



**Canada's Capital University**

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

**Minutes of the 616<sup>th</sup> Meeting of the  
Board of Governors**

**Thursday, June 27, 2019 at 3:00 p.m.  
Room 2440R Richcraft Hall, Carleton University**

<b>PRESENT:</b>	Ms. D. Alves Ms. T. Arnt Dr. B.A. Bacon Dr. C. Carruthers Mr. D. Craig Ms. B. Creary Mr. J. Durrell Mr. K. Evans Mr. G. Farrell	Mr. K. von Finckenstein Mr. D. Fortin (Vice-Chair) Ms. G. Garland Ms. C. Gold Ms. L. Honsberger Ms. N. Karhu Mr. O. Javanpour (phone) Dr. I. Lee Dr. J. Malloy	Mr. N. Nanos (Chair) Ms. Y. Osagie Dr. E. Sloan Dr. P. Smith Ms. A. Spiwak Mr. A. Ullett Mr. B. Wener Ms. E. Wohlbold
<b>REGRETS:</b>	Ms. Y. Baltacioğlu Ms. G. Courtland	Mr. P. Dinsdale	Dr. P. Merchant
<b>STAFF:</b>	Ms. S. Blanchard Ms. J. Conley Mr. D. Cumming	Ms. A. Goth (R. Secretary) Mr. S. Levitt Mr. M. Piché	Dr. R. Goubran Dr. J. Tomberlin
<b>GUESTS:</b>	Dr. B. Appel Kuzmarov Mr. P. Bellegarde Dr. L. Dyke	Ms. I. Jama Dr. K. Horn-Miller	Dr. S. Phillips Ms. C. Taylor

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**OPEN SESSION**

**1. CALL TO ORDER AND CHAIR'S REMARKS**

The Chair called the meeting to order at 3:02 pm. All attendees, guests and observers were welcomed to the meeting.

**2. DECLARATION OF CONFLICT OF INTEREST**

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

**3. APPROVAL OF AGENDA**

The proposed agenda was circulated in advance.

It was moved by Mr. Craig, and seconded by Dr. Malloy, that the open agenda of the 616<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried.

**4. APPROVAL OF THE CONSENT AGENDA**

The following items were circulated in the open consent agenda for approval: Minutes of the previous meeting and standing committee terms of reference.

The following items were circulated in the open consent agenda for information: Minutes from the Building and Governance committees, environmental health and safety report, sustainability annual report 2018/2019, cyclical review program summary for 2018/19 and Minutes from March and April Senate Meetings.

Mr. Wener moved, and it was seconded by Ms. Honsberger, that the items in the open consent agenda be approved, as presented. The motion carried.

**5. PRESENTATION**

Mr. Perry Bellegarde, National Chief of the Assembly of First Nations was introduced to the Board of Governors. Mr. Bellegarde discussed the Truth and Reconciliation Commission of Canada: Calls to Action and how Carleton can create initiatives to assist in reconciliation. Primarily, the university was encouraged to focus on:

- a. producing Indigenous focused programs for recruitment,
- b. creating a larger and multi-purpose Indigenous centre, and
- c. including more people from the Indigenous community in the governance and decision-making processes.

From a curriculum standpoint, Mr. Bellegarde stated the importance of educating Carleton students on the history of Indigenous people and treaties, the concept of restorative justice to combat the overrepresented Indigenous population in prison, and Indigenous law and culture.

In closing, Mr. Bellegarde stated that Carleton investing in reconciliation would be a positive step towards closing the gap in the quality of life between the Indigenous community and the rest of country. Mr. Bellegarde stressed that education is the most important tool in reconciliation for the Indigenous community.

Mr. Bellegarde was thanked for his presentation and a donation was made in his name to Carleton Fund for Good. Mr. Bellegarde left the meeting.

## **6. ITEM(S) FOR DISCUSSION**

### **6.1 Carleton University Indigenous Strategic Initiatives Committee Consultation**

An executive summary and presentation were circulated in advance. The Carleton University Indigenous Strategic Initiatives Committee Consultation (CUISIC) was established in Fall 2018 with three co-chairs: The Provost and Vice-President, Dr. Jerry Tomberlin, Associate Professor in the School of Indigenous and Canadian Studies, Dr. Kahente Horn Miller, and Assistant Director of Equity Services, and Responsible for the Centre for Indigenous Initiatives, Benny Michaud.

