

24/25

BOARD OF GOVERNOR'S  
CHAIR'S  
REPORT



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## A WORD FROM THE CHAIR

As I reflect on my first year as Chair of the Board of Governors, I do so with a deep sense of responsibility and pride in Carleton University's enduring commitment to academic excellence, research innovation, and community engagement.

This past year has brought significant financial challenges to Ontario's post-secondary sector. Institutions across the province, including Carleton, are navigating a complex landscape shaped by constrained operating budgets, inflationary pressures, and evolving student needs. These realities have required complex decisions and a renewed focus on financial sustainability.

Amid these challenges, a defining milestone was the appointment of Dr. Wisdom Tettey as Carleton's 17th President and Vice-Chancellor. Dr. Tettey brings a distinguished record of academic leadership, a deep commitment to inclusive excellence, and a compelling vision for the future of higher education.

Throughout this period, Carleton has continued to demonstrate remarkable resilience. This strength is rooted in the dedication of our faculty and staff, the vibrancy of our student body, and the clarity of purpose shared by our leadership.

Whether through innovative partnerships, philanthropic support, or shared governance, our collective efforts are laying the groundwork for a sustainable and thriving future.

As we look ahead to the 2025–2026 academic year, the Board remains committed to transparent governance, prudent stewardship, and advancing the mission and values that make Carleton a leader in Canadian higher education.

Thank you for your continued support and engagement.

CHAIR

The ***Board of Governors*** (BoG) is responsible for overseeing the *administrative* and *financial* operations of ***Carleton University***. 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 Carleton Board by the *Numbers*



2

Chancellor  
and President



2

Undergraduate  
Students



2

Graduate  
Students



2

Faculty  
Members



2

Senate  
Representatives



2

Alumni Association  
Representatives



2

Professional  
Service Staff



18

Community-at-large  
Members

6

Full Board  
Meetings

25

Committee  
Meetings

22

Observers  
Welcomed

1550+

Volunteer  
Hours

# THE CARLETON 24/25 BOARD



**Logan Breen**  
Ungraduate Student



**Howard Babb**  
Community



**Yaprak Baltacıoğlu**  
Chancellor



**Yafet Bizuneh**  
Undergraduate Student



**Jennifer Camelon**  
Community



**Julie Carr**  
Community



**Adrian Chan**  
Faculty



**Beth Creary**  
Chair, Community



**Jim Devoe**  
Community



**Patrick Dion**  
Community



**Greg Farrell**  
Past Chair, Community



**Kim Furlong**  
Community



**Josh Greenberg**  
Faculty



**Dan Greenberg**  
Community



**Linda Grussani**  
Alumni



**Al Hamdani**  
Community



**Nathalie Laporte**  
Community



**Mat Main**  
Alumni



**Dudley Maseko**  
Community



**Susan Mingie**  
Community



**Georgette Morris**  
Graduate Student



**Janakan Muthukumar**  
Graduate Student



**John Nelson**  
Administrative Staff



**Laura Newton Miller**  
Faculty



**Brenda O'Connor**  
Community



**Melissa Shea**  
Community



**James Simpson**  
Administrative Staff



**Jane Taber**  
Community



**Christina Tessier**  
Vice-Chair, Community



**Wisdom Tettey**  
President & Vice  
Chancellor



**Ann Tremblay**  
Community



**Pamela Wolff**  
Faculty

# Incoming

## GOVERNORS 25/26



**JULIE ARMSTRONG**, Undergraduate Student

**Julie Armstrong** is a second-year student at Carleton University, pursuing dual degrees in Social Work and Political Science. Bilingual in English and French, Armstrong brings leadership, strategic planning, and advocacy skills to the Board of Governors. Her experience as a Co-op Student at Jansen Law and roles as Summer Camp Director and Gymnastics Coach highlight her commitment to excellence and ability to represent diverse student voices effectively.



**ALLAN BURI**, Undergraduate Student

**Allan Buri** is President of the Carleton Academic Student Government (CUSA), leading initiatives like the Academic Concern Intake Form. With experience in financial oversight of a \$7M nonprofit and municipal planning, Buri brings strong financial analysis and consultation skills to the Board, along with a commitment to addressing student needs.



**PHILIP CARTWRIGHT**, Community

**Philip Cartwright** co-leads Global Public Affairs' Ottawa team and its Transportation, Infrastructure, and Communities practice. With nearly 20 years' experience in policy, regulation, and legislation, Cartwright previously worked at the Privy Council Office and Ipsos-Reid. Cartwright also serves on several boards and holds degrees from Carleton and Queen's universities.



**JOHN CASOLA**, Community

**John Casola** is Chief Investment Officer at the Canada Infrastructure Bank, with over 35 years in project finance and public-private partnerships. Casola specializes in ESG and Indigenous infrastructure, and has held senior roles at PwC, Investec, and BedRock Capital. A Carleton alum, Casola also chairs the board of ErinoakKids Centre.



**JACKIE CHOQUETTE**, Community

**Jackie Choquette** leads Government Affairs at 3M Canada. Formerly Chief of Staff in Ontario's government, Choquette serves on boards of Canadian Manufacturers and Exporters and the Canadian Chamber of Commerce.





**PAMELA FRALICK**, Alumni

**Pamela Fralick** is CEO of PCF Executive Leadership with over 30 years in governance and senior leadership at IMC, the Canadian Cancer Society, and more. A Carleton alum, Fralick holds an ICD.D designation and serves on multiple boards, including D2R and Queen's University's School of Public Policy Advisory Board.



**KEVIN GRAHAM**, Senate-Faculty

**Kevin Graham** is Chair of Physics at Carleton University, contributing to research, governance, and academic leadership. Graham also leads Carleton's Subatomic Physics Technical Team and is vice-chair of the national MRS Coordination Board. He has served in multiple academic leadership roles and currently sits on the Senate and its Academic Governance Committee.



**GINA MALABA**, Graduate Student

**Gina Malaba** is a passionate advocate for Black youth and climate justice. Malaba also co-founded the Black Students Association Alumni Network and now serves on the Youth Advisory Board for Mental Health and Climate Change Alliance (MHCCA), supporting research on mental health and climate change through strategic partnerships and policy advocacy.



