

**CONSENT AGENDA
to the Open Agenda of the 649th meeting of the Board of Governors**

**Tuesday, December 2nd, 2025
Richcraft Hall 2440R**

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes

MOTION: That the Board of Governors approves the open minutes of the 648th meeting of the Board of Governors, as presented.

4.1.2 Creation of the College of Global Studies

MOTION: On the recommendation of the Senate, move to approve the creation of the College of Global Studies, as presented.

4.1.3 Update on the 2025/2026 Ancillary Budget

MOTION: In order to reduce the internally funded loan for Rideau House and as outlined in the 2025-26 Ancillary Services Budget Submission, move to approve \$10 million be allocated from Ancillary Reserves to the university's Investment in Tangible assets, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Pension Plan Report

4.2.2 Minutes from Senate

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

Minutes of the 648th Meeting of the Board of Governors
Thursday, October 2nd, 2025 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	B. Creary (Chair)	J. Choquette (Virtual)	D. Maseko (Virtual)
	C. Tessier (Vice-Chair)	J. Devoe	S. Mingie
	W. Tettey	P. Fralick	G. Morris
	J. Armstrong	K. Graham	J. Nelson
	A. Buri	J. Greenberg (Virtual)	L. Samson
	J. Camelon	L. Grussani	M. Shea (Virtual)
	J. Carr	A. Hamdani	J. Simpson
	P. Cartwright	N. Laporte	B. Tackaberry
	J. Casola	J. Malloy	A. Tremblay
	A. Chan		
REGRETS:	N. Nanos	M. Main	G. Malaba
	H. Babb		
STAFF:	M. Bright	R. Goubran	K. McKinley (Virtual)
	N. Badiou	C. Hobin	D. McNair
	R. Dansereau	J. Mihalic	A. Mullin
	S. Blanchard	P. Leland	P. Rankin
	T. Frost	A. Marcotte	K. Solomon
	A. Goth (R. Secretary)		

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:03 p.m. and welcomed governors and attendees to the first meeting of the 2025/26 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located. Reflecting on September 30th as Orange Shirt Day, Canada's National Day for Truth and Reconciliation, she reconfirmed Carleton's commitment to truth, reconciliation, and allyship. The Chair acknowledged the start of Yom Kippur and wished those observing an easy and meaningful fast. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members in person and virtually.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by L. Grussani and seconded by J. Devoe that the open agenda of the 648th 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 previous Board Meeting, Board Award Criteria and Jury Selection, Founders Award Jury Selection, and Investment Proceeds in Excess of Budget 2024/25.

The following items were circulated in the open consent agenda for information: Project Conclusion Report - Teraanga Commons Dining Hall and Kitchen Expansion, Project Conclusion Report - Decommissioning of P9, Capital Plan 2025/26, University Communications Update, Advancement Overview and Strategy 2025/26, Government Relations Overview and Update, Update on the 2025/26 Operating Budget, Update on 2025 Credit Rating, Update on Financial Accountability Framework/Action Plan, Ongoing Capital and Deferred Maintenance Project Status Report, Investment Report on the Endowment, and Honouring Each Other Annual Report.

It was moved by N. Laporte and seconded by A. Tremblay that the items in the open consent agenda of the 648th meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Financial Report, Audited Financial Statement for Year Ended April 30, 2025, and Audit Finding Report

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

J. Camelon, Chair of the Audit and Risk Committee, advised that the Committee reviewed the University's financial statements and the audit finding report for the year ending April 30, 2025. Based on the review, the Committee recommended that the Board approve both documents, as presented. The financial statements received an unqualified audit opinion from KPMG LLP confirming that they present fairly in all material respects the financial position and results of operations of the University in accordance with Canadian accounting standards for not-for-profit organizations. The audit was completed on time and within budget. KPMG identified no significant control deficiency and

reported no material misstatements. The audit findings report confirmed that the audit risks identified earlier in the year were appropriately addressed and the critical accounting estimates, particularly those related to employee future benefits, were found to be reasonable. The University remained in full compliance with its external financial reporting obligations and the audit results supported the integrity of its financial management and internal controls.

On the recommendation of the Audit and Risk Committee, it was moved by J. Camelon and seconded by P. Cartwright to approve the University's 2024/25 Consolidated Financial Statements and the Audit Findings Report, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Senate Annual Report

An executive summary and report were circulated in advance.

R. Dansereau, Clerk of Senate, presented the 2024/25 Senate annual report, outlining the academic governance activities and key decisions undertaken by Senate over the previous year. In 2024/25, Senate advanced several priorities aligned with Carleton's Strategic Integrated Plan (SIP), including academic quality, program innovation, and student success.

Highlights from 2024/25 included the Senate approval of two new academic programs, 18 new minor concentrations and specializations, and 73 major program modifications reflecting Carleton's commitment to curricular relevance and responsiveness to emerging fields. Under policy leadership, Senate established two ad hoc committees to review the academic integrity policy and develop a new policy on petitions and appeals ensuring academic regulations remain robust and equitable. Under the category of Governance Modernization, Senate approved updates to the cooperative education option policy and de-established the Senate Library Committee to streamline governance under the Senate Review Committee. The Senate Review Committee revised four faculty board constitutions, with the other five in the queue for the coming year. The Senate Quality Assurance and Planning Committee (SQAPC) oversaw four cyclical program reviews and the process of program closures and suspensions. Senate heard several strategic presentations and prioritized accessibility, included an American Sign Language Interpreter at meetings.

A disruption with respect to requests for divestment took place and the meeting was paused. The Chair granted the floor to two representatives of the group for five minutes, after which time the meeting resumed.

6.2 Equity, Diversity, and Inclusion Action Plan Update

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

P. Rankin, Provost and Vice-President (Academic), introduced the item advising that Carleton continued to make substantial progress on its inaugural Equity, Diversity, and Inclusion (EDI) Action Plan which was first adopted in 2021. Carleton remained steadfast in its commitment to inclusivity.

N. Badiou, Associate Vice-President, Equity and Inclusive Communities (EIC), shared a presentation on the 2024/25 EDI Action Plan Progress Report. The EDI Action Plan is an institutional strategic vision for EDI at Carleton and proposed an operational framework of essential actions to integrate and embed EDI principles into the core activities and academic mission of the University. The Plan sits alongside, and is complementary to, Carleton's Kinàmàgawin Strategy and the Coordinated Accessibility Plan. The ten strategic actions were shared as well as some high-level examples of the work being done over the past year.

Highlights of the activities as part of the EDI Action Plan Phase 2 included:

- Curriculum and Pedagogy: the creation of an Independent Indigenous Studies Program, events, and tailored academic integrity modules for graduate students;
- Research: EDI Transformation for STEM led by researchers was launched by the Faculty of Science and Faculty of Engineering and Design, Black and Indigenous Summer Research Internships, and the Abilities Living Laboratory;
- Leadership Development (Non-Academic): EDI was incorporated into the updated Healthy Workplace Strategy;
- Leadership Development (Academic): EIC granted CRC Research Chairs Program EDI stipend to develop a training module and toolkit for Chairs and Directors, and applicant website;
- Disaggregated Demographic Data: Strong staff and faculty data collection, reporting to Federal Contractors Program in Fall 2025;
- Representation and Outreach: EIC hosted the 2024 Canadian Association for the Prevention of Discrimination and Harassment in Higher Education National Conference and an Indigenous Recruitment Plan was developed;
- Culture: Launch of a Human Rights Module, a new Human Rights Policy and an update to the Chosen Name process were adopted; and
- EDI Planning Infrastructure and Report: Creation of the Faculty of Engineering and Design (FED) Action Plan and FED EDI Council, Faculty of Public and Global Affairs EDI Fund and EDI and Reconciliation (EDIR) Strategy, and Sprott EDI Action Group.

With continued support and guidance from EIC, Carleton would follow through with further enhancements and implementation of the EDI action plan and would be looking to the renewal of the plan and Carleton's commitments.

A member expressed appreciation to N. Badiou and his team for the thorough work completed so far. They asked about the challenges facing EDI initiatives and how these were appearing on campus. N. Badiou explained that members of equity-seeking communities are increasingly concerned about backlash against recent progress. He noted that some EDI offices in the United States had closed, raising fears that similar trends could emerge in Canada. He emphasized the importance of education to ensure people understand their rights and the protections provided under Ontario legislation.

6.3 Strategic Integrated Plan Update (2024/25)

A presentation was provided.

W. Tettey, President and Vice-Chancellor, reminded the Board of Carleton's Strategic Integrated Plan (SIP) and its three pillars of Share Knowledge, Shape the Future, Serve Ottawa, Serve the World, and Strive for Wellness, Strive for Sustainability. The SIP came to fruition during the early days of the COVID-19 pandemic and had to navigate a challenging first few years and new challenges in the current geopolitical and financial context. Nevertheless, Carleton was making progress on all three of the strategic directions including the following highlights:

- Share Knowledge, Shape the Future: Carleton's researchers were listed among the world's top 2% most-cited scholars in 2024, external research revenue reached approximately \$150 million in 2024/25 with \$1.4 million in new funding to support teaching and learning, the launch of five new programs (including Nursing and Cybersecurity), 6,500 students graduated, the 1-year retention rate increased above 90% for the past five years, and Carleton was named one of Canada's top 100 employers in 2025 for the third consecutive year;
- Serve Ottawa, Serve the World: Carleton was a strong presence in the community, expanding opportunities for students with the new residence, bringing the community to campus through events such as the annual Butterfly Show and the 3rd Annual Carleton Challenge Conference, strengthening industry partnerships and growing the co-op program, nearly \$40 million was raised through gifts, sponsorships, and partnerships, and increased international engagement with 41 active Memorandums of Understanding (MOUs) with 25 countries and 112 student exchange partners; and
- Strive for Wellness, Strive for Sustainability: with significant interdisciplinary work in sustainability research, continued commitment to Indigenous initiatives and Truth and Reconciliation, creation of the Abilities Living Lab, and continued work on campus for sustainability, inclusion, and wellness.

In 2026, work would begin to develop Carleton's next Strategic Plan "Towards Carleton 2042: From Promise to Inclusive Impact and Prominence Together". The strategic visioning exercise would begin in Fall 2025 with the SIP to be completed by Summer 2026.

A member asked for clarification on how the growth of the co-op program is measured. S. Blanchard, Vice-President (Students and Enrolment), explained that growth is tracked by the number of placements, specifically, the number of opportunities and co-op terms available to students. She noted that Carleton currently has the third-largest co-op program in Ontario and is the fastest-growing.

6.4 Report from the Chair

The Chair advised that in May 2025, the government of Ontario introduced *Bill 33 - Supporting Children and Students Act* and in June 2025 they introduced *Bill 46 - An Act to Amend Various Acts*, noting both Bills were at second reading. The key points from the *Acts* were as follows:

- Universities must assess applications based on merit and publish the criteria and process used for admissions;
- Universities must develop and implement formal research security plans;
- The government is empowered to regulate fees that universities charge or require students to pay; and
- There is a clause for legal supremacy where the provisions in the *MCURES Act* prevail over other Acts and regulations.

Following the introduction of the Bills, on July 15, 2025, MCURES wrote to the Executive Heads, Board Chairs, and University Secretaries that they would be consulting with universities on institutional governance to explore ways to improve governance. Their stated goal was to enhance decision-making efficiency, accountability, and consistency to keep governance structures focused on student success and financial sustainability.

The Presidents, Board Chairs, Vice-Chairs, University Secretaries, and Senate leads were asked to consultations sessions over zoom in July and August 2025 and the universities were also able to provide additional feedback through an online survey or written submission. Carleton attended the sessions as well as provided a written submission on behalf of the university. MCURES focused its consultation on board size, composition, and recruitment, processes (conflicts of interest, codes of conduct), roles and responsibilities, decision-making and collaboration between board and senate, financial management and emergency powers, and essential skills and knowledge of board members.

The Council of Ontario Universities submitted a sector-wide response recommending updates to individual university Acts, safeguards to protect institutional autonomy and academic freedom, improvements to the Lieutenant Governor in Council board appointment process, advancement of the *Leading Practices in University Governance* guidelines, and continued funding for Efficiency and Accountability Fund (EAF) reviews along with support for monitoring and evaluation. She thanked the Chairs and Vice-

Chairs of the Finance Committee and the Audit and Risk Committee and management for their work on the EAF review over the summer.

6.5 Report from the President

A written report was circulated in advance.

