

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

Minutes of the 645th Meeting of the Board of Governors
Tuesday, March 18th, 2025 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	B. Creary (Chair)	K. Furlong (Virtual)	J. Muthukumar (Virtual)
	C. Tessier (Vice-Chair)	D. Greenberg	L. Newton Miller (Virtual)
	W. Tettey	L. Grussani	J. Nelson
	H. Babb	A. Hamdani	M. Shea (Virtual)
	L. Breen	N. Laporte	J. Simpson
	J. Carr	D. Maseko (Virtual)	A. Tremblay
	A. Chan	S. Mingie	P. Wolff
	J. Devoe	G. Morris	
REGRETS:	Y. Baltacioğlu	P. Dion	M. Main
	Y. Bizuneh	G. Farrell	B. O'Connor
	J. Camelon	J. Greenberg	J. Taber
STAFF:	B. Appel Kuzmarov	R. Goubran	D. McNair
	M. Bright	L. Goudie	K. McKinley (Virtual)
	S. Blanchard	C. Khordoc	P. Rankin
	T. Frost	A. Marcotte	N. Siddiqi
	C. Hobin (Virtual)	N. Macdonald	K. Solomon
	A. Goth (R. Secretary)	K. Mann	

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 third meeting of the 2024/25 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located and provided a personal land acknowledgement. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members and observers in person and virtually. She welcomed W. Tettey, President and Vice-Chancellor, and R. Sinclair, General Counsel to their first meeting of the Board of Governors.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. J. Simpson declared a conflict with respect to Item 5.1 – 2025/26 Ancillary Budget and abstained from voting on the item.

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by L. Grussani and seconded by A. Chan that the open agenda of the 645th 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 644th Board Meeting and the Pension Plan Actuarial Report.

The following items were circulated in the open consent agenda for information: Carleton Energy Master Plan Update and GHG Update, Investment Committee Membership, Investment Report on the Endowment, Audited Financial Statements for the Carleton Retirement Fund, Update on the 2024/25 Operating Budget and Status of Reserves, Carleton University Responsible Investing Report, Draft Carleton University Sexual Violence Policy, The Evolution of Alumni Engagement, Department of University Communications Update, Government Relations Update, and minutes from Senate.

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

5. ITEMS FOR APPROVAL

5.1 2025/26 Ancillary Budget

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

A. Hamdani, Chair of the Finance Committee, outlined that the Finance Committee received the presentation on February 27, 2025 and a robust conversation took place around some of the proposed increases.

S. Blanchard, Vice-President (Students and Enrolment) provided a presentation regarding the proposed budget for Ancillary Services in 2025/26. An overview of the ancillary units was provided including their mandate to generate sufficient revenue to fund the cost of providing services. For 2024/25, the overall performance of the ancillary portfolio remained strong and all relevant units had business plans and deferred maintenance plans. It was expected that all ancillaries would be in a surplus by 2027/28.

Highlights of the ancillary budgets included:

- Housing, Resident Life, and Conference Services: the opening of Rideau House was expected for Fall 2025, increasing capacity and revenue. For 2025/26, residence fees were proposed to increase by 4.2%;
- Dining Services: 2024/25 revenue would meet projections and for 2025/26, a 5.5% increase to the Dining Plan cost was proposed and a review of the retail experience would be undertaken;
- Physical Recreation and Athletics: in 2024/25, a student referendum passed to increase the athletics ancillary fee to expand the fitness centre. In 2025/26, athletics would continue to make capital investments to support facility renewal and the Athletics Fees would increase by 2.3% (Ottawa CPI);
- Parking Services: in 2024/25, P9 was decommissioned, and parking services was working towards virtual parking solutions. In 2025/26, it was proposed to increase parking rates to be in line with transit rates and student permits would be increased by 25%, eliminating the deficit by 2027/28; and
- Health and Counselling Services: demand remained high, and a referendum passed in 2023/24 for a \$25 per term student mental health fee (increasing by 2.3%), allowing Carleton to expand resources to meet the needs of students;
- The Print Shop's return to profitability in 2024/25;
- The Campus Store being brought in-house for 2025/26;
- Carleton Dominion Chalmers Centre (CDCC) need for capital reinvestment;
- The lease for the National Wildlife Research Centre would expire in 2027 and discussions with Environment Canada were taking place;
- The remaining units had small deficits in 2024/25, but a closing accumulated surplus of \$2.5 million was expected for 2025/26; and
- The largest investments for the coming year would be in Nideyinàn and the Campus Bookstore.

