

**CONSENT AGENDA
to the Open Agenda of the 642nd Meeting of the Board of Governors**

Thursday, June 6th, 2024

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes

MOTION: That the Board of Governors approves the open minutes of the 641st meeting of the Board of Governors, as presented.

4.1.2 Senior Executive Appointment Guidelines

MOTION: On the recommendation of the Governance Committee, move to approve the following revised appointment guidelines: Chancellor; President and Vice-Chancellor; Provost and Vice-President (Academic); Vice-President (Research and International); Vice-President (Finance and Administration); Vice-President (Students and Enrolment); University Secretary; and Guidelines for Senior Academic Administrators by the President, as presented.

4.1.3 Academic Unit name Change: Faculty of Public Affairs

MOTION: On the recommendation of the Senate, that the Board of Governors approves the change in the name of the Faculty of Public Affairs to the Faculty of Public and Global Affairs as presented to take effect immediately upon approval, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 University Secretariat Annual Report – June 2024

4.2.2 Cyclical Review Program Summary for 2024- 2025

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

Minutes of the 641st Meeting of the Board of Governors
Tuesday, April 30th, 2024 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	G. Farrell (Chair)	L. Grussani	J. Nelson (Virtual)
	B. Creary (Vice-Chair)	A. Hamdani (Virtual)	L. Newton Miller
	A. Chan	N. Karhu	B. O'Connor (Virtual)
	J. Devoe	A. Keung (Virtual)	P. Smith
	K. von Finckenstein	M. Main	J. Taber (Virtual)
	D. Fortin (Virtual)	D. Maseko (Virtual)	C. Tessier
	K. Furlong (Virtual)	S. Mingie	A. Tremblay
	M. Gillis	G. Morris	J. Tomberlin
	D. Greenberg	J. Muthukumar (Virtual)	P. Wolff
REGRETS:	Y. Baltacioğlu	H. Babb	P. Dion
	J. Camelon	J. Ojangole	
STAFF:	N. Afouxenidou	S. Levitt	K. McKinley (Virtual)
	S. Blanchard	C. Khordoc	G. Nower
	B. Billings	A. Marcotte	S. Phillips
	L. Dyke	N. MacDonald	P. Rankin
	T. Frost	C. Malcolm Edwards	K. Solomon
	A. Goth (R. Secretary)	J. Mihalic	B. Vukovic (Virtual)
	R. Goubran		
GUESTS:	S. Mason (Gordian)	S. Stanley (Gordian)	

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He recognized that April 28th marked the National Day of Mourning to honour those who have lost their lives, been injured, or experienced a work-related tragedy and is a day to renew Carleton's commitment to improving health and safety across campus. He reviewed the meeting protocols for members in person and attending virtually.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. None were declared.

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by S. Mingie and seconded by L. Grussani that the open agenda of the 641st meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the 639th Board Meeting.

The following items were circulated in the open consent agenda for approval: Board Award for Outstanding Community Achievement Recipient, Founders Award Recipient, 2024/2025 Miscellaneous Administrative Fees, 2024/2025 Student Association Fees, Statement of Investment Policies and Procedures for the Retirement Fund, *Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act*, and Academic Unit name Change - School of Canadian and Indigenous Studies.

The following items were circulated for information: University Committee Minutes from the January meetings of the Advancement and University Relations Committee and the February meeting of the Building Program and Finance Committees, Capital Renewal (Deferred Maintenance) Plan for 2024/2025, Ongoing Capital and Deferred Maintenance Project Status Report, Update on Transportation Plan and Parking Strategy, Kinàmàgawin Strategy Progress Update, Reputational Enhancement Project Update, Advancement Strategy 2023/2024 Update, Government Relations Update, and Minutes from Senate.

It was moved by C. Tessier and seconded by M. Gillis that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Loeb Building Renovations – Project Planning Report

An executive summary, presentation, and report were circulated in advance.

C. Tessier, Chair of the Building Program Committee, introduced the item advising that the University plans to renovate the Loeb Building to mitigate health and safety concerns

and to enhance the exterior aesthetics and energy efficiency. The Project Planning Report was the second stage of the approval process and the Project Implementation Report would return to the Board in the 2024/2025 year. She advised that the project cost was estimated at \$40 million, which would be funded through the debenture.

L. Dyke, Vice-President (Finance and Administration), advised that the purpose of the Planning Report is to for the Board to review the schematic design and Class “C” estimates and provide the University authorization to invest in the development of drawings. The Project Planning Report was reviewed and approved by the both the Building Program and Finance Committees. A 2021 condition assessment of the Loeb Building found that its cladding was at end of life and could present safety concerns. The project committee recommended maintaining the building’s aesthetic with a slight update, enhancing the building efficiency, and possibly generating its own energy through photovoltaic panels.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation advising that Carleton had retained Hariri Pontarini Architects for design services for the Loeb Building Envelope Renewal. Design methodology focused on improving the building exterior envelope aesthetics while increasing the energy efficiency and architectural integrity of the original façade. He reviewed the proposed envelope materials of ceramic, solar panels, metal flashing, bird friendly glazing, and repointing brick on the stair towers. Signage would be updated at the lobby entrance, including a proposed land acknowledgement. Two design options for the lobby were shared as well as a proposed design for the third-floor patio area.

Project risks include noise and dust disruption as the building would be partially occupied during the construction phase. The construction market was still uncertain and volatile but he anticipated that the bidding process would see a more stable market; however, year-over-year inflation continued to be a risk and that the building’s age increased the likelihood of unforeseen conditions. The updated budget breakdown was shared, at a total of \$40 million including built-in contingencies for construction and design.

The project committee continued to meet with stakeholders, such as Facilities Management and Planning, the Faculties in the Loeb Building, the City of Ottawa, and adjacent building occupants. He reiterated that the funding for the project would come from the debenture and the capital renewal and deferred maintenance (CRDM) funding could also support the project. A high-level schedule was shared with construction commencing in 2025, and anticipated completion in 2027.

On the recommendation of the Building Program and Finance Committees, it was moved by C. Tessier and seconded by A. Hamdani to approve the Project Planning Report and proceed to a Project Implementation Report to include a class “B” estimate for the Loeb Building Envelope Remediation and Replacement at a project cost not to exceed \$40 million, as presented. The motion carried unanimously.

5.2 P9 Parking garage Decommissioning – Project Implementation Report

An executive summary, presentation, and report were circulated in advance.

C. Tessier reminded the Board that the P9 Parking Garage was built in 1969 and is at end of life. The decommissioning budget was set at \$8 million and the garage had officially been closed. The project implementation report was the last step in the Board approval process and decommissioning would commence in May 2024.

L. Dyke confirmed that this was the final report to the Board as part of the Capital Planning Policy and approval of the report provided authorization for Carleton to begin the project. Cracks were observed in beams in 2018 and the University had been spending \$1 million annually to ensure that the structure was safe for use until decommissioning. The initial cost estimates were \$5 million for the decommissioning, but new requirements imposed by the City of Ottawa led to additional costs, increasing the estimate to \$8 million.

B. Billings, Executive Director, Campus Safety Services, provided a presentation outlining that Carleton completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in Spring 2024. The project objective was to eliminate the need for Carleton to continue the allocation of funds for maintaining a deteriorating asset and the decommission P9 in a way that best supports the intended use of the site in the future.

G. Nower advised that Moriyama Teshima Architects were retained as the prime consultant on the project. The demolition permit application was approved by the City of Ottawa. A consultant was retained to monitor vibrations, specifically for the Information Technology Services (ITS) infrastructure in the adjacent building, Pigiarvik during demolition. Carleton was working with the City on requirements due to the proximity of the O-Train line and there was a robust communications strategy in place. The City required portions of the demolition to be done during the engineering hours of 1:00 a.m. and 5:00 a.m. and also asked that there be flaggers on the track to ensure safety for the LRT.

Project risks included the above-mentioned proximity to the O-Train line, impacting costs and timelines for the project. Vibration analysis would be conducted during demolition and a report would be generated with recommended protections to prevent disruptions for ITS. The updated budget of \$8 million was shared, including a breakdown of the project costs and the additional City of Ottawa requirements.

B. Billings reviewed the stakeholders, including Parking Services, Facilities Management and Planning, Environmental Health and Safety, P9 Permit Holders, the City of Ottawa, and adjacent building occupants. The funding for the project would come from Parking Services and he confirmed that the budget increase to \$8 million was approved by the

Board on March 6, 2024. A high-level project schedule was shared with proposed demolition commencing in May 2024 with completion by Fall 2024. After demolition, the site would be graded to meet adjacent boundaries and potentially resurfaced at a later date.

A member inquired as to the anticipated space usage after the demolition of P9 and any associated considerations. G. Nower responded that the space would be a green field but that the site was being prepped for further development, including relocated fiber and cabling and tunnel relocation.

On the recommendation of the Building Program and Finance Committees, it was moved by C. Tessier and seconded by A. Hamdani to approve the Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented. The motion carried unanimously.

5.3 Capital Renewal Annual Funding

An executive summary, presentation, and report were circulated in advance.

The Chair introduced S. Mason, Senior Account Manager, and S. Stanley, Data Lead, from Gordian Consulting and welcomed them to the meeting.

C. Tessier advised that the report provided assists the Board in understanding the past and future investment needed for campus infrastructure at Carleton. A comparison of Carleton's Facilities Management Strategy with peer institutions noted a growing mismatch between the campus space and enrolment, with increasing campus density.

L. Dyke provided context that in 2014/2015, the Board committed \$14 million per year for ten years from the operating budget to support capital renewal and deferred maintenance. The Board requested that the campus deferred maintenance needs be reviewed by management and a recommendation with respect to future funding be brought forward. In 2021, a new facilities conditions index methodology was adopted. It estimated Carleton's deferred maintenance at \$1.2 billion. Gordian Consulting was engaged to provide a better understanding of campus infrastructure needs.

S. Mason provided a presentation on the return on physical assets analysis for Carleton. Since 2010, Carleton's enrolment has outpaced the growth in square footage and Carleton was one of the highest density campuses in Gordian's database, outside of community colleges. Higher-density campuses require additional operational resources and benefit from having more staff to maintain expected service levels and capital programs. Buildings being used at a higher frequency for longer operating hours can experience shortened lifecycles, requiring more frequent investment to avoid deterioration.

The majority of Carleton's academic campus was built in the Post-War and Modern era (1950-1970). There are challenges from buildings of this era. They may have lower-quality construction and require frequent repairs, disproportionately drawing on available resources. Approximately 65% of the buildings on campus were over 50 years old, but Carleton recently made some strides in improving the age profile through the capital investment program and the number of buildings under 25 years old was steadily increasing. Assuming no intervention, the risk of the aging buildings would continue to grow with 81% of campus space predicted to be high-risk by 2031. This could be mitigated by continuing a strong capital deferred maintenance program and extending the allocation of funding for investment into the aging campus.

Since Fiscal Year (FY) 2017, the investment had almost doubled with funds going into existing spaces, campus infrastructure, and new construction. Carleton maintained a consistent mix of funding with a balance of investment into new infrastructure investments with significant reinvestment back into the needs of its existing buildings. Carleton's facilities team had made strategic decisions with its funding allocations with the majority of the funding going towards high-risk buildings that were over 25 years old, which is where the highest level of need is, with the rate of spending exceeding the percentage of space.

To target annual investment, 3% of the replacements value in FY 2022 was \$57.8 million. Based on each building's complexity, size, and function, it will have different life cycle needs. Targeted for Carleton's campus, this would be \$22.2 million for envelope/mechanical and \$30.8 million for space/program, or an annual targeted investment of \$16.7 million for envelope/mechanical and \$10.8 million for space/program. Carleton would need to consistently invest above its annual investment target if it wants to stabilize the backlog of deferred maintenance. Carleton's increased spending was largely from an increase in the University's stewardship program, rather than relying on one-time capital investments. With higher inflation, there continues to be a need to catch up on maintenance across campus. In the event of future emergencies or strategic initiatives, reallocation of these resources would impact the continued ability to steward facilities' needs.

L. Dyke added that Carleton had been investing its deferred maintenance budget in high-impact areas and had been stabilizing its deferred maintenance backlog. Gordian estimated that to maintain a stable backlog, Carleton needed to spend approximately \$28 million per year. In addition to the \$14 million a year from the operating budget, Carleton also receives \$5 million from the Ontario government's Facilities Renewal Program. Given the challenges to the operating budget and the current level of investment will allow Carleton to maintain a stable backlog, it was recommended that the Board approve the allocation of \$14 million from the operating budget for each of the next three years.

On the recommendation of the Building Program and Finance Committees, it was moved by A. Tremblay and seconded by G. Morris to approve the University's continued commitment and allocation of \$14 million for Capital Renewal and Deferred

Maintenance work for an additional three (3) fiscal years after the 2024/2025 fiscal, as presented. The motion carried unanimously.

