

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

The 642nd Meeting of the Board of Governors
Thursday, June 6th, 2024 at 3:00 p.m.

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

- Circulated with this agenda is a Consent Agenda which lists items presented to the Board for action or for information.

5. OPEN – ITEM(S) FOR APPROVAL

5.1 Academic Governance of the University (B. O'Connor & E. Sloan)

- Executive summary and policy were circulated in advance.

5.2 Amendment to Carleton University General Operating By-laws No. 1 (B. O'Connor & A. Goth)

- Executive summary and By-laws were circulated in advance.

6. OPEN – ITEM(S) FOR INFORMATION

6.1 Student Mental Health Framework 2022-2026 Annual Report (K. Tousignant)

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

6.2 Strategic Integrated Plan Progress Update 2024 (J. Tomberlin)

- A presentation will be provided.

6.3 Report from the Chair (G. Farrell)

- The Annual Board Chair Report was circulated in advance.

6.4 Report from the President (J. Tomberlin)

- The President's Annual Report was circulated in advance.

7. OPEN – OTHER BUSINESS

8. OPEN - QUESTION PERIOD

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM

5.1

To:	Board of Governors	Date of Report: 16 May 2024
From:	University Secretary	Date of Meeting: 6 June 2024
Subject:	Academic Governance of the University Joint Policy	
Responsible Portfolio:	University Secretariat	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Senate and the Governance Committee, move to approve the revised Academic Governance of the University Joint Policy effective July 1, 2024, as presented.

3.0 EXECUTIVE SUMMARY

The Academic Governance of the University (AGU) is a joint policy document of the Board of Governors and the Senate of Carleton University. It is one of the foundational governance documents for Senate, and defines aspects of Senate's governing framework, including membership, meeting procedures, committees, policies and faculty boards. The AGU was revised by the Senate Academic Governance Committee in 2023-24 to incorporate changes resulting from the restructuring of the Faculty of Graduate and Postdoctoral Affairs (FGPA). Additional changes were made to Senate membership, in order to bring it into alignment with the Carleton University Act.

Key changes in this document include the following:

FGPA restructuring process: (as per recommendations from the Ad Hoc Committee on Graduate Academic Governance)

- Removal of FGPA Dean from Senate membership
- Removal of Graduate Faculty Board from section on Faculty Boards

Faculty of Public and Global Affairs

The Senate approved the name change of Public Affairs to Public and Global Affairs on May 3, 2024 which will be considered by the Board of Governors on June 6, 2024.

Contract Instructors Terms of Service: The term of service for Contract Instructors (CI) will run from October 1 – September 30, instead of July 1 – June 30, since elections for CI positions on Senate normally occur in September.

Membership: The revision contains the following updates to Senate membership:

- Reduction of Board of Governor membership on Senate from 4 to 2, and voting rights of 2 maintained.
- Removal of Special Appointment category, to make Council of Ontario Universities Academic Colleague and Alumni Representative regular and permanent elected positions on Senate
- Moving Clerk of Senate position from ex officio category to elected category (Members in the ex officio category are on Senate by virtue of their position at the university, and are not elected to Senate.)

According to the Carleton University Act, at least 50% of Senate membership should consist of full-time faculty members. To bring Senate membership in line with the Act, the number of elected faculty members to Senate has been increased by one to a new total of 41 members. The resulting membership distribution is listed below:

- 21 Ex officio members
- 41 elected faculty members
- 13 students
- 2 Contract Instructors
- 2 Board of Governors representatives
- Clerk of Senate
- Council of Ontario Universities Academic Colleague
- Alumni Representative

This updated Senate membership total would change from “up to” 86 members in the current AGU to a set 82 members in the proposed revised AGU.

4.0 INPUT FROM OTHER SOURCES

The revisions were brought to Senate by the Senate Academic Governance Committee and were approved by Senate on April 5, 2024.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Carleton is a bicameral institution, meaning governance is shared by the Board of Governors and Senate. While the Bylaws outline in broad terms the academic authority of the Senate, the AGU provides detail and specifications on the academic structure of the university. Providing periodic and timely updates to the AGU helps us to support our academic mission, and is in alignment with the new Strategic Integrated Plan’s strategic direction of Share Knowledge, Shape the Future.

6.0 FINANCIAL IMPLICATIONS

This report has no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Because of the nature of the changes, review and revision to the General Operating Bylaw is required.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The work of Senate is guided by the framework of the Academic Governance of the University Joint Policy. Regular revisions to this policy are necessary to ensure that it remains accurate, and that it reflects the current practice of Senate. This policy is posted on Senate's external website: www.carleton.ca/senate

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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ACADEMIC GOVERNANCE OF THE UNIVERSITY

A joint policy of the Board of Governors and the
Senate of Carleton University

Academic Governance of the University

A joint policy of the Board of Governors and the Senate of Carleton University

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Approval and Revision History

Approved by Senate on January 30, 2009

Approved by the Board of Governors on March 26, 2009

Revised by Senate on April 29, 2011

Revisions approved by the Board of Governors on June 21, 2011

Revised by Senate on March 30, 2012

Revisions approved by the Board of Governors on April 30, 2012

Revisions approved by the Board of Governors on November 24, 2012

Revisions approved by the Board of Governors on December 2, 2014

Revisions approved by the Board of Governors on November 24, 2015 (592nd meeting)

Revision approved by Senate on June 1, 2018

Revisions approved by the Board of Governors on June 28, 2018 (611th meeting)

Revisions approved by Senate on September 23, 2022

Revisions approved by the Board of Governors on December 6, 2022 (633rd meeting)

Article 1. Governance Structure

Carleton University is governed by a bicameral system that is established by the Carleton University Act, a statute of the Province of Ontario. The two bodies are the Board of Governors (the senior body) and the Senate. In general terms, the Board of Governors is the corporate head of the university while Senate, subject to Bylaws as may be passed by the Board from time to time, is the academic head. This policy document is concerned with the academic governance structure of the university. It begins with the organization of Senate.

Article 2. Authority

2.1. The Carleton University Act

The following extracts from the Carleton University Act pertain to Senate. For more information contact the University Secretariat.

From the Carleton University Act...

- 3. The objects and purposes of the University are:
 - (a) The advancement of learning.
 - (b) The dissemination of knowledge.
 - (c) The intellectual, social, moral and physical development of its members, and the betterment of its community.
 - (d) The establishment and maintenance of a non-sectarian college with University powers, having its seat in or about the City of Ottawa. 1952, c.117, s.3; 1957, c.130, s.1.

...

- 21. (1) There shall be a Senate of the University consisting of such persons chosen in such a manner and at such times as are determined by Bylaw, provided that at least one-half the total number of persons comprising the Senate shall be elected by the Faculty Boards of the University from the members of the Faculty Boards, in such manner as such Bylaws may specify.
 - (2) No person shall be ineligible to be a member of a Faculty Board or of the Senate or of the Board of Governors by reason only of his being under twenty-one years of age, and no act of any such bodies of the University shall be invalid by reason only of a member or members of such bodies being under twenty-one years of age. 1968-69, c.145, s.2.

22. Unless otherwise determined by Bylaw of the Board, the Senate shall,

- (a) Consider and determine all courses of study, including requirements for admission;
- (b) Recommend the establishment of additional faculties, schools, departments, chairs, or courses of instruction in the University;
- (c) Receive and consider recommendations respecting academic matters from the Faculty Boards of the University;
- (d) Conduct examinations and appoint examiners;
- (e) Grant degrees and honorary degrees, and diplomas;
- (f) Award University scholarships, medals and prizes;
- (g) Make rules and regulations respecting the conduct and activities of the students of the University;
- (h) Publish the University calendars;
- (i) Make such recommendations as may be deemed proper for achieving the objects and purposes of the University.

2.2. The Bylaws of the Board of Governors

The Board of Governors has delegated authority to Senate in certain areas through its bylaws. The following Articles add detail and specification in these areas but do not take precedence over the bylaws of the Board.

Article 3. Composition of Senate

3.1. Overall Structure

The composition of Senate is specified in Article 9.01 of the General Operating By-law No. 1. Senate may at any time recommend, to the Board, changes to the composition of Senate.

There are ~~up to 8682~~ members of Senate distributed as ~~231~~ *ex officio* members, ~~40-41~~ elected members of faculty, 13 elected student members, 2 Contract Instructors, ~~4-2~~ representatives of the Board of Governors ~~and up to 4 special appointments.~~ the Clerk of Senate, the COU Academic Colleague and the Alumni Representative.

3.2. *Ex Officio* members

- The Chancellor;
- The President and Vice-Chancellor;
- ~~The Clerk;~~
- The Provost & Vice-President (Academic);
- The Vice-President (Finance and Administration);
- The Vice-President (Research and International);

The Vice-President (Students and Enrolment) and University Registrar
The Vice-Provost and Associate Vice-President (Academic)

~~The Dean of Graduate and Postdoctoral Affairs~~

The Dean of Arts and Social Sciences;
The Dean of Public [and Global](#) Affairs;
The Dean of the Sprott School of Business;
The Dean of Science;
The Dean of Engineering and Design;
The Director of the Azrieli School of Architecture and Urbanism;
The Director of the School of Computer Science;
The Director of the School of Industrial Design;
The Director of the School of Information Technology;
The University Librarian;
The President of the Carleton University Students' Association;
The President of the Graduate Students' Association;
The President of the Carleton Academic Student Government;
The Vice-President (Academic) of the Graduate Students' Association

3.3. Elected members

3.3.1. Clerk of Senate

The Clerk of Senate shall be a full-time tenured faculty member, elected by Senate to serve for a term of three years, and shall be eligible for re-election.

3.3.2 Faculty members (elected by their Faculty Boards)

For the purposes of this document “faculty member” means full-time employees of the University holding the academic rank of professor, associate professor, assistant professor, ~~instructor or lecturer~~, professor (teaching stream), associate professor (teaching stream), assistant professor (teaching stream) or lecturer (teaching stream), engaged in the work of teaching or research.

The membership of Senate includes ~~forty~~41 faculty members who are members of the Faculty Boards of: Arts and Social Sciences, Public [and Global](#) Affairs, Sprott School of Business, Science, Engineering, Architecture, Computer Science, Industrial Design and Information Technology.

Such members shall be elected by their respective Faculty Boards. Of the ~~forty~~41, the numbers from each Faculty Board shall be as determined, from time-to-time, by Senate, following the principles that, as nearly as possible, the distribution shall be proportional to the number of faculty members serving on each Faculty Board (including those on

leave) and that each Faculty Board has at least one elected faculty representative on Senate.

Faculty members holding an administrative appointment outside of their Faculty are not eligible to be elected as a faculty member of Senate.

The elected faculty members of Senate include the Secretaries of the Faculty Boards (as described in Section 11.4) who have, in turn, been elected by their Faculty Boards.

3.3.32. Students (13 members)

The membership of Senate includes ten (10) students who are registered in an undergraduate program and three (3) students who are registered in a graduate program. Such members shall be elected by the students in the respective programs; and the distribution of students between programs shall be as determined, from time-to-time, by Senate, following the principles that, as nearly as possible, the distribution shall be proportional to the number of students registered in each program and that at least one (1) of those members is a doctoral student. At least seven (7) of the ten (10) undergraduate students must be registered in a degree program.

3.3.43 Contract Instructors

The membership of Senate includes two members of the teaching staff who are Contract Instructors. A Contract Instructor is an employee hired to teach a course approved for credit by Senate, excluding:

- (a) retired academic staff and professional librarians who, prior to their retirement, had an academic position at Carleton University.

Such members shall be elected by Contract Instructors teaching at least 0.5 credits in the academic year (July 1 to June 30) in which the election takes place.

3.3.5 COU Academic Colleague

The membership of Senate includes the COU Academic Colleague. Senate elects a faculty member, not necessarily a member of Senate, to serve as the Academic Colleague of the President at meetings of the Council of Ontario Universities (COU). The Academic Colleague makes regular reports to Senate on the activities of COU. Senate may also elect an additional faculty member to serve as alternate to the Academic Colleague. ~~If the Academic Colleague is not a member of Senate, then they may be appointed as a Special Appointment.~~

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3.3.6 Alumni Representative

The membership of Senate includes -a representative of the Alumni Association. The Alumni Association representative is elected to Senate upon a recommendation from their association, which is brought to the Senate Executive Committee, and then to Senate.

3.4. Board of Governors Representatives on Senate

The Board appoints ~~four~~ two of its members to serve as representatives on Senate; both members have full voting privileges. At any meeting of Senate only two of these representatives are allowed to vote.

3.5. ~~Special Appointments~~

~~The Board may also make up to four special appointments to Senate of persons who have been nominated by the Senate Executive and recommended by Senate to the Board of Governors for special appointment to Senate. Senate may also enact such regulations, as it may deem necessary, concerning these special appointments. The typical examples of special appointments are the Academic Colleague [as defined in Article 9.7 (ii)] and representatives of the Alumni Association.~~

Article 4. Membership

4.1. Members of the Senate, in their function as members of this body, do not act as delegates of the bodies or constituencies from which they were drawn; rather, as members, all must endeavour to serve the interest of the entire University to the best of their ability; and all must observe the policies and practices of the body on which they serve with respect to the disclosure of its proceedings.

4.2. Members of Senate are free to discuss matters brought before the Senate and express opinions on these matters with persons outside the Senate unless the Senate has declared the same matters to be confidential.

4.3. Terms of Office

4.3.1. *Ex officio* members serve on Senate for the term of their office. Elected student members serve for terms of one year and are eligible for re-election. The term on Senate for elected faculty and appointed members is three years, and such members are eligible for re-election or re-appointment. ~~Senate may also recommend that the term of a Special Appointment coincide with the incumbent's term in a particular position.~~

The term limit on Senate for elected contract instructors is three years, and such members are eligible for re-election. To serve the full term, contract instructors must continue to teach at least 0.5 credits at Carleton for each academic year (July 1- June 30) they serve on Senate.

4.3.2. Senate elects two of its faculty members to serve three-year terms on the Board of Governors. Senators, who serve in this capacity, shall have their Senate term extended to be coterminous with their Board term.

4.3.3. Undergraduate student members of the Senate shall have their term at the departmental (and Faculty Board) level extended to expire at the same time as their term on the Senate. A student senator who has ~~his or her~~their term at the departmental (and Faculty Board) level extended, under this rule, is in addition to those students who are elected to the governance positions at the departmental level in accordance with Article 12.2.

4.3.4. The terms of office, as Senators, of the student Presidents begin on May 1st or as soon as possible after this date subject to completion of the associations' election processes. Other elected and appointed members of Senate begin their terms on July 1, ~~except for Contract Instructors, whose term of service begins October 1.~~

4.4. Eligibility and Elections

4.4.1. Senate is empowered to pass such regulations as it may, from time to time, consider appropriate prescribing procedures for nominating, qualifications of voters and candidates, and elections, and for the final determination of any dispute or question of qualification, eligibility and constituency of voters and candidates, and of validity of ballots or votes.

4.4.2. All members of faculty are eligible to serve on Senate.

4.4.3. To be eligible for elected service on Senate, students must have been previously elected to a governance position under this policy at the faculty or department level. An exception is made for students who have completed an undergraduate degree. These students are eligible as candidates for student positions on Senate after they have accepted an offer of admission to a Carleton program. The student is expected to have previous experience in a governance position at Carleton or another university and is eligible to serve only after registration.

4.4.4. To be eligible for elected service on Senate, Contract Instructors must have taught at least 1.5 credits in the past two years. ~~A Contract Instructor will have been deemed to have resigned their seat on Senate if they have not taught at least 0.5 credits in a 12-month span, and be teaching at least 0.5 credits at Carleton in each academic year (July 1 – June 30) in which they serve on Senate.~~

4.4.5. A Senator taking sabbatical (or other) leave must relinquish ~~her or his~~their Senate membership. On returning from leave, the faculty member, wishing to serve on Senate, must stand for a new three-year term.

4.5.6. Any full-time faculty member who is not formally a member of a Faculty Board that has the power to elect Senators is, for purposes of election of members to the Senate, considered a member of the most appropriate Faculty Board. Cross-representatives from one faculty to another do not participate in elections from the latter faculty to the Senate.

4.6.7. *Ex officio* and special appointment members of Senate are not eligible for elected positions during the period they occupy their *ex officio* or appointed positions.

4.6.8. If a vacancy in an elected position occurs on Senate and the remaining term is four months or less, the position will be left vacant until the next academic year. Except in the case of elected student Senators, if more than four months remain, a by-election will be held to fill the position and the elected member will serve for the remainder of the academic year plus an additional three-year term. In the case of elected student Senators, if a vacancy occurs and more than four months remain, a by-election will be held to fill the position and the elected member will serve for the remainder of the academic year.

4.7. Attendance

Any elected member of Senate who, without having given prior notification and not being prevented by circumstances beyond his/her control in each instance, is absent from two-thirds or more of the meetings of the Senate in any period from the first day of July to the thirtieth day of June following in any year shall be conclusively deemed to have retired from the Senate at the end of that period, and an entry of such retirement in the minutes of the proceedings of Senate shall be sufficient evidence thereof.

4.8. Minimum Academic Requirements for Student Participation

To be eligible to serve as a student member of Senate or on a Senate Committee, students must meet the following requirements. If any of these requirements is not satisfied during the term of service, the student must resign from this position.

4.8.1. Undergraduate Students

1. Be registered at the University as a student in an undergraduate program;
2. Be registered in at least one course in each of the Fall and Winter Terms in the academic year when they were elected and during their period of service;

3. Have completed successfully at least 4.0 credits prior to service; and
4. Maintain the academic status of Eligible to Continue throughout their period of service.

For Requirement 4, the academic status of the student will be assessed at the start of each academic term during service using the Senate-approved regulations for the evaluation of students.

4.8.1. Graduate Students

1. Be registered as a degree student in a graduate program during the period of service;
2. Be actively engaged in pursuit of this degree during each term of service or, if on academic leave from studies, still able to fulfill the obligations of service.

Article 5. Senate Procedures

5.1. Chair

The President serves as Chair of Senate. In the absence of the President, the Provost serves as Chair. If both the President and the Provost are absent, then Senate will elect one of its members to serve as Chair.

5.2. Meetings

5.2.1. The meetings of Senate are conducted under the Senate Rules of Order – contact the Senate Office for more information.

5.2.2. Unless otherwise determined by Senate Executive, Senate meets once a month during the period from September to June. A special meeting of Senate shall be convened upon the request, to the Clerk, of at least 10 members of Senate. Senate Executive may call a meeting with short notice when an issue arises that requires a timely response.

5.2.3. Senate may declare all or any portion of a meeting to be a Closed Session. In particular, all meetings that deal with graduation or with individual student files are held in Closed Session. Only members of Senate and Officers of the University may remain in the meeting room during a Closed Session.

5.2.4. A Question Period is required at the beginning of each Senate meeting, and up to one-half hour of the Senate meeting is devoted to it. Questions should be in writing and be submitted to the Senate Office 2 weeks prior to the Senate meeting to permit preparation of an answer and to ensure proper recording in the minutes.

5.2.5. Following the customary procedure of elected parliamentary bodies, Senate sets aside space at its meetings for spectators from the Carleton University community and representatives of the news media. Senate has the right to make exceptions to this provision and decisions to that effect shall be made at an open meeting of Senate.

5.2.6. Quorum for a meeting of Senate is 25% of the membership of Senate at the time of the meeting.

5.2.7. The Notice of Motion period for a short notice meeting of Senate is 48 hours and the meeting will be limited to considering the specific issues identified by Senate Executive. No regular business of Senate will be considered at a short notice meeting. Any decisions taken at a short notice Senate meeting will be reviewed at the next scheduled Senate meeting. If Senate is not scheduled to meet within a month of the short notice meeting, an additional meeting of Senate with at least 10 days notice will be called within the month following the short notice meeting. All other rules of Senate, including quorum, will apply to a short notice meeting of Senate. Decisions made by Senate in short-notice meetings have the same weight and authority as decisions made in regular Senate meetings.

5.2.8 Electronic Voting: Occasionally, Senate is required to make decisions on a motion before the next scheduled Senate meeting. In cases where Senate Executive believes that the motion is clear and unlikely to engender debate, an email poll may be held to make a decision. In such cases, the Clerk of Senate will circulate, to all senators, the motion and background material. An electronic vote will be held which allows Senators at least two working days to vote. Should any Senator make the Clerk of Senate aware of a substantive issue regarding the motion during this time, the vote will be suspended for resolution at a future meeting of Senate. For an electronic poll of members of Senate to be valid, there must be a response from 25% of the membership of Senate at the time of the poll.

5.2.9 Electronic Meetings: In cases where Senate as a group is not able to meet in person, the Clerk may determine that a meeting of Senate may be held electronically, by any means that allows Senators to communicate adequately with each other and with the Chair. Regular meeting procedures should be followed as closely as possible in the electronic format. The Senate Office will provide Senators with a notice to shift to electronic format along with the protocols normally followed for electronic meetings.

5.3. Communication and Records

5.3.1. Agendas and Minutes

Once approved by Senate Executive, the agenda and supporting documentation for each Senate meeting are made available to all members of Senate approximately one week prior to the meeting.

After approval by Senate, the minutes of each Senate meeting are posted at the Senate Website. Original copies of all minutes and documentation are available in the Senate Office and the Carleton University Corporate Archives.

5.3.2. Communication

The standard mode of communication between the Senate Office and Senators is via electronic mail. Canonical e-mail addresses are used for on-campus members of Senate and external members provide an e-mail address that the office uses for communication.

Article 6. Clerk of Senate and Senate Office

6.1. Clerk – Term of Office

The Clerk of Senate shall be a full-time tenured faculty member, serve for a term of three years and be eligible for re-election.

6.2. Clerk – Responsibilities

The Clerk of Senate shall:

- (a) Manage the affairs of Senate
- (b) Serve as Marshal of Convocation
- (c) Serve as Secretary of the General Faculty Board
- (d) Serve as Senate Electoral Officer
- (e) Manage Senate Committees memberships

Annually, with the approval of Senate, the Clerk may designate a full-time, tenured faculty member to act as Marshall of Convocation.

6.3. Senate Office

There is a Senate Office with responsibility for:

- (a) Managing the affairs of the Senate
- (b) Maintaining the records of Senate, Senate Executive Committee, Academic Governance Committee, Medals & Prizes Committee, Senate Review Committee, and Honorary Degrees Committee; and maintaining archival copies of all Senate Standing Committee records, in coordination with Corporate Archives.
- (c) Coordinating faculty participation in Convocation.

Article 7. Senate Executive Committee

7.1 There shall be a Senate Executive Committee

7.2 Responsibilities

The Executive's duties are to:

- a. Arrange the agenda and plan the forthcoming business of Senate;
- b. Nominate Special appointments to Senate and the Clerk of Senate; and
- c. Undertake other tasks as assigned by Senate.

The Senate Executive Committee may be empowered by Senate to act on Senate's behalf as specified by an empowering motion.

Any action under this authority is reported to Senate at its next meeting.

Article 8. General Faculty Board

8.1 The General Faculty Board is a Committee of Senate. The role of the General Faculty Board is to provide a forum for discussion of issues of urgent and general concern to the whole Carleton academic community.

8.2 The membership of the General Faculty Board consists of all members of other Faculty Boards. The Clerk of Senate serves as Secretary of the General Faculty Board.

8.3 A meeting of the General Faculty Board can be called either by the President or by a petition from at least 25 members of the General Faculty Board. The petition is submitted to the Senate Office and must state the matter to be raised at the meeting.

8.4 The Secretary of the General Faculty Board will arrange the meeting as soon as possible, and in any case the notice of the meeting will be sent out within seven days and the meeting itself will occur within 21 days of the receipt of the petition.

8.5 The Secretary will call the meeting to order. The first item of business will be the election of a chair from among the members of the General Faculty Board.

8.6 The General Faculty Board may pass motions making recommendations for action by Senate. As well, an account of the proceedings of the General Faculty Board will be transmitted to Senate as a report to be appended to the Senate minutes.

Article 9. Senate Committees and Representatives

9.1. Introduction

In addition to the Executive, several standing committees of Senate exist. Senate is also required to appoint representatives to the Board of Governors and various joint committees, advisory committees, search committees and panels.

The composition of Senate Committees should represent the capacity, interests and energy of members appointed, but should not be based on a rigid representation from different areas of the University.

As far as possible, Senate committees are expected to delegate administrative matters to administrative officers and concern themselves primarily with matters of policy.

9.2. Standing Committees

The Standing Committees of Senate are:

- Senate Executive Committee
- Senate Quality Assurance and Planning Committee
- Senate Committee on Curriculum, Admissions and Studies Policy
- Senate Committee on Undergraduate Student Awards
- Senate Committee on Medals and Prizes
- Senate Honorary Degrees Committee

- Senate Library Committee
- Senate Educational Equity Committee
- Senate Review Committee
- Senate Academic Governance Committee
- Senate Undergraduate Studies Committee
- Student Academic Integrity Appeals Committee
- Student Academic Accommodations Appeal Committee
- Senate Graduate Student Appeals Committee

The terms of reference and composition of these Committees are available from the Senate Office.

9.3. Nomination and election procedures

The Senate Academic Governance Committee directs the nomination and election process for Senate committee membership.

The Senate Office reviews the composition of the standing Senate committees annually in the spring, with a view to submitting, in April or May, a revised list of membership to Senate for ratification for the following academic year, beginning on 1 July. The Senate Academic Governance Committee is advised of vacancies.

All elected members of Senate will be canvassed each year about their interest in serving on Committees. An open Call for Nominations listing upcoming vacancies will be circulated to all faculty members in February or March. Following the nomination deadline, elections will be held for any contested positions. Additional nominations for remaining vacancies are filled upon the advice of line-Deans. ▸

Senate committees may include members of faculty, students and members of the non-academic staff. In special cases, non-university members may be included. Nominations must clearly state the status and affiliation of the nominee.

As a general rule, new members of faculty are not nominated to Senate committees during their first year of appointment to the University. Similarly, as a general rule, students in their first year of study at Carleton are not nominated to Senate committees. A student may serve on a Senate Committee without having been previously elected to a governance position under this policy.

In order to be closely associated with Senate, a faculty member nominated for Chair of a Senate Committee should, whenever possible, be a member of Senate. Committee Chairs do not usually remain in office as chairs for more than three years.

The term of office on Committees is three years for faculty and non-academic staff, and one year for students. Committee members are eligible for re-election.

9.4. Committee Procedures

All members of Senate Committees have the right to vote. Except in the case of a tie, Chairs of committees do not normally vote. Resources to committees are not considered members and do not vote.

Chairs of Committees will be asked by the Clerk to report by a certain date every year any committee activity that has not already been reported to Senate, and to bring forward, at that time, any proposals their ~~g~~Committees may have for changes to their composition and/or terms of reference. When the report comes to Senate, the Committee Chair is asked to be present in order to introduce and defend the ~~g~~Committee's proposals.

The attendance of deputies for members of Senate Committees, and their voting power, are left to the individual committee Chair's discretion.

Observers and interested parties are normally allowed to attend Senate Committee and Advisory Committee meetings. However, questions of openness and publicity of Committee meetings are left to each Committee to decide.

Attendance: Any member of a Senate Committee, other than an *ex-officio* member, who is absent without prior stated cause from more than two successive committee meetings

or more than half of the meetings in an academic year may be deemed to have relinquished the appointment. On receipt of a minute to that effect by the Clerk of Senate, the Senate Executive shall be informed that a vacancy exists.

9.5. Student Participation

At the level of Senate Committees, as a guideline, any matters referring to academic review of particular student files or cases are not proper subjects for student participation. If a Senate Committee wishes to exclude student members from discussions of matters other than academic review of student files, it must receive approval from the Senate before including it in the Committee's terms of reference.

9.6. Advisory Committees

Senate appoints some of the members for the following Advisory Committees:

Athletics Board
Technology, Society, Environment Committee
Ombuds Coordinating Committee

9.7. Representatives

(i) Senate elects two representatives to serve on the Board of Governors for three-year terms. Those eligible for election are the faculty members of Senate including elected, special appointment and *ex officio* members.

~~(ii) — Senate elects a faculty member, not necessarily a member of Senate, to serve as the Academic Colleague of the President at meetings of the Council of Ontario Universities (COU). The Academic Colleague makes regular reports to Senate on the activities of COU. Senate may also elect an additional faculty member to serve as alternate to the Academic Colleague. If the Academic Colleague is not a member of Senate then he or she they may be appointed as a Special Appointment.~~

Article 10. Senate Policies

10.1 Senate may establish policies with scope within its mandate. As policies are established from time to time they are made available on the Senate website.

Article 11. Faculty Boards

11.1. Existence and Constitutions

The Faculty Boards are an essential part of the governance structure of the university and are mentioned in the Carleton University Act (see Sections 1(e), 21(1), 21(2), 22(c)).

While maintaining extensive autonomy, these Boards are creatures of, and report to, Senate.

Each Faculty Board serves as the plenary academic organ of the Faculty or School to which it belongs. They are a forum for discussion and decision on academic concerns related to the students and programs within their scope.