A member inquired about how the discontinuation of the daily employee parking rate aligns with on-campus work and exploring alternative transportation options. S. Blanchard responded that \$7 daily rate was introduced during the pandemic and Carleton was looking to increase parking rates closer to market and in line with OC Transpo. The staff monthly pass was still below market rate, but it would increase over the next two years.

A member noted the fee increases across the ancillaries and asked how this would be received by the university community. S. Blanchard responded that they aimed to increase the ancillary fees in line with CPI or use student referendums to seek approval for increases. The residence fee and residence dining fee would increase above CPI, but Carleton consulted the student association, additional services were being offered, and other steps were being taken to increase affordability for students. She acknowledged that there would be staff pushback to the parking increases and there were a limited number of student parking spaces available.

On the recommendation of the Finance Committee, it was moved by A. Hamdani and seconded by S. Mingie to approve Carleton's 2025/26 Ancillary Services budget, as presented. The motion carried with one abstention.

6. ITEMS FOR INFORMATION

6.1 Enrolment Report

A presentation was circulated in advance.

S. Blanchard provided a presentation on Undergraduate admission statistics. The trends in enrolment had shifted over the previous ten years and a regional comparison in application numbers was shared. The cost of undergraduate students moving away from home contributed to the increase in applications from Ottawa and Eastern Ontario. Carleton's international applications grew from 2015/16 to 2018/19 but there was a steep decline as of 2023/24 due to a number of geopolitical factors and government policy. Regional trends in new domestic student admissions over the past ten years were shared, with Ottawa and Eastern Ontario registrations being consistently strong but the team was working on strategies to increase the Greater Toronto Area (GTA) and other domestic registrations.

International admissions followed the same trend as applications, growing from 2015/16 but showing a steep decline in 2023/24. There was a noticeable decrease in the registered students compared to confirmed, indicating challenges in obtaining student visas or getting to Canada. To address this gap, Carleton was diversifying its markets. Compared to other Ontario universities, Carleton had diversified in the international market earlier, peaking around 16% international students in 2018/19. International enrolment began to decline in 2020/21 with Carleton's enrolment declining faster than the rest of Ontario, attributed to the specific emerging markets where Carleton was focused.

To address enrolment, a number of recruitment strategies were highlighted including personalizing the outreach at each stage of the recruitment process. The undergraduate recruitment office led direct outreach activities in high schools through career nights, mini courses, as well as other strategies. Faculties also interacted directly with prospective students at events such as the Ontario Universities Fair (OUF). International recruitment activities included direct, in person, and online events, student ambassadors, partnership activities, and utilizing agents.

A member inquired about the overall enrolment numbers and how Carleton's trends compared to other Ontario institutions. S. Blachard responded that overall, domestically and in Ottawa specifically, Carleton's market share had been trending well. During the pandemic, Carleton lost some of the GTA market share, and strategies were being implemented to address this loss.

A member asked for confirmation that Carleton offered residence to all first-year students. S. Blanchard confirmed that Carleton offered residence to all first-year and international students. She added that Carleton's residence rates were affordable, especially compared to the housing costs in the GTA. She spoke to recruitment efforts in the GTA, such as providing specific reasons, such as course offerings, for students to come to Carleton.

A member asked if the impact of the new administration in the United States was being felt on enrolment trends. S. Blanchard responded that it was too soon to tell as students would have started applying in Fall 2024 for Fall 2025, but she had not seen a big change thus far.

N. Siddiqi, Vice-Provost (Graduate Studies), provided a presentation on the ten-year enrolment trends with respect to Graduate Admissions. He advised that there were 5,594 full-time and part-time graduate students, with 78% of those students domestic and 22% international.