5.4 2024/2025 Tuition Fees

An executive summary and presentation were circulated in advance.

A. Hamdani, Chair of the Finance Committee, introduced the item. He advised that the freeze of domestic tuition remained in place. An increase of 5% for out-of-province domestic students was proposed, with strategic increases for international student tuition, based on market comparisons. The Finance Committee reviewed the item and were recommending its approval.

P. Rankin, Provost and Vice-President (Academic), explained that Ontario had been in a prolonged domestic tuition freeze after the 10% reduction in 2019/2020. The estimated cumulative impact on Carleton from the cut and freeze, up to and including 2023/2024 was \$193 million. Select programs were approved for adjustment in 2023/2024 under the tuition anomalies policy, for programs shown to be more than 15% below similar programs, including: Bachelor of Commerce, Bachelor of International Business, and Master of Business Administration. Increases for out-of-province domestic tuition were allowed for up to 5%.

For 2024/2025, the Province confirmed that domestic tuition would remain frozen. It allowed increases to out-of-province domestic tuition by the maximum of 5%, and tuition anomaly adjustments on approved programs by a maximum of 7.5%. Given the volatility in the international student space, a two-year framework was proposed to provide additional stability. A market comparison on international fees showed Carleton to be within the range of other institutions, but below the Provincial average of the larger institutions for undergraduate international tuition. For 2024/2025 and 2025/2026, an increase of 8% was proposed for undergraduate degrees, 3% for Research Master's, 8% for Professional Master's, and 0% for PhDs. The proposed increases would generate an additional \$6 million and would offset the decreased level of international enrolment.

A member asked for the rationale for the increases regarding international tuition. P. Rankin responded that, compared to other similar institutions, Carleton's rate was lower for undergraduate international tuition. Decisions were made in consultation with the Deans and they were in agreement that this would not impact recruitment. She added that it was important from a profile perspective to not undersell programs as the lower fees can be interpreted as lower quality.

On the recommendation of the Finance Committee, it was moved by S. Mingie and seconded by N. Karhu to approve domestic tuition for 2024/2025, as per the 2024/2025 Ontario Tuition Framework, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by J. Devoe and seconded by A. Keung to approve the proposed increases to the international tuition fees per year for 2024/2025 and 2025/2026, as presented. The motion carried unanimously.

5.5 2024/2025 Operating Budget

An executive summary, report, and presentation were circulated in advance.

A. Hamdani introduced the item, commenting that the budget for 2024/2025 was set against a backdrop of constraints, including the freeze on domestic tuition fees and modest government grant increases. The proposed budget reflected strategic priorities such as enhancing student recruitment and expanding online education. Despite these initiatives, the University projected an operating deficit after a 3% across the board cut. The Finance Committee thoroughly reviewed the operating budget and recommend its approval.

P. Rankin outlined the areas of focus for the 2024/2025 budget included undergraduate recruitment and retention, program refresh, new online markets, service rationalization, and process modernization with the Strategic Integrated Plan (SIP) focus of “Serve Ottawa, Serve the World”. She reviewed the budget prioritization process with the Resource Planning Committee (RPC) Chair submitting planning and budget proposals, followed by a rigorous process of sharing presentations among RPC Chairs before allocations were proposed.

A number of assumptions were factored into the budget making process, including pressures and opportunities. Major changes since the presentation to the Board in November 2023 included the international student visa caps and processing delays, as well as the repeal of Bill 124. The Province announced three years of increases to the operating grant (3%, 2%, 2%) and one year of additional money for previously unfunded STEM students, totaling approximately \$7.2 million. Those announcements were made after Carleton’s decision to implement a 3% base expenditure budget cut. Additional assumptions for revenue included the continued freeze to domestic tuition fees and the adjustments for tuition anomalies.

For 2024/2025, enrolment projections showed an increase in domestic enrolment with a conservative estimate of a 1% increase in domestic undergraduates; however, a decrease of up to 25% in international undergraduate enrolment was projected. Due to spillover from the cap on undergraduate international students, a decrease of 10% was anticipated for the international graduate intake. Admission statistics for Fall 2024 were shared. OUAC 101 applications were up 5.5%, but international applications were down 27.6% as at April 18, 2024. Domestic graduate students, particularly at the Masters level, were up significantly, attributable largely to the online MBA program.

To mitigate pressures, Carleton continued to plan cautiously over the five-year horizon. The goal was to maintain sufficient reserves and contingency balances, modeling a range of scenarios with a strategic financial group to plot a course of action. There was significant potential for a more positive outlook due to the possible impact of new programs, a bounce back of international enrolment, or further assistance from the Province. Given the current volatility of the sector, budgets were planned conservatively.

For 2024/2025, an operating deficit of \$26 million was projected, based on revenues of \$534 million and total expenses of \$560 million. This projection excluded the Bill 124 one-time, retroactive payment but an estimate of the ongoing salary cost increases were included. The operating deficit would likely move Carleton from a medium to a high-risk categorization under the Province's Ontario Framework for University Financial Accountability. It was highlighted that 69% of the University's income was government regulated and that 75% of expenses were related to staff costs. An expense variance of \$33 million was expected for salaries and benefits between 2023/2024 and 2024/2025. Other year-over-year changes included an additional \$1 million in student supports and \$5 million for campus infrastructure. A \$4 million decrease in operating expenses was attributed to the 3% cuts. A breakdown of the allocations in base and fiscal funding for the RPCs was shared, including allocations for new programs, information technology, and campus operations.

Looking ahead to 2025/2026 and beyond, the university sector was facing significant financial headwinds. For 2028/2029, a budget deficit of \$80 million was forecasted based on the frozen domestic tuition fees and the other previously discussed assumptions. If everything remained the same with no actions to reduce expenditures, Carleton's spending would continue to seriously outpace revenue projections. To balance the most pessimistic scenario, the University would have to apply \$19.8 million annually in base cuts and draw on \$71 million in reserves. There were revenue growth opportunities from the new undergraduate programs in development, a bounce back in international student enrolment, or the MCU operating grant set as continuing the outlook would be more optimistic and could eliminate the projected deficit.

The Chair advised that additional conversations took place between members of the Finance Committee and management on the budget, commenting on the extensive dialogue, debate, and discussion from members.

A member asked what the greatest concerns for the 2024/2025 year were for the budget. P. Rankin responded that she was concerned about the impact of the cap on undergraduate international students and its spillover effect for overall international graduate enrolment. It was a sector-wide concern financially and for the Canadian brand.

A member asked if other universities were hitting the cap on international undergraduate students. J. Tomberlin, Interim President and Vice-Chancellor, responded that most other universities were similar to Carleton and not hitting the cap, outside of some smaller institutions that were partnered with colleges.

A member inquired about the debenture and if the proposed budget would impact the regularly planned payments. J. Tomberlin responded that there was no change and Carleton continued to contribute to the sinking fund.

A member commented on the earlier presentation that noted Carleton's high campus density and the six new programs mentioned in the budget's revenue opportunities and asked how those would be accommodated on campus. P. Rankin responded that they worked closely with the Faculty of Science which would be the most impacted, and they were confident that the space issues could be resolved. For the nursing program, they are looking to space in Kanata, closer to the Queensway Carleton Hospital and one of the programs is online. L. Dyke added that Carleton is using space on campus as effectively as possible and continues to maximize space usage.

A member asked about the internal communications plan with respect to the budget. P. Rankin responded that a pre-budget discussion took place at Senate in April to prepare the academic community and the final budget will be presented again to Senate on May 3, 2024. A webinar presentation would be conducted in May for the broader campus community and give the opportunity for questions and to ensure transparency.

On the recommendation of the Finance Committee, it was moved by A. Hamdani and seconded by A. Tremblay to approve the 2024/2025 Operating Budget, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Coordinated Accessibility Strategy Annual Report

An executive summary, presentation, and annual report were circulated in advance.

S. Blanchard, Vice-President (Students and Enrolment), introduced the item advising that Carleton's Coordinated Accessibility Strategy (CAS) was launched in June 2020 and since that time, significant strides had been made in implementing the strategy. The Accessibility Institute has initiatives supporting accessibility, including a Community Accessibility Network (CAN). Since 2020, engagement in accessibility activities across the University had more than tripled and there was greater involvement from leadership in implementation of the CAS's recommendations. She welcomed B. Vukovic, Director of the Accessibility Institute and C. Malcolm Edwards, Lead of the Coordinated Accessibility Strategy.

C. Malcolm Edwards provided a presentation on the CAS 2024 Annual Report and Carleton's commitments to accessibility, noting the involvement of 70-plus individuals representing different units across campus. Progress had started on 39 out of the 40

recommendations within the CAS, with upcoming work on the remaining item. Highlights undertaken as part of CAS were highlighted including:

- Coordinated Leadership: CAN surpassed 100 collaborators and CAS reviewed training to identify and address systemic barriers;
- Education and Training: Disability Justice & Crip Culture Collaboratory roundtable on teaching, accessibility and disability, and an EIC workshop took place on accessible and equitable practices in postsecondary education;
- Information and Communications: release of event guide, creation of single-source email, HR review of website;
- Physical Campus: Collaboration for better bus stops, creation of emergency procedures, and 22 building audits completed;
- Employee and Employee Supports: Faculty Affairs to highlight accessibility initiatives and new medical accommodations process and training;
- Student Support Services: Library created dedicated accessible study rooms, accessible practices in graduate studies, and the development of the Carleton Mobile campus map; and
- Research and Development: Launch of a collaborative Master's in Accessibility, Carleton committed four Canada Research Chair allocations in accessibility and disability, in 2023/2024 over \$1.1 million in funding was brought into campus for accessibility research and a total of \$12.6 million has been brought to campus since 2020.

Next steps included the creation of a new accessibility information commons on the website, the launch of the Professional Education for Accessibility Competence Certificate in Spring 2024, completing the action plans resulting from the previous physical campus audits, and undergoing a consultation process to develop the next iteration of the CAS for 2025. She underscored the imperative of innovative thinking and being champions of accessibility at Carleton.

A member commented that from the list of acknowledgements in the report, it was clear that close to all units on campus were involved which was positive to see.

A member asked if there would be any events for National Accessibility Week at the end of May. C. Malcolm Edwards responded that there would be a number of activities that would be promoted shortly with a communications plan and social media campaign.

A member commented on the amount of funding for accessibility that had come into campus and asked if Carleton was a national leader in this space. S. Blanchard responded that Carleton is and will continue to be a leader and are attracting from across Canada and internationally.

6.2 Report from the Chair

The Chair provided a verbal update advising that May was Asian Heritage Month, which offers a great opportunity to reflect on and celebrate the many and diverse contributions of Asian Canadians to the growth and prosperity of the Carleton community and Canada in general.

In mid-April, Carleton announced its new President and Vice-Chancellor, Wisdom Tettey. The news was well received by the community and there was already a growing excitement. He advised the Board that the upcoming spring convocation ceremonies were swiftly approaching with the dates set for June 17 to 21 this year. For those wanting to attend, the schedule of ceremonies was available on the convocation website and they could reach out to A. Goth, University Secretary, and she can make arrangements for attendance.

He reminded that Board that Carleton would host the second Challenge Conference on May 8, 2024 and encouraged members to reach out to A. Goth if they would like to attend and that the Council of Ontario Universities will be hosting a virtual workshop on June 20, 2024 as more details become available they will appear in the board newsletter.

6.3 Report from the President

A written report was circulated in advance.

J. Tomberlin started his report with the announcement that S. Phillips had been appointed Interim Chief Advancement Officer to lead Carleton's advancement initiatives and welcomed her at the meeting. He provided a few highlights from the campus community since the last meeting including:

- Carleton enjoyed championship victories for the Ravens Women's Basketball and Nordic Skiing teams;
- In March, Carleton held a Convocation for Therapy Dogs and their handlers;
- On April 24th, Carleton hosted the InspirED 2024: CU Teaching Innovation Symposium exploring AI;
- In February, Carleton held a number of Black History Month events with lectures and discussions;
- The Faculty of Engineering and Design launched a new EDI action plan;
- The Anako Indigenous Research Institute hosted an event on recovering and revitalizing Indigenous languages and the importance of preserving cultural heritage;
- The Centre for Indigenous Support and Community Engagement hosted the fifth Kinàmàgawin Symposium; and

- The School of Architecture and Urbanism was holding a display of 100 projects from the MA and BA Architecture Studies and Board members were invited to attend following the meeting.

On April 8, 2024, Intellectual Property Ontario initiated a new investment to support Carleton University in enhancing innovation and intellectual property commercialization projects. Carleton was one of ten Ontario postsecondary institutions benefiting from IPON's total \$2.9 million investment and will be directing the University's allocated funds to initiatives for improving intellectual property commercialization efforts through growing industry partnerships. In addition, the Ontario government announced that three Carleton researchers would each receive \$140,000 Early Researcher Awards for their research projects, namely protecting endangered turtle populations, prostate cancer imaging, and managing on-peak energy demands.