**JONATHAN MALLOY**, Academic Staff

**Jonathan Malloy** is a Full Professor of Political Science at Carleton University, holding the Bell Chair in Canadian Parliamentary Democracy. Malloy has published seven books, including *Politics of Ontario*, and serves as President of the Canadian Political Science Association. He also advocates for graduate education reform and stronger university funding.



**LISA SAMSON**, Community

**Lisa Samson** is Managing Principal at StrategyCorp's Ottawa office. Sampson specializes in strategic consulting, communications, and stakeholder engagement. She has delivered public policy results in energy, healthcare, and education and currently serves on the National Arts Centre's Strategy and Engagement Committee.



**BRETT TACKABERRY** Community

**Brett Tackaberry** is Principal Architect, Public Sector at Google Cloud, with 20 years in tech leadership, AI, and cybersecurity. Tackaberry has held roles at Hyphen, Azavea, and Rebel.com, and volunteers with Algonquin College and AI Tinkerers. Tackaberry is also an active Carleton engineering alum.

# *Outgoing* GOVERNORS

We sincerely thank the departing members of the Board of Governors for their dedicated service and valuable insights, which have significantly advanced Carleton University. Your contributions have left a lasting legacy, and we deeply appreciate your efforts for the greater good.

- Yaprak Baltacioğlu, *Chancellor*
- Yafet Bizuneh, *Undergraduate Student*
- Logan Breen, *Undergraduate Student*
- Patrick Dion, *Community*
- Greg Farrell, *Community*
- Kim Furlong, *Community*
- Dan Greenberg, *Community*
- Laura Newton Miller, *Academic Staff*
- Janakan Muthukumar, *Graduate Student*
- Brenda O'Connor, *Community*
- Jane Taber, *Community*
- Jerry Tomberlin, *Interim President and Vice Chancellor*
- Pamela Wolff, *Faculty-Senate*



# NEW FACES IN LEADERSHIP



**JOHN CLEMENTS**, Associate Vice-President Facilities Management and Planning

**John Clements** brings over 20 years of experience in facilities management, construction, and organizational development. Clements joins Carleton from the University of Ottawa, where he was Director of Strategy and Facilities Planning, leading long-term development and strategic initiatives.



**DUANE MCNAIR**, Vice-President, Finance and Administration (VPFA)

**Duane McNair** is a CPA and brings over 24 years of senior leadership experience. McNair previously held the role VPFA at Algonquin College, overseeing financial and administrative operations since 2010.



**DR. RONALD MILLER**, Interim Dean of Faculty of Engineering and Design

**Dr. Ronald Miller** is a Chancellor's Professor in Mechanical and Aerospace Engineering at Carleton University. Miller also chaired the department from 2016 to 2024, led two CEAB accreditations, helped launch the Climate Change Specialization, and is a two-time Research Achievement Award winner.



**NIKITA (NIK) NANOS**, CHANCELLOR

**Nik Nanos** is Chief Data Scientist and Founder of Nanos Research, and a leading expert on public opinion, politics, and democracy. Nanos' insights appear in major media such as *The Globe and Mail*, *Bloomberg*, and *The Economist*. Nanos is an Adjunct Research Professor at Carleton University, Global Fellow at the Wilson Center, and Executive Fellow at the University of Calgary. He also chairs the Positive Energy Program Advisory Board and serves as Honorary Captain in the Royal Canadian Navy.



**DR. HOWARD NEMIROFF**, Interim Dean of Sprott School of Business

**Dr. Howard Nemiroff** has served as Interim Dean of the Sprott School of Business since September 2023, leading AACSB re-accreditation and launching a new Bachelor of Accounting. Nemiroff was previously Associate Dean, Faculty Affairs, and Undergraduate Studies, where he led curriculum improvements. He holds degrees from Western Ontario and Concordia, including a Ph.D. in Finance.



**RICHARD SINCLAIR**, General Counsel

**Richard Sinclair** previously held the role of General Counsel at the Ottawa-Carleton District School Board, where he advised senior leaders and trustees. A strong advocate for equity and inclusion, Sinclair promotes a human rights-based approach to legal strategy and decision-making.



# ***Welcoming President Wisdom Tettey***

Effective January 1, 2025, Dr. Wisdom Tettey commenced his tenure as the 17th President and Vice-Chancellor of Carleton University.

On January 23, the Carleton University community gathered to formally welcome Professor Wisdom Tettey as the institution's 17th President and Vice-Chancellor. President Tettey's appointment followed a comprehensive and inclusive national search process led by the Board of Governors, in close collaboration with the university's Senate and key stakeholders. The Board played a central role in identifying a leader whose values align with Carleton's mission and future aspirations.

In his inaugural address, President Tettey expressed deep gratitude to the Board for its confidence in his leadership and for guiding a thoughtful, consultative selection process. He reaffirmed his commitment to fostering a community of globally minded leaders dedicated to challenging the status quo and advancing meaningful societal change.



# INNOVATING THROUGH CONSTRAINTS

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## UNIVERSITY FINANCIAL ACCOUNTABILITY FRAMEWORK & ACTION PLAN

In late 2024, Carleton University was selected by the Ministry of Colleges, Universities, Research Excellence and Security to undergo a third-party “efficiency and accountability” review.

This mandate follows Carleton’s ongoing budget deficit and its medium-risk classification under the Province’s Financial Accountability Framework. Since last year, twelve Ontario universities have been reviewed, with Carleton among five newly identified institutions for this process.

Funded through the Province’s Efficiency and Accountability Fund, the review will assess opportunities for improved efficiency across governance, student services, academic programming, facilities, procurement, and revenue generation. Concurrently, Carleton will continue advancing its Mission Sustainability Framework to address financial challenges while safeguarding the integrity of its academic mission.

Details regarding community consultation will be shared once finalized. Despite current fiscal pressures, Carleton remains firmly committed to academic and research excellence.

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## 2025-26 OPERATING BUDGET

The Board of Governors approved Carleton’s 2025–26 operating budget, outlining total expenditures of \$547 million and projected revenues of \$515 million, resulting in a base operating deficit of \$32 million.

This shortfall is primarily attributed to declining international student enrolment and increased salary costs following the repeal of Bill 124.

While the budget reflects modest growth in government grants, investment income, and other revenue streams, it also accounts for rising expenditures related to compensation and campus infrastructure.

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## 2025-26 ANCILLARY SERVICES

Carleton University’s ancillary units are projected to generate sufficient revenue to fully cover service delivery costs while continuing to build reserves for future capital improvements.

