

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

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

<b>PRESENT:</b>	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		
<b>REGRETS:</b>	N. Nanos	M. Main	G. Malaba
	H. Babb		
<b>STAFF:</b>	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)		

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**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 30<sup>th</sup> 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 648<sup>th</sup> 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 648<sup>th</sup> 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 3<sup>rd</sup> 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.