6.4 Committee Chair Updates

6.4.1 Advancement and University Relations

D. Greenberg, Chair of the Advancement and University Relations Committee, advised that the Committee met on April 11, 2024 and reviewed the jury recipients for the Board and Founders Awards. The 2024 recipients were Christopher Pratt for the Board Award for Outstanding Community Achievement, and Jean Teron for the Founders award. Both individuals demonstrated outstanding service to the community and are very-well deserving of the awards for which they were nominated.

The Committee received four items for information, starting with an update on the Advancement Strategy from J. Tomberlin and an introduction to S. Phillips in her new position as Interim Chief Advancement Officer. Carleton University's fundraising strategy was centered on "Gifts through Carleton" a purpose-based model that is focused on societal positive impacts rather than just University gains. The strategy has a three-year rolling average revenue of \$40 million. The second was an update from K. Horn-Miller, Associate Vice-President, Indigenous Teaching, Learning, and Research, on the Kinàmàgawin strategy and the progress towards its 41 Calls to Action over the past two years. T. Frost, Chief Communications Officer, provide an update on Carleton's Reputational Enhancement Project and on the upcoming Challenge Conference. Lastly, A. Mullin, Director, Government Relations, provided an update on the relationship between Carleton and the three levels of government, including moving forward with the nursing program.

6.4.2 Building Program

C. Tessier, Chair of the Building Program Committee, advised that the Committee met on April 19, 2024 and approved three items. The Project Planning Report for the Loeb Building Renovations, set at \$40 million, was approved. The P9 Parking Garage Decommissioning Project Implementation Report was also approved, with a budget not to exceed \$8 million. The Committee received a presentation on the Capital Annual Funding from Gordion, which included a data-based inventory of campus infrastructure density. The fiscal year of 2024/2025 is the last of the 10 years that the University committed to a spending of \$14 million per annum to prevent a growing backlog of maintenance needs. An extension of three years beyond the 2024/2025 fiscal year was approved earlier in the meeting.

The Committee also received three items for information including the Capital Renewal (Deferred Maintenance) Plan for 2024/2025, an update on the Transportation Plan and Parking Strategy and were cognizant of the parking challenges related to the demolition of P9 and the delayed LRT, and the Ongoing Capital and Deferred Maintenance Projects Status Report, with the value of work completed to February 2024 totaled \$84,152,041 and forecasted expenditures would total \$116,256,616.

6.4.3 Finance

A. Goth advised that the Committee met on April 19, 2024 and approved a number of item in addition to those already discussed by the Building Committee. Other items for approval were covered earlier as well including the Operating budget, the Tuition Fees for domestic and international students for 2024/2025, Miscellaneous Administrative Fees for 2024/2025, and Student Association fees for 2024/2025, including results from recent referendums that led to changes such as the addition of a Mental Health Fee.

Other items for approval included the Statement of Investment Policies and Procedures for the Retirement Fund that outlined the investment strategy for Carleton University's retirement plan, which was valued at \$1.6 billion, and the appointment of Clearlake Capital Partners VIII as the Private Equity Investment Manager. The Committee also received an updated on the Ongoing Capital and Deferred Maintenance Projects on campus.

7. OPEN-OTHER BUSINESS

No other business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 5:00 p.m.



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APPOINTMENT GUIDELINES FOR CHANCELLOR

Approval Authority: Board of Governors
Date Approved: March 2024⁴
Mandatory Revision Date: March 2028⁴
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act*, the Chancellor is appointed by the Board of Governors (the “Board”). The *Carleton University Act* provides that the Chancellor shall be appointed by the Board for an initial term of three years and is a member of the Board. The Chancellor may be reappointed for not more than two successive three-year terms.
- 1.2 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the Chancellor is unable or unwilling to finish ~~her or his~~their current term, or a recommendation is not made within the time allowed, as contemplated by paragraph 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the establishment and operation of a committee to select the Chancellor, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the selection process will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.
- 1.3 Except in Special Circumstances, the President and the Chair of the Board shall use their best efforts to discuss with the Chancellor ~~her or his~~their intentions to seek renewal of ~~her or his~~their term not later than twelve months before the expiration of the term or any renewal term of the Chancellor, and provided the Chancellor is eligible for reappointment. If the Chancellor wishes to seek renewal, then the President will bring the matter to the Executive Committee of the Board for review and recommendation to the Board.

Article II: Committee Process

2.1 In the event that either the Chancellor is eligible for renewal of ~~her or his~~their term, but the term of office of the Chancellor is not renewed for any reason, or the Chancellor is no longer eligible for renewal of ~~her or his~~their term, then the Board and the Senate shall use their best efforts to establish a joint committee not later than eight months prior to the expiration of the current term of the Chancellor. The joint committee shall be called the “Committee on the Selection of the Chancellor” (the “Committee”). The Committee shall be composed of the following members:

- The President, as chair *ex officio*;
- Three current Community-at-large or Alumni members of the Board, elected by the Board;
- Two current senate members who are full-time members of academic staff, one of whom shall hold the rank of Full Professor, elected by Senate;
- One undergraduate or graduate student, elected by Senate; and
- One current -senior administrator, selected by the President.

The University Secretary or designate shall serve as the non-voting secretary of the Committee. The Committee shall elect its Vice-Chair from among its members.

2.2 In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee’s work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University’s Human Rights Policies and Procedures and the Board’s Equity, Diversity, and Inclusion Statement.

2.3 Quorum for Committee meetings shall consist of five members of the committee being present in person, by teleconference, or by videoconference, at least one of whom must be the President.

Article III: Selection Criteria

3.1 In preparing its recommendation to the Board, the Committee shall generally rely on the following selection criteria:

The candidate for appointment shall be:

- a Canadian citizen;
- a person of national, and preferably international stature;
- a person whose appointment would add to the reputation and enhance the image of the University;

- a person who has an appreciation of the distinctive role and nature of universities;
- a person who is available to participate in convocation ceremonies and other ceremonial events; and
- a person willing to actively engage with and promote Carleton with enthusiasm including facilitate fundraising activities.

In coming to its recommendation, the Committee shall also take note of the sector from which the Chancellor will come, bearing in mind the need (acting reasonably) to balance public and private sector representation over time.

The foregoing provisions of this section 3.1 are intended as guidelines for the Committee, it being recognized that each appointment is unique and dependent on the circumstances prevailing at the time the Committee makes its recommendation to the Board.

Article IV: Procedures

- 4.1 The Committee shall determine its own procedures, subject to the following conditions:
- At the Committee's discretion, a communication shall be sent to the University community inviting nominations.
 - Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
 - When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
 - In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article V: Recommendation

- 5.1 The Committee shall submit one name only to the Board as the candidate for appointment. Prior to submitting a name to the Board for consideration, the Committee shall confirm with the candidate that ~~she or he is~~they are willing to let ~~her or his~~their name stand for appointment as Chancellor of the University.

The Committee shall use its best efforts to submit its recommendation to the Board not later than two months prior to the expiration of the current term of the Chancellor. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

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APPOINTMENT GUIDELINES FOR PRESIDENT AND VICE-CHANCELLOR

Approval Authority: Board of Governors
Date Approved: March 2024¹
Mandatory Revision Date: March 2028⁴
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act*, the President and Vice-Chancellor (the “President” or the “incumbent”) is appointed by the Board of Governors (the “Board”).
- 1.2 The President shall normally hold office for an initial term not to exceed six years, and shall normally hold a tenured appointment at the rank of Professor in the University. The term of the incumbent President may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the President may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting President for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new President, and in the case of consideration of an incumbent President for renewal of the initial term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the President is unable or unwilling to finish ~~her or his~~^{their} current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.2 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the

review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 The Advisory Committee

- (a) The Board shall make the appointment or re-appointment of a President on the recommendation of an Advisory Committee on the President (the "Committee"). The Executive Committee of the Board shall have responsibility for establishing the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures and the Board's Equity, Diversity, and Inclusion Statement.
- (c) Except in Special Circumstances, the Executive Committee of the Board shall use its best efforts to establish the Committee not later than twelve months prior to the end of the incumbent President's term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- (d) The Committee shall ordinarily be composed of the following as members:
 - The Chair of the Board, as chair of the Committee *ex officio*;
 - The Vice-Chair of the Board *ex officio*;
 - Three community-at-large or alumni members of the Board, elected by the Board;
 - One member of the Board, being a representative on the Board of the staff of the University other than the academic or librarian staff, elected by the Board;
 - Three persons to be elected by Senate from among permanent academic staff members (at least one of whom shall hold the rank of Full Professor) and professional librarians;
 - One senior administrator and one Dean to be elected by the Vice- President Academic and Research Committee; and
 - One undergraduate student and one graduate student to be elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with the ~~Assistant~~ Associate Vice-President, Human Resources shall be a resource to the Committee.

In its discretion, the Executive Committee of the Board may adjust ~~the~~ composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

- 2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being ~~present~~ in person, by teleconference, or by videoconference, and must include the Chair and the Vice-Chair of the Board.

Article III: Procedures

- 3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election of a replacement is inappropriate.

Article IV: Reappointment Process

- 4.1 The Chair of the Board shall communicate with the incumbent to determine if ~~she or~~ he~~they~~ wishes to be considered for reappointment.
- 4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The Chair of the Committee shall begin the process by meeting with the President to discuss the review process.
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by or on behalf of the Board, undertake a comprehensive review, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review ~~her or his~~their performance and to discuss the incumbent's plans if ~~she or he~~they were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the Chair of the Board shall meet in confidence with the President to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to recommend to the Board no later than nine months before expiration of the President's term of office, either that the incumbent be reappointed or that a search for a new President be conducted. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.2 The Committee shall undertake a search for a new President in accordance with the following process:
- As a first step, the Committee shall solicit input from the University community concerning the profile for the next President.
 - The position shall be widely advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile.
 - The Committee shall use its best efforts to provide a recommendation to the Board for approval no later than three months before expiration of the incumbent's term of office. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.



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APPOINTMENT GUIDELINES FOR

PROVOST AND VICE-PRESIDENT (ACADEMIC)

Approval Authority: Board of Governors
Date Approved: March 202~~4~~¹
Mandatory Revision Date: March 202~~8~~⁴
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Provost and Vice-President (Academic) (referred to in this policy as the “V-P”, or the “incumbent”) are appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term not to exceed six years, and shall also hold a tenured appointment at the rank of Professor in the University. The term of the incumbent V-P may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the V-P is unable or unwilling to finish ~~her or his~~their current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or

selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the "Committee"). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures and the Board's Equity, Diversity, and Inclusion Statement.
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the end of the incumbent V-P's term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- (d) The Committee shall ordinarily be composed of the following as members:
 - The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - One community-at-large or alumni member of the Board, elected by the Board;
 - One member of the staff of the University (not being a member of Faculty or a professional Librarian), selected by the President;
 - One professional librarian, elected by Senate;
 - One full-time academic staff member from each of the Faculties, at least two of whom shall hold the rank of Full Professor, elected by Senate;
 - One Vice-President, selected by the President;
 - One Dean, elected by the Vice-President Academic and Research Committee; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with the ~~Assistant~~ Associate Vice-President, Human Resources shall be a resource to the Committee.

In ~~her or his~~their discretion, the President may adjust the composition of the Committee. The Committee shall elect its Vice-Chair from among its members.

- 2.2.1 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being, present in person, by teleconference, or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if ~~she or he~~they wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.

