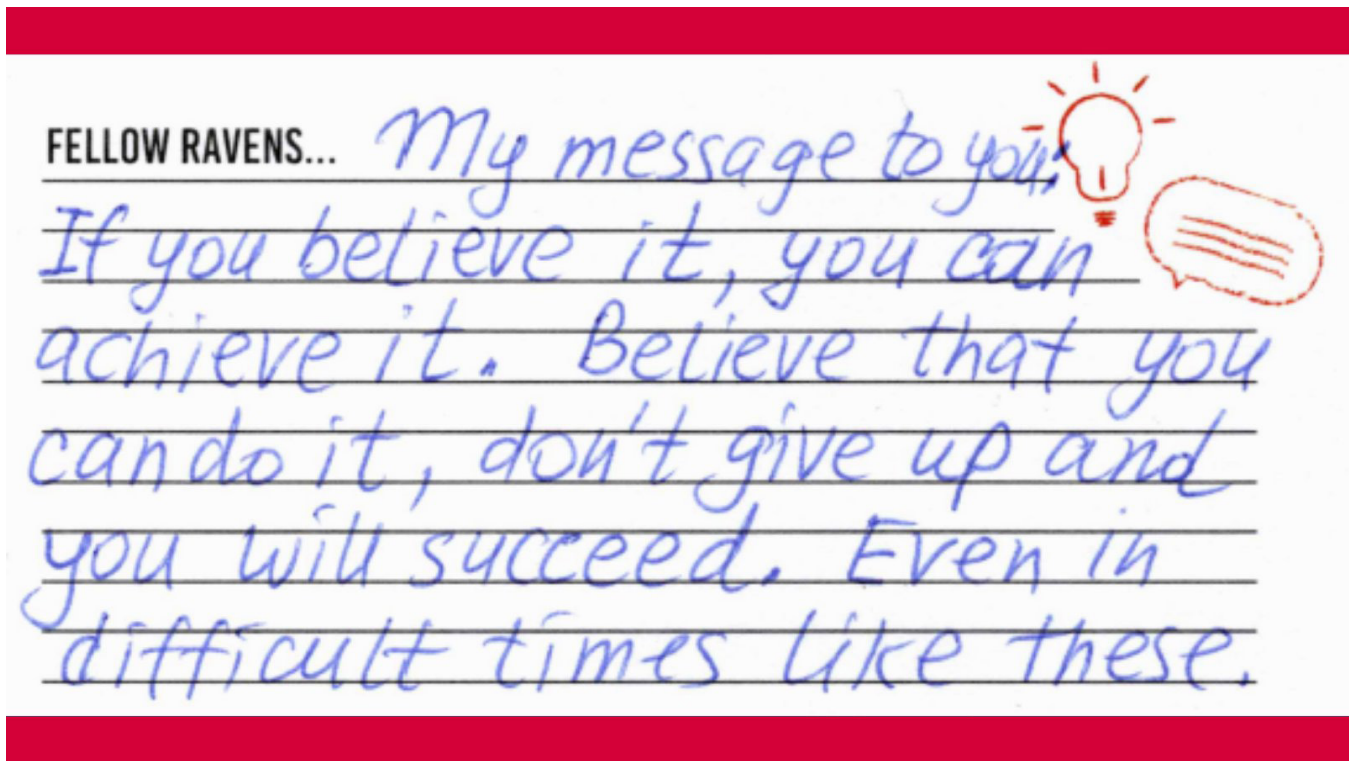
The Board was pleased to continue developing and distributing post meeting summaries to the Carleton community through Carleton's Top5 and the Board website. These summaries provide a high-level recap of key decisions made until the official meeting minutes become available.

Board Newsletter

The Board continues to receive a monthly internal newsletter highlighting relevant news, stories and virtual events happening at Carleton. The newsletter aims to gather Carleton news and events in one easy place to help members feel connected to campus activities between meetings.

@CU_BoardChair

The @CU_BoardChair Twitter account transitioned to reflect the incoming Board Chair, Dan Fortin. The account is run by the University Secretariat team and continues to generate greater communication with the community, enhance transparency and promote Carleton news.





Oversight

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

- Risk and Insurance Services Annual Report
- Enterprise Risk Assessment Report
- Environmental Health and Safety Annual Report
- Investment Report for the Endowment
- Investment Policy on Non-Endowed Funds
- Pension Plan Report
- Carleton Responsible Investing
- Statement of Investment Policies and Procedures for the Retirement Fund
- Appointment Guidelines for Senior Leadership Roles and Guidelines for Senior Academic Administrators by the President
- Philanthropic Naming Policy
- Commemorative Naming Policy
- Sustainability Plan: 2020-2025
- Update on Transportation and Parking Strategy

- Update on Future Capital Planning
- Open Space Plan
- Carleton Dominion Chalmers Centre - Master Planning Presentation
- Carleton Energy Master Plan Update
- Advancement in Higher Education – Guest speaker James Langley, President and Founder of Langley Innovations and former Vice-President, Advancement (Georgetown University)
- Community Engagement – The Carnegie Classification
- Reputational Enhancement Project Update
- SMA3 Update
- Identifying and Fostering Talent at Carleton University
- New Names for New Times Initiative

Collective Agreements

The Board ratified the following collective agreements:

- Ratification of CUPE 2424 Collective Agreement
- Ratification of CUPE 910 Collective Agreement
- Ratification of CUPE 3778 Collective Agreement
- Ratification of CUPE Local 4600-Unit 1 Collective Agreement



Looking Ahead

The Board looks forward to the 2021/2022 academic year, which will focus on:

- Continued engagement with Carleton's equity, diversity and inclusion initiatives and action plan;
- Carleton's Reputational Enhancement Project implementation;
- Carleton's Campus Master Plan;
- Accepting nominations for the Founder's Award – a newly inherited Board priority. The highest non-academic award on campus, this recognition honours those who have made significant contributions to Carleton's advancement. Nominations are welcome in fall 2021.
- Carleton's inaugural digital strategy; and
- A safe and gradual return to campus.

Board of Governors
Chair's Report

2020-2021

carleton.ca/boardofgovernors