The proposed 2025–26 budget includes targeted rate and fee adjustments where applicable—such as for parking and health and counselling services. It also outlines expected revenues from operations including The Print Shop and Campus Card services, anticipated operating expenditures, and planned capital reinvestments to support long-term sustainability and service enhancement.





# Highlights

## Carleton's Pension Plan

as at June 30, 2024, the Plan is 103% funded on a going-concern basis, reflecting a surplus of \$26 million. Additionally, the Plan is 122% funded on a solvency (wind-up) basis, with a surplus of \$199 million. The Plan remains fully funded and financially stable.

## Ongoing Capital Project Status & Capital Renewal (Deferred Maintenance)

Projects totaling \$255,612,832 are currently underway with the value of work completed to March 18, 2025, totaling \$143,276,992

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The demolition of P9 was completed in Fall 2024 with a savings of \$4.5 million

# Enrolment Trends

## UNDERGRADUATE ENROLMENT: A JOURNEY OF GROWTH AND RESILIENCE

Since 2015, Carleton University has maintained consistent levels of undergraduate applications and admissions. Notably, the 2024–25 cycle has seen a marked increase in interest from students within Ottawa and the Eastern Ontario region. This positive trend is also reflected in the growth of new domestic student admissions.

However, the combined impact of the COVID-19 pandemic and recent Immigration, Refugees and Citizenship Canada (IRCC) caps on international student permits has resulted in a significant decline in international admissions. Projections indicate that this downward trend will continue into 2025. Carleton has been disproportionately affected by these regulatory changes compared to other post-secondary institutions in Ontario.

In response to these challenges, the university is implementing a comprehensive and adaptive recruitment strategy aimed at both international and domestic markets. This multi-faceted approach will showcase Carleton's academic strengths and prioritize personalized engagement throughout the recruitment journey.

Key initiatives include:

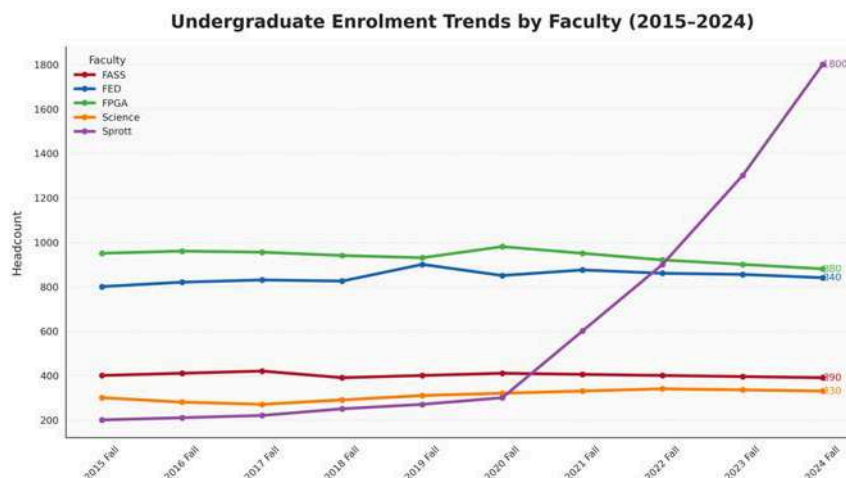
- *Enhanced campus tour experiences*
- *Strategic partnerships and academic pathway programs*
- *Dynamic open house events*
- *Early outreach to high school students*
- *Direct, in-person, and in-country recruitment activities in targeted regions*

These efforts are designed to strengthen Carleton's visibility, attract a diverse student body, and ensure sustained enrolment growth in a rapidly evolving post-secondary landscape.

## GRADUATE ENROLMENT: EMBRACING NEW HORIZONS

Domestic graduate enrolment at the master's level has experienced a significant increase over the past two years.

In contrast, international graduate enrolment, which had remained stable, is now showing signs of decline. For the 2025–26 recruitment cycle, international master's applications have decreased by 45%, following a 28% reduction in the 2024–25 cycle. Despite this substantial drop in applications, the decline in confirmed international enrolments has been comparatively modest, with confirmations down by only 6% relative to the previous year.



# A GROWING AND SUSTAINABLE CAMPUS

Carleton University is steadfast in its dedication to integrating sustainability into its capital projects, with a strong focus on reducing carbon emissions and enhancing energy efficiency. This commitment is evident in the design of new buildings and renovations, which feature energy-saving measures and materials that align with Carleton's Sustainability Plan.

## TERAANGA COMMONS DINING HALL



Following a three-phase expansion, the dining hall in Teraanga Commons opened in September 2024, welcoming students with an additional 450 dining seats.

This project was designed to accommodate the expected increase in student numbers in Carleton Residences following the completion of Rideau House.

## RIDEAU HOUSE STUDENT RESIDENCE



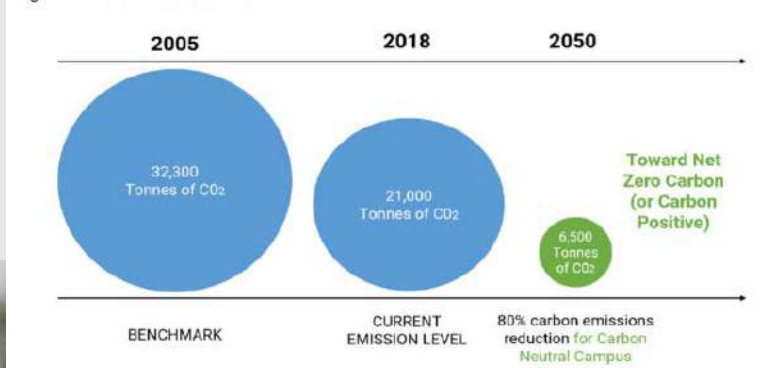
Rideau House Student Residence, which began construction in September 2022, will open for occupancy in Fall 2025. The new 450-bed residence is designed to foster a student-focused community and aligns with Carleton's commitment to equitable and sustainable living. Utilizing Passive House Design principles, the building aims to reduce overall energy and heating demand.



# Highlights



Figure 1 - Toward Net Zero Carbon



## Carleton University Advances Sustainability with Major Funding

Carleton University has secured \$1.6 million in funding from Environment and Climate Change Canada through the Decarbonization Incentive Program (DIP). This funding will support the replacement of a natural gas steam boiler with an electric boiler within Carleton's Central Heating Plant.