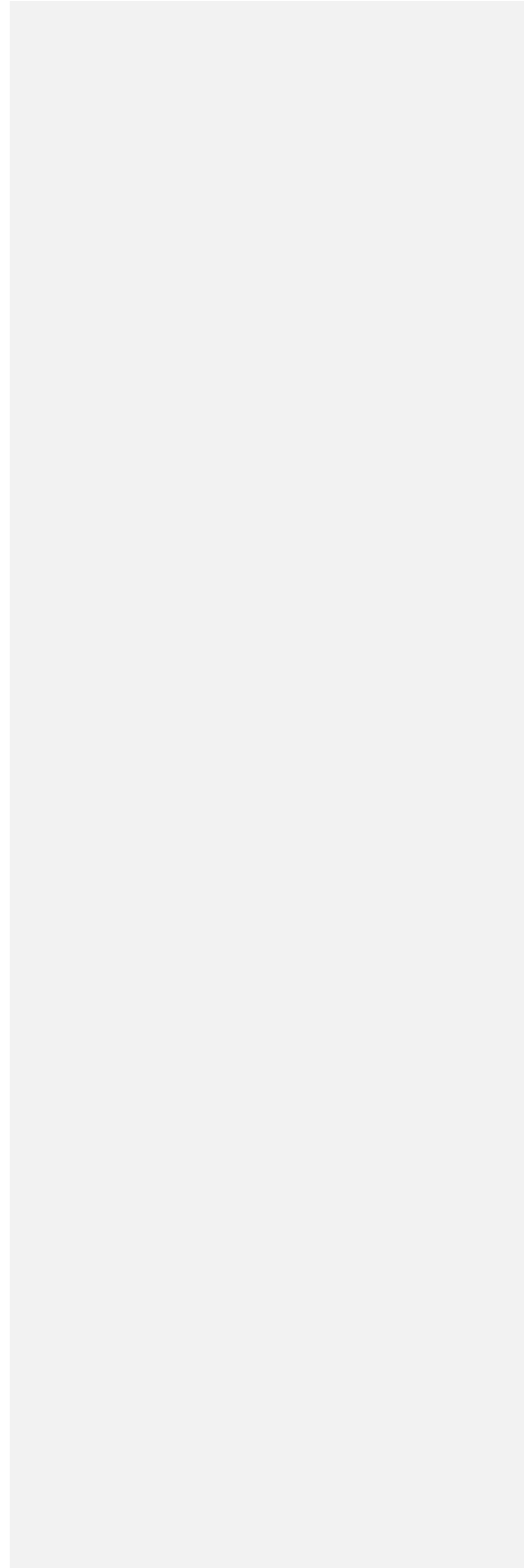
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review ~~her or his~~their performance and to discuss the incumbent's plans if ~~she or he~~they were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.3 The Committee shall undertake a search for a new V-P in accordance with the following process:
- The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board for approval. In the event that the Committee cannot reach a recommendation

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within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.





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APPOINTMENT GUIDELINES FOR VICE-PRESIDENT (RESEARCH & INTERNATIONAL)

Approval Authority: Board of Governors
Date Approved: March 2024⁴
Mandatory Revision Date: March 2028⁴
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Vice-President (Research & International) (referred to in this policy as the “V-P”, or the “incumbent”) are appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term not to exceed six years, and shall also hold a tenured appointment at the rank of Professor in the University. The term of the incumbent V-P may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the V-P is unable or unwilling to finish ~~her or his~~their current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or

selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the "Committee"). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures and the Board's Equity, Diversity, and Inclusion Statement.
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the end of the incumbent V-P's term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- (d) The Committee shall ordinarily be composed of the following as members:
 - The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - One community-at-large or alumni member of the Board, elected by the Board;
 - One member of the staff of the Office of the Vice-President Research and International, selected by the President;
 - One professional librarian, elected by Senate;
 - One full-time academic staff member from each of the Faculties, at least two of whom shall hold the rank of Full Professor, elected by Senate;
 - One Vice-President, selected by the President;
 - One Dean, elected by the Vice-President Academic and Research Committee; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with the ~~Assistant Associate~~ Vice-President, Human Resources shall be a resource to the Committee.

In ~~her or his~~their discretion, the President may adjust the composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being present in person, by teleconference, or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if ~~she or he~~they wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.

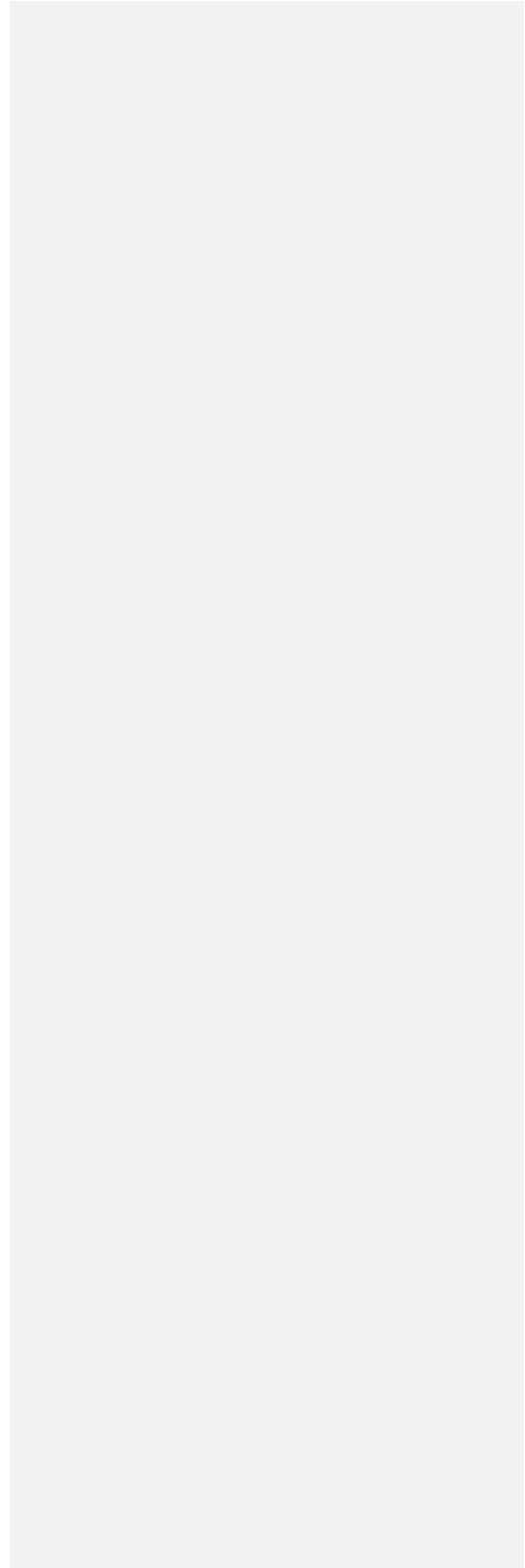
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review ~~her or his~~their performance and to discuss the incumbent's plans if ~~she or he~~they were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.3 The Committee shall undertake a search for a new V-P in accordance with the following process:
- The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board for approval. In the event that the Committee cannot reach a recommendation

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within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.





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APPOINTMENT GUIDELINES FOR

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VICE-PRESIDENT (FINANCE AND ADMINISTRATION)

Approval Authority: Board of Governors
Date Approved: March 2024¹
Mandatory Revision Date: March 2028⁴
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Vice-President (Finance and Administration) (the “V-P”) is appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term of six years, renewable for successive terms in the discretion of the Board.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term or any renewal term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either (i) for whatever reason, the V-P is unable or unwilling to finish ~~her or his~~^{their} current term, or (ii) a recommendation is not made within the time allowed, as contemplated by Articles 3.2 and 4.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they

appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 The Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the "Committee"). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures and the Board's Equity, Diversity, and Inclusion Statement.
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- (d) The Committee shall ordinarily be composed of the following as members:
 - The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - ~~Three~~ community-at-large or alumni members of the Board, elected by the Board;
 - One member of the staff of the University (not being a member of Faculty), selected by the President;
 - Two full-time academic staff members, one of whom shall hold the rank of Full Professor, elected by Senate;
 - One senior administrator selected by the President; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with ~~the~~ Assistant-Associate Vice-President, Human Resources shall be a resource to the Committee.

In ~~her or his~~their discretion, the President may adjust ~~the~~ composition of the Committee. The Committee shall elect its Vice-Chair from among its members.

2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being present in person, by teleconference or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the President. Each Committee member shall provide all such records to the President's Office at the earliest opportunity, and no copies shall be made or retained. The President's Office shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if ~~she or he~~they wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review ~~her or his~~their performance and to discuss the incumbent's plans if ~~she or he~~they were to be reappointed.
- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.2 The Committee shall undertake a search for a new V-P in accordance with the following process:
 - The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before the anticipated date of appointment. The President shall carry the Committee's recommendation forward to the Board

for approval. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.



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APPOINTMENT GUIDELINES FOR VICE-PRESIDENT (STUDENTS AND ENROLMENT)

Approval Authority: Board of Governors
Date Approved: March 202~~4~~⁴
Mandatory Revision Date: March 202~~8~~⁴
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Vice-President (Students and Enrolment) (the “V-P”) is appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term of six years, renewable for successive terms in the discretion of the Board.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances. If exigencies require, the Board may appoint an Acting V-P for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply both in the case of the search for a new V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term or any renewal term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either (i) for whatever reason, the V-P is unable or unwilling to finish ~~her or his~~^{her or} ~~their~~ current term, or (ii) a recommendation is not made within the time allowed, as contemplated by Articles 3.2 and 4.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Article II: Committee Process

2.1 The Advisory Committee

- (a) The Board shall make the appointment or re-appointment of the V-P on the recommendation of an Advisory Committee on the V-P (the “Committee”). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee’s work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University’s Human Rights Policies and Procedures and the Board’s Equity, Diversity, and Inclusion Statement.
- (c) Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent’s term.
- (d) The Committee shall ordinarily be composed of the following as members:
- The President and Vice-Chancellor, as chair of the Committee *ex officio*;
 - One community-at-large or alumni member of the Board, elected by the Board;
 - One member of the staff of the University (not being a member of Faculty), selected by the President;
 - One full-time academic staff member whom shall hold the rank of Full Professor, elected by Senate;
 - One senior administrator, selected by the President; and
 - One undergraduate student and one graduate student, elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with the Assistant Associate Vice-President, Human Resources shall be a resource to the Committee.

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In ~~her or his~~their discretion, the President may adjust the composition of the Committee. The Committee shall elect its Vice-Chair from among its members.

2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being present in person, by teleconference, or by videoconference, at least one of whom must be the President.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the President. Each Committee member shall provide all such records to the President's Office at the earliest opportunity, and no copies shall be made or retained. The President's Office shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Reappointment Process

4.1 The President shall communicate with the incumbent to determine if ~~she or he~~they wishes to be considered for reappointment.

4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:

- The President shall begin the process by meeting with the V-P to discuss the review process.
- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by the President, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review ~~her or his~~their performance and to discuss the incumbent's plans if ~~she or he~~they were to be reappointed.

- After the Committee has formulated its recommendation to the Board, the President shall meet in confidence with the V-P to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

Article V: Search Process

- 5.1 In the event that either the incumbent does not seek reappointment, or the Board decides against reappointment, acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and on the recommendation of the Executive Committee of the Board, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.3 The Committee shall undertake a search for a new V-P in accordance with the following process:
- The Committee shall solicit input from the University community concerning the profile for the next V-P.
 - The position shall be widely advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
 - The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile, and shall interview selected candidates.
 - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before the anticipated date of appointment. The President shall carry the Committee's recommendation forward to the Board for approval. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.



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APPOINTMENT GUIDELINES FOR UNIVERSITY SECRETARY

Approval Authority: Board of Governors
Date Approved: March 202~~4~~⁴
Mandatory Revision Date: March 202~~8~~⁴
Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the University Secretary is appointed by the Board of Governors (the “Board”).
- 1.2 The University Secretary shall hold office at the pleasure of the Board.
- 1.3 If exigencies require, the Board may appoint an Acting University Secretary for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4 These guidelines shall apply in the case of the search for a new University Secretary.

Article II: Committee Process

- 2.1 The Advisory Committee
 - (a) The Board shall make the appointment of the University Secretary on the recommendation of an Advisory Committee on the University Secretary (the “Committee”). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Executive Committee of the Board, whichever shall occur first.
 - (b) In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all

parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Human Rights Policies and Procedures.

(c) The Executive Committee of the Board shall use its best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment.

(d) The Committee shall ordinarily be composed of the following as members:

- The President and Vice-Chancellor, as chair of the Committee *ex officio*;
- The Chair of the Board, *ex officio*;
- Two members of the Board, elected by the Board; and
- One senior administrator, selected by the President.

The Executive Assistant to the President or delegate shall serve as the non-voting secretary of the Committee and together with the ~~Assistance-Associate~~ Vice-President, Human Resources shall be a resource to the Committee.

