

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

Minutes of the 636th Meeting of the Board of Governors
Wednesday, June 7th, 2023 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	G. Farrell (Chair)	L. Grussani	L. Newton Miller
	B. Creary (Vice-Chair)	A. Hamdani	B. O'Connor
	B.A. Bacon	L. Hayes	P. Smith (Virtual)
	A. Chan	L. Honsberger (Virtual)	J. Taber
	P. Dabas (Virtual)	N. Karhu	C. Tessier
	D. Fortin (Virtual)	A. Keung	A. Tremblay
	K. Furlong	A. Khoyani	A. Ullett
	M. Gillis	D. Maseko	P. Wolff
	D. Greenberg (Virtual)	S. Mingie	
REGRETS:	Y. Baltacioğlu	P. Dion	M. Fraser
		K. von Finckenstein	J. Ojangle
GUESTS:	N. Badiou	M. Keough	K. Tousignant
STAFF:	S. Blanchard	T. Frost	K. McKinley
	M. Bright (Virtual)	A. Goth (R. Secretary)	K. Solomon (Virtual)
	J. Conley	C. Khordoc	J. Tomberlin
	L. Dyke	S. Levitt (Virtual)	

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the last meeting of the 2022/23 Board year. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He reviewed the meeting protocols for members in person and attending virtually. He acknowledged the country-wide wildfires, the impact on those affected, and those working to battle the fires.

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 K. Furlong and seconded by A. Chan that the open agenda of the 636th 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 635th Board Meeting.

The following items were circulated in the open consent agenda for information: the University Secretariat Annual Report - June 2023, and the Cyclical Review Program Summary for 2022/2023.

The Chair thanked J. Tomberlin, Provost and Vice-President Academic, and his team for the work that goes into the Cyclical Review Program and A. Goth, University Secretary, for the work done by the Secretariat throughout the year.

It was moved by A. Keung and seconded by L. Grussani that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR INFORMATION

5.1 Student Mental Health Framework 2022-2026 Annual Report

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

S. Blanchard, Vice-President (Students and Enrolment), advised that after an extensive consultation process, the third iteration of the Student Mental Health Framework (SMHF) was launched.

K. Tousignant, Associate Vice-President, Student Health and Wellness provided a presentation and took the Board through the annual report. The SMHF has four areas of focus for 2022-2026 including Student Engagement, Building Skills and Strengthening Resilience, Coordinated Student Supports and Services, and a Campus Culture of Wellness.

Highlights from the four areas of focus were as follows:

- 1) Student Engagement: partnerships between the Spirituality Centre and the Muslim Student's Association, over 3,000 students engaged with the Health Promotion Team, Wellness Services partnered with CUSA's Wellness Centre to support "In This Together" for mental health and substance use health, and Equity and Inclusive Communities (EIC) hosted plant potting and decorating activities in residence to support de-stressing;
- 2) Building Skills and Strengthening Resilience: the new Carleton Wellness website and Wellness Services Navigator was launched in 2022, First Year Connections in the Student Experience Office supported over 600 first-year students in their transition to university, EIC hosted a variety of workshops to support student resiliency, All People All Pathways, led by Communication Addictions Peer Support Association, continued to host peer support meetings for students, faculty, and staff;
- 3) Coordinated Student Supports and Services: New Office of the Associate Vice President Student Health and Wellness was formed, Student Support documents were updated with streamlined "Stepped Approach", a new Wellness Coordinator position will lead the new initiative "the Wellness Desk" in MacOdrum Library, acquired Breaking Free Online, a self-management tool for substance use, and Counselling Services expanded their team to include a Trans/2SLGBTQ+ counsellor, a racialized counsellor, and a term eating disorder counsellor; and
- 4) Campus Culture of Wellness: Graduate Students' Association opened their GSA Garden, allowing community members access to personal gardens, 24 people added the Student Mental Health and Well-Being concentration to their Student Support Certificate, the Okanagan Charter is being taken through necessary stages for approval, Two Circle of Care meetings have been held to support Indigenous students in crisis, and Health Services trialed having a doctor to provide specialized care for Indigenous students.

