



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

**Minutes of the 631st Meeting of the
Board of Governors**

**Thursday, June 9th, 2022 at 3:00 p.m.
Via Videoconference**

PRESENT:	D. Fortin (Chair) D. Alves B.A. Bacon B. Creary P. Dion G. Farrell (Vice-Chair) K. Furlong K. von Finckenstein	G. Garland D. Greenberg L. Hayes L. Honsberger N. Karhu A. Keung H. Khalsa C. Khordoc A. Lettieri	S. Mingie N. Nanos B. O'Connor B. Örmeci E. Sloan P. Smith C. Tessier A. Tremblay A. Ullett
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REGRETS:	Y. Baltacioglu A. Brown	M. Fraser H. Heppler	J. Taber
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STAFF:	G. Aulenback N. Arnold S. Blanchard M. Bright J. Conley	M. Dabros L. Dyke A. Elmí T. Frost A. Goth (R. Secretary)	R. Goubran S. Levitt C. Malcolm Edwards K. Solomon J. Tomberlin
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OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed all governors and attendees to the virtual Board of Governors meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The agenda was circulated in advance. It was moved by A. Tremblay and seconded by C. Tessier that the open agenda of the 631st meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the 630th Board Meeting, Special Appointments to Senate, and the Use of the External Auditor for Non-Audit Services Policy.

The following items were circulated in the open consent agenda for information: the University Secretariat Annual Report June 2022, the Cyclical Review Program Summary for 2020/2021, and the minutes from Senate.

It was moved by G. Garland and seconded by D. Greenberg, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Carleton University General Operating By-Law 1.0

A memo and amended by-laws were circulated in advance.

The Chair noted that the Governance Committee is required to periodically review the constituting instruments of the University, the Board, and the various Board committees, including the By-laws and make recommendations to the Board of Governors for development and change where appropriate.

G. Farrell, Chair of the Governance Committee, advised that the by-laws were reviewed by the Governance Committee over the 2021/2022 board year. A. Goth, University Secretary, S. Levitt, General Counsel, and external counsel were involved in the process throughout. Since the last review, the Province of Ontario proclaimed the *Ontario Not-for-Profit Corporations Act* (ONCA), and attention was paid to ensure that Carleton's by-laws conformed to the new legislation.

A. Goth outlined the proposed changes as minor stylistic amendments to harmonize any inconsistencies and to reflect modern practices for use of technology and communications.

The proposed changes retain the present allocation of powers and responsibilities as the current version of the bylaws. Summary of proposed changes included:

- Minor and stylistic amends to harmonize inconsistencies and to reflect the modern practices for use of technology were incorporated including reference to meetings being conducted via telephonic, electronic, video-conference or other communications facility.
- Section 4.02 was updated to refer to the Board Nominating Policy.
- Corrections and omission with respect to position titles.
- Update to defined terms section 1.01 to clarify that Instructors are included in academic staff.
- Update to qualification and eligibility criteria for student governors in section 4.03.
- Update to term of office of the Chair and Vice-Chair or the Board to allow greater flexibility in section 7.03.
- Update to reflect practice of scheduling of Board meetings in advance for the full board year in section 6.01.
- Removed reference to book of minutes to reflect current practice in section 6.01.
- Removed requirement to stream meetings to another location on campus as in practice we are now capable of using videoconferencing instead in section 6.06.
- Updated voting procedures (section 6.12 & appendix B) to reflect current practice.
- Updated the Executive committee membership to remove Chancellor in section 8.01.

On the recommendation of the Governance Committee, it was moved by D. Alves and seconded by B. O’Conner to approve by special resolution the amendments to sections 1, 2, 3, 4, 6, 7, 8, 11 and appendix A, B of General Operating By-law No.1 effective immediately, as presented. The motion carried unanimously.

5.2 Sexual Violence Policy

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

B.A. Bacon, President and Vice-Chancellor, introduced the item noting that a requirement by the Province of Ontario that Carleton review the Sexual Violence Policy every three years. A robust, multi-phase, and transparent consultation process was conducted and the updated policy articulates Carleton’s commitment to a safe, supportive, and healthy campus, and confirms that the University is confirmed to support anyone affected by sexual violence. He noted that the policy is not the only tool the University has to counter and mitigate sexual violence, and that the Sexual Violence Annual Report and Honouring Each Other Strategy Update will be reviewed in items 6.1 and 6.2 respectively.