CUISIC was created to revitalize Carleton's strategy and enhance the relationship with the Indigenous community both on and off campus. The overarching goals of this consultation are rooted in the Truth and Reconciliation Commission, and are aimed to change attitudes at an institutional level. Since CUISIC began, over 30 consultations have taken place at Carleton thus far.

A number of consultation questions were posed to the Board of Governors and governors were asked to provide their suggestions. Provide suggestions included:

- Board members receiving training on Indigenous issues, language and cultures;
- Board monitoring the implementation of recommendations made from CUISIC;
- Ensuring the proper budget and resources are allocated to Indigenous initiatives;
- Consulting experts for Indigenous perspectives and/or having Indigenous board members;
- Ensuring the Indigenous community is involved in the decision-making processes at Carleton.
- Potentially including Indigenous flags alongside the flags in the atrium of the University Centre;
- Possibly having an Indigenous specific orientation for Indigenous students and families;
- Possibly expanding the Ojigkwanong Centre so there are dedicated spaces for socializing, meeting with elders, etc.

The possibility of an Indigenous senior management position was raised by Dr. Horn-Miller. This individual would be tasked with assisting with the administrative burdens currently undertaken by Indigenous faculty members on indigenous issues and offer support to major strategic initiatives occurring at the University to ensure there is an Indigenous focus. Currently, there is precedent for this type of position at other Canadian universities.

CUISIC is conducting consultation and developing a strategy including determining areas of need for Indigenous faculty, students and staff. One initiative that is moving forward is the recruitment of ten Indigenous faculty members. The Board was advised that it is a competitive market for Indigenous faculty. Therefore, the University needs to ensure the campus is an attractive and supportive location for these potential faculty.

It was recommended that the Board Chair conduct exit interviews with Indigenous board members upon retirement to acquire useful feedback for the Board. Dr. Horn-Miller stated she has already adopted this practice with Indigenous faculty members when they decide to leave Carleton.

Dr. Horn-Miller was thanked for her consultation, and all the hard work she has put into this strategy thus far. Dr. Horn-Miller left the meeting.

## **7. ITEMS FOR APPROVAL**

### **7.1 Board Equity, Diversity and Inclusion Statement**

A draft statement was circulated in advance. The Board Chair, Mr. Nanos introduced the item. The statement was drafted with the assistance of Ikram Jama, former Acting Director of Equity Services, Michael Charles, the current Director of Equity Services, and Steve Levitt, General Counsel. Mr. Nanos stated that the 2019/20 Carleton Board of Governors has achieved gender parity, with 56% of the members being women.

A question was posed surrounding the Employment Equity Program versus the Board Equity, Diversity and Inclusion Statement. Ms. Jama clarified that the Employment Equity Program includes four designations: Women, Indigenous Persons, Visible Minorities, and Persons with disabilities and is based on a federal contracting requirement which is not applicable to Board. However, the Board statement lists these four groups as well as Sexual Orientation, Gender Identity and Expression. Ms. Jama stated that the Ontario Human Rights Code was used as the basis for the statement which includes a few more recognized categories than the Carleton Employment Equity Program. It was also noted that the phrase “including, but not limited to” was included to ensure no categories were left out.

Ms. Spiwak moved, and it was seconded by Ms. Karhu, to approve the Board Equity, Diversity and Inclusion Statement, as presented. The motion carried.

## **8. ITEMS FOR INFORMATION**

### **8.1 Senate Annual Report**

A report entitled *Senate Report to the Board July 1, 2018 – June 30, 2019* was circulated in advance. The President, Dr. Benoit-Antoine Bacon introduced this item and the Clerk of Senate, Dr. Betina Appel Kuzmarov.

Dr. Kuzmarov outlined that the Senate is the academic head of the university, responsible for the approval of academic calendars, new programs, courses, or faculties, scholarships, bursaries, and more. Dr. Kuzmarov described the Senate's accomplishments from the past year including an internal review of committee structures, the creation of the Provincial Government's mandated Free Speech Policy, graduating over 6,000 students, awarding seven Honourary Doctorates, and completing the installation of both the new President and Chancellor.

Board members inquired about the process for new program creation. Dr. Lorraine Dyke, Deputy Provost (Academic Operations and Planning) outlined that a new program must demonstrate alignment with the strategic objectives of the university. A full financial assessment and proposal is developed, as well as an external reviewer and the Provincial Government are consulted. Once this process is done, the new program goes through approval at Senate committees and Senate before the Ministry of Training Colleges, and Universities officially approves funding.

Both Dr. Appel Kuzmarov and Dr. Dyke were thanked for their presentations.