Since 2018, Carleton's International PhD enrolment had been steadily increasing and was supported through the implementation of International Doctoral Tuition Support in 2020. Domestic students' tuition was largely offset with scholarships, with funding per student received from the government. A breakdown of PhD student enrolment by Faculty was shared. The Faculty of Arts and Social Sciences (FASS) and the Faculty of Public and Global Affairs (FPGA) were trending downwards, but it was compensated by growth in the Sprott School of Business, the Faculty of Engineering and Design (FED), and the Faculty of Science.

Enrolment trends for master's students were shared, splitting out full-time and part-time students. Domestic full-time enrolment was trending upwards and domestic part-time nearly tripled from Fall 2024 to Fall 2025, largely attributed to the online Master's of Business Administration (OMBA). By faculty, FASS, FPGA, and Science were all trending slightly downwards, FED was trending slightly upward, and Sprott had increased substantially since Fall 2021, again attributed to the OMBA.

Year-over-year comparisons for domestic and international master's applications and confirmations illustrated the potential impact of the interventions initiated by Graduate Studies since August 2024, including rolling admissions and the diversification of the international master's portfolio. High confirmations were an effect of the rolling admissions initiative and would normalize by the end of March 2025. For budgetary purposes, a 7% increase in domestic master's enrolment was projected by August 2025.

Effective January 2025, the Government of Canada introduced Provincial Attestation Letters (PALs) as a requirement of graduate admissions. Their effect on the conversion of acceptances to registrations was unknown.

A member inquired about the downward trends and asked if this was Carleton-specific or Canada-wide. N. Siddiqui advised that this trend was Canada-wide and that the Canadian brand was affecting international applications.

A member inquired about the change in the number of approved compared to application numbers and asked if this was due to a change in admissions standards. N. Siddiqui responded that acceptances depended on GPA and he reported that the average GPA for acceptance remained approximately the same, and was actually slightly up, for 2025/26 as compared to 2024/25.

6.2 International Update

A presentation was circulated in advance.

B. Appel Kuzmarov, Associate Vice-President (International), provided a presentation, speaking to Carleton International's strategic vision of "Serve the World, Nurture Global Citizens". Its mission was to enhance Carleton's international reputation for research and teaching in programs that respond to the needs of society today and anticipate the needs of the future. In 2024/25, Carleton had 3,636 international graduate and undergraduate students, 69 active agreements with other institutions, and 109 student exchange agreements. She shared the following goals of Carleton International:

- International Research and Funding: creating research collaborations, increasing research funding and expanding student research mobility with 39 projects and \$7,026,924 awarded in 2024/25 to date;
- International Students: diversifying student population, enhancing student experience, with students registered in Fall 2024 from 145 countries; however, a decline in international students since 2020 was noted;
- International Teaching, Knowledge, and Expertise: expanding international programs, attracting international scholars with visiting scholars from over 40 countries in 2024;
- Internationalization at Home: leveraging Carleton's location in the nation's capital including engagement with embassies and high commission representatives, and promoting intercultural teaching events; and
- International Mobility and Experiential Learning: increasing international mobility and showcasing Carleton's success.

A number of challenges for internationalization from the previous few years were noted such as geopolitical instability, changing immigration policies, and research security. Carleton International met those challenges with enhanced risk assessments, with regular geopolitical briefings, establishing trusted new partnerships, and established clear procedures and guidelines.

B. Appel Kuzmarov spoke briefly about the Horizon Europe work program and funding opportunities for Carleton researchers. The existing International Strategic Plan was set to

end in 2025 and benchmarking would be undertaken to support data driven strategies in the next iteration of the plan and a geopolitical risk framework would be developed.

6.3 Report from the Chair

The Chair advised that applications for the Board Award for Outstanding Community Achievement and the Founders Award would close on March 21, 2025 and encouraged members to submit nominations. She advised that the Carleton Challenge Conference would be taking place on May 13, 2025 and the topic would be Artificial Intelligence. Registration was open and she encouraged members to attend.

6.4 Report from the President

A written report was circulated in advance.

W. Tettey, President and Vice-Chancellor, began his report by thanking all members and the broader university community for their support since he joined Carleton at the start of the year. He recognized a number of recent events at Carleton including Black History Month, International Women's Day, the annual Service Excellence Awards, and Ramadan. He also highlighted the annual Campus Community Campaign which celebrates the philanthropic culture on campus. Carleton celebrated the grand opening of the Abilities Living Laboratory (ALL), noting the work done by Governor A. Chan, a state-of-the-art interdisciplinary research facility dedicated to pursuing a fully inclusive and accessible Canada.