S. Blanchard, Vice-President (Students and Enrolment) introduced Amal Elmi (Senior Equity Advisor), Greg Aulenback (Director, Strategic Initiatives), and Steve Levitt (General Counsel), Lisa Ralph (Associate Vice-President, Student Affairs), and Kristie Tousignant (Director, Health and Counselling Services) who were involved in the extensive consultation process.

The consultation process began in October 2021 and is now in the finalization phase. During the listening phase, an anonymous feedback form was opened, 21 consultation sessions were offered, and 12 anonymous submissions were received. During the drafting phase, a tracked changes version of the policy was released to the community, consultation sessions and meetings took place with key stakeholder groups. Over the process, limited feedback was received reflecting the maturity of the policy and overall satisfaction. A robust communication plan was implemented including emails to the Carleton community, student websites, a mobile app, social media posts, and newsletters.

During the listening phases, three main themes emerged: Policy Administration (accessibility of the policy, accommodations, support, and inclusivity), Response (formal process and interim measures), and Prevention and Education (commitment to education, Sexual Violence Prevention and Education Committee).

An overview of the changes from the listening phase included:

- Clarification that survivors will be provided an option to be contacted by an Equity and Inclusive Communities (EIC) Advisor (section 6.5 (a));
- Addition of the Director, Labour Relations (Academic), Office of the Deputy Provost on the Sexual Violence Review Committee when the Complainant or Respondent is an academic employee (section 6.5 (c));
- Addition of the Director, Labour Relations (Academic), Office of the Deputy Provost to receive a formal complaint related to academic employees (section 9.1 (a));
- Clarification that both the Complainant and Respondent will be provided with a copy of the investigation report and will be invited to provide comments (section 9.5);
- Addition of section 8.13 on irrelevant questions as required by the regulations;
- Grammatical updates; and
- General updates to titles, department names, etc.

In the drafting phase, the engagement continued to be low, but positive feedback was received. Most of the comments received were already addressed but clarification was added to the draft. Adjustments to the draft included:

- Addition of recognizing systemic forms of oppression (section 2.1 (g));
- Inclusion of a web link for additional supports (section 6.2 (b));
- Language adjustments (sections 6.2 (b) and 6.4); and
- Clarification of the conflict-of-interest process (section 8.8).

On the recommendation of the Governance Committee, it was moved by N. Karhu and seconded by G. Garland to approve the revised Sexual Violence Policy, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Sexual Violence Annual Report

An executive summary, presentation and report were circulated in advance. S. Blanchard advised that a Sexual Violence Report is provided to the Board annually as required by regulation. She introduced Ikram Jama (Interim Assistant Vice-President and University Advisor at the Department of Equity and Inclusive Communities) and A. Elmi (Senior Advisor, Gender and Sexual Violence Prevention and Support) as key contributors to the report.

Carleton University is committed to addressing sexual violence in the Carleton community. Since 2020, there have been additional barriers for sexual violence survivors in accessing resources and supports during the COVID-19 pandemic. New protocols were developed for referring survivors to campus resources. Carleton responded to the challenges by offering multiple support groups for survivors throughout the academic year, both in-person and virtual, with training specific to the pandemic environment.

In 2021, there was an increase in the number of disclosures over 2020, which demonstrates the continued efficacy of Carleton’s outreach on-campus and indicates greater trust and a capacity for the University to be able to respond. In terms of prevention, awareness, and education initiatives, the Carleton Sexual Assault Support Centre trained more than 1,900 members of the campus community in 2021. The Sexual Violence Review Committee underwent two additional trainings including Restorative Practices in Response to Sexual Violence and Procedural Fairness Training. Equity and Inclusive Communities (EIC) offered virtual workshops for the Responding to Disclosures of Sexual Violent and two in-person trainings on Creating Consent Culture on Campus. Other initiatives included partnering with Toronto Metropolitan University on the “*We Deserve Healing Not Harm*” speaker series and the *Begin by Listening: Sexual Violence Student Activism Symposium*.