W. Tetley reported with the start of the new semester, 37,000 students were welcomed back to campus with 3,000 in residence, including the new Rideau House. Highlights since the last Board meeting included:

- Two faculty members were named finalists for the SSHRC Impact Award;
- Four Carleton researchers were named to the Royal Society of Canada;
- MOUs were signed with South Africa's University of Zululand, University of Cape Town, and Ghana's University of Cape Coast;
- Carleton's domestic undergraduate marketing campaign was underway;
- The new Riverbank Social restaurant opened in Richcraft Hall;
- The Throwback annual homecoming celebration would be taking place the weekend of October 3-5 culminating in the Panda game;
- The President's Fall Town Hall was scheduled for October 14, 2025; and
- Carleton would celebrate Pride Festival October 14-18.

6.6 Committee Chair Updates

6.6.1 Advancement and University Relations

J. Choquette, Vice-Chair of the Advancement and University Relations Committee, advised that the Committee met on September 25, 2025 and approved the recommendation to the Board of Governors to approve the criteria and jury composition of the 2025/26 Board Award for Outstanding Community Achievement and the Founders Award.

The Committee also received updates on the following:

- Communications: Carleton would omit digital advertising in the Greater Toronto Area (GTA) for 2025/26 due to high costs, low engagement, and limited return on investment. Recruitment would continue through high-touch approaches, with advertising redirected to higher-yield regions such as Ottawa and Eastern Ontario. A Strategic Enrolment Management Committee was formed and would analyze GTA data and inform future strategy;
- Advancement: Advancement was targeting \$40 million in fundraising for 2025/26, with a focus on principal gifts and outreach to individuals, foundations, and corporate partners. A new Advancement Strategy Advisory Committee launched October 1, 2025 to guide alumni and donor engagement. Board members were encouraged to support fundraising efforts, and there was a request

for the development of Board member toolkit to support this ambassadorial role; and

- Government Relations: Carleton was actively positioning itself as a collaborative partner of government, with ongoing engagement at both provincial and federal levels. Discussions were ongoing regarding an Institutional Governance review and Funding Formula Review. A. Mullin, Director of Government Relations, would engage Board members to explore how they can lend expertise and support government relations efforts.

6.6.2 Building Program

A. Tremblay, Vice-Chair of the Building Program Committee, advised that the Committee met on September 15, 2025, hearing one item of business arising from the minutes related to an RFI on the Energy Savings Company Projects (ESCO). The Committee reviewed a number of key planning and capital initiatives including:

- Open Space and Transportation Strategy Renewal: A consolidated plan would integrate both strategies, with a four-phase rollout from January 2026 to February 2027;
- Capital Plan 2025/26: Presented for information, with a notable update that IT projects over \$5 million would be included;
- Loeb Remediation Project: The Committee discussed the strategic and financial viability of a \$40 million investment;
- Capital Projects and Deferred Maintenance: \$244 million in active projects, \$127 million completed, and \$110 million forecasted;
- Updates included Rideau House, CHP Electric Boiler design contract, and completion of P9 demolition and Teraanga Commons expansion; and
- Regional Aquatics Centre: The timeline was extended to explore alternative financing. A Joint Fundraising Working Group with the City of Ottawa was formed and a Collier's report was expected early Fall 2025.

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 4:30 p.m.



To:	Board of Governors	Date of Report: 11 November 2025
From:	Provost and Vice-President (Academic)	Date of Meeting: 2 December 2025
Subject:	Creation of the College of Global Studies	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of Senate, move to approve the creation of the College of Global Studies and the concurrent disestablishment of the Institute of European, Russian and Eurasian Studies (EURUS) with effect from Fall 2026 and that the governance for the Bachelor of Global and International Studies, the graduate and undergraduate programs in European, Russian and Eurasian Studies, and the graduate programs in Migration and Diaspora Studies move to the College of Global Studies based on Senate's recommendation, as presented.

3.0 EXECUTIVE SUMMARY

The proposed creation of the College of Global Studies has been recommended by the Faculty of Public and Global Affairs. The proposed College of Global Studies will be situated within the Faculty of Public and Global Affairs and will house the Bachelor of Global and International Studies, the graduate programs in Migration and Diaspora Studies and the undergraduate and graduate programs in Russian and Eurasian Studies. As a result, the Institute of European, Russian, and Eurasian Studies as a separate academic unit will be closed.

Senate received and passed a motion in July 2025 to recommend to the Board of Governors that the creation of the College of Global Studies is approved.

4.0 INPUT FROM OTHER SOURCES

The proposal to create a College of Global Studies has been approved and supported by the Dean, Faculty of Public and Global Affairs; the Vice-Presidents' Academic and Research Committee (VPARC); Faculty Board; the Senate Quality Assurance and Planning Committee (SQAPC) and Senate.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The new College of Global Studies (CGS) will bring together existing programs of study and faculty members with overlapping research and teaching expertise in interdisciplinary global, regional, and area studies. The College will be unique in Ontario, if not nationally, and will further highlight the strength and reputation of Carleton and FPGA as home to outstanding global and international studies degree programs and research.

6.0 FINANCIAL IMPLICATIONS

The creation of the College does not have financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risks or legal ramifications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications. A communications plan is being developed by the Faculty of Public and Global Affairs and the Department of University Communications will provide input and guidance. The communications plan will be implemented at the appropriate time, once approvals are in place.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.0 IMPACT QUESTIONS

Does this change in governance structure result in operational efficiencies?



DATE: September 17, 2025

TO: Board of Governors

FROM: Senate, Dr. David J. Hornsby, Vice-Provost and Associate Vice-President (Academic), and Chair, Senate Quality Assurance and Planning Committee

RE: Creation of the College of Global Studies

Background

The Faculty of Public and Global Affairs is proposing the creation of a new College of Global Studies. The new college will house the Bachelor of Global and International Studies, the graduate programs in Migration and Diaspora Studies and the undergraduate and graduate programs in Russian and Eurasian Studies. As a result, the Institute of European, Russian, and Eurasian Studies as a separate academic unit will be closed.

Process

Following approval and support of the proposal by the Dean, approval is provided by the Vice-Presidents' Academic and Research Council (VPARC), Faculty Board, the Senate Quality Assurance and Planning Committee (SQAPC) and Senate before being recommended to the Board of Governors.

Recommendation to Approve the creation of a school

SQAPC Motion June 12, 2025:

THAT SQAPC recommends to Senate the approval of the establishment of the College of Global Studies and the concurrent disestablishment of the Institute of European, Russian and Eurasian Studies (EURUS) with effect from fall 2026 and that the governance for the Bachelor of Global and International Studies, the graduate and undergraduate programs in European, Russian and Eurasian Studies, and the graduate programs in Migration and Diaspora Studies move to the College of Global Studies upon its establishment.

Senate Motion September 26, 2025:

THAT Senate recommends to the Board of Governors the approval of the establishment of the College of Global Studies and the concurrent disestablishment of the Institute of European, Russian and Eurasian Studies (EURUS) with effect from fall 2026 and that the governance for the Bachelor of Global and International Studies, the graduate and undergraduate programs in European, Russian and Eurasian Studies, and the graduate programs in Migration and Diaspora Studies move to the College of Global Studies upon its establishment.

Change in Governance – College of Global Studies, Arthur Kroeger College of Public Affairs, and the Institute of European, Russian and Eurasian Studies

MEMORANDUM

To: Vice-President's Academic and Research Committee (VPARC)

From: David Mendeloff, Associate Dean (Faculty Affairs), Faculty of Public and Global Affairs
and Interim Director, Arthur Kroeger College of Public Affairs
Crina Viju, Director, Institute of European, Russian and Eurasian Studies
James Milner, Program Director, Migration and Diaspora Studies
Neil Gerlach, Program Director, Global and International Studies
Lisa Mills, Program Director, Public Affairs and Policy Management
André Turcotte, Interim Program Director, Clayton H. Riddell Graduate Program in
Political Management

CC: Brenda O'Neill, Dean, Faculty of Public and Global Affairs

Date: April 30, 2025

Subject: Change in Governance – College of Global Studies, Arthur Kroeger College of Public Affairs, and the Institute of European, Russian and Eurasian Studies

Description of changes

We are proposing the following academic governance changes:

1. Establish a new academic unit: The College of Global Studies (CGS);
2. Move the Bachelor of Global and International Studies (BGInS) undergraduate programs and Migration and Diaspora Studies (MDS) graduate programs from the Arthur Kroeger College of Public Affairs to CGS;
3. Move all undergraduate and graduate degree programs of the Institute of European, Russian and Eurasian Studies (EURUS) to CGS;
4. Disestablish the Institute of European, Russian and Eurasian Studies (EURUS) as a separate academic unit.

The FPGA Faculty Board recommended these changes at its April 14, 2025 meeting.

The new College of Global Studies (CGS) will bring together existing programs of study and faculty members with overlapping research and teaching expertise in interdisciplinary global, regional, and area studies. The College will be unique in Ontario, if not nationally, and will further highlight the strength and reputation of Carleton and FPGA as home to outstanding

global and international studies degree programs and research.¹ The change reflects the objectives of FPGA's Strategic Plan, "Connect, Lead, Transform," to build on our strengths to effectively market our programs, recruit new students, and increase enrollments.

This proposal entails an administrative reorganization of existing programs and involves neither the creation of new curricula nor academic programs and degrees. No calendar changes will be required.

Currently, the programs to be included in the CGS are spread across existing units. Bringing these programs together into a single administrative unit will enable all affected programs to benefit from staff integration and the collaboration that come with being part of a larger unit. Importantly, this new structure is intended to ensure sufficient administrative staff support to these programs. Bringing these currently small programs together allows for a more efficient and effective allocation of current staffing resources, with benefits to staff, faculty, and students. Programs that currently have one administrative support staff person will now be part of a staffing team that can cover for absences, provide additional support during busy times, and coordinate flexible work arrangements. This structure serves as a "force multiplier," effectively increasing administrative staff support to all programs, allowing them to continue their current activities and pursue new opportunities at a time of shrinking budgets.

While Kroeger College currently has a common administrative structure in place to support all four of its programs, these programs are physically scattered (i.e., spread across Loeb, Richcraft, and Dunton) and, as such, do not benefit from the staffing efficiencies that come with being part of a single unit located in a common space. The current structure has posed significant practical challenges for professional staff who supervise staff and support these programs.

Additionally, the restructuring provides opportunities for greater intellectual engagement, interdisciplinary research, and teaching collaboration. Each College – Kroeger and CGS – will now house programs that share common purpose and logical connection between their undergraduate and graduate programs, with important potential benefits for recruitment and community building.

Existing Kroeger College programs are both physically and intellectually disconnected from each other. With the creation of the CGS, Kroeger College will return to its founding purpose and identity as a home to programs focused on practical professional education and training for careers in policy and politics. It will provide an opportunity to build and strengthen the linkages between BPAPM on the undergraduate side and the Master of Political Management (MPM) on the graduate side.

The programs to be housed in CGS also have a natural intellectual fit and strong research connections: EURUS and BGINs currently share a faculty appointment (J. Casteel); EURUS's BGINs specialization is larger than its own BA program; three of five EURUS faculty are MDS Associates

¹ Indeed, the College would be an ideal home to other Carleton interdisciplinary regional studies programs, namely Latin American and Caribbean Studies and African Studies. We would welcome such a move if it is desired by those units and the Faculty of Arts and Social Sciences, where these programs currently reside.

(J. Casteel, J. Sahadeo, M. Geiger) and were instrumental in establishing the MDS program; and several BGIInS faculty are also Associates of MDS (H. Bashir, J. Casteel, S. Fahy, C. Sobers).

Governance Overview

There are no significant changes being proposed to the current management and curricular governance practices of each program. Each College will have a College Director with responsibility for overall direction, management and budgetary responsibility of the unit. The College Directors will convene a College Council at least twice a year consisting of all appointed faculty, staff and student representatives to serve as a forum for information-sharing and discussion around common College resources and initiatives.

Each program will continue to have a dedicated program director with responsibility for all aspects of individual program management. Each program will have a management committee that meets at least twice a year. The committee will include program-affiliated faculty, staff, students, and the College Director as ex officio member. As is current practice, program and curricular approval responsibility will remain at the program level. Each program will have its own program curriculum committee, which will propose calendar changes to the management committee, which will then recommend changes to the Faculty-level undergraduate or graduate curriculum committees.