Next steps for the SMHF framework include assessing the Carleton community's use and understanding of mental health and wellness services, develop a staff and faculty toolkit to support students in crisis, implement best practices from the Okanagan Charter, contribute to the new Healthy Workplace Strategic Plan, and continue to engage with students and student leaders for feedback.

A member asked if there is any benchmarking to measure the success of the initiatives. K. Tousignant responded that the Health and Counselling clinics have endeavoured to transfer to an electronic medical records system which will allow for better data collection which in turn will inform future iterations of the framework.

A member asked if there were any special initiatives specifically for international students. K. Tousignant responded that conversations are taking place to develop pathways for international students, including creating a checklist for international

students in their first few weeks in Canada and navigating the health care and wellness sector.

The Chair commented on the work being done given that three cohorts of students arrived on campus this year, which would have created additional challenges for the team.

5.2 Equity, Diversity and Inclusion Action Plan: Progress Report

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

J. Tomberlin, Provost and Vice-President (Academic) introduced the Equity, Diversity and Inclusion Action Plan: Progress Report and N. Badiou, Assistant Vice-President, Equity and Inclusive Communities.

N. Badiou provided a high-level presentation on the progress made on the EDI Action Plan. The Action Plan provides an operational framework that builds upon efforts to integrate and embed EDI principles into the core activities and academic mission of the University. An important part of the work is to address and eliminate all forms of discrimination. It is complimentary to, and supports, the Kinàmàgwin Strategic Plan and the Coordinated Accessibility Strategy.

The EDI Action Plan is built upon ten interconnected strategic directions that engage all levels of the Carleton community including:

- 1) Curriculum and Pedagogy: Deans EDI working groups were established, creation of a Critical Race Studies Program, and the development of a “Science is for Everyone” toolkit for instructors to support inclusion in the classroom;
- 2) Student Supports: opening of the Pius Adesanmi African Studies Resource Centre and African Studies Student Lounge, Ventus portal for Student Academic Accommodations;
- 3) Research: creation of a student EDI Research Award, EDI speaker series, Responsible Conduct in Research module is being created;
- 4) Senior Leadership and Board of Governors: adoption of the Innovation, Science and Economic Development Canada’s 50-30 Challenge, with the Board meeting and exceeding the commitments, and creation of EDI Educational Modules;
- 5) Leadership Development (Non-Academic): Human Resources developed a non-academic hiring policy and workshop to address issues such as unconscious biases in hiring, Campus Safety Services (CSS) Action Plan: Service Excellence and Engagement with Carleton’s Diverse Communities as well as the Engagement and Inclusion Officer (EIO) Program;

- 6) Leadership Development (Academic): Joint Committee on Employment Equity Diversity and Inclusion, EDI Faculty Recruitments, filling the Associate Dean, Equity and Inclusive Communities position, and Faculty Advisors on Anti-Black Racism and Black Inclusion have been appointed;
- 7) Disaggregated Demographic Data: a draft self-identification survey was created with the support of Carleton University Disaggregated Demographic Data Survey (CUDDDS) Committee, campus-wide consultations are complete, with an online platform to launch in Fall 2023;
- 8) Representation and Outreach: EDI Hiring Framework for Student Staff is being piloted, Recruitment Coordinator, Indigenous Initiatives was hired to develop an Indigenous student recruitment strategy;
- 9) Culture: Pronoun Enhancement Project with options available on key Carleton applications, Facilities Management and Planning is developing a Standard of Behaviour for Contractors Guide; and
- 10) EDI Planning Infrastructure and Reporting: Several recruitment updates to support EDI driven initiatives, EDI councils/action groups and individualized EDI action plans (e.g. housing for Indigenous Students), and the creation of a Student Support Certificate.

Carleton is a signatory to the Scarborough Charter on anti-Black racism and Black Inclusion in Higher Education in 2021.