Recent, notable achievements at Carleton included:

- J. Anderson received a grant from Canadian Hearing Services to lead a significant study on the link between hearing loss and cognitive reverse;
- P. Crockford, Assistant Professor in the Department of Earth Sciences, was awarded a 2025 Alfred P. Sloan Research Fellowship in Earth System Science;
- Carleton was recognized as one of Canada's fastest-growing, research-intensive universities by ReSearch Infosource;
- In December 2024, four Carleton Alumni (V. Murty, B. Perry, M. Prince, and D. Sims) were appointed to the Order of Canada; and
- Student achievements included K. Medland Spence, chemistry student, for winning gold in the International Figure Skating competition, I. Umanah as well as L. Tham, and J. Woldegiorgis securing first place in the MLSE Global Partnerships Case Competition.

W. Tettey spoke to the recent Provincial election in Ontario and the sector was optimistic that there may be movement on tuition and the operating grant. He added that six Carleton alumni won seats in the election. Carleton would continue to be visible on issues facing universities in collaboration with its sector partners.

A member commented on the evolving operating budget deficit figures over the last several updates and asked the reason for the changes and if there were mitigation measures in place to address the increase. W. Tetey responded that the projections were based on the University's assessment of enrolment numbers which change over time and the team was working to address the downward trend, including looking for efficiencies, and providing updates to the campus community.

6.5 Committee Chair Updates

6.5.1 Building Program Committee

A. Tremblay, Chair of the Building Program Committee, advised that the Committee met on February 27, 2025 to review two items for information and one item for discussion.

The first item for information was the Energy Master Plan and Greenhouse Gas (GHG) update from S. MacDonald, Director of Energy and Sustainability Services. Carleton reported net savings of \$1.5 million since the Co-Generation Plan began operating; however, there had been an increase in GHG emissions from the plant's operations. The primary goals remained reducing Carleton's emissions by 50% by 2030 and achieving carbon neutrality by 2050. These goals were supported by projects such as the Electric Boiler Grant, Save on Energy Program, Decarbonization Projects, and Chilled Water Plant Consolidation.

The Committee received an update on the Ongoing Capital Projects and Capital Renewal on campus. Highlights included the Loeb Envelope Remediation Project moving towards the tendering phase, the Rideau House (new student residence) occupancy was delayed until July 2025. Regarding the Aquatics Wellness Centre, Carleton had entered non-binding discussions with the City and a funding proposal and transaction model were expected by Spring 2025. Lastly, the demolition of the P9 parking garage was complete and on track to save \$4.5 million due to bids coming in lower than expected.

The Capital Planning Policy was discussed and a summary of changes was provided including the policy being moved under the authority of the Board of Governors. Recommended changes included reviewing the policy in two years before returning to the five-year cycle, clarifying roles and responsibilities, and the changes would be incorporated and would return to the Committee for review and approval at the next meeting.

6.5.2 Finance Committee

A. Hamdani, Chair of the Finance Committee, advised that the Committee met on February 27, 2025, receiving three items for approval. Approved items included the proposed budget for the 2025/26 ancillary services, including revenue projections for

the ancillary units. The actuarial valuation of the retirement plan for the period ending June 30, 2024 was approved, noting it was solvent and fully funded on all measures. Lastly, the Committee approved the appointment of D. Burrill to the Investment Committee.

Items for information started with the 2024/25 Operating Budget Update and Status of the Reserves, noting it was still a challenging situation and there is an anticipated shortfall of \$26.2 million. An update was received on the University's Financial Accountability Framework and Action Plan and it was anticipated that Carleton would remain in the 'Medium' Action Plan. He spoke to the challenging macroeconomic climate and the strategies being undertaken by the University such as the Voluntary Retirement Incentive Program. Management presented their inaugural Responsible Investing Report showcasing Carleton's commitment to reducing carbon intensity in its investment portfolio.

7. OPEN-OTHER BUSINESS

No other business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

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