While unit-level tenure and promotion standards will be developed at the program level, unit-level tenure and promotion decisions will be made by a College-level Tenure and Promotion Committee. This is the current practice in Kroeger College (as well as the School of Journalism and Communication).

The Dean will be convening an advisory Working Group to develop specific College-level governance structures and practices, including defining the responsibilities of College academic leadership, with an eye to developing a college-wide identity in addition to those of each program. The intention is for the Working Group to share its recommendations by end-September 2025.

Appendix 1
Overview of Proposed Governance Changes

Current Governance Structure

Unit	Institute of European and Russian Studies (EURUS)	Arthur Kroeger College of Public Affairs
Program	European, Russian and Eurasian Studies	Public Affairs and Policy Management Clayton H. Riddell Graduate Program in Political Management Global and International Studies Migration and Diaspora Studies

New Governance Structure

Arthur Kroeger College of Public Affairs	College of Global Studies
Public Affairs and Policy Management Clayton H. Riddell Graduate Program in Political Management	European, Russian and Eurasian Studies Global and International Studies Migration and Diaspora Studies

Program	Degree	Current Academic Unit	New Academic Unit
European, Russian and Eurasian Studies	<ul style="list-style-type: none"> ▪ European and Russian Studies B.A. Honours ▪ European and Russian Studies B.A. Combined Honours ▪ European and Russian Studies B.A. ▪ Specialization in Europe and Russia in the World B.G.In.S. Honours ▪ Stream in Europe and Russia in the World B.G.In.S. ▪ Minor in European and Russian Studies ▪ M.A. European, Russian and Eurasian Studies ▪ Graduate Diploma in European Integration Studies 	Institute of European, Russian and Eurasian Studies (EURUS)	College of Global Studies

Program	Degree	Current Academic Unit	New Academic Unit
Global and International Studies	<ul style="list-style-type: none"> ▪ B.G.In.S. Honours ▪ B.G.In.S 	Arthur Kroeger College of Public Affairs	College of Global Studies
Migration and Diaspora Studies	<ul style="list-style-type: none"> ▪ M.A. Migration and Diaspora Studies ▪ M.A. Migration and Diaspora Studies with Collaborative Specialization in African Studies ▪ M.A. Migration and Diaspora Studies with Collaborative Specialization in Climate Change ▪ M.A. Migration and Diaspora Studies with Collaborative Specialization in Latin American and Caribbean Studies ▪ Graduate Diploma in Migration and Diaspora Studies 	Arthur Kroeger College of Public Affairs	College of Global Studies
Public Affairs and Policy Management	<ul style="list-style-type: none"> ▪ B.P.A.P.M. Honours 	Arthur Kroeger College of Public Affairs	No change
Clayton H. Riddell Graduate Program in Political Management	<ul style="list-style-type: none"> ▪ Master of Political Management (MPM) 	Arthur Kroeger College of Public Affairs	No change



To:	Board of Governors	Date of Report: 27 October 2025
From:	Chair, Finance Committee	Date of Meeting: 2 December 2025
Subject:	2025-26 Ancillary Budget Update	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

In order to reduce the internally funded loan for Rideau House and as outlined in the 2025–26 Ancillary Services Budget Submission, on the recommendation of the Finance Committee move to approve that, \$10 million be allocated from Ancillary Reserves to the university's Investment in Tangible assets, as presented.

3.0 EXECUTIVE SUMMARY

A presentation has been prepared to update the Finance Committee on significant variances and events related to the university's ancillary units. Ancillary units are expected to generate sufficient revenue to fund the cost of providing service and build reserves for future capital investments. The original 2025-26 budget had anticipated a \$9.5M draw on existing surplus to fund capital requirements, most notably the \$10M downpayment on Rideau House. Having reviewed the major drivers of ancillary units' financial performance, a negative variance of \$195K has been noted. As a result, the drawdown of reserves will be increased to \$9.7M. After this drawdown the ancillary units are projected to have a \$36.7M accumulated surplus to continue to support future capital requirements. Overall, the university's ancillary units remain in a strong financial position.

4.0 INPUT FROM OTHER SOURCES

Ancillary services senior managers were asked in October of 2025 to review overall activity and demand for services for fiscal 2026. Based on current indicators, it is assumed that no revisions to budget assumptions are required at this time and that financial performance is on track to meet budget expectations.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The original 2025-26 budget planned for \$84.5M of revenue, \$58.3M in operating expenses and transfers and \$35.7M in capital expenditures and debt repayment. As a result of the planned capital expenditures, most notably the \$10M down payment on Rideau House, the ancillary portfolio expected to end the 2025-26 fiscal year with an annual deficit of \$9.5M.

This transfer does not impact the overall consolidated budget deficit; we are simply allocating within the university's different funds. We are allocating from our ancillary reserves (internally restricted net assets) to our investment in tangible assets. This would not change our balance sheet metrics either.

In collaboration with ancillary unit managers, a year-to-date review of key financial drivers was performed, and the findings were as follows:

- Housing occupancy rates are at 95.4%, which is above plan and an additional \$1M in revenue is forecasted.
- Housing is projecting an increase in expenditures of \$460K due to an increase in contractual agreements for maintenance and cleaning, and some unforeseen salary replacements.

- The variance in residence furniture expenses is due to timing. The expense was budgeted for 2024–25, but delays shifted the actual receipt of most furniture into the 2025–26 fiscal year. A total of \$3M was budgeted for residence furniture in 2024–25, while the projected cost is now \$2.6M, meaning the overall furniture purchase will be under budget.
- In the fall 2025, Dining Services opened a full-service restaurant named Riverbank Social in Richcraft Hall. This restaurant will provide staff and students the ability to connect while enjoying views of the Ottawa River. Additionally, the restaurant has two private boardrooms for working lunches or group meetings.
- In an effort to improve the speed of service, Dining Services has partnered with Aramark to introduce a new point-of-sale system across campus.
- Athletics camps, leagues, rentals and aquatic program revenues are strong and anticipated to meet budget expectations.
- Parking revenue is projected to be \$355K under budget. Due largely to higher than anticipated LRT uptake, parking permit and cash revenue is projected to be lower than budget, but this will be partially offset by expected increases in revenue generated from fines.
- The decommissioning of P9 parking garage is complete including the resurfacing of the area with sod.
- The university managed Campus Store was successfully launched in May 2025. Sales revenue for fall 2025 is tracking to be comparable to sales in fall 2024. Physical textbooks continue to make up 60% of textbook sales versus digital resources. New partnerships, such as the Nursing program, have assisted in meeting revenue targets.
- Capital expenditures are expected to be under budget due to the timing of various projects including the delay of the high voltage upgrade in Nideyinàn. The project has been delayed to May 2025 as it will be a major disruption to the tenants requiring the whole building to be without power for approximately nine days.

Overall, the university's ancillary units are largely on track to meet budget expectations.

6.0 FINANCIAL IMPLICATIONS

At this time, it is anticipated that overall ancillary results for 2025-26 will be a deficit of \$9.7M and overall ancillary surplus is expected to be \$36.7M.

The \$10M down payment on Rideau House does not impact the overall consolidated budget deficit; we are simply allocating within the university's different funds. We are allocating from our ancillary reserves (internally restricted net assets) to our investment in tangible assets. This would not change our balance sheet metrics either.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

During the budget development process, Ancillary fees are reviewed to ensure that they are competitive with other institutions and comply with Ancillary Fee Protocol, where applicable. Most fee increases were in line with the Consumer Price Index (CPI), which was 2.3% for the Ottawa region. Overall, the university's ancillary units remain in a strong financial position.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Ancillary services support the academic and research mission of the university and directly affect the student campus experience. The university must strive to provide services that are competitive with other institutions. Failure to do so could have an impact on the university's reputation and recruitment. The latest student surveys conducted indicate that Carleton ancillary services are generally well regarded by students and in most cases are rated the same or better than other universities.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.0 IMPACT QUESTIONS

Given the strong financial position of the Ancillary Units how are they able to contribute to the overall health of the university?

2025-26 Ancillary Budget Update Finance Committee

November 18, 2025

2025-26 Ancillary Budget Update

- Ancillary units concluded the 2024-25 year with an accumulated surplus of \$46M
- For 2025-26 ancillary results are on track for strong performance
- Residence occupancy rates 95.4%, which is above the budget target
- Athletics camps, leagues, rentals and aquatics are on track to meet budget
- Decrease in parking permit and cash parking sales are offset by fine revenue
- Decommissioning of Parking Garage P9 is complete
- Riverbank Social opened in the Richcraft Hall
- Dining Services introduced a new point-of-sale system
- Campus Store operations were brought in-house summer 2025. Sales are on target to match prior fall sales

2025-26 Ancillary Budget Update

Variance to budget	\$000's
Residence Fees	1,000
Parking Revenue	(355)
Residence Expenses	(460)
Residence Furniture (planned for 2024-25 and under budget)	(2,300)
Capital Projects	1,920
Total variance from budget	(195)

2025-26 Ancillary Budget Update

	2025-26 Budget (\$000)	2025-26 Projections (\$000)	2025-26 Variance (\$000)
Revenue	84,501	85,146	645
Expenses	(58,344)	(58,804)	(460)
Surplus(deficit)from operating activities	26,157	26,342	185
Renovations	(11,128)	(9,208)	1,920
Rideau House furniture	-	(2,300)	(2,300)
Capital Debt	(24,537)	(24,537)	-
Surplus(deficit)for the year	(9,508)	(9,703)	(195)
Closing accumulated surplus	36,930	36,735	(195)

Summation and Next Steps

- Overall, the ancillaries are on track for a strong year
- 2025-26 revenue is expected to exceed \$85M, however, the projected capital requirements and debt repayment of \$36M, including a planned \$10M down payment by Housing, Residence and Conference for Rideau House, is expected to draw down the surplus
- 5-year capital plans will be included in the budget
- The 2026-27 budgets will be presented at the April 2026 Finance Committee
- As budgeted, proceed with the \$10M payment for Rideau House to decrease the Internally Financed Loan (IFL)

Motion

In order to reduce the internally funded loan for Rideau House and as outlined in the 2025–26 Ancillary Services Budget Submission, on the recommendation of the Finance Committee move to approve that, \$10 million be allocated from Ancillary Reserves to the university's Investment in Tangible assets, as presented.

To:	Board of Governors	Date of Report: 4 November 2025
From:	Chair, Finance Committee	Date of Meeting: 2 December 2025
Subject:	Pension Plan Report	
Responsible Portfolio:	Vice-President (People, Finance and Operations)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

This report is intended to give the Finance Committee an overview of the Carleton University Retirement Plan (the Plan) and the investments in the Retirement Fund (the Fund). The university is the sponsor of the Plan. Per the governance structure of the Plan, the Finance Committee and Board of Governors must approve certain decisions of the Pension Committee. This report assists in fulfilling these functions.

Each of the following areas are addressed in Section 5.0.

- Governance of the Plan;
- Regulatory Environment;
- Financial Position of the Plan;
- Investment of the Fund; and,
- Performance of the Fund.

Of particular note in the 2024-2025 Retirement Plan year:

- The Fund's fiscal year net return was 14.9% (unofficial) as of June 30, 2025. The public equity allocation benefited from continued strong performance, particularly within the global small-cap mandate that delivered a 36.8% net return.
- The Pension Committee hired State Street MSCI World passive and CC&L Q Global Equity to replace underperforming manager Alliance Bernstein and trim MFS Global Equity. This was within the 25% Global Equities allocation.
- The Pension Committee selected Great Hill IX and LeadEdge VII to bring the Private Equity allocation towards its long-term target of 10%.
- The Pension Committee selected NewCold III and National Data Center Fund to bring the Real Estate allocation towards its long-term target of 10%.
- The Pension Committee completed an official actuarial valuation as of June 30, 2024, that was filed with the Ontario regulator in March 2025. It maintains contribution stability until June 30, 2027.

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider for the Fund. Mercer is the actuary for the Plan. Certain information in this report is based on information from these experts.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

1. Governance of the Plan

The Pension Benefits Act (Ontario) requires the Plan to have a Sponsor and an Administrator. Carleton University fills both these roles. The university, as Administrator, has delegated responsibility for administering the Plan to the Pension Committee, per Section 15 of the Retirement Plan text. All matters regarding the administration of the Plan, including plan design changes and hiring or firing of investment managers, are the responsibility of the Pension Committee. Recommendations of the Pension Committee must be approved by the Finance Committee and Board of Governors. Items not approved are referred back to the Pension Committee.