In ~~her or his~~their discretion, the President may adjust the composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

2.2 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being present in person, by teleconference, or by videoconference.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- When the Committee is discharged all records associated with the work of the Committee shall be the responsibility of the President. Each Committee member shall provide all such records to the President's Office at the earliest opportunity, and no copies shall be made or retained. The President's Office shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the

same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Article IV: Search Process

4.1 The Committee shall undertake a search for a new University Secretary in accordance with the following process:

- The position shall be advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
- The Committee shall establish its own procedures for assessing candidates and shall interview selected candidates.
- The Committee shall use its best efforts to provide a recommendation to the President not later than three months before the anticipated date of appointment. The President shall carry the Committee's recommendation forward to the Board for approval. In the event that the Committee cannot reach a recommendation within the time allowed, then the Executive Committee of the Board shall be advised, and the Executive Committee of the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

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Canada's Capital University



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The Appointment by the President of Senior Academic Administrators

Approval Authority: Board of Governors
Date Approved: March 2024⁺
Mandatory Revision Date: March 2028⁴
Responsible Office: University Secretariat

1. Pursuant to *Carleton University Act* and General Operating Bylaw No. 1 (“Bylaws”) of the University, the Board has delegated to the President full responsibility for the employment and dismissal of all employees of the University other than Vice-Presidents and the University Secretary. The responsibility for employment and dismissal of employees in these categories continues to reside with the Board, pursuant to section 15 of the *Carleton University Act, 1952*, as amended (the “*Act*”).
2. According to Bylaws of the University, the President is entitled to delegate the responsibility for employment and dismissal decisions otherwise vested in them pursuant to 7.02(b) of the Bylaws. Neither the President nor anyone to whom they delegate responsibility pursuant to 7.02(b) of the Bylaws is required to report to the Board with particulars of any employment or dismissal decision in advance of acting on that decision.
3. Pursuant to its general powers contained in section 15 of the Act, the Board retains the responsibility to see to the better accomplishment of the objects and purposes of the University as set forth in section 3 of the *Act*. The President and those to whom they may delegate responsibility pursuant to 7.02(b) of the Bylaws are required to exercise the delegated authority in keeping with the best interests of the University, consistent with the objects and purposes of the University as defined in section 3 of the Act.
4. The President and their delegate pursuant to 7.02(b) of the Bylaws will ensure the appointment of senior academic administrators (and where necessary any search) is conducted in keeping with best practices and procedures for such appointments and reflects the objects and purposes of the University as defined in section 3 of the *Act*.

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To:	Board of Governors	Date of Report: 29 April 2024
From:	Provost and Vice-President (Academic)	Date of Meeting: 6 March 2024
Subject:	Change of Faculty name	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

That the Board of Governors approve the change of Faculty name from the Faculty of Public Affairs to the Faculty of Public and Global Affairs to take effect July 1, 2024, as presented.

3.0 EXECUTIVE SUMMARY

The proposed name change was recommended by the Faculty of Public Affairs Strategic Planning Committee. As per the memo attached “The new name better reflects the scholarly activities undertaken by faculty members in different countries and with global partners, as well as the global dimension of many of our academic programs”.

4.0 INPUT FROM OTHER SOURCES

The documentation for this change was approved by the Public Affairs Faculty Board on April 15, 2024, it was also reviewed and approved by the Senate Quality Assurance and Planning Committee on April 25, 2024, and Senate on May 3, 2024.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The proposed name change will not affect resourcing. No space will be gained or lost as a result of this change.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risks or legal ramifications related to the name change.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Date: 16 April 2024

To: David Hornsby, Vice-Provost and Associate Vice-President (Academic) and Chair, Senate Quality Assurance and Planning Committee (SQAPC);
Hashmat Khan, Associate Vice-President (Academic and Strategic Initiatives)

From: David Mendeloff, Associate Dean (Faculty Affairs), Faculty of Public Affairs and Interim Secretary, Public Affairs Faculty Board

Subject: **Recommendation to Change the Name of the Faculty of Public Affairs**

At its April 15, 2024 meeting, the Public Affairs Faculty Board recommended that the name of the Faculty be changed to the “Faculty of Public and Global Affairs.”

Attached is a memo presented by the FPA Strategic Planning Committee to Faculty Board formally proposing the name change and outlining the rationale.

I kindly request that SQAPC review this proposed name change and that it be presented for Senate consideration as soon as possible.

Attachment

Cc: Brenda O’Neill, Dean, Faculty of Public Affairs

MEMORANDUM

To: Faculty Board, Faculty of Public Affairs

From: Strategic Planning Committee, Faculty of Public Affairs

Date: April 8, 2024

Re: Proposal to Change the Faculty's Name

Motion: The Strategic Planning Committee (Laurie Jaeger, Karen Kelly, Hashmat Khan, Brenda O'Neill and Sarah Todd) is pleased to submit the following motion to the FPA Faculty Board for approval

Motion: THAT the FPA Faculty Board change the name of the Faculty to the "*Faculty of Public and Global Affairs.*"

Rationale: The *Faculty of Public and Global Affairs* is a meaningful new name for the Faculty that adds to the existing name in a succinct and effective way. The existing name fails to adequately convey the breadth of programming and research in the Faculty, and is a holdover from when the original name of the Faculty (*Faculty of Public Affairs and Management*) was modified to address the creation of the Sprott School of Business. Additionally, the term "public affairs" is not well understood by students and the public, which is made clear at recruitment and other events, and in the regular email obtained by the Dean's Office.

The new name better reflects the scholarly activities undertaken by faculty members in different countries and with global partners, as well as the global dimension of many of our academic programs. The addition of "and Global" ensures that what we do is immediately understood, that is, a Faculty whose "goal is to reach beyond the campus and encourage students and faculty to learn from, and contribute to, public life in Canada and worldwide" (from the FPA Constitution). Finally, competition for international students has increased due to recent government decisions on study permits and targeted allocations. The new name more explicitly signals our commitment to educating international students, and to supporting the

scholarly activities that faculty members undertake beyond Canadian borders. The word “Global” helps us achieve this in a clear and parsimonious way. The new Faculty name is part of the comprehensive approach to reversing the downward trend in our enrolment.

Background: The chosen name was identified through a two-part process in the Faculty. The first step was an open call for suggestions for a new name for the Faculty from faculty and staff. Close to 50 suggestions were submitted as possibilities. The Strategic Planning identified the three that most effectively addressed the need to more clearly and fully reflect teaching and research in the Faculty. Faculty and staff were then asked to vote for their favourite in an anonymous poll held from March 25 until March 29th. A total of 209 votes were received, with the *Faculty of Public and Global Affairs* option receiving 64 percent of the votes. The two alternative suggestions (the Faculty of Public Affairs and Governance and the Faculty of Governance, Economy and Society) received 20 and 17 percent of the total votes respectively.

University Secretariat Annual Report

May 2023 – June 2024

Prepared by Amanda Goth, University Secretary
June 2024

A Message from the University Secretary



It has been a remarkable year for the University Secretariat filled with a plethora of successes, commitment to governance excellence, and resilience. Our dedicated team has continued to demonstrate support to the Board, Senate, and Corporate Records and Archives with unwavering commitment.

One of our most significant achievements this year was the successful search for and appointment of our new university president. This extensive, comprehensive and inclusive process has ensured a strong leadership that will guide our smart and caring community into a future filled with hope.

Moreover, engagement at both provincial and national levels has played a pivotal role in shaping and advancing best practices in higher education governance. Through collaborative efforts with the Council of Ontario University Secretaries as well as the Canadian University Board Association, significant strides have been made in establishing frameworks that promote transparency, accountability, and effective decision-making within higher education institutions.

We have also made advancements in streamlining our processes to enhance our team dynamic and intraoffice coordination and collaboration. By embracing innovative approaches and fostering a culture of continuous improvement, we have strengthened our office community, enabling us to better serve the greater community of Carleton University.

As we celebrate the completion of another successful fiscal year, we remain devoted to upholding the highest governance standards while looking forward to serving and supporting the Carleton community, sharing knowledge and achieving our strategic goals.

A handwritten signature in black ink that reads "Amanda Goth". The signature is fluid and cursive, written over a light blue horizontal line.

Amanda Goth, B.Ed., M.Sc., GPC-D
University Secretary

Mission

The University Secretariat at Carleton University plays a vital role in overseeing the institution's governance system, ensuring compliance with legal requirements outlined in the Carleton University Act and the Senate and Board of Governors' regulations. By adhering to best practices, it fosters transparent decision-making aligned with the university's strategic goals.

Additionally, the Secretariat maintains the university's institutional memory by managing Corporate Records and Archives, preserving records for historical accuracy, legal compliance, and efficient administration. This safeguards the university's heritage, aiding informed decision-making and administrative continuity.

Furthermore, the Secretariat initiates senior executive searches, manages policy administration, and offers governance advice to key bodies, ensuring Carleton University is led by capable leaders within a robust governance framework. This supports the university's commitment to academic excellence and community engagement.

Our role is:

1. Ensuring that decisions of the Senate, Board, and their committees are made appropriately in accordance with legal requirements and obligations established in law and by the policies, procedures, and regulations approved by the Board and Senate.
2. To ensure that Senate, Board, and their committees are duly constituted and that their members receive the information and assistance they require to make good decisions, and that the decisions taken are available to the university community.
3. To provide support, advice, and assistance to Governors, senior administration, and Senators so that the process of decision-making is clear, efficient, and effective.
4. To oversee the administration and establishment of appeals, elections, ratifications, senior executive searches, appointments, and review committees.
5. To oversee a records management program and associated policies and procedures.
6. To establish, coordinate the renewal of, and communicate university policies.

Secretariat

Staffing Update

The University Secretariat is comprised of eight full-time staff and one co-op student.

To meet the expanding needs of the office portfolio, Poonam Das was hired through the Carleton Co-op program in January 2023.

Poonam, who is completing her Master's in Migration and Diaspora Studies, is the University Secretariat's Governance Communication Assistant and works alongside Assistant University Secretary, Kathy McKinley, and Interim Communications Officer, Nonna Afouxenidou, providing invaluable support toward the execution of both Board and Senate communications.

Corporate Records and Archives (CU-CRA) expanded its student workforce to help address backlog collections, department history projects, and to provide training and experience for undergraduate and graduate students interested in heritage work. This year CU-CRA employed two "Work Study" students, one "ACT to Employ" student, one "History Practicum" student and two Research Assistants. These students assisted with records digitization, metadata administration, and web archiving.

CU-CRA also hosted its first practicum student from the Public History program. This student assisted with the archival materials from the United Church Women of Dominion-Chalmers United Church, including identifying materials for digitization and creating a subject index of documents that reference funding of residential schools.

Policy Administration

Since June 2023, 27 policies have been approved by the Senior Management Committee (SMC).

Following each SMC meeting, monthly policy updates are posted on the Secretariat's website and database, along with a Top 5 circulated to the Carleton community.

Updated policies include, but are not limited to:

- [Conference Services Space Booking and Use Policy](#)
- [Workplace Harassment Prevention Policy](#)
- [Workplace Violence Prevention Policy](#)

- [University Information Technology \(IT\) Security Policy](#)
- [Data protection and Risk Management Policy](#)
- [Procurement Policy](#)

One of the key policies that were revised in the last SMC meeting for this fiscal year was the **Administration of University Policies Policy** in May 2024.

In November 2023, the Administration of University Policies underwent a mandatory review, resulting in several significant changes aimed at enhancing policy administration at Carleton University. Extensive benchmarking within the Ontario university sector informed these updates, which included an expansion in scope to include academic policy as joint between the Vice-Presidents' Academic and Research Committee (VPARC) and the Senior Management Committee (SMC), and the addition of a process for repealing university policies when warranted. The policy's scope was clarified that it does not apply to Senate or Board policies, and a new section on basic principles for policy creation has been added.

The roles of the University Secretary and General Counsel in policy creation are now more explicitly defined, ensuring both administrative and academic policies are addressed. Revised policies will become operational and enforceable upon approval or on a specified date, and all policies will remain in effect until formally superseded or repealed. Communication around university policies has been simplified, and a new section detailing roles and responsibilities has been included to add clarity.

To assist with the policy's implementation, the University Secretariat will provide guidance to policy-responsible departments six months prior to mandatory reviews and issue a Top 5 message to the university community following policy approval. Ongoing ad hoc education sessions will continue to support responsible departments in adopting the new policy development framework.

Web Accessibility

Ensuring accessibility of the Secretariat, Senate, Board of Governors, and Corporate Records and Archives websites remains a top priority for the Secretariat Office.

A yearly review of all three public websites as well as over 3 internal websites is conducted to remove and replace outdated information as well as to improve the information architecture and navigability of our web pages. This task remains ongoing.

Search Committees

The search for a new Provost and Vice-President (Academic), which started in February 2023 with strong support from the University Secretariat office, concluded successfully in June 2023 with the appointment of Pauline Rankin, who began her tenure in August 2023.

Building on this success and after the departure announcement of Carleton's previous President, Benoit-Antoine Bacon, the University Secretariat initiated the search for a new President and Vice-Chancellor. An Advisory Committee was formed in August 2023, representing a diverse group of stakeholders and regular updates were communicated to the entirety of our community (students, faculty and staff) throughout the process both with community-wide emails as well as website updates. This rigorous, eight-month process concluded in April 2024 with the announcement of Wisdom Tettey as the next president and vice-chancellor of Carleton University whose tenure will commence in January 2025.

According to the Carleton University Appointment Guidelines, the University Secretariat spearheads and supervises the search processes for all senior executives, ensuring these procedures are conducted with the highest standards of governance, transparency, and inclusivity. This centralization of executive searches under the Secretariat's purview is essential for maintaining consistency, fairness, and adherence to institutional regulations and best practices in governance. The Secretariat's role is closely tied to the Board of Governors, as it supports it by organizing and facilitating search committees, managing nomination and election processes, and providing administrative oversight. Furthermore, this comprehensive approach ensures that the selection of senior leaders aligns with the university's strategic goals and fosters confidence among stakeholders in the integrity of the process.

