

**CONSENT AGENDA  
to the Open Agenda of the 650<sup>th</sup> meeting of the Board of Governors**

**Tuesday, March 10<sup>th</sup>, 2026  
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 648<sup>th</sup> meeting of the Board of Governors, as presented.

**4.1.2 General Guidelines for Board of Governors Meeting (Appendix A and B of General Operating By-law No.1)**

MOTION: On the recommendation of the Governance Committee, move to approve the repeal of appendix A and B of the Carleton University General Operating By-law No.1, as presented.

On the recommendation of the Governance Committee, move to approve Appendix A: General Guidelines for Board of Governors Meetings as part of the Carleton University General Operating By-law No.1, as presented.

**4.2 ITEM(S) FOR INFORMATION**

- 4.2.1 Distributed Shared Services Model**
- 4.2.2 Government Relations Update**
- 4.2.3 2025/2026 Advancement Strategic Priorities**
- 4.2.4 Human Rights Policy Implementation Report – Anti-Racism/Anti-Hate Directive**
- 4.2.5 Investment Report on the Endowment**
- 4.2.6 Responsible Investing Report**
- 4.2.7 Emergency Management and Continuity of Operations Annual Report**
- 4.2.8 Audited Financial Statements of the Carleton University Retirement Fund**
- 4.2.9 Governance Update from Senate**
- 4.2.10 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 649<sup>th</sup> Meeting of the Board of Governors  
Tuesday, December 2<sup>nd</sup>, 2025 at 3:00 p.m.  
Richcraft Hall Room 2440R**

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

**OPEN SESSION**

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

The Chair called the meeting to order at 3:00 p.m. and welcomed governors and attendees to the second meeting of the 2025/26 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located. She welcomed Chancellor N. Nanos, Board members, management, and guests to the meeting and reviewed the meeting protocols for members in person and attending 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 H. Babb and seconded by A. Chan that the open agenda of the 649<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, Creation of the College of Global Studies, and Update on the 2025/2026 Ancillary Budget.

The following items were circulated in the open consent agenda for information: Pension Plan Report and Minutes from Senate.

It was moved by L. Grussani and seconded by M. Main that the items in the open consent agenda of the 649<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

## **5. ITEMS FOR APPROVAL**

### **5.1 International Undergraduate Tuition Fees**

An executive summary and presentation were circulated in advance.

A. Hamdani, Chair of the Finance Committee, introduced the item advising that the Finance Committee was recommending that the Board approve the international tuition rates for the next three years. A discussion took place at Finance Committee regarding the certainty the plan provided to students, noting consideration was given to improving recruitment and remaining competitive in Ontario while balancing some of the revenue challenges.

On the recommendation of the Finance Committee, it was moved by A. Hamdani and seconded by K. Graham to approve the undergraduate international tuition fees for 2026/27, 2027/28, and 2028/29, as presented. The motion carried unanimously.

### **5.2 Institutional Impartiality Policy**

An executive summary and draft policy were circulated in advance.

W. Tettey, President and Vice-Chancellor, advised that the Institutional Impartiality Policy was designed to strengthen Carleton's governance framework and reaffirm its commitment to academic freedom, open inquiry, and respectful dialogue. The policy made clear that Carleton does not endorse political or partisan positions as an institution while remaining fully committed to defending academic freedom, respecting human rights, and maintaining a safe and inclusive environment. The policy only applied to institutional statements and actions taken in an official capacity by senior leadership and employees who speak on behalf of the institution. He confirmed the policy was not in conflict with the Carleton University Academic Staff Association (CUASA) Collective Agreement.

A letter from CUASA expressing concerns about the policy was acknowledged and W. Tettey responded to its apprehensions advising that the policy did not restrict academic freedom and that the policy was developed through extensive consultation. Feedback was reviewed and led to significant revisions to clarify intent and to strengthen language supporting academic freedom. A meeting of the General Faculty Board (GFB) was called and attended by both W. Tettey and Chair of the Board, B. Creary. The GFB approved a recommendation to Senate, that Senate recommend to the Board of Governors that it reject the proposed Impartiality Policy, and not pursue any such policy, which was defeated at Senate.

It was reiterated that the policy was aligned with the Strategic Integrated Plan and the *Carleton University Act*. The policy would mitigate institutional risk by providing clarity on institutional expression.

A member commented that they saw the value of such a policy and situations existed where such a policy could have applied; however, there remained some problematic language and additional time for consultation and communication regarding the reasoning could have been beneficial for those affected by the policy.

A member commented that they agreed with the policy in principle but felt that additional time was needed for discussion, potential revisions, and clarifications, to mitigate potential risks and build community trust. As such, they requested that the current approval (motion) be postponed to the March 10, 2026 meeting of the Board of Governors. W. Tettey responded that there were risks and tensions within society and the institutions that can get in the way of the fundamental operations of the University. He disagreed that there would be a benefit to extending the timeline for the approval of the policy.

A member asked for clarification that the policy was in respect to the institution as a whole and did not impinge upon free speech of any faculty. W. Tettey confirmed that under the policy, individuals or collective individuals could speak on any matter of interest or concern to them.

A member acknowledged the importance of the debate process and commented that the concerns stemming from the postponement of approval seemed to be about process, rather than the policy itself. The member asked what the risk would be of delaying the approval of the policy.

A member asked what additional consultation steps would be needed beyond those already completed. The member requesting a postponement of approval explained that they saw no urgent need for the policy, noted there was no sector precedent, and raised concerns about the timing of discussions creating a gap in critical knowledge. Given the policy's broad impact, they suggested that extra time and communication could surface further considerations. A delay, they argued, would demonstrate that the Board is listening to feedback.

A member noted that significant changes were made to the policy after community feedback, and the revised version was released just over a week before the Board meeting. They expressed concern that community members may not have had sufficient time to review the updated version.

The Chair of the Governance Committee advised that the policy was reviewed and discussed at its recent meeting and the Governance Committee was recommending it to the Board for approval. He commented that he did not believe a delay would provide additional information but agreed that the policy would need to be accompanied by a communications plan for clarity to the community. W. Tetey spoke to the communications plan for the roll out to the University community.

It was moved by A. Buri and seconded by J. Simpson to postpone the deliberation of the Institutional Impartiality Policy until the March 10, 2026 meeting of the Board of Governors, as presented. The motion was defeated.

On the recommendation of the Governance Committee, it was moved by J. Devoe and seconded by P. Cartwright to approve the Institutional Impartiality Policy, as presented. The motion carried.

### 5.3 Enterprise Risk Management Policy and Framework

An executive summary, framework, and policy were circulated in advance.

J. Camelon, Chair of the Audit and Risk Committee, advised that the Department of Risk Management undertook a significant refresh of its Enterprise Risk Management (ERM) program. The renewal was designed to strengthen how the University identifies, evaluates, and manages risk across all portfolios and in alignment with the institution's strategic priorities. The framework outlined objectives, guiding principles and defined roles and responsibilities for the Board of Governors, senior leadership, and risk owners. A key feature of the framework was the integration of the University's risk appetite into the decision-making approach and the governance model ensured robust oversight by the

Board through the Audit and Risk Committee, supported by transparent reporting and clear accountability. The Audit and Risk Committee asked for a list of actions to be completed during implementation and recommended that the policy and framework be reviewed in 12 to 24 months to allow for adjustments, as needed, following implementation.

On the recommendation of the Audit and Risk Committee, it was moved by J. Camelon and seconded by N. Laporte to approve the University's Enterprise Risk Management (ERM) policy and framework, as presented. The motion carried unanimously.

## **6. ITEMS FOR INFORMATION**

### **6.1 2026/27 Operating Budget Cycle**

An executive summary and presentation were circulated in advance.

A. Hamdani introduced the item advising the steps of the operating budget cycle and the key milestones in the process. He noted the financial challenges caused by macro-policy considerations from government, revenue constraints, enrolment, and rising costs. The University was working on its Mission Sustainability Framework to address financial sustainability and to consider revenue recovery and cost containment options, with input from faculty, staff and students.

P. Rankin, Provost and Vice-President (Academic), provided a presentation on the planning cycle for the 2026/27 Operating Budget. She briefly reviewed the financial context including the cut and freeze to tuition, decreased international student enrolment, and increased expenditures. Undergraduate enrolment remained relatively flat while graduate enrolment was growing steadily; however, not at a pace sufficient to offset broader revenue pressures.

Reporting on the 2025/26 cycle, interventions reduced the base budget by \$24 million helping to stabilize the deficit, close to the projections at \$23.7 million. A number of uncertainties remained going forward including recruitment of international students, changes to the operating grant, or movement on the tuition fee framework. She spoke briefly to the Efficiency and Accountability Fund (EAF) Review process and advised that Carleton had its own internal approach to financial sustainability with the Mission Sustainability Framework. The guiding principles were shared.

The planning cycle for 2026/27 was reviewed, which varied slightly from previous planning cycles. The cycle launched in October 2025 with a new, two-track system with institution-wide resource planning committees planning their budgets separate, but in parallel, from the academic budgets. A consolidated budget, including the ancillary budget, would be presented to the Board for approval at its April 2026 meeting.

## 6.2 Research Update

A presentation was circulated in advance.

R. Goubran, Vice-President (Research, Innovation, and International) provide a presentation on research at Carleton, starting with the context of what research encompasses as an integral part of the University's teaching and learning mission. He provided details on the interconnectedness of Research and the five priorities for the University.

Research generates significant direct and indirect benefits to the University and broader society. Successful research leads to innovation, technology transfer, and entrepreneurship, all of which are important to the community and Carleton's mandate with the Provincial government. Carleton researchers were successful in securing a number of grants such as those through SSHRC and NSERC for collaborative research and experiential learning. Carleton's multidisciplinary strengths included the areas of wellness, connectivity, and sustainability with overarching core strengths in Equity Diversity and Inclusion, Reconciliation with Indigenous Peoples, Entrepreneurship, and Artificial Intelligence and Data. A number of projects in each of the three areas of strength were shared.

Annual research revenue continued to grow, reaching \$155.2 million in 2024/25, and was expected to stabilize at a 3-year average of \$110 million. External research funding was one of the Strategic Mandate Agreement (SMA3) metrics, and was used by most international ranking agencies, with a major impact on reputation. Publications and citations continued to grow, indicating that publications were valuable and used by other researchers. R. Goubran spoke to the indirect costs associated with research and the responsibilities of the Office of the Vice-President (Research, Innovation and International). Awards received by Carleton faculty were highlighted including Canada Research Chairs, UNESCO Chair, Fellowships, and partnership grants. The Holistic Integrated Partnership program, jointly run between Research and Advancement, included partnerships with Ericsson, Ross Video, and QNX Blackberry. These partnerships leveraged Carleton's location, values, and expertise, with learning opportunities such as co-op placements.

Universities were required to assess external research funding applications for national security risks and to report on its safeguards for research; Carleton was awarded \$300,000 per year to administer this program.

A member asked about the work that goes into funding applications and what opportunities were available, especially in the defense sector as a priority area for the government and how resourcing was impacting those opportunities. R. Goubran responded with the example of the Horizon Europe program which was newly opened to Canadian Researchers. He noted that these grants could be challenging to administer as there were a number of partners involved. He added that the Federal budget included

additional funding for dual-use technologies and this was an area in which Carleton was already operating.

A member commented on the importance of research to Carleton's mission, noting concern for research in the current budget context and that the Board should be mindful of those risks. R. Goubran acknowledged the concerns and the challenges of resourcing for administration of additional research. Opportunities and support funds existed and researchers were encouraged to apply for those grants. He agreed that administration of grants puts some extra load on parts of the University like Financial Services and Human resources.

### 6.3 Report from the Chair

B. Creary advised that applications for the Board Award for Outstanding Community Achievement and the Founders Award were open. She encouraged members to consider nominating someone deserving and to help spread the word among their colleagues. The call for Community-at-Large governors had gone out and the Board was specifically looking to recruit for the background of capital planning/infrastructure or law, with a deadline to apply of February 2, 2026. Lastly, the call for expressions of interest for student governors and administrative staff governors would be issued in the new year.

### 6.4 Report from the President

A written report was circulated in advance.

W. Tettey provided a report on the continued advancement of Carleton's mission through initiatives that strengthen academic programs, enhance student experience, and drive enrolment growth. Updates were provided in line with the President's five priorities:

- **Priority 1:** *Pursue a Focus on Healthy, Excellent, Differentiating, Attractive and Sustainable Academic Programs, with High Quality Student Experience and Success.* Recent activities included the opening of the new Rideau House Residence, a career fair took place with 1,600 students and 60 employers, the fifth year of the Women in Engineering & IT Program, Sprott's online MBA was ranked #1 in Canada, and a new sports leadership program was launched. A recruitment and outreach update was provided as well as highlights of recent athletic achievements;
- **Priority 2:** *Scholarly Prominence in Established and Emerging Areas.* A number of research awards and recognitions were highlighted, noting the upwards trajectory for Carleton in this area;
- **Priority 3:** *Elevate Carleton as a Leader in Authentic Intentional Inclusion and Mutual Flourishing, Wellbeing and Accountability.* Carleton remained committed to Equity Diversity and Inclusion, such as through the Presidential & Provostial Task Force on Community Healing, Rebuilding and Belonging (CHRB), the Pride Festival, and additional resources were being created such as an online, multi-faith calendar;

- **Priority 4:** *Establish Distinction for Carleton as Partner and Anchor Institution of Choice.* Carleton continued to strengthen partnerships and global engagement including hosting the Canada-Finland Quantum Collaboration Forum, contributing to the Rapid-Response Treatment Module Deployed in the Democratic Republic of the Congo, and expanding Alumni outreach; and
- **Priority 5:** *Adopt a Cross-portfolio Matrix Approach to Operational Excellence within a Robust Culture of Enterprise Risk Management and Efficiency in Support of the Core Mission.* The University was implementing a distributed shared services model for marketing and communications to improve efficiency and collaboration. Upgrades to space management systems and continued engagement through town halls reflected Carleton’s commitment to transparency and strategic resource management.

## **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 4:35 p.m.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 3 March 2026
<b>From:</b>	Chair, Governance Committee	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>General Guidelines for Board of Governors Meeting (Appendix A and B of General Operating By-law No.1)</b>	
<b>Responsible Portfolio:</b>	University Governance Secretariat	

### 1.0 PURPOSE

For Approval    For Information    For Discussion

### 2.0 MOTION

On the recommendation of the Governance Committee, move to approve the repeal of appendix A and B of the Carleton University General Operating By-law No.1, as presented.

On the recommendation of the Governance Committee, move to approve Appendix A: General Guidelines for Board of Governors Meetings as part of the Carleton University General Operating By-law No.1, as presented.

### 3.0 EXECUTIVE SUMMARY

The proposed repeal to *Appendix A: Board and Committee Meetings – Open and Closed Sessions and Appendix B: Rules of Procedure at Meetings* and replace with a cohesive *Appendix A: General Guidelines for Board of Governors Meetings* of the General Operating By-law clarifies and consolidates existing governance practices related to Board and committee meetings, with particular emphasis on the appropriate use of open, closed, and in-camera sessions. The amendment provides greater procedural clarity regarding confidentiality, agenda-setting, meeting materials, participation of observers, voting, and protocols for special motions, thereby strengthening the Board’s ability to conduct its business efficiently, transparently, and in accordance with leading governance practices.

A significant component of the amendment is the formal articulation of the purpose, scope, and limits of in-camera meetings. The revised Appendix distinguishes clearly between closed sessions and the two types of in-camera sessions (with and without the President present), specifies the categories of matters appropriate for each, and identifies who may be present. It also explicitly identifies matters that are inappropriate for in-camera consideration, reinforcing the Board’s commitment to accountability, role clarity, and sound governance culture while safeguarding sensitive information.

Approval of this amendment will ensure that the Board’s meeting practices are clearly documented, consistently applied, and aligned with contemporary governance standards and the Board’s fiduciary and oversight responsibilities. The amendment does not alter the Board’s statutory authority or decision-making powers, but rather codifies and enhances existing practices to support effective governance, informed decision-making, and public confidence in the Board’s operations.

### 4.0 INPUT FROM OTHER SOURCES

A benchmarking of various in-camera practices from across the sector was completed. The Governance Committee of the Board of Governors discussed the amended appendix over two meetings of the committee. General Counsel was consulted in the development of the proposed appendix.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The proposed amendment to Appendix A of the General Operating By-law directly supports Carleton University's strategic objective of strengthening institutional governance, accountability, and decision-making effectiveness, as articulated across the Strategic Integrated Plan, the Strategic Mandate Agreement, and the Board's fiduciary responsibilities under the *Carleton University Act*. By clarifying the procedures, boundaries, and appropriate use of open, closed, and in-camera sessions, the amendment enhances the Board's capacity to exercise informed oversight, maintain role clarity between governance and management, and safeguard transparency while responsibly managing sensitive matters. The codification of meeting protocols, confidentiality expectations, and decision-making processes supports the President's mandate priorities related to effective governance, organizational integrity, and risk stewardship, while ensuring compliance with Board By-laws and recognized sector governance standards. Collectively, the proposed changes strengthen the Board's oversight framework by enabling more consistent, disciplined, and accountable deliberations, thereby supporting the long-term sustainability, reputational integrity, and public trust essential to advancing Carleton's academic mission and institutional priorities.

## 6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The proposed amendment to Appendix A of the General Operating By-law presents a **low level of institutional risk** and does not introduce new operational, financial, or contractual obligations. The primary risks addressed by the recommendation relate to governance, confidentiality, and procedural clarity, including the potential for inconsistent application of meeting practices, inappropriate use of in-camera sessions, or inadvertent disclosure of sensitive information. These risks are mitigated through the amendment's clear articulation of meeting classifications, confidentiality obligations, decision-making protocols, and explicit identification of matters that are appropriate and inappropriate for closed and in-camera consideration. From a legal and regulatory perspective, the amendment supports compliance with the *Carleton University Act*, Board By-laws, and applicable principles of procedural fairness, transparency, and fiduciary oversight, and is expected to **reduce**, rather than increase, the potential for litigation or regulatory non-compliance by clarifying governance processes and roles. There is no anticipated increase in exposure to contractual risk, fines, penalties, or orders arising from this amendment, nor are there project-related risks such as cost overruns or schedule delays, as the amendment formalizes existing practices rather than initiating a new operational initiative.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The amended appendix will be posted along with the By-laws to the Board of Governors website and communicated to all incoming Chairs and Vice-Chairs of the standing committees of the Board of Governors.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	<input checked="" 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"/>
OPERATIONAL	<input checked="" 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"/>
FINANCIAL	<input checked="" 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"/>

## 10.0 IMPACT QUESTIONS

How will the proposed amendment to Appendix A strengthen the Board's ability to exercise effective oversight while ensuring that in-camera and closed session practices are used consistently, appropriately, and in a manner that supports Carleton's long-term strategic objectives and public accountability?



## **General Guidelines for Board of Governors Meetings**

### **1.0 Open and Closed Sessions:**

- a) Each Board meeting may be divided into an open session, a closed session and an in-camera session. Open sessions of the Board shall be open to the public except.
  
- b) Matters ordinarily discussed in closed sessions of meetings of the Board include:
  - Matters involving the personal information of individuals, including personnel matters.
  - Matters relating to:
    - i. Proceedings or anticipated proceedings before a court, tribunal or other entity relating to labour relations or to the employment of a person by the University;
    - ii. Negotiations or anticipated negotiations between the University and a person, bargaining agent or party to a proceeding or an anticipated proceeding, relating to labour relations or to the employment of a person by the University, including without limitation collective bargaining, grievances and arbitrations; and
    - iii. Any meetings, consultations, discussions or communications about labour relations or employment-related matters in which the University has an interest.
  - Matters relating to negotiations and positions to be taken in negotiations with a government, and generally university-government relations when the release of such information would prejudice the conduct of relations with any level of government by the University.
  - Matters relating to or involving the creation of records that reveal or could reasonably be expected to reveal trade secrets or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the University implicitly or explicitly, where the disclosure of such matters or records could reasonably be expected to:
    - i. Prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
    - ii. Result in similar information no longer being supplied to the University where it is in the public interest that similar information continue to be so supplied;
    - iii. Result in undue loss or gain to any person, group, committee or financial institution or agency; or (iv) Reveal information supplied to or

- the report of a conciliation officer, mediator, labour relations officer or other person appointed to resolve a labour relations dispute.
- Matters relating to or involving the creation of records that reveal or could reasonably be expected to reveal:
    - i. Information obtained through actual or proposed research by an employee of the University where that information is not available to the public;
    - ii. Information the disclosure of which could reasonably be expected to prejudice the economic interests of the University or the competitive position of the University, including without limitation information related to financial campaigns and related strategies;
    - iii. Information the disclosure of which could reasonably be expected to reveal positions, plans, procedures, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the University;
    - iv. Information relating to plans concerning the management of personnel or the administration of the University that have not yet been put into operation or made public; and
    - v. Information including the proposed plans, policies or projects of the University where the disclosure of that information could reasonably be expected to result in premature disclosure of a pending policy decision or undue financial benefit or loss to a person.
  - Matters relating to any question on which the principles of solicitor/client privilege are engaged.
  - Matters where disclosure of records related to those matters could reasonably be expected to interfere with a law enforcement matter or an ongoing investigation into an alleged wrong-doing (all whether within or outside the University), or a disciplinary proceeding or conflict resolution process of any kind within the University.
  - Matters relating to or involving the creation of records that disclose or could reasonably be expected to disclose information that could be expected to threaten seriously the safety or health of an individual.

## **2.0 Confidentiality & Notice of Meetings**

- c) Members of the Board must maintain the confidentiality of all closed session discussions, as well as materials, reports, data and other documentation submitted to the Governor in confidence. Material provided for discussion at Open session is not subject to obligation. The duty of confidentiality continues beyond the conclusion of a member's term on the Board.

- d) Meetings of the standing committees of the Board of Governors will be held in Closed session. Unless stipulated otherwise in a committee's terms of reference, any member of the Board may seek permission of the Committee Chair to attend a meeting of a Board committee as an observer.
  
- e) Notice of meetings of the Board of Governors, agendas, and minutes of open sessions shall be posted on an appropriate electronic site accessible to the public.

### **3.0 Location of Meetings:**

As a general practice, meetings of the Board of Governors are held in Richcraft Hall Room 2440R with a hybrid option available as needed.

### **4.0 Agenda Setting:**

The Chair should follow the agenda, which should provide an opportunity to correct the Minutes of the previous meeting and approve them, and which shall become the order of business unless a motion to amend the agenda is made and adopted.

Discussion may be had on any aspect of each subject as a whole until a specific motion is introduced. The Chair in their discretion may impose time limits on the discussion of subjects in order to ensure the Board has sufficient time to complete the agenda.

The Board Chair, the President, and the University Secretary are jointly responsible for generating agendas for meetings of the Board of Governors and its committees which are normally approved by the Executive Committee of the Board.

### **5.0 Meeting Materials**

- a) To the extent possible, meeting materials will be circulated one-week in advance of any meetings of the Board of Governors and its committees, to ensure that members receive material in such form and time as to allow them an appropriate opportunity to read and reflect on issues they are asked to consider. The University Secretary will provide the administration with a schedule of dates by which material must be sent from the Secretariat to achieve this objective.
  
- b) Proposals coming forward to the Board should be accompanied by an executive summary that provides context and explains why the matter is being brought forward and what outcome is recommended.
  
- c) Consideration of material (and issues) not presented to the Board and committees in

this way will be deferred to the next meeting unless the Chair of the Board or the chair of a committee agrees in advance with the President and University Secretary that an exception should be made.

## **6.0 Communication with, and Material for, the Board:**

The Board welcomes input from the Carleton community and the public. Those wishing to communicate with the Board are invited to do so in writing ([chairoftheboard@carleton.ca](mailto:chairoftheboard@carleton.ca)) c/o the Board Secretary ([secretariat@carleton.ca](mailto:secretariat@carleton.ca)) who forwards material to the Board Chair for consideration.