The anticipated \$4.2 million project is set to significantly reduce carbon emissions, cutting 2,600 tonnes of CO<sub>2</sub>. This initiative marks a substantial step forward in Carleton's commitment to sustainability and environmental stewardship.

### CHAMPIONING ETHICAL PRACTICES: CARLETON'S COMMITMENT TO TRANSPARENCY

In 2023, Canada took a significant step forward in promoting supply chain transparency by passing Bill S211, which came into effect on January 1, 2024.

Carleton University proudly reports that it has not identified any instances of forced or child labour requiring remediation or loss mitigation.

# Carleton University's Capital Renewal and Deferred Maintenance

## Carleton University's Growth: A Call to Action

Carleton University has experienced remarkable growth, with enrolment outpacing campus space, leading to increased campus density.

Without proactive intervention, a significant portion of campus space will be classified as high-risk by 2031. Although Carleton has responsibly utilized available capital funds, additional funding is crucial to address the needs of these high-risk areas. In the event of future emergencies or strategic initiatives, reallocating resources could impact the institution's ability to maintain facilities.

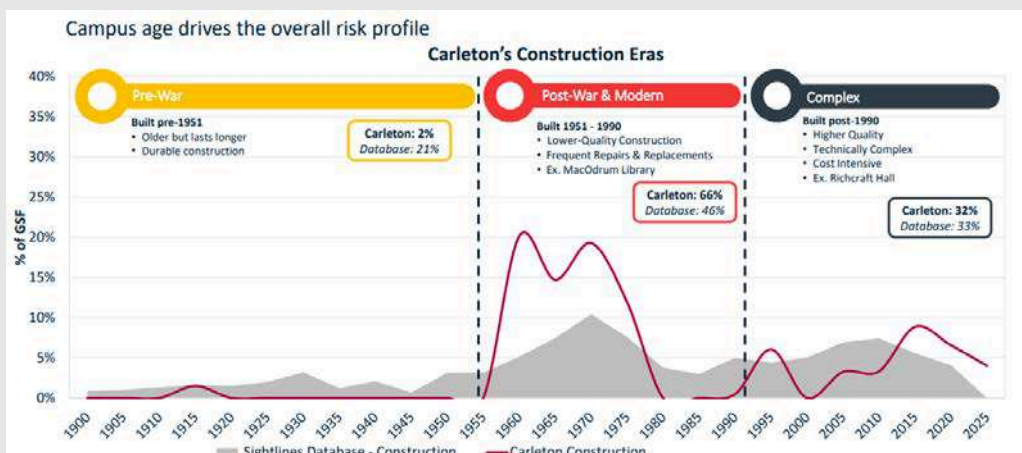
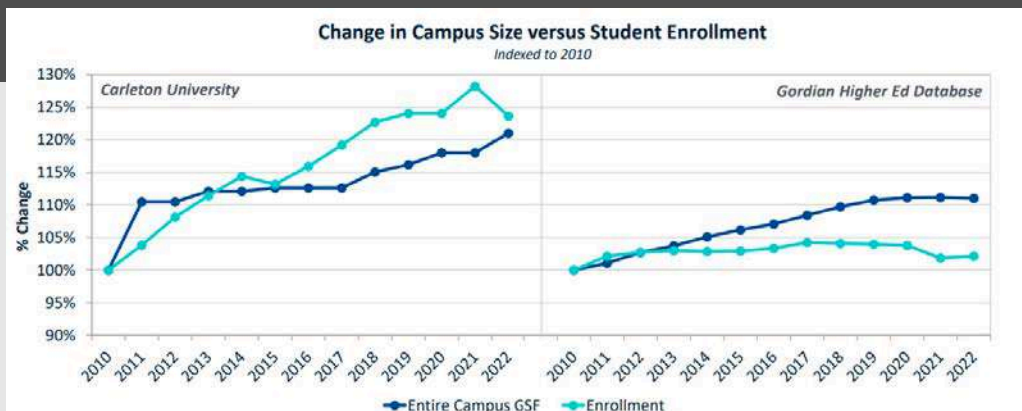
The analysis, conducted and presented by Gordian, reviewed historical university data and included comparisons with peer organizations.

## BOARD GREENLIGHTS LOEB BUILDING REVAMP

*The Board approved the **Loeb Building Envelope Remediation and Replacement Project**, in October 2024.*

*The project, capped at \$40.6 million, includes lobby upgrades **funded by the Faculty of Public and Global Affairs**. This ambitious project will unfold in three phases, aiming to modernize the Loeb Building by **addressing safety concerns, enhancing its aesthetic appeal**, and boosting energy efficiency and sustainability.*

*The third-floor lobby refurbishment will create a **vibrant focal point and gathering space** for faculty, students, and staff.*





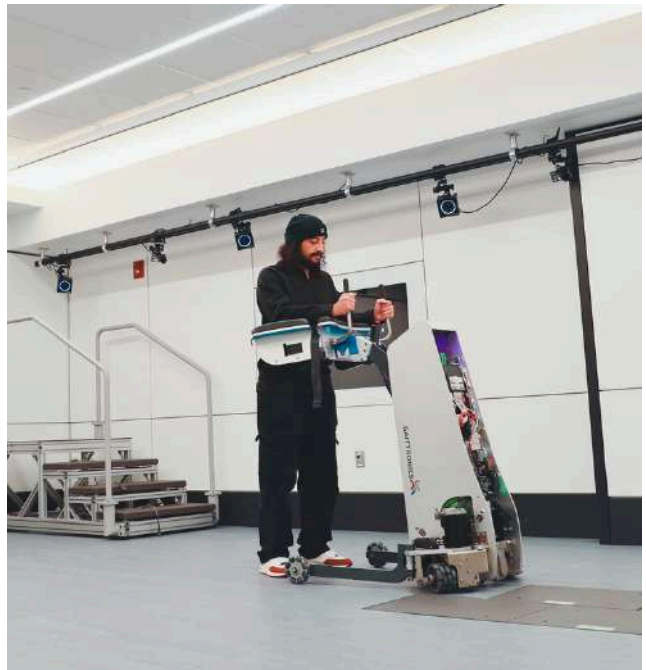
# LEADING THE WAY IN EXCELLENCE

## ADVANCING KNOWLEDGE: CARLETON'S RESEARCH ACHIEVEMENTS

Carleton's multidisciplinary research portfolio continues to shine a national and international spotlight on the institution's accomplishments. This year, Carleton celebrated significant achievements in researcher success, growth in publications and citations, new partnerships, and a remarkable 25% increase in external research revenue since 2022, totaling \$113 million for 2023/24.