The Plan is jointly governed in that the Pension Committee consists of individuals from the university, the Plan membership and the Board of Governors. The eight-person membership of the Committee is defined in Section 15 of the Plan text. It includes five members elected or appointed by Plan members (two representing CUASA, one representing CUPE 2424, one representing CUPE 910, OPSEU 404, and CUPE 3778, one representing all non-union Plan members), an appointee of the Board of Governors, and two ex-officio members (Executive Director of Pension Fund Management, and Associate Vice-President of Human Resources or delegate).

All parties involved in the administration of the Plan are fiduciaries and must act with the highest standard of care and in the best interests of all Plan beneficiaries. This principle is set out in the Pension Benefits Act (Ontario) and common law.

2. Regulatory Environment

There have been no significant regulatory changes in the current plan year.

Solvency (hypothetical windup) funding requirements. Solvency valuations must still be filed but solvency special payments are required only when the funded status falls below 85%. (The funded status is the ratio of assets in a pension fund to the liabilities for accrued pension benefits.) The Plan is above this threshold.

Going-concern funding rules. Going-concern deficits must be amortized over 10 years. In addition, a "Provision for Adverse Deviations" (PfAD) must be calculated and fully funded. The purpose of the PfAD is to provide a cushion against market volatility, thereby making benefits more secure. The PfAD for Carleton is 10% of actuarial liabilities. It is estimated that the going-concern position of the Plan is fully funded at this point.

3. Financial Position of the Plan

The Pension Committee submitted the June 30, 2024 actuarial valuation in March 2025, securing a strong funded status and stable contributions until June 30, 2027. The actuarial consultant informally reviewed the funding position of the Plan as of June 30, 2025. The Plan remains fully funded with a smoothed going-concern ratio/surplus of 103%/\$33 million and a solvency ratio/surplus of 125%/\$250 million.

Ontario's pension funding regulations emphasize the going-concern ratio, which represents the long-term financial status of a pension plan. During the 2010s, emphasis was placed on the solvency ratio, which demonstrated greater volatility due to its reliance on the discount rate derived from long-term bond yields. Following the global financial crisis of 2008, the university's pension reserve steadily grew to over \$129M to address the solvency deficit. This was in addition to extra contributions made by both the employer and employee during a 10-year period, which has now concluded. The pension reserve was utilized to finance lump sum special payments totaling \$61.7 million between 2018 and 2020.

The pension reserve is currently \$69 million. Sensitivity analysis on the unsmoothed going-concern ratio/surplus of 114%/\$152 million was performed to provide context for the size of the pension reserve. If one were to apply a -25% return on non-fixed income assets to the unsmoothed ratio, the new going-concern ratio/deficit would be 96%/-**\$43 million**. This could be paid via a special payment in a lump sum or amortized over 10 years.

There have been 15 negative shocks to US equity markets (most comprehensive data) in the past 100 years of greater than 20%. The most recent include corrections of 57% in the 2008 global financial crisis and 49% in the

2000 dot.com bubble. Pension plans can withstand one-time shocks, but prolonged downturns over multiple years are where special payments can grow. Having the pension reserve is for low-probability, high-impact events. It is highly unlikely a market shock would cause a going-concern deficit before the June 30, 2030 valuation (two valuations from now) because the actuary uses a four-year asset smoothing approach on the going-concern ratio that is holding back \$99 million in recent gains. However, a \$69 million reserve on a larger capital base of close to \$2 billion is not unreasonable. Note, the CRA does not require mandatory contribution holidays until the going-concern ratio is above 125% and the smoothed going-concern ratio remains at 103% officially. The solvency ratio of 125% is significantly above the 85% requirement in Ontario to avoid special payments.

4. Investments of the Fund

The market value of the Fund as of June 30, 2025, was \$1.9 billion. External investment managers are retained to manage the Fund. A Statement of Investment Policies and Procedures set out the parameters for investing the Fund. The policy and actual asset mixes as of June 30, 2025, were:

Asset Mix June 30, 2025

Asset Class	% of Total Fund		Investment Managers
	Policy	Actual	
Canadian equities	16	19.8	PH&N; MFS; FGP
Canadian fixed income	20	19.5	PH&N, MFS
Global large-cap equity	25	26.9	CC&L, SSGA, MFS
Emerging market equity	5	5.0	William Blair
Global small cap equity	5	8.4	Brandes
US high-yield debt	5	4.1	Mackay Shields
Infrastructure (LPs)	15	10.6	5 Limited Partnerships
Real Estate (LPs)	6	5.4	4 Limited Partnerships
Private Equity (LPs)	3	0.3	4 Limited Partnerships
	100	100	

*As the new infrastructure, real estate, and private equity managers call capital, funds will be obtained mostly from Canadian equities.

5. Performance of the Fund

The long-term investment objective for the Fund, as set out in the Statement of Investment Policies and Procedures, is to outperform the Benchmark Portfolio by 100 basis points (1.0%) gross of fees and to deliver a performance in excess of the going-concern concern discount rate (expected return on assets of 6.2%). Fees are approximately 45 basis points (0.45%). A secondary objective is to outperform the median pension plan.

	<u>1 Year</u>	<u>4 years</u>	<u>10 years</u>
Total Return (gross), %	15.4	7.9	8.3
Benchmark	13.4	7.1	7.8
Value added above benchmark	2.0	0.8	0.5
Total Return (net) %	15.1	7.5	7.9
BNY Mellon Peer Median (N=56)	9.7	5.5	6.6

*Unofficial Time-Weighted Returns from custodian CIBC Mellon.

6.0 FINANCIAL IMPLICATIONS

The Plan's strong financial position is good news. However, the Plan will remain subject to risks on an ongoing basis that may result in deficits and increased contributions. The interest rate and capital market returns are subject to future volatility and could be challenging in the coming years. Although exogenous factors are outside our control, the Pension Committee takes steps to mitigate their impact including monitoring and reviewing scenario analysis, asset mix decisions and investment manager performance. There is also a pension reserve held by the university in case of adverse volatility between now and future actuarial valuations.

The unofficial assessment of the Plan's financial position, as of June 30, 2025, indicated that the Plan remains fully funded. The likelihood of the Plan becoming underfunded by the next official actuarial valuation on June 30, 2027, is considered low due to the four-year asset smoothing applied in the going-concern methodology, which moderates recent strong gains. With the solvency ratio currently at 125% and a requirement of only 85% to be deemed fully funded, there are no current concerns regarding the Plan's solvency status.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board as it supports the university in its role as Sponsor and Administrator of the Plan.

The financial stability of the Plan is of strategic importance to the university, given its size, continued growth, and potential for volatility in funding requirements. Operational and financial risk are high. A related risk is market risk, i.e. the failure to achieve satisfactory returns due to capital market conditions, and related impairment of the assets supporting the Plan liabilities. Steps are taken to mitigate these risks through oversight and managing the Fund in accordance with prudent investment policy and the use of expert investment managers.

The Plan is subject to regulatory risk as well. An example of this is the required use of prescribed interest rates for solvency valuations which can result in special pension contributions. Ongoing review of legislation is in place and steps are taken to comply with required regulatory changes.

Also, with increased geopolitical tensions, there are increasing pressures around investment holdings. The university, Board, and Pension Committee are liable to ensure fiduciary duty is at the forefront of decision-making.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational implication that requires a communications strategy.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

VERY LOW

LOW

MEDIUM

HIGH

VERY HIGH

STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.0 IMPACT QUESTIONS

Would the Committee like to receive education or benchmarking sessions on specific aspects of pension governance or investment trends?

How comfortable is the Committee with the current funded status, pension reserve and the long-term sustainability of the plan?

Pension Plan Report

Nov. 18, 2025

Governance of the Plan

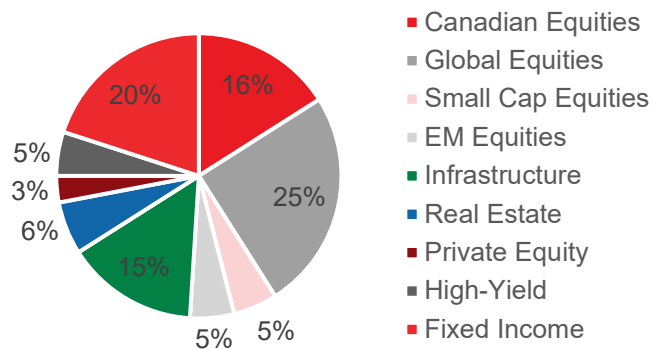
- The Pension Benefits Act (Ontario) requires the Carleton University Retirement Plan (the Plan) to have a Sponsor and Administrator.
- Carleton University fills both these roles.
- The university, as Administrator, delegates responsibility for administering the Plan to the Pension Committee. (Section 15 of Retirement Plan text)
- The eight-person Pension Committee consists of five members elected by Plan members, a Board of Governors appointee and two ex-officio members (Executive Director, Pension Fund Management, and Assistant Vice-President of Human Resources or delegate).
- Recommendations from the Pension Committee are submitted to the Finance Committee for review and are subject to the approval of the Board of Governors.
- All parties have a fiduciary duty to act with the highest standard of care and in the best interests of all Plan members.

Performance of the Retirement Fund

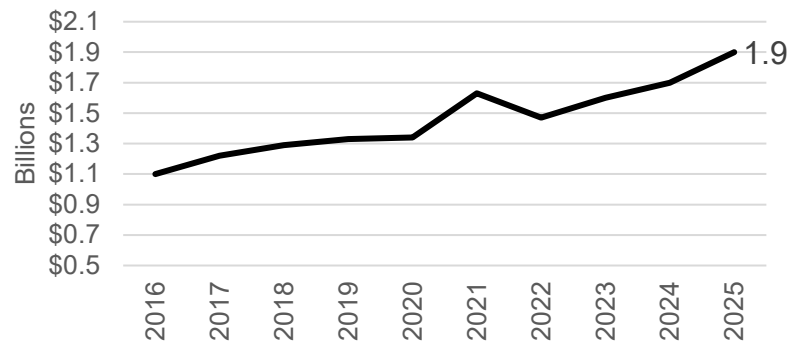
As of June 30, 2025	1 Year	4 Year	10 Year
Total Return (gross)	15.4%	7.9%	8.3%
Benchmark	13.4%	7.1%	7.8%
Value Add	2.0%	0.8%	0.5%

*The gross-to-net spread is ≈45bps which represents the expense ratio.

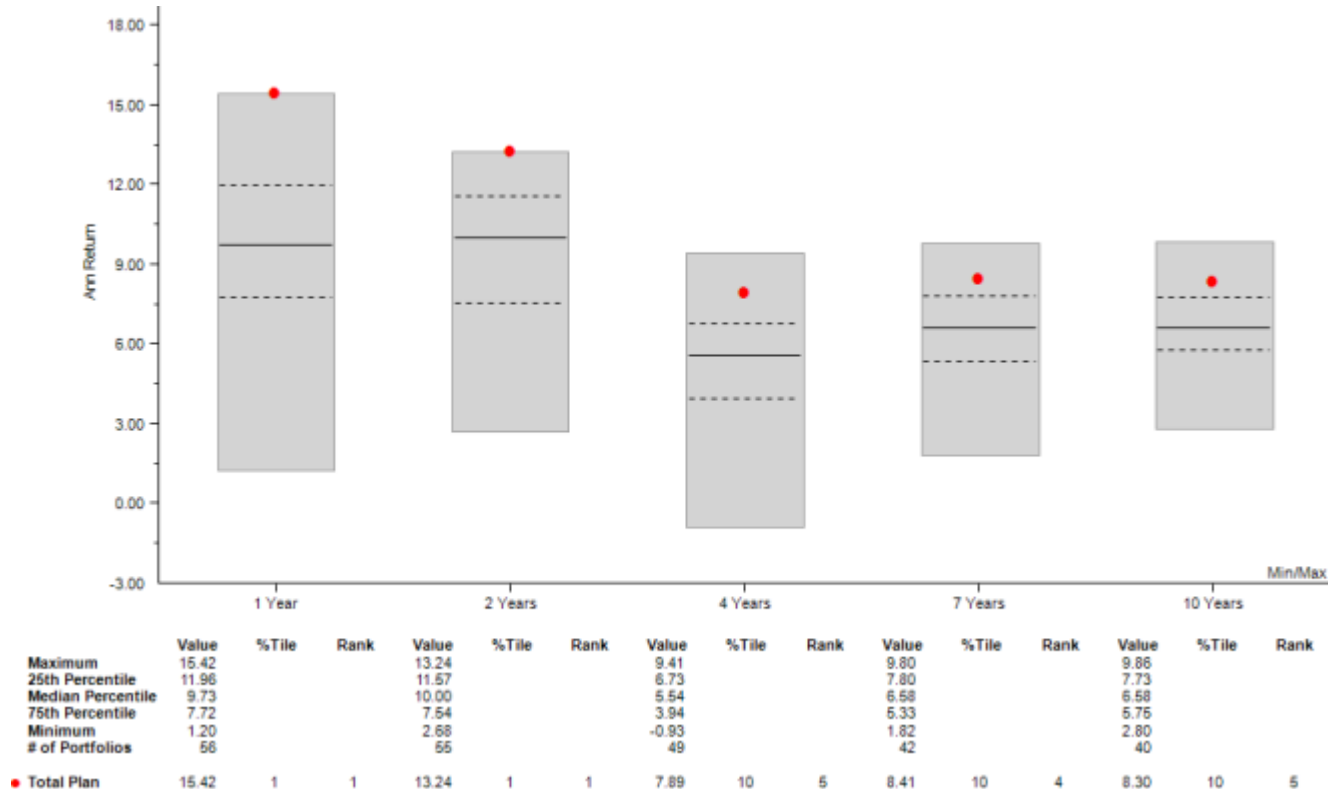
SIP&P Target Asset Mix



Net Asset Value



BNY Mellon Canadian Universe Benchmarking



Regulatory Environment

- Triennial actuarial valuation reports are submitted to the Financial Services Regulatory Authority of Ontario (FSRA) to ensure compliance with the Pension Benefits Act (PBA).
- FSRA also ensures pension contributions are made in accordance with regulations.