Next steps include finalizing the progress report for promotion and the EIC website and promotion of the finalized report through Inclusion Week 2023 events. EIC will continue to support faculties and departments with the implementation of the Strategic Actions within Phase 2 of the EDI Action Plan and will launch the Self-Identification Survey (CUDDDS) to gain equity data to support the implementation of future EDI initiatives.

A member inquired about sector-wide benchmarks and options for comparison. EDI initiatives across the U15 Group of Canadian Research Universities were reviewed and found that Carleton fares well in comparison. Some universities are waiting to develop their own EDI strategies, whereas Carleton has already started implementation of a strategy and is reporting on progress.

5.3 Strategic Integrated Plan Progress Update 2023

A report was circulated in advance.

The Chair advised that the Board of Governors approved the Strategic Integrated Plan (SIP) in June 2020 with the three directions of “Share Knowledge, Shape the Future”,

“Serve Ottawa, Serve the World”, and “Strive for Wellness, Strive for Sustainability”. June 2023 marks the mid-way point of the plan.

B.A. Bacon, President and Vice-Chancellor, provided an update on the implementation of the SIP. For context, the Plan was approved in Spring 2020, early in the COVID-19 pandemic and Year 1 was implemented fully virtually, Year 2 was hybrid, and Year 3 has been back on campus. The Plan has been implemented in a tight fiscal context, noting that in Year 1 the Provincial government rolled back tuition fees by 10% and subsequently froze them at that level. Universities now find themselves in a climate of economic instability due to inflation and geopolitical unrest, a different situation than when the Plan was approved in 2019/20. Progress has been made despite the challenging context on all three strategic directions.

The report covers three years of implementation and B.A. Bacon presented the Top Five achievements as follows:

- 1) **Organizational Excellence:** Carleton produced a balanced budget each year, enrolments were maintained through the pandemic, safety and reputation were maintained, and a number of awards were garnered including being one of the top 100 employers in Canada. Carleton received recognition for its work on sustainability, including a gold rating from the Association for the Advancement of Sustainability in Higher Education;
- 2) **Innovative Space:** included advances in pedagogy through online learning and experiential learning. Spaces including the Carleton Dominion Chalmers Centre with the arts and community engaged events, the Hub350 innovation space in Kanata North, the Engineering Design Centre addition to the Mackenzie Building, and the Innovation Hub in the new Nicol Building for student entrepreneurs. The examples include multi-disciplinarity, cross-faculty initiatives, partnerships, and community engagement with Ottawa. The Future Learning Lab includes virtual reality and is a pilot project to ensure that Carleton remains at the forefront of the technology;
- 3) **Wellness and Inclusion:** the Kinàmàgwin Calls to Action Strategy and EDI Action Plan were established and are being implemented. Carleton is a leader in accessibility and has been doing work on mental health which was highlighted at its Challenge Conference;
- 4) **Student Success:** Carleton saw the largest graduation year in its history in 2021, 2022, and 2023 with approximately 6,500 students receiving a degree in each of those years. Carleton’s one-year retention rate is over 90% for the last two years and the two-year retention has increased 1% a year for the past four years. In 2018, Carleton’s graduation rate was 68% and it has increased to 73% in 2022 noting that a 5% increase translates to 250 additional students graduating; and

- 5) Research: research funding represents the willingness of governments and industry to invest in Carleton’s ideas, talent, and impact. Carleton has almost doubled its share of the research funding to almost \$100 million a year. Research productivity has increased, with publications and impact through the work and partnerships.

Next steps include the completion of the new student residence which will include 450 beds. Research will continue to drive reputation. Carleton closed its last fundraising campaign in 2019 with \$308 million and are preparing towards the next campaign with a target of \$500 million. The last step will be to prepare for the next iteration of the SIP.