In 2021, EIC created a video to offer updates on the sexual violence prevention strategy work plan. EIC also hosted an Instagram Live to explore the ways in which 2SLGBT+ communities are disproportionately impacted by sexual violence. Information on the Sexual Violence Policy continues to be posted on the current student website and in the student portal.

Between January and December 2021, there were a total of 92 disclosures seeking support services compared to 67 in 2020. Of the 92 disclosures in 2021:

- 2 cases went to a formal investigation process as requested by the respective complainants;
- 67 were based on incidents that occurred within a year of the disclosure;
- 25 were considered to be historical incidents;
- 60 disclosures involved a respondent who is a member of the Carleton community; and

- 36 incidents took place on-campus.

The breakdown of disclosure statistics are based on the six broad categories of sexual violence (not including formal complaints) are as follows with some disclosures falling into two or more categories: 71 cases of sexual assault, 21 cases of sexual harassment, three cases of stalking, no cases of indecent exposure, one case of voyeurism, and five cases of sexual exploitation. Compared to 2020, the 2021 data indicated greater trust, increased reporting, and that the University is responding in a timely fashion.

The Sexual Violence Policy has been updated and reporting adjustments have been made based on the Ministry of Colleges and Universities requirements. Though 2021 presented many challenges, Carleton ensured that services remained adaptable and flexible and will continue to innovate and take new approaches to supporting survivors in 2022.

The Chair inquired how the variation in the number of disclosures in a year could be interpreted. Noting that an increase in reporting can mean a greater sense of trust and awareness that support is available. S. Blanchard responded that the disclosures are a small subset of what is happening in the community and more people coming forward is needed. A. Elmi concurred, advising that the partial return to campus and opening of their physical office increased support and awareness of those supports which contributed to the increased disclosures between 2020 and 2021.

A member inquired about sexual exploitation. S. Blanchard responded that the definition of sexual exploitation used was “taking advantage of another person through non-consensual and abusive control which may include the digital or electronic broadcasting, distributing, and recording of people involved in sexual acts without their consent”. A. Elmi advised that sexual exploitation can exist in virtual/online platforms and whether the community is in person or online, sexual violence can exist.

A member inquired given the mandated reporting, if the Ministry returns any information back to the university on broader societal comparisons. S. Blanchard responded that the Ministry does not report back to universities and comparisons between campuses is challenging.

6.2 Honouring Each Other Strategy Update

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

A. Elmi provided a presentation summarizing the 2021 Annual Report “*Honouring Each Other: a blueprint for building consent cultures on campus together*”. *Honouring Each Other* is a campus-wide intervention strategy for sexual violence created in 2019 as a living document to provide a responsive and adaptable strategy to enhance campus consent culture. The document provides a three-year overview of actions, campaigns, and programming that was co-created by the campus community. Every 90 days, Equity and

Inclusive Communities (EIC), in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), review the strategy and update the work plan to reflect the actions required for the next 90 days of work.

The five strategic goals in Honouring Each Other include:

1. Creating a space for ongoing, responsive education on campus;
2. Engaging the campus community to become “Consent Champions”;
3. Building individualized, intersectional support systems;
4. Systematic measurement and review of what works; and
5. Fostering a consent culture for Carleton.

In light of the changes to the strategy in 2020 and due to the COVID-19 pandemic, two of the three working groups were restructured to better reflect the updated work plan. The Public Education and Communities Working Group was launched and tasked with creating virtual awareness and education campaigns. The Measurement Working Group created learning outcomes and evaluations for the Carleton Consent Collective. Highlights of the current work plan includes the expansion of intersectional support systems for survivors and the development and evaluation of inclusive prevention programming.

With the gradual and safe return to campus, EIC will continue to update the current work plan to reflect ongoing progress in collaboration with the working groups. Projects of focus include the creating of three evaluation tools (education, intake, and service evaluations), preparing to deliver virtual and/or in-person training for Fall 2022, and assessing when to reintroduce in-person initiatives in the strategy. An overview of the Sexual Violence Prevention and Education Committee Task Force membership was provided.