Solvency funding rules

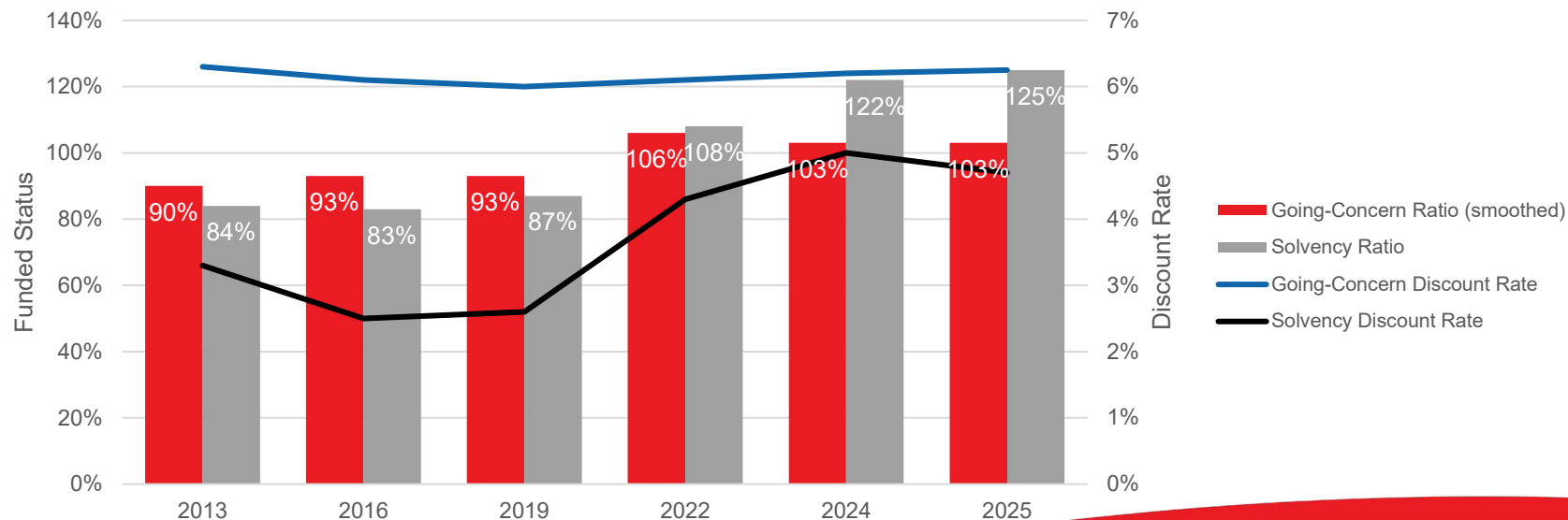
- A solvency ratio assumes the plan is wound up immediately and referenced government bond yields are used as a discount rate to assess health of the plan.
- Ontario regulation is more focused on going-concern funding ratios.
- Solvency valuations must still be filed but solvency special payments are only required when funded status falls below 85%.

Going-concern funding rules

- A going-concern ratio assumes the plan is operated in perpetuity and the discount rate is formulated based on the expected return on assets.
- Deficits must be amortized over 10 years.
- In addition, a Provision for Adverse Deviations (PfAD) must be calculated and fully funded. The PfAD provides a cushion against market volatility, thereby making benefits more secure.
- Carleton's PfAD is 10% of actuarial liabilities.

Financial Position of the Plan

- The last official actuarial valuation was completed as of June 30, 2024. There was an unofficial review as of June 30, 2025, to monitor the financial health of the Plan.
- After an actuarial filing, contribution rates are known with certainty for three years.



Pension Reserve

- The university maintains \$69 million pension reserve currently and drew \$61.7 million from the reserve between 2018-2020 due to the deficit in the Plan, uncertainty of funding rules, and interest rate volatility. The reserve was intended for special payments should the funded status of the Plan fall below the Ontario funding requirements.
- The Ontario funding rules for special payments have changed to enhance the focus on the going-concern ratio being >100% funded (including a provision for adverse deviation “PfAD”). The solvency ratio requirement was reduced to >85%.
- Sensitivity analysis on the unsmoothed going-concern ratio is below:

Metrics	Estimated going-concern position 06.30.025 (excluding smoothing)	-20% return on non-fixed income assets	-25% return on non-fixed income assets
Funding Excess (shortfall)	\$152 million	\$5 million	-\$43 million
Funding Ratio (including PfAD)	114%	101%	96%

Pension Reserve Continued

- Over the last 100 years, the U.S. stock market experienced 15 bear markets, defined as declines of 20% or more from peak to trough.
- The 2008 global financial crisis decline was 57% and the 2000 dot.com decline was 49%.
- One-time negative shocks to non-fixed income are manageable, assuming a market recovery follows.
- Prolonged negative events without a recovery are more problematic for pension plans.
 - i.e. a 25% drop without a recovery results in a \$43 million deficit that will compound over time, requiring special payments via a lump sum or amortization over 10 years (going-concern basis).
- However, due to the four-year smoothing technique that has been in place for the going-concern ratio for several valuations, the recent strong returns have not yet been fully included in the ratio.
- A non-fixed income correction is a lower probability high-impact event that would likely not materialize until the June 30, 2030, valuation because the smoothing held back \$99 million of gains.
- There is a mortality study underway that has the potential to increase the liability if the tables set by the actuarial regulatory body show longer life expectancy.

Conclusion

- The Retirement Plan is exceeding its return objectives:
 - ✓ Outperform the going-concern discount rate (expected return on assets);
 - ✓ Outperform the SIP&P Benchmark Portfolio; and,
 - ✓ Deliver performance in excess of the peer median.
- The financial health of the Plan is strong.
- A specific reserve is required for a low-probability, high-impact market event.
- The plan has added essential real estate (target 10%), contracted infrastructure (target 15%), and 20% in universe bonds that provide cushion from negative equity market shocks.
- Contribution holidays are not appropriate at this time because the smoothed going-concern ratio is only 103%, and the formal CRA rules where a contribution holiday is mandatory are over 125%.



Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.

**Carleton University Senate
Meeting of April 25, 2025 at 2:00 pm
PK608**

MINUTES – OPEN SESSION

Present: J. Armstrong, M. Bahran, M. Barbeau, S. Blanchard, A. Bowker, J. Brunet, S. Burges, A. Buri, A. Butler, J. Chan, J. P. Corriveau, C. Cruickshank (acting for L. Kostiuk), E. Cyr, M. DeRosa, R. Gorelick, R. Goubran, K. Graham, L. Grant, J. Greenberg, T. Haats, N. Hagigi, M. Haines, S. Hawkins, X. Haziza, D. Hornsby, D. Howe, G. Lacroix, N. Laporte, J. Lynch, G. Maracle, J. Mason, A. Masoumi, D. Mendeloff, S. Monastero, H. Nemiroff, B. O'Neill, A. Paiva, P. Rankin, R. Renfroe, M. Rivers-Moore, M. Rooney, S. Sadaf, A. Shotwell, E. Sloan (Clerk), C. Smelser, R. Teather, W. Tettey (Chair), R. Tfaily, C. Trudel, C. Viau, S. Viel, G. Wainer, J. Wallace

Regrets: A. Bordeleau, F. Brouard, J. Debanne, E. Gray, K. Hellemans, P. Kouzovnikov, A. MacDonald, B. MacLeod, L. Madokoro, L. Marshall, D. Maseko, D. McNair, M. Nadeem, M. Papineau, M. Pearson, O. Saloojee, P. Williams

Absent: M. Abarghouei, T. Davidson, S. El Fitori, B. Heerspink, J. Kundu, Y. Ono, R. Treasure

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

The meeting was called to order at 2:00 pm. The Chair began the meeting by acknowledging the passing of Professor Emeritus Warren Thorngate, from the Department of Psychology. The Chair expressed condolences to all who knew and loved him.

The Chair then noted that this would be the last meeting for departing student ex officio members Allan Buri (CASG President), Sarah El Fitori (CUSA President), Jayesh Kundu (GSA

President) and Mahsa Abarghouei (GSA VP Academic). The Chair thanked all for their service on Senate.

Following a review of procedures, a Senator rose to speak against the recent decision to return to in-person meetings without a hybrid option. The Senator felt that this decision limits full engagement and participation of Senators, particularly for elected members. They noted that ex officio members who are absent and cannot attend themselves have the option to send those temporarily acting in their role to Senate, whereas elected members are not permitted to send proxies if they cannot attend. The Senator asked for a reconsideration of this rule, particularly now that elected members do not have the option to join remotely.

The Chair thanked the Senator for their perspective.

It was **MOVED** (M. Haines, A. Paiva) that Senate approve the agenda for the meeting of Senate on April 25, 2025, as presented.

The motion **PASSED**.

2. Minutes: March 28, 2025 – open session

It was **MOVED** (S. Viel, J. Lynch) that Senate approve the minutes of the open session of the Senate meeting of March 28, 2025, as presented.

A small typo was noted on page 13 of the minutes.

With this correction made, the motion **PASSED**.

3. Matters Arising:

A Senator asked a question about the use of artificial intelligence to generate images and text from social media accounts on campus, rather than utilizing resources on campus that could provide these services. They asked if the university has an official stance or policy on this issue. The Chair thanked the Senator for the question, but noted that questions regarding individuals' use of social media accounts is not within Senate's purview, and should be raised in other venues.

4. Chair's Remarks

The Chair began his remarks noting the recent appointment of Howard Nemiroff as Dean of Sprott School of Business, beginning July 1, 2025. Professor Nemiroff had been serving as Interim Dean in this position for the past 2 years. The Chair congratulated Professor Nemiroff and wished him continuing success in the role.

The 2024-25 Future Learning Innovation Fellowship recipients were recently announced. This program supports instructors in implementing innovative teaching practices. The Chair extended congratulations to Kevin Cheung (Mathematics & Statistics), Rick Colbourne (Sprott School of Business), Vicky McArthur (School of Journalism & Communication), Brenda Morris (School of Social Work) and Brian Strong (School of Linguistics & Language Studies).

The Chair next reported that April marks the end of the Campus Community Campaign. Since the last campaign, 490 gifts were made through Carleton FutureFunder, with 175 of these providing ongoing support via monthly donations. The Chair extended his thanks to all within the Carleton community supporting these efforts.