All search processes for senior executives, including the recent search for the President and Vice-Chancellor, are conducted in accordance with Carleton University's Equity, Diversity, and Inclusion (EDI) principles to ensure a respectful, equitable, and inclusive environment. The key principles that guide each search which can also be found in Carleton's Equity, Diversity, and Inclusion Action Plan are values of inclusion, human rights, equity, diversity and intersectionality, leader and leadership, decolonization,

inclusive communities and systemic and structural discrimination and bias. These principles are prevalent in every stage of the search process, from the formation of search committees to the establishment of candidate criteria and the final selection, ensuring Carleton remains a vibrant, inclusive, and equitable institution.

By overseeing these critical searches, the University Secretariat plays a vital role in securing exemplary leadership for Carleton University, reflecting the institution's commitment to excellence and strategic vision.

Currently, the University Secretariat is facilitating the search for a Vice-President of Finance and Administration (VPFA), with an Advisory Committee being established in Spring 2024. With this search, the University Secretariat will have supported in three executive searches in the same academic year (2023-2024).

Board of Governors Administration

Onboarding

In June 2023, the Board of Governors ratified the appointment of seven new Board members and the renewal of five returning members.

New members:

- Howard Babb, Community
- Jennifer Camelon, Community
- Jim Devoe, Community
- Mathew Main, Alumni
- Georgette Morris, Graduate Student
- Janakan Muthukumar, Graduate Student
- John Nelson, Administrative Staff

Renewals:

- Greg Farrell, Community
- Dan Fortin, Community
- Mira Gillis, Undergraduate Student
- Jonathan Ojangole, Undergraduate Student
- Christina Tessier, Community

Following ratification, members met in-person for the first time at the annual Board Dinner event on June 7, 2023, and thereafter at the annual Board orientation session on September 5, 2023.

This year's Board Orientation session, held at the Carleton Dominion Chalmers Centre, provided a comprehensive overview of the university's strategic goals and operational frameworks. New and returning Board Members received presentations from Interim President Jerry Tomberlin and senior leadership. The presentations were centered around Carleton's Strategic Integrated Plan, goals and strategic directions for 2023/2024 year. The session also featured a guest speaker; Rob Clayton, KPMG Partner and leader of the firm's Public Sector Audit Practice in Ottawa, who shared his expertise in public sector audits, emphasizing the importance of operational efficiency, sound financial stewardship, and risk management.

In follow-up, the Board of Governors met again on October 10 for the annual Strategy Session during which governors were presented with a living gallery comprised of Carleton Faculty Deans, University Librarian, Vice-Presidents', Teaching and Learning Services, and Advancement through which governors were introduced to each unit's achievements as well as primary goals and objectives towards implementation of the Strategic Integrated Plan. The session also featured the Mayor of Ottawa, Mark Sutcliffe, as a guest speaker, who provided insights into municipal collaboration and community engagement, offering perspectives that align with Carleton's community-focused initiatives. The afternoon session focused on a facilitated discussion with Boyden Executive Search on the Profile to recruit our 17th President and Vice-Chancellor.

Board Mentorship Program

The University Secretariat continues to bolster governance effectiveness through the Board Mentorship program. This initiative pairs seasoned board members with newly elected members, ensuring that newcomers are well-equipped to contribute to the university's strategic objectives from the beginning of their tenure on the Board. Throughout the board year, the experienced mentors actively engage with their mentees, providing essential guidance and sharing insights from their own board experiences to cultivate a supportive and inclusive governance environment. In 2023/2024, seven new governors participated in the program.

2024/25 Elections and Board Recruitment

Each year the Office of the University Secretariat runs elections for recruitment to the Carleton Board of Governors – a process which includes the delivery of several Board 101 sessions for faculty, staff, and students.

Two successful elections were held in February 2024, resulting in the nomination of:

- Logan Breen, Undergraduate Student
- Yafet Bizuneh, Undergraduate Student
- James Simpson, Administrative Staff

And the re-election of:

- Georgette Morris, Graduate Student
- Janakan Muthukumar, Graduate Student

Ratification will take place at the June 6, 2024, meeting of the Board of Governors with terms of service commencing on July 1, 2024.

Community-at-large Recruitment

The Board of Governors (BOG) was responsible for filling three community vacancies for the 2024/25 academic year.

Promotions efforts included: direct outreach to internal and external BIPOC groups and contacting Carleton's Alumni Association. The Governance Committee selected three highly-qualified candidates to join Carleton's Board for terms of service commencing on July 1, 2024 – a decision which will be ratified at the June BOG's meeting:

- Julie Carr, Community
- Natalie Laporte, Community
- Melissa Shea, Community

Faculty Recruitment

Senate is responsible for the election of Senate Faculty representatives to Board of Governors. The call was circulated in April 2024, with three nominations received. An election was held resulting in Josh Greenberg's election, for a three-year tenure commencing in July 2024.

Assessment Surveys

Annually, the University Secretary administers the Board Self-Assessment Survey and the Presidential Assessment Survey to garner governor's experience on both the Board and standing committees and evaluate the president's performance. Results of the Board assessment help to inform areas of improvement for the upcoming year as well as committee membership.

A collated summary of the findings was shared at the closed session of the June Board meeting.

Meetings and Events

Since June 2023, five full Board meetings and twenty-five committee meetings have been organized by the University Secretariat.

As University Secretary, Amanda Goth, is responsible for the oversight of meeting procedure, creation of the official minutes of the meeting, communication of decisions following meetings, and acting as an officer of the Board of Governors.

The Secretariat team provides additional support on items related to the distribution of meeting materials, preparation of chair notes, pre-meeting check-ins, post-meeting communications, guest speaker coordination, AV, and tech support.

Board Meeting Summaries

Following each meeting of the Board of Governors, a summary developed by the University Secretariat's communications team, is circulated highlighting relevant approvals and presentations from the meeting's open session.

Summaries are posted to the [Board website](#) and distributed to the Carleton community via the daily Top 5 and Twitter.

Board and Founders Award

Applications for the Board of Governors Award for Outstanding Community Achievement and Founders Award opened in November 2023.

To optimize interest, the University Secretariat communications team created strategies aimed at amplifying both calls for nominations. The awards were advertised through a variety of campus channels, including the daily Top 5, Twitter, Board website, direct email, and faculty and student newsletters.

Following the campaign closure in March 2024, eleven applications were submitted to the **Board Award** jury for consideration. The Carleton University Board of Governors Award for Outstanding Community Achievement is an annual award that recognizes the exceptional spirit of student volunteerism and significant community contributions. It celebrates non-academic achievements, emphasizing the importance of civic engagement and community service among Carleton students. Upon unanimous agreement, Christopher Pratt was selected as the recipient for the 2023/24 Board Award.

Founders Award is the institution's highest non-academic award recognizing individuals who have made exceptional contributions to the advancement of our university community through philanthropy, leadership, and volunteerism.

This year, the call for nominations for the Founders Award amounted to five nominations for the jury's consideration. On April 3rd, 2024, the Founders Award Jury convened to review the nominations. Among several outstanding candidates, Jean Teron was unanimously chosen as this year's recipient.

Throughout each process, the University Secretariat supported the corresponding juries by drafting rationales, preparing applicant packages, contacting candidates and nominators, and developing communications for convocation.

Board Chair Support

The Office of the University Secretariat continues to support the Board Chair with oversight of the Chair's Twitter account, meeting preparations, development of speaking notes, and drafting reports.

The University Secretariat also coordinated the planning, drafting, and execution of the Chair's Annual report. The report highlights Greg Farrell's second and last term as Board Chair and achievements from the 2023/24 year.

Resources & Newsletter

The Board Office at Carleton University has redesigned its Resources and Development page, enhancing support for board members with the introduction of six new video learning modules, bringing the total to 21. These modules are designed to aid governors in effectively fulfilling their fiduciary duty and expediate onboarding of new members.

The newly developed educational resources include:

- The Committee Chair Orientation Module, which provides essential guidance for leading board committees;
- the Investment Committee Governance Module;
- Retirement Plan Governance Module, both of which ensure informed decision-making in financial oversight;
- The Cybersecurity Module, which addresses security protocols;
- The Office of Risk and Management Module, aimed at navigating institutional risks; and
- The Campus Master Plan Module, which assists in strategic campus planning and development.

To ensure ongoing communication and keep our Board members well-informed, the University Secretariat distributed a monthly newsletter which provided updates on significant university activities, upcoming events, strategic initiatives, and highlights from various departments across the campus. It serves as a critical tool for ensuring that all board members are up to speed with developments and achievements, facilitating informed decision-making, cohesive governance and equipping our members with resources they can use as ambassadors of Carleton University.

CUBA Conference 2024 Participation

In 2024, Beth Creary, Vice-Chair of the Board, and Amanda Goth, University Secretary, represented Carleton University at the Canadian University Boards Association (CUBA) Conference. Held from May 2 to 4 at Western University in London, Ontario, the conference brought together governance professionals and board leadership to discuss key issues in higher education governance. This year's conference theme was "Leadership, Strategic Thinking and Impact", included discussions on fostering inclusive campus environments to strategies for enhancing academic excellence. Attendees engaged with pressing issues facing Canadian higher education institutions. Sessions explored innovative approaches to advancing equity and diversity, as well as the role of technology in transforming teaching and learning. Additionally, the conference addressed the challenges and opportunities presented by global trends in education, emphasizing collaboration and adaptability in navigating uncertain times.

During the CUBA Conference University Secretary Amanda Goth has also made notable contributions. Having successfully completed six executive searches, two presidential searches, as well as three renewals over the last eight years, she presented "Presidential Search 101" at the Canadian University Boards Association (CUBA) conference sharing best practices. Amanda also chaired the Council on Ontario University Secretaries from July 1, 2022, to June 30, 2023, including hosting the annual conference. Additionally, she joined the Canadian University Boards Association Board of Directors on July 1, 2023, and took on the role of secretary as of May 4, 2024.

Senate Administration

Nominations and Elections

The Senate Office is responsible for managing the membership of Senate and its committees. The Senate Office also manages the elections for academic staff and student positions on Advisory Committees. To this end, Senate held two elections for advisory committee members, three elections for Senate membership positions, and one election for the Senate faculty-member representative on the Board of Governors:

- August 29 – 30, 2023: Advisory Committee on the President & Vice-Chancellor (election for academic staff and student positions)
- September 12 – 13, 2023: Contract Instructor Representative on Senate
- March 12 – 13, 2024: Sprott Faculty Representative on Senate
- March 12 – 13, 2024: FED Undergraduate Student Representative on Senate
- April 30 – May 1, 2024: Senate Faculty member Representative on the Board of Governors
- May 21 - 22, 2024: Advisory Committee on the Vice-President Finance & Administration (election for student positions)

New Senator Ratifications

- Between September 2023 and January 2024, Senate ratified four Senators for service beginning immediately upon approval.
- Between April 2024 and May 2024, Senate ratified thirteen new Senators for service beginning July 1, 2024

New Senate Committee Members

- Between September 2023 and March 2024, Senate ratified twenty-seven committee members for service beginning immediately upon approval.
- In May and June of 2024, Senate ratified nineteen committee members for service beginning July 1, 2024.

Each Call for Nominations required development and implementation of a strategic communications plan. For outreach to faculty members, the University Secretariat

employed the aid of the Provost's office and Carleton Top 5, while connecting with the Office of the Vice-President (Students and Enrolment) and Faculty of Graduate and Postdoctoral Affairs to engage students as well as drafted email campaigns that were sent to both the entire community of students and faculty. The use of department newsletters, Twitter, and direct emailing were also integral features that helped to increase applicant interest and response.

Meetings, Events, and Logistics

In-Person Orientation

An orientation session was held September 22, 2023, in the Senate Room with the option for Senators to attend either in-person or virtually.

The session, led by Elinor Sloan, Clerk of Senate, and Kathy McKinley, Assistant University Secretary, gave incoming Senators an overview on the role of the Senate and Senators as well as Motions Frequently Used.

For those unable to attend, Orientation materials were distributed via email and individual Q&A sessions were offered to Senators who requested more information.

Hybrid Meetings

Senate resumed in-person Senate meetings while hybrid option via Zoom videoconferencing was available for those unable to attend in person.

The Senate Office held nine scheduled meetings and one short notice meeting during the 2023-24 academic year.

- 2023: Sept 22, Oct 20, Nov 24
- 2024: Jan 26, Mar 1, Apr 5, May 3, June 7, June 25

Assistant University Secretary, Kathy McKinley is responsible for the scheduling of Senate meetings, oversight of meeting procedures, distribution of meeting materials, the creation of the official minutes of the meetings, and communication of decisions following meetings.