6.3 Draft Digital Strategy

An executive summary, presentation and draft strategy were circulated in advance.

B.A. Bacon introduced the draft Digital Strategy. It stems from the Strategic Integrated Plan (SIP) and aims to set a course towards better leveraging of digital technology to enhance Carleton’s academic mission. A digital strategy must balance being high-level (aspirational) with specificity (action orientated). He introduced the team: M. Dabros, Chief Information Officer (CIO) and Assistant Vice-President Information Technology Services, D. Hornsby, Associate Vice-President (Teaching and Learning), and N. Arnold, Director, Office of Quality Initiatives.

N. Arnold provided an overview of the progress to date with key milestones including the striking of the Advisory Committee in Spring 2021, consultations and analysis of collected data in Fall 2021, development of an aspiration statement and roadmap in Winter 2022, and draft review process in Spring 2022. The framework articulates the vision for the future of

digital at Carleton, provides a set of principles that underpin the digital evolution, and clear objectives that align with the University's mission pillars.

M. Dabros outlined the roadmap of the strategy. The pandemic highlighted several things including the current environment of high levels of uncertainty and that flexibility is key. The roadmap lays out a planning life cycle that aligns with the University's own budget and planning process but allows for flexibility and changes as needed. The plan has a short-term focus of 12-18 months and includes mechanisms to measure progress of initiatives and key performance indicators (KPIs). The aspiration statement is "Carleton University will leverage digital technology to empower our collective capabilities to be a force for good in our communities" and the strategy principles include being user focused, inclusive, collaborative, responsible, and agile. Other feedback gathered from the community inspired more specific strategic priorities, in alignment with the SIP and reflecting the varied experiences that make up the University. The Digital Strategy goes beyond technology and includes equal emphasis on not only technology, but also people and processes. Important changes will focus on governance, renewal, and culture. The governance piece of the strategy is critical, with greater transparency and improved inclusivity. The strategy includes the creation of an IT governance structure that improves the decision-making processes. Digital initiatives will be strategically focused, recognizing the need for balance between research, the student experience, teaching and learning, and organizational excellence. There will be a shift towards a culture of renewal, embedding a consistent process for digital renewal without being overly prescriptive. Other elements of renewal will include being nimble and responsive to change, balanced portfolios reflecting the University's mission pillars and in alignment with the SIP.

Next steps include finalizing the Digital Strategy with strategic engagements with the Senate, Board of Governors, and the Information Systems Steering Committee as well as the finalization of a communications plan over Summer 2022. The team is aiming to launch the Digital Strategy and Roadmap in Fall 2022.

A member commented that they appreciated the amount of work that went into the draft Digital Strategy and look forward to seeing the final plan, acknowledging the challenges of changing culture.

A member noted that a number of end-users were identified but noted that prospective students were not included and inquired for the reasoning on this decision. M. Dabros noted that the lifecycle of a student flows from being a prospective student through to becoming an alumnus and the group will ensure that is addressed accordingly. N. Arnold further responded that the initial interaction with a prospective student will be an area that they will be looking to collaborate with Students and Enrolment to ensure alignment with the University's strategies.

6.4 Strategic Integrated Plan Annual Update

B.A. Bacon provided an update on the progress made during year-two of the 2020-2025 Strategic Integrated Plan (SIP). Highlights included:

- **“Share Knowledge, Shape the Future”:** 2021 was the largest graduating year in Carleton’s history with over 6,800 students and 2022 was expected to be the same size or larger;
 - First-year retention rate is over 90%, the two-year retention rate increased to 86%;
 - Research funding, a proxy for quality and impact, has been growing and reached \$97 million;
 - Creation of interdisciplinary and multidisciplinary research clusters across campus on wellness and sustainability, data science across all five faculties, and the establishment of the Innovation Hub;
 - Development of new technologies and teaching online including Brightspace, Student as Partners Program, updates to over 500 courses to ensure courses are student-centered, and the continued development of Indigenous Learning Bundles; and
 - Fostering a Culture of Organizational Excellence including fiscal responsibility, appropriate reserves, long-term financial stability, Carleton was awarded the Order of Excellence for its Healthy Workplace Strategy;
- **“Serve Ottawa, Serve the World”:** commitment to have an impact locally with the Hub for Good and to assume a role as a global institution with students now coming from 165 different countries;
 - Community Engagement including the Carnegie Classification Pilot Project, increased coordination in community engagement at Carleton and the creation of the Centre for Community Engagement;
 - Partnerships with purpose through developing strategic partnerships with companies in the Ottawa area, increased industry funding almost six-fold over the past five years;
 - Build bridges with the world with a comprehensive approach to global outreach including Scholars at Risk, and partnering with international universities;
- **“Strive for Wellness, Strive for Sustainability”:** two major infrastructure projects include the Wellness Hub and the Centre for Sustainability Research;
 - Student Mental Health Framework 2022-2026 included 30 recommendations to improve student supports;
 - Strive for Sustainability with Carleton being ranked the most sustainable university in Ontario, Gold STARS rating from the Association for the Advancement of Sustainability in Higher Education, and the introduction of Responsible Investing Policies;
 - Striving for reconciliation through the Kinàmàgwin Strategy with 41 calls to action;
 - Accessibility Strategy by leveraging the new Coordinated Accessibility Strategy and leadership in the Accessibility Network; and

- Equity Diversity and Inclusion Action Plan including commitment to the 50-30 Challenge, Sexual Violence Policy review, and signatory to Scarborough Charter on Anti-Black racism.

Next steps include finalizing the Digital Strategy and the Community Engagement Strategy. The Campus Master Plan is in consultation for its next phase and an Academic and Research Plan is underway. Carleton's brand campaign is underway, Carleton is aiming to reach \$100 million in annual research funding, and a \$500 million campaign for partnering with purpose will be announced.

A member inquired about the retention rates which appeared to be lower than the Ontario average and why this was the case. B.A. Bacon responded that this can be influenced by the type of students that an institution accepts, the types of programs offered and advised that Carleton is an inclusive institution with a lot of first-generation students and students that may have to work during their studies. He reiterated the improvements in both the first and second-year retention rates.

6.5 Report from Chair

The Annual Board Chair Report was circulated in advance.

The Chair reflected that this is his last board meeting as Chair and appreciated everyone's work and communication in a virtual environment. He thanked everyone for their time and dedication to the Board and its committees. He commented that in tough times, great organizations move ahead of the rest and the past two years has demonstrated this for Carleton. He looks forward to returning to the Board for the next two years in the role as Past Board Chair and continuing the important work of the Board. He noted the passing of Shirley Greenberg, Carleton Alumni and the mother of Board member D. Greenberg and condolences were extended on behalf of the Board.

6.6 Report from the President

The Annual President Report as well as the Kinàmàgwin Progress Report and Student Mental Health Framework 2022-2026 were circulated in advance.

B.A. Bacon provided an update on the ongoing response to the COVID-19 pandemic advising that Carleton will be lifting its mask mandate in consultation with stakeholders on and off campus in the coming weeks, specifying that masking will be kept for Convocation.

Convocation commences on June 13, 2022 and will be the first in-person ceremonies to be held since 2019 and will include ceremonies for the classes of 2019, 2021, and 2022, with seven honorary degrees being awarded as part of Convocation. June will also be a celebration of Pride Month and National Indigenous History Month. B.A. Bacon also noted the progress made with the Student Mental Health Framework for 2022-2026.

Lastly, he pointed to the Annual President's Report which highlights the achievements from the past year.

He noted that Carleton's research performance of a 79% increase in research funding since 2018. Carleton achieved its highest fundraising year in its history with \$43 million in 2021/22 during a pandemic and without the support of a full fundraising campaign. Broke ground on the New Student Residence Building and multiple infrastructure projects are on the go. Members of the Carleton community participated in the annual The Royal - Run for Women to support mental health projects for women, Carleton raising \$5,500 for the cause.

A member commented on the fundraising numbers and the accomplishment of having a record setting year during a pandemic and thanked J. Conley, Chief Advancement Officer, and her team.

7. OPEN-OTHER BUSINESS

No additional business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:43 p.m.