Looking ahead, key research priorities for the upcoming year include sustaining increased productivity and funding by enhancing researcher support, fostering multidisciplinary collaborations, and strengthening international activities.

CU Research is committed to ensuring compliance with government mandates, boosting its reputation through honors and awards, optimizing ranking submissions, and celebrating successes.



# 85

Carleton researchers placed within the top 2% of the world's most-cited academics, according to the 2024 influential Stanford-Elsevier citation rankings.

“*The university takes great pride in its researchers, whose vision and dedication serve as true inspirations and drive real-world solutions to some of society's most complex and pressing challenges.*

- Rafik Goubran, Carleton's Vice-President (Research and International)

## maclean's Rankings

Carleton University rose to No. 4 in Canada and No. 2 in Ontario in the comprehensive category, which includes universities with significant research activity and a wide range of programs.

Leading research firm, **Re\$earch Infosource**, recognized Carleton University as one of Canada's **fastest-growing research-intensive** universities in its annual Top 50 Research Universities report, for second year in a row.



# PARTNERSHIPS WITH PURPOSE

Carleton University maintains a strong and enduring commitment to advancing community engagement and enhancing its broader societal impact. In alignment with the university's mission, efforts continue to promote investment in higher education and philanthropic initiatives that address pressing societal and environmental challenges. This includes fostering strategic collaborations with industry and external partners—an approach designed to generate meaningful, mission-aligned outcomes that benefit both the university and the wider community.

## **CARLETON UNIVERSITY ANNOUNCES CANADA'S FIRST CHAIR IN PHILANTHROPY**

In Spring 2025, Carleton announced the establishment of Canada's first Chair in Philanthropy, a milestone for the philanthropic and nonprofit sector.

Based in the School of Public Policy and Administration within the Faculty of Public and Global Affairs, the Chair builds on the success of Carleton's Master of Philanthropy and Nonprofit Leadership (MPNL) program.

Supported by a national consortium of donors, the Chair will lead research, training, and knowledge mobilization in collaboration with sector stakeholders. The Chair will also generate actionable data to inform evidence-based practices and policy across the charitable and philanthropic landscape.

Launching in 2026, the Chair arrives at a pivotal time for the sector and will serve as a cornerstone in the development of a world-class Centre for Philanthropy and Civil Society at Carleton.





## CARLETON UNIVERSITY LAUNCHES INDIGENOUS JOURNALISM CERTIFICATE

Carleton University is introducing a one-year Certificate in Journalism in Indigenous Communities, beginning September 2025.

Delivered in partnership with First Nations Technical Institute, Kenjgewin Teg, and the Mastercard Foundation, the program will be offered in Indigenous communities across Ontario and aims to remove barriers such as travel and housing costs that often limit Indigenous youth from pursuing journalism.

Supported by a \$3.2 million investment from the Mastercard Foundation's EleV Program and development funding from the Inspirit Foundation, the initiative reflects Carleton's commitment to reconciliation and the 41 Calls to Action outlined in the *Kinàmàgawin* strategy.



## CARLETON UNIVERSITY LAUNCHES NEW NURSING PROGRAM

In Fall 2024, Carleton University, in partnership with Queensway Carleton Hospital (QCH), launched its groundbreaking, tech-forward nursing program. This initiative marks the first new university-based nursing program in Ontario in 20 years, aiming to graduate over 200 new nurses annually to bolster the province's nursing workforce.

An event was held on November 5 to announce the partnership and welcome key stakeholders, including Ontario Premier, Doug Ford, and Deputy Premier and Health Minister, Sylvia Jones.

The program, starting in September 2025, heralds a new era in nursing education, designed to swiftly integrate graduates into the workforce to address current staffing shortages. It also promises to revolutionize patient care, representing a significant step toward modernizing health care in Ontario.



From left to right: Hon. Nolan Quinn, Minister of Colleges, Universities, Research Excellence and Security; Maria DeRosa, Dean of Science, Carleton; Doug Ford, Ontario Premier; and Jerry Tomberlin, Interim President, Carleton.



## CAMPUS COMMUNITY CAMPAIGN (CCC)

On March 1, 2025, Carleton University launched its annual Campus Community Campaign (CCC), highlighting Carleton-led initiatives that drive purpose through higher education. Throughout the month, faculty-led projects aimed at enacting positive social change were showcased to raise funds.

By the end of this year's campaign, 490 gifts were made through FutureFunder.ca, with 175 of these providing ongoing support through monthly donations. This generosity underscores Carleton's collective commitment to empowering students and ensuring they have the resources and opportunities to thrive.

490

GIFTS

175

ONGOING DONATIONS

## CARLETON HOSTS THIRD ANNUAL CHALLENGE CONFERENCE

On May 13, Carleton University convened its third annual Carleton Challenge Conference, welcoming Board members, community stakeholders, and cross-sector leaders to engage in critical dialogue on the transformative potential and complex risks associated with artificial intelligence (AI).

The conference opened with a keynote address by Professor Adegboyega Ojo, Canada Research Chair in Governance and Artificial Intelligence. Professor Ojo examined Canada's paradoxical status as a global leader in AI research and talent, underscoring the urgent need for bold national AI objectives and strategic public investment to catalyze private sector engagement and growth.

The program also featured two expert panels. The first panel focused on the practical applications of AI across diverse sectors, highlighting its capacity to enhance operational efficiency, address complex challenges, and improve service delivery. The second panel addressed the ethical, regulatory, and societal dimensions of AI, including governance frameworks, bias mitigation, and the importance of public-private collaboration in shaping responsible AI development.

Carleton University extends its sincere appreciation to its presenting partners, including Danbe Foundation Inc., with special thanks to Carleton Board member Dan Greenberg, and his wife Barbara Crook, for their continued support. The university also acknowledges Ericsson for its valued partnership and collaboration in making this year's conference a success.





# A COMMUNITY OF CARE

## Our Commitment to Diversity

Carleton University's faculties and administrative units continue to demonstrate a strong commitment to implementing the *Equity, Diversity, and Inclusion (EDI) Action Plan* adopted in 2021.