The Secretariat office also provides additional support on items related to distribution of meeting materials, preparation of chair notes, on-site meeting support, post-meeting communications, guest speaker coordination, AV, and tech support.

Senate Standing Committees

Senate's 14 Standing Committees met throughout the Fall 2023 and Winter 2024 semesters to conduct Senate business as needed. Some committees resumed in-person meetings, while others either continued to meet online or moved into a hybrid format.

The Assistant University Secretary provides administrative support to five of these committees and is responsible for scheduling meetings, distributing meeting binders, minute taking, and communicating key decisions to stakeholders following the meetings. The Secretariat Office in collaboration with Corporate Records and Archives also oversees records management practices of all Senate committees and provides guidance and assistance regarding records retention procedures and administration best practices.

Communications

Inside Senate

Developed by the University Secretariat Communications Officer in collaboration with the Clerk of Senate and Assistant University Secretary, this high-level summary outlines key decisions, as well as presentations and consultations received by Senators.

Eight issues of *Inside Senate's* have been circulated to the Carleton community via the Top 5 following each meeting, since June 2022. The summaries are also publicly posted on the Senate [website](#).

Annual Report

The 2022/23 Senate Annual Report to the Board was circulated and presented at the September 2023 Board of Governors meeting.

Senate had eight scheduled meetings where it approved graduates, medalists, honorary degrees, new programs, new minors and concentrations, and cyclical reviews, received many community presentations including those on a digital strategy, the Campus Master Plan, and the University's Academic plan.

During the 2022/23 academic year a consultation was initiated on the transfer of graduate curriculum approvals from the Faculty of Graduate and Postdoctoral Affairs to the disciplinary Faculties which led to the creation of a Senate Ad Hoc Committee on Graduate Academic Governance.

Clerk of Senate Support

The Office of the University Secretariat works to support the Clerk of Senate in managing the administrative needs of the Senate. The Assistant University Secretary works collaboratively with the Clerk to keep legislative records of the Senate, such as minutes of proceedings, calendars of business, nominations, motions, and amendments. The University Secretariat also oversees several election and recruitment campaigns throughout the year, assisting with the development of communication plans, outreach, promotions, and voting.

Senate Survey

The Senate Office conducts a Senate Survey on an annual basis in the spring, to gather feedback from Senators on their experience of serving on Senate. The survey helps the Senate Office identify areas of strength and improvement. The 2024 Senate Survey was conducted from April 1 to May 1, 2024. The survey consisted of several questions regarding orientation, communication efforts, and service on standing committees.

The results of the survey will be shared in September 2024.

Convocation Support

During six days of convocation celebrations and eighteen ceremonies, more than 6,500 Carleton graduates received their degrees in Spring Convocation between June 12-16, 2023, and Fall Convocation on November 4, 2023, recognizing their hard work and commitment to education.

In preparation, the University Secretariat team worked diligently to provide support on logistics, communications, convocation booklet and script planning, and securing volunteers.

Senate Ad-Hoc Committee on Graduate Academic Governance

Carleton University has made significant strides in improving its graduate curriculum processes, prompted by the rapid expansion of graduate programs and enrollments. This necessitated a re-evaluation of procedures initially designed for a smaller graduate enterprise. In Winter 2021, external assessors conducted a thorough review of the Faculty of Graduate and Postdoctoral Affairs (FGPA), examining best practices and models from across Canada to recommend continuous improvement.

A key recommendation was to reconceptualize the FGPA as an administrative unit, allowing academic decisions to be primarily made by the line Faculties. Following this, all Faculties passed motions to support the transfer of responsibility for graduate curriculum to their respective departments, establishing new in-house procedures. In Summer 2023, the Senate formed an ad hoc committee to evaluate the impact of this transfer. By January 2024, the committee's final report was presented to the Senate, which then referred it to the Senate Academic Governance Committee (SAGC) for further action.

On March 1, 2024, the Senate approved a motion to devolve curricular matters to the relevant Faculty Boards and develop processes for managing cross-Faculty programs. The motion also included delegating specific responsibilities to the line deans for a set period. The SAGC, along with the Senate Quality Assurance and Planning Committee, was tasked with implementing certain recommendations and supporting the Provost in acting on others. The full implementation of these changes is expected to be completed by June 2025, marking a pivotal step in enhancing Carleton's graduate academic governance.

This initiative underscores Carleton University's commitment to continuous improvement and adapting to the needs of its growing research-intensive environment, ensuring its graduate programs are robust and responsive to both academic and administrative demands.

Corporate Records and Archives

Corporate Archives Activities

Corporate Records and Archives (CU-CRA) continued to focus on major priorities established in the three major components of the department (Corporate Archives, Records Management, and Digital Preservation). While overall successful in pushing these priorities forward, CU-CRA continued to face difficulties due to inadequate archival storage (space and archival storage standards).

The top three priorities for 2023-2024 covered:

1. Ongoing renewal and updates of the *Carleton University Retention Schedule*.
2. Appraisal and description of archival collection backlog.
3. Continued growth of the Digital Archives Vault (DAV) collections.

Year End Highlights

- Completion of revisions to two sections of the *Carleton University Retention Schedule*.
 - Financial Management
 - Information Governance
- Emergency appraisal and classification of architectural and construction records under the P9 parking structure.
- Initiation of major records assessments and retention scheduling with Human Resources.
- Completion of processing of entire Athletics Photograph Collection.
- Continued increase in service requests.
 - Records Management Advisement (12% increase from 2022-2023)
 - Archival Reference (13% increase from 2022-2023)

Archive Growth

CU-CRA's efforts in campus communications and active records management liaising resulted in an increase in the appraisal and transfer of historical materials from both academic and administrative units. There was a 25% increase in archival transfers from year-end 2023 to year-end 2024. These new transfers document the development of some of Carleton's oldest programs, the contributions of faculty and students to the university and various academic fields, as well as social communities on campus.

Backlog Processing

Work on backlog processing hit a new record for CU-CRA, in large part helped by an increase of student assistants.

Priorities for 2022-2023	Current Status for 2022-2023
Athletics Historic Photographs	<ul style="list-style-type: none"> • App. 25,000 photographic prints, slides, and negatives catalogued. • Copyright clearance tracked for all items.
Provost and Vice-President (Academic)	<ul style="list-style-type: none"> • Appraised and processed 33 linear metres (l.m.) of historical and permanent records.
Facilities Management and Planning	<ul style="list-style-type: none"> • Triage appraisal of over 132 l.m. of records and plans.
MacOdrum Library	<ul style="list-style-type: none"> • Appraisal, arrangement and description of close to 26.5 l.m. of records and mixed media.
University Senate	<ul style="list-style-type: none"> • Appraisal and arrangement of convocation materials, approximately 10 boxes. • Completion of digitization of all Senate minutes, from 1949-current.
Carleton Athletics	<ul style="list-style-type: none"> • Repatriation of app. 2.0 l.m. of athletics history from MacOdrum Library • Appraisal of 0.3 linear metres of audio-visual and textile materials from Athletics.
Department Fonds	<ul style="list-style-type: none"> • Norman Paterson School of International Affairs (3 l.m.) • Faculty of Arts and Social Sciences (15 l.m.) • School of Public Policy and Administration (0.6 l.m.) • School of Social Work (1.5 l.m.) • CUTV/Instructional Television/Instructional Media Services (0.9 l.m.) • Historical Ephemera Collection (4 l.m.) • Institute of Political Economy (0.3 l.m.) • Career Services (app 7.5 GB of digital photography)
App. total backlog processing	App 222 linear metres of multiple media

Corporate Archives Space

Due to the decommissioning of the P9 parking structure, CU-CRA had to appraise and classify close to 500 boxes of architectural, construction, and built environment records located in tunnel storage rooms. Because of seasonal flooding and major humidity issues, there was major black mould growth, thus complicating the appraisal and removal of materials determined to be of permanent value. With the unexpected remediation of these materials, CU-CRA exceeded its anticipated annual analog records growth by over 50%. At the beginning of 2024, space constraints for CU-CRA had initially improved due to the solidification of the storage allotted to the department in the Library Storage Facility. The large, unexpected increase, in addition to the anticipated growth from departments across campus, placed the main vault in Pigiavik once again greatly over storage capacity. The remediated FMP materials are currently still in off-site storage awaiting shipment back to CU-CRA for proper processing.

In response to this as well as the ongoing concerns with the main vault, CU-CRA completed a review of current space as well as the needs and optimal space for the university's archives. The main summation of this report is still that current CU-CRA preservation storage space does not meet industry standards and requirements carries risk of significant loss and damage to the university's historic information assets. CU-CRA requires a clearer channel in order to properly discuss improvements needed to address:

1. Space and growth issues
2. Fire protection issues
3. Air quality, temperature, and humidity problems
4. Water infiltration problems

Carleton History Reference

Corporate Archives continues to support various projects and events at Carleton through steadily increasing promotion and use of the university's archival collections. This year also saw an increase in reference requests from the general public interested in the university's history. Topics touched on in archival reference requests from the CU-CRA collection included:

- Athletics photographs
- CUTV and early remote learning development
- Contributions of various faculty and researchers in Carleton's history
- Development of accessibility standards on campus
- Female students at Carleton College, prior to 1950
- General history and historical timeline of the university
- Historical images of Carleton, including early campus master plans

- History of buildings on campus
- History of St. Patrick's College
- History of various academic departments
- Architectural and social history of Nideyinàn
- Portraits of various department heads, deans, executives
- Work of United Church Women

Records Management Program

Carleton University Retention Schedule Renewal

As part of the ongoing Carleton University Retention Schedule (CURS) renewal work, CU-CRA continued review and revisions on major sections of retention and disposition scheduling. This work focused on the following:

Financial Management

- Completed full review and revisions to Financial Management section of CURS.
- Approved by relevant stakeholders over Winter 2024 and approved for implementation by the Advisory Committee on University Records during the May 2024 meeting.

Information Governance

- Worked closely with MacOdrum Library to review records management practices and retention and disposition changes to those records and data.
- Completed full review and revisions to the Information Governance section of CURS.
- Approved by relevant stakeholders over Winter 2024 and approved for implementation by the Advisory Committee on University Records during the May 2024 meeting.

Human Resources

- Completed functional record assessment with review report, including initial revisions and the addition of new retention rules.
- Delivered to senior HR management for review in March 2024.
- Anticipated implementation of retention rule revisions in CURS for 2024-2025.

Department of University Advancement

- Completed full review of retention and disposition needs for records created and maintained by Advancement; retention rule revisions delivered to senior Advancement management in Winter 2024.

- Anticipated implementation of retention rule revisions in CURS as well as integration into DUA's new information architecture for 2024-2025.

Information Technology

- Partnering with ITS to establish retention and disposition procedures for MS accounts as well as archiving procedures for university email of significance. Completion of CU-CRA retention procedures anticipated for Spring 2024.

Senate

- Partnering with the Senate Office to deliver regular communications for disposing of records past retention as well as transferring those Senate committee materials that may be required for archival preservation.

Records Management Advisory

Service requests for records management advisory continued to increase over last year. These advisory requests come in from departments across campus and cover hard copy and digital records.

Records Management Advisory Provided in 2023-2024

- Disposition review for decommissioning major enterprise system.
- Disposition review for large deposits of records on campus.
- Network drive clean-up and file classification
- Functional analysis and auditing of department records
- Use of Carleton University Retention Schedule
- Records management of sensitive or high-risk materials
- Best practices for digitizing current records

Advisory Committee on University Records

The Advisory Committee on University Records (ACUR) met on November 7th, 2023, and May 16, 2024. The following records management issues were reviewed:

November meeting:

- Updates on-going revision work to Carleton University Retention Schedule.
- Briefing on records being stored in precarious locations on campus (P9 tunnel storage, T64 storage room, and TU-F-08)
 - Request made to ACUR members to discuss precarious storage within their departments so to ascertain if there are additional records on campus that need to be appraised, moved, or disposed of.

- Round table discussions and advisory on possible joint CU-CRA/IT Security/Privacy communications

May Meeting:

- Review and approval of two sections of the Carleton University Retention Schedule:
 - Financial Management
 - Information Governance
- Presentation from ITS regarding storage capacity and licensing
- Revisions to the Corporate Records and Archives Policy
- Launch of PRIMA – newsletter of CU-CRA and the Privacy Office

Digital Archives Program

Digital Archives Vault

In its third year of full operations, the Digital Archives Vault (DAV) continues to expand its holdings, structural capacity, and leadership in Ontario university archive digital preservation.