The Faculty Boards, the component Academic Unit(s) of each Faculty Board, and the associated Administrative Unit are as follows:

Faculty Board	Administrative Unit	Academic Units (Department, School, Institute, or College)
Graduate Faculty Board	Faculty of Graduate and Postdoctoral Affairs	All
Arts and Social Science Faculty Board	Faculty of Arts and Social Science	College of the Humanities Department of English Language and Literature Department of French Department of Geography and Environmental Studies Department of History Department of Philosophy Department of Psychology Department of Sociology and Anthropology Department of Cognitive Science Feminist Institute of Social Transformation Institute for Comparative Studies in Literature, Art, and Culture Institute of African Studies Institute of Interdisciplinary Studies School for Studies in Art and Culture School of Linguistics and Language Studies School of Indigenous and Canadian Studies
Public and Global Affairs Faculty Board	Faculty of Public and Global Affairs	Arthur Kroeger College of Public Affairs Department of Economics Department of Law and Legal Studies Department of Political Science Institute of African Studies Institute of Criminology and Criminal Justice Institute of European, Russian and Eurasian Studies Institute of Political Economy Norman Paterson School of International Affairs School of Journalism and Communication School of Public Policy and Administration School of Social Work
Business Faculty Board	Sprott School of Business	Sprott School of Business
Science Faculty Board	Faculty of Science	Department of Biology Department of Chemistry Department of Earth Sciences

		Department of Health Sciences Department of Neuroscience Department of Physics Institute of Biochemistry Institute of Environmental and Interdisciplinary Science School of Mathematics and Statistics Technology, Society, Environment Studies Program
Computer Science Faculty Board	Faculty of Science	School of Computer Science
Engineering Faculty Board	Faculty of Engineering and Design	Department of Civil and Environmental Engineering Department of Electronics Department of Mechanical and Aerospace Engineering Department of Systems and Computer Engineering
Architecture Faculty Board	Faculty of Engineering and Design	Azrieli School of Architecture and Urbanism
Industrial Design Faculty Board	Faculty of Engineering and Design	School of Industrial Design
Information Technology Faculty Board	Faculty of Engineering and Design	School of Information Technology

Subject to the provision of any Bylaw in this respect, passed from time to time by the Board of Governors, Senate approves the existence and basic structure of each Faculty Board, including component Academic Units. In some cases, the faculty boards have agreed on formal constitutions appropriate to their individual circumstances. Senate approves these constitutions and any substantial revision thereof.

11.2. Responsibilities

Though each Faculty Board operates with autonomy in pursuit of the objectives and purposes of the University, certain responsibilities are assigned to all Faculty Boards. These include consideration of and making recommendations to Senate on:

- (a) New and revised academic degrees, programs and courses;
- (b) New or revised academic regulations;
- (c) The awarding of degrees, certificates and diplomas within its scope;
- (d) The establishment, deletion, renaming or reorganization of academic units responsible for the delivery of academic programs.

11.3. Composition of the Faculty Boards

Note that the following are minimum requirements and Faculty Boards may establish supplementary membership rules for themselves. Faculty Board constitutions are available on the Senate website.

Each of the undergraduate Faculty boards shall consist of:

- (a) The following persons '*ex officio*':
 - (i) The Dean of the Faculty or the Director of the School;
 - (ii) Every faculty member in that School, or in a department or School within that Faculty;
 - (iii) Those students who are elected or appointed members of departmental boards or school councils of that Faculty.
- (b) In the case of the Faculty Boards of the Schools of Architecture, Computer Science, Industrial Design, and Information Technology, those students elected to the Faculty Board in accordance with such regulations as set by the Faculty Board and approved by Senate;
- (c) Such other persons holding full-time appointments as professor, associate professor, assistant professor, and lecturer in departments or schools not within the Faculty or School as are appointed from time to time by the Faculty Board;
- (d) Such other students who are members of another Faculty Board and as are appointed from time to time by the Faculty Board.

11.4. Secretary of the Faculty Board

The Faculty Boards of the Faculty of Arts and Social Sciences, the Faculty of Engineering and Design, the Faculty of Public [and Global](#) Affairs, the Faculty of Science and the Sprott School of Business elect at least one of their faculty members to serve on Senate in addition to their *ex officio* representation. Some, but not all of these Faculty Boards establish a position of Secretary of the Faculty Board with responsibilities that depend on the Faculty Board. When one of these Faculty Boards elects a Secretary, that person is deemed to have been elected to serve on Senate as one of the faculty members elected to serve on Senate as described in Section 3.3.1.

11.5. Representation of First-Year Students

In addition to the students who serve as departmental representatives within the Faculty, the Arts and Social Sciences, Public [and Global](#) Affairs and Science Faculty Boards include one student elected from and by the first-year students in the Faculty.

11.6. Procedures

Each Faculty Board is required to determine, and have approved by Senate, the following minimum procedural rules: composition including participation by students, quorum rule, minimum frequency of regular meetings, and procedure for calling an extraordinary meeting. These procedures may be part of a comprehensive constitution for the Faculty Board. Contact the Senate Office for more information.

Article 12. Academic Units

12.1. Academic units

Faculty Boards are comprised of one or more academic units, listed in the chart in Article 11.1 above, that are referred to as departments, schools, institutes, colleges or the like, responsible for specific programs of instruction.

12.2. Departmental Board

12.2.1. Membership

All faculty members of the academic unit are members of the Departmental Board. In addition, students are elected as Academic Student Government (ASG) representatives on the Departmental Board. The number and distribution of ASG representatives is determined by the Departmental Board subject to the minimum indicated in Table 1. Exceptions to this minimum rule require the approval of Senate. Additional student representatives may be added to Departmental Boards; however, these will not be ASG members.-

# of full-time faculty in the department	Minimum number of ASG representatives			
	Total	2 nd year	3 rd and 4 th	Graduate
10 or more	3	1	1	1
5 to 9	2	1	1	
2 to 4	1	1		

Table 1: Minimum Number of Departmental Student Governance Representatives

The Departmental Board may include, as it sees fit, representatives of the non-academic staff of the department and representatives of other departments.

Carleton Academic Student Government (CASG) Faculty Coordinators are allowed to participate in Departmental Board meetings that fall under their faculty if the appropriate Department Representative is unavailable.

For Engineering Departmental Boards one representative is elected by and from the fulltime Engineering students in first, second, and third years; one representative elected by and from the students in fourth year (departmental membership for Electrical Engineering students is determined by the Engineering project advisor's membership); one representative elected by and from the full-time graduate students; and additional students as desired by the Departmental Board.

12.2.2. Student Participation

At the department level, student participation takes place at least in the Departmental Board meeting and students shall be involved in all deliberations and decisions with the exceptions of: (1) appointments and other personnel matters of faculty and staff members; and (2) all academic review of individual student files. It is understood that student representatives to the Departmental Board shall take part in deciding how the department is to arrive at its recommendation to the Dean and the President regarding the selection of a chair, or the appointment of a new department member.

12.2.3. Student Elections

All students who are registered in undergraduate or graduate programs can vote on, and stand for election to, their Departmental Boards.

The election of departmental CASG representatives takes place in the fall as soon after registration as possible. The election is carried out by an appropriate student body under the supervision of the Senate Electoral Officer.

CASG representatives are elected for one-year terms and take office immediately upon being elected.

The group from which the departmental representatives are drawn and the constituency for the electors of those representatives are those students whose declared major or graduate discipline is the discipline of the relevant department. Students in first year who are undeclared may choose a department for voting purposes only. The department would have to be one in which they were enrolled in at least one full course. In the case of combined majors, the student selects only one department for voting purposes. Undeclared students, however, may not be candidates.

Article 13. Student Participation in Governance of the University

13.1. General principles

There is student participation on Senate and all Faculty and Departmental Boards as well as Senate and advisory committees subject to the restrictions in Section 13.2 below.

For the purpose of this policy "student" is defined as a person enrolled full-time or part-time in an undergraduate or graduate program at Carleton University. For the purposes of this document "part-time student" refers to any part-time undergraduate student who has successfully completed four full credits at Carleton University or to any part-time graduate student at Carleton University. All students, as defined above, have voting privileges in elections for CASG representatives.

Student representatives in their function as members of Departments and Faculty Boards should act as participants in their own right in the deliberations and decisions of these bodies, while at the same time serving to communicate ideas, views and suggestions between students and these bodies.

13.2 Exclusions

Unless explicitly determined by Senate, students do not participate in meetings or portions of meetings at any level, that are concerned with either (i) personnel matters of faculty or staff members; or (ii) academic review of individual student records.

AGENDA ITEM

5.2

To:	Board of Governors	Date of Report: 16 May 2024
From:	University Secretary	Date of Meeting: 6 June 2024
Subject:	General Operating By-law No. 1	
Responsible Portfolio:	University Secretariat	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

As recommended by the Governance Committee, move to approve by special resolution the amendments to the General Operating By-law No.1 effective July 1, 2024, as presented.

3.0 EXECUTIVE SUMMARY

At its meeting of June 2, 2023, Senate accepted the following three recommendations and requested the associated parties to act on them.

“Recommendations:

1. All Line Faculties and Graduate Faculty Board revise their constitutions and/or processes to support the transfer of graduate curriculum approvals. The revised constitutions and/or processes be brought to the Senate Academic Governance Committee (SAGC) for consideration. SAGC will bring the revised constitutions and/or processes to Senate for approval.
2. Once an individual Line Faculty's constitution and/or process is approved at Senate, that line Faculty will use its new approach for graduate curriculum approvals.
3. Form an Ad Hoc committee (terms for reference below) immediately to provide a detailed review of the impact of the transfer of approval authority and responsibility for graduate curricula from the Faculty of Graduate and Post-doctoral Affairs to the Faculty of Arts and Social Sciences, the Faculty of Engineering and Design, the Faculty of Public Affairs, the Faculty of Science, and the Sprott School of Business, and to propose solutions to address concerns resulting from the change.”

The Ad Hoc Committee was established and resulted in a report which outlined thirteen recommendations to Senate which resulted in a revision to the Academic Governance of the University (AGU) Joint Policy. The report also recommended the all curricular approvals be devolved to the five line Faculties and the four independent schools including grade approval, academic integrity and graduation.

As a result of the changes to the AGU policy and small changes in terminology since the last version, the General Operating Bylaws No.1 require amendment to the following sections:

Section 1.01 Defined Terms subsection Teaching Staff to include teaching stream;

Section 9.01 Senate Membership – removal of the Dean of Graduate and Postdoctoral Affairs, addition of the Council of Ontario Universities Academic Colleague, reduction of members of the Board from four to two (voting rights maintained), addition of an alumni association representative, the removal of the Clerk of Senate as ex officio reflecting that this is an elected position to Senate, and the increase of total teaching staff on senate to forty-one to maintain compliance with the Carleton University Act. The title of the Dean of Public Affairs was updated to the Dean of Public and Global Affairs as per the Senate recommendation to the Board regarding a name change to the faculty which will be considered on June 6, 2024.

Section 9.02 Senate Terms of Office – updated to clarify start dates for students, contract instructors and other members.

Section 10.01 – Update the listing of Faculty Boards to the Faculty of Public and Global Affairs as per the Senate recommendation to the Board regarding the name change of the faculty, see above.

Section 10.03 – Removal of entire section since the Graduate Faculty Boards will be disbanded.

4.0 INPUT FROM OTHER SOURCES

The revisions were brought to Senate by the Senate Academic Governance Committee and were approved by Senate on April 5, 2024.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Carleton is a bicameral institution, meaning governance is shared by the Board of Governors and Senate. While the Bylaws outline in broad terms the academic authority of the Senate, the AGU provides detail and specifications on the academic structure of the university. Providing periodic and timely updates to the AGU helps us to support our academic mission, and is in alignment with the new Strategic Integrated Plan's strategic direction of Share Knowledge, Shape the Future.

6.0 FINANCIAL IMPLICATIONS

This report has no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Depending on the nature of the changes, review and revision to the General Operating Bylaw may be required.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The work of Senate is guided by the framework of the Academic Governance of the University Joint Policy. Regular revisions to this policy are necessary to ensure that it remains accurate, and that it reflects the current practice of Senate. This policy is posted on Senate's external website: www.carleton.ca/senate

Revision to the General Operating Bylaws No. 1 to align with the AGU Joint policy are important to have consistency in approach to governance.

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"/>

CARLETON UNIVERSITY

GENERAL OPERATING BY-LAW NO. 1

Style Definition: TOC 1

GENERAL OPERATING BY-LAW NO. 1

A By-law relating generally to the conduct of the affairs of

CARLETON UNIVERSITY
(the “University”)

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GENERAL OPERATING BY-LAW NO. 1

A By-law relating generally to the conduct of the affairs of

CARLETON UNIVERSITY (the "University")

WHEREAS the University was initially constituted as The Ottawa Association for the Advancement of Learning by Letters Patent issued on June 19th, 1943;

AND WHEREAS the University was thereafter constituted by *The Carleton University Act, 1952*, S.O. 1952, c.117 on the 19th day of April, 1952, which was subsequently amended by *The Carleton University Act, 1957*, S.O. 1957, c.130 and *The Carleton University Act, 1968*, S.O. 1968, c.48590;

AND WHEREAS sections 15 and 18 of *The Carleton University Act, 1952* empower the Board to make by-laws in respect of the University;

NOW THEREFORE BE IT ENACTED as a General Operating By-law of the University as follows:

SECTION I **INTERPRETATION, APPLICATION AND DEFINITIONS**

1.01 Defined Terms

In all By-laws and resolutions of the University, unless the context otherwise requires:

- (a) "Academic Staff" means all Teaching Staff together with all full-time employees of the University including holding the position of Librarian or Instructor;
- (b) "Act" means the *Carleton University Act, 1952*, S.O. 1952, c. 117, as amended from time to time;
- (c) "Administrative Staff" means all continuing and/or permanent employees of the University, other than Academic Staff;
- (d) "Alumni" means all persons who have received degrees, diplomas or certificates from the University and who are no longer registered as students;
- (e) "Alumni Association" means the Carleton University Alumni Association;
- (f) "Board" means the Board of Governors of the University, established pursuant to the Act;
- (g) "By-laws" means this by-law and all other by-laws of the University as amended from time to time and which are in force and effect;

- (h) “Chancellor” means the Chancellor of the University, appointed by the Board pursuant to section 7.01 of this By-law;
- (i) “*Code of Conduct*” means the duties and responsibilities of Governors as summarized in the document titled “*Board of Governors Code of Conduct*,” adopted by the Board and amended from time to time by Ordinary Resolution of the Board;
- (j) “Executive Officer” means the persons appointed by the University as Executive Officers pursuant to section 7.01;
- (k) “*ex officio*” means an individual who qualifies as a Governor because of the office they hold;
- (l) “Faculty Boards” means the faculty boards referred to in section X of this By-law;
- (m) “Governor” means a member of the Board, either serving *ex officio* or elected to serve as such pursuant to section IV of this By-law, who are directors for the purpose of corporate law;
- (n) “Member” means a member of the University for the purpose of corporate law and “Members” or “Membership” means the collective membership of the University;
- (o) “Officer” means an officer of the University, appointed or elected by the Board pursuant to section VII of this By-law;
- (p) “Operating Policies and General Procedures” means the operating policies and general procedures approved by the Board in accordance with section 1.03 of this By-law;
- (q) “Ordinary Resolution” means a motion or resolution passed by a majority of the votes cast by persons entitled to vote at the applicable meeting duly called for the purpose of considering the said motion or resolution, unless the Act or this By-law otherwise requires.
- (r) “President” means the President and Vice-Chancellor of the University, appointed by the Board pursuant to section 7.01 of this By-law;
- (s) “Senate” means the Senate of the University, established pursuant to the Act;
- (t) “Senator” means a member of Senate, either serving *ex officio*, appointed or elected to serve as such pursuant to section IX of this By-law;
- (u) “Special Resolution” means a motion or resolution passed by a majority of not less than two thirds (2/3) of the votes cast by persons entitled to vote at the applicable meeting duly called for the purpose of considering the said motion or resolution, unless the Act or this By-law otherwise requires;

- (v) “Student” means a member of the Board elected to serve as such pursuant to sections 4.01(c) and 4.01(d);
- (w) “Teaching Staff” means full-time employees of the University holding the academic rank of professor, associate professor, assistant professor, lecturer professor (teaching stream), associate professor (teaching stream), assistant professor (teaching stream) or lecturer (teaching stream), engaged in the work of teaching or research~~-or instructor~~; and
- (x) “Secretary” means the University Secretary appointed by the Board from time to time.

1.02 **Interpretation**

In the interpretation of this By-law, unless the context otherwise requires, the following rules shall apply:

- (a) words importing the singular number only will include the plural and *vice versa* and words importing one gender shall be interpreted to include all genders;
- (b) the word “person” will include an individual, sole proprietorship, partnership, unincorporated association, body corporate, and a natural person;
- (c) the word “including” shall be interpreted to mean “including without limitation,” and shall not be interpreted as limiting any words which precede it by reference to the specific words which follow it;
- (d) if any of the provisions contained in the By-laws are inconsistent with those contained in the Act, the provisions contained in the Act, as the case may be, shall prevail; and
- (e) the insertion of headings in this By-law and the division of this By-law into sections and subsections are for convenience of reference only and shall not affect the interpretation of this By-law.

1.03 **Operating Polices and General Procedures**

The Board may adopt, amend, or repeal by resolution any such Operating Policies and/or General Procedures that are not inconsistent with the Act or the By-laws of the University including but not limited to such matters as terms of reference of committees, duties of Officers, duties of Governors and conflict of interest, as well as procedural and other requirements relating to the By-laws as the Board may deem appropriate from time to time. Any Operating Policies and General Procedures adopted by the Board will continue to have force and effect until amended, repealed, or replaced by a subsequent Ordinary Resolution of the Board, including any Operating Policies and General Procedures appended to these By-Laws.

SECTION II
MEMBERS

2.01 Classes and Conditions of Membership

There shall be one (1) class of Members in the University. Membership in the University shall be available only to Governors, who shall automatically become Members of the University upon election as Governors.

2.02 Rights of Members

A Member of the University shall have the right to receive notice of, attend, speak and participate at all meetings of Members and the right to one (1) vote at all meetings of Members. The role of Members includes receiving the approved financial statements; appointing the auditors; and electing the Governors. Membership in the University is not transferable.

2.03 Termination of Membership

Membership in the University is terminated when:

- (a) the Member dies;
- (b) the Member ceases to be a Governor, either because the term as a Governor expires or the term ends otherwise in accordance with section 4.06;
- (c) the Member resigns by delivering a written resignation to the Secretary in which case such resignation shall be effective at the time the resignation is received by the University or at the time specified in the resignation, whichever is later; or
- (d) the University is liquidated or dissolved.

Subject to the Act, upon any termination of membership, the rights of the Member automatically cease to exist. Where a person is no longer a Member, then such person shall be deemed to have also automatically resigned as a Governor, an Officer and/or a committee member, as applicable, provided that the Board may, in its discretion, subsequently re-appoint such individual as an Officer or committee member if the Board deems it appropriate in the circumstances.

SECTION III
MEETINGS OF MEMBERS

3.01 Place of Meetings

Meetings of Members shall be held at the campus of the University, but may be held at such other location within or outside Ontario as may be agreed to by all of the Members entitled to vote at the meeting.

3.02 Annual Meetings

The annual meeting for the purpose of consideration of the financial statements and the audit report thereon, election of Governors and appointment of the auditor shall be held on a day and at a place fixed by the Board provided that the annual meeting must be held not later than fifteen (15) months after holding the preceding annual meeting.

3.03 Special Meetings

The Chair may at any time call a special meeting of the Members. The Board shall call a special meeting on written requisition of the Members of the University who hold at least ten percent (10%) of votes that may be cast at a meeting for any purpose connected with the affairs of the University, within twenty-one (21) days from the date of the deposit of the requisition.

3.04 Special Business

All business transacted at a special meeting of Members and all business transacted at an annual meeting of Members, except consideration of the financial statements and the audit report, election of Governors and re-appointment of the incumbent auditor, is special business.

3.05 Notice of Meetings

Notice of the time and place of a meeting of Members shall be given to each Member entitled to receive notice of the meeting, each Governor, and the auditor, not less than twenty-one (21) and not more than fifty (50) days before any annual or special Members' meeting. Notice shall be given in accordance with the manner provided in section 11.01 of this By-law. Notice of any meeting of Members at which special business is to be transacted shall state the nature of that business in sufficient detail to permit the Member to form a reasoned judgment on the business and state the text of any Special Resolution or By-law to be submitted to the meeting.

3.06 Waiving Notice

A Member and any other person entitled to attend a meeting of Members may in any manner and at any time waive notice of a meeting of Members, and attendance of any such person at a meeting of Members is a waiver of notice of the meeting, except where such person attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

3.07 Persons Entitled to be Present

The only persons entitled to attend a Members' meeting are the Members, the Governors, the Officers, the Executive Officers, the auditors of the University and others who are entitled or required under any provision of the Act or the By-laws to be present at the meeting. Any other person may be admitted only on invitation of the chair of the meeting or by Ordinary Resolution of the Members.

3.08 Participation by Telephone or Electronic Means

A Members meeting will usually be held in person and by teleconference but may be held by means of a telephonic, electronic or other communications facility, including video-conference that permits all participants to communicate with each other during the meeting. A Member participating in the meeting by teleconference or other such means shall be deemed to have been present at that meeting.

3.09 Chair of the Meeting

The Chair of the Board shall be the chair of the Members' meeting. If the Chair of the Board is absent or unable to act, then the Vice-Chair of the Board shall chair the Members' meeting. If the Chair of the Board and the Vice-Chair of the Board are absent or unable to act then the Members present shall appoint by Ordinary Resolution another Governor as chair.

3.10 Quorum

A quorum for the transaction of business at a Members' meeting is an ordinary majority of Members entitled to vote.

3.11 Votes to Govern

All Members shall be entitled to one (1) vote on each question put to the Members at any meeting of Members. Unless otherwise required by the provisions of this By-law, all questions proposed for consideration at a meeting of Members shall be determined by Ordinary Resolution of the votes cast. In the case of an equality of votes, the chair of the Members' meeting, in addition to ~~their~~ original vote, shall not be entitled to a second or casting vote and the motion shall be defeated.

3.12 Voting Procedure

At all meetings of Members, every question shall be decided by a show of hands and by oral vote for Members participating by teleconference, unless a poll on the question is required by the chair of the meeting or requested by any Member. Whenever a vote has been taken upon a question, a declaration by the chair that a resolution has been carried or lost by a particular majority is determinative and an entry to that effect in the minutes of the University is conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion, except in such cases where a ballot is conducted. Notwithstanding the foregoing, any vote may be held entirely by means of a telephonic, an electronic or other communication facility, if the University makes available such a communication facility.

On any question proposed for consideration at a meeting of Members, the chair of the meeting may require a ballot or any Member entitled to vote on such question at the meeting may demand a ballot. A ballot so demanded shall be taken in such manner as the chair shall direct. A demand for a ballot may be withdrawn at any time prior to the

taking of the ballot. The result of the ballot so taken shall be the decision of the Members on the question.

SECTION IV **GOVERNORS**

4.01 Composition of Board

The Board shall consist of the following Governors, serving either *ex officio* or nominated by the constituencies set forth below:

- (a) the Chancellor, *ex officio*;
- (b) the President, *ex officio*;
- (c) two (2) graduate students, nominated following an election conducted by the Secretary, by the graduate students-at-large;
- (d) two (2) undergraduate students, nominated following an election conducted by the Secretary, by the undergraduate students-at-large;
- (e) two (2) members of the Administrative Staff, nominated following an election conducted by the Secretary, by the Administrative Staff;
- (f) two (2) members of the Senate who are also members of the Teaching Staff, nominated by the Senate;
- (g) two (2) members of the Academic Staff, nominated following an election conducted by the Secretary, by the Academic staff;
- (h) two (2) members of the Alumni, nominated by the Alumni Association;
- (i) eighteen (18) members from the community-at-large, nominated by the Nominating Committee of the Board.

4.02 Election or Appointment of Governors

- (a) The Board shall establish a committee responsible for implementing the Board Nominating Policy, the details of which shall be set forth by resolution or in Operating Policy or General Procedure.
- (b) This committee shall solicit names of potential Governors from other members of the Board, from the University community and from the community at large.
- (c) The Governors, other than the President and the Chancellor, shall be elected by the Members by Ordinary Resolution at an annual meeting of Members at which an election of Governors is required.
- (d) Every election of Governors shall be carried out with reference to the report of the committee and shall be in conformity with the requirements as to Board composition set forth in section 4.01.
- (e) The President and Chancellor shall automatically become Governors upon their appointment by the Board in accordance with section 7.01.

4.03 Qualifications/Eligibility Criteria of Governors

- (a) Each Governor shall be an individual who is not less than eighteen (18) years of age. No person who has been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act* to be incapable of managing property, who has been found to be incapable by any court in Canada or elsewhere, or who has the status of bankrupt shall be a Governor.
- (b) Each Governor is required to abide by the *Code of Conduct*. Governors must sign the *Code of Conduct* on an annual basis to remain a Governor.
- (c) Each of the undergraduate and graduate students to be elected pursuant to sections 4.01 (c) and (d) of this By-law shall be a person who, in each of the fall and winter academic terms immediately preceding their election, was registered at the University as a student in at least the equivalent of one full credit course and have completed at least 4.0 credits successfully prior to their term of office. Such Governors shall cease to hold office if they fail to be registered as a student at the University in at least the equivalent of one full credit course in each of the fall and winter terms of their term of office. Students must be in good academic standing and non-academic conduct standing in accordance with section 11.07 to be eligible to be elected to and serve on the Board. The academic status of the student will be assessed at the start of each academic term during their term of office using the regulations for Academic Performance Evaluation for the student's program.

4.04 Terms of Office

- (a) Governors (other than *ex officio* Governors) shall be elected by the Members to serve the following terms:
 - (i) Student Governors nominated pursuant to sections 4.01(c) and (d) of this By-law shall serve one (1) year terms.
 - (ii) Academic Staff, Administrative Staff, Senate representatives who are members of the Teaching Staff, and community-at-large Governors nominated pursuant to sections 4.01(e), (f), (g), and (h) of this By-law shall serve three (3) year terms.
 - (iii) Alumni Governors nominated pursuant to section 4.01(i) of this By-law shall serve two (2) year terms.
- (b) Notwithstanding the foregoing, the term of any person as a Governor may be extended for a maximum of one (1) year to coincide with the completion of such person's term of office as Chair or Vice-Chair.
- (c) As much as possible, Governors shall be elected and shall retire in rotation.
- (d) The term of office of Governors shall begin on the first day of the month immediately following the meeting at which the election is held pursuant to section 4.02(b) of this By-law, and shall end on the 30th day of June in the first,

second, or third year of their term, as appropriate, based on the provisions of section 4.04(a) of this By-law.

- (e) If Governors are not elected at a meeting of Members, the incumbent Governors shall continue in office until their successors are elected, provided that a Governor may not serve for a term longer than four (4) years.

4.05 Renewal Terms/Term Limits

- (a) Subject only to sections 7.03(b) and 8.02 of this By-law, Governors elected pursuant to section 4.04(a) of this By-law shall be eligible for re-election for a maximum of one (1) additional term, provided that a Governor first elected to finish a term pursuant to section 4.08 of this By-law shall be eligible for re-election for two (2) additional terms.
- (b) Notwithstanding section 4.05(a) of this By-law, any Governor who has not held the office of Governor at any time during the preceding twelve (12) months shall be eligible for re-election.
- (c) A Governor previously removed as a Governor in accordance with section 4.07 shall be ineligible to be elected or re-elected as a Governor for the next three terms.
- (d) Governors may serve on the Board for a maximum continuous period of nine (9) years, not including years served as Board Chair or Past Chair.

4.06 Resignation and Termination

The office of a Governor shall automatically be vacated immediately:

- (a) if the Governor dies;
- (b) if the Governor resigns office by written notice to the Secretary, which resignation shall be effective at the time it is received by the Secretary or at the time specified in the notice, whichever is later;
- (c) if the Governor no longer fulfils all of the qualifications to be a Governor set out in section 4.03, as determined in the sole discretion of the Board; or
- (d) if the Governor is removed in accordance with section 4.07.

Where a person is no longer a Governor, then such person shall be deemed to have also automatically resigned as a Member, an Officer and/or a committee member, as applicable, provided that the Board may in its discretion subsequently re-appoint such individual as an Officer or committee member if the Board deems it appropriate in the circumstances.

4.07 Removal of Governors

The Members of the University may remove any Governor of the University for any one or more of the following grounds:

- (a) violating any provision of the Act, By-laws, Operating Policies or General Procedures of the University;
- (b) failing to abide by the *Code of Conduct*; and/or
- (c) for any other reason that the Members in their discretion consider to be reasonable, having regard to the purposes of the University.