## **7.0 Guests at Board Meetings:**

### **7.1 Observers:**

- a) Observers may join the Board of Governors Open Session. The University Secretary or designate will confirm the room location, virtual attendance information, and exact timing to observers' Carleton email account, prior to the meeting.
- b) Observers attending meetings of the Board of Governors do not have speaking privileges unless they have been advised of such privileges in advance of the meeting.
- c) Interference with the progress of a meeting by any observers will not be permitted and those who attempt to impede the business of the meeting will be instructed by the meeting Chair to leave. In such circumstances, the observer will exit the meeting immediately.
- d) Participants are not permitted to record or transmit the meeting or any portion thereof either through the videoconferencing application, any other application, smartphone, computer, or other device.
- e) Observers will exit the meeting immediately upon completion of the Open Session of the meeting or at the request of the Chair.

## **8.0 Procedures for calling additional meetings:**

Annually, the Board of Governors establishes a set schedule of meeting dates for the Board and its committees for the orderly consideration of the business of Carleton University. From time to time, circumstances may arise requiring the moving of a set meeting date or the establishment of additional meetings for the consideration of matters outside of the Annual Meeting Schedule. The following procedure shall be followed prior to the scheduling of

meeting dates, beyond those established in the Annual Meeting Schedule, to ensure sufficient notice to permit member participation and timely review of supporting materials.

Prior to scheduling a meeting of a committee of the Board outside of the Annual Meeting Schedule:

- a) the President shall advise the University Secretary that a matter requires the consideration of the Board or a committee on a date not established in the Annual Meeting Schedule.
- b) prior to attempting to schedule the meeting, the University Secretary shall obtain the consent of the Board Chair (or Committee Chair where applicable).
- c) subject to the consent of the Chair, the Secretary will canvass members for availability and thereafter communicate the location, date, and time for the meeting by electronic notice in accordance with general practice, as soon as possible.
- d) to the extent possible, the process for dissemination of meeting materials (s.4.0), shall be followed.

#### **9.0 Recognition of Speakers**

- a) after the Chair has called the meeting to order, only one member should speak at a time, and only after being recognized by the Chair.

#### **10.0 Motions – General Procedure**

- a) A member who wishes a definite decision may secure recognition from the Chair and make a motion specifying the proposal. The Chair may request motions as required to aid the discussion.
- b) A motion must be seconded before the subject matter of the motion is open for debate, and all discussion must apply to it until disposed of, except as provided below. When every member who wishes to speak has done so, the Chair shall call for a vote.
- c) A motion may be withdrawn on consent of the mover and seconder, but if either objects, the motion must be put to a vote. This applies to substantive motions and amendments.
- d) Motions dealing with procedure shall have priority over other motions. Motions to adjourn if the time for the next meeting has been set, to postpone a decision of a subject to a definite time, or to open or close nominations must be voted upon without debate or amendment.

- e) The Chair may summarize discussions and present alternatives for consideration when no motion is pending.

### **11.0 Amendments to Motion**

- a) An amendment to a motion must fall within one of the following categories:
  - i. The deletion of certain words
  - ii. The addition of certain words
  - iii. The deletion of certain words and the substitution of others in their place.
- b) An amending motion which would nullify the main motion is not an amendment and cannot be introduced.
- c) There cannot be more than two amendments on a motion before the meeting at one time, but when one of these has been accepted or rejected, another amendment may be introduced but only if it is different in purpose from one previously defeated.
- d) Voting is in the following order:
  - i. On the amendment to the amendment, or the second amendment
  - ii. On the amendment
  - iii. On the motion if amendments have been defeated or on the motion as amended if an amendment has carried.

### **12.0 Point of Order**

- a) Only on a point of order or privilege can a member interrupt another member who is speaking, except that with the consent of the speaker questions may be asked. If a member feels that improper language has been used, irrelevant argument introduced, or a rule of procedure broken, the member is entitled to "rise to a point of order", interrupting the speaker.
- b) The point of order can only be raised at the meeting and must be stated definitely and concisely. The Chair shall then decide the point of order without debate, although the Chair may ask opinions.
- c) The Chair's ruling may be appealed by the member who has risen to a point of order and, if so, the Chair states the decision and the point of appeal. The Chair then puts the question which is not debatable: "Shall the decision of the Chair stand as the judgment of this meeting?". A simple majority decides the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair.

### **13. Question of Privilege**

a) If a member feels that a statement reflects on their reputation or that of the Board, the Committee, or the University, the member is entitled to raise a "question of privilege". The procedure is the same as for a point of order.

### **14.0 Procedure on Special Motions**

a) On special motions, the following procedure shall prevail:

- i. To adjourn (debatable as to time only; majority vote required for adoption)
- ii. To take a recess (not debatable; majority vote required for adoption)
- iii. To raise a question of privilege (not debatable; admissibility ruled on by Chair)
- iv. To lay on the table (not debatable; majority vote required for adoption)
- v. To limit or extend the limits of debate (not debatable)
- vi. To postpone to a definite time (debatable as to time only; majority vote required for adoption)
- vii. To amend (debatable; majority vote required for adoption).

### **15.0 Voting**

a) Unless otherwise prescribed by the by-laws or the Act, approval by a majority of those members voting or by consent without objection shall be the necessary to carry a motion.

b) A general vote may be called for by the Chair on motions. The Chair will ask Board members to vote on motions as follows: all those in favour and any opposed. Abstentions will only be recorded by request. On any matter a Governor may ask for a vote by roll call or by secret ballot. A declaration by the chair that a resolution has been carried and an entry to that effect in the minutes of the Board is conclusive evidence of the fact without proof of the number of proportionate votes recorded in favour or against the resolution.

c) A tie vote shall defeat the motion.

## **16.0 Protocol for In-Camera Meetings**

### **a) Purpose of In Camera Meetings**

In camera meetings or sessions, sometimes referred to as restricted or in-caucus sessions, are a best practice of governance aimed at strengthening the Board of Governor's oversight role and its accountability to the organization's many stakeholders, both internal and external.

The impetus for holding in camera meetings began in the for-profit sector, and promotes greater governance oversight, transparency and Board independence from management. The practice has been increasingly adopted within the not-for-profit and university sectors as a proactive process used by Boards to demonstrate commitment to good governance.

In camera meetings respect the different but complementary roles played by an organization's Board of Governors (governance) and senior administration (management). Evidence within the not-for-profit sector reflects that, used appropriately, in camera meetings strengthen Board governance, build accountability, and foster positive and productive relationships between the Board and administration. Conversely, if used inappropriately, in camera meetings can reduce transparency, impair decision-making, erode trust and over time contribute to a dysfunctional or toxic governance culture.

For this reason, the Board of Governors establishes parameters and adheres to the following protocols regarding the issues or items of business that may be considered within an in camera meeting.

### **b) What are In Camera Meetings?**

In camera meetings are sessions, usually within a regularly scheduled meeting of the Board of Governors, that allow the Board to hold candid discussions on sensitive issues without members of the administration, senior management, non-Board staff, or other observers present. In camera meetings may also be employed by committees where the Board has delegated its oversight in specific areas (e.g. Finance Committee, Audit and Risk Committee, Executive Committee, etc.).

In camera meetings are an exception to the Board's normal meeting practice where the President and Vice-Chancellor (pursuant to the *Carleton Act* and Board by-laws), senior management, resource personnel, and designated observers may participate; therefore, in utilizing these sessions the Board acts prudently to balance the need for candour and privacy against the standards of transparency to which the University is committed.

**c) What belongs in an In Camera Meeting?**

There are two types of in camera meetings: the first where the President and University Secretary are present but other senior management, administrative staff, and observers are not; and the second where the President, University Secretary, senior management, and observers are not present.

The following chart depicts the items of business that may be considered during in camera sessions. For clarity, the chart also differentiates the items dealt with in in camera sessions from those that may be dealt with routinely during the Board’s regular closed sessions.

<b>Category</b>	<b>Closed Session</b>	<b>In Camera with President</b>	<b>In Camera without President</b>
Agenda items limited to:	<p>LAND – matters related to property transactions and related financial matters where a high degree of financial confidentiality is required;</p> <p>LEGAL – matters related to lawsuits, litigation, sensitive legal undertakings, etc.;</p> <p>LABOUR – sensitive personnel issues relating to University faculty or staff (other than the President individually); for example, collective bargaining, grievances, review of staff salary and compensation.</p>	<p>Discussion with the President regarding their performance evaluation;</p> <p>Discussion with the President regarding their direct reports, sensitive matters concerning relationships among senior management, or any matters as determined by the Board.</p>	<p>President’s performance evaluation and compensation (when required by Executive Committee); Board’s relationship with the President; Conflict among Board members or conflict in the Board’s internal working relationships that would be detrimental to the Board’s relationship with the President in their role as executive head; Meetings with the auditor (if appropriate) regarding the auditor’s report; committee effectiveness and member participation.</p>
Present for Deliberations:	Governors including the President; senior management, where	Governors; President (in their role as executive head of the	Governors excluding the President

	needed and appropriate; University Secretary	University); & University Secretary	
Session <b>not</b> open to:	Members of the public and external observers; media; individuals who may have a conflict of interest or are direct beneficiaries of the business at hand.	Senior management, save the University Secretary; members of the public and external observers; media	President (in their role as executive head of the University); senior management, members of the public and external observers; media

**d) What is inappropriate for an In Camera Meeting?**

Use of in camera meetings for inappropriate matters works against good governance, and over time has the potential to erode working relationships and threaten confidence in the Board.

The following issues or items are inappropriate for in camera meetings:

- Revisiting the regular meeting agenda;
- Revisiting issues already dealt with on the open or closed session agendas;
- Taking new business decisions; and/or
- Revising or reversing decisions previously made with administration present.

**e) What is the protocol for calling an In Camera Meeting?**

In camera meetings are normally scheduled routinely at the end of each Board meeting, to provide a regular and proactive mechanism for the Board to deal with sensitive issues as identified above.

**f) How are In Camera Meetings recorded in the Minutes?**

In order to ensure completeness and transparency of the corporate record, the minutes of the meeting should reflect that the Board held an in camera meeting or session, and record any decisions and/or action items. The Chair should also debrief the President and University Secretary immediately following the meeting.

Specific details from the in camera meeting without management are confidential in nature.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 9 January 2026
<b>From:</b>	Chair, Advancement and University Relations Committee	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>Distributed Shared Services Model</b>	
<b>Responsible Portfolio:</b>	Chief Communications Officer	

**1.0 PURPOSE**

For Approval    For Information    For Discussion

**2.0 MOTION**

This report/presentation is for information only.

**3.0 EXECUTIVE SUMMARY**

As part of ongoing efforts to advance institutional priorities and success, Carleton is undertaking a process to transform how we structure operations and deliver services. The goal is to make better use of our collective expertise and resources, strengthen collaboration across the university and ensure activities are aligned with our core mission and strategic goals and directions.

To this end, Carleton has initiated a process that will see the development of a Distributed Shared Service Model for the university’s marketing and communications (MarCom) functions. The process underway will shape the effective operationalization of the model and, whatever the final model ultimately looks like, the approach taken will employ a shared governance framework, where:

The model will serve to maximize the overall efficiency and effectiveness of MarCom functions, optimize institutional resource allocation for MarCom functions, ensure appropriate balance of support for university-wide and unit needs and priorities, promote collaboration and mutual accountability across units, and enhance the overall quality of services and service delivery.

**4.0 INPUT FROM OTHER SOURCES**

None – the project is ongoing

**5.0 ANALYSIS AND STRATEGIC ALIGNMENT**

Carleton has established 5 priorities to guide its activities. This project aligns with priority 3 (Adopt a Cross-portfolio Matrix Approach to Operational Excellence within a Robust Culture of Enterprise Risk Management & Efficiency in Support of the Core Mission) as it is designed to align MarCom operations across the university; and priority 5 (Establish Distinction for Carleton as Partner and Anchor Institution of Choice) in that it seeks to enhance the university’s market position for both domestic and international audiences.

**6.0 FINANCIAL IMPLICATIONS**

There are no financial implications at this time.

**7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

There are no legal implications at this time. Moving to a different model represents a complex transformation involving people, systems, culture, and governance. Further, the transition will, necessarily, occur rapidly. To

manage risk in this regard and optimize success, careful change management will be required. To this end, the project is being supported by Carleton’s Department of Human Resources and its Office of Quality Initiatives.

**8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

There are no significant reputation implications at this time (reputational implications would lie more with not doing the work as reflected in the presentation provided). A communication strategy has been developed for the project that is primarily focused on the internal community. Messaging and a project web site have been created to provide access to information and communicate progress, and an email message track has been developed for the life of the project.

**9.0 OVERALL RISK MANAGEMENT ANALYSIS**

	LOW	Moderate	HIGH	Critical
<b>STRATEGIC</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>LEGAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OPERATIONAL</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>TECHNOLOGICAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FINANCIAL</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>REPUTATIONAL</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10.0 IMPACT QUESTIONS**

1. How well does this model support Carleton’s mission and strategic priorities?
2. What form of Board engagement would be most appropriate during the project to ensure accountability, transparency and momentum?
3. Are there concerns or expectations external stakeholders (e.g. government, donors, industry, partners and the public) might raise, and how should we be prepared to respond?
4. What advice would you offer us as we move through the various project phases to implementation?

**Distributed Shared Service**  
**Transforming Marketing and Communications**  
**(MarCom)**

# Background/Context

# 2025-26 Institutional Priorities

- **Priority P1:** Healthy, Excellent, Differentiating, Attractive and Sustainable Academic Programs, with High Quality Student Experience and Success.
- **Priority P2:** Scholarly Prominence in Established and Emerging Areas.
- **Priority P3:** Leadership in Authentic Intentional Inclusion and Mutual Flourishing, Wellbeing and Accountability.
- **Priority P4:** Distinction as Partner and Anchor Institution of Choice.
- **Priority P5:** Cross-portfolio Matrix Approach to Operational Excellence within a Robust Culture of Enterprise Risk Management & Efficiency in Support of the Core Mission.

# 2025-26 Institutional Priorities

- **Priority P5: Cross-portfolio Matrix Approach to Operational Excellence within a Robust Culture of Enterprise Risk Management & Efficiency in Support of the Core Mission.**
  - **Goal:** Boldly address financial challenges through collaboration, efficiencies, and effective internal controls.

# 2018-19 Market Research



1. Carleton has an extremely low profile among prospects and parents as well as influencers in government, civil society and the private sector.
2. Most stakeholders had no impression of Carleton's research strengths.
3. External influencers did not view Carleton as research intensive university.
4. Influencers who were familiar with Carleton spoke about it in very positive terms, and as one of the strongest comprehensive universities in Canada. However, those with limited or no familiarity described it as average.
5. To move the needle on ratings of its overall reputation, Carleton needs to focus on perceptions of the quality of its programs, students and grads.

# Reputation Enhancement Project



## Recommendation (1/7): Better define Carleton's identity

- Carleton has low familiarity.
- Overwhelming consensus to enhance Carleton's reputation.
- Carleton must define and communicate a clear and consistent story.

# EY Internal Audit Findings/Recommendations



- Lack of clarity around roles/ownership re crisis communications.
- Consolidate communication topics to link policies and guidelines and help define the governance and operating model, including roles and responsibilities of departments within DUC, as well as central vs decentralized communications functions.
- While there are touchpoints with divisions and faculties, the interactions are largely task-based and in some cases the level/position of individuals are not appropriate to support strategic discussions.

# Deloitte Report



- The Efficiency Accountability Fund Review conducted by Deloitte in 2025 recommended the development of standardized processes across decentralized functions for coordination and communication, including marketing.

# Carleton's Strategic Objectives

- Reputation/profile management.
- Optimize enrollment (undergraduate, graduate, domestic, international, other).
- Philanthropy (ongoing and pending comprehensive campaign).
- Drive business and research partnership opportunity.

# About the MarCom Transformation Project

# Purpose

1. Create an aligned and effective marketing and communications strategy at Carleton.
2. Implement a model that optimizes resource allocation to meet both institutional and unit-level needs.
3. Ensure MarCom activity reflects the university's mission, values and strategic priorities.
4. Promote collaboration, clear governance and strengthen Carleton's brand identity, profile and reputation.

# Guiding Principles

- Balance institutional priorities with unit priorities.
- Create clarity in accountabilities.
- Provide equitable access to expertise and resources.
- Attract and retain talent.
- Commitment to equity, diversity and inclusion.
- Manage change effectively.

# Project Leadership

- **Senior Leadership Guidance:** Two senior leaders provide strategic vision and operational expertise to guide the transformation project.
- **Cross-Campus Collaboration:** A diverse cross-campus team ensures broad engagement and inclusive input throughout the project.
- **Support from Key Units:** The Office of Quality Initiatives and Human Resources provide essential support for quality and people-centered change management.

# Overview of the Model

- Some services, accountabilities are centrally coordinated to ensure consistency and alignment with university's strategic priorities.
- Some services embedded in units to provide tailored support for specific needs.
- Model designed to balance and optimize efficiency, collaboration and outcomes.

# Governance Framework

- The governance framework defines roles and accountability for central and unit-based MarCom functions, ensuring clarity on responsibilities.
- Promotes transparency and collaboration across departments, enabling mutual accountability and effective communication.
- Ensures brand alignment.
- Lays the foundation for a robust, flexible and scalable model.

# Key Benefits

- Focused on enterprise priorities.
- Optimized human and fiscal resources.
- Improved strategy and execution.
- Brand alignment and consistency.
- Greater utilization of specialists rather than generalists.
- Better workforce planning.
- Clear career path.
- Shared excellence (individuals and teams share knowledge and experience).
- Improved collection and use data to inform decision-making.

# HE Landscape

- **Concordia**: Project complete.
- **uAlberta**: Project completed in 2021 – further announcement coming soon.
- **SFU**: Project completed 2025.
- **uWindsor**: Project completed 2025.
- **TMU**: Project underway, to be completed in 2026.
- **uWaterloo**: Project underway, to be complete by May 1, 2026.
- **uOttawa**: Project underway.
- **York**: Project plan submitted in 2025 – expanded plan underway.
- **Trent**: Project discussions underway.

# Real-World Example



## Core Unit

- Strategy
- Policies
- Brand Mngmt/Camp.
- Media Relations
- Crisis Comms
- External Comms
- Mass internal Comms

## Shared Services

- Photography
- Graphic design
- Videography
- Stories
- Content creation
- Content hub
- Templates, tools, Training

## Individual Unit

- Content creation
- Unit digital
- Unit/int comms

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- Content creation
- Unit digital
- Unit/int comms

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- Content creation
- Unit digital
- Unit/int comms

# Implementation Timeline

- **Discovery Phase (Dec – Feb)**
  - Involves assessing current activities and engaging stakeholders to identify improvement opportunities.
- **Recommendations Phase (Feb – Apr)**
  - Involves sharing a proposed model for feedback with post-insight refinements and decision on how to proceed.
- **Implementation Phase (TBD)**
  - Rollout of the new model (could be phased) with ongoing evaluation to ensure effective and sustainable change management.

# Strategic Questions

1. How well does this model support Carleton's mission and strategic priorities?
2. What form of Board engagement would be most appropriate during the project to ensure accountability, transparency and momentum?
3. Are there concerns or expectations external stakeholders (e.g. government, donors, industry, partners and the public) might raise, and how should we be prepared to respond?
4. What advice would you offer us as we move through the various project phases to implementation?

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 9 January 2026
<b>From:</b>	Advancement and University Relations Committee	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>Government Relations Update</b>	
<b>Responsible Portfolio:</b>	President and Vice-Chancellor	

### 1.0 PURPOSE

For Approval  For Information  For Discussion

### 2.0 MOTION

None

### 3.0 EXECUTIVE SUMMARY

Government Relations (GR) has set three strategic priorities for 2026: influencing funding formula development, shaping capital funding, and advancing project advocacy for Aquatics and Health initiatives. GR operates with a proactive, coordinated approach through monitoring networks and staying ahead of policy shifts. Key actions include proactively engaged with ministry of Colleges, Universities, Research Excellence and Security (MCURES), formed a regional coalition to advocate for Ottawa’s economic interests and influence consultations, and maintained institutional follow-up. In capital funding, collaboration with the Chief Information Officer has built sector consensus on Enterprise Resource Planning (ERP) needs, with positive signals at the strategic level amid discussions of stimulus and a changing research landscape. Project advocacy involves joint efforts with municipal and academic leaders on key facilities and programs. GR is also tracking emerging issues such as international student policy and visas. Looking ahead, GR is planning a major advocacy push at Queen’s Park in the fall, preparing for provincial and municipal changes while monitoring federal dynamics to ensure institutional readiness.

### 4.0 INPUT FROM OTHER SOURCES

None

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

GR advances the president’s goals for financial sustainability (maintaining provincial grant) and institutional prominence by influencing funding formula development, shaping capital funding priorities, and advocating for strategic projects such as Health Sciences and the Aquatics Facility. These efforts directly support enrolment growth, student experience/satisfaction (National Survey of Student Engagement), and rankings, aligning with SMA4 and the Mission Sustainability Framework. GR’s proactive monitoring of provincial, municipal, and federal landscapes, coalition-building, and engagement with sector bodies fulfill the Advancement and University Relations Committee’s oversight responsibilities for external relations – relationship development and reputation protection and enhancement. By preparing for emerging policy issues (e.g., international student visas), GR ensures Carleton remains agile and well-positioned to achieve its strategic vision.

### 6.0 FINANCIAL IMPLICATIONS

Successful GR advocacy has direct and substantial financial benefits for Carleton. Securing a favourable provincial funding formula would stabilize operating grants and reduce structural financial pressures. Positive engagement on capital priorities (such as ERP renewal and potential stimulus funding) would modernize

infrastructure, improve operational efficiency, and lower long-term maintenance costs. Strategic advocacy for the Aquatics Facility and Health Sciences programming could attract provincial and federal investment, offset capital expenditures while enabling enrolment growth and enhancing student experience, which are key drivers of revenue and rankings. Proactive monitoring of policy changes, including international student visa regulations, safeguards tuition revenue streams and positions Carleton to adapt quickly to external shifts. Collectively, these efforts mitigate financial risk, unlock external resources, and create conditions for sustainable growth aligned with the Mission Sustainability Framework and Strategic Mandate Agreement 4

### 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

GR activities carry inherent risks related to policy shifts, funding uncertainties, and political dynamics. Advocacy efforts must comply with legislative and regulatory requirements governing lobbying, institutional non-partisanship, and transparency. Continuous monitoring of provincial and federal policy changes, such as funding formulas, immigration rules, and governance reforms, mitigates exposure to financial and reputational risk. Additionally, engagement strategies must uphold ethical standards to ensure compliance with applicable laws and institutional policies. These measures support the Board’s oversight role in safeguarding institutional integrity and managing external risks effectively.

### 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

GR activities have a direct impact on Carleton’s reputation as a trusted, forward-looking institution. Successful advocacy for funding formulas, capital projects, and strategic initiatives positions Carleton as a sector leader and an anchor institution in the region. Conversely, delays or misalignment in messaging could create perceptions of vulnerability or missed opportunities. Clear, consistent, and timely communication is essential to demonstrate progress, manage stakeholder expectations, and reinforce Carleton’s narrative of inclusive impact and strategic prominence. Coordinated messaging with senior leadership and alignment with the university’s priorities will safeguard institutional integrity while amplifying advocacy successes.

### 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<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"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 10.0 IMPACT QUESTIONS

What risks or opportunities could arise from changes in provincial and federal landscapes, and how should the university position itself to remain agile and competitive?

How do initiatives such as health and aquatics enhance our institutional competitiveness and community impact?

# Government Relations Update

Alastair Mullin

Chief of Staff, Office of the President

Director, Government Relations

# Clear priorities

- In collaboration with executives, GR has identified three key priorities:
  - Positively influence funding formula development
  - Shape capital funding
  - Advance project advocacy (Aquatics and Health)

# Staying ahead of the curve

- Vigilance in monitoring our networks
- Proactively organised
- Coordinated and strategic in our response

# Influencing funding formula development

- Engaged with MCURES proactively
- Created a regional coalition that:
  - Advocates for the Ottawa area economic interest with MCURES
  - Influences regional consultations
- Continued collective and institutional follow-up

# Shaping capital funding

- In collaboration with the CIO, Carleton has been active on IT infrastructure:
  - Built sector consensus around the need for ERP funding
  - Strong indications our message has been heard

# Project based advocacy

- Engaging the President with the City on the Aquatics Facility for a collaborative ask at the provincial and federal levels
- Working with the Dean of Science and Provost to lay the groundwork for expanded programming in Health Science.