Holdings Expansion

- Accessioning and preservation of approximately 1500 individual digital files from across campus:
 - Research Contracts appraised as permanent
 - Textual records, images, and audio-visual records from academic departments
 - FMP Geographic Information Systems construction data
 - Digitized surrogates of hard copy materials already in the Corporate Archives
- Web Archiving
 - Appraisal and capture of 3 major sites:
 - Strategic Integrated Plan website
 - Presidential search website and information
 - Anniversary of Virtual Ventures camps

Digital Records Advising

- The Digital Archivist continues to advise on specific digital preservation issues, this year including:
- Format preservation of audio-visual materials
- Large network drive transfers of digital archives
- Digitizing hard copy materials for access purposes
- Large-scale project in Advancement to capture photograph metadata creation and preservation
- System requirements for preservation and descriptive metadata
- Organization of digital records in university repositories

Community Engagement Activities

University History Projects

- Collaboration with Institute of Criminology and Criminal Justice in the collection of oral history interviews from faculty and alumni, now preserved as part of the Carleton Community Oral History Collection.
- Assistance to architecture students as part of ARTH 3107B: History and Methods of Architectural History.
- Assistance to the School for Public Policy and Public Administration for their 80th anniversary celebrations.
- Hosting of research assistant from Norman Paterson School of International Affairs (NPSIA) to complete arrangement and description of and research into the history of NPSIA.
- Hosting of research assistant from School of Journalism to assist in the arrangement and description of Carleton TV (CUTV) and Instructional Media Services (IMS) archives.

Student Assistants

CU-CRA expanded its student workforce to help address backlog collections, department history projects, and to provide training and experience for undergraduate and graduate students interested in heritage work.

Work Study Students (x2)	<ul style="list-style-type: none"> • Metadata preparation for Research Contract digital archiving. • Carleton community engagement history research. • Backlog completion of MacOdrum Library and Board of Governors Fonds.
ACT to Employ Student	<ul style="list-style-type: none"> • Copyright clearance research and tracking for photographic materials. • Backlog completion of Office of the Provost fonds and Historical Ephemera Collection.
History Practicum Student	<ul style="list-style-type: none"> • Item level description and indexing of Dominion-Chalmers United Church fonds governance materials.
Research Assistant hosting (x2)	<ul style="list-style-type: none"> • Arrangement, description, and research into historical materials from NPSIA • Arrangement and description of CUTV and IMS archival materials.

Professional Community Participation

CU-CRA staff were committed to several different projects and organizations over 2023-2024.

Manager, Corporate Records and Archives	<ul style="list-style-type: none"> • Member, COU Records Managers – Retention Schedule Working Group • Co-chair, Nominations and Awards Committee (Association of Canadian Archives) • Board member, Association of Canadian Archives Foundation • Adjunct professor, Department of History
Digital Archivist	<ul style="list-style-type: none"> • Member, Building and Creating a Digital Twin for Preservation research project (InterPARES Trust AI) • Member, Data Administration Working Group
Archives & Records Analyst	<ul style="list-style-type: none"> • Committee member, Financial Review Committee (Association of Canadian Archivists) • Member, COU Records Managers • Member, Archives Canada Working Group (Council of Canadian Archivists)

Professional Advancement

CU-CRA staff expanded their professional skills to support services in the department with the following training and workshops:

Introduction to Videotape Capture Station Setup / *Association of Moving Image Archivists*

Appraisal for Arrangement and Description / *Society of American Archivists*

Technology Management for Archivists / *Society of American Archivists*

Reparative Description / *Society of American Archivists*

Introduction to HVAC Systems / *RIT Image Permanence Institute*

Indigenous Research and Data Series / *Maskwacis Cultural College*

- OCAP and CARE principles

Completed University Secretariat Staff Training and Development

<p>Amanda Goth, University Secretary</p>	<ul style="list-style-type: none"> • Program Director, Shad Carleton 2023 • Member of the Ottawa Network for Education Board of Directors and Governance and HR Committee • Participated and presented at the Ottawa Network for Education Board of Directors Retreat Fall 2023 • Member of the Council of Ontario University Secretaries • Attendance at the Council of Ontario University Secretaries Conference 2023 • Member of the Canadian University Board Association Board of Directors • Attendance and Presenter at the Canadian University Board Association Conference • Attendance at Carleton Challenge Conference 2024 • Attendance at Council of Chairs of Ontario Universities Conference 2023 • Attendance at Governance Professional of Canada Conference 2023 • Attendance at Governance Workshop for University Board Members 2023 Hosted by Cheryl Foy • Attendance at Audit Committee Trends – Governing Through Volatility – Women Get on Board and KPMG Jointly hosted. • Member of President Advisory Committee • Chair of the Advisory Committee on University Records • Member of Convocation Working Group • Member of the Strategic Integrated Plan Committee (SIPC) and SIPC Forum • Member of Senior Management Committee • Attendance at Fall Shad Program Directors Meeting • Attendance at Ad Hoc Committee on Graduate Academic Governance • Attendance at Opening of the Barbara Crook and Dan Greenberg Mental Health Centre at the Queensway Carleton Hospital • Completion of the Management Mindsets Workshop with Jonathan Gosling and Miriam Gage • Attendance at the State of the Union CUSA • Completion of the MBA Math – prerequisite for PMBA • Member of the Presidential Transition Team
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	<ul style="list-style-type: none"> • Attendance at Carleton Leader 10th Anniversary Event • Participation in the Healthy Workplace Strategy Consultation for Managers • Participation in the 50 – 30 Challenge Ottawa Meet-Up • Attendance at the Association of Governing Boards
Kerry Solomon, Administrative Assistant	<ul style="list-style-type: none"> • Carleton University Safer Spaces Program (CUSSP) – January 25, 2024 • Cross Cultural Competence Training – November 6, 2023 • Trans and Gender Diverse Inclusion – February 5, 2024 • Excellence in Project Management – March 25 – 27, 2024 • Attended Sessions of the Fifth Annual CU Administrators Conference – December 11, 2023 • Attended Best Practices in Board Agendas, Packages, and Content hosted by Universities Canada – June 20, 2023
Kathy McKinley, Assistant University Secretary	<ul style="list-style-type: none"> • Professional Education for Accessibility Competence Course: Accessibility and Disability Awareness – May – June 2024 • Micro-credential Certificate in University Governance (Cheryl Foy) completed Fall 2023 • COUS List-Serve participation (monthly participation) • COUS Conference – November 10, 2023 • NAACO Call on Convocation Security – May 16, 2024 • NAACO Regional Conference – Toronto, ON - April 15, 2024
Shannon Hodge, Corporate Archivist	<ul style="list-style-type: none"> • Carleton Emergency Response Team (CERT) Information Session (CERT; May 9) • Introduction to Videotape Capture Station Setup (Association of Moving Image Archivists; November 9-10) • Indigenous Research Data Series – 2 presentations, 1 on Archiving Residential School data, 1 on OCAP • Institute of Certified Records Manager Exam Preparation Courses (5 courses) • Archives Association of Ontario annual conference, various presentations • Archives and Education, Training and Research Seminar – International Council of Archives / Library and Archives of Canada • Preserve365 2024 Education Series – Governance records in Microsoft 365

<p>Travis Kinnear, Digital Archivist</p>	<ul style="list-style-type: none"> • Indigenous Research Data Series – 2 presentations, 1 on Archiving Residential School data, 1 on OCAP • SAA Course – Tech Mgmt for Archivists • AAO Ottawa Special Presentation: Digital Archiving at LAC • AAO Professional Development Series – Intro to Atom Introduction to Videotape Capture Station Setup (Association of Moving Image Archivists; November 9-10)
<p>Jennifer Nangreave, Archives and Records Analyst</p>	<ul style="list-style-type: none"> • Carleton Emergency Response Team (CERT) Information Session (CERT; May 9) • Harnessing the Power of AI in Education with Dr. Alec Couros (Carleton; May 31) • Fire Extinguisher Training (CERT; July 4) • Appraisal for Arrangement and Description (SAA; July) • Reparative Description (SAA; summer) • UNESCO Memory of the World Symposium (ICA; September 19) • Introduction to Videotape Capture Station Setup (Association of Moving Image Archivists; November 9-10) • Introduction to HVAC Systems (RIT Image Permanence Institute; November 17-22) • Research Expenses Workshop (Research Financial Services; Feb 28) • ABCs of Appraisal and Deaccessioning (AABC; April 16) • CERT Training (Graham Forrester, CU Fire Protection Coordinator; April 30)
<p>Barbara Steele, Secretariat Administrator</p>	<ul style="list-style-type: none"> • Building Ontario Businesses Initiative Act (BOBIA) Information Session, April 2024
<p>Nonna Afouxenidou,</p>	<ul style="list-style-type: none"> • MarComm Network Fall 2024 Session • MarComm Network Winter 2024 Session

<p>Interim Communications Officer</p>	<ul style="list-style-type: none"> • Managerial Skills for Administrative Assistants, May 2024 • eShop 101 • SAP Concur Travel and Expense Reimbursement 101 • SAP Concur Travel and Expense Reimbursement: Approvers • SAP Concur Travel and Expense Reimbursement: Cash Advance Request • SAP Concur Travel and Expense Reimbursement: Delegates • Shad Program Assistant, July 2023 • Shad Financial Coordinator Training for July 2024
<p>Poonam Das Communications Governance Assistant (Co-op Student)</p>	<ul style="list-style-type: none"> • MarComm Network Winter 2024 Session (DUC) • MarComm Network Summer 2024 Session (DUC) • First Aid Training

Report to the Board of Governors
From the Office of the Vice-Provost & Associate Vice-President (Academic)
May 2024

The charts below list new academic programs forthcoming and approved, completed cyclical program reviews, program/departamental governance changes and those of the 24 major modifications, approved in 2023-24, that have a more substantial impact on the affected program.

New Academic Programs Forthcoming

New Program Approval	Approved by Senate	Approved by the Quality Council	Submitted to MAESD
BAcc (Accounting)	May 3, 2024	n/a	Submitted
BSc (Nursing)	June 7, 2024 (TBC)		Submitted
BSc (Data Science)	June 7, 2024 (TBC)		Submitted
BSc (CyberSecurity)	June 7, 2024 (TBC)		Submitted
BA (General Studies)	June 7, 2024 (TBC)		Submitted
BEng (Mechatronics)	June 21, 2024 (TBC)		Submitted

New Academic Programs Approved

New Program Approval	Approved by Senate	Approved by the Quality Council	Submitted to MAESD
MBIOTECH (Master of Biotechnology)	June 2, 2023	July 10, 2023	N/A full cost recovery

Cyclical Program Review (to be submitted to Quality Council for approval on Annual report by July 26, 2024)

Cyclical Program Review	Approved by Senate (June 2023-May 2024)
Engineering Physics (UG)	June 2, 2023
Master of Social Work	June 2, 2023
Geography and Environmental Studies (UG&GR)	September 22, 2023
Criminology and Criminal Justice (UG)	November 24, 2023
Art History (UG&GR)	November 24, 2023
Sociology (UG&GR)	November 24, 2023
Public Policy & Administration (UG&GR)	November 24, 2023
Humanities (UG)	November 24, 2023
Religion (UG&GR)	November 24, 2023
Philanthropy and Nonprofit Leadership (GR)	January 26, 2024
Psychology (UG&GR)	January 26, 2024
Greek and Roman Studies (UG)	January 26, 2024
European, Russian and Eurasian Studies (UG&GR)	March 1, 2024
History (UG&GR)	March 1, 2024
Cognitive Science (UG&GR)	April 5, 2024

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Canadian Studies (PHD)	May 3, 2024
Political Economy (GR)	May 3, 2024

Governance Changes

Governance for the programs in Technology Innovation Management moved from the Faculty of Engineering and Design to the Sprott School of Business. This change was approved by Senate on March 1, 2024.

The School of Canadian and Indigenous Studies changed its name to the *School of Canadian Studies*. This change was approved at the April 30th, 2024 Board meeting.

Governance of Graduate programs were moved from the Faculty of Graduate and Postdoctoral Affairs to the individual line faculties. This change was approved by Senate on May 3, 2024.

The Faculty of Public Affairs is changing its name to the *Faculty of Public and Global Affairs*. This change is being brought to the June 6th, 2024 Board meeting for approval.

Substantial Graduate Major Modifications

Major Modifications	Approved by Senate June 2023-May 2024
MA Geography: introduction of a new research essay pathway	January 26, 2024
Master of Information Technology: change in name of degrees	March 1, 2024
Canadian Studies: PHD program moved from a joint program with Trent to a standalone Carleton program	January 26, 2024

Substantial Undergraduate Major Modifications

Major Modifications	Approved by Senate June 2023-May 2024
Law and Legal Studies: introduction of a new concentration in Criminal Law and Social Order	March 1, 2024
Environmental Studies: change in the undergraduate program name to Environmental and Climate Change Studies	March 1, 2024
Business: the addition of a new pathway leading to a BAcc.	April 5, 2024
Interdisciplinary Science and Practice: change program name to Integrated Science	April 5, 2024