In the event that the Board determines by Ordinary Resolution that a Governor should be removed, the process shall be done in good faith and in a fair and reasonable manner. The Board shall provide at least fifteen (15) days' notice of proposed removal to the Governor and shall provide reasons therefor. The Governor may speak to the proposed removal at the Board meeting in which the proposed removal is considered. Following the meeting proposing the removal of the Governor, the Governor may make further written submissions to the Board within ten (10) days of the Ordinary Resolution. In the event that no written submissions are received by the Board, the Governor shall be deemed to have resigned as a Governor and the office of that Governor shall automatically be deemed to be vacant as of the expiration of the twenty (20) day period. Where written submissions are received, the Chair shall call a special meeting of the Members notifying the Members of the proposal to remove the Governor, the reasons therefore, and attaching the written submissions of the Governor being considered for removal.

4.08 Vacancy and Filling of Vacancies

A vacancy on the Board shall be filled as follows:

- (a) a quorum of Governors may fill a vacancy among the Governors;
- (b) if there is not a quorum of Governors or there has been a failure to elect the minimum number of Governors set out in the Act, the Governors then in office shall call a special meeting of the Members to fill the vacancy and, if they fail to call such a meeting or if there are no Governors then in office, the meeting may be called by any Member.

A Governor appointed or elected to fill a vacancy holds office for the unexpired term of their predecessor.

SECTION V **POWERS, RESPONSIBILITIES AND ROLES**

5.01 Powers of Board

Subject to the Act, the Board shall manage or supervise the management of the activities and affairs of the University. Notwithstanding any vacancies on the Board, the Board may exercise its powers so long as there are at least twelve (12) Governors on the Board.

5.02 Conflict of Interest and Confidentiality

Governors shall respect and comply with their confidentiality and conflict of interest obligations in accordance with the *Code of Conduct*. Failure of a Governor to comply shall result in removal from the Board in accordance with section 4.07.

5.03 Remuneration of Governors

Governors shall serve without remuneration, and no Governor shall directly or indirectly receive any profit from ~~his or her~~their position as such, provided that a Governor may be reimbursed for reasonable approved expenses incurred in performing ~~his or her~~their duties.

5.04 Protection and Indemnity to Governors, Officers and Others

(a) Indemnity to Governors, Officers and Others

Every Governor, Officer, Member, committee member, employee and volunteer of the University, and ~~his/her/its~~their heirs, executors and administrators, and estate and effects, respectively, who has undertaken or is about to undertake any liability on behalf of the University, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the University from and against the following:

- (i) all costs, charges and expenses whatsoever that such Governor, Officer, Member, committee member, employee and volunteer sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against the Governor, Officer, Member, committee member, employee and volunteer for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by them, in or about the execution of the duties of their office or in respect of any such liability; and
- (ii) all other costs, charges and expenses that the Governor, Officer, Member, committee member, employee and volunteer sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges and expenses as are occasioned by their own wilful neglect or default.

(b) Indemnity to Others

The University may also indemnify such other persons in such other circumstances as the law permits or requires. Nothing in this By-law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provision of this By-law to the extent permitted by the law.

(c) Limitation

The University shall not indemnify an individual under section 5.05(a) unless,

- (i) the individual acted honestly and in good faith with a view to the best interests of the University; and
- (ii) if the matter is a criminal or administrative proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that ~~his or her~~their conduct was lawful.

5.05 Insurance

The University shall purchase and maintain insurance for the benefit of any person entitled to be indemnified by the University pursuant to the immediately preceding section, provided that due consideration is first given to the requirements under the *Charities Accounting Act* (Ontario) and any other legal requirements for the purchase of directors and officers liability insurance.

SECTION VI **MEETINGS OF THE BOARD OF GOVERNORS**

6.01 Calling of Meetings/Regular Meetings

- (a) Meetings of the Governors may, subject to section 6.02, be called by the Chair of the Board at any time.
- (b) Any nine (9) Governors may request, in writing, a meeting of the Board. The Board shall hold such a meeting within fifteen (15) working days or as soon thereafter as practicable following receipt of the request, in writing, by the Secretary.
- (c) The Board shall normally meet five times in each year between the first day of July and the 30th day of June, as the Board shall arrange. The Board may fix the place and time of regular Board meetings and send notice of the scheduled meetings to each Governor, and no other notice shall be required for any such meetings.
- (d) A record of the proceedings of all meetings of the Board shall be kept by the Secretary and the minutes of every such meeting shall be submitted at the next meeting of the Board. After adoption by the Board, the minutes shall be open to inspection by any Governor at any time during regular office hours of the Secretary.
- (e) Meetings of the Board shall be held at the campus of the University, or by e-mail, teleconference, electronic or other means that comply with sections 6.05 and 6.13, but may be held at such other location within or outside Canada as may be determined from time to time by Executive Committee of the Board.

6.02 Notice of Meeting

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in section 11.01 of this By-law to every Governor of the University not less than five (5) business days before the time when the meeting is to be held. A Board of Governors meeting may be held without notice immediately before or following the annual meeting of Members. In computing the date when notice must be given pursuant to this section, the date of giving the notice shall be excluded and the date of the meeting of which notice is given shall be included.

6.03 Waiver of Notice

Notwithstanding the provisions of section 6.02 of this By-law, a meeting of the Board may take place without the requisite notice having been provided to Governors if:

- (a) all Governors are present, and none objects to the holding of the meeting;
- (b) either before or after the meeting, those absent from the meeting signify in writing or by electronic means their consent to the meeting being held in their absence; or
- (c) an exceptional circumstance requires the immediate attention of the Board, the determination of which shall be a matter in the sole discretion of the Chair of the Board, or in the absence of the Chair of the Board, the Vice-Chair of the Board.

6.04 Persons Entitled to be Present

The only persons entitled to attend a meeting of the Board are the Governors, the Officers, the Executive Officers, the auditors of the University and others who are entitled or required under any provision of the Act or the By-laws to be present at the meeting. Any other person may be admitted subject to space constraints in the meeting room. Any person wishing to attend the open session of the Board meeting is required to contact the Secretary prior to the meeting. All persons attending the meeting shall not interfere with the ability of the Board to conduct meetings without disruption or intimidation.

6.05 Participation at Meeting by Electronic Means

A Board meeting will usually be held in person and may be conducted by means of a telephonic, electronic, or other communications facility, including video-conference provided that:

- (a) All of the Governors consent.
- (b) Advance notice of the specific communications facility and the necessary technical procedures shall be provided to Governors.
- (c) Each Governor has access to the specific means of communication to be used.
- (d) Participation in the meeting constitutes presence at the meeting for the purpose of determining quorum. Quorum shall be established at the beginning of the meeting.

- (e)Governors must be able to hear the comments of and speak to all those present at the meeting, and all those present at the meeting must be able to hear the comments of and speak to Governors contemporaneously.
- (f) A general vote may be called for by the Chair on motions. The Chair will ask Board members to vote on motions as follows: any opposed, any abstentions, and all those in favour. On any matter a Governor may ask for a vote by roll call or by secret ballot.

6.06 Open and Closed Session

Board of Governors meeting shall be divided into an open and closed session as required. The Minutes and supporting material provided for the open session of meetings of the Board shall be posted on the Board's website. Closed sessions of the Board and Committee meetings are held *in camera* and the discussion and material shall be kept in confidence as required by section 6.07. General guidelines regarding the matters to be considered in closed sessions of the Board and Committees are at Appendix A.

6.07 Confidentiality of Materials and Discussion

Information and documents issued to the Board and its Committees, the discussion at Committee meetings, and anything tabled or discussed during the closed session of a Board meeting is confidential until it is either discussed at or distributed to the Board for the open session of a Board meeting, or is released by the University. Compliance with this practice is a condition of membership on the Board as required by the *Code of Conduct*.

6.08 Agenda and Consent Agenda

The agenda for the meeting shall be prepared by the Secretary and approved by the Executive Committee as required. The business of a meeting shall be confined to the agenda as approved by the Board at the beginning of the open and closed sessions and no new matter shall be dealt with unless a majority of members present approve the introduction of such new matter.

6.09 Chair of Meetings

The chair of all Board meetings shall be the Chair of the Board. If the Chair of the Board is absent or unable to act, then the Vice-Chair of the Board shall be the chair. If the Chair of the Board and the Vice-Chair of the Board are absent or unable to act, then a Governor appointed by the Board by Ordinary Resolution shall be the chair.

6.10 Conduct of Meetings and Decorum

The Chair shall preserve order and decorum at all meetings of the Board. Any Governor or person admitted to a meeting of the Board who, in the opinion of the Chair, misconducts himself or herself must withdraw from the meeting at the order of the chair; provided that, for greater certainty, such order shall be considered to be a ruling

by the chair on a point of order and may be challenged in the manner contemplated by the Rules of Procedure. In the event that such a person refuses to withdraw, the chair has the power to declare a short recess or to adjourn the meeting and may declare that the continuation of the recessed or adjourned meeting shall be *in camera*.

6.11 Quorum

Subject to the Act, nine (9) Governors constitutes a quorum at any meeting of the Board. For the purpose of determining quorum, a Governor may be present in person, telephonic, electronic, or other communications facility, including video-conference.

6.12 Votes to Govern

Each Governor may exercise one (1) vote. At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question. In case of an equality of votes, the chair of the meeting in addition to his original vote shall not be entitled to a second or casting vote and the motion shall be defeated. Proxies are not permitted at any meeting of the Board or any of its Committees.

6.13 Voting Procedures

At all meetings of the Board, a general vote may be called for by the Chair on motions. The Chair will ask Board members to vote on motions as follows: any opposed, any abstentions, and all those in favour. On any matter a Governor may ask for a vote by roll call or by secret ballot. A declaration by the chair that a resolution has been carried and an entry to that effect in the minutes of the Board is conclusive evidence of the fact without proof of the number of proportionate votes recorded in favour or against the resolution.

6.14 Rules of Order

Any questions of procedures at or for any meetings of the Governors, which have not been provided for in this By-law, the Rules of Procedure, or by the Act, shall be determined by the chair. The Rules of Procedure are found in Appendix B.

SECTION VII
OFFICERS

7.01 Appointment and Election

The Board may designate the offices of the University, appoint Officers, specify their duties and, subject to the Act, delegate to such Officers the power to manage the affairs of the University. A Governor may be appointed or elected to any office of the University. An Officer may, but need not be, a Governor unless the Act or this By-law otherwise provides. Two or more offices may be held by the same person.

7.02 **Description of Offices**

Unless otherwise specified by the Board (which may, subject to the Act, modify, restrict or supplement such duties and powers), the offices of the University, if designated and if Officers are appointed or elected thereto, shall have the following duties and powers associated therewith, as well as such other duties and powers as the Board may specify from time to time.

- (a) **Chancellor** - The Chancellor shall be a Governor *ex officio*. The Chancellor shall be the titular head of the University and shall confer all degrees. In the event of a vacancy in the Office of the Chancellor, or in the absence or incapacity of the Chancellor, and absent any action by the Board in respect thereof, the President and Vice-Chancellor shall be acting Chancellor.
- (b) **President and Vice-Chancellor** – The President shall be a Governor *ex officio*. The President shall be the chief executive officer of the University and, subject to the direction of the Board, shall have supervision over and direction of the academic work and general administration of the University. The Board hereby delegates to the President the power to manage and direct the business and affairs of the University and to employ and to dismiss employees of the University, except the Chancellor. The President shall not be required to give the Board particulars of the exercise of such authority in respect of employment matters for approval or otherwise. The President may at any time and from time to time delegate in whole or in part the authority delegated to the President by the Board pursuant to this subsection.

Except as may otherwise be provided by By-law or law, the President has full authority to hear and determine all complaints, petitions or appeals relating to the terms and conditions of employment of those employees of the University whom the President has authority to employ and dismiss, and there shall be no appeal from the decisions of the President in these respects.

In the event of a vacancy in the Office of the President, or in the absence or incapacity of the President, and absent any action by the Board in respect thereof, the Provost and Vice-President (Academic) *ex officio* shall be acting President.

- (c) **Chair of the Board** – The Chair of the Board shall be a Governor. The Chair of the Board shall, when present, preside at all meetings of the Board and of the Members. The Chair shall be the spokesperson for the Board and shall be the only individual entitled to speak on behalf of the Board unless otherwise determined by Ordinary Resolution of the Board.
- (d) **Vice-Chair of the Board** – The Vice-Chair of the Board shall be a Governor. The Vice-Chair of the Board shall chair meetings of the Board in the absence of the Chair of the Board.

- (e) **Past-Chair of the Board** – The Past-Chair of the Board shall be a Governor. The Past-Chair of the Board shall generally be the immediate past Chair of the Board of the University and may serve until the end of the Chair’s term.

The duties of all other Officers of the University shall be such as the terms of their engagement call for or the Board or the Chair requires of them. The Board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any Officer.

7.03 Term of Office

- (a) Officers, except the Chancellor and the President, shall hold their position for a period of one (1) year, or, in those cases where an Officer is appointed by the Board to fill a vacancy during the year, until the next annual general meeting.
- (b) The Chair and Vice-Chair of the Board may be elected to such positions for not more than three (3) consecutive one (1) year terms, and for that purpose, and so long as they remain in such positions, shall not be subject to the limitations imposed on the renewal terms of Governors pursuant to sections 4.05 (a), (b) and (c) of this By-law.
- (c) The Chancellor shall be appointed by the Board for an initial term of three (3) years, and may be re-appointed by the Board for not more than two (2) additional three (3) year terms.
- (d) In special circumstances as may be determined by the Board, the Board may extend the final term of the Chancellor or the Chair for a further period of not more than one (1) year.
- (e) The President shall be appointed by the Board for such term and on such terms and conditions as the Board may determine.

7.04 Vacancy in Office

In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any Officer of the University. Unless so removed, an Officer shall hold office until the earlier of:

- (a) the Officer’s successor being appointed;
- (b) the Officer’s resignation;
- (c) such Officer ceasing to be a Director (if a necessary qualification of this appointment); or
- (d) such Officer’s death.

If the office of any Officer of the University shall be or become vacant, the Board may appoint a person to fill such vacancy.

7.05 Signing and Executive Officers

At its first meeting following the first day of June, the Board shall appoint the chair of the Finance Committee established pursuant to section 8.02 of this By-law, and nine (9) other persons as signing Officers.

SECTION VIII **EXECUTIVE AND OTHER COMMITTEES OF THE BOARD**

8.01 Executive Committee and Powers

- (a) The Executive Committee of the Board shall consist of the President, the Chair of the Board, the Vice-Chair of the Board, the Past-Chair of the Board, either the chair and/or the vice-chair of each of the committees of the Board appointed pursuant to section 8.02(b) of this By-law, and such other persons as the Board may from time to time appoint.
- (b) A quorum for meetings of the Executive Committee of the Board shall consist of one-half the number of members of the Executive Committee plus one, present in person, by means of a telephonic, electronic, or other communications facility, including video conference, at least one of whom must be the President, the Chair of the Board or the Vice-Chair of the Board.
- (c) Notwithstanding the provisions of section 8.01(b) of this By-law, the Executive Committee of the Board shall have power at any time between meetings of the Board to exercise any or all of the powers of the Board including but not limited to all powers provided to the Board pursuant to this By-law except the following:
 - (i) submit to the members any question or matter requiring the approval of the members;
 - (ii) fill a vacancy among the directors or in the position of auditor;
 - (iii) appoint additional directors;
 - (iv) issue debt obligations except as authorized by the Governors;
 - (v) approve any financial statements;
 - (vi) adopt, amend or repeal by-laws;
 - (vii) establish contributions to be made, or dues to be paid, by members.
- (d) The Executive Committee has the authority to approve mandates and settlements in respect of labour negotiations, recommendations related to compensation and terms and conditions of work of non-unionized employees, compensation arrangements of senior executives, and to appoint Board members to committees.

8.02 Standing and Establishing of Other Committees of the Board

- (a) There shall be Standing Committees of the Board and such other ad hoc committees of the Board as the Board shall from time to time appoint, both in

keeping with the overall fiduciary responsibility of the Board and so as to better accomplish the objectives and functions of the Board, including without limitation the oversight of the audit and finance functions of the Board.

- (b) At the first meeting following the first day of June, the Executive Committee shall appoint the members of each of the committees referred to in section 8.02(a) of this By-law. Members of the committees so appointed shall assume their responsibilities as such effective the first day of July next following the meeting at which their appointment is made, and shall continue for a period of one year.
- (c) The committees of the Board established pursuant to section 8.02(a) of this By-law shall have power to deal with such matters as may be referred to them by the Board from time to time, so long as such is consistent with the provisions of the Act and this By-law.
- (d) The committees of the Board established pursuant to section 8.02(a) of this By-law shall report on committee activities at each meeting of the Board, and shall table for Board information minutes of committee deliberations following the approval of those minutes by the relevant committee.
- (e) A quorum for committee meetings of the Board shall consist of one-half the number of members of the committee plus one, present in person, by means of a telephonic, electronic, or other communications facility, including video-conference, at last one of whom must be the chair or vice-chair of the committee.
- (f) The chair and vice-chair of any of the standing committees of the Board established pursuant to this subsection this By-law, may be elected to such positions for not more than two (2) consecutive one (1) year terms, and for that purpose, and so long as they remain in such positions, shall not be subject to the limitations imposed on the renewal terms of Governors pursuant to section 4.05(a) of this By-law.
- (g) In special circumstances as may be determined by the Board, the Board may extend the final term of the chair and vice-chair of any of the standing committees of the Board for a further period of not more than one (1) year.
- (h) Meetings of committees shall be closed and follow the Rules of Procedure.

SECTION IX SENATE

9.01 Senate Membership

The Senate shall consist of the following individuals as Senators, serving either *ex officio* or nominated or elected by the constituencies set forth below:

- (a) the Chancellor, *ex officio*;

- (b) the President and Vice-Chancellor, *ex officio*;
- (c) the Provost and Vice-President (Academic), *ex officio*;
- (d) the Vice-President (Finance and Administration), *ex officio*;
- (e) the Vice-President (Research and International), *ex officio*;
- (f) the Vice-President (Students and Enrolment) and University Registrar, *ex officio*;
- (g) the Vice-Provost and Associate Vice-President (Academic), *ex officio*;
- ~~(h) the Dean of Graduate and Postdoctoral Affairs, *ex officio*;~~
- ~~(i)(h)~~ the Dean of Arts and Social Sciences, *ex officio*;
- ~~(i)(i)~~ the Dean of Public and Global Affairs, *ex officio*;
- ~~(i)(j)~~ the Dean of the Sprott School of Business, *ex officio*;
- ~~(i)(k)~~ the Dean of Science, *ex officio*;
- ~~(i)(l)~~ the Dean of Engineering and Design, *ex officio*;
- ~~(i)(m)~~ the Director of the Azrieli School of Architecture and Urbanism, *ex officio*;
- ~~(i)(n)~~ the Director of the School of Computer Science, *ex officio*;
- ~~(i)(o)~~ the Director of the School of Industrial Design, *ex officio*;
- ~~(i)(p)~~ the Director of the School of Information Technology, *ex officio*;
- ~~(i)(q)~~ the University Librarian, *ex officio*;
- ~~(i)(r)~~ the President of the Carleton University Students' Association, *ex officio*;
- ~~(i)(s)~~ the President of the Graduate Students' Association, *ex officio*;
- ~~(i)(t)~~ the President of the Carleton Academic Student Government, *ex officio*;
- ~~(i)(u)~~ the Vice-President (Academic) of the Graduate Students' Association, *ex officio*;
- ~~(v) the Clerk of Senate, *ex officio*;~~
- (w) One (1) member of the Teaching Staff, elected by Senate, to serve as the Academic Colleague at the Council of Ontario Universities.
- (x) ~~two(24)~~ members of the Board, appointed by the Board, ~~provided that only two (2) of such appointees shall vote at any Senate meeting;~~
- (y) ten (10) students who are registered in an undergraduate program and three (3) students who are registered in a graduate program;
- (z) forty-one (41) members of the Teaching Staff, elected ~~in accordance with subsection 10.03 of this By-law~~ by their respective ~~undergraduate~~ Faculty Boards identified in subsections 10.01 and 10.02 of this By-law; and
- ~~(aa) two (2) members of the Teaching Staff, elected by and from members of CUPE 4600 Unit 2 (Contract Instructors);~~
- ~~(bb) one (1) member of the Alumni Association, elected to Senate upon the recommendation of the Alumni Association.~~
- ~~(aa)~~

9.02 Senate Terms of Office

- (a) Senators (other than *ex officio* Senators) shall be appointed or elected to Senate to serve the following terms:
 - (i) Senators appointed or elected pursuant to sections 9.01(x) through 9.01(y) (both inclusive) of this By-law shall serve one (1) year terms.
 - (ii) Senators appointed or elected pursuant to subsections 9.01(z) through 9.01(~~bb~~aa) of this By-law shall serve three (3) year terms.

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- (b) Senate has the power to fill any vacancy on Senate for the unexpired term of the Senator to be replaced, and appointments made or elections held for this purpose shall be held by Senate at such time or times as it may decide.
- (c) ~~The The terms of office, as Senators, of the student Presidents begin on May 1st or as soon as possible after this date subject to completion of the associations' election processes. terms of office of Senators shall Other elected and appointed members of Senate begin their terms on July 1 immediately following their election.~~ ~~except for Contract Instructors, whose term of service begins October 1 and Ex-officio Student Associations positions at s. 9.01 whose terms of service shall begin on the earlier of May 1st or as soon as possible thereafter following the completion of the applicable student associations' election processes. The term of office of Senators shall begin on the first day of the month immediately following their election, and shall end on the 30th day of June in the first or third year of their term.~~ ~~The terms of office shall end in the first or third year of their term, as appropriate, based on the provisions of section 9.02(a) of this By-law.~~ ~~as appropriate, based on the provisions of section 9.02(a) of this By-law.~~

9.03 Senate Renewal Terms

So long as Senators continue to meet the eligibility requirements to serve as Senators, they shall be entitled to offer to serve an unlimited number of renewal terms, and may do so upon being appointed or elected by the appropriate constituency.

9.04 Senate Deemed Retirement

Senators referred to in sections 9.01(y) and 9.01(~~bbaa~~) of this By-law who, without prior notification to the Clerk of Senate and not being prevented by circumstances beyond ~~his~~ ~~or her~~their control in each instance, fail to attend at least one-third (1/3) of the meetings of Senate in any year from the first day of July to the 30th day of June next following shall be deemed to have retired from the Senate at the end of that year, and an entry of such retirement in the minutes of the proceedings of Senate shall be sufficient evidence thereof.

9.05 Senators Elected by Faculty Boards

- (a) Senators elected pursuant to section 9.01(z) of this By-law shall be elected by their respective Faculty Boards in such proportions as may from time to time be determined by Senate.
- (b) In making the determination required by section 9.05(a) of this By-law, Senate shall follow the principle that the proportionate numbers of Senators to be elected from each Faculty Board shall reflect as nearly as possible the relative size of the constituency in each Faculty Board, so long as each of the Faculty Boards shall be entitled to elect at least one Senator pursuant to section 9.01(z).
- (c) In determining the relative size of the constituency in each Faculty Board for the purpose of section 9.05(b) of this By-law, the Senate shall not count the members

of the Faculty Board referred to in sections 10.01(c), (d), and (e) and 10.02(c), (d), and (e) of this By-law.

9.06 Senate Elections – General

Senate may pass such electoral regulations from time to time as it may consider appropriate, prescribing procedures respecting nominating candidates for Senate, the qualifications of voters and candidates, the conduct of elections, the determination of any dispute or questions of qualification, eligibility and constituency of voters and candidates and the validity of ballots or votes.

SECTION X **FACULTY BOARDS**

10.01 Composition of Faculty Boards

Each of the Faculty Boards of the Faculty of Arts and Social Sciences, the Faculty of Public **and Global** Affairs, the Sprott School of Business, the Faculty of Science and the Faculty of Engineering and Design shall consist of the following:

- (a) the Dean of the Faculty, *ex officio*;
- (b) all members of the Teaching Staff, *ex officio*, holding an appointment in a department or school within the Faculty;
- (c) all students, *ex officio*, holding elected or appointed memberships of departmental boards or school councils within the Faculty;
- (d) such other members of the Teaching Staff holding appointments outside the Faculty, as may be appointed to and by the Faculty Board from time to time; and
- (e) such other students, being members of another Faculty Board, as may be appointed to and by the Faculty Board from time to time.

10.02 Composition of Faculty Boards for Schools

Each of the Faculty Boards of the Azrieli School of Architecture and Urbanism, the School of Computer Science, the School of Industrial Design and the School of Information Technology shall consist of the following:

- (a) the Director of the School, *ex officio*;
- (b) all members of the Teaching Staff, *ex officio*, holding an appointment within the School;
- (c) those students elected to the Faculty Board in accordance with such regulations as may be passed by the Faculty Board from time to time and approved by Senate;
- (d) such other members of the Teaching Staff holding appointments outside the School, as may be appointed to and by the Faculty Board from time to time; and
- (e) such other students, being members of another Faculty Board, as may be appointed to and by the Faculty Board from time to time.

10.03 Composition of Graduate Faculty Boards

- ~~(a) The Faculty Board of the Faculty of Graduate and Postdoctoral Affairs shall consist of the following:~~
- ~~(i) the President, the Provost and Vice President (Academic) and the Vice President (Research and International), all *ex officio*;~~
 - ~~(ii) the Deans of the Faculties referred to in section 10.01(a) of this By-law, all *ex officio*;~~
 - ~~(iii) the Dean of the Faculty of Graduate and Postdoctoral Affairs, *ex officio*;~~
 - ~~(iv) the University Librarian, *ex officio*;~~
 - ~~(v) the Chief Information Officer, *ex officio*;~~
 - ~~(vi) the President of the Graduate Students' Association and the Vice President, Academic of the Graduate Students' Association, both *ex officio*;~~
 - ~~(vii) such other individuals as may be appointed by each of those departments, schools and institutes of the University which give instruction to graduate students, selected from among the chair of such department, school or institute, the supervisor of graduate studies in such department, school or institute, and members of the Teaching Staff in such department, school or institute having an especial interest in research; and~~
 - ~~(viii) those graduate students elected to the Faculty Board in accordance with such regulations as may be passed by the Faculty Board from time to time and approve by Senate.~~
- ~~(b) The Dean of the Faculty of Graduate and Postdoctoral Affairs shall be the chair of the Faculty Board of the Faculty of Graduate and Postdoctoral Affairs.~~

SECTION XI **NOTICES**

11.01 Method of Giving Notices

Any notice required to be sent to any Member or Governor or to the auditor shall be provided by telephone, delivered personally, or sent by prepaid mail, facsimile, email or other electronic means to any such Member or Governor at their latest address as shown in the records of the University and to the auditor at its business address, or if no address be given then to the last address of such Member or Governor known to the Secretary; provided always that notice may be waived or the time for the notice may be waived or abridged at any time with the consent in writing of the person entitled thereto.

11.02 Computation of Time

Where a given number of days' notice or notice extending over any period is required to be given, the day of service or posting of the notice shall not, unless it is otherwise provided, be counted in such number of days or other period. Days that fall on the weekend and holidays shall be counted unless the period provided is two (2) days or less.

11.03 Omissions and Errors

No error or accidental omission in giving notice of any Board meeting or any Members' meeting shall invalidate the meeting or make void any proceedings taken at the meeting or other corporate matters.

11.04 Borrowing

Subject to the limitations set out in the Act and this By-law, the Board may:

- (a) borrow money on the credit of the University;
- (b) issue, sell or pledge securities of the University; or
- (c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the University including book debts, rights, powers, franchises and undertakings, to secure any securities or any money borrowed or other debt or any other obligation or liability of the University.

11.05 Execution of Documents and Signing Officers

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the University may be signed by any two of its Officers, Executive Officers, or Governors. The authority of the persons appointed as signing Officers shall commence following the meeting at which their appointment is made, and shall continue for a period of two (2) years, or until their term of Governor is completed, whichever comes first. In addition, the Board may from time to time direct the manner in which and the person by whom a particular document or type of document shall be executed. Any person authorized to sign any document may affix the corporate seal, if any, to the document. Any Governor, Officer, or Executive Officer may certify a copy of any instrument, resolution, by-law or other document of the University to be a true copy thereof.

11.06 Appointment Powers

In addition to the powers of appointment referred to in section 7.01 of this By-law, the Board shall have the power to appoint and dismiss each of the Vice-Presidents on such terms and conditions as the Board may from time to time determine.

11.07 Student Non-Academic Misconduct

Pursuant to section 22(g) of the Act, the Board shall retain the authority to establish policy concerning student non-academic misconduct.

11.08 Academic Governance, Policy and Procedures

- (a) Subject to the provisions of section 22 of the Act, details on the academic governance of the University shall be as agreed from time to time between the Board and the Senate.
- (b) Subject to the provisions of section 22 of the Act, the Senate is authorized to establish academic policy and procedures and to determine the final outcome in all cases of:
 - (i) academic appeals and petitions from students on academic matter; and.
 - (ii) breaches of codes related to academic integrity and misconduct, as such may be developed and adopted by Senate from time to time.