# Looking ahead

- Targeting the fall for an institutional advocacy activity at Queens Park
- Preparing for change at the provincial level
- Remaining vigilant on the federal electoral landscape
- Preparing for the municipal election in November of this year.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 9 January 2026
<b>From:</b>	Chair, Advancement and University Relations Committee	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>2025/2026 Advancement Strategic Priorities</b>	
<b>Responsible Portfolio:</b>	Chief Advancement Officer	

### 1.0 PURPOSE

For Approval  For Information  For Discussion

### 2.0 MOTION

This report is for information and discussion only.

### 3.0 EXECUTIVE SUMMARY

The Department of University Advancement (DUA) presentation outlined progress toward its 2025–2026 strategic priorities, which support Carleton’s academic mission through fundraising, alumni engagement, and capacity-building initiatives. Key achievements include raising \$36.4M in revenue from May 2025 to January 2026, comprising philanthropic gifts, sponsorships, and research partnerships. Notable developments include a \$1M gift to rename the Ice House, alumni engagement through events such as the Panda Pancaker Breakfast, and international outreach in regions including Rwanda, United Arab Emirates (UAE), and Qatar. Draft cases for support focus on student aid, research, entrepreneurship, nursing, and the Carleton Dominion-Chalmers Centre.

The presentation also addresses governance-related oversight areas: advancement strategy implementation, Board engagement opportunities, and preparation for the next comprehensive campaign. Initiatives include launching the Advancement Strategy Group to enhance campus collaboration, delivering professional development for academic leaders, and reviewing reinvestment strategies to strengthen operational capacity. External review processes and campaign readiness activities such as donor pipeline audits and cabinet recruitment are underway to ensure accountability and alignment with institutional goals.

These updates provide the Committee with assurance that DUA is advancing its mandate effectively, managing resources responsibly, and positioning Carleton for long-term success in fundraising and alumni relations.

### 4.0 INPUT FROM OTHER SOURCES

Presentation developed in partnership with Advancement leadership team, summarizing the Department’s results.

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Department of University Advancement (DUA) presentation demonstrates strong alignment with the committee’s mandate to oversee strategies that advance Carleton’s reputation, fundraising, alumni engagement, and communications. The outlined activities directly support institutional priorities articulated in the President’s Goals and Objective and Carleton’s strategic vision of *From Promise to Inclusive Prominence, Together*. Key strategic goals of leading fundraising in support of the academic mission, fostering alumni engagement, and improving systems to grow advancement capacity are consistent with the committee’s oversight responsibilities for monitoring advancement performance, resource allocation, and engagement strategies.

## Alignment with Mandates and Planning Documents:

- **Fundraising and Campaign Readiness:** The \$36.4M revenue achievement (May 2025–Jan 2026) and preparation for the next comprehensive campaign align with the Chief Advancement Officer’s mandate to achieve a \$40M fundraising goal and build operational capacity for a future campaign. Activities such as donor pipeline audits, external review participation, and campaign cabinet evaluation ensure readiness and sustainability of advancement initiatives.
- **Alumni and International Engagement:** Updates on alumni chapters (e.g., Hong Kong 40th anniversary, U.S. chapter creation) and international outreach (Rwanda, UAE, Qatar) support institutional goals for global prominence and inclusive impact. These initiatives reflect the mandate to deepen alumni connections and leverage international networks for advancement and recruitment.
- **Governance and Board Engagement:** Tailored opportunities for Board involvement, professional development workshops for academic leaders, and the launch of the Advancement Strategy Group demonstrate adherence to governance best practices and capacity-building objectives outlined in planning documents.

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## Oversight Fulfillment and Objective Analysis

The report provides the committee with the necessary information to discharge its oversight role by:

- **Monitoring Performance:** Clear metrics on fundraising revenue, alumni engagement, and strategic initiatives enable assessment of progress against advancement goals.
- **Assessing Strategic Risk and Capacity:** Initiatives to review reinvestment strategies, strengthen operational infrastructure, and enhance data integrity address enterprise risk and efficiency.
- **Ensuring Alignment with Institutional Priorities:** Advancement activities are explicitly tied to academic priorities (student aid, research, entrepreneurship, program support), reinforcing the committee’s role in safeguarding alignment between fundraising objectives and Carleton’s mission.

In summary, the presentation demonstrates that DUA is executing a comprehensive, strategically aligned plan that supports Carleton’s long-term goals for prominence, sustainability, and inclusive impact. The committee can be assured that advancement activities are on track, with clear next steps—professional development, reinvestment reviews, and campaign planning—scheduled for completion by April 2026.

## 6.0 FINANCIAL IMPLICATIONS

While this update does not specify new funding requests or exact amounts, it signals anticipated costs for reinvestment, campaign readiness, and capacity-building initiatives which align with the Chief Advancement Officer’s mandate to develop an advancement reinvestment strategy and prepare for a major campaign such as operational capacity building, campaign preparation (external review participation, donor pipeline audits and campaign cabinet recruitment), professional development and engagement opportunities (external expertise for facilitation) and data integrity projects which will likely require IT support.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The report supports the Committee’s oversight responsibilities by identifying operational risks related to resource constraints and reduced staff complement, which may challenge the achievement of strategic priorities and slow campaign preparedness. These risks are being mitigated through prioritization of high-impact activities, realignment of work, incorporation of technology and efficiency measures, and use of fiscal funds to supplement base budget limitations. There are no legal implications associated with the activities outlined in the presentation.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Advancement will continue to implement a multi-channel communications strategy—including email, direct mail, phone, in-person engagement, and digital platforms—to strengthen alumni and donor relationships, increase revenue, and enhance Carleton’s reputation. These efforts aim to position Carleton as a trusted partner for philanthropy and global impact while showcasing institutional achievements and inclusive values. By maintaining consistent, high-quality engagement and leveraging diverse channels, Advancement seeks to build affinity, sustain donor confidence, and elevate Carleton’s profile nationally and internationally. Effective execution of this strategy is essential to reinforcing Carleton’s reputation for excellence and inclusive prominence.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	<input checked="" 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"/>
OPERATIONAL	<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"/>
FINANCIAL	<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"/>

## 10.0 IMPACT QUESTIONS

Do you have recommendations for potential campaign cabinet members—such as industry leaders or individuals within your network—who could help drive success?

Are there key questions or talking points you’d like to see incorporated in the draft Board Member Ambassador’s Toolkit?

What good news stories or strengths do you think we should be louder and prouder of with our audiences?

# Department of University Advancement

2025-2026 Strategic Priorities

# Overall Strategic Goals



**Lead Fundraising  
Activities in Support of  
Academic Mission**



**Foster and Strengthen  
Alumni Engagement**



**Improve Systems and  
Grow Carleton's  
Advancement Capacity**

# Institutional Priorities

- **Priority P1:** Pursue a Focus on Healthy, Excellent, Differentiating, Attractive and Sustainable Academic Programs, with High Quality Student Experience and Success.
- **Priority P2:** Scholarly Prominence in Established and Emerging Areas.
- **Priority P3:** Adopt a Cross-portfolio Matrix Approach to Operational Excellence within a Robust Culture of Enterprise Risk Management & Efficiency in Support of the Core Mission.
- **Priority P4:** Elevate Carleton as a Leader in Authentic Intentional Inclusion and Mutual Flourishing, Wellbeing and Accountability.
- **Priority P5:** Establish Distinction for Carleton as Partner and Anchor Institution of Choice.

# As Promised – September A&UR



- Fundraising results to date
- Alumni engagement statistics
- Draft case(s) for support
- Examples of international outreach
- Alumni Chapter engagement update
- Additional opportunities for the Board to engage

# Fundraising Results to Date (P1/P2/P3/P4/P5)



Michael Hapke commits 1M to rename Ice House

## Revenue (May 1, 2025 – January 8, 2026)

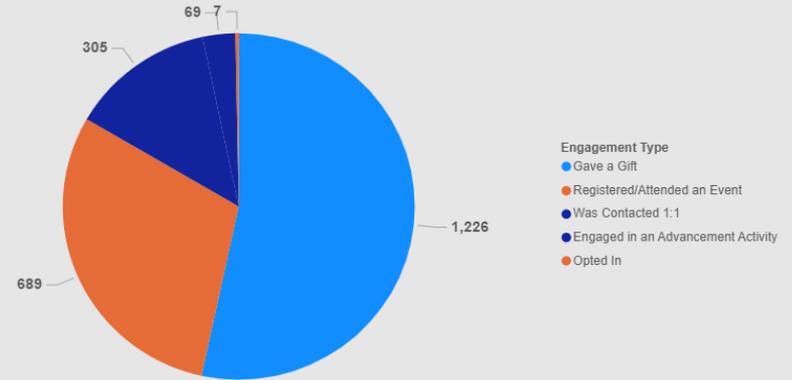
Philanthropic	\$7,714,961
Gifts in Kind	\$201,431
Sponsorships	\$1,715,663
Research & Partnerships	\$26,803,766
<b>Total</b>	<b>\$36,435,821</b>

# Alumni Engagement (P1/P4/P5)



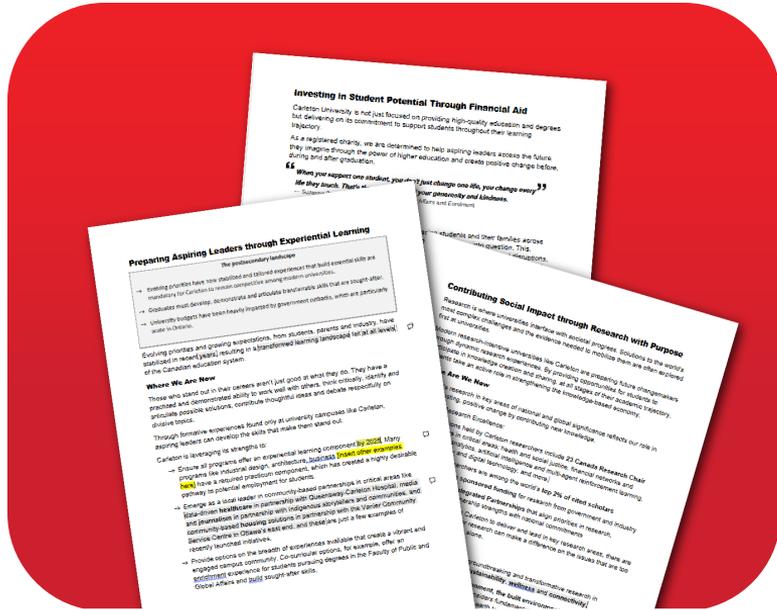
Alumni gather at 1<sup>st</sup> Panda Pancaker Breakfast

## Fiscal to Date 2025-2026



Engagement Type	Number of Alumni
Gave a Gift	1,226
Registered/Attended an Event	689
Was Contacted 1:1	305
Engaged in an Advancement Activity	69
Opted In	7
<b>Total</b>	<b>2,029</b>

# Draft Case(s) for Support (P1/P4)



- Student Aid
- Research
- Student Experience and Entrepreneurship
- Nursing
- Carleton Dominion Chalmers Centre

# Alumni Chapter Engagement Update (P5)



Hong Kong alumni celebrate 40<sup>th</sup> anniversary

- Audit of Alumni Chapters
- Hong Kong Chapter 40th Anniversary Dinner
- Dissolution of US Foundation – Creation of a US Chapter
- Toronto Chapter Re-imagined

# Examples of International Outreach (P2/P3)



Wisdom Tettey and Rafik Goubran host alumni in Dubai

- SEM International Working Group
- Rwanda, UAE, Qatar
- American Outreach Plan
- Data integrity projects

# Additional Opportunities for the Board to Engage (P5)



Fall Board Planning Session

- Updated Terms of Reference for Advancement and University Relations Subcommittee
- Held individual meetings with members
- Tailored opportunities for engagement in support of Advancement mandate

# Improve Systems and Grow Carleton's Advancement Capacity



- Expand campus collaboration through establishment of Advancement Strategy Group — **Launched Oct 1**
- Deliver professional development workshop(s) for academic and senior leaders — **By April 2026**
- Review strategies for (re)investment to build Advancement operational capacity — **By April 2026**
- Prepare for Public Phase of next Comprehensive Campaign — **By April 2026**

# Expand Campus Collaboration through Establishment of Advancement Strategy Group (P1/P3)



Dean Howard Nemiroff and Senior Development Officer Alison Faulknor with donor Jacques Bonneau

- Launched in October with Terms of Reference
- Presented Advancement Plan for the year
- Held 1:1 meetings with Deans to activate Principal Gifts pipeline
- Developing quarterly work plan

# Deliver Professional Development Workshop(s) for Academic and Senior Leaders (P3/P5)



- Development for Deans - January 22
- Seminar for Academic Leaders - March 9
- Additional 1:1 Academic Leader coaching TBD

# Review Strategies for a (Re)Investment to Build Advancement Operational Capacity (P3)



Advancement Holiday Gathering

- Advancement Investment Model (e.g. indirect costs of philanthropy)
- Exploring endowment disbursement adjustments
- Reviewing endowment minimums

# Prepare for Public Phase of Next Comprehensive Campaign (P1/P5)



- Participate in External Review
- Audit donor pipeline with external validation
- Determine campaign timelines with external review partner
- Establish campaign counting model
- Evaluate candidates for Campaign Cabinet

# Next Steps – April 2026



- Fiscal Year and Mandate Results
- External Review Update
- 2026-2027 Planning

# Questions?



<b>To:</b>	Board of Governors	<b>Date of Report:</b> 24 February 2026
<b>From:</b>	Associate Vice-President (Equity and Inclusive Communities)	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>Human Rights Policy Implementation Report – Anti-Racism/Anti-Hate Directive</b>	
<b>Responsible Portfolio:</b>	Provost and Vice-President (Academic)	

## 1.0 PURPOSE

For Approval    For Information    For Discussion

## 2.0 MOTION

This report is for information only.

## 3.0 EXECUTIVE SUMMARY

The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) issued the [Anti-Racism/Anti-Hate Directive for Publicly-Assisted Colleges and Universities](#) on September 9, 2024 pursuant to *Bill 166, Strengthening Accountability and Students Supports Act, 2024*.

As a compliance measure, Carleton updated its [Human Rights Policy](#) in January 2025. In addition, the attached report outlines the details of the 27 complaints received under the Policy to meet the Ministry’s annual reporting requirement.

This report was shared with the Executive Committee of the Board of Governors on January 22, 2026 prior to submission to MCURES. The report that was submitted to MCURES is being provided to the Board of Governors for information as required by the directive (“each institution must provide its Board of Governors with an annual report on the implementation and effectiveness of its anti-racism/anti-hate policies and rules in the preceding year”).

## 4.0 INPUT FROM OTHER SOURCES

The Human Rights Policy was approved by the Senior Management Committee in January 2025.

The data for the MCURES report on Anti-Racism/Anti-Hate in Appendix 1 of the Department of Equity and Inclusive Communities (EIC) Annual Report is compiled from January 1, 2025 to April 30, 2025 and includes information received from the three designated Intake Offices under the Human Rights Policy, as well as data received from Campus Safety Services and EIC. The annual report was developed by EIC. The data presented in the main part of the annual report reflects the May 1, 2024 to April 30, 2025 fiscal year and includes only statistics from the Department of Equity and Inclusive Communities (EIC).

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

EIC’s efforts around equity and inclusion promotion; discrimination, harassment and disability accommodation; and sexual violence prevention and survivor support align with the University’s EDI Action Plan and the Strategic Integrated Plan, which outlines a commitment to foster individual distinctiveness and a sense of belonging.

To support the university’s commitment to creating an environment free of discrimination, harassment and sexual violence, EIC provides impartial, neutral and confidential services to individuals who have experienced, or have questions about human rights violations or sexual violence. The department also offers training and

professional development to all Carleton community members and currently leads university-wide strategic initiatives such as the university’s EDI Action Plan and the Honouring Each Other sexual violence prevention strategy.

**6.0 FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

**7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

This report supports the Board’s oversight responsibilities in relation to the *Anti-Racism/Anti-Hate Directive for Publicly-Assisted Colleges and Universities* issued on September 9, 2024 pursuant to *Bill 166, Strengthening Accountability and Students Supports Act, 2024*.

**8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

Following the presentation of this report to the Board of Governors Executive Committee in January, the report was published on the Equity and Inclusive Communities website as required.

**9.0 OVERALL RISK MANAGEMENT ANALYSIS**

	LOW	Moderate	HIGH	Critical
<b>STRATEGIC</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>LEGAL</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OPERATIONAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>TECHNOLOGICAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FINANCIAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>REPUTATIONAL</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10.0 IMPACT QUESTIONS**

Leadership is requesting that Governors consider the following key questions in advance of the meeting:

In what ways does the University document and track human rights and sexual violence cases and prevention strategies to support compliance with the Minister’s directive?

# Impact Through Inclusion:

Department of Equity and Inclusive Communities

2024-2025 Annual Report



January 2026

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## Land Acknowledgement

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We acknowledge that the land on which Carleton University is located is the traditional and unceded territory of the Algonquin Anishinaabeg people.

As such, we have a responsibility to the Algonquin people to learn about Algonquin cultural protocols and to reflect on what it means to learn and work in an institution located on Indigenous land and how that shapes our engagement with our work and with each other.



## About This Report

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The data presented in this report reflects the May 1, 2024 to April 30, 2025 fiscal year and includes only statistics from the Department of Equity and Inclusive Communities (EIC).

The data in Appendix 1 are compiled from January 1, 2025 to April 30, 2025 and include information received from the three designated Intake Offices under the Human Rights Policy, as well as data received from Campus Safety Services and EIC. This information is reported in accordance with the Ministry's *Anti-Racism/Anti-Hate Directive for Publicly-Assisted Colleges and Universities* issued on September 9, 2024 pursuant to *Bill 166, Strengthening Accountability and Students Supports Act, 2024*.



## Message from the Provost

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At Carleton University, our commitment to equity, diversity and inclusion is not just a guiding principle, but is a shared responsibility that shapes the very fabric of our community. As we reflect on the past year through the Department of Equity and Inclusive Communities (EIC) Annual Report, I want to acknowledge the tireless efforts and dedication of the entire EIC team. Their leadership, advocacy and programming are instrumental in advancing the University's collective mission to foster a campus that is inclusive, respectful and safe for all.

The work of EDI is both vital and ongoing. It challenges us to confront systemic barriers, to listen and to act with integrity and compassion. Whether through educational initiatives, policy development or community engagement, the work empowers us to build a university where students, faculty and staff can thrive without fear of discrimination, harassment or sexual violence.

I also want to extend my thanks to the entire Carleton community. Your participation, your voices and your commitment to equity and inclusion are what make progress possible. Together, we are cultivating a culture of accountability and care that reflects the future we aspire to create.

As we look ahead, let us continue to support one another and reaffirm our shared commitment to a university environment where equity and inclusion are not just ideals, but lived experiences for all.

**L. Pauline Rankin**

Provost and Vice-President (Academic)

## Message from the AVP, Equity and Inclusive Communities

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I am pleased to present the Department of Equity and Inclusive Communities (EIC) inaugural annual report titled, Impact Through Inclusion.

As I have said before, an organization's success is founded on the people who lead, participate and support its work. The more diverse the perspectives that are brought together to inhabit these roles, the better positioned the organization is to respond to the needs of those it serves in an ever-changing environment.

At Carleton, we are fortunate to have leadership that is committed to social justice and equity. We have seen how this commitment has been embedded in the university's 'DNA' through the EDI Action Plan, the university's Strategic Integrated Plan, the Kinàmàgawin Report and the Coordinated Accessibility Strategy. Together these strategies and plans advance the university's EDI commitments and responsibilities supporting our overarching goals of inclusion and cultivating a strong sense of belonging for all community members. The university's capacity to achieve high academic quality outcomes and deliver high-quality services is strengthened by the diverse contributions of our community.

This report reflects our ongoing commitment to fostering a campus where every member of our community feels valued, respected, and safe. As we continue to see an increase in the need for guidance and support, we remain focussed on advancing key strategic initiatives, strengthening partnerships, and expanding our training offerings with the goal of advancing on our shared EDI aspirations. Our work has been and will continue to be guided by the principles of equity, inclusion and social justice which is in keeping with our obligations under the Ontario Human Rights Code.

Our progress is the result of sustained efforts towards building a more just and inclusive campus. While we recognize the meaningful strides made, we also acknowledge the tremendous work ahead and remain dedicated to addressing systemic barriers, and supporting those impacted by discrimination, harassment, and sexual violence.

I want to extend my most sincere appreciation and thanks to the entire EIC team for your determination and your commitment to creating and helping to maintain an inclusive and safer campus for all our community members, and most especially during these challenging times.

**Noël A.J. Badiou**

Associate Vice-President and University Advisor, Equity and Inclusive Communities

## About the Department of Equity and Inclusive Communities (EIC)

Since its inception in the late 1990s, the Department of Equity and Inclusive Communities (formerly the Department of Equity Services) has provided essential services to students, staff and faculty, as well as leading strategic and transformational institutional initiatives.

To support the university's commitment to creating an environment free of discrimination, harassment and sexual violence, EIC provides impartial, neutral and confidential services to individuals who have experienced, or have questions about human rights violations or sexual violence.

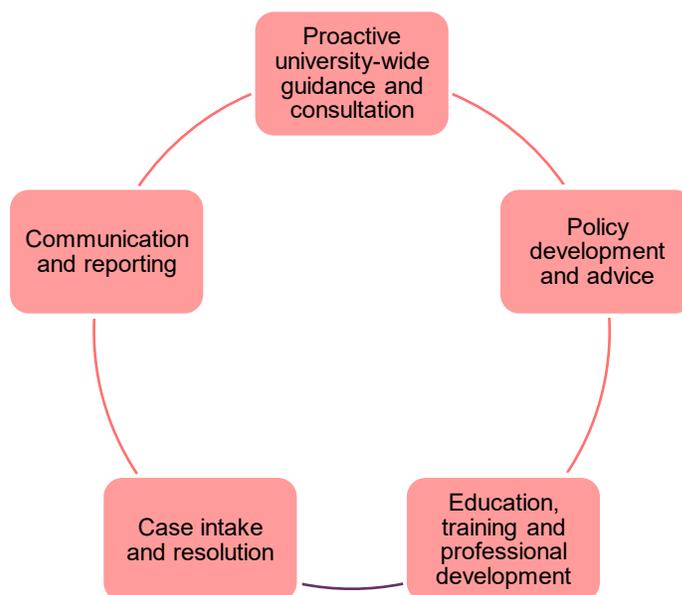
The department also offers training and professional development to all Carleton community members and currently leads university-wide strategic initiatives such as the university's EDI Action Plan and the Honouring Each Other sexual violence prevention strategy.

### Aspiration

EIC fosters the development of an inclusive and transformational university culture where individual distinctiveness and a sense of belonging for each Carleton community member drive excellence in research, teaching, learning and working at Carleton.

Such a culture facilitates cross-cultural and interdisciplinary collaboration, local and global engagement, as well as an environment of innovative intellectual inquiry in which every community member can attain their full potential. Our commitment strengthens connections and cohesion within and across university communities, and throughout the institution.

An inclusive and transformational culture requires an environment free from discrimination, harassment and sexual violence, where Indigenous ways of knowing and learning inform our systems and practices, and where equitable access to services and opportunities guides all university action.



## Guiding Principles

### *Accessibility*

Support the work and a commitment to ensure that all members of the community have access to services in accordance with the most appropriate accommodations.

### *Collaboration*

Collaborate with partners across the university to promote structures, practices and cultures that recognize and elevate the abilities of all members to bring their whole selves to research, teaching, learning and service.

### *Confidentiality*

Maintain confidentiality of all cases and consultation information shared with the EIC to protect community members' privacy except as required to be disclosed by university policies and procedures or as mandated by law.

### *Independence*

Maintain a level of independence, neutrality and impartiality to ensure that the services provided by EIC are driven by fairness and integrity.

### *Intersectionality*

Recognize that lived experience, particularly experiences of marginalization, informs and impacts the multiple ways in which a person identifies (or is identified) and how they navigate social institutions and structures.

### *Sustainability*

Enhance the inclusivity of structures, practices and values across the university as a strategic institutional priority. As institutional capacity grows, an inclusive culture becomes self-sustaining and ultimately, transformational.



