



Board of Governors Chair's Report

2019/2020



Table of Contents

Message from the Chair.....	1
By the Numbers.....	3
Retiring and Incoming Governors.....	4
2019/2020 Governors.....	5
Impact.....	6
Community Engagement.....	9
Supporting Students.....	11
Recognizing Students.....	12
Continuous Development.....	12
Commitment to Transparency.....	13
Oversight.....	14
Enhancing the Board Experience.....	15
Looking Ahead.....	17

Message from the Chair



As I close out my term as Chair of the Board of Governors, Carleton moves from strength to strength. Carleton has displayed its resilience towards one of the toughest challenges to face our sector and country in recent memory.

I have led an exceptional board that has been focused on ensuring Carleton continues to deliver a world-class transformative experience for our students, and that we remain a welcoming, open and safe place for everyone.

The past two years have been about renewal at Carleton.

Renewal of Leadership

Together, our renewed leadership team at Carleton represents a formidable positive force for good.

- I had the honour of helping to recruit and install Carleton's 15th President, Benoit-Antoine Bacon, who is doing an exceptional job at leading our school and laying the foundation for an even stronger future.
- We recruited, and I had the honour of installing, Yaprak Baltacioğlu, one of Canada's most distinguished public servants as our 12th Chancellor.
- Our next Chair of the Board of Governors, Dan Fortin, the former President of IBM Canada Ltd will be an exceptional leader of the Board of Governors.

Renewal of Oversight and Representation

Over the past two years the Board has improved its operations to help deliver critical oversight:

- Our board composition is more diverse and well-balanced than it ever has been, and this diversity has brought new strength to our deliberations.
- The Board committee structure has been recalibrated and streamlined and new risk assessment protocols have been developed to focus board deliberations.

- As part of a process of bringing a diversity of voices and views to the table we invited distinguished guests to address the board, ranging from National Chief of the AFN, Perry Bellegarde to talk about reconciliation through to Morneau Shepell to speak on mental health issues.

Advancing Important Issues

Supporting our core academic mission – The board has consistently served the community by providing input to the Executive Team led by President Bacon and by exercising oversight over the finances of the University. Our prudent oversight allowed Carleton to build a new Health Sciences Building, a new home for the Business School and additional space for Engineering students. Our financial stewardship also makes Carleton well-positioned to weather the COVID-19 storm.

Reconciliation with Indigenous Peoples – In my very first meeting as Chair with President Bacon, I raised the issue of reconciliation with Indigenous Peoples. Over the course of the past two years a consultation process has engaged and inspired our community. I am very proud to receive the report of the Carleton University Strategic Indigenous Initiatives Committee.

Renewed Sexual Violence Policy – The board supported and approved a new Sexual Violence Policy in order to ensure that the school remains a positive learning, working and living place. As part of that process, I participated, along with other members of the Carleton community, in a Sexual Violence Prevention and Response Training workshop.

Over the course of the last few years, I have also had the privilege of establishing scholarships and raising funds for the G. Stuart Adams Graduate Scholarship for the School of Journalism, the Commander of the Royal Canadian Navy Scholarship at the Norman Patterson School of International Affairs, and the Indigenous Enriched Support Program School Mentoring Fund.

Volunteering alongside your Board of Governors and working with President Bacon has been a great experience. To Benoit, his team, and all members of the board, thank-you for your continued dedication to Carleton, especially throughout the current pandemic. It is clearer now more than ever that Carleton is in good hands, and is ready to face whatever challenges the future may bring.

It has been an honour to serve as your Board Chair over the last two years, and I am looking forward to continue to serve on the Carleton Board of Governors in my new role as Past Chair.

Sincerely,

Nik Nanos
Chair, Board of Governors

BY THE NUMBERS

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 six standing committees to help exercise its oversight.

President & Chancellor (ex officio)	Two Faculty Members
Two Undergraduate Students	Two Members of Senate
Two Graduate Students	Two Professional Service Staff
Two Alumni Association Representatives	Eighteen Community Members

**Five Full
Board
Meetings**

**30
Committee
Meetings**

**600+
Volunteer
Hours**

Retiring Members

Farima Afaq, Graduate Student

Abdulwahab Alhaimi, Undergraduate Student

Taylor Arnt, Undergraduate Student

Chris Carruthers, Community

Ken Evans, Community

Jessica Fullerton, Graduate Student

Oliver Javanpour, Community

Incoming Members

Nathaniel Black, Undergraduate Student

Tyler Boswell, Undergraduate Student

Samantha Davin, Graduate Student

Frohan Foroutan, Graduate Student



2019/20 GOVERNORS



Farima Afaq
Graduate Student



Abdulwahab Alhaimi
Undegraduate Student



Debra Alves
Community



Taylor Arnt
Undegraduate Student



Benoit-Antoine Bacon
President & Vice-Chancellor (*ex officio*)