## 8.2 Campaign Completion Report

A pamphlet – *Here for Good Celebrating Impact*, a report – *Lessons Learned: Outcomes of the Collaborate Campaign* and a briefing entitled *Creating the national Centre for Research in Canadian Philanthropy, Nonprofits and Social Enterprise* was circulated in advance.

Ms. Jennifer Conley, Chief Advancement Officer provided a report on the lessons learned throughout the entirety of the campaign. The *Collaborate Campaign* used a modern approach to giving and philanthropy, meaning there were no standard gifts. Therefore, the advancement team built their capacity while continuing to best serve their donors. Ms. Conley expressed gratitude to the Board of Governors for allowing her team to experiment with ideas and techniques as well as for approving matching funds. Currently, there is still approximately \$8 million left out of the \$10 million permitted for matching Endowed Student Aid. Ms. Conley advised that the slogan and ethos created by "*Here for Good*" was an accomplishment and that the momentum felt through the campaign will continue in the future, especially with the creation of the Masters program in Philanthropy and Non-profit Leadership. The future vision of the program is to create a Philanthropic Research centre on campus. To speak to these topics, Ms. Conley introduced Dr. Susan Phillips.

Dr. Phillips, from the Carleton School of Public Policy and Administration, created the Masters in Philanthropy and Non-profit Leadership. Currently, it is the only program of its kind in Canada, making Carleton a leader and "go-to" resource for those seeking information in Philanthropy. As of now, there are roughly 137 graduates of this degree. Dr. Phillips described creating Canada's first Philanthropic research centre, which will further Carleton's excellence within this field. This centre would aim to conduct meaningful research to increase the success and effectiveness of philanthropic campaigns. As of now, the approximate cost to create this centre is \$30 million.

Both Ms. Conley and Dr. Phillips were thanked for their presentations.

### 8.3 Report from the Chair

The Board of Governors Chair's Report 2018/19 was circulated in advance. Mr. Nik Nanos acknowledged Ms. Barbara Wells, who had recently passed away. Ms. Wells was a dedicated employee of Carleton for many years, and will be greatly missed by the entire community.

Mr. Nanos thanked all of the Board of Governors members who assisted in making June Convocation a success, especially with the installation of the new Chancellor: Yaprak Baltacioğlu. Mr. Bob Wener was also thanked for presenting the Board Award to Frohan Foroutan on behalf of the Board of Governors.

A special thanks was given to all of the retiring Board of Governors members: Mr. Dale Craig, Mr. Bob Wener, Dr. Ian Lee, Ms. Alaine Spiwak, Ms. Elise Wohlbald, Dr. Pradeep Merchant, Mr. Peter Dinsdale, Ms. Yvonne Osagie, Mr. Jay Nordenstrom, Ms. Lesley Watson, and Ms. Gina Courtland.

### 8.4 Report from the President

The *Carleton U President's Report 2019* was circulated in advance. Dr. Benoit-Antoine Bacon first acknowledged the success of June convocation. In total, there were 4,800 graduates, and seven Honouray Doctorates awarded. The installation of Yaprak Baltacioğlu was a huge success, with many of the students responding to her personal story and success.

Over the course of the 2018/19 academic year, Carleton appointed 20 new individuals in management and leadership roles. Additionally, enrolment and research funding have increased, 4% and 25% respectively. Other achievements included: the creation of the Canadian Accessibility Network, the closing of a \$300 million campaign, and the acquisition of Dominion Chalmers Church.

Dr. Bacon outlined the process for the creation of the Strategic Plan over 2019/20. The President outlined the success of the *Collaboration, Leadership and Resilience* Strategic Integrated plan which was student orientated and focused on teaching, research, organizational excellence. In the future, he outlined that it is imperative that Carleton maintain a slight growth in enrolment each year, as well as research funding. As of now, Carleton is considered a leader within the fields of employability for new graduates, accessibility (READ and David C. Onley initiatives), and sustainability (Carleton ranked second in Canada for greenest campus). The future strategic plan should include a more comprehensive strategy for both international students and Indigenous reconciliation, the intensification of the Here for Good ethos, increased research leadership, and alternative revenue streams independent of government funding.

To lead the creation of the new strategic plan, Dr. Bacon introduced the four co-chairs of the committee, Dr. Lorraine Dyke, Deputy Provost (Academic Operations and Planning), Ms. Cindy Taylor, Assistant Vice-President (Human Resources), Dr. Patrice Smith, Dean of the Faculty of Graduate and Postdoctoral Affairs, and Dr. Betina Appel Kuzmarov, Clerk of Senate.