Following the enactment of Bill 166 and the Ontario Ministry of Colleges and Universities' Minister's Anti-Racism/Anti-Hate Directives, Carleton updated and revised its Human Rights Policy on January 31, 2025 to ensure compliance.

As an institution dedicated to fostering mutual respect and understanding, the new policy enables Carleton to more effectively address complaints of discrimination and harassment, facilitate accessible resolution processes, and provide essential support to those in need.

### **ADVANCING EQUITY AND INCLUSION: CARLETON'S COMMITMENT TO THE 50–30 CHALLENGE**

Carleton University's Board of Governors remains committed to the Government of Canada's 50–30 Challenge, which calls on organizations to achieve gender parity (50%) and significant representation (30%) of equity-deserving groups on boards and in senior leadership.

As of the 2024–25 academic year, Carleton's Board composition reflects meaningful progress toward these goals:

- 54% of members identify as women or non-binary individuals
- 32% identify as members of equity-deserving groups, including Indigenous peoples, racialized individuals, persons with disabilities, and members of the 2SLGBTQ+ community

These figures underscore the Board's dedication to embedding equity principles into its recruitment, governance practices, and strategic oversight, aligning with Carleton's broader commitment to inclusive excellence and reconciliation.





## ***Coordinated Accessibility Strategy (CAS) Annual Report***

Following several months of extensive consultation, Carleton University officially launched its renewed Coordinated Accessibility Strategy (CAS) in May 2025. This updated strategy reflects the diverse perspectives of the university community and establishes a comprehensive framework to support Carleton's ongoing commitment to fostering an accessible and inclusive campus environment.

Since its inception, the CAS has catalyzed more than 175 initiatives across seven key focus areas:

- *Coordination and Leadership*
- *Education and Training*
- *Information and Communication*
- *Physical Campus*
- *Employment and Employee Supports*
- *Student Support Services*
- *Research and Development*

Many of these initiatives intersect multiple focus areas, demonstrating the integrated nature of accessibility efforts across the institution.

As of April 2025, 33 of the strategy's 40 recommendations have been completed or are actively underway. Notable accomplishments include the launch of the Professional Education for Accessibility Competence (PEAC) program, the installation of new automated door openers, and significant enhancements to web accessibility.



# Kinàmàgawin

The *Kinàmàgawin Indigenous Initiatives Strategy* aims to transform our campus into a safe and welcoming environment for Indigenous students, staff, and faculty. Key updates for the year include partnerships for land-based learning, targeted fundraising, and the creation of Indigenous-focused spaces.

Further achievements guided by the 41 Calls to Action include the establishment of policies to verify Indigenous identity, reserved housing for Indigenous students, and the development of an Indigenous Research Ethics Board. These efforts reflect our unwavering commitment to fostering an inclusive and supportive community, honoring Indigenous cultures, and promoting educational equity.



## Advancing Indigenous Representation in Academic Governance

As part of its ongoing commitment to the Kinàmàgawin Indigenous Strategy and the 41 Calls to Action, Carleton continues to make meaningful progress in embedding Indigenous voices within the culture, systems, and structures of academia.

One of the key Calls to Action advocates for Indigenous representation—with full voting rights—on both the Board of Governors and the Senate. As highlighted in the 2024 Progress Report, Carleton's Board of Governors currently includes two Indigenous members who hold full voting rights. This marks a significant step toward inclusive governance and shared leadership.



## SEXUAL VIOLENCE POLICY REVIEW AND PREVENTION INITIATIVES

In early 2025, Carleton University completed a scheduled review of its Sexual Violence Policy, in compliance with Ontario's Bill 132 and Bill 26. The revised policy was formally approved by the Board of Governors at its final meeting in June.

The *Honouring Each Other Annual Report* was also updated to reflect the 2023–2026 reporting period. Equity and Inclusive Communities (EIC), in collaboration with the Sexual Violence Prevention and Education Committee (SVPEC), will continue to review the strategy and work plan on a 90-day cycle, aligned with the academic calendar, to ensure responsiveness and accountability.

Additionally, as part of a comprehensive approach to sexual violence prevention, the Office of the Vice-President (Students and Enrolment), in partnership with EIC, launched a university-wide communications strategy. Utilizing social media, mobile app alerts, student newsletters, and web content, the initiative ensures that all community members—particularly survivors—are informed about available supports, reporting mechanisms, and resources, reinforcing Carleton's commitment to prevention, consent, and survivor-centered care.

# CELEBRATING OUR COMMUNITY

## CARLETON UNIVERSITY CELEBRATES OVER 5,100 GRADUATES AT 2024 CONVOCATION CEREMONIES

Carleton University proudly recognized the academic accomplishments of more than 5,100 graduates during its 2024 Convocation ceremonies. The Spring Convocation took place from June 17 to 21, featuring 15 ceremonies and the conferral of five honorary degrees:

### **JP GLADU**

Honored for his leadership in advancing Indigenous business in Canada and his contributions to economic reconciliation.

### **DR. THERESA TAM**

Recognized for her exemplary career in public health and her pivotal role in guiding Canada through the COVID-19 pandemic.

### **DAVID MORLEY**

Celebrated for a lifetime of humanitarian service and steadfast advocacy for children's rights.

### **MALLIK TATIPAMULA**

Commended for his innovations in telecommunications, particularly in efforts to bridge the digital divide.

### **FRANCIS L. GRAVES**

Acknowledged for his influential work in public opinion and policy research.

The Fall Convocation was held on November 9, 2024, and featured three ceremonies, along with the conferral of **TINA FEDESKI** in recognition of her visionary leadership and unwavering commitment to empowering youth through music and community engagement.



*From left to right: Jerry Tomberlin, Interim President, Carleton; Yaprak Baltacioğlu, Chancellor, Carleton; Dr. Theresa Tam, Honorary Degree Recipient; Greg Farrell, BOG Chair, Carleton; Elinor Sloan, Clerk of Senate, Carleton.*



## BOARD OF GOVERNORS AWARD FOR OUTSTANDING COMMUNITY ACHIEVEMENT

*The Carleton University Board of Governors Award for Outstanding Community Achievement is an annual award recognizing the spirit of student volunteerism and substantial community contribution at Carleton University.*



**ARTUR ESTRELA DA SILVA** was unanimously named the recipient of the *Board Award for Outstanding Community Achievement*. Graduating with a Bachelor of Arts Honours in Political Science with a concentration in International Relations in Spring 2025, Estrela da Silva has consistently demonstrated academic excellence, being on the Dean's Honour List from 2021 to 2024 and working as a Research Assistant on Brazilian foreign policy.