Yaprak Baltacıoğlu
Chancellor (*ex officio*)



Chris Carruthers
Community



Beth Creary
Community



Patrick Dion
Community



Jim Durrell
Community



Kenneth Evans
Community



Greg Farrell
Community



Konrad von Finckenstein
Community



Dan Fortin
Vice-Chair, Community



Jessica Fullerton
Graduate Student



Kim Furlong
Community



Gail Garland
Alumni



Christina Gold
Community



Dan Greenberg
Community



Louise Hayes
Alumni



Lynn Honsberger
Community



Oliver Javanpour
Community



Nina Karhu
Staff



Jonathan Malloy
Faculty



Nik Nanos
Chair, Community



Brenda O'Connor
Community



Banu Ormeci
Faculty



Elinor Sloan
Faculty - Senator



Patrice Smith
Faculty - Senator



Jane Taber
Community



Ann Tremblay
Community



Art Ullett
Staff



IMPACT

Strategic Integrated Plan

The Board approved the final version of the Strategic Integrated Plan on June 2, 2020. The SIP is a forward-looking document that captures the best of Carleton today, and provides a roadmap for the next five years. The first phase of the plan launched in September 2020, and engaged the entirety of the Carleton community throughout the consultation process, including the Board of Governors. The plan displays the best of Carleton’s values while offering a roadmap to achieve and realize its aspirations.

CUSIIC

The Carleton University Strategic Indigenous Initiatives Committee Final Report was distributed to the Board for the June 2, 2020 meeting. Kinàmàgawin, or learning together, outlines all of the work Carleton has put towards developing this strategy over the last year. Additionally, it includes 41 Calls to Action which will guide the community in taking new steps towards achieving reconciliation and building a contemporary relationship between the university and Indigenous communities.

Accessibility Strategy

The Board was presented with Carleton University’s Coordinated Accessibility Strategy. The strategy first launched in October 2018 with various consultations, including: open and online feedback sessions, meetings with key stakeholder groups, and individual interviews. Seven areas of focus have been created: coordination and leadership, education and training, information and communication, physical campus, employment and employee support, student support services, and research and development. This framework will be used to guide Carleton’s ongoing commitment towards accessibility and inclusivity.

Sexual Violence Task Force Report

The Board was consulted on the Sexual Violence Task Force Report led by the Department of Equity and Inclusive Communities. The report was mandated by the Ministry of Colleges and Universities, and outlined the sufficiency of Carleton University's sexual violence policy, as well as the effectiveness of the current programs on campus, and further steps the university will take to combat sexual violence.



2020/21 Operating Budget Approved

The Board approved a balanced Operating Budget for 2020/21 with total revenue and expenses of \$502.4 Million. The operating budget outlined three priorities for the upcoming year: student success and wellness, research productivity and external research funding, and investing in Carleton's reputation. In light of the current public health crisis and associated fiscal uncertainties, the new discretionary allocations approved as part of budget will be on hold until fall 2020 pending further review by the Board of Governors.



Engineering Student Design Centre Approved

The Engineering Student Design Centre was designed to support the growing Faculty of Engineering and Design, and will include offices, labs, and research space in addition to areas for capstone projects. The Board approved a revised design and budget of \$16.9 Million as part of the Engineering student Design Centre Project Implementation Plan.

Re-appointment of Vice-President (Students and Enrolment)

The Board was pleased to approve the re-appointment of Suzanne Blanchard as Vice-President (Students and Enrolment), in line with the unanimous recommendation of the Advisory Committee that conducted a full review process this fall. The Board noted that Suzanne is a pillar of strength in the Carleton community, citing her numerous accomplishments within the Students and Enrolment portfolio over the last five years.





New Student Residence Building

The Board approved the new 452 bed student residence building for occupancy in Sept. 2022. The residence will be located at the north section of campus within the existing residence precinct and will face the main campus entrance on University Drive toward Bronson Avenue. Construction is expected to commence in spring 2020. The building will be a traditional-style residence with living and social spaces that support a safe and productive first-year experience. Featuring both single and double rooms, the new residence will address increased demand for first-year students and provide more upper year residence space in the housing portfolio.

Tuition Fees Approved

The Board approved the university's 2020/21 tuition fees. In line with Ontario's Tuition Fee Framework for colleges and universities, all domestic tuition fees were reduced by 10 percent in 2019 and will be frozen next year.