The Chair highlighted recent achievements of Carleton Engineering students. Three Carleton students excelled in the Ontario Engineering Competition, taking first place in Senior Design, first place in Consulting, and second place in re-engineering. Carleton also performed well in several national and international competitions including:

- The Troitsky Bridge Design Team where they won first place in 6 categories
- CU-InSpace, in which Carleton's Rocketry Team designed, built, launched, and recovered a rocket at the Spaceport America Competition. This team ranked among the top 30 in the 30,000-ft category out of over 120 teams.
- Carleton Planetary Robotics: The Carleton Rover was accepted into the International University Rover Challenge in Moab, Utah. Only 38 teams worldwide were invited to the finals, and Carleton was one of just 5 Canadian teams to have that honour.

The Chair congratulated the Engineering students and their faculty member supporters for these achievements.

Finally, the Chair reminded Senators planning to attend June Convocation to register before the deadline of May 23, 2025.

5. Question Period

There were no questions submitted in advance by Senators.

6. Administration (Clerk)

The Clerk reported on the election results for the Senate faculty-member representative on the Board of Governors, noting that Kevin Graham had won the election.

The Clerk reminded Senators who have not responded to the 2025 Senate Survey to do so before the closing date of May 1, 2025. Those Senators serving on Senate Standing Committees were advised that the Committee survey will open after May 1; members will receive an invitation via email to respond to the survey.

7. Reports:

a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)

Committee Chair Julia Wallace presented 8 items for Senate approval and two items for information.

Items for approval. These were combined into an omnibus motion.

It was **MOVED** (J. Wallace, D. Hornsby) that Senate approves the regulations as presented.

The motion **PASSED**

Motions within the Omnibus:

- *Addition of B. Acc. Course & Graduation requirements*
MOTION: That Senate approves the revisions to Regulations TBD-1598: R-UG-Business effective for the 2025-26 Undergraduate Calendar as presented.
- *Re-admission not permitted after graduation*
MOTION: That Senate approves the revisions to Regulations TBD-1867: R-UG-3.1.13 Simultaneous and Subsequent Degrees effective for the 2025/26 Undergraduate Calendar as presented.
- *Addition of new programs to ACE regulation*
MOTION: That Senate approves the revisions to Regulations TBD-1869: \$-UG-3.2.1 Academic Continuation Evaluation effective for the 2025/26 Undergraduate Calendar as presented.
- *Removal of BAS (Non-Honours) and addition of new B ACC to the regulation re minimum CGPA requirements.*

MOTION: That Senate approves the revisions to Regulations TBD-1882: R-UG-3.4.6 Minimum CGPA Requirements for Graduation effective for the 2025/26 Undergraduate Calendar as presented.

- *Overall required CGPA lowered for COOP BGINS program*

MOTION: That Senate approves the revisions to Regulations TBD-2028: R-UG-COOP-B.G.In.S. Admission and Continuation Requirements effective for the 2025/26 Undergraduate Calendar as presented.

- *Removing BAS (non-honours) elements (cleanup)*

MOTION: That Senate approves the revisions to Regulations TBD-1608: R-UG-B.Arch. Residency Requirement effective for the 2025/26 Undergraduate Calendar as presented.

- *Clarification of 9-term rule*

MOTION: That Senate approves the revisions to Regulations TBD-1853: \$-UG-3.1.3 Absence from the University effective for the 2025/26 Undergraduate Calendar as presented.

- *Deletion of BAS (non honours)*

MOTION: That Senate approves the revisions to Regulations TBD-1949: R-UG-3.2.7 Bachelor of Architectural Studies effective for the 2025/26 Undergraduate Calendar as presented.

Items for Information

- Graduate minor modifications for April 2025
- Undergraduate minor modifications for April 2025

There was no discussion of the items for information.

b) Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented 3 major modifications for Senate approval. To expedite business, these were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, C. Viau) that Senate approve the major modifications as presented below.

The motion **PASSED**.

Motions included in the Omnibus:

- MOTION: That Senate approve the name change and major modification to the BSc Hons program in Biotechnology and the introduction of BTEC 4908, 4909 and 4910 as presented with effect from Fall 2026.

- MOTION: That Senate approve the major modification to the undergraduate program in Chemistry and Earth Sciences as presented with effect from Fall 2025.
- MOTION: That Senate approve the introduction of an accelerated pathway to the MSC in Earth Sciences as presented with effect from Fall 2025.

c) Senate Academic Governance Committee (SAGC) (E. Sloan)

The Clerk presented a motion to ratify 19 new committee members to 9 Senate Standing Committees:

It was **MOVED** (E. Sloan, K. Graham) that Senate ratify the nominees for the Senate committees as presented, for service beginning July 1, 2025.

The motion **PASSED**.

The Clerk next presented a revised Sprott Faculty Board Constitution for Senate approval. She reminded Senators that Senate passed a motion requiring Faculty Boards to revise their constitutions to support the transfer of authority for graduate curriculum approvals from the former FGPA to the Faculties, and that these revised constitutions were to be brought to SAGC for review before being approved by Senate.

To assist in the review process, the University Secretariat drafted a constitution template based on requirements outlined in the AGU; this template was used by SAGC in its review of the Faculty Board Constitutions.

The Sprott Faculty Board Constitution was revised in accordance with this template and has been approved by the Sprott Faculty Board. In bringing the Constitution to Senate for approval, SAGC members noted that the membership of the Sprott Faculty Board includes an administrative staff member with full voting rights, which is unusual. SAGC has suggested that this anomaly be reconsidered by the Sprott Faculty Board when it next reviews its constitution, with a suggested date of April 2030. The Clerk added that SAGC was not unanimous in recommending the Constitution to Senate for approval.

It was **MOVED** (E. Sloan, H. Nemiroff) that Senate approve the Faculty Board Constitution of the Sprott School of Business, as presented.

Discussion:

A Senator noted that the Sprott Faculty Board Constitution has reduced the number of elected Carleton Academic Student Government (CASG) representatives that should be

on the Sprott Faculty Board from 4 to 1. They added that CASG recommends that this be changed to allow all 4 elected CASG Sprott representatives to be on the Faculty Board, in alignment with the recommendations in the AGU for student membership.

A Senator who also serves on SAGC rose to provide more context for the concerns expressed in the memo. The main objection relates to the designation of a member of professional services staff as a voting member of the Faculty Board. Faculty Boards are academic governance bodies, and are creatures of Senate; as such, it is felt that it is not appropriate for a staff member to be voting on academic matters or electing Senators. The AGU does give the Faculty Board the authority to supplement its membership, but the Senator maintained that professional staff should not be voting members of the Faculty Board. The Senator asked the Dean of Sprott to explain why this person must have a voting role on the Faculty Board.

The Dean of Sprott responded that the AGU (Article 11.3) specifies minimum requirements for membership and also states that Faculty Boards may augment their membership as they see fit. In addition, Sprott is unique among the Faculties at Carleton in that it does not have departments. For other Faculties, departmental boards can and often do include non-academic staff members with voting privileges. For Sprott, non-academic staff have no other meaningful way to participate in decisions around feasibility as it pertains to program logistics, staffing, etc. The manager of operations at Sprott represents all of Sprott staff on the Faculty Board, and is familiar with what the School can handle with regards to program delivery and the student experience. Sprott has not been a department within the Faculty of Public Affairs and Management (PAM) for over two decades, yet the Manager of Operations has continually participated in and voted at Faculty Board meetings for all of those years. The Dean, therefore, did not agree with the concerns expressed by members of SAGC and reflected in the memo, but in the spirit of collegiality, has agreed that Sprott will revisit the issue when it next reviews its Faculty Board Constitution.

Some other Senators broadened the discussion to the relationship between Senate and Faculty Boards, and how much autonomy Faculty Boards actually have within the academic structure. Another Senator reported that at FASS Faculty Board, it was felt that the changes proposed by SAGC in its review of the FASS Faculty Board Constitution would weaken the autonomy of the FASS Faculty Board, and as a result FASS has struck its own ad hoc committee to review its Faculty Board Constitution independently. The Senator noted that it was felt that SAGC was dictating to FASS what should be included in their Faculty Board Constitution.

The Clerk responded that SAGC is not dictating to Faculty Boards, but has provided a template and suggested changes to align with the template, in order to be helpful, and to assist Faculty Boards in their revisions.

Discussion closed at this point and the Chair called the question.

The motion **PASSED**.

d) Senate Executive Committee (P. Rankin)

It was **MOVED** (P. Rankin, R. Renfro) that Senate approve the appointment of Kim Hellemans as COU Academic Colleague, to serve a 3-year term of service beginning July 1, 2025.

Discussion:

Provost Pauline Rankin spoke to this item, noting that Senator Kim Hellemans has indicated her willingness to continue to serve as Academic Colleague for another 3-year term. In accordance with established procedures, Senate Executive is bringing forward her nomination for Senate approval.

A Senator asked if nominations from the floor could be allowed for this position, since the AIP Standard Code of Parliamentary Procedure, which is the guide for Carleton's Senate, states that nominations from the floor should always be permitted. The Chair responded that the process does not allow for nominations from the floor. The Academic Colleague is an appointment that is brought forward by the President to the Senate Executive Committee. The Senate Executive Committee then considers it and determines whether or not they will bring the name to Senate. Another Senator also noted that "nomination" does not apply to this role, since the Academic Colleague is appointed, upon recommendation to Senate, and appointment procedures differ from nomination procedures.

The motion **PASSED**. Senator Root Gorelick asked that his abstention from the vote be recorded in the minutes, for reasons noted above in the discussion.

8. Financial Update (Provost)

The Provost provided a financial update to Senators. She noted that the full budget presentation will be brought to Senate on June 6, following the approval of the budget by the Board of Governors. In addition, an Operating Budget Webinar will be held in May for those who would like more information prior to June 6.

The projected structural deficit for 2025-26 will be almost the same as the structural deficit for 2024-25, despite significant efforts made to reduce spending over the past year. The projected base operating deficit is approximately \$32M for 2025-26. The base operating budget deficit was \$31.6M for 2024-25.

The university undertook a spending reduction campaign for the 2025-26 fiscal year, which included a Voluntary Retirement Incentive Program, adjusted class sizes and offerings, and reduced general and administrative spending. These spending reductions are offset by a continued projection of international student enrolment declines, ongoing salary increases and rising campus infrastructure costs.

Carleton continues to implement its Mission Sustainability Framework, which targets areas for cost containment and revenue growth to protect the integrity and sustainability of the academic mission. The university is also participating in the Ministry of Colleges Universities and Research Excellence and Security (MCURES) Efficiency and Accountability Fund (EAF) Review, which will be used to help inform action toward mission sustainability. Over the next several months, the review will involve a third-party consulting firm working to identify efficiencies and best practices in areas such as governance, administrative and student services, academic programming, facilities, procurement and revenue generation opportunities. Carleton's participation in the review will be fully funded by MCURES through the allocation of up to \$500,000 to cover direct costs billed by a third-party consulting firm.

Discussion:

A Senator asked if there could be any positive aspects to the MCURES process. The Provost responded that the process is expected to yield insights into Carleton's operations and that the consulting firm will be confirmed by June 1st, following a rigorous procurement process.

A Senator referenced the expenditure resulting from the repeal of Bill 124, and asked why Contract Instructors did not receive any retroactive pay from that process. The Provost responded that since this relates to the CUPE 4600 collective agreement bargaining process, which has concluded, they cannot comment further on it.

A Senator asked if it would be legal for Carleton to raise its tuition fees by 30% without government approval, and simply forgo the government grant so that Carleton would be independent of government control. Could this be considered as an option, particularly if a coalition of Ontario universities took this approach? The President responded that the ramifications of such an action are far-reaching and very serious, and no other university, even those in far worse shape than Carleton, has chosen this route.

A Senator asked for more information and clarity on the issues with Microsoft, which has recently increased its fees so dramatically that Carleton users have been asked to reduce data storage space. Another Senator added that the message from ITS has been a call for a 98% reduction in cloud storage. Faculty members with research data in the cloud are very concerned with these developments. The Provost replied that a Digital Strategy Committee is examining these issues and is aware of the gravity of the situation. She also suggested that a presentation to Senate on this issue at a future meeting could be useful.

In response to another question, the Provost confirmed that other institutions are in worse shape than Carleton. Carleton has been relying on its reserves, which is a non-renewable resource, but now must implement cost-recovery methods, and must work productively to arrive at solutions. The Chair added that the Efficiency and Accountability Review is an opportunity for self-reflection, and that the best approach is for all of us to work collaboratively with open minds, and not to impede the process.

The Chair thanked the Provost for this valuable update and also Senators for their questions and engaged discussion.