11.09 Head Office

The head office of the University shall be situated in the City of Ottawa, in the Province of Ontario.

11.10 Fiscal Year

Unless otherwise changed by resolution of the Board, the financial year end of the University shall be the 30th day of April in each year.

11.11 Corporate Seal

The University may have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the Secretary shall be the custodian of the corporate seal.

11.12 Auditors

The Members shall, by Ordinary Resolution at each annual meeting, appoint an auditor to hold office until the next following annual meeting and conduct an audit in accordance with the Act. The Governors may fill any casual vacancy in the office of the auditor to hold office until the next following annual meeting. The remuneration of the auditor shall be approved by the Board.

11.13 Presentation of Annual Financial Statements to Members

The University shall send copies of the financial statements to all Members who have informed the University that they wish to receive a copy of those documents not less than twenty-one (21) days before each annual meeting of the Members.

SECTION XII
ENACTMENT, AMENDMENT OR REPEAL OF BY-LAWS

12.01 Amendment of By-laws

The By-laws of the University may be repealed or amended by By-law and enacted by a Special Resolution of the Board at a meeting called for that purpose. Except as otherwise provided, a By-law or an amendment to a By-law passed by the Board has full force and effect from the time the motion is passed or from such future time as may be specified in the motion.

12.02 By-laws Unenforceable/Severable

If any part of this By-law shall be held to be invalid or unenforceable, the remainder of this Bylaw shall be interpreted as if such part had not been included.

12.03 Repealed By-Laws and Coming into Force

All By-laws of the University, other than borrowing by-laws, are hereby repealed and the foregoing substituted therefore. This By-law is effective upon the approval of the By-law by Special Resolution of the Board.

Approvals and Revisions for General Operating By-law No. 1:

- *Document created February 2016*
- *Approved by Special Resolution of the Board at the 595th Meeting, March 21st, 2016*
- *Revision to s.4.03(b) by Special Resolution of the Board at the 606th Meeting, January 9th, 2018*
- *Revision to s.9.01 – 9.06 & s.10.01 – 10.03 by Special Resolution of the Board at the 614th Meeting, March 28, 2019*

APPENDIX A

BOARD AND COMMITTEE MEETINGS – OPEN AND CLOSED SESSIONS

General Guidelines adopted by the Board in support of General Operating Bylaw No. 1, s. 6.06

As provided in section 6.06 of the Bylaws, each Board meeting may be divided into an open session and a closed session. Generally, all items except those dealing with the matters referred to below shall be considered in the open session. All Committee meetings are held in camera.

The University is required to abide by the provisions of the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31 as amended, the *Personal Health Information Protection Act, 2004*, S.O. 2004, c. 3 as amended, and the *Personal Information Protection and Electronic Documents Act, Canada*, S.C. 2000, c. 5 as amended, to the extent that those statutes have application to the activities of the University, together with general legal rules respecting the protection of privacy.

The ordinary requirement emerging from the various statutes and legal rules is that all records created by the University are available to the public pursuant to the right to information established by those statutes and rules, except to the extent that a particular record is exempt from disclosure pursuant to those statutes or rules. There is no ordinary right in the University to prevent public disclosure of University records simply by considering the matter and creating the record pursuant to a session of a meeting that the University has held in camera, whether at the Board or Committee level. The University may allow that a matter be considered in a closed session of a meeting for the sake of frank and open discussion, but any record generated as a result of that discussion is available to the public unless the record is otherwise exempt from disclosure.

Therefore, the general guideline is that the matters to be considered in closed sessions of meetings of the Board and at Committee meetings are those that result in the creation of records exempt from disclosure, including in particular the matters identified in these Procedures below.

Any matter not identified below may nevertheless be discussed in the closed session of a Board meeting or during a Committee meeting held in camera, it being understood that any record generated pursuant to such discussion will not be protected from public disclosure unless the appropriate statute or legal rule provides for an exemption.

The General Counsel is also the privacy officer for the University, such that questions of interpretation and application of these and other rules related to the University's responsibilities for freedom of information and privacy protection ought to be referred to the Office of the General Counsel.

Consideration of the following matters results in the creation of records exempt from disclosure under the statutes and rules of the Board of Governors. Such matters shall ordinarily be discussed in closed sessions of meetings of the Board.

1. Matters involving the personal information of individuals, including personnel matters.
2. Matters relating to:
 - (i) Proceedings or anticipated proceedings before a court, tribunal or other entity relating to labour relations or to the employment of a person by the University;
 - (ii) Negotiations or anticipated negotiations between the University and a person, bargaining agent or party to a proceeding or an anticipated proceeding, relating to labour relations or to the employment of a person by the University, including without limitation collective bargaining, grievances and arbitrations; and
 - (iii) Any meetings, consultations, discussions or communications about labour relations or employment-related matters in which the University has an interest.
3. Matters relating to negotiations and positions to be taken in negotiations with a government, and generally university-government relations when the release of such information would prejudice the conduct of relations with any level of government by the University.
4. Matters relating to or involving the creation of records that reveal or could reasonably be expected to reveal trade secrets or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the University implicitly or explicitly, where the disclosure of such matters or records could reasonably be expected to:
 - (i) Prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - (ii) Result in similar information no longer being supplied to the University where it is in the public interest that similar information continue to be so supplied;
 - (iii) Result in undue loss or gain to any person, group, committee or financial institution or agency; or
 - (iv) Reveal information supplied to or the report of a conciliation officer, mediator, labour relations officer or other person appointed to resolve a labour relations dispute.
5. Matters relating to or involving the creation of records that reveal or could reasonably be expected to reveal:

- (i) Information obtained through actual or proposed research by an employee of the University where that information is not available to the public;
 - (ii) Information the disclosure of which could reasonably be expected to prejudice the economic interests of the University or the competitive position of the University, including without limitation information related to financial campaigns and related strategies;
 - (iii) Information the disclosure of which could reasonably be expected to reveal positions, plans, procedures, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the University;
 - (iv) Information relating to plans concerning the management of personnel or the administration of the University that have not yet been put into operation or made public; and
 - (v) Information including the proposed plans, policies or projects of the University where the disclosure of that information could reasonably be expected to result in premature disclosure of a pending policy decision or undue financial benefit or loss to a person.
6. Matters relating to any question on which the principles of solicitor/client privilege are engaged.
 7. Matters where disclosure of records related to those matters could reasonably be expected to interfere with a law enforcement matter or an ongoing investigation into an alleged wrong-doing (all whether within or outside the University), or a disciplinary proceeding or conflict resolution process of any kind within the University.
 8. Matters relating to or involving the creation of records that disclose or could reasonably be expected to disclose information that could be expected to threaten seriously the safety or health of an individual.

Approvals and Revisions for Appendix A:

- Document created February 2016
- Approved by Special Resolution of the Board at the 596th Meeting, April 26th, 2016

APPENDIX B

RULES OF PROCEDURE AT MEETINGS

Rules of Procedure adopted by the Board in support of General Operating Bylaw No. 1, s. 6.14

Recognition of Speakers

1. After the Chair has called the meeting to order, only one member should speak at a time, and only after being recognized by the Chair.

Agenda and General Discussion

2. The Chair should follow the agenda, which should provide an opportunity to correct the Minutes of the previous meeting and approve them, and which shall become the order of business unless a motion to amend the agenda is made and adopted.

Discussion may be had on any aspect of each subject as a whole until a specific motion is introduced. The Chair in ~~his/her~~their discretion may impose time limits on the discussion of subjects in order to ensure the Board has sufficient time to complete the agenda.

Motions- General Procedure

3. A member who wishes a definite decision may secure recognition from the Chair and make a motion specifying the proposal. The Chair may request motions as required to aid the discussion.
4. A motion must be seconded before the subject matter of the motion is open for debate, and all discussion must apply to it until disposed of, except as provided below. When every member who wishes to speak has done so, the Chair shall call for a vote.
5. A motion may be withdrawn on consent of the mover and seconder, but if either objects, the motion must be put to a vote. This applies to substantive motions and amendments.
6. Motions dealing with procedure shall have priority over other motions. Motions to adjourn if the time for the next meeting has been set, to postpone a decision of a subject to a definite time, or to open or close nominations must be voted upon without debate or amendment.
7. The Chair may summarize discussions and present alternatives for consideration when no motion is pending.

~~8.~~

Amendments to Motion

~~9.8.~~ An amendment to a motion must fall within one of the following categories:

- a. The deletion of certain words
- b. The addition of certain words
- c. The deletion of certain words and the substitution of others in their place.

~~10.9.~~ An amending motion which would nullify the main motion is not an amendment and cannot be introduced.

~~11.10.~~ There cannot be more than two amendments on a motion before the meeting at one time, but when one of these has been accepted or rejected, another amendment may be introduced but only if it is different in purpose from one previously defeated.

~~12.11.~~ Voting is in the following order:

- a. On the amendment to the amendment, or the second amendment
- b. On the amendment
- c. On the motion if amendments have been defeated or on the motion as amended if an amendment has carried.

Point of Order

~~13.12.~~ Only on a point of order or privilege can a member interrupt another member who is speaking, except that with the consent of the speaker questions may be asked. If a member feels that improper language has been used, irrelevant argument introduced, or a rule of procedure broken, the member is entitled to "rise to a point of order", interrupting the speaker.

~~14.13.~~ The point of order can only be raised at the meeting and must be stated definitely and concisely. The Chair shall then decide the point of order without debate, although the Chair may ask opinions.

~~15.14.~~ The Chair's ruling may be appealed by the member who has risen to a point of order and, if so, the Chair states the decision and the point of appeal. The Chair then puts the question which is not debatable: "Shall the decision of the Chair stand as the judgment of this meeting?". A simple majority decides the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair.

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Question of Privilege

~~16-15.~~ If a member feels that a statement reflects on ~~his/her~~their reputation or that of the Board, the Committee, or the University, the member is entitled to raise a "question of privilege". The procedure is the same as for a point of order.

Procedure on Special Motions

~~17-16.~~ On special motions, the following procedure shall prevail:

- a. To adjourn (debatable as to time only; majority vote required for adoption)
- b. To take a recess (not debatable; majority vote required for adoption)
- c. To raise a question of privilege (not debatable; admissibility ruled on by Chair)
- d. To lay on the table (not debatable; majority vote required for adoption)
- e. To limit or extend the limits of debate (not debatable)
- f. To postpone to a definite time (debatable as to time only; majority vote required for adoption)
- g. To amend (debatable; majority vote required for adoption).

Voting

~~18-17.~~ Unless otherwise prescribed by the by-laws or the Act, approval by a majority of those members voting or by consent without objection shall be the necessary to carry a motion.

~~19-18.~~ A general vote may be called for by the Chair on motions. The Chair will ask Board members to vote on motions as follows: any opposed, any abstentions, and all those in favour. On any matter a Governor may ask for a vote by roll call or by secret ballot. A declaration by the chair that a resolution has been carried and an entry to that effect in the minutes of the Board is conclusive evidence of the fact without proof of the number of proportionate votes recorded in favour or against the resolution.

~~20-19.~~ A tie vote shall defeat the motion.

Approvals and Revisions for Appendix B:

- Document created February 2016
- Approved by Special Resolution of the Board at the 596th Meeting, April 26th, 2016

ENACTED by the Governors of the University this 69th day of June 2024 under the seal of the University

President



University Secretary

AGENDA ITEM

6.1

To:	Board of Governors	Date of Report: 23 May 2024
From:	Vice-President (Students and Enrolment)	Date of Meeting: 6 June 2024
Subject:	Student Mental Health Framework Annual Report 2024	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Carleton University’s Student Mental Health Framework (SMHF) 2022-2026 was officially launched in May 2022. Through the cross-representational Student Mental Health Advisory Committee and key stakeholders across the university, significant strides have been made in meeting the SMHF recommendations as we complete the second year of implementation in 2023-2024. This year, a focus was placed on working with our internal and external partners to support the unique needs of our student population. It is through the input of these partners and our community that we can showcase the tremendous work being done in support of student health and wellness.

The SMHF Annual Report 2024 provides an overview of key outcomes across the university during the second year of implementation. It should be noted this report is not able to encapsulate a complete overview of mental health initiatives taking place. Instead, under each area of focus, select examples of the initiatives that support the SMHF recommendations have been highlighted. The outcomes identified in this report would not be possible without the immense input and shared knowledge of students, faculty, staff and external community partners.

Over the past year, definitive action has been taken on all 30 recommendations. Within this, two recommendations have the status of continuous, meaning that key targets have been accomplished although work continues; four recommendations are considered complete; and 24 recommendations are underway.

This annual report is respectfully presented to the Board of Governors as the SMHF’s ongoing commitment to transparency in the Carleton community.

4.0 INPUT FROM OTHER SOURCES

The SMHF falls under the purview of the Associate Vice-President (Student Health and Wellness). However, the ongoing implementation of the recommendations in the SMHF could only occur through the many collaborations with faculty, staff and students from across the university and with external community partners.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As stated in Carleton’s Strategic Integrated Plan under Strive for Wellness, Strive for Sustainability, we continue to strive to enhance student wellness through a holistic, campus-wide approach. Since the first Framework was launched in 2009, Carleton has been striving for continuous improvement, which led to the development and launch of the SMHF 2.0 in October 2016, followed by our newest SMHF in May 2022. We remain committed to a holistic evolution in our approach to student mental health and wellness by further

incorporating spirituality, substance use health, Indigenous ways of healing, cyberbullying prevention, and pedagogy in addition to our already extensive programming and expanded counselling support.

As the SMHF completes its second implementation year, we continue to work with our internal and external partners to support the unique needs of our student population. It is through the input of these partners and our community that we can showcase the tremendous work being done in support of student health and wellness.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Failure to implement the strategy and any actions contained therein would constitute reputational and strategic risk. The risk is mitigated by the actions being taken to implement the strategy and the communication plan to highlight the various initiatives.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Failure to implement the strategy and any actions contained therein could constitute reputational risk. The risk is mitigated by the actions being taken to implement the strategy and the communication plan to highlight the various initiatives. It is essential that we continue to implement, evaluate, and communicate the recommendations of the SMHF, which aligns with the Carleton University Strategic Integrated Plan.

Strategic communications are core to increasing visibility and awareness. We continue to maintain the Mental Health and Wellness website which helps students access tools and resources to understand, manage and improve their mental health and wellness. We also continue to maintain the Wellness Services Navigator, an innovative tool designed to help navigate students to a curated list of mental health and wellness resources based on their unique circumstances. We have also developed an annual and strategic mental health and wellness communications plan to ensure Carleton students are informed of the services, resources and events to support mental health and wellness while encouraging students to build and maintain healthy habits, particularly at stressful times of the year.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



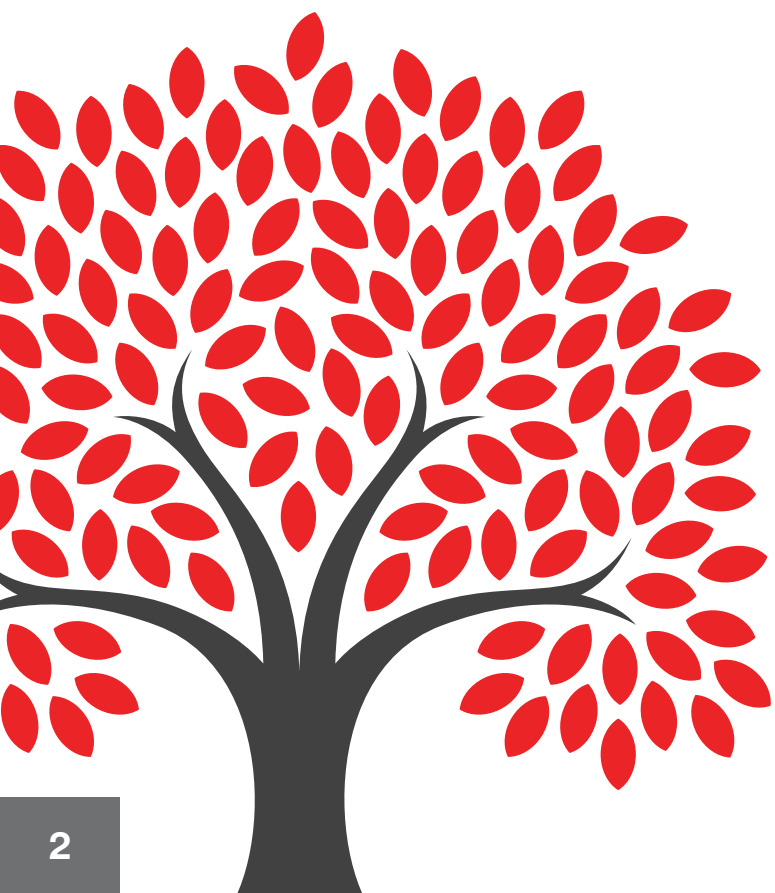
Student Mental Health Framework

**Annual Report
2024**



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Executive Summary

Carleton University's Student Mental Health Framework (SMHF) 2022-2026 was officially launched in May 2022. Through the cross-representational Student Mental Health Advisory Committee and key stakeholders across the university, significant strides have been made in meeting the SMHF recommendations as we complete the second year of implementation in 2023-2024. This year, a focus was placed on working with our internal and external partners to support the unique needs of our student population. It is through the input of these partners and our community that we can showcase the tremendous work being done in support of student health and wellness.

The SMHF Annual Report 2024 provides an overview of key outcomes across the university during the second year of implementation. It should be noted this report is not able to encapsulate a complete overview of mental health initiatives taking place. Instead, under each area of focus, select examples of the initiatives that support the SMHF recommendations have been highlighted. The outcomes identified in this report would not be possible without the immense input and shared knowledge of students, faculty, staff and external community partners.

Over the past year, definitive action has been taken on all 30 recommendations. Within this, two recommendations have the status of continuous, meaning that key targets have been accomplished although work continues; four recommendations are considered complete; and 24 recommendations are underway. For a comprehensive overview of the progress toward our objectives and recommendations, please refer to Appendix 1.

Algonquin Territory Acknowledgement

Carleton University acknowledges the location of its campus upon the traditional, unceded territories of the Algonquin Anishinaabeg nation. We recognize that the Student Mental Health Framework 2022-2026 must reflect the values of the Algonquin people. Accordingly, we must strive to further strengthen relationships between Carleton and the Algonquin communities, and endeavour to accelerate the inclusion of Indigenous perspectives, ways of teaching and healing, and knowledge in our campus practices.



A Message from the Associate Vice-President (Student Health and Wellness)

As we continue to navigate our way post-pandemic, prioritizing student mental health and wellness continues to be essential to support our students in achieving their academic, personal and professional potential. This report highlights a collection of achievements across the Carleton community in supporting the implementation of the recommendations outlined in our Student Mental Health Framework 2022-2026. We hope sharing some of the amazing work our staff,

faculty and students completed this past year will inspire all members of our community to reflect on our important role in student mental health.

Over the past year, the Carleton community has settled into a routine, and we've been able to focus on building upon existing strategies while creating new opportunities in student mental health and wellness. This year proved to be a momentous year for the Student Health and Wellness portfolio with the adoption of the Okanagan Charter, the passing of the Student Mental Health Fee Referendum, the implementation of our Collaborative Health Record (electronic medical record) for Health and Counselling Services and From Intention to Action, the inaugural Therapy Dog Convocation and continued growth in services and supports available for our students.

I want to thank everyone for their ongoing support and partnership in implementing the Student Mental Health Framework recommendations. Our goal of creating a culture that prioritizes student mental health and wellness is becoming evident throughout our community. I look forward to a future where our students can flourish and thrive to achieve their own versions of health and wellness.

Kristie Tousignant
Associate Vice-President
(Student Health and Wellness)



Year in Review:

Highlights from May 2023 – April 2024

Mental Health

17,225 visits to Counselling Services	20 counselling groups conducted	2,650 sessions conducted by From Intention to Action (FITA)	1,314 new students registered with the Paul Mention Centre for Students with Disabilities (PMC) (4,600 total students served)
56% of intakes with PMC report either mental health or ADHD as their primary disability	1,000+ students interacted with the Wellness Desk during its first year, with 3,000 additional students attending Therapy Dog hours outside of the Wellness Desk		808 care reports submitted

Health Services

38,986 visits to medical services	720 community members trained to administer naloxone	25,888 hours of care provided by Attendant Services
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Therapy Dogs

17 therapy dogs	330+ visits held
5,000+ student visits to the therapy dogs	
2,000+ in-person and virtual attendees at the Therapy Dog Convocation	
<i>The Carleton Therapy Dog program is funded through generous donations by members of the community.</i>	

Community

8,850+ users on the Wellness Services Navigator	289 participants in the Kinàmàgawin Indigenous Learning Certificate	3,052 appointments with the Sprott Undergraduate Student Services Team
6,000+ immigration advising interactions with the International Student Services Office	244 All People, All Pathways meetings held for staff and faculty, with approximately 406 participants	

Health Promotion

3,500 students attended Health Promotion events, workshops and tabling	1,500+ students attended the Spirituality Centre's Pause Table	20+ mindfulness and meditation sessions held in the Spirituality Centre by our Buddhist Chaplain
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This list is not exhaustive. If you have a mental health and wellness initiative happening on campus, we'd love to hear about it! Email wellness@carleton.ca

Top Features for 2023 - 2024

Wellness Desk

Through donations from the Carleton University Alumni Association, the Wellness Desk was created as a new initiative partnering with MacOdrum Library and the Office of the Associate Vice-President (Student Health and Wellness). Located on the main floor of MacOdrum Library, the Wellness Desk provides highly accessible mental health and wellness resources to students in a safe, familiar and central location. The Wellness Desk allows more students to learn about the supports they need, which can contribute to destigmatizing mental health care and has also put wellness on display, contributing to Carleton's shared efforts to promote mental health and wellness.

Since its opening in September 2023, the Wellness Desk has supported over 1,000 students who are often presenting with general stress, anxiety or academic-related concerns. Students can speak with the Wellness Coordinator or one of the Student Wellness Navigators about their thoughts and emotions, explore relevant resources and walk away with a better understanding of future steps they can take to support their wellness. The Wellness Desk is also a great employment opportunity for students looking to get involved with mental health support on campus, as well as lending critical perspectives on where and how we can better support students.

The Wellness Desk introduced a new "Meet the..." series aimed to break down barriers to accessing mental health and wellness services by bringing in representatives from 11 departments across campus to the Wellness Desk. Over 240 students attended the sessions and learned about the different services and opportunities to get involved and to ask questions.

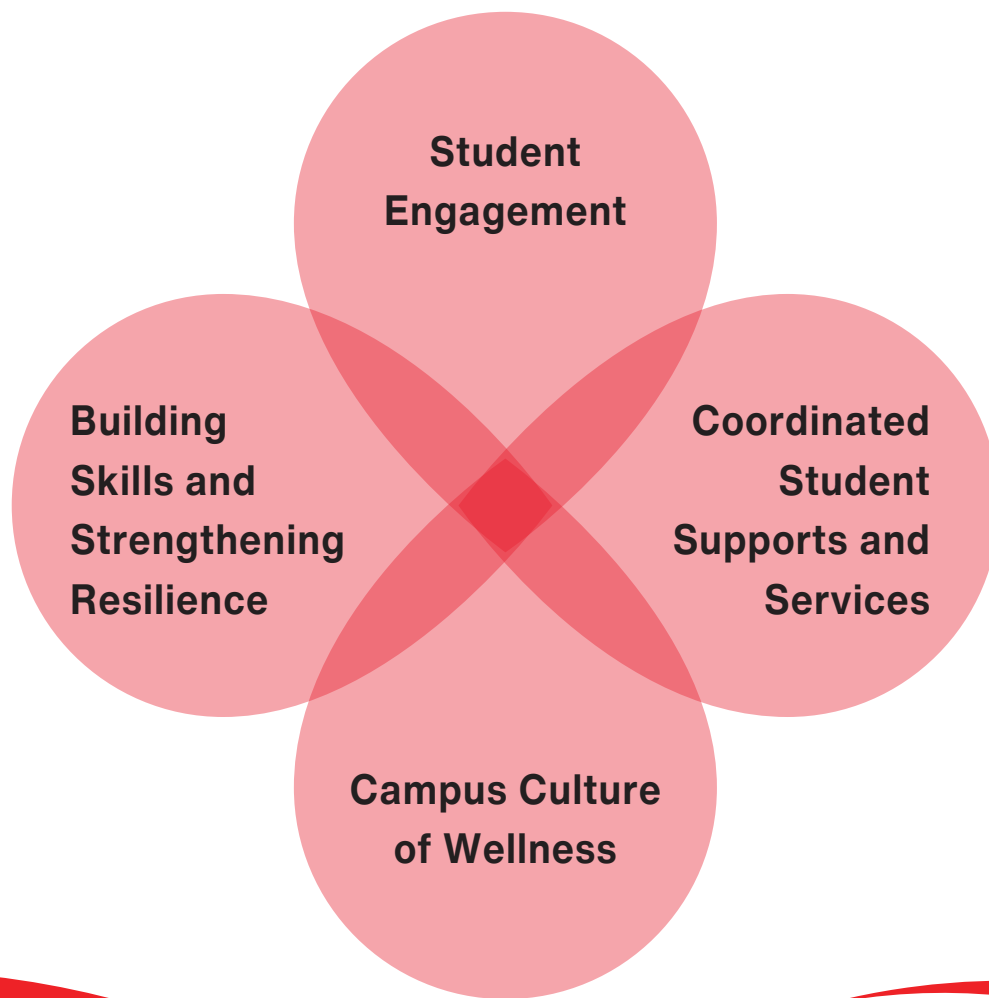
Counsellor (Eating Disorders) Trial

The Office of the Associate Vice-President (Student Health and Wellness) partnered with the WaterStone Foundation to provide support to students with disordered eating and eating disorders. The WaterStone Foundation provides funding to enable post-secondary institutions to hire a dedicated eating disorder therapist to provide treatment and support to students in need. With this funding, Christa Burnett, an experienced counsellor with a specialization in eating disorders, was hired to provide individual treatment, run support groups for students with eating disorders and increase awareness and understanding of eating disorders broadly on campus through health promotion activities and workshops. This position has been invaluable to our campus and has been in high demand, offering 663 individual sessions this academic year, as well as a meal support group during the winter 2024 term.



Student Mental Health Framework Highlights from the Areas of Focus

The following sections highlight initiatives under each area of focus which were led by our community members. The following pages are simply a snapshot and not a complete picture of the work across our community. The Student Mental Health Framework is meant to encourage, inspire and support faculty, staff and students in leading mental health and wellness initiatives across campus to create a culture of wellness for our students. The following highlights are sorted into our four areas of focus:



Area of Focus #1:

Student Engagement

Our students have once again demonstrated their desire to support mental health and wellness on campus, continuing to share their passion, knowledge and experiences with the broader community. Students have continued to engage with our programming, provide critical feedback on initiatives and lead innovative programming to support each other. Our students embodied the values of this framework, providing care at all levels – from connecting with their peers to petitioning for the new mental health fee to secure future supports for our campus.

Highlights

- The Centre for Indigenous Support and Community Engagement hosted an Arctic Exchange Program in May, where urban Inuit students were invited to travel to Clyde River, Nunavut, to spend a week at Piqqusilirivik Inuit Cultural Learning Facility engaging in land-based learning activities. The goal of this initiative was to provide urban Inuit who have not been able to connect with their traditional communities or lands with the opportunity to do so.
- The Housing and Residence Life community, including the Mental Health Champions, hosted many events for the students in residence. Some of these events included an open house for residence counselling, pumpkin painting, mindfulness activity kits, yoga and more. Participation in these events ranged from 10 students to over 200.



- Carleton's Health Promotion Team expanded to include six Health Promotion Team Leaders, two Health Science Placement students and two Psychology Placement students who supported the implementation of health-based recommendations through four topic areas: mental health, sexual health, substance use health and healthy living. The Health Promotion Team connected with over 3,500 students this year.
- All departments in the Office of the Associate Vice-President (Student Health and Wellness) implemented the user-focused feedback survey, which was developed for front-line units in the Students and Enrolment Division, to ensure students are given multiple opportunities to provide feedback to each department.
- The Student Mental Health Student Engagement Committee was focused on seeking out meaningful connections and providing students opportunities to give feedback through small feedback groups. The committee was able to successfully identify opportunities for improvement for mental health and wellness initiatives, as well as build connections across campus.
- The Graduate Students' Association worked with various stakeholders on and off campus to provide comprehensive mental health and wellness support to our graduate student population by hosting a large variety of events, workshops and differing supports for graduate students throughout the year. These events ranged from plant potting to weekly support groups to study sessions, financial support for newcomers and more.
- A referendum was held for a new Student Mental Health Fee, driven by the need to expand the Counselling Services at Carleton. Students led this campaign, connecting with hundreds of their peers over the campaign period and actively encouraging students to vote on the voting days. The new fee passed for both undergraduate and graduate students.