Ancillary Budget Approved

The Board approved the 2020/21 Ancillary Budget. This includes Physical Recreation and Athletics, the Bookstore, Health and Counselling Services, Housing & Residence Life, Conference Services, Dining Services, Parking Services, the University Centre, the Print Shop, and the Carleton Dominion-Chalmers Centre. The Ancillary Budget outlined a total revenue of \$71.6M, operating expenses of \$46.7M and \$23.2M for renovations/debt reductions, leaving a small surplus of \$1.7M.

Audited Financial Statements Approved

The Board approved the audited financial statements for the year ending April 30, 2019. Consolidated revenues of \$703.0 million were up 7.2% from the previous year while consolidated expenses of \$600.3 million increased by 6.0%. Excess revenues over expenses are essential to ensure the sustainability of our institution and the resulting capital reserves and appropriations are reinvested over time in major projects such as the Nicol building, Health Science building, co-generation plant, and funds a multi-year building modernization program (deferred maintenance) towards preserving our beautiful campus. The endowed net assets that fund scholarships, Chairs and other initiatives reached \$295.4 million at the end of April 2019.

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.

Ken Steele, Eduvation Inc. President and Chief Futurist provided a presentation on the future of post-secondary in Canada to the Board during its orientation session on Sept. 5.

Yaprak Baltacioğlu, Carleton University Chancellor provided remarks on her journey as a public servant and emphasized the importance of her Carleton degree on Sept. 30.

Dr. Sheldon Levy, Special Advisor to the Minister of Small Business and Export Promotion, opened the Oct. 19 planning session with a presentation on Strategic Planning & University Transformation

The Strategic Integrated Plan Task Force co-chairs facilitated an interactive discussion between Board members on horizon scanning for Carleton during their planning session on Oct. 19

Jim Watson, Mayor of Ottawa joined the Dec. 4 meeting to speak to his experience and relationship with Carleton as well as how the university and the city can continue to partner together to further benefit the greater Ottawa community.





The co-chairs of the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC) provided a presentation on the finalized CUSIIC Calls to Action during the Dec. 4 meeting.

The University of Ottawa Board of Governors joined the Carleton Board for a joint reception on Dec. 4. The event was hosted in Richcraft Hall.



Andrew Newman, leader of KPMG's Public Sector Audit Practice in Ottawa, joined the March 12 meeting to discuss trends in higher education and the public sector.

Bailey Reid, Carleton's Senior Advisor on Gender and Sexual Violence Prevention & Support provided an update on Carleton's Prevention Strategy for Sexual Violence as well as the 2019 Annual Report on Sexual Violence during the March 12 meeting.

The Reward: Convocation

Four Board members were pleased to take part in Fall Convocation where they witnessed over 1,300 students receive their hard-earned degrees.



SUPPORTING STUDENTS



Building on feedback and ideas from members of the Board of Governors, and buoyed by momentum from the successful Collaborate Campaign, University Advancement expanded its 2019/20 strategies to focus on “partnerships with purpose.”

In collaboration with the Office of the Vice-President, Research and International (OVPRI), as well as Carleton’s Community Engagement Steering Committee, Advancement developed strategies and infrastructure to broker new partnerships with industry and community organizations.

The primary strategy is the new Hub for Good, a web platform intended to serve as the first point of contact for community members. The site offers knowledge sharing, online networking and digital engagement to support campus-community collaboration in research, experiential learning, volunteer service and sponsorship.

The new Holistic Integrated Partnerships Initiative, established with OVPRI, offers industry an innovative Carleton-based solution to their business needs. Working through a single point of contact, businesses partner with Carleton to support research and innovation, business efficiencies, workforce recruitment, and reputation and corporate social responsibility opportunities. Initial priorities include partnerships in wireless communications, autonomous vehicles, health technology and accessibility.

Meanwhile, Advancement’s fundraising efforts continue to offer innovative and tangible opportunities to expand the impact of higher education in society. Philanthropists at all levels are connecting with Carleton to give students financial support, expand experiential learning opportunities, develop new research approaches, and build campus pride and leadership through athletics.

- Giving Tuesday 2019 was an extraordinary day, as donors gave more than \$1 Million to Carleton students in projects in 24 hours.
- Donors to the 2020 Student Emergency Fund are providing immediate relief to students who are impacted by the public health crisis and struggling with essential needs such as food, medication or clothing.

RECOGNIZING STUDENTS

The Board Award



The Board Award is presented annually to a Carleton student who has gone above and beyond to assist their community. The Board approved Francesca Tsimiklis, a Master of Applied Science and Mechanical Engineering student as recipient of the 2019/20 Board of Governors Award for Outstanding Community Achievement. The selection jury noted Tsimiklis' commitment to volunteerism, both within and outside of Carleton, with a specific focus on advocacy for women in STEM.