Dr. Dyke presented a framework for the creation of the Strategic Plan. The process will include a task force of 12-15 people and will feature a speaker series. The taskforce will be made up of people from the Carleton community and an open call has begun for participation. The speaker series will include experts on the future of post-secondary education to assist the taskforce in identifying possible trends for consideration. Additionally, there will be a website created where anyone can submit advice or feedback to the co-chairs. This initiative will be launched in September, and it is hoped a plan will come forward for approval by Senate in May and approval by the Board of Governors in June 2020.

The Board of Governors inquired how the co-chairs can ensure the taskforce that will be encompassing of the whole campus community. Dr. Dyke stated that they will be asking for input from everyone on campus as to ensure a diverse set of opinions are considered.

#### 8.5 Committee Chair Updates

##### *a) Building Program Committee*

Mr. Dale Craig, Chair of the Building Program Committee provided an update on the committee's May 16<sup>th</sup>, 2019 meeting. The committee received the annual Environmental Health and Safety report. This report offered many promising statistics evidencing a strong safety culture on campus.

The committee also received a presentation and report from Philip Mansfield, the Manager of Sustainability Programs. The committee was pleased to hear that Carleton is the second most sustainable campus in Canada. The Board suggested finding a way to better brand the University to celebrate both the beauty and sustainability on campus.

Mr. Craig provided highlights of the transportation report reviewed by the committee, where it was determined that 61% of the Carleton community travels by transit, while 10% cycle or walk. A transportation working group has been established to monitor the upcoming transportation issues and communications will be a primary focus of the committee in the coming months.

The committee also received a report on Major Projects and Deferred Maintenance and Minor Construction. Currently, the Health Science Building is on schedule, with the animals being expected to return by Fall 2019. Due to complicated construction, the Nicol Building is four weeks behind schedule.

Mr. Dale Craig thanked for his service on the Board of Governors and as Chair of the Building Program Committee over the last three years.

*b) Community Relations and Advancement Committee.*

Mr. Dan Fortin, Chair of the Community Relations and Advancement Committee stated that the committee had not met since the previous Board of Governors meeting, leaving nothing to report at this time.

*c) Finance Committee*

Mr. Bob Wener, Chair of the Finance Committee stated that the committee had not met since the previous Board of Governors meeting. Mr. Wener advised that the 2018/19 fiscal year is closed, and a surplus is projected, the allocation of which will come forward to the Board of Governors in Fall 2019. Additionally, Mr. Wener stated that all major construction projects remain on budget.

A question was posed regarding the OSAP program changes. Ms. Suzanne Blanchard, Vice-President (Students and Enrolment) stated that Carleton is responsible for the Student Access Guarantee, which will increase bursaries to assist those impacted by a decrease in OSAP funding. Additionally, Carleton staff has been working with students to ensure all of their OSAP forms are filled out correctly.

Mr. Bob Wener thanked for his service on the Board of Governors and as Chair of the Finance and Audit Committees over the last three years.

*d) Governance Committee*

Mr. Ken Evans, Chair of the Governance Committee provided an update from the May 16<sup>th</sup>, 2019 meeting. The committee reviewed best practices for committee restructuring, as well as reducing the number of committees. As a result of this process, the Nominating and Governance committees will merge for the 2019/20 academic year, and the Advancement and University Relations Committee (formerly known as the Community Relations and Advancement Committee) will provide strategic oversight for Advancement and Communications.

**9. OPEN- OTHER BUSINESS**

The Vice-Chair, Mr. Dan Fortin, introduced a motion to include “Indigenous communities” in item 1a) of the Terms of Reference of the Advancement University Relations Committee. As a result of the discussion at the beginning of the meeting, Mr. Fortin felt as if it was important to highlight the Indigenous community in the Terms of Reference.



It was moved by Mr. Fortin and seconded by Mr. Evans to amend the Advancement and University Relations Committee Terms of Reference, Key Overarching Objectives, Relationship development, Item 1a to read: “Provide strategic oversight and assistance with respect to the University’s community engagement, including but not limited to its Indigenous communities to support its academic and operational objectives and ensure that its reputation is maintained and enhanced. The motion carried with five opposed and one abstention.

**10. OPEN-QUESTION PERIOD**

There were no other questions.

**11. END OF OPEN SESSION AND BRIEF NETWORKING BREAK**

There being no further business, it was moved by Mr. Ullett, seconded by Ms. Osagie to adjourn the Open Session of the Board of Governors. The motion carried.