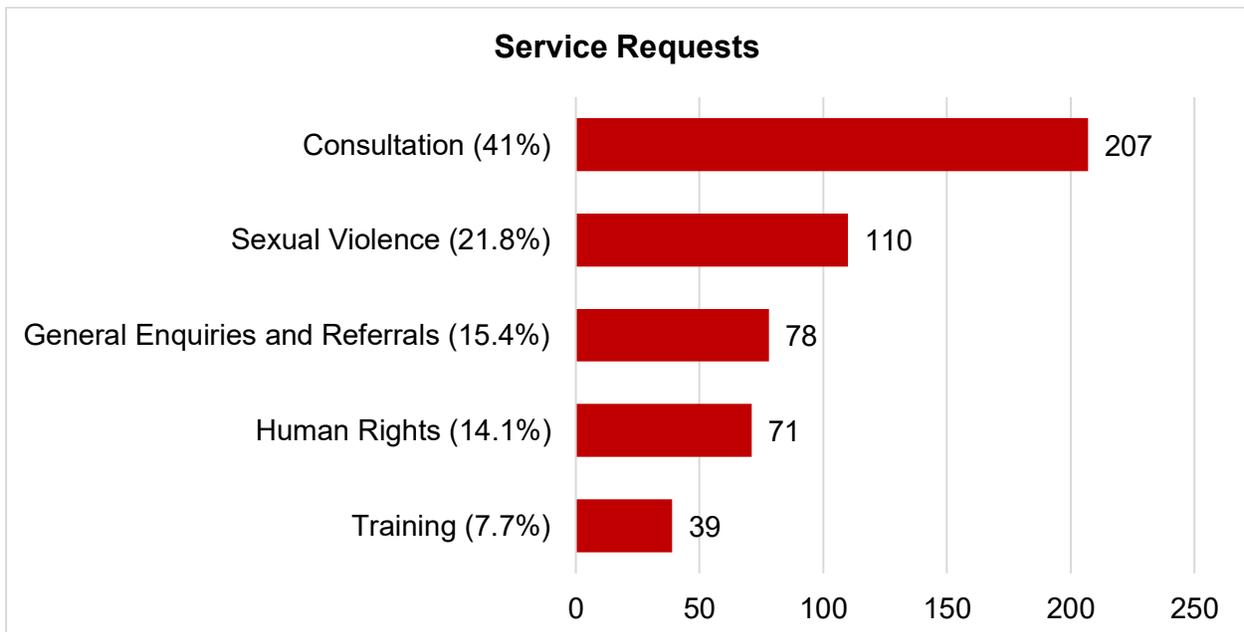
**505**  
Service Requests

## Responding to Our Community's Need

### Service Requests

During the 2024-25 reporting period, EIC responded to a total of 505 service requests from faculty, students and staff through email, phone calls, referrals and walk-ins. These requests included advice and support related to human rights and sexual violence complaints, as well as consultations on EDI, human rights, sexual violence, and training requests and general inquiries.

The chart below shows the number of requests received from May 1, 2024 to April 30, 2025.



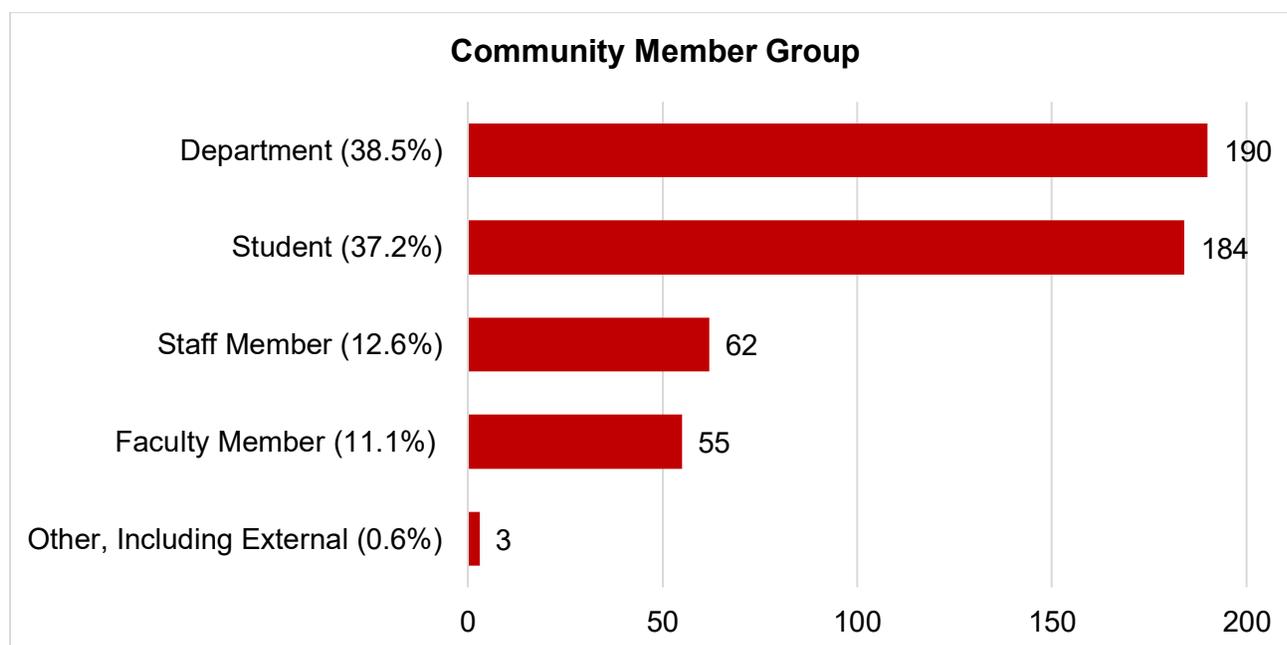
Of the requests received during this period, 41% were consultations related to human rights, sexual violence, EDI and related issues. Consultation requests have increased markedly over the past few years. This rise is largely due to both the EDI Action Plan, which has prompted more EDI initiatives on campus, and the impact of global events on campus community members. The increased number of consultations also illustrates the enhanced reputation of the department and the trust that has been built between EIC and the Carleton community.

Consultation requests may involve a potential individual complaint, guidance on a specific incident or EDI initiative, professional development or training needs, or questions related to human rights or sexual violence policies and procedures.

Consulting with an EIC Advisor provides Carleton community members with the opportunity to access confidential guidance, obtain information on available services and policy options, and/or resolve an issue informally where appropriate. This work is crucial in effectively addressing the issues that do arise in a confidential, collaborative and supportive space, thus fostering a more equitable and inclusive environment for Carleton community members. Such efforts are crucial to the retention and well-being of staff and students (Nguyen et al., 2025; Pham & Tsai, 2024).

### Community Member Group

The chart below shows the type of community member group who requested support from EIC between May 1, 2024 and April 30, 2025.



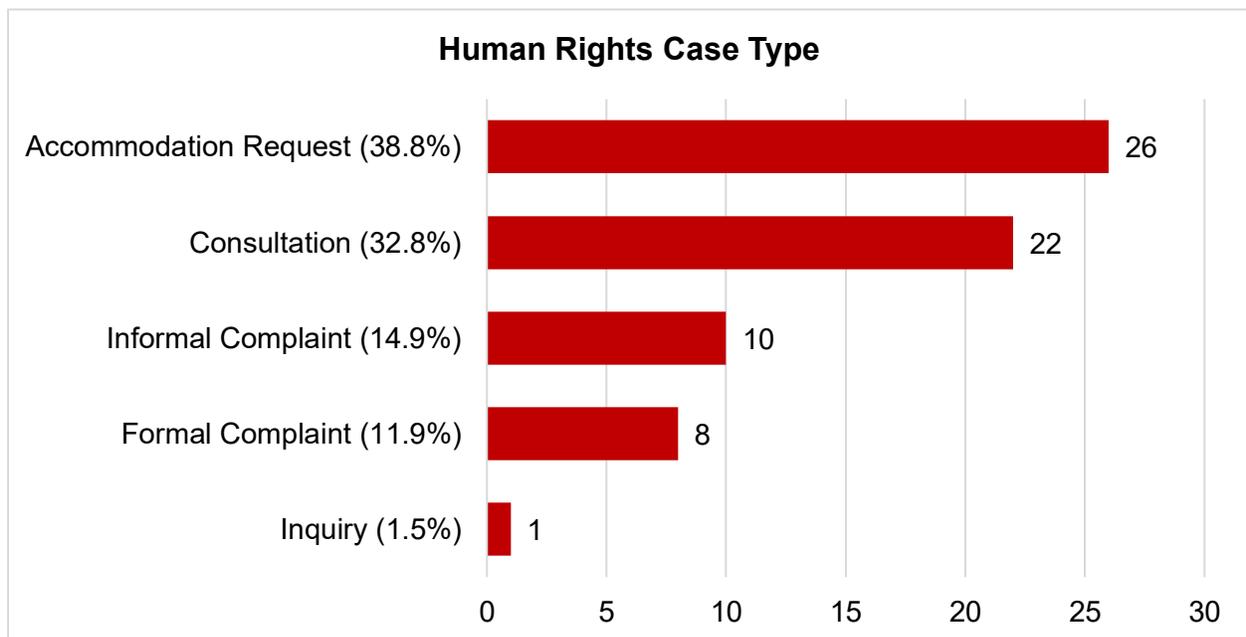


# 181 Cases Supported

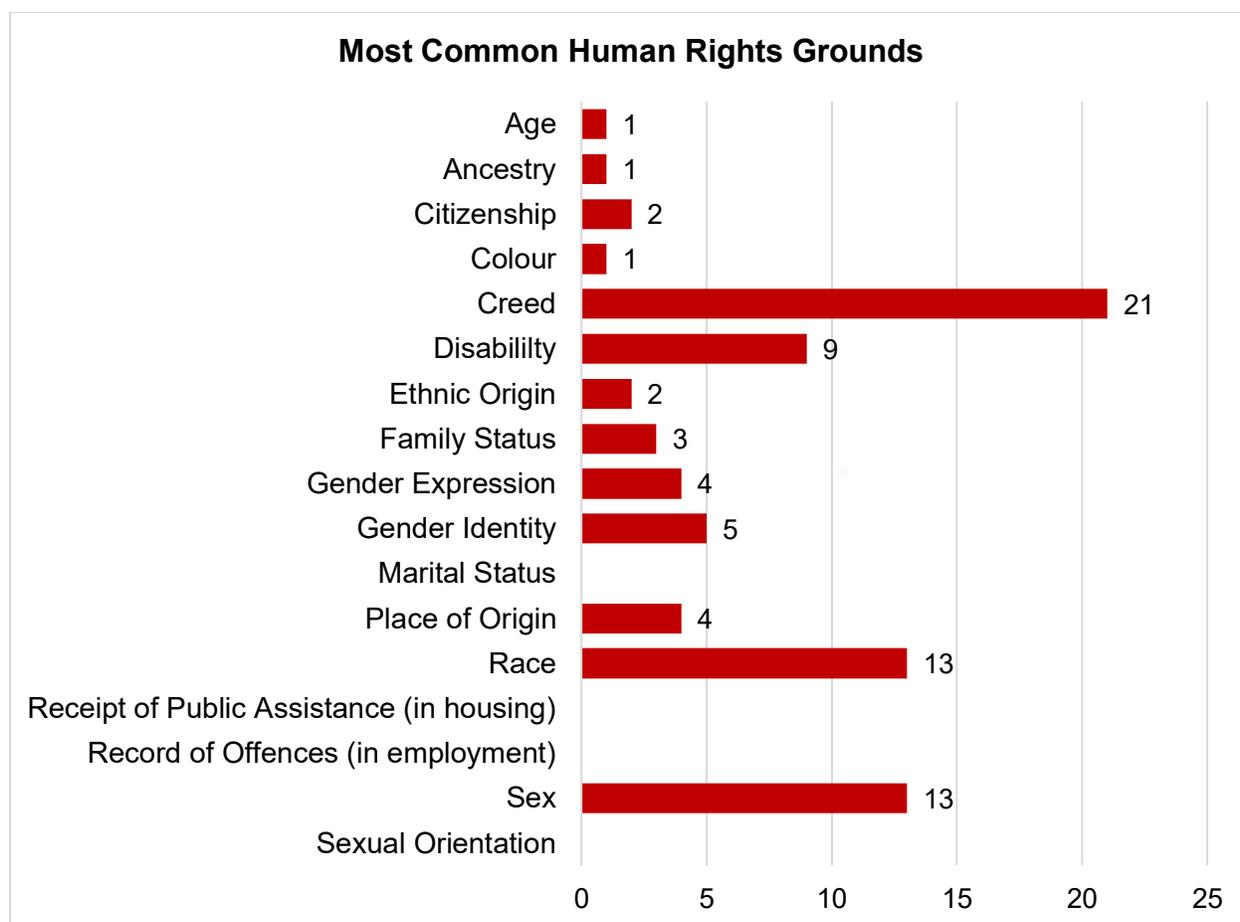
## Human Rights Cases

Of the requests received by the EIC during the reporting period, 14% (n=71) were related to human rights. These included seeking advice on filing formal complaints, exploring informal resolutions, requesting accommodations, and obtaining guidance on incidents that might not lead to a complaint but still require action.

The chart below presents human rights cases categorized by the primary request at the time of initiating support from the EIC, covering the period from May 1, 2024 to April 30, 2025.



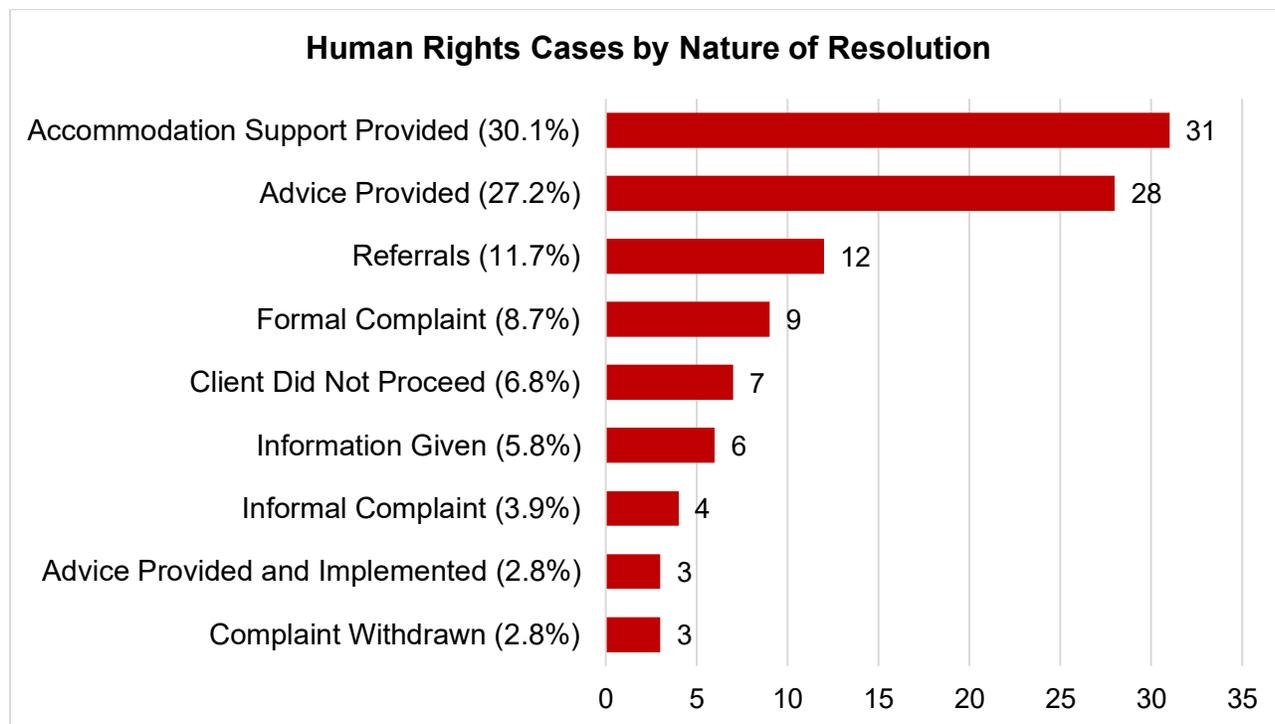
The chart below presents the most common grounds for human rights cases supported by EIC between May 1, 2024 and April 30, 2025.



The most common human rights ground supported by case advisors was *creed*, largely due to the high number of religious accommodation requests. This trend has shown a steady increase in recent years.

EIC is often the first point of contact at the university for individuals with complaints or concerns of a human rights nature. When an individual connects with an EIC advisor, they receive guidance on the Human Rights Policy and Procedures, as well as information about the options available to help resolve their concern. Depending on the nature of the issue, these options may include resolving the matter informally with EIC assistance or exploring the formal complaint process, in which case the individual will be referred to one of the three complaint intake offices. Many of the concerns brought to EIC are resolved informally through the guidance EIC provides. EIC closely collaborates with other offices and departments in supporting the early and informal resolution of human rights cases and concerns.

The chart below presents the resolutions issued by EIC in response to human rights-related cases. Note that the data included are in relation to EIC services and do not necessarily indicate the final outcomes of cases.



## Sexual Violence Cases

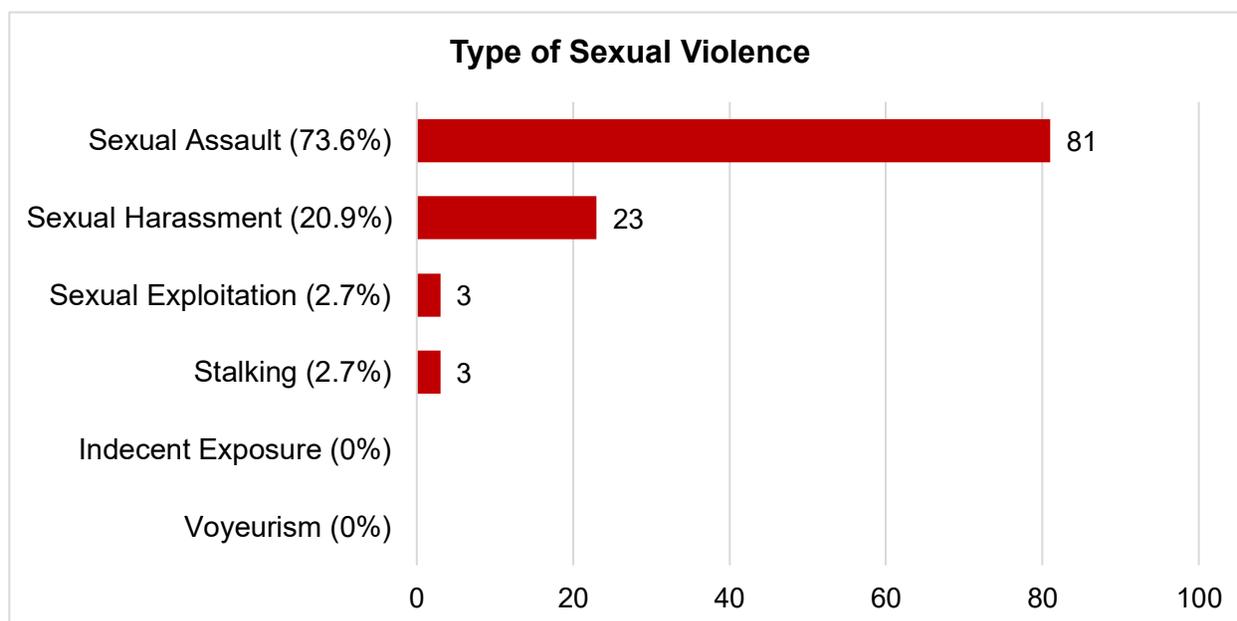
During the reporting period, 21.8% ( $n=110$ ) of the requests for support the EIC received were related to sexual violence. These included requests for support in filing complaints, exploring alternative resolutions, accommodations, and guidance on sexual violence prevention events and initiatives.

As mandated by the provincial government in 2015, Carleton University created a standalone Sexual Violence Policy in 2016. Required to be reviewed and updated every three years, the Policy was most recently updated in 2025. As required by the province, Carleton University collects and reports on statistics related to sexual violence in six categories. These categories include:

- sexual assault;
- sexual harassment;
- stalking;
- indecent exposure;
- voyeurism; and
- sexual exploitation.

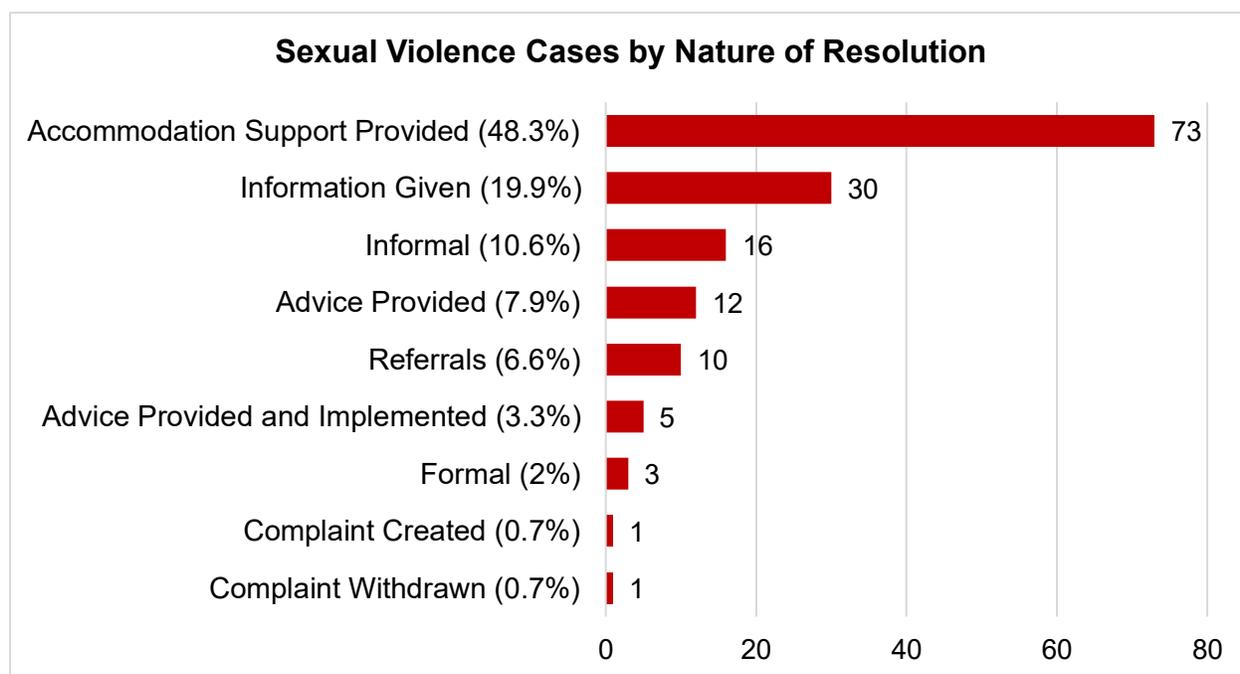
EIC coordinates the collection of these university-wide statistics, which are published in Carleton's [Annual Report on Sexual Violence](#). For the annual report, the EIC compiles the sexual violence disclosures to Housing and Residence Life, Campus Safety Services, Student Affairs, and to the EIC. In this document, we are presenting the number of cases received by the EIC only.

The Equity and Inclusive Communities Sexual Assault Support Centre (CUSASC) received 110 disclosures seeking support services from May 1, 2024 to April 30, 2025. The chart below shows the types of sexual violence disclosures received by EIC.



Survivors of sexual violence can receive support at the EIC through academic or workplace accommodations, confidential guidance and advice, referrals to internal and external services and support in how to file a formal complaint under the Sexual Violence Policy. As with the Human Rights Policy, the EIC does not investigate or adjudicate formal sexual violence complaints but can provide system navigation support for those looking to file complaints. Of the 110 disclosures we received this year, CUSASC supported seven survivors with formal complaints. EIC also provides alternative resolutions, which may include restorative or transformative approaches, as well as educational approaches like Consent Education sessions. This year, we offered six consent education sessions to respondents.

The chart below details the resulting resolutions provided by EIC in sexual violence cases. Note that the data included are in relation to EIC services and do not necessarily indicate the final outcomes of cases.