Estrela da Silva has shown exceptional leadership in student government, notably serving as Vice-President, Student Issues for the Carleton University Students' Association (CUSA). His initiatives have significantly enhanced student life, including contributions to CUSA's Housing 101 Guide, establishing the first partnership with the Embassy of Mexico to facilitate student internships, and leading the CUSA Think Tank, a volunteer research initiative aimed at boosting student advocacy.

Estrela da Silva's achievements are numerous and include the 2022 Vereed Foundation Scholarship, the 2023 Honourable Walter Baker Memorial Scholarship in Political Science, the 2024 Garrett Elsey Memorial Award, and an International Award of Excellence.



*From left to right: Greg Fergus, Liberal MP; Logan Breen, BOG Member, Carleton; Artur Estrela da Silva, 2025 Recipient of Board Award*

## FOUNDER'S AWARD

*The Founders Award, Carleton's highest non-academic honour, pays tribute to those individuals who have made significant contributions to the advancement of Carleton through their dedication, generosity, and commitment to the values of the university.*



**EDWARD BRUGGINK** has been a dedicated member of Carleton University for 44 years, joining as a greenhouse technician in 1981 and becoming the greenhouse manager in 1998. As the Nesbitt Building Supervisor, Bruggink oversees all 14 greenhouses and grows 12,000 flowers annually to brighten convocation and the campus.

Affectionately known as “Papa Papillon,” Bruggink has significantly shaped the community spirit at Carleton through his volunteerism with the Annual Biology Butterfly Show for over 25 years. In partnership with Let’s Talk Science, the Carleton University Butterfly Show, features over 1,300 butterflies and attracts thousands of attendees.

The Butterfly Show, held annually on Thanksgiving weekend, remains free and accessible to all, drawing local schools and community groups to campus.





## CELEBRATING CARLETON'S SPIRIT, INNOVATION AND COMMUNITY AT THROWBACK

*Throwback*, the highly anticipated homecoming celebration, united alumni, students, and community members from September 26 to October 6.

With a diverse array of events showcasing everything from athletics to art, and new academic programs to engaging lectures, *Throwback* offered something for everyone and highlighted Carleton's vibrant culture.

Attendees explored cutting-edge research in artificial intelligence applications, sparking thought-provoking discussions and excitement for the future.

Carleton varsity events also brought Ravens pride to the forefront. The Ravens football team secured a 24-10 victory over the York Lions, while Ravens rugby dominated with a 27-17 win over the Montréal Carabins.

Art and nature lovers enjoyed memorable experiences, including the Department of Biology's 25th annual Butterfly Show, where the community marveled at the beauty and diversity of butterflies. Meanwhile, the Carleton University Art Gallery (CUAG) launched three new exhibitions, celebrating creativity and innovation in the arts.



# EFFECTIVE GOVERNANCE AT WORK



## Board Orientation

The Carleton University Board of Governors commenced the 2024–25 governance year with its annual Board Orientation, held on September 5, 2024. The session served as a foundational opportunity to welcome new members, reaffirm the Board’s strategic priorities, and deepen understanding of the university’s operations and leadership structure.

The orientation opened with remarks from Interim President and Vice-Chancellor, Dr. Jerry Tomberlin, followed by a series of presentations delivered by members of the Senior Leadership Team.

A keynote address was delivered by Steve Orsini, President and CEO of the Council of Ontario Universities, highlighting the pivotal role of strategic partnerships in advancing prosperity, the necessity of sound financial stewardship, and the vital contributions of universities to workforce development and economic growth.

## Strategy Session

On October 10, 2024, the Board of Governors convened for its annual Strategy Session, providing members with an update on Carleton’s strategic priorities and institutional risk landscape.

The session featured a presentation by Peter Leland, Executive Director of the Office of Risk Management, who delivered an in-depth overview of the university’s Enterprise Risk Management (ERM) framework. Leland’s presentation included a guided tour of Carleton’s institutional Risk Profile, highlighting key areas such as cybersecurity, internationalization, community wellness, financial sustainability, and technology enablement.

Two interactive workshops further engaged Board members in exploring the university’s risk appetite, the interdependencies among risk factors, and the critical role of integrated risk reporting in supporting long-term strategic planning and institutional resilience.





## Professional Development

A series of training and development courses were made available to governors throughout the 24/25 year, including the Kinàmàgawin Indigenous Learning Certificate, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.

### *Governance Workshop*

On September 12, 2024, Carleton Board governors, alongside governance professionals from 11 Canadian post-secondary institutions, participated in Cheryl Foy's *Governance Workshop 2024*. The workshop provided a valuable forum for dialogue on contemporary governance challenges and opportunities within the higher education sector.

Participants engaged in in-depth discussions on shared governance models, strategies for effective board development in today's evolving landscape, and the dynamics between university boards and academic governing bodies. The workshop also addressed critical issues such as freedom of expression, academic freedom, and institutional neutrality—highlighting their implications for university governance and leadership.

## Education Modules

The Carleton University Board of Governors remains committed to deepening its understanding of the university's operations, strategic priorities, and governance responsibilities. As part of this commitment, the University Secretariat delivers a suite of tailored education modules designed to strengthen board members' knowledge and capacity for informed oversight.

These modules cover key areas essential to effective governance, including:

- **Board Leadership** – Exploring the roles, responsibilities, and dynamics of effective board leadership.
- **Board Governance** – Examining governance frameworks, fiduciary duties, and best practices in higher education.
- **Audit & Risk** – Enhancing understanding of institutional risk management, internal controls, and audit processes.
- **Policy** – Reviewing key policies under the purview of the Board.
- **Finance** – Building financial literacy related to budgeting, reporting, and long-term planning.
- **Building** – Understanding capital planning, infrastructure development, and campus sustainability.
- **Indigenous Knowledge & Sustainability** – Integrating Indigenous perspectives and sustainability principles into governance.

These learning opportunities ensure that Board members are well-equipped to provide strategic guidance and uphold Carleton's mission, values, and commitment to inclusive, forward-looking leadership.