9. Discussion of Framework for Suspending Admissions (D. Hornsby)

The Vice-Provost and Associate Vice-President Academic, David Hornsby, spoke to this item. A draft framework was circulated in advance to Senators, outlining both the process for suspending admissions, and the process for reinstating or closing a suspended program.

The need for the framework has become apparent over the past admissions cycle as a number of academic units have been seeking to suspend admissions to their low-enrolment programs, and these requests have grown significantly. The moment requires a broader set of stakeholders to be involved in these decisions, and a defined process to ensure academic and administrative considerations are taken into account while also acknowledging the need to move quickly.

The framework is an effort to balance academic and administrative actions and considerations. It has taken into consideration feedback and input from VPARC, SQAPC, SCCASP and also from Senators in previous meetings. The framework conveys that suspension of academic program enrolment is not meant to be a permanent act, as it is only permitted for two admission cycles. Additionally, it acknowledges the need for a broader set of evidence points beyond low enrolment, and clarifies that the pathway out of suspension follows established institutional quality assurance practices, namely:

- Program reinstatement (A1 major modification)
- Program redesign (A1 major modification)
- Program closure (track B major modification)

All of these steps would require the engagement of Senate committees and the approval of Senate.

Discussion:

In response to a question from Senate, Vice-Provost Hornsby confirmed that the framework is being held outside of any Senate committee, and was developed through his office.

Senators asked for clarity on the definition of “low enrolment” and other threshold criteria that would be used as rationale for suspension, so that there would be consistency across Faculties. The Vice-Provost responded that a single definition of low enrolment for all programs is not possible as the costs are not uniform across the institution. Instead, the individual academic unit should drive the action, as they are in the best position to determine what low enrolment is for their unit. He added that the framework also captures other reasons for suspending admissions, including program refresh. Some Senators still insisted that this section of the framework could be more well defined.

Several Senators spoke out in favour of Senate having more of a role in approving and/or overseeing admission suspensions, as this is an academic matter within the purview of Senate. The Vice-Provost stressed that there are broader considerations than those in Senate's purview, and that administrative and operational factors also need to be considered. Additionally, there is no provision for academic suspension in the IQAP, since the action does not result in any structural or program changes, but only affects the admissions process. He noted that admission suspensions need to be enacted quickly, often within a matter of days, which would make going through Senate for a vote impractical.

Senators continued to express their concern with this approach, and pressed for a venue for Senate involvement and oversight.

The Chair recognized Nadeem Siddiqi, Vice-Provost, Graduate Studies, who requested permission to speak to this issue. Vice-Provost Siddiqi noted that suspension of admission for programs or pathways is a routine occurrence in graduate studies. Graduate programs are not cyclical, so closing the ability to apply to a program in a timely manner is critical. They would not be in favour of any action that would hinder or slow down this process for graduate programs.

It was noted that Senate does vote on either reinstating a program or closing it, once the period of suspension has expired. In this case, Senate is the authority, even if their decision does not align with VPARC recommendations. The Chair reminded Senators that the decision on whether to suspend/close/reinstate a program begins with the individual unit, and robust discussions around that action should take place at Departmental and Faculty Board meetings, before the item is brought to Senate either for a vote or for information.

The Chair thanked Vice-Provost Hornsby for the presentation and Senators for the rich discussion.

10. Reports for Information

- a) Senate Executive Minutes (March 18, 2025)

There was no discussion of this item.

11. Other Business

There was no other business.

12. Adjournment

The meeting was adjourned (D. Howe, C. Viau) at 4:02 p.m.



Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.

**Carleton University Senate
Meeting of June 6, 2025 at 2:00 pm
PK608**

**OPEN SESSION
MINUTES**

Present: Z. Al Attar, J. Armstrong, M. Barbeau, A. Bordeleau, J. Brunet, S. Burges, A. Butler, E. Cyr, J. Debanne, M. DeRosa, R. Gorelick, R. Goubran, K. Graham, E. Gray, J. Greenberg, T. Haats, M. Haines, X. Haziza, K. Hellemans, D. Hornsby, D. Howe, S. Joe-Ezigbo, L. Kostiuik, N. Laporte, J. Lynch, A. MacDonald, B. MacLeod L. Madokoro, G. Maracle, L. Marshall, D. McNair, H. Nemiroff, D. Nwakanma (acting for S. Blanchard), B. O'Neill, Y. Ono, M. Papineau, A. Patrick (acting for A. Kocsis), P. Rankin (Chair), R. Renfroe, M. Rivers-Moore, M. Rooney, S. Sadaf, E. Sloan (Clerk), T. Turbat, J. Wallace,

Regrets: M. Bahran, F. Brouard, J. Chan, J. P. Corriveau, N. Hagigi, D. Maseko, J. Mason, A. Masoumi, D. Mendeloff, M. Nadeem, A. Paiva, M. Pearson, O. Saloojee, W. Tettey, R. Tfaily, C. Trudel, C. Viau, S. Viel, G. Wainer, P. Williams

Absent: T. Davidson, L. Grant, S. Hawkins, B. Heerspink, P. Kouzovnikov, G. Lacroix, S. Monastero, A. Shotwell, C. Smelser, R. Teather, R. Treasure

Recording Secretary: K. McKinley

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1. The meeting was called to order at 2:03 pm. Provost Pauline Rankin welcomed Senators to the final Senate meeting of the 2024-25 academic year, noting that she would be acting as Chair in President Tettey's absence (as per the protocol in Section 5.1 of the AGU).

The Chair welcomed new student ex officio members Alison Kocsis (CASG President), Sean Joe-Ezigbo (CUSA President), Zeina Al Attar (GSA President), and Temuulen Turbat (GSA VP Academic). She also thanked departing faculty members, students, Board of Governor and Alumni representatives, for their dedication and engagement during their terms on Senate. A special thank-you was extended to departing Clerk of Senate Elinor

Sloan for her unwavering commitment to Senate during the four years of her tenure. The Chair noted that Professor Richard Dansereau from the Faculty of Engineering & Design would be assuming the role of Clerk of Senate as of July 1st for a 3-year term.

It was **MOVED** (M. Haines, L. Madokoro) that Senate move into the Closed Session of the meeting

The motion **PASSED**.

(Minutes for the Closed Session of the meeting are in a separate document.)

Minutes after Open Session resumed:

Approval of Open Agenda:

It was **MOVED** (N. Laporte, J. Armstrong) that Senate approve the open agenda for the meeting of Senate on June 6, 2025, as presented.

The motion **PASSED**.

2. Minutes: April 25, 2025

It was **MOVED** (H. Nemiroff, M. Haines) that Senate approve the minutes of the Senate meeting on April 25, 2025 as presented.

The motion **PASSED**.

3. Matters Arising

Associate Vice-President ITS and Chief Information Officer (CIO) Valerie Turner provided Senators with information regarding Microsoft fees and cloud storage issues at Carleton, in response to a request from a Senator in the previous meeting.

CIO Turner first clarified that Carleton has a master agreement with Microsoft at the provincial level. Ontario universities negotiate as a sector with Microsoft in order to obtain volume pricing; the current agreement is signed by the Council of Ontario Universities.

Microsoft has made recent changes to storage allocations that are negatively impacting universities worldwide. Previous storage allocations were calculated by account, including both free and paid accounts. Microsoft is now only allocating storage per paid license, which will result in a large reduction in storage capacity overall for Carleton.

To avoid incurring the costs of purchasing additional storage, limits on storage for Carleton users will be set, without negatively impacting members of the community, if possible.

Currently, Carleton possesses 240,000 accounts, including student, alumni, staff and faculty accounts. An audit of the current user profiles reveals the following:

- 2% of current license holders are using 70% of the data storage.
- At present, 4,290 faculty and staff consume storage; 258 of them are over their quota.
- There are more than 60,000 student licenses, but only approximately 30,000 are active students.
- 3,894 students are over their storage limit, but only half of these students are active.

ITS is currently taking steps to address these issues by:

- Working with faculty and staff to find solutions for their data storage issues;
- Determining what data are in One-Drive, since One-Drive occupies a large volume of storage;
- Researching other storage locations and options:
 - Citrix Sharefile in the Research Data Centre,
 - Digital Research Alliance of Canada for large data sets,
 - Data storage for completed research in the MacOdrum Library;
- Checking with Computing Support Units (CSUs) to see what infrastructure is available in Faculties and Departments;
- Setting up 2 working groups, one for research data and one for administrative data; and
- Working with Corporate Archives for administrative data.

CIO Turner confirmed that research data sets tend to require the most storage. Some of these could be archivable via Azure cold storage, but if they need to be accessible, egress charges would apply.

CIO Turner also noted that faculty members who have exceeded their storage limits will be contacted before August 1st and that ITS will be working within the departments via CSUs to find solutions. Faculty members will also be able to consult with the two working groups (research, administrative) or they may open a ticket in the Jira Service Desk Customer Portal to explain their individual use case.

The Chair thanked CIO Turner for the information.

4. Chair's Remarks

The Chair began her remarks by thanking Senators for their engagement and commitment to academic excellence and community well-being throughout the challenges of the 2024-25 academic year.

The Chair then reported on a new legislative proposal introduced on May 29 by the Ontario government (*Supporting Children and Students Act 2025*) aimed at enhancing transparency, accountability and student success in the postsecondary education system. If passed, the Act will require universities to provide accessible breakdowns of tuition and ancillary fees, ensure that admissions policies are clear and based on merit, maintain inclusive pathways for students, and implement research security plans. Consultations with students and sector stakeholders are planned before the regulations are enacted, and implementation will follow Royal Assent. Regular updates on this process will be provided to the Carleton community, including Senators.

The Chair next highlighted these academic and research achievements:

- Carleton has established Canada's first Chair in Philanthropy, housed within the School of Public Policy & Administration.
- Dr. Kahente Horn-Miller, AVP Indigenous Teaching, Learning and Research, and Benny Michaud, Director of the Centre for Indigenous Support and Community Engagement each received a prestigious King Charles III Coronation Medal in recognition of their outstanding contributions to Indigenous education, advocacy and community engagement.
- Dr. Mark Boulay (Department of Physics) received the 2025 CAP-TRIUMF Vogt Medal for his outstanding contributions to subatomic physics.
- A team of researchers from the Department of Physics has been honoured with the 2025 Breakthrough Prize in Fundamental Physics, which was awarded to the International ATLAS Collaboration for its contributions to particle physics over

the period of almost a decade. A total of 38 Carleton researchers are among the recipients of this award.

- Kelly Babchishin (Psychology), Rachel Buxton (Integrated Science and Biology), Reza Kholghy (Mechanical & Aerospace Engineering) and Robyn McQuaid (Neuroscience) received Early Researcher Awards from the Ontario Government, each worth \$140,000 in funding with an additional \$50,000 in matching support from the university.
- Carleton has launched a strategic partnership with March Networks, a global leader in intelligent video and AI-driven solutions. The collaboration will strengthen local tech talent, advance AI research and support greater inclusion in STEM.

The Chair next shared the news that after 6 years of service as Dean of the Faculty of Engineering & Design, Dr. Larry Kostiuk will be stepping down from this role to return to teaching and research activities. The Chair thanked Dr. Kostiuk for his outstanding leadership and the many contributions he has made to the success and growth of Carleton's engineering and design programs. Dr. Ronald Miller, Chancellor's Professor in the Department of Mechanical and Aerospace Engineering, will become Interim Dean as of August 1st. Senators gave a round of applause to out-going Dean Kostiuk.

Finally, the Chair mentioned the following events:

- Mental Health Awareness Month (May)
- National AccessAbility Week (May) – celebrating valuable contribution of Canadians with disabilities
- Pride Month (June) – an opportunity to honour and support Two-Spirit, lesbian, gay, bisexual, transgender, and queer members of the Carleton community
- National Indigenous History Month (June)
- Spring Convocation – June 16 – 20, including the installation of President Tettey and incoming Chancellor Nik Nanos.

There were no questions or comments from Senators on the Chair's Remarks.

5. Question Period

One question was submitted, but it was addressed during the Budget presentation. The Chair reminded Senators to restrict questions to issues within the purview of Senate.

6. Administration

There was no report for Administration at this meeting.

7. Reports

a. Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)

Committee Chair Julia Wallace presented 2 items for Senate approval and 2 items for information.

Items for approval:

Adding Nursing to those programs that do not permit admission with ESLR

It was **MOVED** (M. DeRosa, D. Hornsby) that Senate approves the revisions to Regulations UG-ADM-General 4: R_ADM-General-Section 4 English Language Proficiency effective for the 2025-26 Undergraduate Calendar as presented.