## Consultations and General Inquiries

Every year, EIC provides information and guidance to hundreds of Carleton community members on the Human Rights Policy, the Sexual Violence Policy and equity and inclusion-related questions and concerns.

This policy guidance includes informal disclosures of human rights and sexual violence concerns, which may entail accommodation support, system navigation, referrals to internal and external support and training. The EIC also provides guidance on formal sexual violence and human rights complaints for staff, faculty and students. This involves guidance on the options available, as well as the procedures of formal complaints, identifying relevant intake offices, and answering any questions the community member may have on the process. The majority of cases are resolved informally through the EIC interventions and support, including accommodations, alternative resolutions and skill development for community members.

During the 2024-25 reporting period, EIC provided 207 consultations. Questions and concerns related to discrimination and harassment accounted for 110 consultations (53% of all consultations), sexual violence accounted for 27 consultations (13%) and EDI-related consultations totaled 50 (24%). The remaining consultations covered questions regarding accommodations and bias, among other topics.

Requests for guidance were most commonly made by academic or administrative groups and units, accounting for 105 consultations (51%). Individual staff also reached out to the EIC for guidance and support, with faculty members accounting for 46 consultation requests (22%) and staff members accounting for 39 consultation requests (19%). Students made 14 consultation requests (7%).

The remaining 15% ( $n=78$ ) of the requests were for general enquiries and referrals. These include one-time contacts seeking information about the EIC services or assistance locating the appropriate department. Referrals are provided to community members who require services that the EIC does not offer, or who may need additional support after receiving services at the EIC. These referrals may involve directing individuals to other Carleton services or to external community agencies.



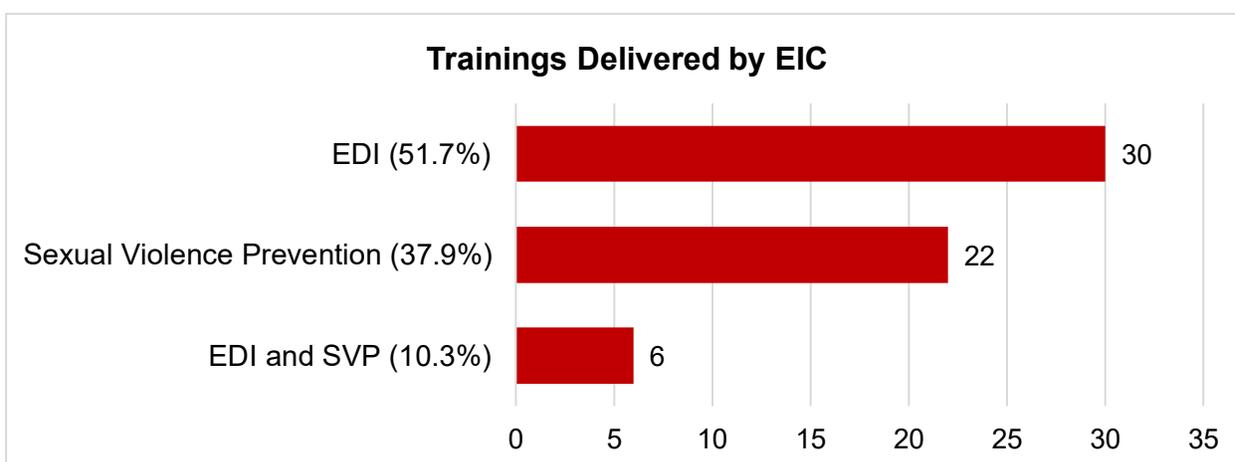
**2,708**  
People Trained

## Building an Equitable Culture: Challenging Mindsets and Creating Community Connections

During the reporting period, EIC delivered 58 training sessions. Of these, 52% focused on EDI, 38% focused on sexual violence prevention (SVP) and the remaining sessions addressed both EDI and SVP together. Sessions ranged from foundational in-person workshops on EDI and SVP to more specialized sessions on consent culture, equity-driven and inclusive pedagogy and tailored offerings developed for academic and administrative units.

Participation patterns indicate widespread engagement across the university. In total, 2,708 participants were trained. This included 1,932 students, 661 staff and 115 faculty members. The breadth, volume and impact of department's training initiatives reflect a sustained commitment to fostering an equitable and inclusive campus environment. These efforts directly advance Strategic Action Area 9 of Carleton's EDI Action Plan by enhancing professional development opportunities and strengthening institutional capacity to uphold equity and human rights across the university.

The chart below details the category and number of trainings delivered by EIC from May 1, 2024 to April 30, 2025.



## **EDI and Human Rights Training Initiatives**

During the reporting period, the EIC expanded its reach by launching an online asynchronous human rights module for students in January 2025. The module provides students with a structured introduction to human rights, equity, inclusion and anti-oppression. The module was completed by 667 students during the 2025 winter term. Evaluation results show clear and statistically significant improvements ( $p < .001$ ) in students' self-reported knowledge across all concepts addressed in the module. Students also reported increased readiness and motivation to engage with human rights issues, with 84% feeling better prepared to identify and respond to human rights concerns and 64% expressing interest in further learning about human rights.

In addition to the online human rights module, EIC offers a range of workshops related to EDI and Human Rights including:

- Introduction to EIC Services
- Human Rights Policy and Procedures
- Carleton University Safer Space Program (CUSSP)
- Anti-Black Racism Workshop
- Equity-Driven and Inclusive Pedagogy
- Navigating Challenging Classroom Dialogue
- Inclusive and Equity-Driven Peer Mentoring
- Equity-Driven and Inclusive Workplaces

## **Sexual Violence Training Initiatives**

During the reporting period, EIC provided sexual violence prevention and response training to 1,475 members of the campus community. These training sessions include:

- Responding to Disclosures of Sexual Violence
- Creating Consent Cultures on Campus
- Alcohol and Sexual Violence Prevention
- Sexual Violence Prevention Training
- Bystander Intervention Training

## Strategic Initiatives: Enhancing EDI Across Campus

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### Equity, Diversity and Inclusion

#### Self-Identification Survey

In partnership with the Office of Institutional Research and Planning (OIRP), EIC launched the Carleton University Self-Identification Survey. Data from the enhanced Self-ID Survey informed the preparation of Carleton's 2025 subsequent compliance assessment for the Federal Contractors Program. EIC and OIRP plan to make high-level disaggregated data available via an online dashboard.

#### Chosen Name

An EIC-guided initiative led to the creation of an updated Chosen Name process, accessible to all staff, faculty and students through Carleton Central. This new approach improves how chosen first names are managed and displayed at Carleton, providing a streamlined mechanism for individuals to specify their chosen first name for use across university systems and communications platforms. The updated process is a leading approach among Canadian post-secondary education institutions.

#### Equitable and Inclusive Academic Hiring Practices Training Module

In partnership with Carleton Office for Research Initiatives and Services (CORIS) and Faculty Affairs, EIC developed an online training module for faculty hiring committees. The two-hour module is intended to strengthen equitable and inclusive practices during faculty decision-making processes by providing skills that will enable committee members to appropriately identify, interrupt and address potential biases, stereotypes and micro-aggressions revealed during decision-making discussions and deliberations. The module is managed by Faculty Affairs and is available on [Brightspace](#).

#### 2024 Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE) National Conference

EIC hosted more than 100 human rights and EDI leaders and practitioners from post-secondary institutions across Canada at Carleton for the 2024 Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE) National Conference. This three-day event served as a platform for equity leaders and practitioners to exchange best practices, explore innovative tools and build professional networks across Canada. The conference fostered dialogue on shared goals, challenges and strategies to advance equity, diversity, inclusion and accessibility (EDIA) in higher education.

## Human Rights

### New Human Rights Policy and Procedures

EIC revised Carleton's [Human Rights Policy and Procedures](#) conveying Carleton's commitment to discrimination and harassment prevention and response in addition to affirming the human rights and dignity of every Carleton community member. The updated procedures establish a process for complaints of harassment and/or discrimination and provide a fair and impartial mechanism in accordance with the principles of natural justice and procedural fairness.

In addition, the revised policy and procedures address the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) directive on anti-racism and anti-hate for publicly assisted colleges and universities under [Bill 166, Strengthening Accountability and Student Supports Act, 2024](#). Carleton's first Annual Human Rights Report to MCURES is included in [Appendix 1](#) of this report and will be publicly available on the EIC website in January 2026.

### Human Rights Module

In January 2025, EIC officially launched the online Human Rights Module which serves as an entry point for students to learn about how human rights can be upheld at Carleton (see Strategic Action 9.2 of the [EDI Action Plan](#)). In the Spring 2025 term, 667 students completed the module. During the Fall 2025 term, the module was uploaded to 38 courses across a range of academic departments in each faculty, resulting in more than 5,500 students having access to the module.

### Sexual Violence Prevention

The university response to campus sexual violence is a critical issue for student retention and support. Research has demonstrated that survivors who do not receive support are much more likely to drop out of university or have significant delays in graduating (Molstad, et al., 2023). Staff and faculty, many of whom play an integral role in the functioning of our university, also seek advice and support from EIC. The work of EIC mitigates organizational costs associated with productivity, turnover and leave coverage. According to a national inquiry undertaken by the Australian Human Rights Commission (2020), sexual harassment incidents can have financial and reputational effects on the workplace, including "reduced productivity of workers, absenteeism, staff turnover and impacts on workplace culture" (Australian Human Rights Commission, 2020, p. 281).

Following the review of the University's *Sexual Violence Policy* in 2019, we created [Honouring Each Other: Building Consent Cultures on Campus](#) as a living document to provide responsive, adaptable and innovative strategies to prevent campus sexual violence. The document provides a three-year overview of actions, campaigns and programming that have been co-created with the campus community.

This report covers the second year of implementation of the 2023-2026 *Honouring Each Other* strategy. During the 2024-25 reporting period, EIC focused on momentum and capacity-building

through expanded prevention programming, strengthened community partnerships and increased support for survivors.

Key initiatives included launching the inaugural Consent Awareness Week, organizing Sexual Assault Awareness Week in partnership with campus and community stakeholders and expanding support programs such as survivor support groups and a collaborative healing workshop series. During the 2024-25 academic year, the Sexual Violence Prevention and Education Committee (SVPEC) provided recommendations during the Sexual Violence Policy renewal process, as well as supporting the strategic goals of the prevention strategy.

### **Sexual Violence Public Education**

#### *Consent Awareness Week 2024*

CUSASC organized the inaugural Consent Awareness Week (Sept. 16-20, 2024). This initiative replaces the previous *#CUriousAboutConsent* campaign. By shifting to Consent Awareness Week, we are strategically aligning with provincial and national post-secondary partners. Consent Awareness Week is a national campaign held annually across Canada during the third week of September, during the “Red Zone”—a time period where post-secondary students are at higher risk of sexual violence. EIC organized a range of workshops, discussions and events to raise awareness about consent as a daily practice and commitment, sexual violence prevention, and bystander intervention. Events included a discussion on tech-facilitated sexual violence and the impacts of AI, *We Believe You Day* and *Take Back the Night*.

#### *Sexual Assault Awareness Week 2025*

EIC, in collaboration with campus and community partners, hosted Sexual Assault Awareness Week from January 27 to 31, 2025. The campaign aimed to spread awareness among the Carleton community about the impacts of sexual violence on campus while fostering a culture of care for survivors and promoting a campus-wide culture of consent. Events included a self-care day with the Carleton University Students’ Association Gender and Sexuality Resource Centre, a trauma-informed accessible self-defence workshop and a traditional teaching and grounding event for Indigenous students.

#### *Beyond Hashtags and Rainbow Washing: Allyship in Practice*

CUSASC co-hosted a Pride Month keynote address with Pakistani Canadian photographer, writer and activist Samra Habib, in partnership with Wilfrid Laurier University and McMaster University. The keynote event explored authentic allyship for 2SLGBTQ+ communities. Habib discussed moving beyond performative gestures to enact meaningful change, drawing from their intersectional and lived experiences as a Queer Muslim immigrant.

## Department of Equity and Inclusive Communities Team

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**Noël A.J. Badiou**

Associate Vice-President and University Advisor, Equity and Inclusive Communities

**Ikram Jama**

Director, Human Rights and Equity

**Laura Gong**

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**Nathan Zalfaquaruddin**

Equity Education and Services Coordinator

**Jennice Hinds**

Anti-Black Racism Education Program Coordinator

**Arleth Lugo Ruiz**

Carleton University Safer Space Program Coordinator

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Australian Human Rights Commission. (2020). Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces.

[https://humanrights.gov.au/data/assets/file/0016/46024/Ahrc\\_wsh\\_report\\_2020.pdf](https://humanrights.gov.au/data/assets/file/0016/46024/Ahrc_wsh_report_2020.pdf)

Molstad, T. D., Weinhardt, J. M., & Jones, R. (2023). Sexual assault as a contributor to academic outcomes in University: A systematic review. *Trauma, Violence, & Abuse, 24*(1), 218-230. <https://doi.org/10.1177/15248380211030247>

Nguyen, L. T., McDonald, M., Nguyen, T. T. T., Foley, C., Dong, R. K., & Darcy, S. (2025). The implications of sense of belonging for student retention in higher education: A systematic literature review and research agenda. *Journal of Further and Higher Education, 50*(1), 120-145. <https://doi.org/10.1080/0309877X.2025.2585161>

Pham, T., & Tsai, Y. (2024). The roles of faculty hiring and retention in shaping diversity and representation in US higher education institutions: A retrospective and prospective analysis from 2001 to 2035. *Research in Higher Education, 65*(7), 1420-1460.

<https://doi.org/10.1007/s11162-024-09810-w>

## Appendix 1: First Annual Human Rights Report to the Ministry of Colleges, Universities, Research Excellence and Security

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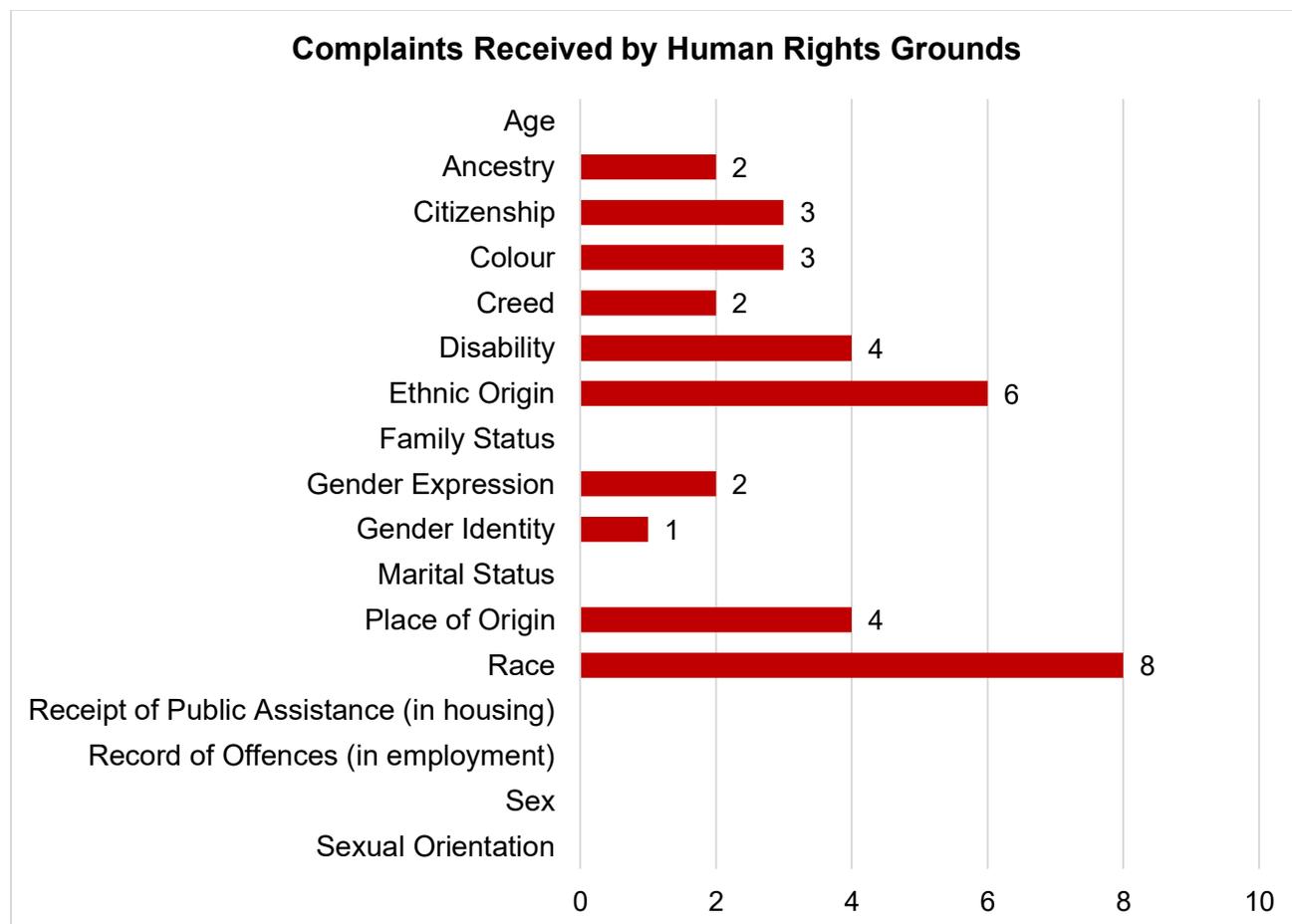
From January 1, 2025 to April 30, 2025, a total of 27 complaints under Carleton's Human Rights Policy and Procedures were received across the three intake offices: the Office of the Deputy Provost (Academic Operations and Planning); the Department of Human Resources; and Student Life and Student Affairs. Complaints received through Campus Safety Services and the Department of Equity and Inclusive Communities were also included. The information received from these departments has been included in this report.

Details regarding these 27 complaints are as follows:

- Three of the complaints were received through the Anonymous Reporting Form
- All complaints received were reviewed and triaged
- None ( $n=0$ ) of the complaints were deemed to be incidents of hate
- Two incidents were reported to Ottawa Police Services or required the involvement of law enforcement
- As of August 2025, apart from three complaints that had ongoing investigations, all complaints were resolved within one month
- As of August 2025, no disciplinary measures were taken

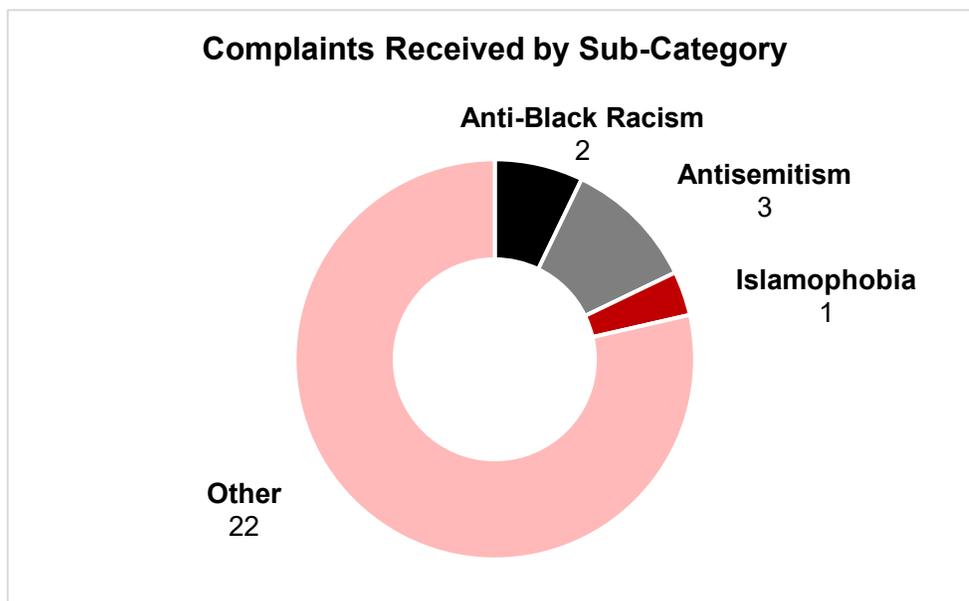
## Figure 1. Human Rights Grounds

The chart below shows the applicable Human Rights Grounds of the complaints received related to this Annual Report pursuant to the MCURES directive.



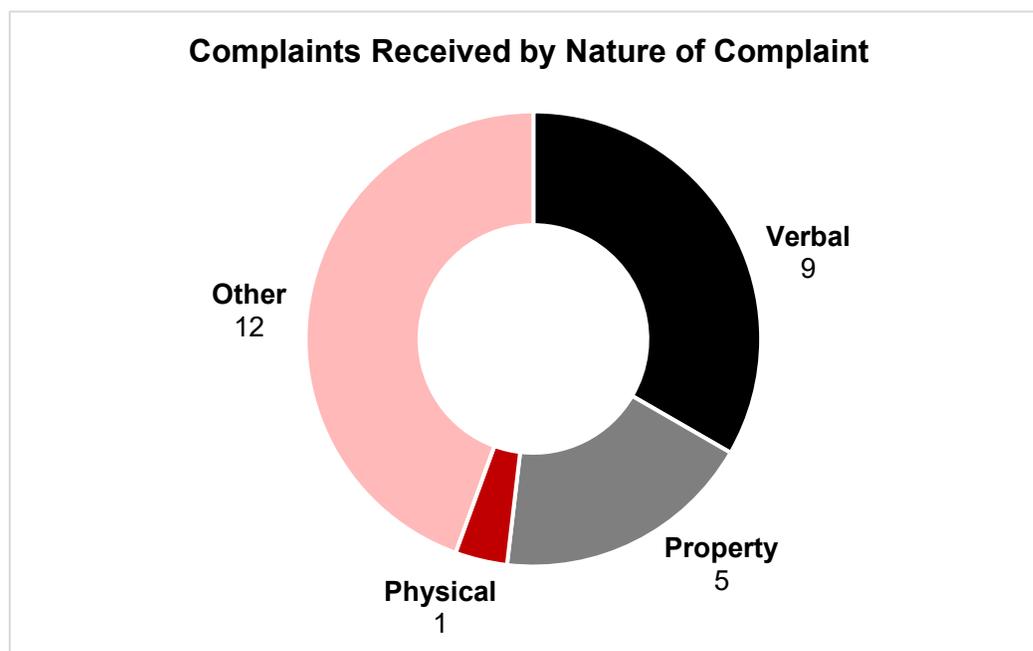
## Figure 2. Sub-Category of Complaints Received

Complaints fall under one of the following sub-categories: anti-Black Racism, anti-Indigenous Racism, antisemitism, Islamophobia or transphobia. For 'Other', the complaint did not fall under the MCURES designated sub-categories.



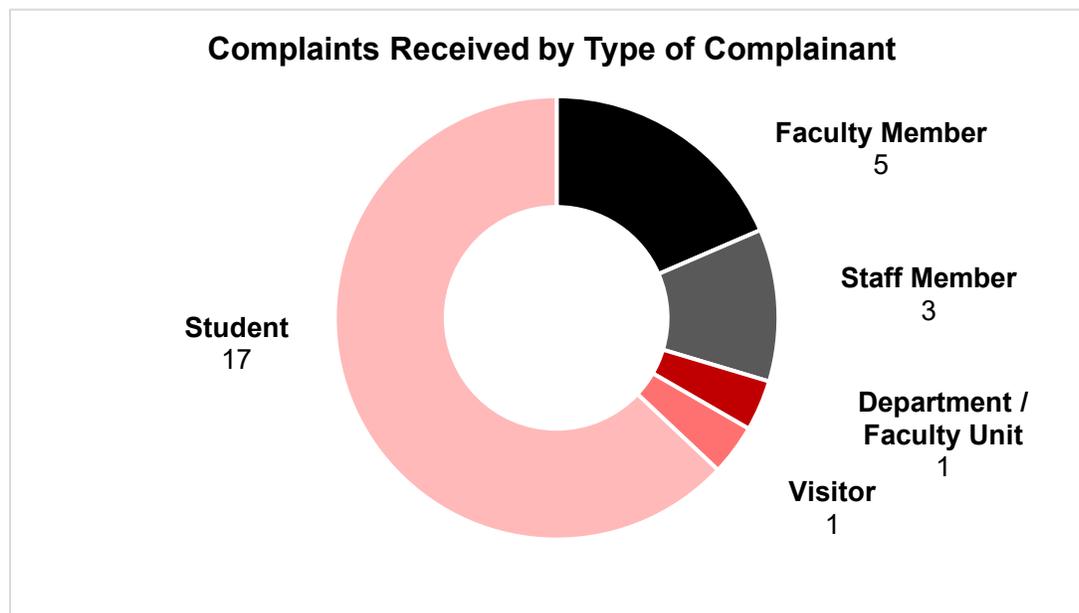
## Figure 3. Nature of Complaint

Complaints could fall under one of the following categories: physical, verbal or property. For 'Other', the complaint did not fall under the MCURES designated categories.