- Carleton University Students' Association (CUSA) hosted their annual Pop the Stigma campaign, focused on spreading mental health awareness with the goal of reducing mental health stigma on campus. CUSA and the Wellness Centre worked together to bring the community a variety of events.
- Carleton's Health Promotion Team and the CU Umbrella Project partnered up to host the Party Safe Fair, promoting safe substance use in advance of the Panda Game. Over 400 students participated in this event which featured 12 different partners from Carleton and the Ottawa community.

Area of Focus #2:

Building Skills and Strengthening Resilience

As the needs of our students continue to change and evolve, the workshops, training and supports offered have continued to adapt. This year, we saw an emphasis on rebuilding (or introducing) the foundations of developing healthy coping strategies, figuring out how to balance academic work with personal responsibilities and diving into emotional regulation. Multiple departments, faculties and student groups took the initiative to offer, request and/or attend a variety of opportunities to enhance resiliency and build positive coping skills to live a balanced life.

Highlights

- The Paul Menton Centre hosted various support, social and study groups this year. Including the social communication group, chronic medical disability support and social group, graduate student writing group and the ADHD group.
- Housing and Residence Life continued to offer extensive training for student staff, encouraging student staff to select a stream that requires them to complete a minimum of four learning experiences throughout the year.
- To prepare students for the start of the academic year as well as Fall Orientation, Supporting Students in Distress was delivered to Fall Orientation volunteers and First Year Connections Mentors to educate students on recognizing, responding and referring students, as well as on how to reflect as needed. Over 450 students were trained on how to support their peers and themselves.
- The Centre for Indigenous Support and Community Engagement accepted 17 Indigenous students into this year's cohort of the Indigenous Enriched Support Program (IESP). This program supports Indigenous students who may not know what degree they want to pursue, may have identified that they need extra academic/cultural supports or may not have the degree requirements to be accepted into a Carleton degree program.





- The Accessibility Institute offered training opportunities to students as part of their Student AccessAbility Program. Within this program, the Accessibility Institute provides training related to life balance, emotional intelligence and self-care as a leader. Feedback from students has indicated that this has been incredibly helpful for them as they prepare to embark on their careers.
- The CU Umbrella Project and Naloxone Care continued to provide naloxone training to staff, faculty and students. 13 training sessions were offered and over 720 Carleton community members attended. Since the partnership with Naloxone Care began in 2020, almost 2,000 Carleton staff, faculty and students have been trained in how and when to administer naloxone.
- Teaching and Learning Services partnered with the Wellness Desk and the Student Mental Health and Wellness team to provide wellness workshops to both undergraduate and graduate teaching assistants. These workshops included information on self-care, building resiliency and resource navigation.
- The Centre for Indigenous Support and Community Engagement continued to offer the Kinàmàgawin Indigenous Learning Certificate, a four-part series covering anti-Indigenous racism in Canada, institutional anti-Indigenous racism and education, Indigenous student experiences and practicing allyship and righting relations. 289 participants have successfully completed the certificate.
- CUSA successfully advocated for improved transit options, cost of living and affordability (including passing a referendum for increased funding for the Unified Support Centre), housing advocacy, equity, diversity and inclusion policy and initiatives and international student advocacy and mental health.
- Health and Counselling Services offered numerous support groups and workshops for students including an eating disorder group, a healthy eating series and healthy coping skills. These workshops focused on practical skills, building resiliency and creating a sense of community.

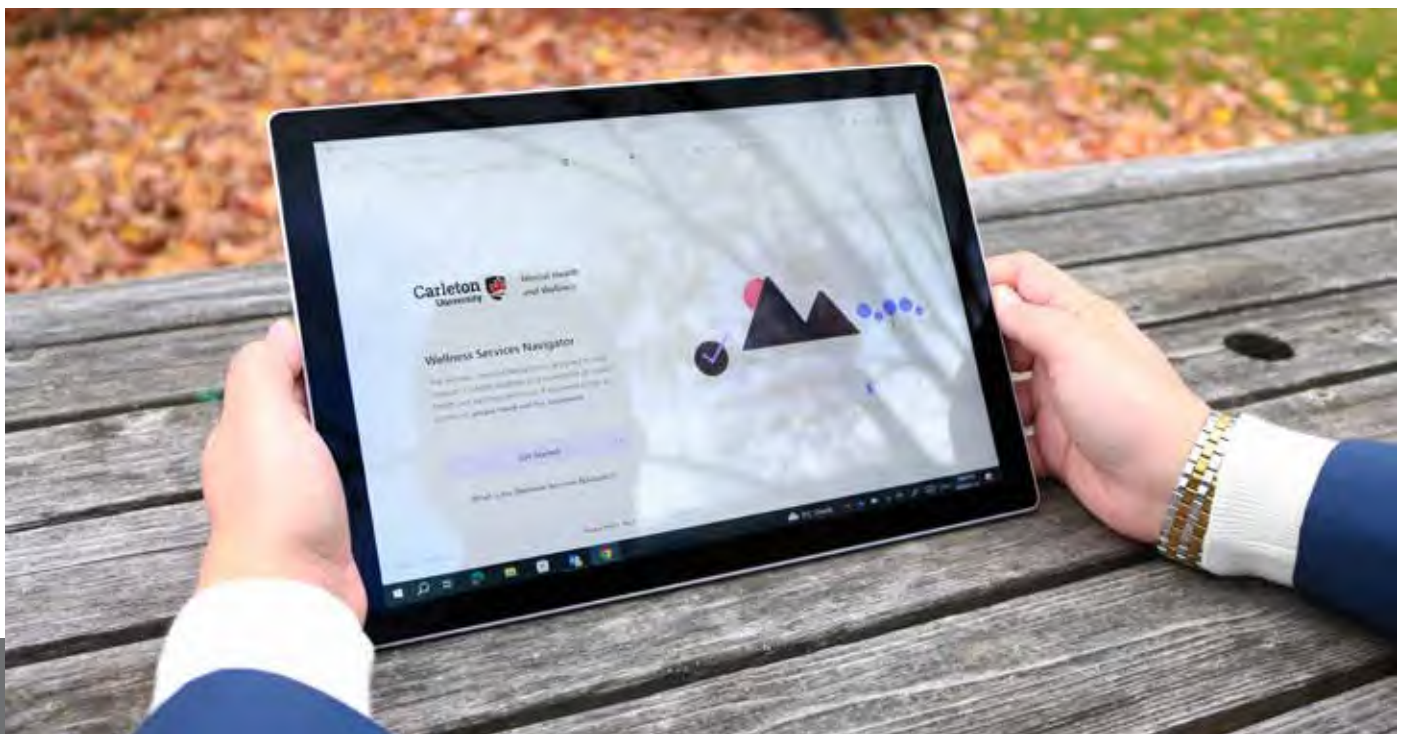
Area of Focus #3:

Coordinated Student Supports and Services

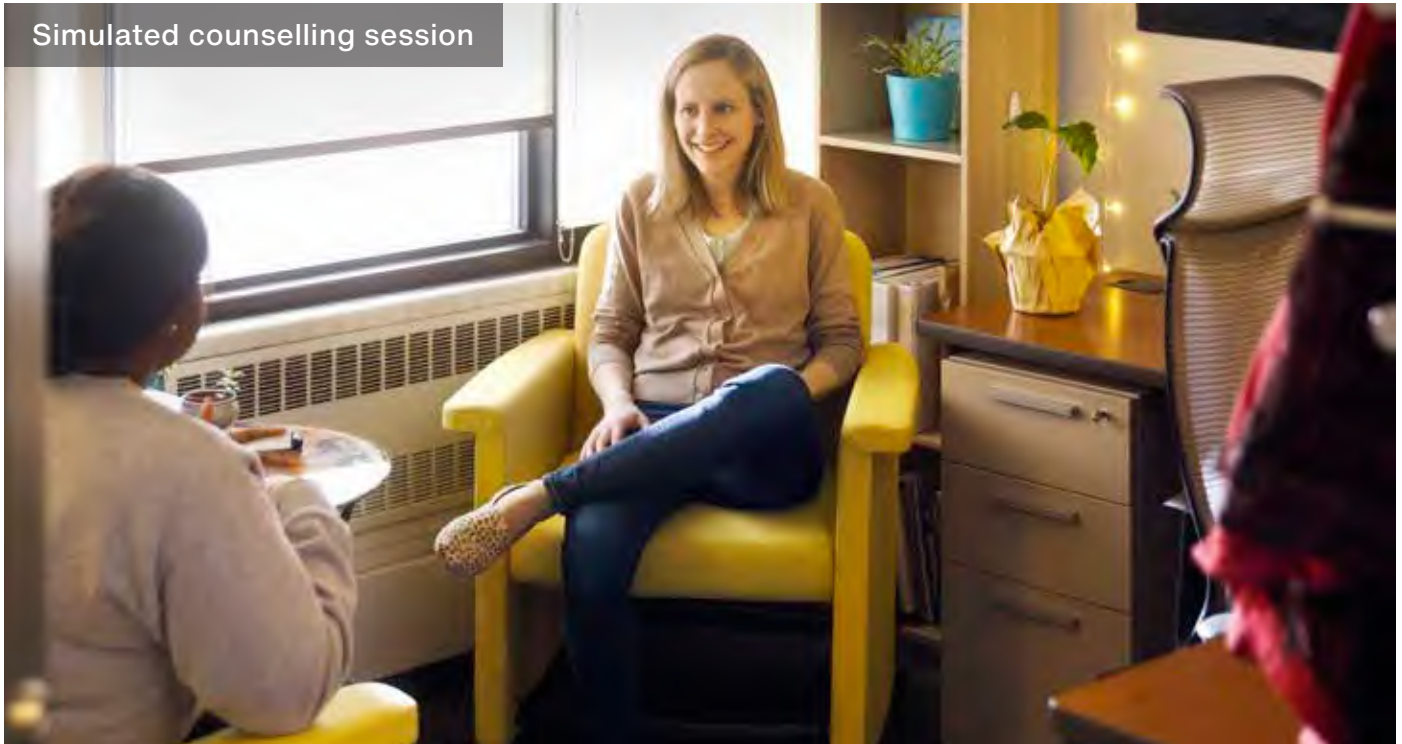
One of the greatest aspects of our Carleton community is our continuous drive to adapt supports and services utilizing evidence-based best practices to proactively empower and foster student growth. Over the past few years, we have seen a need to streamline services, expand offerings and focus more on creating meaningful supports, while revitalizing training for our faculty and staff members to support creating a safe and supportive learning environment.

Highlights

- The Centre for Indigenous Support and Community Engagement team has developed a partnership with Sivummut Solutions to identify areas where we can support the devolution process in Nunavut. This has involved the implementation of a science stream for the Indigenous Enriched Support Program (IESP) to support Inuit students in obtaining degrees within the sciences and identifying supports and resources to better support Inuit students within the IESP and Carleton.
- The Wellness Services Navigator, a tool that provides the Carleton community with a curated list of mental health and wellness resources, had over 8,850 users and was embedded into all training offered by Health Promotion and the Wellness Desk, as well as highlighted through various social media channels.
- Strategic Initiatives (Students and Enrolment), in consultation with the Office of the Associate Vice-President (Student Health and Wellness) developed an annual mental health and wellness communications plan to ensure Carleton students are informed of the services, resources and events to support mental health and wellness while encouraging students to build and maintain healthy habits.
- The Care and Support team held meetings with several faculties and departments to discuss the use of the care report, and how the Care and Support team can best support campus partners and work together to provide support to students. In addition to these meetings, the Care and Support team continued to offer training to staff and faculty on how to use the care reports, when to submit and what to expect after submitting.



Simulated counselling session



- The Carleton Spirituality Centre continued to expand to support the diverse faith-based and spiritual health of our students. The Spirituality Centre now has nine volunteer chaplains who provide a range of support for all students, including offering mindfulness and meditation sessions, one-on-one meetings with students, Bible study, brother and sister circles and more.
- Counselling Services trialed single-session appointments as an alternative to intake and ongoing counselling options. These single sessions are available for booking online one week prior and are best suited to students who have a clear challenge they are facing and would like the opportunity to identify strengths, gain a sense of autonomy and confidence and begin implementing solutions. These single session appointments will continue to be implemented and modified to support our student population.
- The Wellness Desk and Carleton's Therapy Dog Program partnered up to offer Therapy Dog visits outside of the Wellness Desk to ensure that students always had access to mental health and wellness support while visiting the Therapy Dogs. Around 160 sessions were held inside or just outside of the Wellness Desk, with over 3,000 students attending the sessions.
- The Student Experience Office and Equity and Inclusive Communities partnered together for Fall Orientation to offer a "chill zone." This space, located in the Carleton Technology and Training Centre, was designed to provide a quiet space for students to de-compress and take some time away from the noise during a hectic week.
- The Sprott School of Business hosted the Sprott Study Break initiative, in partnership with a variety of departments across campus, to connect with Sprott students, offer them treats, study kits and an opportunity to unwind with games and activities.
- Counselling Services hired additional counsellors for racialized students in the main clinic as well as in residence, bringing the total number of counsellors for racialized students up to three.

Porter

Retriever Mix / Mutt

Carleton Therapy Dog
Since 2023

@Porter_Tails



@CUTherapyDog



Carleton
University

Therapy Dogs

Area of Focus #4:

Campus Culture of Wellness

Creating a campus culture of wellness means encouraging and promoting all aspects of health. This includes striving to strengthen institutional awareness of the impact of policies and practices that can create unintended stress. It is important to cultivate a culture of wellness and student mental health at all levels. During the 2023-2024 academic year, we took the opportunity to focus on what we as an institution can do to support our community, and to identify barriers and potential improvements with a critical lens. With the continued support of the Student Mental Health Advisory Committee, we can continue to foster the growth and outreach of the framework recommendations.



Highlights

- Carleton University became the 45th Canadian campus to sign and formally adopt the Okanagan Charter. This charter has two calls of action: embed health into all aspects of campus culture, across the administration, operations and academic mandates and lead health promotion action and collaboration locally and globally.
- The inaugural Carleton University Therapy Dog Convocation was held in March to recognize the completion of the significant training the dogs and handlers underwent to be certified as Carleton Therapy Dogs. The convocation also recognized the key role this program has in providing low-level mental health support as well as a resource navigation opportunity for our students. All 17 therapy dogs were presented with their own certificate of completion. The program is funded through generous donations by members of the community.
- Carleton's Postvention Strategy was developed to inform our community of the actions taken following a student death, as well as how we care for our community following the death of a student. This strategy also features critical messaging on stigma reduction and education on postvention vs. prevention work.

- A working group was created, and meetings were held to begin the process of developing a staff and faculty toolkit for our community. The Staff and Faculty Toolkit Working Group is comprised of staff, faculty and student leaders, and our goal is to have a toolkit created and implemented over the next few years.
- The Accessibility Institute has been exploring student mental health and wellness in the context of campus spaces. This foundational study probes two primary research questions, and findings revealed the importance of student centres and libraries in the decision-making of students. This study will continue to support the creating of new and transformation of current spaces on campus to ensure a wellness and accessible-focused environment.
- For Black History Month, Umoja Black Community Engagement Program, dedicated to the academic, professional and personal empowerment of the Ottawa region's African, Caribbean and Black (ACB) communities, focused on celebrating Black experiences and creating safer spaces for ACB students.
- Seven members of the community added the Student Mental Health and Well-Being Concentration to their Student Support Certificate. Some of these trainings included the Care and Support Team's Supporting Students in Distress workshop, which had over 360 community members attend.
- Campus Safety Services led many large-scale initiatives throughout the year including their third annual food drive to support the Minwaashin Lodge (an Indigenous Women's Support Centre), Campus Clean Up, a silent auction for Shepherds of Good Hope and Consent Educators with Equity and Inclusive Communities.
- To support in the task of evaluating mental health and wellness initiatives across campus, the Student Mental Health Advisory Committee trialed a survey and evaluation reporting system within a few departments. Feedback is being reviewed and necessary changes will be made to continue to support our community in the assessment and evaluation process.



What's Next for the Student Mental Health Framework

Building on the success of our first two years, we must continue this momentum. Having made definitive action on all 30 recommendations, our upcoming focus in 2024 – 2025 will be to continue to assess and evaluate our current initiatives, programs and services while reflecting on the progress we have made and creating new innovative initiatives to support our student's health and wellness.

With the official adoption of the Okanagan Charter, we look forward to progressing on our implementation plan, following the four themes of our commitment: creating thriving and supportive communities; supporting personal and social development; embedding a campus culture of wellness; and advancing teaching and training while integrating health. With the expanded Health Promotion Team and the support from the Carleton community, we look forward to leading health promotion action both locally and globally.

After the successful creation of the Staff and Faculty Toolkit Working Group, our priority over this next year is to research evidence-based best practices and perform a review of existing tools that may be beneficial in our toolkit. We plan to conduct focus groups with staff, faculty and student leaders to identify the needs, what tools might help and to seek their feedback on our progress. This will support us in the creation and trial implementation of the toolkit before a wide-scale community launch. The goal is by the start of year four of our framework, we will have a working staff and faculty toolkit available to our community for years to come.

As building skills and strengthening resilience is a continued need for our community, we are undertaking a critical look at the workshops and skill development opportunities we offer. In addition, Health and Counselling Services plans to revise and implement a new model of care in Counselling Services during the 2024 – 2025 year, increasing access to meet the growing demands. With the success of the Student Mental Health Fee Referendum, we plan to add more group therapy offerings and focus more intentionally on creating opportunities for students to build their skills and develop positive coping strategies.

Carleton has had many milestones to celebrate this past year, especially when it comes to our commitment to excellence and in further developing a caring community. We are optimistic for the future and will continue our momentum in implementing evidence-informed best practices in supporting student mental health and wellness. We are grateful for the Carleton community's shared commitment and efforts in creating opportunities to engage in critical dialogue around adapting and responding to students in supporting their mental health and wellness.



Appendix 1:

Areas of Focus and Recommendations Status

This Appendix contains the Objectives and Recommendations directly outlined in the Student Mental Health Framework (SMHF) 2022-2026. A status column has been added with the following indicators:

- **Planning:** activities (e.g., planning, coordination) have been initiated in the current reporting cycle.
- **Underway:** activities are currently underway and being implemented.
- **Continuous:** activities are complete, but implementation is an ongoing process with no definitive end date.
- **Complete:** activities have been completed with no further implementation required.
- **Upcoming:** activities are planned in the near-to-mid term.

The table below can be summarized as follows:

- **2** recommendations are in a continuous state;
- **4** recommendations are considered complete;
- **24** recommendations are underway;
- **0** recommendations are in the planning phase; and
- **0** recommendations are in the upcoming phase.

It is worth noting implementation is an ongoing process with no definitive end. This is reflective of mental health and wellness not being an end state, but instead a continuous state of adaptation. With our second reporting year completed, definitive actions have been taken on all 30 recommendations. We look forward to continuing to expand on the actions taken to provide holistic support for our community.

Area of Focus #1: Student Engagement

Recommendations		Status
1	Increase student involvement in the implementation of all areas of focus in this Framework through developing and strengthening partnerships with students, staff, and faculty.	Underway
2	Further develop partnerships with student-led groups and support their innovative ideas and initiatives that promote a holistic approach to mental health and wellness.	Underway
3	Continue to support and engage the Student Mental Health Student Engagement Committee in developing and implementing student-led initiatives.	Underway
4	Leverage the results of existing student surveys and explore the implementation of additional surveys to better capture and improve the overall health and wellness of our students.	Underway
5	Develop and implement assessment and evaluation tools for existing programs and services to ensure they are meeting students' needs.	Underway
6	Assess opportunities to engage graduate-level student expertise in researching and evaluating mental health and wellness initiatives on campus.	Underway

Area of Focus #2: Building Skills and Strengthening Resilience

Recommendations		Status
1	Update the wellness website to provide access to comprehensive information on mental health and wellness to students, staff, faculty, and parents, including building resilience and coping skills, substance use health, and streamlining resource navigation.	Complete
2	Provide regular training using an intersectional approach to enable students, staff, and faculty to assist students in a way that is respectful of culture and identities, and which reflects the diversity of Carleton community members.	Underway
3	Enhance online modules, workshops, and programming using an intersectional approach that introduces students to the concepts of overall wellness and thriving within the university environment, with a particular focus on key areas like nutrition, physical health, finances, living on your own, loneliness, and isolation.	Underway
4	Develop programming and initiatives to provide students with opportunities and resources that will help them to recognize personal strengths, develop coping skills, and build resilience.	Underway
5	Enhance training, events, and knowledge sharing of mental health and wellness services to contribute to overall student wellness, with a particular focus on encouraging health-seeking behaviours.	Underway
6	Develop and implement training, education, and resources to reduce harms in different online environments, such as social media.	Underway
7	Support the development and implementation of a substance use health and harm reduction strategy that is focused on support, resources, education, and partnerships.	Underway

Area of Focus #3: Coordinated Student Supports and Services

Recommendations		Status
1	Update related documents that outline student services and programs, and align with a streamlined “Stepped Approach” depending on need for the range of mental health and wellness services available at Carleton.	Complete
2	Update and regularly provide referral training for faculty, staff, and students in key roles, including providing template responses when referring students to additional supports that takes into consideration the individual and cultural needs of our diverse student body.	Underway
3	Integrate faith-based and spirituality resources and approaches as an integral component for supporting mental health and wellness.	Underway
4	Assess and respond to student demand and need for additional counselling services using an equity, diversity, inclusion, and accessibility lens.	Underway
5	Review the delivery structure of student mental health and wellness services at Carleton to respond to student mental health and wellness challenges in a coordinated way, while simultaneously addressing cultural barriers to service use.	Continuous
6	Continue to promote the Care Report to the entire campus community and encourage its use to flag indicators of concern so that our community can respond in the most appropriate way.	Underway
7	Maintain and foster new collaborative partnerships with community partners that allow for better student access to community-based mental health services, including working with hospitals on coordinated discharge processes, and liaising with off-campus services for after-hours care.	Underway

Area of Focus #4: Campus Culture of Wellness

Recommendations		Status
1	Enhance the availability of training that is culturally aware and sensitive for faculty, staff, and student leaders to support students in crisis.	Underway
2	Develop a university postvention strategy to reduce suicide risk and promote healing after a death by suicide.	Complete
3	Ensure collaboration with the employee mental health strategy and Healthy Workplace Strategic Plan, so as to have faculty and staff well supported as they support students.	Underway
4	Sign and implement the Okanagan Charter, committing to its calls to action to embed health into all aspects of campus culture and to lead health promotion action and collaboration.	Complete
5	Ensure continued collaboration with Carleton's many documents, frameworks, and strategies, including, but not limited to, the Coordinated Accessibility Strategy, the Equity, Diversity, and Inclusion Action Plan, Honouring Each Other, and Kinàmàgawin.	Continuous
6	In line with Kinàmàgawin Call to Action # 8, develop a Circle of Care Protocol for Indigenous students in crisis, in consultation with the Centre for Indigenous Support and Community Engagement, Health and Counselling Services, and the Office of Student Affairs.	Underway
7	Investigate ways to incorporate green spaces and environmental wellness into mental health and wellness programming in consultation with key stakeholders.	Underway
8	Create opportunities for staff and faculty to work together and learn from each other when integrating mental health and wellness practices, seeking to integrate research and evidence-based practices inside and outside of the classroom.	Underway
9	Develop and distribute a mental health toolkit for faculty that includes curriculum infusion, how to recognize when a student may need support, and how to support their own mental health.	Underway
10	In consultation with faculty, investigate and implement best practices for supporting student mental health and wellness into the curriculum and classroom, including course design and delivery.	Underway





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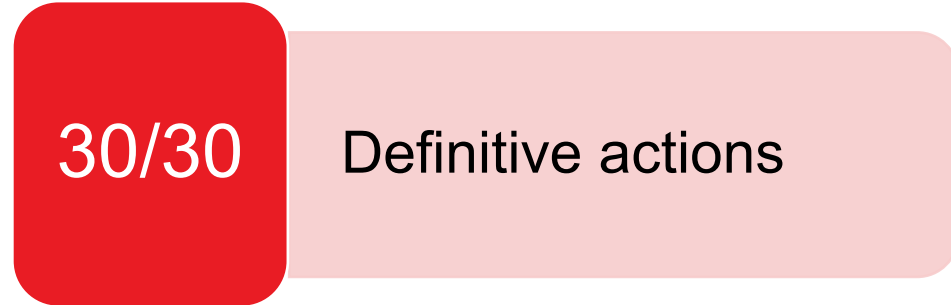


Student Mental Health Framework Annual Report 2024

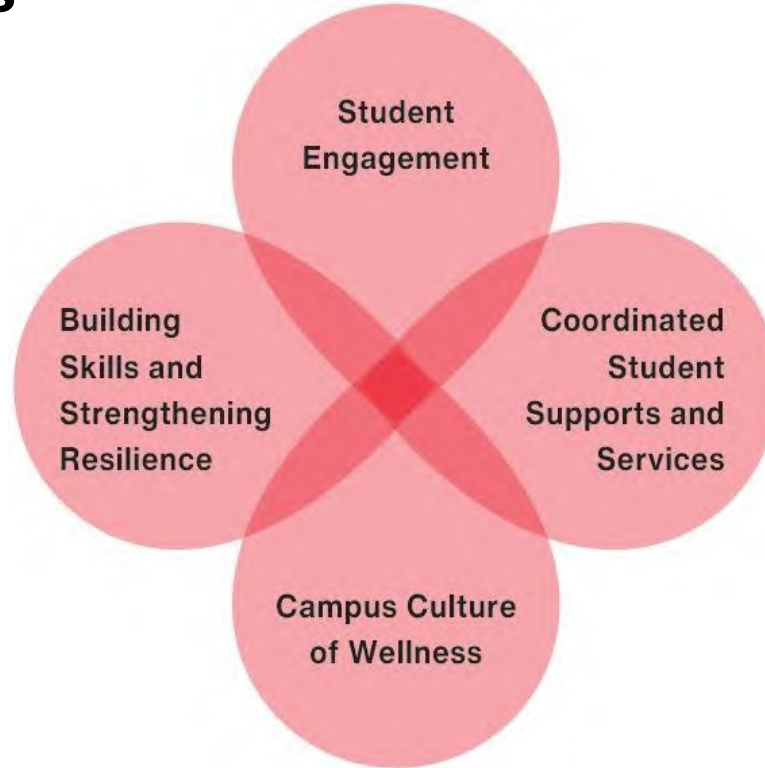
Board of Governors

June 6, 2024

Progress on Recommendations



Areas of Focus



Student Engagement Highlights

- Over 3,500 students engaged with the Health Promotion Team
- Centre for Indigenous Support and Community Engagement (CISCE) hosted an Arctic Exchange Program at the Piqqusilirivik Inuit Cultural Learning Facility designed for urban Inuit students to engage with land-based learning activities
- Carleton University Students' Association (CUSA) hosted their annual Pop the Stigma Campaign, focused on mental health awareness
- Mental Health Fee Referendum successfully passed and was Board-approved



Building Skills and Strengthening Resilience Highlights

- Paul Menton Centre (PMC) hosted various support, social and study groups
- 450+ Fall Orientation and First-Year Connections mentors were trained on how to support students in distress
- 13 Naloxone training sessions were offered by the CU Umbrella Project and Naloxone Care, with over 720 attendees
- Health and Counselling Services offered numerous support groups and workshops for students



Coordinated Student Supports and Services Highlights

- 8,850+ Wellness Services Navigator users
- 1,500+ students attended the Spirituality Centre's Pause Tables
- Wellness Desk and Carleton's Therapy Dogs partnered together to visit the dogs and access mental health support. Over 3,000 students attended these sessions
- Counselling Services hired an additional counsellor for racialized students in the main clinic as well as in Residence (3 total)



Campus Culture of Wellness Highlights

- Carleton University signed the Okanagan Charter
- The Accessibility Institute has been exploring student mental health and wellness in the context of campus space
- Carleton's Postvention Strategy developed
- Staff and Faculty Toolkit Working Group has been created
- Inaugural Therapy Dog Convocation recognized 17 Therapy Dogs and Handlers for their significant training and the program's contributions to low-level mental health support



Next Steps (12 months)

- Develop a Staff and Faculty Toolkit for our community
- Continue to implement and upload best practices from the Okanagan Charter
- Create new model of care for Counselling Services to support the demand for access and to provide to single session counselling appointments and case management with a mental health nurse
- Continue to implement best practices in supporting student mental health and wellness
- Engage in practices to support environmental wellness and incorporating green spaces
- Create a student mental health policy once Bill 166 requirements are communicated

Special Thanks To...

- Student Mental Health Advisory Committee
- Accessibility Institute
- Campus Safety Services
- Centre for Indigenous Support and Community Engagement
- Equity and Inclusive Communities
- Health and Wellness Services
- Housing and Residence Life
- Office of Quality Initiatives
- Office of the Vice-President (Students and Enrolment)
- Paul Menton Centre for Students with Disabilities (PMC)
- Carleton University Students' Association (CUSA) including CUSA Wellness Centre
- Graduate Students' Association (GSA)
- Health Promotion Team
- Wellness Desk Team
- Canadian Mental Health Association (CMHA)
- Community Addictions and Peer Support Association (CAPSA)
- Centre for Innovation in Campus Mental Health (CICMH)
- Ottawa Public Health (OPH)

Thank you!