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

CONTINUOUS DEVELOPMENT

Professional Development

Many of our Board member have taken advantage of the Professional Development Training offered at Carleton on a variety of topics, including:

- Indigenous Cultural Awareness Workshop
- Cross Cultural Competence Training
- Accessibility in Higher Education
- Sexual Violence Prevention and Response Training



Annual Planning Session

A Board of Governors planning session was held on Oct. 19 at the Carleton Dominion-Chalmers Centre. At the session, members engaged in an interactive discussion hosted by the Strategic Integrated Plan Task Force co-chairs to discuss Carleton's strengths and future strategic direction. In addition, Dr. Sheldon Levy, Special Advisor to the Minister of Small Business and Export Promotion, opened the session with a presentation on Strategic Planning & University Transformation.

COMMITMENT TO TRANSPARENCY

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.

#BoardChaironTwitter

The Board office continued to use the @CU_BoardChair account to inform the Carleton community of important events, including upcoming elections, meetings, and the Board Award application process. The 2019/20 academic year saw increased engagement from the year prior.



OVERSIGHT

Policies

The Board of Governors reviewed and approved the Board Travel and Related Expense Policy

Bylaws

The Board of Governors amended the Bylaws to allow videoconferencing.

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, 2019
- External Audit Finding Report
- Student Mental Health Framework
- Carleton University Strategic Indigenous Initiatives Committee (CUSIIC)
- 2019 Risk and Insurance Report
- Investment Report for Endowment
- Pension Plan Report
- Internal Audit Report on Research Financial Services, Housing, Distributed Computing
- Annual Report on Sexual Violence
- Sexual Violence Prevention Strategy
- External Audit Plan
- Pension Plan Actuarial Report and Funding
- Energy and Sustainability at Carleton
- Audited Financials for the Pension Fund and Report for Year Ended June 30, 2019
- Statement of investment policies and procedures for retirement fund
- Environmental Health and Safety Annual Report
- Cyclical Review Program Summary for 2019/20
- Top 10 Enterprise Risk Presentation – Financial Sustainability & Research Prominence, Information Management and Security, Students and Staff Health Wellness and Safety



ENHANCING THE BOARD EXPERIENCE

Monthly Newsletter

A newsletter was distributed to all Board members at the beginning of each month. The newsletter ensured all governors were aware of upcoming campus events and lectures, as well as any resources that would be helpful for higher education governance.

Board Portal

A Board portal was adopted to securely distribute all materials for standing committee and board meetings. The portal is a one-stop-shop for everything board related, and includes information about upcoming events, professional development training, and more!



New Orientation Model

The Board office successfully altered the annual orientation to a flipped classroom model. A series of videos were released over the summer for Board members to familiarize themselves with Carleton governance before attending the Sep. 5 Orientation session. The videos were on the topics of governance, fiduciary duty, Senate and privacy. In addition, a series of three additional videos were created on enterprise risk management, and are hosted on the Board Intranet portal.



Board Mentorship Program

To better assist incoming Board members, 20 members took advantage of the mentorship program this year. A new member is paired with a more senior governor to help the new member acclimatize to the board and its culture.



Committee Restructuring

A structural review was completed on the configuration of all Standing Committees. These changes were implemented for the 2019/20 academic year. Broadly, these alterations allowed for less or merged committees, and the option to hold joint committee meetings when needed.



LOOKING AHEAD

Incoming Chair



Dan Fortin joined the Board of Governors as an Alumni Representative in 2016. When his term ended, he was reappointed to the Board as a community-at-large member, and was elected Vice-Chair for a one-year term commencing July 1, 2018. His term was renewed for another year ending June 20, 2020. Dan has served on all of the Board's standing committees, including as Chair of both the Advancement and University Relations Committee, as well as the Human Resources and Compensation Subcommittee until it was folded back into the Executive Committees mandate in 2019. He has also held numerous leadership positions both nationally and globally, and retired as President of IBM Canada Ltd in July 2014. Dan is an active member of many different boards, and brings a plethora of governance experience to Carleton.

His tenure as Chair commences on July 1, 2020.

Incoming Vice-Chair



Greg Farrell has served as a community-at-large representative on the Board of Governors since July 1, 2017, and became Chair of the Building Program committee in 2019. He is a Chartered Professional Accountant, and was previously the President and Chief Operating Officer of Giant Tiger Stores Limited. Over the years, Greg has been very involved in the Ottawa community, and has served on a number of boards.

His tenure as Vice-Chair commences on July 1, 2020.