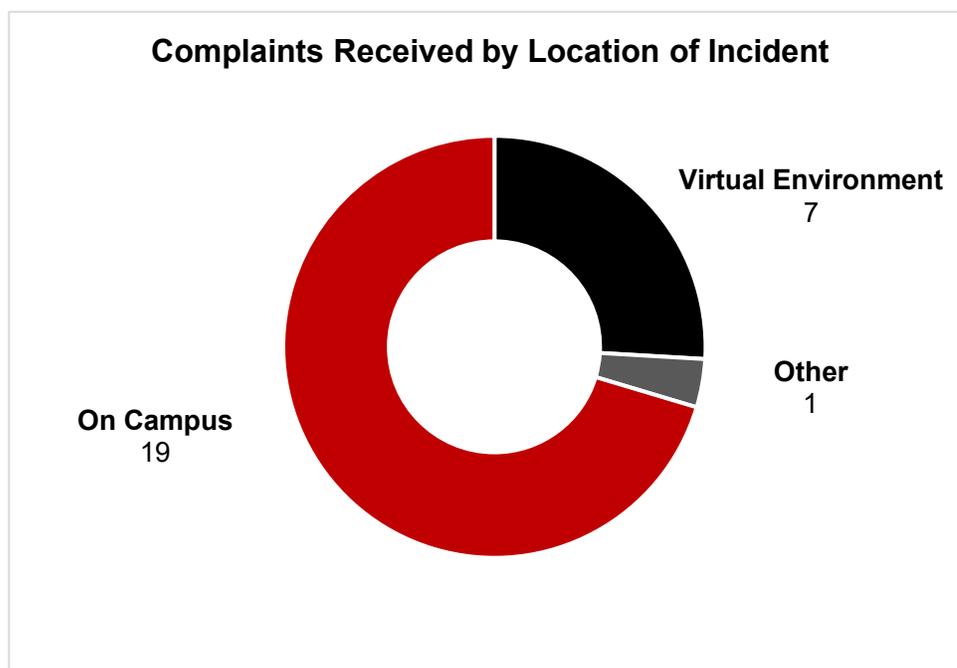
#### Figure 4. Complainant Type

Complainant types are categorized by: Department/Faculty Unit, Faculty Member (individual), Staff Member (individual), Student, Third-Party Contractor, Volunteer or Visitor.



#### Figure 5. Location of Incident

Incident location can be categorized as On Campus, Off Campus, or Virtual Environment. For 'Other', the complaint did not fall under the MCURES designated category.



<b>To:</b>	Board of Governors	<b>Date of Report:</b> 10 February 2026
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>Investment Report for the Endowment</b>	
<b>Responsible Portfolio:</b>	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 investment report assists the Finance Committee of the Board in its oversight of the university's Endowment. The report focused on the performance of the General Endowment for periods ending December 31, 2025.

The primary objective of the General Endowment is to achieve returns that will allow annual distributions of 4% on a moving four-year average of the market value of the General Endowment, and a 1% administrative levy while preserving the real value in perpetuity. This objective has been met with a 1-, 4- and 10-year annualized gross return of 15.0%, 7.9%, and 9.0%, respectively. The General Endowment was 1<sup>st</sup> quartile relative to Canadian peer Endowments and Foundations over 1-,2-,7- and 10-year time periods. There was underperformance relative to the Benchmark Portfolio due to a Global Equity manager not beating their MSCI World benchmark, and this has been addressed by the Investment Committee.

The annual distribution from the Total Endowment of \$16.7M was made in the fiscal year.

### 4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider. CIBC Mellon is the custodian of the assets.

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The General Endowment contains \$444M in assets and 91% of the Total Endowment. The Total Endowment (\$487M) includes \$43M in single-purpose endowments, including the Sprott Bursary, Jarislowsky Chair in Water and Global Health, and RBC Fossil Fuel Free (FFF) Global Equity Fund. These single-purpose endowments are excluded from Statement of Investment Policies and Procedures (SIP&P) rebalancing. Most donations to the university are invested in the General Endowment and are invested in the following asset mix:

Asset Class	Minimum	Benchmark	Maximum
Cash and Short-Term	0%	0%	5%
Fixed Income	10%	15%	25%
Equities			
Canadian Equities	5%	17.5%	25%
Global Equities	35%	47.5%	55%
Total Equities	55%	65%	75%
Infrastructure	5%	15%	20%
Private Equity	0%	5%	10%

## Carleton University Endowment Performance

Performance for periods ending December 31, 2025

Gross Return <sup>1</sup>	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
General Endowment	15.0%	14.7%	7.9%	10.4%	9.0%
Benchmark Portfolio	15.8%	17.1%	9.7%	11.5%	9.4%
Value-Add <sup>2</sup>	-0.8%	-2.4%	-1.8%	-1.1%	-0.4%
BNY Quartile Ranking <sup>3</sup>	1 <sup>st</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	1 <sup>st</sup>	1 <sup>st</sup>

<sup>1</sup>Returns are presented using the Time-Weighted Rate of Return (TWR) methodology from our custodian bank.

<sup>2</sup>The value-add target in the SIP&P is 1.0% in excess of the Benchmark Portfolio gross of fees.

<sup>3</sup>BNY Mellon provides quartile rankings of Canadian Endowments and Foundations

The performance was strong on an absolute basis and relative to peers over all time periods. However, the portfolio experienced underperformance against the Benchmark Portfolio, attributable to MFS, a Global Equity manager whose results lagged the MSCI World benchmark primarily as a result of sub-sector positioning in comparison to the Benchmark Portfolio.

The Investment Committee executed several high-impact structural upgrades to the portfolio during 2025:

- Met with underperforming Global Equity manager MFS to understand their challenges;
- Interviewed Connor, Clark, and Lunn (CC&L) and hired them for an initial \$90M allocation in their [Q Global Equity Fund](#) within the 47.5% Global Equities allocation, which reduced MFS's mandate by 50%;
- Interviewed National Real Estate Advisors and hired them for a \$10M USD allocation in their [National Data Center Fund](#) within the 15% Real Assets allocation;
- Interviewed Lead Edge Capital and hired them for a \$13M USD (cut back to \$10M USD) allocation in their [Lead Edge Capital VII](#) growth equity fund within the 5% Private Equity allocation.

Adding CC&L Q Global Equity has had the most impact on reducing the underperformance relative to the Benchmark Portfolio, which is evident in the 1-year relative return. MFS remains on the watchlist and is being closely monitored for improved performance within their sub-sector positioning, i.e., overweight to luxury brands within consumer staples sector.

### 6.0 FINANCIAL IMPLICATIONS

The performance of the Endowment has an impact on the university's operating budget, most significantly in generating funds for student financial assistance. Annual distributions are made from the Endowment at a rate of 4% on a four-year moving average of the market value of the Endowment. A key objective of the Endowment's investment policy is to meet this expenditure rate and to preserve the real value of the Endowment's capital in perpetuity.

### 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board in its oversight of the Investment Committee for the Endowment.

Major risks posed by the Endowment relate to the failure to generate enough returns to meet required financial commitments, the risk of not being managed in accordance with the SIP&P and Responsible Investing (RI) policy, and the reputational risk if the first two risks are not appropriately managed.

The Investment Committee manages the Endowment per the SIP&P and RI policy. The Investment Committee's Terms of Reference outline the governance processes followed by the Investment Committee. The Investment Committee is comprised of the Vice-President (People, Finance, and Operations) the Associate Vice-President, and Chief Financial Officer (Financial Services), the Executive Director (Pension Fund Management), a Dean (recommended by the President), a member of the Board of Governors, and two or more external members who have expertise in the area of investments.

Financial risk largely rests with the possibility of capital market performance that results in negative performance of the portfolio. This risk is mitigated by diversifying the portfolio and requiring constraints on individual securities. In addition, the use of a four-year average for calculating distributions from the Endowment smooths peaks and troughs of investment returns and, thereby, of the annual distributions from the Endowment.

### 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are some reputation implications that require a communication strategy as it relates to the investments, and the university leadership works closely with the Department of Communications (DUC) on this.

### 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" 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"/>
TECHNOLOGICAL	<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"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 10.0 IMPACT QUESTIONS

Is the right balance being struck between supporting today's priorities and protecting the endowment for future generations?

Are there other governance practices that work well to manage underperforming managers decisively and appropriately?

Given current market conditions (rates, inflation, geopolitical risk), are there other risks that should be positioned for more explicitly?

# Investment Report for the Endowment

Presented by:

- Andrew Urquhart, Executive Director, Pension Fund Management

# Governance of the Endowment

- The Endowment is overseen by an Investment Committee made up of the following participants:
  - Vice-President (People, Finance and Operations) – Chair, ex officio
  - Associate Vice-President (Financial Services) – ex officio
  - Executive Director (Pension Fund Management) – ex officio
  - A Governor appointed by the Board of Governors
  - A Dean appointed by the Finance Committee on the President’s recommendation
  - Two or more external members
- The Investment Committee reports to the Finance Committee semi-annually.
- The Terms of Reference guide the Investment Committee’s roles and responsibilities, the Statement of Investment Policies and Procedures (SIP&P) codifies the investment guidelines, and the Responsible Investment policy guides Environmental, Social and Governance (ESG) initiatives.

# General Endowment Performance

As of Dec 31, 2025	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Total Return (Gross) <sup>1</sup>	15.0%	14.7%	7.9%	10.4%	9.0%
Benchmark Portfolio <sup>2</sup>	15.8%	17.1%	9.7%	11.5%	9.4%
Value Add <sup>3</sup>	-0.8%	-2.4%	-1.8%	-1.1%	-0.4%
BNY Quartile Ranking <sup>4</sup>	1st	1st	2nd	1st	1st

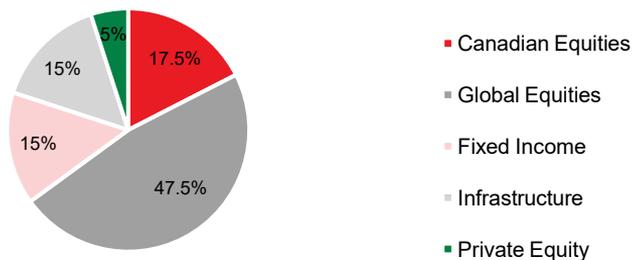
<sup>1</sup> Returns are presented using the Time-Weighted Rate of Return (TWR) methodology from the Trustee (custodian bank).

<sup>2</sup> Benchmark Portfolio is 17.5% TSX index, 52.5% MSCI World, 15% FSTE CAD Bond Universe Index, and 15% CPI+4%.

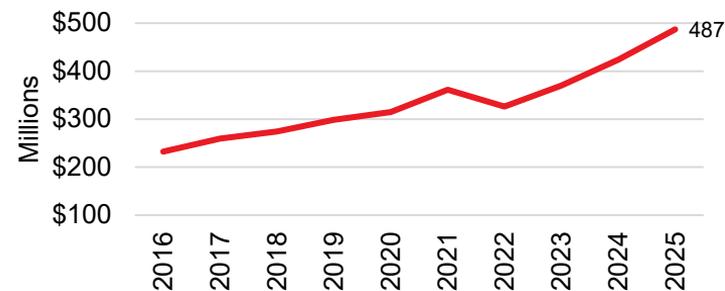
<sup>3</sup> The value-add target in the SIP&P is 1.0% over the Benchmark Portfolio gross of fees.

<sup>4</sup> BNY Mellon provides quartile rankings of Canadian Endowments and Foundations.

## SIP&P Target Asset Mix – General Endowment



## Total Endowment Net Asset Value



## Endowment Updates

Performance strong on absolute basis and relative to peers; underperformance vs Benchmark Portfolio due to Global Equity sub-sector positioning within MFS.

Investment Committee high-impact structural portfolio upgrades in 2025:

- Hired Connor Clark & Lunn; initial \$90M allocation in their [Q Global Equity Fund](#); reduced MFS by ~50% within the 47.5% Global Equity allocation.
- Hired National Real Estate Advisors; \$10M USD allocation to [National Data Center Fund](#) within the 15% Real Assets allocation.
- Hired Lead Edge Capital; \$10M USD allocation to their [Lead Edge Growth Equity Fund VII](#) within the 5% Private Equity allocation.
- MFS remains on Watchlist; fee reduced to ~42 basis points from 55 basis points; enhanced monitoring.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 10 February 2026
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>Carleton University Responsible Investing Report</b>	
<b>Responsible Portfolio:</b>	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

In April 2025, the Finance Committee reviewed and recommended approval of the new Responsible Investing (RI) policies for the Endowment and Non-Endowed Funds. As part of those policies, there is a requirement to complete an annual RI report. The 2024 RI report was completed in Q4 2025 and is presented in this package. The publication schedule of the report corresponds to the availability of data for carbon metrics.

The RI Report shows the university's ongoing focus on Environmental, Social, and Governance (ESG) factors in investments. It covers governance updates, climate metrics, stewardship, engagement results, external manager standards and examples of ESG integration.

### 4.0 INPUT FROM OTHER SOURCES

Input in this report includes quarterly ESG monitoring by the Pension Fund Management (PFM) office, annual ESG questionnaires completed by external investment managers, third-party climate data provided by MSCI, consultant support from ESG Global, and shareholder advocacy from SHARE which runs the University Network for Investor Engagement (UNIE).

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Carleton University maintains an Endowment Fund and Non-Endowed Operating Funds (the "Combined Funds") to help fund student scholarships, bursaries, university infrastructure, salaries and other major financial aspects of the university. The Combined Funds total approximately \$422M (Endowment) and \$747M (Operating) as of year-end 2024. ESG considerations are incorporated to enhance long-term financial sustainability while managing risks.

Governance is overseen by the Board of Governors, with the Investment Committee providing quarterly oversight. The PFM office provides ongoing responsible investing expertise, including manager oversight, proxy voting review and engagement tracking.

External managers are expected to integrate material ESG risks and opportunities, execute proxy voting consistent with RI expectations, and engage with companies where material issues arise. Approximately 95 per cent of public equities are held in pooled funds, which limits direct issuer-level actions and reinforces the importance of strong manager oversight.

Carleton participates in investor coalitions, such as [UNIE](#), enabling coordinated engagement on climate and governance matters. This effectively pools the capital of major Canadian universities to have a bigger impact, driving shareholder advocacy on major climate issues with North American publicly traded companies. In 2024,

there were 35 engagements, with numerous case studies showing SHARE's effectiveness in driving positive environmental change among portfolio companies.

Carleton is a signatory to the [United Nations supported Principles for Responsible Investment \(PRI\)](#) and scored highly on their robust assessment of how ESG is integrated into our processes as an asset owner.

With the current implications of US geopolitics being felt globally, including on Canadian sovereignty, we are monitoring our external investment managers' commitments to net-zero carbon emissions by 2050. We have observed an uptick in investment managers [exiting the Net Zero Asset Managers \(NZAM\) alliance](#). There is still significant support to manage climate-related risks and opportunities in the context of managing fiduciary duty. However, there is a renewed emphasis on sovereign energy security. These developments will inform the next iteration of our responsible investing policies due to be refreshed in 2028.

The Combined Funds Weighted Average Carbon Intensity (WACI) is presently 136. According to our RI policies, there is a targeted 50 per cent reduction in carbon intensity for our public equity holdings by 2030, using 2019 as the base year. To date, the WACI has decreased by 31 per cent.

## 6.0 FINANCIAL IMPLICATIONS

ESG integration supports long-term risk-adjusted returns and enhances risk management. Financial implications are monitored and embedded within existing oversight and external investment manager processes.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Publishing the RI report enhances transparency and aligns Carleton with leading peer academic institutions. Climate targets present reputational risk if progress is not sustained. Evolving regulatory landscapes in Canada, the US, and Europe require continued monitoring.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Communications have historically emphasized fiduciary alignment, governance strength, and collaborative ESG engagement outcomes.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" 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"/>
TECHNOLOGICAL	<input checked="" 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"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## 10.0 IMPACT QUESTIONS

Given the changing regulatory environment, reputational considerations, and emerging risks such as manager exits from Net Zero Asset Managers, what oversight actions or policy adjustments may be considered in relation to ESG?

How does the evolving Responsible Investing landscape including carbon-reduction progress, external manager stewardship, and shifting global geopolitical and Net Zero commitments affect the university's long-term financial sustainability and its ability to meet the objectives of the Combined Funds?



# Carleton University Responsible Investing Report

November 2025

**Carleton**  
University



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## Carleton University Endowment and Operating Funds Responsible Investing Report – Year end 2024

This report covers the Combined Funds' Responsible Investing (RI) approach and performance for the period January 1, 2024 – December 31, 2024. Within this report, the terms “the Funds”, “the Fund”, “the portfolio” or other similar terms refer to the Combined Funds, made up of the Endowment Fund and Non-Endowed Operating Funds.



*The backbone to this commitment is strong governance*

## Reaffirming our Commitment

Carleton University (“the University”) maintains an Endowment Fund (\$422M) and Non-Endowed Operating Funds (\$747M), referred to collectively as the Combined Funds (“the Combined Funds”), in order to meet, or to supplement, expenditure requirements. The income generated by the Endowment Fund supports student aid (such as scholarships and grants); the Non-Endowed Operating Funds support campus initiatives such as infrastructure refurbishment and transition, and a variety of other campus goals.

The objective of the Combined Funds is to provide a flow of income while maintaining the real value of the capital to ensure that the University is able to continue to fund the above-described activities. We believe that consideration of environmental, social and governance (“ESG”) factors can have a positive effect on long-term financial performance. Full descriptions of the Combined Funds’ approaches to Responsible Investing (“RI”) are available in the Endowment Fund Responsible Investing Policy and Non-Endowed Funds Responsible Investing Policy (“the Policies”).

**As part of Carleton’s commitment to RI, the University participates in leading investor collaborations and coalitions:**



The [PRI](#) is the world’s leading proponent of responsible investment and works to support investor signatories in incorporating ESG factors into their investment and ownership decisions.



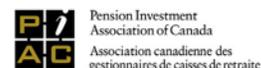
[UNIE](#) is a shareholder engagement program for university endowments and pension plans, leveraging their power as institutional investors to address climate change-related risks. Carleton is a founding member.



[ACPM](#) is the leading advocacy organization for retirement plan sponsors and administrators in Canada who manage plans for millions of plan members.



[CPBI](#) fosters professional development of Canadian pension and benefits industry via networking and educational content and bring people together to build relationships and exchange ideas in a safe, respectful and inclusive environment.



[PIAC](#) is a forum for pension plans to share information and knowledge. It is made up of over 130 of the largest pension plans in Canada.

# Governance of Responsible Investing

## Governance

The University's Board of Governors provides ultimate oversight of the Combined Funds' approach to Responsible Investing. As part of this responsibility, the Board of Governors approves the Funds' Responsible Investing Policies every three years or more frequently as required, based on the recommendation of the Finance Committee. The University Investment Committee is responsible for providing oversight and monitoring the implementation of the policies every quarter, including ensuring appropriate internal and external resources are available for successful execution. Fiduciary duty is at the forefront of the decision making to ensure the objectives of the Combined Funds are met.

## Management

The Pension Fund Management ("PFM") office is responsible for the day-to-day implementation of the Policies and provides quarterly reporting to the Investment Committee. The PFM team's responsibilities include developing and implementing frameworks for incorporating ESG factors, including risks and opportunities related to climate change. These factors are incorporated into external manager selection and monitoring processes. The Combined Funds' investments are managed by external investment managers, with 95% of the public equities in pooled funds. This limits the University's ability to influence the selection of individual investments and/or undertake direct stewardship with investees.

## Monitoring

The PFM Office monitors responsible investing through a structured approach that combines due diligence, monitoring, and proxy voting analysis. Annual ESG questionnaires require external managers to disclose ESG integration and stewardship practices, enabling thorough review and validation. Compliance is reinforced through quarterly reporting on engagement activities and ESG controversies, while proxy voting records are scrutinized to ensure alignment with Carleton's RI policies and values. This multi-layered process ensures transparency, accountability, and continuous improvement in external manager practices.



# Responsible Investing Approach

## ESG Expectations of External Managers

The Combined Funds' Responsible Investing Policies set out expectations for external managers, including requirements to incorporate ESG through:

**Integration:** All external managers publish details of their RI approach, including their responsible investing policies. They are required to integrate consideration of material ESG risks and opportunities into the investment decision-making process, alongside financial considerations. Ensuring that ESG factors are systematically embedded into investment analysis and decision-making helps identify material ESG risks and opportunities that could affect the long-term investment performance.

## External Manager Case Studies

### Economic Development – Case Study

Our Fixed Income manager met with an Indigenous organization regarding its potential role in a liquified natural gas project. While the organization's bond program had strong reporting, it did not meet International Capital Markets Association's (ICMA) labelled bond standards. The team discussed the economic and social benefits of energy infrastructure ownership for Indigenous communities, as well as related credit risks and mitigants. They advocated for clear funding streams, such as an ESG-labelled bond framework to expand access to capital.

## PFM Engagements

Through PFM's annual ESG questionnaire, PFM collects detailed disclosures on ESG integration, stewardship, proxy voting, trending issues (such as the use of AI), and alignment with university priorities. External managers are asked to report on company engagement activity and progress. Reporting of meetings with company executives and boards often occurs where the analysis prompted strategic dialogue or identified governance concerns. A structured escalation process reinforces accountability, including formal letters and collaborative resolutions.

The PFM questionnaire also ensures alignment with Carleton's RI priorities—such as climate change, Indigenous rights, and DEI—and supports quarterly reporting on ESG activities and controversies. This engagement model exemplifies best practices in active ownership and ensures managers uphold Carleton's values.

**Proxy Voting:** Undertake proxy voting on behalf of the Funds for listed equity holdings, taking ESG considerations into account. Proxy voting serves as a direct mechanism to influence corporate behavior in alignment with the values and long-term interests of the Combined Funds, and is a key accountability tool that allows Carleton to influence governance and sustainability outcomes through formal shareholder rights.

**Engagement:** Engaging with portfolio companies where significant ESG concerns are identified reflects Carleton's commitment to active ownership by encouraging companies through our external managers to improve ESG practices. This engagement is essential for driving positive change in portfolio companies.

### Climate Transition – Case Study

Our Global Equity manager actively engaged with Linde, a leading industrial gas company, to better understand its true environmental impact. Through in-depth research and direct dialogue, they uncovered that Linde's products and technologies enabled clients to avoid more carbon emissions than the company produced, over 90 million metric tons avoided, versus 38.8 million emitted. This engagement helped shift the focus from headline emissions figures to the broader positive impact Linde has on global decarbonization, demonstrating the value of investor involvement in driving sustainability outcomes.



## UNIE Engagement

A final engagement approach is through our industry partner, [University Network for Investor Engagement \(“UNIE”\)](#). UNIE leverages the collective power of university endowments and pension plans to engage directly with publicly traded companies held in member portfolios. UNIE members like Carleton gain access to specialized engagement services, including direct dialogue with corporate leadership on climate-related risks and governance practices. This coordinated approach allows universities to set measurable goals, advocate for changes in corporate policy and strategy, and when necessary, file shareholder proposals to push for action.

## Case Study: Decent Work in Branded Operations

A shareholder proposal was filed asking the board of a specific branded company to adopt and disclose a Non-interference Policy upholding the rights to freedom of association and collective bargaining in its operations, as reflected in the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work. The proposal went to a vote at the company’s June 2024 AGM and received 30.4% support from independent shareholders, indicating strong interest from institutional investors. Suggestions were also provided to the company regarding alignment of its human rights policies, but the company has been non-responsive. The proposal was re-filed with 13 co-filers in December 2024 ahead of the company’s 2025 AGM.