AGENDA ITEM

6.3

Board of Governors

Chair's Report

2023-2024

Carleton
University





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MESSAGE FROM YOUR CHAIR



I am delighted to present the annual report for the 2023-2024 academic year, marking a period of significant milestones, challenges, and strategic advancements for Carleton University.

A highlight of our year was the successful conclusion of our presidential search. As the Chair of the Board of Governors, I was thrilled to announce in April that Dr. Wisdom Tettey has been appointed as Carleton University's 17th President and Vice-chancellor, bringing with him a wealth of experience and a deep commitment to academic excellence, community engagement and proven experience in implementing strategic and operational plans at major Canadian universities.

I would like to say a heartfelt thank you to Jerry Tomberlin whose depth of experience and robust institutional knowledge have been pivotal in his role as our interim president and to Benoit-Antoine Bacon for his strong and visionary leadership.

Throughout this past year, the Board has remained steadfast in its dedication to upholding our institution's values while fostering a dynamic academic environment for our students, faculty, and staff. Despite the prevailing global challenges, Carleton has demonstrated remarkable resilience and adaptability, continuing to thrive amidst adversity.

As we look ahead, the Board remains committed to advancing Carleton's mission and strategic priorities amid the evolving higher education landscape. We are dedicated to fostering a culture of excellence, innovation, and inclusivity that empowers all members of our community to thrive and succeed.

In closing, I extend heartfelt gratitude to my fellow Board members, university leadership, faculty, staff, students, alumni, and partners for their unwavering dedication and contributions to Carleton's ongoing success. Together, we will continue to chart a path towards a brighter future for our university and the communities we serve.

It has been an honour and a privilege to serve as Carleton's Board Chair these past two years. I will continue to serve on the Board of Governors as a Past Chair and I would like to congratulate Beth Creary, who will begin her role as Board Chair for the 2024-2025 Board Year.

Sincerely,

Greg Farrell, FCPA, FCA

Chair, Carleton University Board of Governors

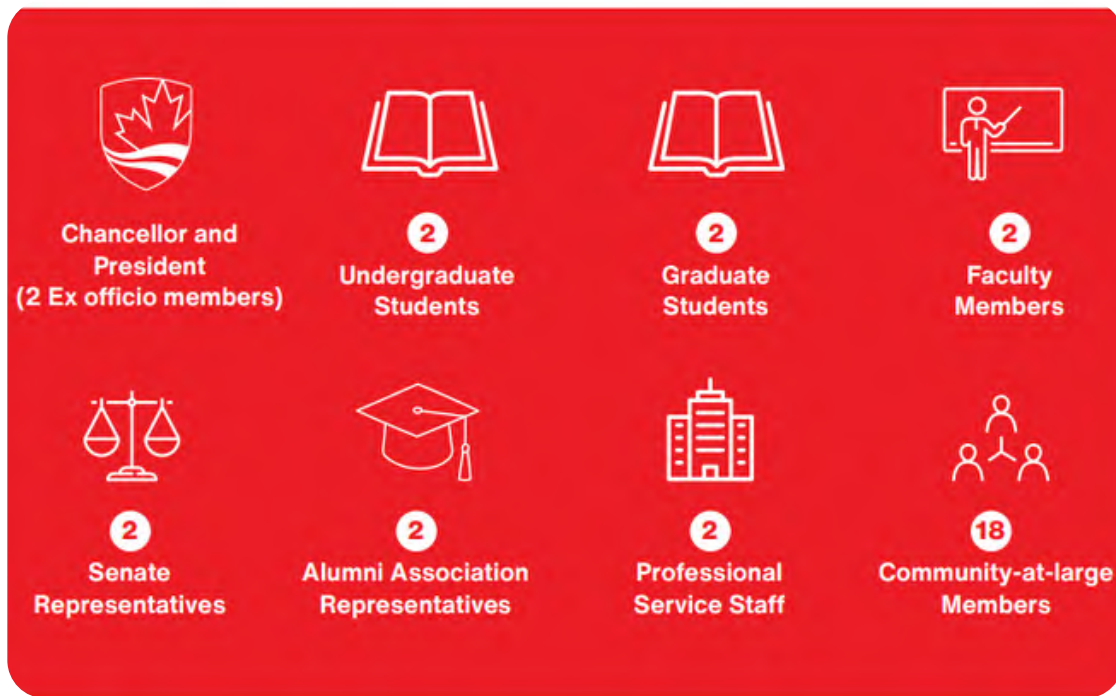
Board Insights

The Board of Governors (BoG) is responsible for overseeing the administrative and financial operations of the institution. It consists of volunteers who are equipped with various expertise backgrounds, and a unique understanding of higher education and its force for good.

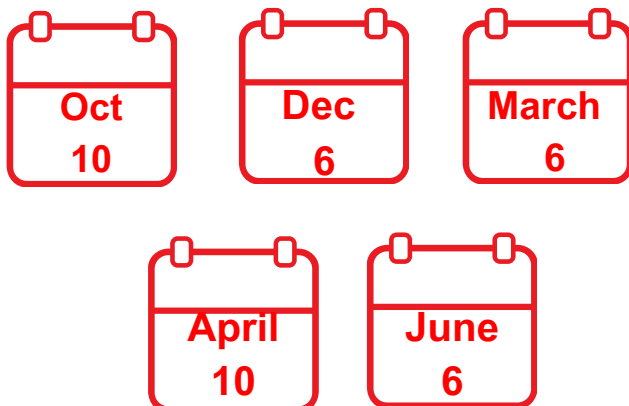
The objective of this body is to set strategic priorities and to ensure the university's resources are managed effectively, aligning with Carleton's mission and academic goals. The Board of Governors plays an integral role in long-term planning, including university budgets, capital projects and initiatives that shape the future of Carleton University. To help execute its duties, the Board has formalized six standing committees:

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

Board Composition



6 FULL BOARD MEETINGS



25
Committee Meetings

1550+
Volunteer Hours

22
Observers Welcomed

BOARD OF GOVERNORS 2023/2024



Howard Babb
Community



Yaprak Baltacıoğlu
Chancellor



Jennifer Camelon
Community



Adrian Chan
Faculty



Beth Creary
Community



Jim Devoe
Community



Patrick Dion
Community



Greg Farrell
Chair, Community



Konrad von Finckenstein
Community



Dan Fortin
Past Chair, Community



Kim Furlong
Community



Mira Gillis
Undergraduate Student



Dan Greenberg
Community



Linda Grussani
Alumni



Al Hamdani
Community



Nina Karhu
Staff



Alice Keung
Community



Mat Main
Alumni



Dudley Maseko
Community



Susan Mingie
Community



Georgette Morris
Graduate Student



Janakan Muthukumar
Graduate Student



John Nelson
Staff



Laura Newton Miller
Faculty



Brenda O'Connor
Community



Jonathan Ojangole
Undergraduate Student



Patrice Smith
Faculty - Senator



Jane Taber
Community



Christina Tessier
Community



Jerry Tomberlin
President & Vice Chancellor



Ann Tremblay
Community



Pamela Wolff
Faculty

Incoming Governors

The Carleton Board of Governors welcomes seven new members in July 2024.

Logan Breen, Undergraduate Student



Logan Breen, previously serving as the Vice President Internal of the Carleton University Students' Association (CUSA), has significantly influenced policy development and managed over 200 student groups. His leadership at CUSA notably includes spearheading a successful referendum to support the university's food bank directly addressing student food insecurity. Additionally, Logan also has administration insights from over two years of experience in the House of Commons, enhancing his governance skills.

Yafet Bizuneh, Undergraduate Student



Yafet Bizuneh brings a distinctive blend of international and local experiences to his role. Raised between a developing country and Canada, Yafet has been an active leader within the Carleton community, notably serving as Vice President Finance of the Eritrean and Ethiopian Student Association and as a member of the Carleton Residence Peer Conduct Board.

Julie Carr, Community



Julie Carr is a business professional, currently serving as the Director of Investment Governance at the Bank of Canada. With extensive experience in both the private and public sectors, Julie has a proven ability to drive results across financial, business development, sales, and other executive roles. A Chartered Professional Accountant, Julie holds an MBA and is highly skilled in change management, strategy development, and cross-functional leadership. Her leadership style, which blends integrity with accountability, has made her a respected member of the executive teams she has served.

Josh Greenberg, Faculty



Josh Greenberg, Professor of Communication and Media Studies at Carleton University, has been elected as faculty representative to the Board of Governors for a three-year term. An expert in health risk communication, Josh's research delves into media representations of infectious diseases while his recent work explores Canada's vinyl music scenes. Josh also serves on the editorial boards of the Canadian Journal of Communication and the Journal of Professional Communication and has offered his expertise to organizations such as the World Health Organization and Health Canada. Recognized for his impactful public commentary, he received the Faculty of Public Affairs "Public Commentary Excellence Award" in 2020 for his contributions to public discourse and policy development in Canada.

Natalie Laporte, Community



Natalie Laporte, an Executive with nearly 30 years of experience in higher education administration, has contributed significantly to the sector, particularly through her role as the Executive Director of CAUBO. Natalie has also been actively involved in various volunteer roles, including board memberships and teaching English in Vietnam. Her dedication to enhancing governance, and strategic planning aligns with her desire to enable excellence in Canadian higher education administration and support universities in achieving success. She is motivated by her commitment to upholding the core values of community, curiosity, and impact, which she aims to bring to her role on the Board of Governors at Carleton University.

Melissa Shea, Community



Melissa Shea is an Architect and Senior Associate based in Toronto. With a diverse background in architecture, Melissa has held several executive positions, including Director of Architecture at Mattamy Homes and Production Development Manager at Brookfield Properties. Her expertise spans real estate development, project management, and marketing strategy. Melissa holds a Master of Architecture and an Honours Bachelor of Architectural Studies from the University of Waterloo, along with certifications such as the Project Management Professional (PMP) and Passive House Design and Construction. Active in community service, Melissa serves as Vice President on the Board of Directors at St. Matthew's Bracondale House, which provides housing for seniors and families in Toronto.

James Simpson, Administrative Staff



James Simpson has been working for Carleton for over 20 years bringing a wealth of experience to his role as Administrative Staff Representative to the Board of Governors, starting July 2024. Throughout his tenure at Carleton, James has held various administrative roles focusing on budget preparation and submission, financial reporting, and software implementation. He has also contributed significantly as a trustee on the university's pension committee for the past five years.

Outgoing Governors

We would like to extend our heartfelt gratitude to the departing members of the Board of Governors for their committed tenure and insightful perspectives, which have contributed substantially to the advancement of Carleton University. We extend our sincere appreciation for your lasting legacy and your work for the greater good.

- Konrad Von Finckenstein
- Dan Fortin (past Chair of the Board of Governors)
- Mira Gillis
- Nina Karhu
- Alice Keung
- Jonathan Ojangole
- Patrice Smith



CELEBRATING NEW LEADERSHIP

Wisdom Tettey

The Board of Governors announced Dr. Wisdom Tettey as Carleton University's 17th President and Vice-Chancellor. Dr. Tettey will begin his five-year tenure on January 1, 2025.



Dr. Tettey is an inclusive and authentic leader who will build on the university's reputation for teaching, learning and research excellence. He impressed the advisory committee with an ambitious vision of Carleton as a top-tier university on both a national and international scale.

Dr. Tettey, formerly Vice-President and Principal of the University of Toronto Scarborough campus, brings proven experience in implementing strategic and operational plans at major Canadian universities. Prior to his current role, Dr. Tettey was Dean of the Irving K. Barber School of Arts and Sciences and the Faculty of Creative and Critical Studies, both at the Okanagan Campus of the University of British Columbia, and Interim Dean of the Faculty of Communication and Culture at the University of Calgary. He began his academic career at Queen's University.

Jerry Tomberlin

The Board of Governors appointed Dr. Jerry Tomberlin as Interim President and Vice-Chancellor at Carleton University, in addition to Professor in the Supply Management Group at the Sprott School of Business. Prior to his appointment, Dr. Jerry Tomberlin served as the Provost and Vice-President (Academic) as well as Dean of the Sprott School of Business at Carleton University.

Following Dr. Benoit-Antoine Bacon's departure and the appointment of Dr. Jerry Tomberlin as the Interim President, Carleton University formed a Presidential Search Advisory Committee after a university-wide call. The Presidential Search was officially launched in September 2023 involving a diverse range of university stakeholders and was assisted by the executive search firm Boyden. The eight-month long process culminated in the appointment of Dr. Tettey as Carleton's new president, announced on April 16, 2024. This critical search was marked by meticulous attention to detail to secure a promising future for the university.



Pauline Rankin

Carleton University concluded its search for a new Provost and Vice-President (Academic) in June 2023, following a search that began in January 2023. Dr. L. Pauline Rankin was appointed to the role for a five-year term starting August 14, 2023. Since assuming her role as Provost and Vice-President, Dr. L. Pauline Rankin has been instrumental in shaping Carleton University's academic and budgetary direction leveraging her extensive background in academic leadership to enhance interdisciplinary collaboration and innovation across the university.





Susan Phillips

In early April 2024, Susan Phillips was named Interim Chief Advancement Officer at Carleton University. As a two-time alumna with three decades of expertise in philanthropy and nonprofit leadership, Susan is ideally equipped to direct the university's advancement efforts. Her extensive experience will be instrumental in strengthening Carleton's relationships with key stakeholders and expanding its reach both locally and globally. Additionally, her leadership is expected to set a solid foundation for her successor.

Sustained Commitment to Diversity and Inclusion

As part of the Federal Government's 50-30 Challenge, which aims at enhancing diversity, inclusion, and representation in Canadian boards and senior management, Carleton University continues to demonstrate its dedication. In the 2023/24 academic year, our Board has a composition of 56% women and 28% individuals from visible minority groups, reflecting our ongoing commitment to these crucial values.

Honoring Dr. Lorraine Dyke: A Legacy of Leadership

Lorraine Dyke, retiring Vice-President of Finance and Administration, leaves a lasting mark on Carleton University. Since April 2022, she has helped in shaping Carleton's strategic and operational direction, earning recognition as one of Canada's Top Employers during her tenure and spearheaded the Finance and Administration Strategic Plan 2023-2028, setting a solid foundation for the future. Previously a Deputy Provost and a leader in the Sprott School of Business, her work in academic planning and diversity has garnered numerous accolades, including the Leading Women Building Communities Award. As she prepares to depart on August 31, 2024, we extend our heartfelt gratitude for her dedicated service and unwavering commitment.



Carleton Launches Vice-President Finance and Administration Search

In accordance with the appointment guidelines of the Board of Governors, an Advisory Committee was formed, comprising nine members, including senior leadership, staff, faculty, and students.

The Advisory Committee will commence its work in early Summer of 2024 and will be active throughout the search process, which is set to last for approximately six months. The appointment is expected to commence in November 2024, depending on the availability of the successful candidate.

FINANCIAL RESILIENCE

2024/25 Operating Budget Approved

The Board of Governors has approved the 2024/25 operating budget, which allocates \$560 million towards expenditures and transfers, against anticipated revenues of \$534 million. The shortfall of \$26 million will be covered by previously allocated reserves. This budget adheres to the Ontario Tuition 2024/25 Framework for domestic students and is adjusted for international students based on market comparisons, incorporating student associations and various administrative fees. Set amidst financial challenges such as the freeze on domestic tuition fees, modest increases in government grants, and rising operational costs, this budget supports strategic priorities including enhancing student recruitment and success, expanding online education offerings, and service modernization, incorporating a five-year forecast.

Ancillary Budget 2024/2025 Approved

The Board approved the university's Ancillary Budget for the 2024/25 fiscal year which has been prepared with a focus on sustaining the financial health of ancillary services that significantly enhance the student experience on campus. The \$72.5 million budget reflects a strategic alignment with projected needs and anticipated revenues, ensuring that all ancillary operations—including housing, dining, parking, and recreational services—continue to support the university's broader mission while establishing reserves to cover future capital improvements of buildings and infrastructure.



Carleton University's Pension Plan

The Pension Committee has been actively managing the university's retirement plans, focusing on maintaining the financial health of the pension funds and ensuring compliance with regulatory requirements. Over the 2023-2024 year, the Pension Committee reviewed the investment strategies and performance of the funds and worked on enhancing the governance structures around pension management, ensuring that decisions are made in the best interests of all plan beneficiaries. The Fund's Fiscal Year net return was 11.8 % as of June 30, 2023 and on a going-concern ratio was 104 % funded and has a solvency ratio of a robust 119 %. The Plan continues to be fully funded.

Stewardship of University Infrastructure

An analytic framework was developed with external consultants Gordian to review Carleton's capital renewal investments over the last ten years to determine and optimize future investments through the development of an actionable facilities maintenance plan. Based on historical university data, peer comparison, risk and age of Carleton's buildings the Board approved a three-year extension of a \$14 million per annum budget allocation to provide an environment where students, faculty and the community can thrive and continue our sound stewardship.

University Operating & Capital Reserves Policy

The University Operating & Capital Reserves Policy underwent a review at the beginning of the 2023-2024 Board Year, with updates aimed at refining the management and utilization of reserves. The policy, originally established to guide the creation, maintenance, and use of reserves for future operational needs or liabilities and capital asset acquisitions, was amended to include a specific reference to ancillary operating reserves. These changes aim to enhance financial planning capabilities across university units and ensure that funds are available for strategic initiatives and capital purposes. The revisions promote financial stability and allow for continued investment in the university's growth and development.



A SUSTAINABLE APPROACH TO CAMPUS MAINTENANCE

Strive for Sustainability

The University Operating & Capital Reserves Policy underwent a review at the beginning of the 2023-2024 Board Year, with updates aimed at refining the management and utilization of reserves. The policy, originally established to guide the creation, maintenance, and use of reserves for future operational needs or liabilities and capital asset acquisitions, was amended to include a specific reference to ancillary operating reserves. These changes aim to enhance financial planning capabilities across university units and ensure that funds are available for strategic initiatives and capital purposes. The revisions promote financial stability and allow for continued investment in the university's growth and development.

Evolving Strategies to Carbon Reduction

Carleton's targets commit the university to reducing Scope 1 (direct) and Scope 2 (indirect) emissions. The goal is to have a carbon-neutral campus by 2050, following a 50% reduction by 2030. In 2023, the university focused on developing low-capital investment projects that will reduce Carleton's greenhouse gas emissions and our energy footprint. Facilities Management and Planning (FMP) has employed retrofits for lighting, and wider HVAC improvements. Carleton has also begun to estimate emissions to improve our awareness of the impacts of various activities including travel, procurement, and investments.

Over the past year, Carleton has been working to strengthen our carbon reduction commitments. This has led to Carleton becoming a signatory to the Net-Zero Challenge, set by the Government of Canada, which builds upon our existing pledges to promote sustainability. We have also become a Nature Positive University, which will help us enhance biodiversity on the campus and review activities towards broader upgrades.

Terranga Commons Dining Hall and Kitchen Expansion

The Terranga Commons Dining Hall and Kitchen Expansion began as a direct response to the growing demand for residence beds and meal plan holders due to the construction of a new 450-bed student residence. From the initial proposal in 2023, the project aimed to expand dining and kitchen facilities to accommodate an additional 450 meal plan holders. The project, approved with a budget of \$8.5 million, aims to modernize the dining hall to enhance student experience and manage increased traffic effectively. Construction started in November 2023, focusing on expanding seating capacity and food service stations to efficiently serve an increased number of students. The project is on schedule, with substantial completion expected by Fall 2024, ensuring readiness for the 2024/2025 academic year.



Parking Lot 9 Demolition

The P9 Parking garage has been continually assessed and monitored by Williams Sale Partnership Engineers since 2012. Engineering reports in 2020 called for the 55-year-old structure to be decommissioned in May 2024. Due to the state of deterioration including cracking and corrosion of the structure and the need to address safety for the community, the Board of Governors approved the demolition plan at its April 2024 meeting. Once the demolition is completed, basic landscape will be put in place.

New Student Residence Update

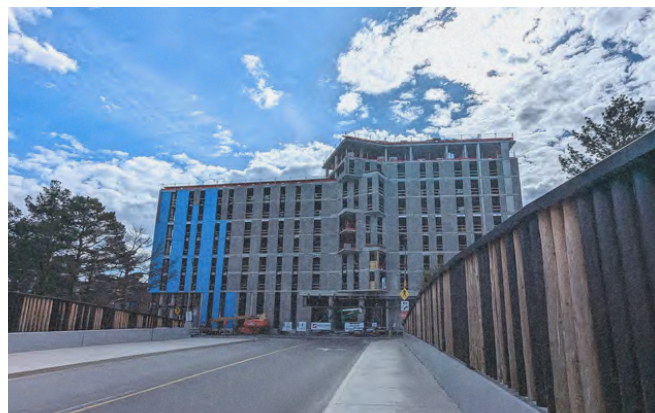
The construction of Carleton University's new 456-bed student residence building is moving ahead. Completed key construction milestones include masonry on the first two levels and ongoing exterior and interior work up to the fifth level, with cladding initiated in March 2024. Originally scheduled for occupancy in April 2025, the date has been moved to May 2025 to accommodate a re-tendering of landscaping next spring and optimize resources.

Loeb Building Envelope Remediation and Replacement

The Board approved the Project Planning Report for the Loeb Building Envelope Remediation and Replacement. This project, guided by the Campus Master Plan, aims at modernising the building while addressing safety and maintenance issues, enhancing the building's aesthetic appeal, and achieving energy efficiency and sustainability goals. The building currently houses various faculties and programs and the 3rd floor lobby refurbishment will aim to create a focus point and gathering space for the community. The installation of pressure-equalized rain-screen insulated structure technique technology and building-integrated photovoltaic panels will reduce annual energy consumption and enhance Carleton's commitment to sustainable practices.

Maintenance Projects

Maintenance projects within the university have focused on critical infrastructure upgrades, including the HVAC systems in Southam Hall and the MacOdrum Library's cooling tower replacement. These projects started in 2023 and are aimed at improving the functionality and efficiency of building systems, contributing to a better campus environment and reducing operational costs. The careful coordination of these projects ensures minimal disruption to campus activities while enhancing the overall safety and comfort for students and staff.



CARLETON'S COLLABORATIVE IMPACT

Reputational Enhancement Project

Carleton University's Reputational Enhancement Project represents a strategic initiative aimed at elevating the university's standing and influence both nationally and internationally.

This multifaceted endeavor encompasses various aspects, including enhancing brand visibility, strengthening stakeholder relationships, and amplifying Carleton's distinctive strengths and achievements. Through targeted marketing campaigns, impactful storytelling, and proactive media engagement, the project seeks to highlight Carleton's academic excellence, research prowess, and commitment to innovation and inclusivity. Additionally, the project includes initiatives to cultivate a vibrant online presence, leverage alumni networks, and showcase the university's contributions to addressing global challenges. By effectively communicating Carleton's values, achievements, and impact, the Reputational Enhancement Project plays a vital role in enhancing the university's reputation and positioning it as a leader in higher education and research.

This foundational work has set the stage for a dynamic campaign that ran in two phases, each tailored to different stages of the student recruitment cycle. Impressions soared to nearly 100 million during the campaign, with a significant increase in clicks and engagement, demonstrating the project's substantial impact on enhancing Carleton's brand recognition and attracting prospective students.

Carleton Challenge Conference – Year Two Success

The May 8, 2024, Carleton University Challenge Conference, themed "Climate Solutions for a Sustainable Future," was a dynamic gathering that brought together diverse stakeholders to address pressing environmental challenges. This annual event united leading scholars, practitioners, policymakers, and community leaders in interdisciplinary dialogue and innovative problem-solving. Through keynote presentations, panel discussions, workshops, and interactive sessions, participants engaged in critical conversations and knowledge exchange aimed at generating actionable solutions to combat climate change and promote sustainability.

The conference served as a pivotal platform for fostering new insights, partnerships, and approaches to address the urgent environmental issues of our time. By harnessing the collective expertise and creativity of participants, the Carleton Challenge Conference of 2024 played a crucial role in advancing solutions that contribute to a more sustainable and resilient future while building Carleton University's national profile and reputation.



[Figure 1] (L to R) Mat Main, Linda Grussani, Beth Creary, Dan Greenberg



[Figure 2] Jerry Tomberlin

A Force for Good - Advancement Strategy

Carleton University's Advancement Strategy for 2023/2024 underwent significant evolution, with a strong emphasis on purpose-based fundraising, incorporating platforms like FutureFunder, and fostering Holistic Integrated Partnerships. This approach, firmly grounded in the university's strategic objectives, commenced the year with a clear focus on deepening partnerships that resonate with Carleton's mission to tackle societal challenges. Throughout the year, these endeavors maintained a fundraising momentum, evident in a notable four-year rolling average of \$40 million, showcasing the resilience of the advancement framework. Additionally, the strategy prioritized operational readiness for upcoming campaigns, ensuring Carleton's leadership in innovative educational funding. This steadfast commitment facilitated sustained growth in donor relationships and international engagements, further solidifying the university's standing in the global educational arena.

Holistic Integrated Partnerships

The Holistic Integrated Partnerships initiative has been a cornerstone of Carleton's strategy to merge academic research with real-world applications. This year, the initiative has seen significant advancements in securing and fostering partnerships that leverage Carleton's research capabilities to meet industry needs. Starting with the identification of strategic partners through a detailed mapping process, the initiative has successfully launched several collaborative projects that are expected to yield substantial benefits for both the university and its partners. Partners like Ross Video, Ericsson, the Government of Canada and more not only support innovative research but also enhance Carleton's educational offerings, providing students with practical, impactful learning opportunities.

Building Strong Relationships with the Government

Carleton University's Government Relations Strategy is characterized by proactive engagement, strategic advocacy, and meaningful partnerships with government entities at all levels. Recognizing the critical role that government policies and funding play in advancing the university's mission, Carleton has developed a comprehensive approach to building and maintaining strong relationships with elected officials, government agencies, and regulatory bodies. The strategy aims to effectively communicate Carleton's priorities, initiatives, and contributions to key decision-makers, while also staying abreast of legislative and policy developments that may impact the university. Through targeted outreach, advocacy campaigns, and participation in relevant forums, Carleton seeks to influence policy decisions that support higher education, research, innovation, and student success. By fostering collaborative partnerships and demonstrating the value of its activities to the broader community, Carleton University's Government Relations Strategy contributes to the institution's overall success and impact. Over the year, these initiatives have seen fruitful discussions, such as those regarding new academic programs and community facilities, which are pivotal for Carleton's growth. The approach has fostered a clearer and more distinct Carleton voice in governmental circles, promoting innovation.

Centre for Community Engagement

The Centre for Community Engagement has played a pivotal role in translating Carleton University's academic and social goals into actionable community impacts. Beginning the year with an aim to enhance societal engagement, the Centre has successfully implemented several initiatives that have not only supported Carleton's mission but have also facilitated direct involvement with the local and broader communities. These initiatives have grown substantially, driven by a commitment to creating sustainable impacts through educational and volunteer programs. This strategic approach has enabled students and faculty to contribute meaningfully to societal challenges, reinforcing Carleton's role as a community-focused institution.

In 2023/2024, achievements included the development of a university-wide placement agreement template and partnerships with organizations like the World Health Organization for the Campus to Community Expo.

Moving forward, priorities include finalizing the terms of reference for the Centre's steering committee, focusing on pedagogy, research policies and resources, and preparing for the official launch of the Canadian Carnegie Classification application in Spring 2024, aiming to reduce complexity and improve experiences across its programs.



Figure 2: Inuk throat-singer, songwriter, and artist Qattuu, performing for audiences.

Advancing Reconciliation: Progress Toward the Kinàmàgawin Strategy

Carleton University has demonstrated commendable strides in addressing the Calls to Action outlined in the Kinàmàgawin: Learning Together report. The university's dedicated efforts have yielded notable progress across various fronts, including curriculum development, Indigenous student support services, faculty recruitment, and community engagement initiatives. Notably, the report highlights the implementation of the Indigenous Strategic Initiatives Fund, which has provided crucial support for Indigenous programming, research, and cultural activities.

Through collaborative partnerships and meaningful engagement with Indigenous communities, Carleton has made significant advancements in integrating Indigenous perspectives, knowledges, and traditions into its academic programs and institutional practices. Additionally, the university's commitment to fostering a supportive and inclusive learning environment for Indigenous students, including the establishment of the Indigenous Learning Centre and expansion of Indigenous student scholarships, reflects a tangible commitment to reconciliation and decolonization efforts. Furthermore, the report emphasizes ongoing efforts to enhance Indigenous representation among faculty and staff, with initiatives such as targeted recruitment strategies and the creation of Indigenous hiring committees. These comprehensive initiatives underscore Carleton University's dedication to fulfilling its responsibilities towards reconciliation and advancing Indigenous education and empowerment.