## **Board Mentorship Program**

The Board continues to strengthen governance effectiveness through its Board Mentorship Program. This initiative pairs seasoned board members with newly elected members, ensuring newcomers are well-equipped to contribute to the university's strategic objectives from the start of their tenure.

Throughout the year, experienced mentors actively engage with their mentees, providing essential guidance and sharing insights to foster a supportive and informed governance environment.

In 2024-25, seven new governors participated in the program.

## **Canadian University Board Association Conference 2025**

Board Chair Beth Creary represented Carleton University at the 2025 Canadian University Board Association (CUBA) Conference, hosted by Saint Mary's University in Halifax. The event brought together governance professionals, university leaders, and board members from across Canada to explore the shifting landscape of post-secondary governance amid ongoing disruption and transformation.

The conference emphasized the need to reconceptualize governance as a dynamic, responsive decision-making process rather than a rigid compliance framework. Key themes included fostering effective board conditions, aligning governance with institutional mission, and navigating financial pressures, leadership transitions, and societal change.

Sessions highlighted the importance of purpose-driven governance, ethical leadership, and inclusive stakeholder engagement. The role of governance professionals as strategic advisors and institutional memory was also underscored, alongside the integration of Indigenous-led governance models and the cultivation of trust and transparency between boards and academic leadership.

### *Board Chair Engagement in Sector Leadership*

As part of her ongoing commitment to sector leadership and governance excellence, Board Chair Beth Creary serves as a member of the Council of Chairs of Ontario Universities (CCOU). Through her active participation, Chair Creary contributes to province-wide dialogue on post-secondary governance and engages with peers to share insights, strengthen board leadership practices, and advance collaborative approaches to addressing sector-wide challenges.

## 2024-25 OVERSIGHT

*Throughout the 2024–25 calendar year, the Board of Governors received informational presentations from various portfolios, engaged in deliberations, and passed decisions on items requiring approval.*

1. 2025-26 Ancillary Budget
2. 2025-25 Miscellaneous Administrative Fees
3. 2025-26 Operating Budget
4. 2025-26 Student Association Fees
5. 2025-26 Tuition Fees
6. Academic Staff Governors Handbook and Election Process
7. Advancement Update Overview and Strategy 2024-25
8. Appointment of Chancellor
9. Audited Financial Statements for the Carleton Retirement Fund
10. Audited Financial Statements and Audit Finding Report for Year ended April 30th, 2024
11. Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act
12. Board Award Criteria and Jury Selection, and Recipient Approval
13. Capital Plan 2024-25
14. Capital Planning Policy
15. Capital Renewal (Deferred Maintenance) Plan for 2025-26
16. Carleton Energy Master Plan Update and GHG Update
17. Carleton University Responsible Investing Report
18. Coordinated Accessibility Strategy Annual Report & Strategy 2025-30
19. Creation of the School of Nursing
20. Creation of Institute for Data Science
21. Department of University Relations Update
22. Draft Carleton University Sexual Violence Policy
23. Endowment Fund & Non-Endowed Funds Responsible Investing Policy
24. Enrolment Report
25. Equity, Diversity, and Inclusion Action Plan
26. Evolution of Alumni Engagement
27. Framework for the 2025/2026 Operating Budget
28. Founders Award Criteria and Jury Selection, and Recipient Approval
29. Government Relations Overview & Update.
30. Honouring Each Other Annual Report
31. Internal Audit Report: Follow-up Review of Risk Management
32. Internal Audit Report Review of Budgeting Process
33. International Update
34. Investment Committee Membership
35. Investment Committee Terms of Reference
36. Investment Report for the Endowment
37. Kināmagawin Strategy Progress Update
38. Loeb Building Envelope Remediation and Replacement – Project Implementation Report
39. Ongoing Capital and Deferred Maintenance Project Status Report
40. Overview of Carleton University's Capital Renewal and Deferred Maintenance
41. Pension Plan Actuarial Report
42. Pension Plan Report
43. President's Goals and Objectives for 2024-25
44. President's Report
45. Research Update
46. Retirement Fund Responsible Investing Policy
47. Senate Annual Report
48. Sexual Violence Annual Report
49. Sexual Violence Policy Review – Consultation, Communications Plan and Timeline
50. Statement of Investment Policies and Procedures for the Endowment
51. Statement of Investment Policies and Procedures for the Non-Endowed Funds
52. Statement of Investment Policies and Procedures for the Retirement Fund
53. Strive for Sustainability Annual Report 2023 – 2024
54. Student Governor Handbook and Election Process
55. University Communications Update
56. Update on 2024/25 Ancillary Budget
57. Update on 2024 Credit Rating
58. Update on 2024/25 Operating Budget and Status of Reserves
59. Update on University Financial Accountability Framework/Action Plan

# Strategic Outlook 2025-26

The Board of Governors looks ahead to the 2025–2026 academic year with a strategic focus on the following institutional priorities:

- **Financial Stability and Sustainability:** Ensuring long-term financial health through prudent fiscal management, strategic resource allocation, and oversight of budget planning and investment strategies.
- **Governance and Institutional Resilience:** Strengthening risk management and crisis preparedness and enhancing transparency and accountability in governance practices.
- **Environmental Sustainability and Climate Action:** Implementing and monitoring a campus-wide sustainability plan, and investing in green infrastructure and energy-efficient operations.
- **Celebrating Community Excellence:** Supporting initiatives that prioritize faculty development and research excellence; recognizing exceptional service through Board and Founders Awards.
- **Equity, Diversity, and Inclusion (EDI):** Advancing institutional EDI frameworks and accountability measures.





# STAYING CONNECTED

## BOARD SUMMARIES

Following each full meeting of the Board of Governors, the University Secretariat prepares and circulates a summary of the open session agenda.

These summaries provide a concise overview of key discussions, decisions, and directives. They are shared with community stakeholders and made publicly accessible via the Board of Governors website.

This practice reinforces the Board's commitment to transparency, accountability, and effective governance by ensuring that all stakeholders remain informed and aligned with the Board's strategic direction.

## INSIDE SENATE

Eight editions of *Inside Senate* were distributed to the Carleton community via the Top 5 newsletter and published on the Senate website.

These high-level summaries provide timely and accessible overviews of key Senate decisions, ensuring that the Carleton community remains informed and engaged with the University's academic governance.



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