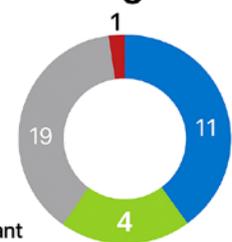
## Case Study: Climate Change

In 2024, UNIE engaged on 35 issues, including 21 on climate change, which Carleton held a combined equity value of \$35.9 million. That engagement work focused on: Scope 3 Emissions, Net Zero Targets, Science-Based Targets (SBTi), Methane Reduction, Disclosure and Transparency, Just Transition, and Capital Allocation. UNIE was successful in moving several companies to approve SBTi targets and make Net Zero commitments. Some companies declined meetings or were unwilling to commit to targets. There was also regulatory uncertainty (Bill C-59) that led to the removal of ESG disclosures, which created barriers to transparency. Many companies are in the process of follow-up meetings with UNIE for 2025 to provide updates on their climate progress.

Number of unique companies engaged in portfolio

35

Progress



GREEN

The company has made significant progress toward one or more engagement outcomes

BLUE

The company is engaging in positive dialogue on engagement outcomes

GRAY

Engagement with the company is ongoing

RED

The company has experienced a significant negative event related to engagement topic

# Climate Change

## Approach to Climate Change

The University recognizes that climate change is one of the ESG factors with the most significant potential to impact the value of investments across all sectors through risks and opportunities associated with both the physical impacts of climate change and the transition to a low-carbon economy. The University believes that climate-related risks can be mitigated by adopting a portfolio decarbonization strategy. The Combined Funds are therefore committed to pursuing portfolio decarbonization by measuring and disclosing the portfolio carbon footprint and setting targets for reducing portfolio carbon emissions aligned with global climate goals.

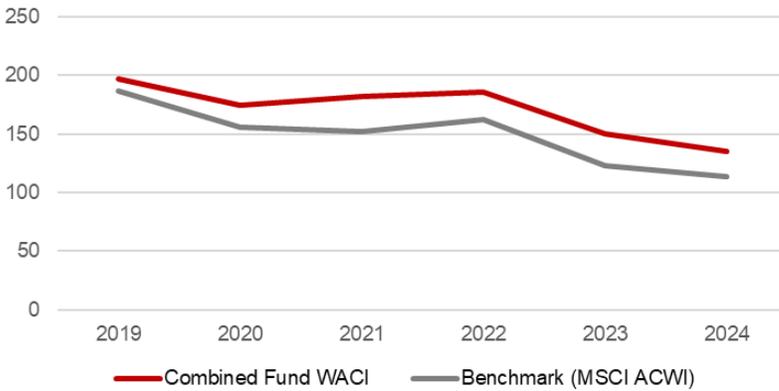
The University seeks to align its reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Created by the Financial Stability Board, the goal of the TCFD is to improve and increase the reporting of climate metrics.

## Setting Targets for Climate Change

As part of the University's commitment to decarbonization, the Combined Funds have set a target for the portfolio carbon footprint to reach net zero by 2050 and an interim target to achieve a 50% reduction in WACI by 2030 using 2019 WACI as a baseline. 2019 was selected as the baseline year because it offers the greatest level of confidence in the underlying data and it pre-dates the pandemic when fossil fuel use was at full capacity.

As of the end of 2024, the Combined Funds had a WACI of 136. In comparison, the benchmark, the MSCI ACWI Index, had a WACI of 114. The Combined Funds WACI has declined 31% since 2019. The higher WACI relative to the benchmark is a function of the higher exposure to Canadian Equities which are more resource intensive than the global benchmark.

**Weighted Average Carbon Intensity**  
tons CO<sub>2</sub>e/USD M sales



**Weighted Average Carbon Intensity (WACI):** expressed in tons of CO<sub>2</sub> equivalent per million dollars in revenue (tCO<sub>2</sub>e / \$M revenue). WACI is a portfolio carbon footprint metric that describes a portfolio's exposure to carbon-intensive assets.



# Looking Forward

## ESG Shareholder Proposal Trends - Canada

In 2025, ESG proposal volume among TSX 60 companies dropped by nearly 30%, reflecting investor fatigue and regulatory pauses. The Canadian Securities Administrators (CSA) halted progress on mandatory climate and diversity disclosures, contributing to uncertainty. Unlike the U.S., anti-ESG proposals remain rare in Canada, with most withdrawn after voluntary corporate actions. Despite the decline, shareholder activism remains strong, with fewer proposals withdrawn and new themes—such as responsible AI governance—gaining traction. Canada’s regulatory framework, governed by the Canada Business Corporations Act (CBCA), differs from the SEC’s Rule 14a-8, but recent CBCA amendments have influenced shareholder engagement strategies. Our external managers continue to evaluate proposals case-by-case, focusing on materiality, prescriptiveness, and alignment with long-term portfolio value.

## ESG Shareholder Proposals Trends - USA

The volume of ESG-focused shareholder proposals in the U.S. may decline in 2025 due to recent regulatory changes. In February 2025, the SEC issued Staff Legal Bulletin No. 14M, reinforcing the “economic relevance” exclusion under Rule 14a-8. This makes it easier for companies to omit proposals unless proponents can show a significant link to the company’s business. While this may reduce ESG proposals, its impact could be limited due to timing near proxy season. Meanwhile, “anti-ESG” proposals have surged, comprising nearly half of all proposals heading into the 2025 proxy season. Amid this uncertainty, external managers continue to evaluate proposals case-by-case, focusing on materiality, prescriptiveness, and alignment with long-term portfolio value.

## ESG Shareholder Proposal Trends - Europe

Key themes include regulatory shifts and delays, with the EU postponing full implementation of the Corporate Sustainability Reporting Directive (CSRD) and the Corporate Sustainability Due Diligence Directive (CS3D), pushing large enterprise reporting to 2028. Despite these delays, EU-listed companies are publishing their first CSRD reports in 2025, focusing on climate risks, double materiality, and stakeholder engagement. Companies are increasingly adopting AI-driven tools for real-time ESG reporting and expanding disclosures to include supply chain practices. Shareholder support for environmental and social proposals has tripled over the past three years, especially outside the UK. Additionally, ESG performance is being tied to executive compensation, reinforcing leadership accountability. Challenges include regulatory complexity due to ongoing revisions to CSRD and CS3D, which create uncertainty for companies preparing ESG disclosures. Early CSRD reports show variability in double materiality assessments and ESG data quality. Some industries also lag in integrating biodiversity and circular economy principles, highlighting sector-specific gaps.

Among the resolved issues, initial CSRD reports have been published by EU-listed companies, and ESG-linked executive compensation is becoming mainstream. However, unresolved issues remain, including the finalization of rules for CSRD and CS3D, and inconsistencies in assurance standards and ESG data comparability across sectors.

## Outcomes

The PFM team continues to integrate ESG considerations in alignment with fiduciary responsibilities and changes in global politics. The team utilizes ESG data providers, external managers, regulators, and artificial intelligence during due diligence and ongoing monitoring of portfolio companies within the Combined Funds. ESG factors remain a key input in the oversight of the Combined Funds and are used to identify material risks and evaluate investment opportunities.



# UN Principles for Responsible Investing (PRI) Scorecard

During the calendar year, PFM submitted a report on the Combined Funds responsible investing activities to the United Nations supported Principles for Responsible Investment (PRI). The report is compulsory and is

required of signatories. The results below assess the Combined Funds' responsible investing initiatives relative to 5,391 signatories representing over US\$121.3 trillion in assets.

## Summary Scorecard

Module score Star score	AUM coverage	0<=25%	>25<=40%	>40<=65%	>65<=90%	>90%
Policy Governance and Strategy ★★★★☆					87	
Indirect - Listed equity - Active ★★★★★	>=10 and <=50%					100
Indirect - Fixed income - Active ★★★★★	>=10 and <=50%					100
Indirect - Infrastructure ★★★★★	<10%					100
Confidence building measures ★★★★★						100

PRI Median
100
Module Score

Carleton University achieved one of Canada's top UN PRI Scorecards for allocators, reflecting the Investment Committee's effective collaboration with PFM and advisors to establish an integrated ESG framework for due diligence and monitoring.

*Signatory of:*





<b>To:</b>	Audit and Risk Committee	<b>Date of Report:</b> 10 February 2026
<b>From:</b>	Associate Vice-President, Department of Risk Management	<b>Date of Meeting:</b> 24 February 2026
<b>Subject:</b>	<b>Emergency Management &amp; Continuity of Operations Annual Report</b>	
<b>Responsible Portfolio:</b>	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 annual report provides an update for the Emergency Management and Continuity of Operations (EMCO) program for 2025. In 2025, the EMCO team continued to build its awareness programming through training for the campus community, as well as its work creating a new more efficient Business Continuity template. In addition to our campus outreach, we also worked on strengthening our internal processes, our Emergency Operational Plans and policies. Our team has implemented an all-hazard approach for our Carleton Emergency Response Teams (CERT) and have trained over 240 members. The priorities across the program focus on inclusion, protecting life, property, environment, research, data, information technology, reputation and continuity of operations.

### 4.0 INPUT FROM OTHER SOURCES

The EMCO department collaborates with many internal and external stakeholders. We foster an environment that promotes feedback during our after-action reports to help improve our prevention, response and recovery approach.

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The EMCO program objectives align with the university's vision, the People, Finance and Operations division, and the goals of the Department of Risk Management. Our work focuses on strong collaboration and communication across the community during all phases of emergency management, with an emphasis on ensuring the health and sustainability of the academic mission through operational excellence.

Over the past year, we strengthened emergency preparedness by deepening partnerships with internal and external stakeholders. These collaborative efforts support a safe, inclusive campus and help reduce the impact of emergencies on our community.

### 6.0 FINANCIAL IMPLICATIONS

There are no financial impacts.

### 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The university is obligated to follow several regulations and standards in emergency management, business continuity and fire safety protection. These regulations support the safety of the university community. This report supports the Board of Governors in fulfilling its fiduciary duty by reporting on emergency preparedness and continuity of operations.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The EMCO team works with People, Finance and Operations Assistant Director, Strategic Initiatives and Communications, as well as Department of University Communication along with communication partners across campus. This ensures protocols and procedures are implemented throughout the community and supports in the preparation of training and educational content that is accessible and inclusive. Through ongoing communication efforts and collaborating with campus partners, the EMCO program positively contributes to Carleton's reputation.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	<input checked="" 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"/>
OPERATIONAL	<input checked="" 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"/>
FINANCIAL	<input checked="" 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"/>

## 10.0 IMPACT QUESTIONS

**Impact Question 1:** Does the Emergency Management and Continuity of Operations Annual Report enhance the Board's oversight of the university in the event of a major disruption or crisis?

**Impact Question 2:** The university is leading emergency management tabletop exercises in coming months. Would the results and learnings from these exercises enhance the Board's confidence in the university's emergency preparedness?

# **Emergency Management & Continuity of Operations**

**2025 Annual Report**

**January 2025**

**Chad Thomison  
Manager, Emergency Management and Continuity of Operations**

## Our Mission

The Emergency Management and Continuity of Operations (EMCO) team is committed to safeguarding Carleton University through a comprehensive all-hazards approach. Our mission is to protect life, property, the environment, research, data, information technology, and the university's reputation, while ensuring continuity of operations and fostering a safe, inclusive campus for all.

EMCO encompasses three core programs:

- Emergency Management
- Business Continuity
- Fire Protection

Our strength lies in collaboration, communication, and community engagement. We work proactively to prepare for potential incidents, mitigate risks before they occur, and maintain readiness for effective response and recovery—always with the goal of creating a campus environment where everyone feels safe, supported, and included.

## Our Goals

EMCO's work aligns with Carleton University's Strategic Priorities through our commitment to sharing knowledge, creating a safe and inclusive community, and promoting resiliency in how we prepare for, respond to, and recover from incidents. We embrace a culture of collaboration and continuous improvement, ensuring that our programs evolve to meet emerging risks and reflect best practices.

Our goal is to foster a safe, inclusive campus environment where information is shared openly, ensuring the safety of students, staff, researchers, and visitors while minimizing operational disruptions.

How We Support the Carleton Community

- Developing and delivering training programs that empower individuals and departments to respond effectively to emergencies
- Reviewing and improving risk action plans to strengthen resilience
- Enhancing the Business Continuity and Resiliency Program to protect academic and research priorities
- Addressing fire safety deficiencies to maintain compliance and reduce risk

We also maintain a strong, collaborative partnership with Ottawa Fire Services, reinforcing fire safety and emergency preparedness across campus.

Through our commitment to sharing knowledge, serving our community, and promoting sustainability in how we prepare for, respond to, and recover from incidents. Our goal is to foster a campus environment where information is shared openly, ensuring safety for students, staff, researchers, and visitors while minimizing operational disruptions.

We support the Carleton community by:

- Developing and delivering training programs
- Reviewing and improving risk action plans
- Enhancing the Business Continuity and Resiliency Program
- Addressing fire safety deficiencies

We also maintain a strong partnership with Ottawa Fire Services to reinforce fire safety and emergency preparedness across campus.

## **2025 Year in Review**

In 2025, the Department of Risk Management collaborated with key stakeholders to update the Crisis Communications Plan. This updated plan was formally approved and is now maintained by the Department of University Communications, ensuring a coordinated and effective approach to crisis response.

Global events continued to present challenges for campus operations, students studying abroad, and faculty engaged in critical work internationally. To address these concerns, Campus Safety Services (CSS) and the Emergency Management and Continuity Office (EMCO) continued to provide safety risk assessments for faculty and staff. These assessments included:

- Hazard identification
- Emergency preparedness education
- Risk mitigation strategies, tailored to individual or departmental needs

Although the number of assessments decreased compared to 2024, they remained an important resource for improving personal safety and preparedness across the university community.

Additionally, EMCO supported emergency planning for the 2025 Panda Game, which was a major success for Carleton University, with minimal disruptions both on and off campus.

## Fire Safety

In 2025, the Emergency Management and Continuity Office (EMCO) advanced fire safety initiatives across campus. EMCO successfully applied for and received approval to remove occupant-use fire hoses from three additional buildings, continuing efforts to modernize fire protection systems.

Daily fire panel checks are now fully integrated and tracked through the Command Centre application, which also manages inspections for fire extinguishers, Automated External Defibrillators (AEDs) and Naloxone (Narcan) kits. This centralized approach enhances efficiency and compliance monitoring.

Additionally, the Technical Standards Safety Administration (TSSA) began enforcing monthly inspections for all elevators equipped with firefighter controls in 2025. These inspections are conducted by the Fire Protection Coordinator and recorded in the Command Centre system, ensuring adherence to regulatory requirements and improving overall campus safety.

## Carleton Emergency Response Teams (CERT)

The EMCO office manages the Carleton Emergency Response Teams (CERT) program, as required by the Ontario Fire Code. This program ensures that trained teams are available to assist with the emergency evacuation of buildings during an incident.

Carleton has adopted an “all-hazards” approach to CERT training, preparing members to respond to a wide range of potential emergencies on campus. As of 2025, the program includes:

- Over 250 trained CERT members
- Mandatory annual refresher training for all members
- Training that reviews core emergency response procedures and introduces new hazard scenarios

The 2025 refresher training incorporated two new hazards:

- Tornado preparedness
- Active attacker response

This comprehensive approach strengthens Carleton's emergency readiness and ensures that CERT members remain equipped to respond effectively to evolving risks.

## **Business Continuity**

Business continuity remained a key focus for the Emergency Management and Continuity Office (EMCO) throughout 2025. In collaboration with Corporate Governance Risk (CGR), EMCO leveraged CGR's unified platform, which integrates risk, compliance, safety, and audit functions, to strengthen continuity planning and compliance tracking.

EMCO currently uses CGR to monitor and manage fire and life safety violations, ensuring that all reported issues are tracked from initial identification through resolution within acceptable timeframes. Building on this capability, EMCO developed a new, user-friendly business continuity plan template designed to streamline the creation and maintenance of departmental continuity plans. This template, integrated with CGR, will:

- Expedite continuity planning processes
- Automate notifications for plan reviews and updates
- Provide centralized tracking for compliance and readiness

The release of this enhanced continuity program was delayed due to recent organizational changes within the Department of Risk Management. Full implementation is expected to improve efficiency and resilience across the university.

## **Fire Protection**

In July 2024, Ottawa City Council passed a False Fire Alarm Bylaw imposing fees on businesses for "nuisance" alarms and false alarms caused by system malfunctions or human error. These fees apply only to preventable alarms, such as failing to place a system in "test" mode during inspections, and do not include malicious acts.

To mitigate these risks, the Emergency Management and Continuity Office (EMCO) continues to monitor campus fire safety systems and perform regular preventative maintenance. In 2025, EMCO successfully upgraded fire alarm systems in Azrieli Pavilion, Azrieli Theatre, and Herzberg Theatre, with funding provided by Facilities Management and Planning (FMP). These upgrades address aging infrastructure and reduce the likelihood of false alarms and service calls. Additionally, all fire alarm and detection devices in Nideyinan are being replaced, with completion expected in early

February 2026. Several systems still require upgrades, and EMCO will continue replacements as funding becomes available.

False alarm costs for 2025 totaled slightly over \$29,000, with approximately \$4,000 attributed to the Rideau House fire alarm system. EMCO is working with the design team to identify and resolve the cause of frequent false alarms at Rideau House. Carleton maintains a strong, collaborative partnership with Ottawa Fire Services and aims to continue joint fire prevention initiatives. In summer and fall 2025, the Ottawa Fire Prevention Division provided live, controlled fire extinguisher training to community members. This hands-on experience enhanced confidence in extinguishing small fires and reinforced safe evacuation procedures during alarms.

With the addition of Rideau House, EMCO met with each fire brigade that responds to the university for emergency calls, providing building walkthroughs and sharing the locations of fire safety equipment to improve response readiness.

## **Emergency Notification System (ENS)**

In 2025, the Department of Risk Management (DRM) conducted three successful tests of Carleton's Emergency Notification System (ENS) to ensure its reliability and effectiveness. These tests were carried out in collaboration with Information Technology Services (ITS) and the Carleton Mobile App team, confirming the robustness of the AppArmor platform.

Key highlights from the tests include:

- Over 30,000 notifications sent via email during each test
- Messages displayed on 1,200+ desktop screens across campus
- Notifications delivered through the Carleton Mobile App to 20,000+ users
- Successful handling of back-to-back test messages within minutes, demonstrating system resilience and capacity

These results reinforce Carleton's commitment to maintaining a reliable emergency communication system that can reach the campus community quickly and effectively during critical incidents.

## **2026 Planning**

The Department of Risk Management and EMCO will continue to strengthen Carleton's emergency preparedness and safety programs in 2026. Key initiatives include:

- **Tabletop Exercises**  
EMCO plans to conduct a minimum of two tabletop exercises annually, beginning

with a tornado scenario early in the year, followed by another exercise focused on a different emergency type. These exercises will engage multiple departments and enhance campus-wide readiness.

- Fire Safety Enhancements

EMCO will apply for the removal of occupant-use fire hoses in additional campus buildings, continuing efforts until all hoses are eliminated. The team will also upgrade aging fire alarm systems to reduce false alarms and improve reliability, subject to available funding.

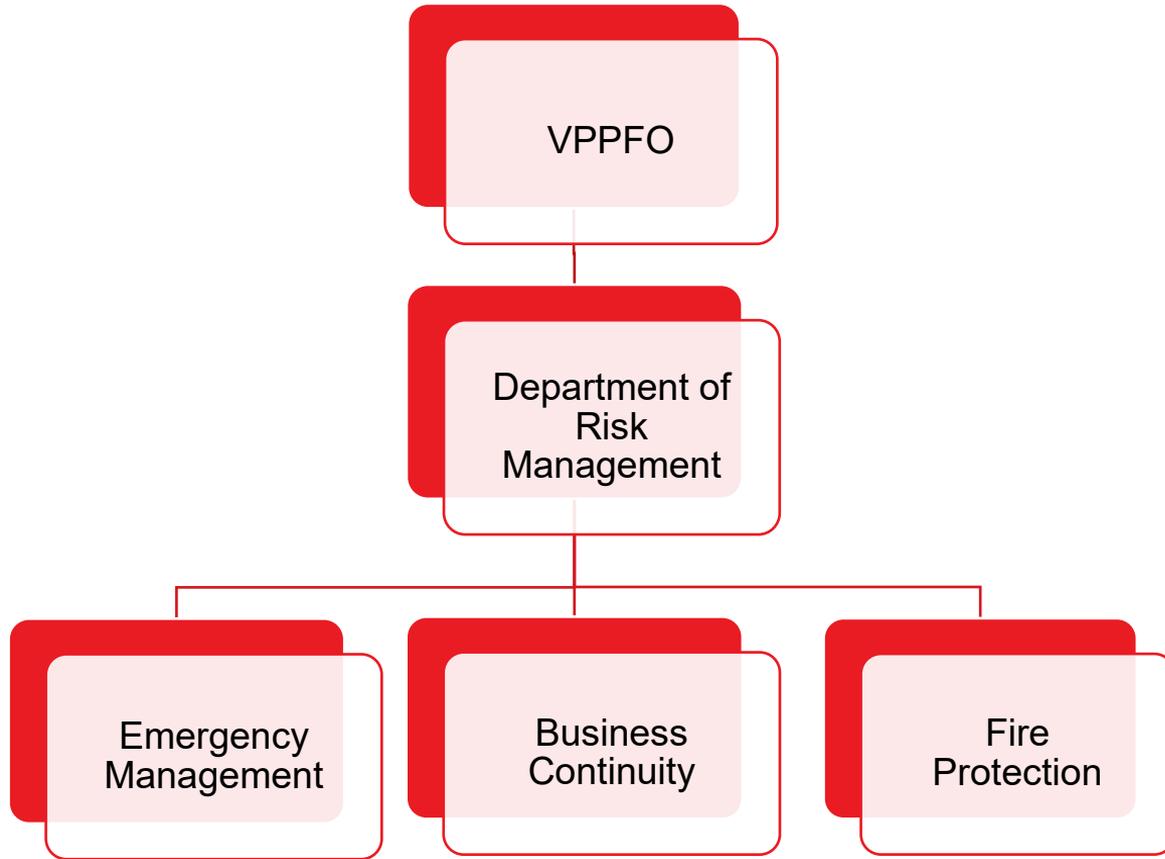
These initiatives reflect Carleton's ongoing commitment to proactive risk management and the safety of its community.

# Emergency Management and Continuity of Operations (EMCO) Annual Report

Audit and Risk Committee Meeting  
February 24, 2026

Presented by:

- Peter Leland, Associate Vice-President, Department of Risk Management



# Incident Response



# 2025 Key Initiatives

- Three successful tests of the Emergency Notification System (ENS)
- Matured Emergency Response Team (CERT)
- Developed fire and life safety deficiency tracking using enterprise risk management software (CGR)
- Focused on the prevention of false fire alarms
- Developed the daily fire alarm system inspection program
- Continue to improve emergency plans through after-action reviews and lessons learned
- Collaborated with DUC to improve Carleton's crisis communication plan
- Developed an inclement weather guideline
- New training developed and provided to the community

# Focus for 2026

- Expand CERT training to include different types of hazard/emergencies
- Continue to build community confidence for Panda Game
- Research building a dorm room fire simulator with the help of Ottawa Fire Services
- Leverage technology for departmental business continuity template using enterprise risk management software (CGR)
- Advance fire hose removal program to reduce costs
- Build new training programs to enhance a safe and inclusive community

<b>To:</b>	Audit and Risk Committee	<b>Date of Report:</b> 10 February 2026
<b>From:</b>	Executive Director, Pension Fund Management	<b>Date of Meeting:</b> 24 February 2026
<b>Subject:</b>	<b>Audit of the Carleton University Retirement Fund at June 30, 2025</b>	
<b>Responsible Portfolio:</b>	Pension Committee	

### 1.0 PURPOSE

For Approval    For Information    For Discussion

### 2.0 MOTION

This report is for information only.

### 3.0 EXECUTIVE SUMMARY

The audit of the Carleton University Retirement Fund (the Fund) was conducted during October 2025, and the auditor's report and financial statements were presented by KPMG to the Pension Committee on December 3, 2025. The financial statements were issued without reservation. The Pension Committee examined the statements and the Audit Findings Report and approved their acceptance. The Financial Statements then were filed with the Financial Services Regulatory Authority (FSRA) of Ontario as required by regulation. Note that the Board of Governors previously delegated approval of the statements to the Pension Committee so that they could be filed on a timely basis (i.e. prior to December 31). For this reason, the statements are provided to the Audit and Risk Committee of the Board and the full Board for information.