Fostering Safe Spaces: Strategies Against Sexual Violence

Sexual Violence Report

In the 2023/2024 academic year, Carleton University's Sexual Assault Support Centre conducted extensive training, reaching over 1,300 members of the campus community, as part of its ongoing commitment to prevent sexual violence and raise awareness. The Centre maintained robust partnerships with both on-campus units and community organizations across Ottawa, enhancing its outreach and educational efforts implementing a comprehensive communications strategy which facilitated resources availability. In addition, detailed guides on "Responding to Disclosures of Sexual Violence and Reporting an Experience of Sexual Violence" were distributed to all faculty and staff in August 2023, and copies were also provided to the Board.

As Carleton continues to address and support survivors of sexual violence, the Sexual Violence Policy is set for a mandatory review in Fall 2024, ensuring the university's initiatives remain responsive and effective in supporting its community.

Honouring Each Other

Developed as part of the Sexual Violence Policy review initiated in 2019, "Honouring Each Other" is a living document serving as a blueprint for fostering consent cultures at Carleton University. Approved in April 2020, it details a responsive three-year plan co-created by the campus community, integrating both online and in-person elements with the 2022 return to campus. It includes strategic goals such as developing "Consent Champions," formalizing training for new members, engaging men in ending campus sexual violence, and continuing the existing three-year work plan.

Over the past year, significant progress has been made, expanding program reach to instructors, assistants, and students, and setting up a Measurement Working Group to evaluate new peer education and prevention efforts, set to launch in the 2023-2026 Sexual Violence Prevention Strategy. Updates from Fall 2023 include streamlining initiatives and meeting frequencies to better meet post-pandemic needs, reflecting a continued commitment to education on preventing sexual violence and enhancing training on consent and bystander intervention.



Research and International

Advancing Research Excellence: A Year of Growth and Ambition

Over the past four years, Carleton's research funding, productivity, and impact have all witnessed a remarkable rise and this year is no exception. The research portfolio, having an ambitious revenue plan worked with universities, governments, and gathered an impressive \$113.4 million in externally sponsored research funding to facilitate the research needs of our faculty and students, an increase in research funding of 108% since 2017.

Carleton University is well set to advance its Research portfolio in the coming academic year and aims at sustaining the increase in research productivity and external funding. Key priorities of the research portfolio are enhancement of post-award support to researchers, building its reputation and strengthening international activities, expanding community engagement, partnerships, and societal impact while supporting multidisciplinary collaboration on impactful and strategic projects. Additionally, Carleton is committed to promoting and embodying its core values across all activities, ensuring a holistic integration of its academic and research ambitions.

Enhancing Global Engagement

With a backdrop of navigating geopolitical instability and immigration challenges the international strategic plan (2020-2025) reflects the university's commitment to fostering global engagement and enhancing its international presence. Through strategic initiatives and partnerships, Carleton aims to expand its global footprint, attract top-tier international talent, and promote cross-cultural collaboration. Key objectives of the plan include strengthening international recruitment efforts, enhancing student mobility programs, fostering research collaborations with global partners, and increasing the visibility and reputation of Carleton's international activities. By prioritizing internationalization, Carleton University seeks to enrich the academic experience, promote diversity and inclusion, and prepare students to thrive in an interconnected world.





L to R (Handler and Dog): Jessie Hargreaves and Porter, Beau Welter and Finley, Rylee Oram and Kya, Karla Creech and Bauer, Sue Pilling and Loki, Lynn Murphy and Bennie

Progress in Advancing and Implementing the Student Mental Health Framework

The Carleton University Student Mental Health Framework (SMHF) 2022-2026, launched in May 2022 and has now completed its second year of implementation. The progress report showcases significant momentum in meeting its areas of focus. Through collaborative efforts with the Student Mental Health Advisory Committee and various stakeholders, Carleton has focused on supporting the diverse needs of its student population. Notably, all 30 recommendations have seen definitive action, with two considered continuous, four complete, and 24 underway. These efforts span four areas of focus: Student Engagement, Building Skills and Strengthening Resilience, Coordinated Student Supports and Services, and Campus Culture of Wellness. Ongoing collaboration with internal and external partners has been integral to Carleton's progress, reflecting the university's commitment to holistic support for its community.

Cultivating Inclusivity

The Coordinated Accessibility Strategy (CAS) Annual Report provides a comprehensive overview of the university's efforts to enhance accessibility across its campus and community. Through the implementation of targeted initiatives and collaborations with key stakeholders, Carleton University has made significant strides in promoting inclusivity and removing barriers for individuals with disabilities. The report highlights achievements, ongoing initiatives, and future goals related to infrastructure improvements, technological advancements, policy development, and awareness campaigns. By prioritizing accessibility as a core value, Carleton University demonstrates its commitment to creating an environment where all members of the community can fully participate and thrive.



[Figure 1] (L to R) Jerry Tomberlin, Greg Farrell, David Sinclair, Elinor Sloan, Yaprak Baltacioğlu

[Figure 2] (L to R) Adam Saulis, Elder Barbara Dumont-Hill, Michaella Michaud-Hunter

CONVOCATION HIGHLIGHTS

During six days of convocation celebrations, marked by pageantry, pride, and emotion more than 6,500 Carleton graduates received their degrees in Spring Convocation between June 12-16, 2023, and Fall Convocation on November 4, 2023.

The celebrations took place at the university's Athletics Fieldhouse, where the newly minted alumni marked a significant milestone in their Carleton journey alongside their peers, family, and friends. Eight Honorary Doctorate recipients were also recognized:

- **Liban Abokor** was awarded the degree of Doctor of Laws in recognition of leadership in making philanthropy more justice-oriented and better prepared to serve Black communities.
- **Janice Charette** was awarded the degree of Doctor of Laws in recognition of outstanding dedication and distinguished service to Canadians as Clerk of the Privy Council, diplomat, and humanitarian.
- **Barbara Dumont-Hill** was awarded the degree of Doctor of Laws in recognition of her outstanding contributions as an advisor and community volunteer working to improve the lives of Indigenous peoples.
- **Ibrahim Gedeon** was awarded the degree of Doctor of Laws in recognition of a distinguished career in the Canadian and international telecommunications and engineering industries.
- **Gray Merriam**, professor emeritus at Carleton University, was awarded the degree of Doctor of Laws in recognition of outstanding contributions to establishing and promoting the field of Landscape Ecology through teaching, research and outreach.
- **David Sinclair** was awarded the degree of Doctor of Science in recognition of his outstanding contributions to the field of experimental sub-atomic physics and for his leading role as founding director of SNOLAB.
- **Katharine B. Stevenson** was awarded the degree of Doctor of Laws in recognition of a distinguished career as a corporate director and for extensive service to the health and education sectors.
- **Vikas Swarup** was awarded the degree of Doctor of Laws in recognition of a distinguished career as both a high-ranking diplomat and award-winning author of fiction.





RESOURCES AND DEVELOPMENT

Board Orientation and Strategy Session

This year's Board Orientation session on September 5, 2023, 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-President, 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.

Educational Modules

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. The newly developed educational resources include:

- The Committee Chair Orientation Module, which provides essential guidance for leading board committees;
- The Investment Committee Governance Module;
- The 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.

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", which 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.

Board Mentorship Program

We continue to bolster governance effectiveness through our established 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 informed governance environment. In 2023/2024, seven new governors participated in the program.

Professional Development

A series of training and development courses were available to governors throughout the year, including the Kinàmàgawin Indigenous Learning Certificate, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.

Board Newsletter

To ensure ongoing communication and keep our Board members well-informed, the University Secretariat distributes a monthly newsletter which provides 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.



CELEBRATING CARLETON VALUES IMPACT

Board of Governors Award

Every year the Board of Governors recognizes the outstanding voluntary efforts of a remarkable student within the Carleton community through its Board Award for Outstanding Community Achievement.

2024 Award Receptient Christopher Pratt

This year, Christopher Pratt stood out and was unanimously chosen as this year's recipient. Christopher who is graduating this spring with a Bachelor of Global and International Studies, has demonstrated an extraordinary commitment to community service, amassing over 2,150 volunteer hours. His involvement ranges from serving as a Junior Curling Coach to significant contributions at the Calgary Food Bank and bi-weekly service at the Ottawa Mission, where he prepared and served breakfast to those in need.

In addition to his volunteer efforts, Christopher has shown remarkable leadership within Carleton University. As President of the Bachelor of Global and International Studies Students' Society and Vice-President Operations of the Carleton Academic Student Government, he has effectively managed a \$40,000 budget and spearheaded several initiatives that foster community spirit and promote accessible education. He hopes his innovative projects, including virtual academic and social events during the COVID-19 pandemic, BGInS Film Night, study sessions, and embassy tours, have greatly enhanced the student experience and engagement and will leave a legacy of compassion and empathy.

Praised for his ability to inspire, motivate and foster an inclusive environment, Christopher is described as someone who genuinely cares for others. Christopher's impact exemplifies the true values of our smart and caring community.



Put yourself out there and become involved in everything!



Founders Award

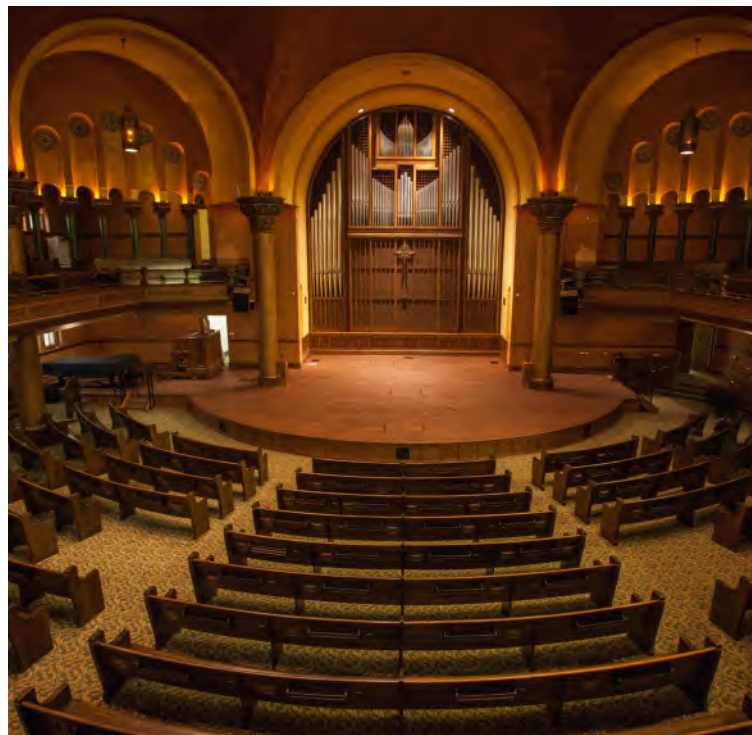
Carleton University's Founders Award is the institution's highest non-academic award recognizing individuals who have made exceptional contributions to the advancement of our university community through philanthropy, leadership, and volunteerism. Remarkably, in 2023, the award was not bestowed, underscoring the selectivity and significance of this honour.

2024 Award Recipient Jean Teron

This year Jean Teron, an alumna with a Bachelor of Arts in Psychology from 1956, was unanimously selected as a most deserving recipient of this award. Jean's longstanding relationship with Carleton, marked by her commitment and multifaceted involvement, epitomizes the university's core values of philanthropy and volunteerism. Over six decades, she has served in pivotal roles, including as the first female Chair of the Board of Governors and as a proactive member of the 75th Anniversary Steering Committee and the Alumni Fund Council.

Jean's philanthropic contributions through the William and Jean Teron Foundation have left a profound impact on Carleton University as she established the Teron Scholars Program in the Azrieli School of Architecture and Urbanism and contributed significantly to the Carleton Dominion-Chalmers Centre, showcasing her dedication to enhancing educational and cultural facilities. Jean's generous contributions have benefitted various university departments, from Architecture to Health Sciences and the CU Art Gallery, enriching the academic and research environment for students, faculty and staff.

Beyond her financial support, Jean's active participation in university events and her promotion of arts and education reflect her deep commitment to student welfare and community enrichment. Her involvement with institutions like the National Gallery of Canada and the Ottawa Hospital Foundation further demonstrates her influence in creating a vibrant, involved cultural and academic landscape. Recognized with an Honorary Doctorate of Laws and a Leadership in Philanthropy Award, Jean's unwavering support, positive energy, and endless generosity mark her as a shining example of what it truly means to serve Ottawa and serve the World and impacting the lives of thousands of people for the better.



OVERSIGHT



- Board Award Criteria, Jury Selection, and Recipient Approval.
- Founders Award Criteria and Jury Selection, and Recipient Approval.
- University Operating and Capital Reserves Policy.
- Teraanga Commons Dining Hall & Kitchen Expansion – Project Implementation Report.
- Audited Financial Statements for the year ended April 30, 2023, and Audit Finding Report.
- Overview of Major Capital Projects.
- Ongoing Capital and Deferred Maintenance Project Status Report.
- Update on Transportation Plan & Parking Strategy.
- Membership on the Investment Committee.
- Investment Report on the Endowment.
- Update on 2023/2024 Operating Budget.
- Update on 2023 Credit Rating.
- Undergrad Recruitment Marketing/Campaign Overview and Results.
- Advancement Update – Overview and Strategy 2023/2024.
- Government Relations Overview & Update.
- Signing Authorities Policy.
- Major Capital Plan.
- Strive for Sustainability Annual Report 2022/2023.
- ArcGIS and Building Information Modeling – 3D Visualizations.
- Pension Plan Report.
- Responsible Investment Report.
- Student Governor Handbook and Election Process.
- Administrative Staff Governors Handbook and Election Process.
- Paterson Hall Renovations – Capital Proposal Form.
- P9 Parking Garage Decommissioning – Project Planning Report.
- Carleton Energy Master Plan Update & GHG Update.
- Audited Financial Statements for the Carleton University Retirement Fund.
- Update on the 2023/2024 Operating Budget and Status of Reserves.
- 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.
- Academic Unit Name Change: School of Canadian and Indigenous Studies to School of Canadian Studies.
- Loeb Building Renovations – Project Planning Report.
- Capital Renewal Annual Funding.
- 2024/2025 Tuition Fees.
- 2024/2025 Operating Budget.
- Update on Transportation Plan and Parking Strategy.
- Kinàmàgawin Strategy Progress Update.
- Reputational Enhancement Project Update.
- Senior Executive Appointment Guidelines.
- Academic Unit Name Change: Faculty of Public Affairs to Faculty of Public and Global Affairs.
- Academic Governance of the University.
- Amendment to Carleton University General Operating By-laws No. 1.
- University Secretariat Annual Report – June 2024.
- Cyclical Review Program Summary for 2024/2025.
- Student Mental Health Framework 2022-2026 Annual Report.
- Equity Diversity and Inclusion Action Plan: Progress Report.
- Strategic Integrated Plan Progress Update 2024.
- Senate Annual Report.
- Senate Minutes.
- Report from the Chair.
- Report from the President.

In Memoriam

Remembering Robert (Bob) Wener



Robert (Bob) Wener, former Carleton University Board of Governors member (2012 – 2019) and former member of the Investment Committee (until 2022), passed away on September 1, 2023. Bob made significant contributions to Carleton University, serving with distinction as Chair of both the Finance Committee and Audit Committee as well as serving on the Building Program Committee, Executive Committee and Pension Committee. His dedicated leadership and financial acumen played a pivotal role in guiding the university's fiscal management and strategic planning processes. Bob provided invaluable oversight and stewardship, ensuring the responsible allocation of resources to support Carleton's academic mission and institutional goals. Additionally, he had a deep commitment to transparency and accountability, safeguarding the university's financial integrity and ensuring compliance with regulatory standards. Bob's legacy of service on the Carleton University Board of Governors reflects his unwavering dedication to advancing the institution's mission and fostering its continued success.

STRATEGIC OUTLOOK

Incoming Chair: Beth Creary



Beth Creary joined the Board of Governors as a Community-at-Large representative in 2018. After her first term ended in June 2021, she was re-elected to serve on the Board for another three-year term commencing July 1, 2021, and ending on June 30, 2024, and was elected to serve as Vice-Chair for the 2023/24 Board Year. Beth, now retired, has served as Senior Vice-President of Legal & Compliance at Ligado Networks and has led diverse initiatives, including mergers, acquisitions, and regulatory compliance.

Her governance experience extends to roles on several boards, including Big Sister's Board of Directors and Centertown Citizens Ottawa Corp. Having served on all standing committees of the Board, Beth's tenure as Chair will commence on July 1, 2024.

Incoming Vice-Chair: Christina Tessier

Christina Tessier, President and CEO of Ingenium, will be the incoming Vice-Chair of Carleton University's Board of Governors, with her current term as Community-at-Large representative ending in June 2026. Since joining the Board in July 2020, Christina has drawn on her extensive experience in cultural heritage and museum management, including leading the Canada Science and Technology Museum's major renewal.

She also actively contributes to several national and community boards, such as the Royal Society of Canada. Christina also holds a degree from the University of British Columbia and a diploma in Applied Museum Studies from Algonquin College.



The Board looks forward to the 2024/2025 academic year, which will focus on:

- Financial sustainability and stewardship;
- Infrastructure development and maintenance;
- Renewed leadership and welcoming of Dr. Wisdom Tettey;
- Commitment to Carleton's Sexual Violence Prevention and Policy Review; and
- Recognition of excellence in our community members with the Board and Founders Awards.

STAYING CONNECTED



Board Summaries

Following each full Board meeting the University Secretariat prepares and distributes a summary of each discussed open meeting agenda. These summaries offer an overview of the key discussions, decisions, and directives, and are distributed to community stakeholders and are also accessible on the Board of Governors website. This practice ensures that all parties are well-informed and aligned with the board's strategic actions as well as with our commitment to transparency and clear governance.

Inside Senate

Nine issues of Inside Senate summaries were distributed to the community through Carleton's Top5 newsletter and posted on the Senate website. These high-level summaries ensure that Senate's key decisions are accessible to the Carleton community shortly after each meeting.

@CU_BoardChair

The @CU_BoardChair account on X remains a vital tool for enhancing community engagement and visibility. Managed by the University Secretariat's communications team, this account keeps the community updated on the latest Carleton Board news and activities. The account continues to grow in engagement, followers and interactions underscoring its effectiveness as a channel for distributing important information of Carleton Board news, events and activities.



Board of Governors
607 PIGIARVIK (ᐱᐱᐱᐱᐱᐱ)
Carleton University
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Ottawa, On, K1S 5B6

Carleton
University



carleton.ca/boardofgovernors

AGENDA ITEM

6.4

President's Report 2024



Carleton
University



Message from the President



It is my pleasure to share with you this annual report, highlighting some of the many achievements of our Carleton community over the 2023-2024 academic year.

First and foremost, I'd like to extend my most sincere thanks to our students, staff, faculty, alumni, Board members and community partners – you are what make our university so special, and it is your hard work, creativity, collaboration and talent that this report celebrates.

From innovative approaches to pedagogy and experiential learning, to hitting another institutional milestone in sponsored research funding, Carleton is experiencing a period of transformative growth. Over the past year, we have continued to work toward the ambitious goals outlined in our Strategic Integrated Plan, strengthening our commitment to our three pillars: Share Knowledge, Shape the Future; Serve Ottawa, Serve the World; and Strive for Wellness, Strive for Sustainability.

While this report is an opportunity to celebrate our successes as a community, it is also a preview of all there is to look forward to in the months ahead – major campus development projects, bold research partnerships and, of course, the arrival of a new president and vice-chancellor, Wisdom Tettey, who I am confident will carry this impressive momentum forward upon his arrival in January 2025.

On a personal note, I will be staying on as Carleton's interim president and vice-chancellor until the end of 2024 to facilitate Dr. Tettey's transition, after which I will be embarking on the next chapter of my

professional life. As I reflect on my 16 years at Carleton, I cannot help but feel tremendously proud of our community and how much progress we've made as an institution. While endings are always bittersweet, I am gratified to be leaving my position knowing there is a strong foundation here for my colleagues to build even further and higher.

Jerry Tomberlin
Interim President and Vice-Chancellor
@CU_President
carleton.ca/president

“Jerry Tomberlin leaves behind a legacy of service and stewardship to our university that won't be forgotten.

On behalf of the Board of Governors, we would like to thank him for his leadership and tremendous commitment to Carleton.”

Greg Farrell,
Chair of the Board of Governors

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Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin Anishinaabeg nation.

In doing so, Carleton acknowledges it has a responsibility to the Algonquin people and a responsibility to adhere to Algonquin cultural protocols.



Pasapedjinauwong meaning “the river that passes between the rocks” is the Anishinàbemowin name for the Rideau River (pictured here).

Nestled between the Rideau River, the Rideau Canal and the community of Old Ottawa South, Carleton’s self-contained campus provides a vibrant location to explore nature and experience Ottawa life while you study and learn.



Carleton by the Numbers



UNDERGRADUATE Students

26,163

GRADUATE Students

4,545

TOTAL Students

30,678



\$521
million

OPERATING BUDGET



\$31.9
million

in SCHOLARSHIPS AND
BURSARIES awarded to
undergraduate students



\$113.5
million

in SPONSORED
RESEARCH FUNDING



33

CANADA RESEARCH CHAIRS



\$3.8
billion

Annual
ECOMONIC IMPACT



87.7%

Graduate **EMPLOYMENT**
IN A RELATED FIELD



3rd

LARGEST CO-OP PROGRAM
in Ontario

DIVERSE



students from 150+
DIFFERENT COUNTRIES



#5

in Canada for **SCIENCE AND
MEDICAL RESEARCH FUNDING***

#1

in Canada for **SOCIAL SCIENCES AND
HUMANITIES RESEARCH FUNDING***



17

THERAPY DOGS



19

MENTAL HEALTH
Counsellors

*Maclean's University Rankings, 2023



Teaching and Learning

Carleton is constantly striving for excellence in teaching and learning through the creation of new programs, spaces, tools and supports for our educators and students.

Future Skills Innovation Network

Carleton is expanding and improving the Future Skills Innovation Network (FUSION) program thanks to \$2.8 million in funding provided in part by the Government of Canada's Skills for Success Program. The FUSION network consists of five Canadian universities (Carleton University, University of Calgary, Concordia University, Memorial University of Newfoundland and the University of Saskatchewan) and was initially launched and funded by the Future Skills Centre to collaborate, design and deliver the FUSION skills development program to students.

The program contains seven modules providing students — particularly those from underrepresented groups — with the technical knowledge and soft skills they need to succeed in personal and future work situations and environments. Carleton will lead the evolution of FUSION by creating six additional training modules and introducing new partnerships with industry leaders who will lend their business experience to promote and improve the program.

In October 2023, Carleton celebrated the official opening of the **Experiential Learning Hub**, a dedicated space for students and instructors to engage and experiment with emerging immersive technologies. The hub includes an active learning classroom, creation suites featuring a variety of extended reality (XR) and media creation tools and two state-of-the-art XR experience studios. The Experiential Learning Hub benefits students by providing them with the essential skills and knowledge to excel in their chosen careers.

Future Learning Innovation Fellowship

The Future Learning Innovation Fellowship supports faculty members and instructors in exploring and implementing new and innovative teaching and learning practices. This year, 10 recipients developed and piloted their innovative teaching and learning projects. The selected projects highlighted the use of emerging technologies to solve teaching and learning challenges, such as using virtual reality field trips and extended reality (XR) to help equip instructors and students with tools and resilience against the distressing effects of climate change.

Carleton University Experiential Learning Fund

Twenty-five projects have been awarded funding through this year's Carleton University Experiential Learning Fund (CUELF) to create new and enhanced experiential learning opportunities for students. The projects range from supporting water treatment and education in the Yukon to creating a virtual reality environment to

study earthquake data from Turkey. Each project provides Carleton students with the chance to apply theory to real-world experiences.

Students as Partners Program

Carleton is a leader in fostering collaboration between instructors and learners through the Students as Partners Program (SaPP), the largest program of its kind in Canada. Student partnerships help build meaningful academic relationships that promote trust and engagement, and the SaPP model better prepares students for their transition into the world of work. This year, an impressive 84 new SaPP projects were funded.

Course Transformation Projects

The Course Transformation Fund provides support for instructors and academic units interested in redesigning courses in which students and instructors may face significant challenges. This academic year, nine instructors each received \$8,000 in funding for projects that include the use of AI-augmented microprocessors and game-based elements to transform and improve courses.

Pathy Foundation Fellowship Partnership

Carleton has joined the Pathy Foundation Fellowship program to expand its experiential learning opportunities. This fellowship provides graduating students with a 12-month intensive experiential learning opportunity to lead a self-

directed project in a community in which they connect. Fellows receive comprehensive training, dedicated ongoing support and up to \$40,000 to make a sustainable impact in their chosen community, while supporting their growth as active and effective leaders and change-makers. The addition of this fellowship provides Carleton students at the undergraduate and graduate levels an opportunity to apply what they have learned and the skills they have gained to the betterment of their communities.

Co-Op Continues to Grow

Our co-operative education program continues to be the fastest growing in Canada and is the third largest co-op program in Ontario, with 3,770 work terms completed during the 2023-2024 academic year by our talented students. Employers continue to be impressed by our students' preparedness and the high level of professional service Carleton employees provide.

Undergraduate Research

The Internship-Carleton University Research Experience for Undergraduate Students (I-CUREUS) is a cornerstone of Teaching and Learning Services' programming. It provides undergraduate students with opportunities to conduct faculty-supervised research and gain hands-on experience in their program or an area of interest. This year, 125 students completed projects.



Student Life and Athletics

At Carleton, we support our students and encourage them to get involved in their education, find their people and make the most of their university experience.

Adrienne Clarkson Speaks at Student Leadership Conference

The Student Experience Office's 2024 SOAR Student Leadership Conference welcomed the Right Honourable Adrienne Clarkson, 26th Governor General of Canada, on January 20. Madame Clarkson delivered a keynote presentation on leadership, belonging and inclusion. The event, which had over 250 registrants, also featured 24 educational sessions hosted by Carleton alumni, students, staff and faculty.

New and Improved Carleton Mobile App

The Carleton Mobile app has been fully updated to allow students easy access to the latest student news and events, search various student support services, view their class and exam schedules, receive customizable push notifications for emergencies, grades and campus life updates and view an updated and interactive campus map. Since launching in December 2022, Carleton Mobile has over 25,000 downloads on Android and iOS platforms and a 4.4 out of 5-star rating.

Ravens Fly High on National Stage

Carleton's varsity student athletes continue to reach awe-inspiring heights and inspire our campus community with their impressive achievements, hard work and perseverance.

- The Ravens women's basketball team won the 2024 U SPORTS National Championship with a thrilling 70-67 victory over the Saskatchewan Huskies, earning them their second consecutive U SPORTS title and third championship win in just six seasons. This is the 20th championship in Ravens' basketball history, meaning that our women's and men's teams have taken home an impressive 20 national championships titles over the last 20 seasons of play.
- The Ravens women's Nordic skiing team captured the program's second CCUNC Championship at the 2024 Nordiq Canada CCUNC Championships. The unstoppable team has won seven of the last eight Ontario University Athletics' conference championships – a dynasty in its own right.



In November, the Ravens men's soccer team won the 2023 Ontario University Athletics' Championship following a 3-1 win over the York Lions. The victory marked their fourth OUA Championship and first since 2019.



Carleton hit a milestone

\$113.5
million

in sponsored research
funding in 2022-2023,
breaching the hundred-
million-dollar mark for
the first time in our
university's history.

Research

Carleton is a long-established leader in research excellence, fostering projects that focus on big ideas, tangible outcomes and the development of knowledge with long-term global impact.

Carleton's Distinguished Researchers

Security and Intelligence Researcher Wins Prestigious Award

Amid ongoing global conflicts, national security and combating terrorism are top of mind. As nations try to cut off terrorist organizations from their funding sources, governments from around the world are employing diverse strategies to counteract the financing of terrorism.

Jessica Davis, a PhD candidate in the Norman Paterson School of International Affairs, is conducting in-depth research on

counterterrorism, intelligence and Canadian national security, and is unpacking which strategies are effective and why.

In recognition of her vital and timely research, Davis received the prestigious Social Sciences and Humanities Research Council Talent Impact Award.

Given to only one person each year, the award is considered one of Canada's top honours for social sciences and humanities researchers.



The Honourable Greg Fergus, Speaker of the House of Commons and Carleton alumnus, congratulating Jessica Davis for winning the 2023 Social Sciences and Humanities Research Council's Talent Impact Award.

Carleton Welcomes Four New Canada Research Chairs

Elie Azar, Canada Research Chair in Sustainable Buildings and Communities (Tier II), Department of Civil and Environmental Engineering



Cati Coe, Canada Research Chair in Migration and Care (Tier I), Department of Political Science



Jennifer Drake, Canada Research Chair in Stormwater and Low Impact Development (Tier II), Department of Civil and Environmental Engineering



Leila Mostaçõ-Guidolin, Canada Research Chair in Imaging Biomaterials and Characterization (Tier II), Department of Systems and Computer Engineering



Challenging What's Possible

Helping Youth Fight Eco-Anxiety

A recent study revealed that 78 per cent of Canadians aged 16 to 25 report experiencing adverse effects on their mental health due to fears and sadness around climate change. To address this, Carleton psychology researcher Stefania Maggi has created an action-adventure video game designed to reduce eco-anxiety and motivate climate action. The project aims to mobilize knowledge and elevate spirits and conversations around climate change.