A member commented on the achievement of the graduation and retention rates as well as the research fundraising numbers. B.A. Bacon credited the work of J. Tomberlin and S. Blanchard and their teams for the student success metrics. S. Blanchard commented that students face barriers and connections on campus help them to address problems. The Registrar’s Office has taken steps to update students and increase advising so students know how to improve academically. These changes have helped to increase student retention. J. Tomberlin added that changes were made in the classrooms as well, the calibre of incoming students is high which has contributed to the retention and graduation rates. B.A. Bacon added that looking at research, supports are in place for talent at Carleton, and industry partnership funding has also increased.

A member asked if there was additional information from students and how they are reacting to aspects of Carleton’s core mission and services they are receiving. B.A. Bacon responded that one indicator is the student satisfaction survey in Macleans magazine, where Carleton is in the top five. S. Blanchard added that another indicator is the National Survey of Student Engagement (NSSE), noting that Carleton scores very high on “a sense of belonging”, as well as student and campus life, which does have an impact on retention. Carleton continues to monitor survey results and adjusts resources and messaging accordingly.

5.4 Report from the Chair

The Annual Board Chair Report was circulated in advance.

The Chair commented on the resilience, tenacity, and innovation Carleton has shown in the face of considerable uncertainty during the pandemic, commending actions such as embracing hybrid work and learning models, keen oversight of the University’s operations and ancillary budgets, and improving the delivery of student services. As an institution, Carleton is continuously listening, learning, and moving forward.

Throughout the past year, much attention has been on restoring Carleton’s beautiful campus, both in look and feel. Through the update of a sustainability-focused Campus Master Plan, implementation of Carleton’s EDI Action Plan, the New Names for New Times Initiative, and a focus on wellness, Carleton is creating an environment entrenched in its values.

With multiple projects on the horizon, including a new student residence, work continues between building on an ever-increasing momentum and the University's top priority: ensuring the continued well-being of all staff, students, and faculty.

The Chair thanked all of the Board members for their dedication to Carleton through their volunteer work, including 30 meetings during the 2022/23 Board year with over a 1,000 hours of volunteer work combined.

5.5 Report from the President

A verbal report was provided.

B.A. Bacon commented that the June Board meeting marks the end of the year. He thanked faculty and staff and congratulated all of the students for a successful year. He thanked the Board for their leadership and support through a challenging year, starting with a return to campus at the end of the pandemic, through labour disruptions, and a challenging fiscal context. Through this, Carleton managed to present a balanced budget, will be graduating one of the largest classes in its history, and accomplished almost \$100 million in research funding.

He highlighted that research successes continue with five of Carleton's researchers receiving almost \$2 million from the Federal Government's New Frontiers in Research funds. Professor Lenore Fahrig was awarded the Herzberg prize as the top scientist in Canada and was elected to the United States National Academy of Sciences. Professor Kahente Horn-Miller received the 3M National Teaching Award, the highest teaching award in Canada, for fostering Indigenous ways of knowing in the classroom. On campus, May was Asian Heritage Month and Mental Health Month and he highlighted the work being done such as the Carleton Challenge Conference on May 10th. Life Sciences Day was held on May 25th and was an opportunity to partner with the growing life sciences community. The Centre for Advanced Building Envelope Research was officially opened by the Faculty of Engineering and Design.

Lastly, Spring Convocation begins on June 12th and continues to June 16th with 15 ceremonies and seven honorary degrees, and he encouraged members to attend.

A member inquired how honorary degree recipients were selected. B.A. Bacon advised that the University Secretariat oversees the process. Nominations are submitted to the Secretariat which then go to the Honorary Degrees Committee of Senate for vetting. If approved by the Committee, the names go forward to a closed session of Senate for approval and then onto a list for selection by the President's office.

6. **OPEN-OTHER BUSINESS**

No other business was brought forward.

7. OPEN-QUESTION PERIOD

No additional questions were brought forward.

8. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by A. Ullett and seconded by A. Tremblay to adjourn the Open Session of the Board of Governors at approximately 4:30 p.m. The motion carried unanimously.