The motion **PASSED**.

Band scores for Pearson Language Test + update to the Duolingo band scores

It was **MOVED** (M. Papineau, D. Nwakanma) that Senate approves the revisions to Regulations R-GR-3 Application for Admission effective for the 2025-26 Graduate Calendar as presented.

The motion **PASSED**.

Items for Information:

- Undergraduate Minor Modifications for May 20, 2025
- Graduate Minor Modifications for May 6, 2025

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby began by noting that this was Julia Wallace's final Senate meeting as Chair of SCCASP, as she is retiring. Senators provided her with a round of applause to thank her for her service.

The SQAPC Chair presented 5 major modifications for Senate approval and one memo for information.

The major modifications were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, J. Wallace) that Senate approve the major modifications as presented.

The motion **PASSED**.

Individual motions within the Omnibus:

- THAT Senate approve the introduction of the concentrations in Government and Professional Communication; Media and Entertainment

Industries; and Public Engagement and Civic Culture to the B. CoMS program, as presented, with effect from Fall 2025.

- THAT Senate approve the major modification and name change to the undergraduate Economics concentration in Development and Environment as presented with effect from Fall 2026.
- THAT Senate approve the deletion of the Earth Sciences concentrations in Finance: Resource Valuation; Geophysics; Resource Economics; and Vertebrate Paleontology and Paleoecology as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the undergraduate Earth Sciences programs in Vertebrate Paleontology and Paleoecology as presented with effect from Fall 2026.
- THAT Senate approve the major modifications to the BSc program and concentrations in Linguistics as presented with effect from Fall 2026.

Memo for Information:

Committee Chair David Hornsby presented for information a list of programs approved to suspend admissions for Fall 2025. It was noted that the requests for suspended admissions were made by the units, approved by the Deans and Vice-Provost (Academic), and that all necessary administrative steps were taken by Admissions, the Registrar's Office and Graduate Studies.

Programs with Suspended admissions for Fall 2025

Minor in German	Minor in Health Sciences
Minor in Korean	Minor in Canadian Studies
Minor in Russian	MEng Engineering Practice (Environmental)
Minor in Chinese	Minor in Computer Science
BSc in Food Science	BSC in Integrated Sciences
Minor in Food Science	MA and GDips in Northern Studies
Minor in LACS	PHD in Canadian Studies
Grad programs in Ethics and Public Affairs	BIT in Optical Systems and Sensors (1 admission cycle) (request from Algonquin College)

It was also noted that the suspensions will be in effect for two admission cycles unless otherwise indicated, and that any modifications to program reinstatement or closure will be brought to Senate for approval.

In response to a question from the floor, the committee Chair noted that the request for suspension of admissions must come from the academic units. He also clarified that suspending admissions does not equal suspending the program. Faculty members will continue to teach students that are still in the program. Deans of the Faculty will consider faculty member reallocations to

other units where this makes sense. It is also not a foregone conclusion that a program whose admissions are suspended will ultimately close.

A Senator asked for more information on the suspension of admissions for the minor and PhD programs in Canadian Studies. Committee Chair Hornsby replied that the suspension of admissions for the minor occurred in January of 2025, before the establishment of this framework. The Dean of FASS added that there are only 9 students in the minor. The current strategy is to restructure Canadian Studies to focus more on the Masters and the minor in Heritage, and to change the courses within the minor in Canadian Studies. The PhD program has been paused while its future direction is being considered.

c. Senate Academic Governance Committee

Committee Chair Elinor Sloan presented three items for Senate approval. The first item was a motion to approve new members for various Senate standing committees.

- Senate Executive Committee – Nir Hagigi (UG Student member)
- Senate Committee on Curriculum Admission and Studies Policy – David Mendeloff (Faculty member and Chair)
- Senate Review Committee – Sana Mohsni (faculty member from Sprott)
- Senate Academic Governance Committee – Ruth McKay (faculty member from Sprott) and Christian Viau (faculty member from FED)
- Senate Committee on Undergraduate Student Awards – Roland Few (faculty member from Sprott)
- Senate Honorary Degrees Committee – Halim Yanikomeroğlu (faculty member from FED)

It was **MOVED** (E. Sloan, K. Graham) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2025.

The motion **PASSED**.

Clerk Elinor Sloan then presented a motion to approve a revised Science Faculty Board Constitution. She reminded Senators that Faculty Boards were asked by Senate in 2023 to revise their constitutions, to support the transfer of authority for graduate curriculum approvals from the former FGPA to the Faculties, then to bring these revised constitutions to SAGC for review before Senate approval. A new template was created to assist in the review process.

The Science Faculty Board Constitution has been revised in accordance with this new template and has been approved by the Science Faculty Board. However, SAGC members wished to highlight that the Science Faculty Board student membership does not align with Section 11.3 of the AGU which states that Faculty Board membership shall include students who are elected or appointed members of departmental boards of the Faculty (AGU11.3(a)(iii)).

It was **MOVED** (M. DeRosa, K. Graham) that Senate approve the Science Faculty Board Constitution as presented.

Discussion:

A member of the Science Faculty Board provided more context for the discrepancy between Section 11.3 of the AGU and the student membership on the Science Faculty Board as outlined in their constitution. It was noted that Science Faculty Board meetings require at least 2 faculty members from larger units and at least one faculty member from the smaller units to be present for quorum to be achieved. Since this broad representation is ensured via the quorum requirement, not every member of the Faculty Board is expected to attend the meetings and in practice, meetings are attended mostly by these designated members from the units. All Science students as specified in the AGU are members of the Science Faculty Board, but only a subset are voting members. This is to preserve the ratio of student to faculty voting members at meetings of the Faculty Board. It was noted that this has been the standard of governance at Science Faculty Board for the past 20 years. The Science Faculty Board Secretary added that the Constitution was sent out to all members to receive feedback and was reviewed at the Faculty Board meeting prior to the vote to approve it. It was approved unanimously at that meeting.

The issue of alignment with the AGU was discussed by Senators. Some suggested that the AGU might be revised to allow for more variance between Faculty Board Constitutions in areas such as membership, provided that Senate supports this.

The motion **PASSED**.

Senators Root Gorelick and Laura Madokoro requested that their abstention from the vote be recorded. Senator Aidan Patrick (acting for CASG President Alison Kocsis) requested that their vote against the motion to be recorded in the minutes.

Finally, the Clerk presented a motion to approve the Computer Science Faculty Board Constitution which has been revised in accordance with the template provided by the Secretariat and has been approved by the Computer Science Faculty Board.

It was **MOVED** (M. Barbeau, D. Howe) that Senate approve the Computer Science Faculty Board Constitution, as presented.

Discussion:

A Senator asked how students are invited to Computer Science Faculty Board meetings. School of Computer Science Director Michel Barbeau responded that student representatives are welcome and invited to the School of Computer Science Council and Faculty Board meetings, but that Faculty Board meetings are only held once or twice per year.

The motion **PASSED**.

The Clerk concluded with a report on the implementation status of the 2024 recommendations of the Ad Hoc Committee on Graduate Academic Governance. The Clerk reminded Senators that in June of 2023 the Ad Hoc Committee on Graduate Academic Governance was created to study the impact of the transfer of graduate curriculum approvals from FGPA to the disciplinary Faculties, and to provide recommendations to address any concerns or issues arising from this review. The Ad Hoc Committee presented a report for Senate in January of 2024 that included 13 recommendations, and a number of action items for SAGC.

- Revision of Faculty Board Constitutions – 4 out of 9 have been completed and approved by Senate; the Graduate curriculum approval processes for FASS and Engineering were submitted to and reviewed by SAGC.
- Revision of Academic Integrity Policy – an Ad Hoc Committee on the Academic Integrity Policy has been working on this and it is nearing completion
- Revision of AGU to remove FGPA Dean and Graduate Faculty Board – completed in 2024; the Board of Governors also approved a motion to dissolve the Faculty of Graduate & Postdoctoral Affairs.
- Revision of Senate Committee TORS that included representation from FGPA – completed

- Development of process for oversight of graduate student awards – SAGC has completed this and will bring to Senate in September for approval
- Appropriate additional AGU revisions – completed in 2024; additional changes may be brought to Senate in 2025-26

There were no questions or discussion arising from this report.

8. Operating Budget (Provost)

Provost Pauline Rankin temporarily relinquished her seat as Chair of Senate to present this item. She asked VP Research and International Rafik Goubran to act as interim Chair for this agenda item, with Senate's permission.

The 2025-26 Base Operating Budget shows a net operating deficit of \$31.9M, which is almost identical to the deficit from the 2024-25 operating budget. Measures to offset the deficit this year included an additional provincial government grant to support STEM growth, the introduction of new programs and program renewal plus a \$24M budget reduction campaign. However, these measures have been countered by the continued impact of the decline in international student enrolment and ongoing increases in staffing costs. Without further intervention, the projections for 2026-27 show a deficit in excess of \$54M, as costs continue to rise and revenues remain flat.

Carleton's Mission Sustainability Framework is developing recommendations for further service-level efficiencies, cost containment and revenue growth. A Task Force, convened to guide the progress on this framework, is also liaising with Deloitte to complete the Ministry's Efficiency and Accountability Fund (EAF) Review. The EAF Review will begin over the summer and will seek to identify efficiencies and best practices in governance, administrative and student services, academic programming, facilities and physical assets, procurement and revenue generating opportunities. An interim update will be provided to Senate in October while the final report with a proposed implementation plan is due for submission to the Ministry in December.

A Senator asked for more details on the \$2.9M reduction in class sizes, offerings and administrative cuts as outlined in the presentation. The Provost responded that this figure includes \$1.8M in general administrative cuts, and some reductions to Teaching Assistant and Contract Instructor positions. Faculties will decide if further cuts are possible, without compromising our core mission. It was noted that the EAF process could provide insights on what further actions might be possible.

In response to another question, the Provost noted that our current deficit for 2025-26 would have been over \$50M without any interventions.

A Senator asked for the cost (actual dollar amount) of the new gateway signs entering campus and where this was included in the budget calculations. The Vice-President Finance & Administration Duane McNair noted that the budget for the signage was \$1.6M (approved in 2023), of which \$1.5M has been spent to date. This would be included in the “Campus Infrastructure” budget line for expenses.

A Senator asked if the reduction in international student numbers might result in a reduction in expenses or operational costs as well. The Provost responded that operational costs for the university continue regardless of the reduction in international students; faculty members still need to be paid, and services still need to be provided for students who are attending Carleton. Operational costs also continue to rise.

Another Senator asked for more information on Deloitte’s research methodology for this review. The Provost noted that Deloitte has requested data and documentation on various operations, including Senate and the Board of Governors, plus all of Carleton’s strategic plans. They are developing an interview list and planning engagement sessions to take place over a concentrated period of time in summer and early fall, but full details on these are not yet available. In response to another question, the Provost noted that the review has a wide agenda with broad categories but can be tailored to our specific institution. Carleton can also suggest areas for Deloitte to consider.

A Senator asked if the recommendations that emerge from the review would be binding. The Provost replied that Deloitte will develop an implementation plan that will be submitted to the provincial government. Carleton will be actively involved with Deloitte to develop a plan that works for us. The Provost added that the government has provided funding for the review but has not promised any funding for the implementation of the recommendations.

A Senator noted that members of the Carleton University Retirement Association have commented on the recent elimination of the Lifelong Learning Program and are requesting an opportunity to present a proposal to reconstitute the program with volunteer management. The Provost responded that the decision to shutter the Lifelong Learning Program was made after several years of financial losses following COVID. She added that the current model has become a substantial drain on finances and does not have the numbers to support it.

The interim Chair thanked the Provost for the presentation and Senators for the engaged discussion.

9. Reports for Information

The Provost resumed her position as Chair of Senate.

- a. Senate Executive Committee minutes (April 15, 2025)
- b. COU Academic Colleague Report

10. Other Business

A Senator rose to ask Senators to recognize Professor Donald Russell, former Clerk of Senate, active member of SAGC, and Chair of the Senate Ad Hoc Committee on the Academic Integrity Policy, for his many years of service on Senate, in administration, as well as teaching and research. Professor Russell is retiring after a year of administrative leave. Senators provided a round of applause for Professor Russell.

11. Adjournment

The meeting was adjourned (D. Howe, K. Hellemans) at 4:00 pm.