Partnership Grant for Prison Transparency Research

Carleton law and legal studies professor Dawn Moore, in partnership with a team of 17 researchers in three countries, was awarded a \$2.5 million Partnership Grant from the Social Sciences and Humanities Research Council (SSHRC) for their Prison Transparency Project, which will investigate ways of breaking down barriers in accessing prison information and protecting the human rights of those incarcerated.

Detecting Alzheimer's and Parkinson's Via Saliva

Alzheimer's and Parkinson's are devastating neurodegenerative diseases collectively affecting nearly one million Canadians, with that number expected to double by 2030. Tackling this combined health and economic challenge is difficult, but a team of researchers led by Ravi Prakash in the Department of Electronics has developed an innovative early detection tool requiring only a saliva sample. Created using a 3D printer, the portable and cost-effective device is a non-invasive alternative to spinal taps tests and allows health care providers to get real-time results.

Game-Changing Funding for Climate Research

Welcome Investment in Permafrost Research and Training

Carleton researchers have received \$1.65 million from the Natural Sciences and Engineering Research Council of Canada (NSERC)'s Collaborative Research and Training Experience (CREATE) program to support research and training around permafrost, climate change and sustainability. Carleton's Stephan Gruber, Canada Research Chair in Climate Change Impacts/Adaptation in Northern Canada and scientific director of NSERC PermafrostNet, and a team of researchers from seven Canadian universities are addressing this threat to Arctic communities by training students and postdoctoral fellows while developing practical ways to adapt to climate change effects on Canada's permafrost.

An interdisciplinary group of researchers at Carleton are harnessing the power of chemistry to make northern heating more practical, less expensive and greener. Supported by a \$1.1M, five-year NSERC Alliance grant, mechanical and aerospace engineering professors Jean Duquette and Ron Miller, and economists Maya Papineau and Stephan Schott are designing and prototyping a solar-driven adsorption thermal energy storage system for use by remote northern communities.





International Highlights

With a comprehensive approach to international outreach, Carleton University attracts students, faculty and researchers from every continent who discover, generate and share transformative knowledge from a global perspective.

Unprecedented Potential for Global Collaborations

Carleton's International Strategic Plan outlines a clear path to further enhance our visibility, and better support our faculty and students to collaborate with global partners. As we prepare for the second iteration of the plan, launching in 2025, we look forward to paving the way for even more meaningful engagements through our new association with Horizon Europe, the European Union's flagship program for research and innovation.

With a substantial budget of €53.5 billion, Pillar II of Horizon Europe is focused on

addressing our shared global challenges and in helping achieve the UN's Sustainable Development Goals. Under this program, Canadians will have equal consideration for funding alongside EU Member States, as well as access to an extensive network of researchers worldwide. This landmark agreement represents the deepest form of collaborative research offered by the European Union.

Carleton Political Scientist Raises Refugee Voices

James Milner has been appointed co-chair of the Global Academic Interdisciplinary

Network (GAIN), a group of 213 university members from countries around the world, formed from the Global Compact of Refugees. Through his initial 3-year term, he will work to advance the efforts of the international higher education sector in forced migration and displacement by facilitating community engagement, research, training and scholarship opportunities, particularly in the Global South.

One of Milner's priorities as co-chair, and as project director of the Local Engagement Refugee Research Network (LERRN)



at Carleton is the active participation of refugees as equal partners in the development of effective and sustainable responses. GAIN, alongside LERRN, will deliver on key outcomes of a multistakeholder pledge supported by the United Nations High Commission on Refugees.

From the Classroom to Cuba

Last spring, 20 Carleton students had the privilege of travelling to Cuba for a two-week field course in urban studies with the University of Havana. Through site visits, in-class learning and research, participants were exposed to an entirely different form of social organization and established a deeper understanding of Cuba's history through the prism of this one contemporary urban system. Integral in actualizing this field course was Global Skills Opportunity, a pilot program funded by the Government of Canada that is designed to address barriers preventing student participation in outbound mobility.

Strengthening Ties in South Africa

In May 2023, a delegation from Carleton had the pleasure of visiting South Africa, where they were welcomed by several prominent universities, as well as the National Research Foundation, to discuss research, teaching and exchange opportunities. With the higher education sector focused on problem-solving, technology, sustainability and interdisciplinarity, partnering with South Africa aligns with Carleton's strategic vision. The synergy between our respective institutions is strong and positions Carleton as a potential Canadian hub for the new South Africa-Canada Universities Network, which aims to promote ties between our two countries.



Carleton physicist Thomas Koffas is joining an international initiative currently underway to replace old tech in the High-Luminosity Large Hadron Collider at CERN in Switzerland, with over 170 institutions involved. Working alongside partners at Université Paris Cité, Koffas will contribute to the new particle tracking detector. With a target end date of 2029, this partnership is playing a leading role in the development of pixel and strip detector technologies, providing critical expertise to this global enterprise.



Community Engagement

Carleton continues to collectively seek to build and maintain reciprocal and mutually beneficial relationships with the community – in Ottawa, Canada and beyond – towards the betterment of our society.

Innovation Hub

Carleton's Innovation Hub serves aspiring student entrepreneurs from all faculties and programs across campus and focuses its experiential learning incubator programming on new venture creation and experimentation. The Innovation Hub also supports entrepreneurs from marginalized populations, removing systemic barriers from the venture creation process and disrupting any ecosystem that its participants enter.

This year, the Innovation Hub supported more than 100 aspiring student entrepreneurs and hosted in November its first two roundtables for Black and women entrepreneurs, co-curated panel discussions for the Sustainable Finance Forum in Ottawa and partnered with community programs that support entrepreneurs with diverse backgrounds and interests. In addition, the Innovation Hub collaborated with the Technology Innovation Management (TIM) program to relaunch the Lead to Win Program, an accelerator which

provides current TIM students and recent TIM graduates with a network to rapidly advance their business growth.

Carleton Dominion-Chalmers Centre

The Carleton Dominion-Chalmers Centre (CDCC) (pictured right) celebrated its fifth academic year anniversary in spring 2024. The beautiful downtown heritage building is an ever-evolving hub of arts and learning activity presented by university and community groups. This year, 14 Carleton academic courses for students

and hundreds of events including concerts, conferences and lectures were held at the CDCC, welcoming more than 60,000 guests through its doors. The CDCC also launched "The Hive," a special collection of small meeting and practice rooms, and was selected as the venue for the Honourable Ed Broadbent's state funeral.

CityStudio Ottawa

Carleton's Centre for Community Engagement announced an exciting new partnership this academic year with CityStudio Ottawa,



CU@Kanata is a purpose-built innovation space within the Kanata North's Hub350 that strives to be the academic partner of choice in Canada's largest technology park. In addition to numerous partnership engagements facilitated with individual companies in Kanata, CU@Kanata has enabled "creative collisions" for partnerships and engagements for more than 1,500 individuals (students, faculty members, community members, government and industry) over the past year.

in collaboration with the City of Ottawa, the University of Ottawa and Algonquin College. CityStudio Ottawa is an innovation platform for civic and post-secondary education that links the City's needs with the expertise and creativity of local researchers, faculty experts and students. The collaboration is advancing key priorities outlined in the university's Strategic Plan for Community Engagement and provides students, faculty and staff with new ways of contributing to regional priorities and expanding the City's collective impact.



Mental Health and Accessibility

Carleton is dedicated to ensuring students have all the help, resources and supports they need to thrive throughout their university experience and achieve their goals.

Strengthening Our Mental Health Supports

- With support from the Carleton University Alumni Association, and in a partnership between the MacOdrum Library and the Office of the Associate Vice-President (Student Health and Wellness), Carleton opened a centralized Wellness Desk in the library. This initiative provides a space for students to learn about resources on campus, as well as how to engage in self-care activities and wellness-related events. The Wellness Coordinator and their team of student staff helps students navigate Carleton's various resources and connect them to support, especially in times of distress.
- To meet increased demand for mental health support, Health and Counselling Services (HCS) expanded its team to 19 counsellors, including the addition of a second permanent racialized counsellor, a term eating disorder counsellor and a term racialized counsellor in residence. In addition, HCS expanded its team to six general practitioner psychotherapy physicians, with the addition of two general practitioner psychotherapy physicians, to increase the university's capacity to support students.
- Working with the Student Mental Health Advisory Committee, the Student Health and Wellness team completed the second year of implementing the Student Mental Health Framework 2022-2026, with actions taken on all 30 recommendations. The framework strives to proactively promote a holistic and intersectional approach to student mental health and well-being by coordinating programs, services and initiatives to build skills and foster resilience.

Advancing Accessibility on Campus and Beyond

- The Coordinated Accessibility Strategy (CAS) has definitive actions being taken on 38 of the 40 recommendations in the strategy. Over 70 individuals from 35 units across campus are directly involved in CAS implementation activities and are working to advance accessibility at Carleton.
- The Canadian Accessibility Network (CAN), under the leadership of the Accessibility Institute, has reached 100 CAN collaborators and more than 180 individual members supporting the work of advancing accessibility across Canada.
- In May 2023, CAN celebrated National AccessAbility Week by co-hosting AccessAbility Day with the City of Ottawa and the Institute of Public Administration of Canada – National Capital Region. The virtual event featured a Canada-wide discussion on accessibility legislation and policy with leaders from federal, provincial and municipal governments, including Stephanie Cadieux, Canada's Chief Accessibility Officer. Furthermore, CAN continues to foster partnerships with accessibility-minded organizations and individuals through the CAN Connect Forums event series.
- The Accessibility Institute has launched a new Accessibility Standards Canada funded project, "Enabling Independence: Assessing Activities of Daily Living to Inform Safety Standards for Built Environments". This multi-year project will generate \$450,000 in research revenue and plans to explore innovative ways to integrate smart home technologies within the home to improve safety and facilitate higher degrees of independent living for persons with disabilities, especially those aging in place.

Carleton University's Therapy Dog Program held its first-ever Therapy Dog Convocation on March 7 to celebrate its 17 therapy dogs and handlers. Each dog and their handler received a certificate of completion to acknowledge the completion of their significant training and to recognize their contributions to Carleton's mental health and wellness services. The Carleton Therapy Dog Program is made up of faculty and staff volunteers and is funded through donations by members of our community. Pictured on the right are Jane van den Dries and Beatrice





Green Initiatives

Carleton is a recognized leader in sustainability and continues to move towards a greener campus.

Climate Solutions for a Sustainable Future

In May 2024, the second edition of the Carleton Challenge Conference brought together Canadian changemakers and thought leaders from a wide range of sectors for a single day of forward-thinking discussions on a pressing global issue: climate change. The conference's invited speakers and guests enjoyed a day of engaging conversation around climate adaptation and how leadership can champion sustainable practices in their business or organization.

On Track to Net-Zero Emissions

As part of our target to achieve carbon neutrality by 2050, Carleton proudly became the first university to join the Government of Canada's Net-Zero Challenge. To date, significant progress has been made towards our carbon-neutral goal, by conducting a comprehensive greenhouse gas emissions (GHG) inventory, in addition to multiple energy-saving upgrades and audits across campus.



Leaders in Climate Adaptation

As a founding member of the Nature Positive Universities program, Carleton reaffirmed its dedication to environmental stewardship, underscored by the implementation of bird-friendly glazing on existing campus edifices. We also received a three-star Green Restaurant certification for Carleton's residence dining facility and retained our Fair Trade Campus designation. Carleton also received global recognition in the 2023 Times Higher Education Impact Rankings, placing within the Top 50 for Sustainable Development Goals 12 and 14.

In March 2024, the Carleton Conservation Collective – a collective of Carleton faculty members, graduate and undergraduate students creating conservation action on campus – teamed up with local artist Maria Gomez Umana (far right) on a **mural-painting project to make campus buildings more bird-friendly** and prevent future collisions. Standing with the artist in front of the mural are students (r to l) Rachel Buxton, Stasha Lysyk, and Justin Kreller.

Indigenous Initiatives

In keeping with the calls to action outlined in the Kinàmàgawin report, Carleton continues to develop resources, training and supports for Indigenous students, and to educate the university community about the experiences, histories and worldviews of Indigenous Peoples.

Kinàmàgawin Symposium

The fifth annual Kinàmàgawin Symposium was hosted in February 2024 by the Centre for Indigenous Support and Community Engagement. The day-long symposium included keynote speakers, panel discussions and cultural performances, all focused on the theme *Connecting to Indigenous Spirituality: Learning from the Land, Community and Culture*.

Carleton Honours Orange Shirt Day

In honour of Orange Shirt Day, an Every Child Matters flag was flown on campus on Sept. 29 and 30. Carleton community members were encouraged to wear orange Every Child Matters shirts to commemorate the day and to take time to reflect meaningfully on the responsibilities we all have to conciliation in Canada.

Smudge-Friendly Spaces on Campus

This year, Carleton added more than 40 pre-approved smudge friendly spaces on campus, including the Architecture Building and Carleton Dominion-Chalmers Centre, which are the first Carleton buildings to be entirely smudge-friendly. Smudging is a tradition

common to First Nations and Métis communities that involves the burning of one or more medicines gathered from the earth. Carleton's Senior Management Committee approved an updated policy that formally recognizes the unique relationship that Indigenous cultures have with traditional and sacred medicine.

Children and Youth Powwow

Carleton's Centre for Indigenous Support and Community Engagement welcomed approximately 1,500 people to campus for a two-day Children and Youth Powwow hosted in collaboration with several community partners. This event provided both Indigenous and non-Indigenous people with an opportunity to practice traditions and be in community. Carleton is honoured to support children and youth in dancing out to community for their first time with their families present in a safe and welcoming environment.

Land-Based Learning

In May 2023, six Inuit students and three team members from Carleton's Centre for Indigenous Support and Community Engagement traveled to Nunavut to participate in a land-based





learning opportunity hosted by Nunavut Arctic College. The week-long experience was facilitated by Inuit Elders, Knowledge Keepers, and community members at the Piqqusilirivvik Cultural Centre in the community of Clyde River. Students spent days out on the ice learning about Inuit storytelling, arctic survival skills and Inuit pedagogy.

Indigenous Research Talks

Carleton's Ānako Indigenous Research Institute hosted a series of Research Talks that explored Indigenous research methods. Indigenous subject matter experts, including Josée Bourgeois, Brian Maracle, Dr. Lorna Wanosts'a7 Williams and Kaniehtio Horn, shared their work and experience with the Carleton community and provided pedagogical support to Indigenous and non-Indigenous faculty and students.

Indigenous Research Ethics Board

With the cooperation and support of the Office of Research Ethics, the Ānako Indigenous Research Institute is working to establish an Indigenous Research Ethics Board to ensure that research involving Indigenous Peoples and communities is conducted respectfully and the benefits of research are shared fairly with affected communities. The Indigenous Research Ethics Board will also promote respect for Indigenous culture, traditions, interests and ways of knowing, ensure

Through his innovative visual language, Anishinaabe artist Norval Morrisseau gifted viewers a vision of our interconnected world expressed as a sense of balanced motion at play, understood as Mino Bimaadiziwin in Anishinaabemowin. *Medicine Currents*, an exhibition on display at the Carleton University Art Gallery in fall 2023, featured a range of paintings, drawings and objects by Morrisseau that celebrate the artist's storytelling vocabulary.

that Indigenous communities' research priorities are reflected in Carleton studies, and that Ownership, Control, Access and Possession (OCAP) principles are respected. After two years of consultations, the Indigenous Research Ethics Board is ready to be implemented.

Decolonizing Journalism: A Guide to Reporting in Indigenous Communities

Carleton journalism professor Duncan McCue published the textbook *Decolonizing Journalism: A Guide to Reporting in Indigenous Communities*. McCue joined Carleton in 2023 as a professor specializing in Indigenous Journalism and (Story)telling, following a career at CBC News.

Community members, Indigenous and non-Indigenous, participated in an evening of traditional dance and sharing at the annual Round Dance, hosted by Carleton's Centre for Indigenous Support and Community Engagement. This traditional Indigenous event, usually held in the winter, brings people together to heal, honour and celebrate life.

Equity, Diversity and Inclusion

Building on its EDI Action Plan, Carleton is working to transform curriculum and pedagogy, student supports, research and culture to make education, and consequently our world, more equitable, diverse and inclusive.



Michele Lewis, Carleton's 2023-2024 Fulbright Distinguished Chair.

Fulbright Scholar Michele Lewis

The Faculty of Arts and Social Sciences welcomed 2023-2024 Fulbright Distinguished Chair Dr. Michele Lewis, hosted by the Feminist Institute of Social Transformation. Hailing from Winston-Salem State University in North Carolina, USA, Lewis brings a wealth of expertise as a dynamic professor and psychologist. During her time at Carleton, Lewis has continued her barrier-breaking work that elevates and centers non-western frameworks in psychology, delving into cross-cultural experiences and exploring the realm of cultural neuroscience among marginalized communities.

Faculty Engineering and Design EDI Action Plan

The Faculty of Engineering and Design (FED) launched a faculty-specific EDI Action Plan and webpage. Created through a collaborative process, the report represents the synthesis of diverse perspectives and embodies the expertise and lived experiences of individuals within the FED community.

Inclusive Excellence in Science Research

Designed by Carleton's Faculty of Science, the Inclusive Excellence in Science Research Pocket Guide equips researchers

with strategies, ideas, activities and practical tools to help integrate equity, diversity and inclusion into research projects. The pocket guide suggests actions that nurture inclusive research environments as well as ideas that support the success of diverse teams and provides resources for learning about different knowledge systems and research methodologies.

A Hub for Black Students

Housing and Residence Life Services launched the Black Students Hub in 2019 Teraanga Commons. This new vibrant space aims to be a sanctuary where Black students



can gather, connect and find support within a community that recognizes and celebrates their unique experiences and contributions.

Carleton Self-Identification Survey

As a priority of the EDI Action Plan, the Carleton Self-Identification Survey was launched and is available for all Carleton community members to complete. The data is essential to assess the diversity of the campus community, to progress the university's goal towards eliminating barriers and conditions of disadvantage for students and employees. The data is also critical to the university's ability to recruit the broadest

spectrum of talent, expertise, knowledge and experience necessary to enrich the student experience, promote the best decision-making and accelerate academic excellence.

Human Rights Module

Carleton's Department of Equity and Inclusive Communities, in collaboration with Teaching and Learning Services, has been piloting an online Human Rights Module in partnership with 17 instructors across the university. The module serves as an entry point for students to learn about how human rights can be upheld at Carleton.

Carleton students, faculty and staff participated in the 2023 Capital Pride Parade in August, marking the first instance that a local university joined the parade as a collective official marching group. The idea to have Carleton join the Capital Pride Parade came from Sprott School of Business Bachelor of Commerce student Anya Baidur.

Fundraising and Partnerships

Holistic Integrated Partnerships

The Office of the Vice-President (Research and International) and University Advancement continue to lead the Holistic Integrated Partnerships (HIP) program, streamlining engagement between the university and corporate partners, enabling better research and development collaborations, creating learning and employment opportunities for students, and advancing mutual societal goals.

Over the last five years, the HIP initiative has helped establish and enhance numerous high-value collaborations with industry leaders emphasizing sustained and strategic interactions. Recently, Carleton established a three-year partnership with Ross Video to advance research and engage students through experiential learning in robotics, artificial intelligence, and digital systems and hardware design. The company also established an award for Indigenous students to foster a more diverse workforce.



“As a long-time collaborator with Carleton University, we are thrilled to establish this integrated partnership that combines our shared expertise and commitment to innovation,” said David Ross, Ross Video’s CEO. “Carleton’s exceptional talent in science and engineering, coupled with their dedication to producing top-notch graduates, makes them an ideal partner for Ross Video. We are confident that together we will push the boundaries of technology and advance the live event and video production industry.”

Carleton University and Ross Video leaders and collaborators who were integral to the partnership’s success, present at the celebration and signing of the three-year partnership.



New and Ongoing Projects

New Student Residence

Construction on Carleton's newest addition to the residence precinct continues. The nine-floor student residence is already taking shape with all levels now erected and the cladding on the exterior walls underway. This 450-plus bed residence will house first-year students and offer modern amenity spaces that recognize the changing needs of our student population. The building is expected to welcome its first residents in fall 2025.

Dining Hall Expansion

An expansion of the residence dining hall in Teraanga Commons began in November 2023. This project recognizes the increased need for a larger dining hall and kitchen facilities to accommodate the additional student population that will be living in our new residence and will include new and innovative food service stations. The expansion is scheduled to be completed in August 2024.

Loeb Building Upgrades

Plans are underway to upgrade the Loeb Building envelope to replace the existing façade with new, ceramic facing that will increase the building's energy efficiency, as well as improve its architectural integrity. Bird-friendly glazing on the windows and solar panels are also under consideration as part of the renovation plans. Reimagining the lobby of the building to include a modern, open-concept area with additional seating is part of the vision to provide a more welcoming space for students and building occupants. Construction is planned to start in late 2024.

Concept drawings of Carleton's new student residence featuring nine floors, 180,000+ sq. ft. and 450+ beds for first year students. This state-of-the-art, highly sustainable facility will showcase an amenity floor that includes study, social, fitness and cooking spaces, and will serve as a beacon as community members come onto campus.





Board of Governors

The Board of Governors oversees the administrative and financial operations at Carleton. As the corporate body of the university, the Board consists of volunteers who are equipped with various expertise backgrounds, and a unique understanding of higher education and its force for good. The Board plays an integral role in long-term planning, including university budgets, capital projects and initiatives that shape the future of our university.

**Greg Farrell**

Chair
Community Member
FCPA, FCA, President and COO (retired), Giant Tiger Stores Ltd.

Beth Creary

Vice-Chair
Community Member
Senior Vice-President, Legal and Compliance (retired), Ligado Networks

Yaprak Baltacioğlu

Chancellor (ex officio)

Jerry Tomberlin

Interim President and Vice-Chancellor (ex officio)

Howard Babb

Community Member
Project Director, Tiree Facilities Management

Jennifer Camelon

Community Member
Chief Financial Officer and Vice-President, Corporate Services, Canadian Blood Services

Adrian Chan

Faculty
Department of Systems and Computer Engineering

Jim Devoe

Community Member
Chief Executive Officer, Congress of Aboriginal Peoples

Patrick Dion

Community Member
President, Patrick Dion Consulting

Konrad von Finckenstein

Community Member
Federal Ethics Commissioner

Dan Fortin

Past Chair, Community Member
President (retired), IBM Canada Ltd.

Kim Furlong

Community Member
Chief Executive Officer, Canadian Venture Capital and Private Equity Association

Mira Gillis

Undergraduate Student
Public Affairs and Policy Management

Dan Greenberg

Community Member
President and Owner, Ferguslea Properties Ltd.

Linda Grussani

Alumni
Curator and Art Historian

Al Hamdani

Community Member
Executive Vice-President and Chief Business Officer, Canada Development Investment Corporation

Nina Karhu

Professional Services Staff
Manager, Classroom Support and Development

Alice Keung

Community Member
Chief Transformation Officer (retired), Definity

Mat Main

Alumni
Vice-President, Corporate Development, Dymech Engineering

Dudley Maseko

Community Member
In-House Counsel, Royal Canadian Mint

Susan Mingie

Community Member
CPA and Partner (retired), Deloitte LLP

Georgette Morris

Graduate Student
Law and Legal Studies

Janakan Muthukumar

Graduate Student
Law and Legal Studies

John Nelson

Professional Services Staff
Director, Innovation Hub

Laura Newton Miller

Faculty
Head of Collections and Assessment, Carleton Library

Brenda O'Connor

Community Member
Vice-President, Governance and Strategy, Canadian Credit Union Association

Jonathan Ojangle

Undergraduate Student
Computer Science

Patrice Smith

Faculty-Senate
Dean, Faculty of Graduate and Postdoctoral Affairs

Jane Taber

Community Member
Senior Vice-President, Public Affairs, National Public Relations

Christina Tessier

Community Member
President and CEO, Ingenium

Ann Tremblay

Community Member
Project Director, Project Management and Delivery, Science and Parliamentary Infrastructure, Public Services and Procurement Canada

Pamela Wolff

Faculty-Senate
Department of Chemistry

Senate

Senate is the university's most senior academic body. Representing the Carleton community, Senate is comprised of more than 80 members, including faculty, students, alumni, senior administration and representatives from the Board of Governors. Senate makes decisions of significant importance to students and faculty, including awarding degrees and scholarships, approving new programs and revised curriculum, and establishing academic regulations.

Ex Officio Members

- Jerry Tomberlin, Interim President, Vice-Chancellor and Chair of Senate
- Elinor Sloan, Clerk of Senate
- Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar
- Rafik Goubran, Vice-President (Research and International)
- L. Pauline Rankin, Provost and Vice-President (Academic)
- Lorraine Dyke, Vice-President (Finance and Administration)
- David Hornsby, Vice-Provost & Associate Vice-President (Academic)
- Maria DeRosa, Dean, Faculty of Science
- Larry Kostiuik, Dean, Faculty of Engineering & Design
- Anne Bowker, Interim Dean, Faculty of Arts & Social Sciences
- Patrice Smith, Dean, Faculty of Graduate & Postdoctoral Affairs
- Brenda O'Neill, Dean, Faculty of Public Affairs
- Howard Nemiroff, Interim Dean, Sprott School of Business
- Amber Lannon, University Librarian
- Wonjoon Chung, Director, School of Industrial Design
- Michel Barbeau, Director, School of Computer Science
- Anne Bordeleau, Director, Azrieli School of Architecture & Urbanism
- Omair Shafiq, Interim Director, School of Information Technology

- Elie Abou Zeid, President, GSA, term ends April 30, 2024
- Sahil Rajput, Vice-President (Academic), GSA, term ends April 30, 2024
- Mohamed "Faris" Riazuddin, President, CUSA, term ends April 30, 2024
- Francesca Lepore, President, CASG, term ends April 30, 2024

Board of Governor Representatives

- Howard Babb, Board Member
- Brenda O'Connor, Board Member
- Jane Taber, Board Member

Special Appointments

- Margaret Haines, Alumni Representative
- Kim Hellemans, COU Academic Colleague

Elected Faculty Senators

Terms end June 30, 2024

- Bernadette Campbell, Arts and Social Sciences
- Jonathan Malloy, Public Affairs
- Paul Mkandawire, Arts and Social Sciences
- Julie Murray, Arts and Social Sciences
- Augustine Park, Arts and Social Sciences
- Karen Taylor, Engineering and Design (Secretary of the Faculty Board)

Terms end June 30, 2025

- Jeni Armstrong, Public Affairs
- Hilary Becker, Sprott School of Business

- François Brouard, Sprott School of Business (Secretary of the Faculty Board)
- Sean Burges, Public Affairs
- Amanda Clark, Public Affairs
- Edward Cyr, Engineering and Design
- Sarah Everts, Public Affairs
- Root Gorelick, Science
- Kevin Graham, Science
- Tim Haats, Engineering and Design/Industrial Design
- Douglas Howe, Science/Computer Science
- Lynn Marshall, Engineering and Design
- Lisa Moffitt, Engineering and Design/Architecture
- Matthew Pearson, Public Affairs
- Rebecca Renfroe, Sprott School of Business
- Daniel Siddiqi, Arts and Social Sciences
- Christopher Smelser, Engineering and Design
- Christian Viau, Engineering and Design
- Julia Wallace, Science (Secretary of the Faculty Board)
- Pamela Wolff, Science

Terms end June 30, 2026

- Manuel Baez, Engineering and Design/Architecture
- Jean-Pierre Corriveau, Science/Computer Science
- Shane Hawkins, Arts and Social Sciences
- Beth MacLeod, Arts and Social Sciences (Secretary of the Faculty Board)
- Laura Madokoro, Arts and Social Sciences

- Jody Mason, Arts and Social Sciences
- David Mendeloff, Public Affairs (Secretary of the Faculty Board)
- David Sprague, Engineering and Design/Information Technology
- Gabriel Wainer, Engineering and Design
- Paul Williams, Arts and Social Sciences

Elected Contract Instructors

- Kathleen Moss, Arts and Social Sciences (term ends June 30, 2024)
- Morgan Rooney, Arts and Social Sciences (term ends June 30, 2026)

Elected Student Senators

Graduate Students -

- Terms end June 30, 2024
- Robert Nelson, Public Affairs
- Mehrnaz Taghaviashavazi, Sprott School of Business

Undergraduate Students -

- Terms end June 30, 2024
- Benjamin Albright-Peakall, Arts and Social Sciences
- Davin Caratao, Public Affairs
- Yash Gandhi, Sprott School of Business
- Nir Hagigi, Public Affairs
- Mackenzie Huckvale, Science
- Alexandria MacDonald, Engineering and Design
- Aaron North, Arts and Social Sciences
- Gabriella Pickton, Public Affairs
- Shaun Seneviratne, Engineering and Design



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