### 4.0 INPUT FROM OTHER SOURCES

The Pension Fund Management office and CIBC Mellon (Trustee bank) support KPMG in their annual audit work. Performance figures are provided by BNY Mellon.

### 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The filing of the audited financial statements on an annual basis is required under the regulations governing retirement plans registered in Ontario. This annual exercise assists the university in its capacity as Sponsor of the Plan. It similarly assists the Audit and Risk Committee and the Board of Governors in overseeing the Plan.

Note that the audited statements are for the Retirement Fund, which is comprised of the investments supporting the Retirement Plan.

The Net Assets of the Retirement Fund reached \$1.94 billion, up from \$1.74 billion in the prior fiscal year.

Contributions totaled \$42.3 million, up from \$40.3 million. Investment income was \$71.5 million, up from \$59.0 million. Pension benefit payments and terminations were \$92.4M, up from \$87.1 million. There remained a \$21.4 million positive delta on inflows relative to outflows from the Retirement Fund.

Administrative expenses were \$8.6 million, up from \$7.8 million, but on a percentage basis declined 2.5% to 0.44% in total expenses relative to the Fund's net asset value. This decrease reflected negotiated reductions in custodian bank costs, active manager fees and a new passive equity mandate. This was partially offset by higher Pension Administration costs in the Fund at the request of human resources to cover two full-time Pension Administration staff and the Pension Administration system through the Fund. This was recommended by the Pension Committee and approved by the Board.

Note (1)b highlights the latest actuarial valuation completed in June 30, 2024. The plan remains fully funded and this locks in stable contribution rates for three years.

Note 9 highlights the most recent returns, which have been strong and outperformed the going-concern discount rate (expected rate of return), Benchmark Portfolio and remain first quartile relative to Canadian peers.

## 6.0 FINANCIAL IMPLICATIONS

There are no financial implications for this item.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Legal and compliance risk is minor as this is an annual process undertaken by the Pension Fund Management office and the university's auditors. There are financial and operational risks should there be deviance from the governance framework of the Plan; however, the clean audit confirms that the governance structure has been followed and, as a result, these risks are minor

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational risk. The statements are available to Plan members upon request.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
<b>STRATEGIC</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>LEGAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OPERATIONAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>TECHNOLOGICAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FINANCIAL</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>REPUTATIONAL</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 10.0 IMPACT QUESTIONS

What emerging risks or opportunities should the Board anticipate—financial, operational, or regulatory—as the Fund approaches \$2 billion in assets, and how should our oversight evolve accordingly?

Do the audited results and continued first quartile performance demonstrate that our current governance, resourcing, and oversight model for the Retirement Fund is positioned to sustain long term value for members?

Fund Financial Statements of  
(In thousands of dollars)

**THE PENSION FUND OF THE  
CARLETON UNIVERSITY  
RETIREMENT PLAN**  
(Registration #0526616)

And Independent Auditor's Report thereon

Year ended June 30, 2025



## **KPMG LLP**

150 Elgin Street, Suite 1800  
Ottawa, ON K2P 2P8  
Canada  
Telephone 613 212 5764  
Fax 613 212 2896

# **INDEPENDENT AUDITOR'S REPORT**

To the Pension Committee of the Board of Governors of Carleton University

## ***Opinion***

We have audited the fund financial statements The Pension Fund of the Carleton University Retirement Plan (the Entity), which comprise:

- the statement of net assets as at June 30, 2025
- the statement of changes in net assets available for benefits for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(hereinafter referred to as the “fund financial statements”).

In our opinion, the accompanying fund financial statements, present fairly, in all material respects, the financial position of the Entity as at June 30, 2025, and its results of operations and its cash flows for the year then ended in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario).

## ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “***Auditor’s Responsibilities for the Audit of the Fund Financial Statements***” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the fund financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## ***Other Matter***

Without modifying our opinion, we draw attention to note 2(a) to the fund financial statements, which describes the basis of accounting. The fund financial statements are prepared to assist The Pension Committee of the Board of Governors of Carleton University to meet the requirements of the Financial Services Regulatory Authority. As a result, the fund financial statements may not be suitable for another purpose. Our report is intended solely for the Pension Committee of the Board of Governors of Carleton University and the Financial Services Regulatory Authority and should not



Page 2

be used by parties other than the Pension Committee of the Board of Governors of Carleton University or the Financial Services Regulatory Authority.

### ***Responsibilities of Management and Those Charged with Governance for the Fund Financial Statements***

Management is responsible for the preparation and fair presentation of these fund financial statements in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the fund financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Fund Financial Statements***

Our objectives are to obtain reasonable assurance about whether the fund financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the fund financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the fund financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



Page 3

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the fund financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the fund financial statements, including the disclosures, and whether the fund financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

December 5, 2025

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

(Registration #0526616)

Statement of Net Assets

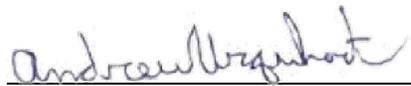
(In thousands of dollars)

June 30, 2025, with comparative information for 2024

	2025	2024
<b>Assets</b>		
Accrued investment income	\$ 3,101	\$ 3,256
Contributions receivable	2	—
Investments (note 3)	1,935,038	1,733,447
	1,938,141	1,736,703
<b>Liabilities</b>		
Accounts payable and accrued liabilities	1,019	1,177
Termination and pension payments payable	88	169
	1,107	1,346
Net assets available for benefits	\$ 1,937,034	\$ 1,735,357

See accompanying notes to fund financial statements.

Approved by:



Chair of the Pension Committee



Member of the Pension Committee

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

(Registration #0526616)

Statement of Changes in Net Assets Available for Benefits

(In thousands of dollars)

Year ended June 30, 2025, with comparative information for 2024

	2025	2024
<b>Increase in Net Assets</b>		
Contributions:		
Employee – required	\$ 15,584	\$ 14,735
Employee – voluntary	634	492
Employer – required	25,574	24,139
Transfers in	489	946
	<u>42,281</u>	<u>40,312</u>
Investment income (note 7)	71,459	58,973
Changes in fair value of investments:		
Net realizable gains (note 7)	265,523	38,545
Change in net unrealized gains	(76,598)	84,841
	<u>188,925</u>	<u>123,386</u>
Total increase in net assets	302,665	222,671
<b>Decrease in Net Assets</b>		
Benefits:		
Pension benefits payments (note 4)	84,817	79,653
Termination payments (note 4)	7,598	7,476
	<u>92,415</u>	<u>87,129</u>
Administrative expenses (note 8)	8,573	7,830
Total decrease in net assets	100,988	94,959
Increase in net assets available for benefits	201,677	127,712
Net assets available for benefits, beginning of year	1,735,357	1,607,645
Net assets available for benefits, end of year	<u>\$ 1,937,034</u>	<u>\$ 1,735,357</u>

See accompanying notes to fund financial statements.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2025  
(In thousands of dollars)

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## 1. Description of the Plan:

The following description of The Pension Fund of the Carleton University Retirement Plan (the "Plan") is a summary only. For more complete information reference should be made to the text of the Plan.

### (a) General:

The Carleton University Retirement Plan was established by Carleton University effective April 1, 1948. The Plan was revised to its current form in 1973. Membership in the Plan is compulsory for all continuing employees who are 30 years of age or older. Other types of employees may become members under certain conditions.

The Plan is a money purchase plan with a defined benefit minimum guarantee. The net assets of the pension fund are available to meet the pension obligations arising from a member's money purchase component account or a minimum guarantee pension, whichever is greater.

The Plan is administered by Carleton University. The Plan's Ontario registration number is 0526616.

### (b) Funding:

Contributions of 4.37% of pensionable earnings up to the year's maximum pensionable earnings plus 6% of pensionable earnings above the year's maximum pensionable earnings are made by each active member to the member's money purchase component account of the members' fund.

Contributions of 4.62% of pensionable earnings up to the year's maximum pensionable earnings plus 6.25% of pensionable earnings above the year's maximum pensionable earnings are made by the University to each member's money purchase component account.

The actuarial valuation of the Plan as at July 1, 2019 determined that the Plan had an unfunded liability of \$59,277, a solvency deficiency of \$120,998 and a hypothetical wind-up deficiency of \$120,998 at that date. Prior to the filing of the actuarial valuation report, Carleton University contributed into the pension fund a total of \$50,479 of special payments for the period from July 1, 2019 to March 31, 2021. These contributions in plan year 2019/2020 were to be applied towards minimum special payments contributions until the next required valuation date. As such, no minimum special payments contributions were required to be made for the period from April 2020 to June 2023 (one year following the next required valuation date).

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## 1. Description of the Plan (continued):

### (b) Funding (continued):

The most recent filed actuarial valuation of the Plan as at June 30, 2024 determined that the Plan had a funding excess of \$25,938, and a solvency excess of \$199,307. No minimum special payments contributions are required to be made for the period from June 2024 to June 2027. The next required actuarial valuation of the Plan is as at June 30, 2027.

No contributions remain past due as of June 30, 2025.

### (c) Retirement benefits:

The balance in a member's money purchase component account varies from year to year according to the investment performance of the Plan and contributions made during the year. At retirement a member receives a pension provided by his or her money purchase component account or a minimum guarantee pension, whichever is greater.

The minimum guarantee pension is calculated as years of credited service multiplied by the sum of 1.29% of the highest 5 years' average earnings up to the 5 year average of the years' maximum pensionable earnings and 2% of the highest 5 years' average earnings in excess of the 5 year average of the year's maximum pensionable earnings, less the member's Canadian Government Annuity entitlement, if any.

Annual member pension benefits, including lifetime and bridge benefits, are adjusted by a percentage equal to the four-year arithmetic average investment return earned by the fund minus 6%. For benefits relating to service accrued prior to July 1, 2003, benefits are not reduced if the adjustment calculation yields a negative number.

### (d) Income taxes:

The Plan is a registered pension plan under the Income Tax Act (Canada) and, consequently, is not subject to income taxes.

## 2. Significant accounting policies:

### (a) Basis of presentation:

As permitted under Section 76 of the Regulation to the Pension Benefits Act (Ontario), the Plan may prepare fund financial statements in accordance with Canadian accounting standards for pension plans or in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit. The Plan has prepared these fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## 2. Significant accounting policies (continued):

### (a) Basis of presentation (continued):

In selecting or changing accounting policies that do not relate to its investment portfolio, the Plan has chosen to comply on a consistent basis with Canadian accounting standards for private enterprises in Part II of the CPA Canada Handbook – Accounting.

These fund financial statements have been prepared to assist the Pension Committee of the Board of Governors of Carleton University in meeting the requirements of the Financial Services Regulatory Authority. As a result, these fund financial statements may not be suitable for another purpose. Effective June 8, 2019, all regulatory functions of the Financial Services Commission of Ontario (“FSCO”) were assumed by the Financial Services Regulatory Authority (“FSRA”). FSRA has indicated that until such time as new regulatory guidelines are issued, all existing regulatory directions remain in effect.

These fund financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about the University's financial condition.

### (b) Use of estimates and judgments:

The preparation of fund financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.

### (c) Financial assets and financial liabilities:

#### (i) Non-derivative financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Upon initial recognition, attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred.

The Plan measures its investments at fair value.

All other non-derivative financial assets including contributions receivable are measured at amortized cost.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## 2. Significant accounting policies (continued):

### (c) Financial assets and financial liabilities (continued):

#### (ii) Non-derivative financial liabilities:

All financial liabilities are recognized initially on the date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

### (d) Fair value measurement:

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

In determining fair value, the Plan follows the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"), in Part I of the CPA Canada Handbook. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.

Fair value measurements are classified within a hierarchy that prioritizes the inputs to fair value measurement. The three levels of the fair value hierarchy are:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities;

Level 2: Inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly; and

Level 3: Inputs that are not based on observable market data.

Note 5 provides these additional disclosures on investments held by the Plan and carried at fair value.

The fair values of other financial assets and liabilities approximate their carrying values due to the expected short-term settlement of these financial instruments.

All changes in fair value of investments, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for benefits as part of the change in net unrealized gains.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## 2. Significant accounting policies (continued):

### (d) Fair value measurement (continued):

Fair values of investments are determined as follows:

- (i) Bonds and stocks are valued at the year-end quoted market prices.
- (ii) Cash and short-term investments are stated at cost, which together with accrued interest income, approximate market value given the short-term nature of these investments.
- (iii) Pooled fund investments are valued at the unit values supplied by the pooled fund administrators, which represent the Plan's proportionate share of underlying net assets at market value.
- (iv) Infrastructure investments are valued by the investment managers of these interests by performing valuations of the underlying investments on a calendar quarter basis and providing quarterly statements. Annual financial statements of the private investment interests are audited and are also provided by the investment managers. The value of the investments in these interests included in the statement of net assets is based on the most recent statements available (typically March 31) adjusted for subsequent cash receipts and cash disbursements from the fund through June 30. The University believes the carrying amount of these financial instruments is a reasonable estimate of fair value.
- (v) Derivative financial instruments entered into by the Plan are recorded at fair value based on year-end quoted market prices where available. Where quoted prices are not available, values are determined using pricing models, which take into account current market and contractual prices of the underlying instruments, as well as time value and yield curve or volatility factors underlying the positions.

The Plan manages some of its foreign currency exposure through foreign exchange forward contracts.

### (e) Investments held by the trustee:

The assets of the Plan are held by CIBC Mellon, which acts as the corporate trustee.

### (f) Net realized gain (loss) on sales of investments:

The net realized gain (loss) on sales of investments is the difference between proceeds received and the average cost of investments sold.

### (g) Revenue recognition:

Contributions and investment income are recorded on an accrual basis.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

### 3. Investments:

The fair value and the book value of the investments held by the trustee as at June 30 are as follows:

	2025 Fair value		2024 Fair value	
Cash and short-term investments	\$ 11,096	0.57%	\$ 18,665	1.08%
Fixed income:				
Canadian	99,881	5.16%	95,856	5.53%
Non-Canadian	76,398	3.95%	70,466	4.07%
Pooled funds	274,256	14.17%	255,235	14.72%
Equities:				
Canadian	343,892	17.77%	462,205	26.66%
Non-Canadian	146,624	7.58%	473,478	27.31%
Pooled funds	652,026	33.70%	151,929	8.76%
Real estate funds	103,689	5.36%	–	0.00%
Infrastructure funds	210,321	10.87%	206,915	11.94%
Private equity funds	8,794	0.45%	–	0.00%
Foreign exchange forward contracts	8,061	0.42%	(1,302)	(0.07)%
	\$ 1,935,038	100.00%	\$ 1,733,447	100.00%

	2025 Book value		2024 Book value	
Cash and short-term investments	\$ 11,080	0.66%	\$ 18,674	1.30%
Fixed income:				
Canadian	104,132	6.16%	102,228	7.12%
Non-Canadian	76,032	4.49%	70,153	4.88%
Pooled funds	300,534	17.77%	289,894	20.18%
Equities:				
Canadian	237,696	14.05%	351,940	24.50%
Non-Canadian	100,114	5.92%	318,147	22.15%
Pooled funds	555,648	32.85%	89,557	6.24%
Real estate fund	103,519	6.12%	–	0.00%
Infrastructure funds	194,179	11.48%	195,734	13.63%
Private equity funds	8,574	0.50%	–	0.00%
	\$ 1,691,508	100.00%	\$ 1,436,327	100.00%

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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### 3. Investments (continued):

The Plan has entered into foreign currency forward contracts as part of its risk management strategy to address the volatility of its investments held in foreign currencies. The Plan has forward contracts with notional values of \$621,723 (2024 - \$480,823). Notional values represent the face amount of the contract to which a rate or price is applied in order to calculate the exchange of cash flows. Notional values do not represent the potential gain or loss associated with the market or credit risk of such transactions. Rather, these values serve as the basis upon which the returns from, and the fair value of the contracts, are determined. Accordingly, notional values are not recorded as assets and liabilities in the fund financial statements. The foreign currency forward contracts have a remaining term to maturity of less than one year.

### 4. Benefit payments:

	2025	2024
Retirement benefit payments	\$ 84,817	\$ 79,653
Termination benefit payments	4,532	5,599
Transfers to other pension funds	1,765	264
Death benefit payments	—	865
Other withdrawals	1,301	748
	\$ 92,415	\$ 87,129

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

## 5. Fair value hierarchy:

The following tables report the classification of the Plan's investments within the fair value hierarchy as at June 30, 2025 and June 30, 2024.

Cash and exchange traded funds (stocks) are classified as Level 1; short-term investments and assets held within pooled funds, other than exchange traded funds, are classified as Level 2 and Level 3.

As at June 30, 2025	Level 1	Level 2	Level 3	Total
Cash and short-term investments	\$ —	\$ 11,096	\$ —	\$ 11,096
Fixed income	—	176,279	—	176,279
Equities	490,516	—	—	490,516
Pooled funds	—	926,282	—	926,282
Real estate funds	—	—	103,689	103,689
Infrastructure funds	—	—	210,321	210,321
Private equity funds	—	—	8,794	8,794
Foreign exchange forward contracts	—	8,061	—	8,061
	\$ 490,516	\$ 1,121,718	\$ 322,804	\$ 1,935,038

As at June 30, 2024	Level 1	Level 2	Level 3	Total
Cash and short-term investments	\$ —	\$ 18,665	\$ —	\$ 18,665
Fixed income	—	166,322	—	166,322
Equities	935,683	—	—	935,683
Pooled funds	—	407,164	—	407,164
Infrastructure funds	—	—	206,915	206,915
Foreign exchange forward contracts	—	(1,302)	—	(1,302)
	\$ 935,683	\$ 590,849	\$ 206,915	\$ 1,733,447

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

## 5. Fair value hierarchy (continued):

During 2025, Level 3 investments with a fair value of \$6,006 (2024 - \$5,761) were sold, while \$123,981 (2024 - \$9,723) was invested in Level 3 investments for a net transfer of \$117,975 (2024 - \$3,962) from Level 1 to Level 3. The table below reconciles the Plan's level 3 investment assets from June 30, 2024 to June 30, 2025:

	Market value base
Balance, June 30, 2024	\$ 206,915
Investment income	25,179
Realized gains	42
Net purchases	117,975
Change in unrealized gains	(27,307)
<b>Balance, June 30, 2025</b>	<b>\$ 322,804</b>

The table below reconciles the Plan's level 3 investment assets from June 30, 2023 to June 30, 2024:

	Market value base
Balance, June 30, 2023	\$ 185,060
Investment income	15,794
Realized gains	73
Net purchases	3,962
Change in unrealized gains	2,026
<b>Balance, June 30, 2024</b>	<b>\$ 206,915</b>

## 6. Risk management:

The Plan is exposed to a variety of financial risks as a result of its investment activities, and has formal policies and procedures that govern the management of market, credit and liquidity risk. The following is a description of these risks and how they are managed.

### (a) Market risk:

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market conditions, whether those changes are caused by factors specific to the individual investment or its issuer, or factors affecting all securities traded in the market. Market risk comprises three types of risk: (i) foreign currency risk, (ii) interest rate risk, and (iii) other price risk.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## 6. Risk management (continued):

### (a) Market risk (continued):

The Plan uses a diversification strategy to mitigate market risk. The Plan's Statement of Investment Policies and Procedures ("SIPP") establishes a target asset mix among cash and short-term investments, fixed income, high yield debt, global infrastructure and Canadian and non-Canadian equities.

#### (i) Foreign currency risk:

Foreign currency risk is the risk that the fair value of future cash flows of an investment will fluctuate because of changes in foreign exchange rates.

Investments denominated in currencies other than the Canadian dollar expose the Plan to fluctuations in foreign exchange rates. Investments that have exposure to foreign currency fluctuations represent 59% of net investment assets at June 30, 2025 (2024 - 55%).

Currency risk is managed through the SIPP defined limits on maximum currency exposures, diversification among currencies and through the use of forward contracts to hedge foreign currency exposures.

At June 30, 2025, if the Canadian dollar had strengthened or weakened by 5% in relationship to all foreign currencies, with all other variables held constant including the use of foreign currency forward contracts, the Plan's net assets would have decreased or increased, respectively, by approximately \$28,474 (2024 - \$23,863).

#### (ii) Interest rate risk:

Interest rate risk refers to the effect on the fair market value of the Plan's assets and liabilities due to fluctuations in market interest rates. The Plan's interest rate risk is limited to fluctuations in the Canadian and non-Canadian bonds funds.

As at June 30, 2025, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Plan's investments in Canadian government and government guaranteed bonds and Canadian corporate bonds would have decreased or increased by approximately \$34,935 (2024 - \$33,255).

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## 6. Risk management (continued):

### (a) Market risk (continued):

#### (iii) Other price risk:

Other price risk is the risk that the fair value or future cash flows of an investment will fluctuate because of changes in market prices (other than those arising from foreign currency risk and interest rate risk), whether those changes are caused by factors specific to an individual investment or its issuer or factors affecting all similar securities traded in the market. All investments present a risk of loss of capital. The maximum risk resulting from investments is equivalent to their fair value. As all of the Plan's investments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly result in an increase or decrease in net assets.

The most significant exposure to market price risk for the Plan arises from investments in equity securities. If equity prices on the respective stock exchanges for these securities had increased or decreased by 10% as at June 30, 2025, with all other variables held constant, the net assets of the Plan would have increased or decreased, respectively, by approximately \$48,809 (2024 - \$93,568).

### (b) Credit risk:

The Plan is exposed to the risk of financial loss resulting from the potential inability of a counterparty to a financial instrument to meet its contractual obligations. The carrying amount of investments and amounts receivable represents the maximum exposure of the plan to credit risk.

The Plan's SIPP provides guidelines and restrictions for eligible investments taking into account credit ratings, maximum investment exposure and other controls in order to limit the impact of this risk. The Plan, through its external investment managers, minimizes the concentration of credit risk by trading with approved brokers and counterparties on recognized and reputable exchanges. The risk of default is considered minimal as all transactions are settled and paid for upon delivery using approved brokers.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

## 6. Risk management (continued):

### (b) Credit risk (continued):

The credit risk exposure for the Plan's investment in bonds and debentures as at June 30 is as follows:

Credit rating	2025		2024	
	% of investments	\$	% of investments	\$
AAA	5.3%	\$ 101,611	4.4%	\$ 75,929
AA	5.9%	113,546	6.8%	117,393
A	2.7%	52,767	2.8%	49,226
BBB	3.2%	60,989	3.4%	59,631
Below BBB	4.1%	80,223	4.2%	72,270
Not rated	2.0%	38,437	2.4%	41,701
	23.2%	\$ 447,573	24.0%	\$ 416,150

### (c) Liquidity risk:

Liquidity risk is the risk that the plan will not be able to meet its financial obligations as they become due because of an inability to liquidate assets. For the Plan, liquidity requirements are managed through income generated from investments, monthly contributions made by members and the employer, and by investing in liquid assets that are easily sold and converted to cash. These sources of funds are used to pay pension benefits, make additional investments and fund operating expenses, and the Plan maintains sufficient cash and cash equivalents to meet its liquidity requirements in the short and longer term.

The Plan's liabilities reflected in these financial statements have contractual maturities of less than 30 days and are subject to normal trade terms. The liquidity risk exposure for the Plan's investments as at June 30 is as follows:

	< 1 year	1 - 5 years	5 - 10 years	> 10 years	Total
2025	\$ 9,453	\$ 138,757	\$ 153,826	\$ 117,916	\$ 419,952
2024	\$ 7,492	\$ 149,202	\$ 129,219	\$ 103,208	\$ 389,121

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

## 7. Investment income and realized gains:

	2025	2024
Interest:		
Cash and short-term investments	\$ 185	\$ 2,863
Fixed income	8,641	7,595
Fixed income pooled funds	10,740	7,481
Dividends:		
Equities	17,156	19,005
Equity pooled funds	9,453	6,120
Real estate funds	–	157
Infrastructure funds	25,179	15,637
Security lending income	105	115
	71,459	58,973
Realized gains (losses):		
Cash and short-term investments	37,506	(9,854)
Fixed income	2,621	(1,626)
Equities	232,522	46,606
Equity pooled funds	361	3,346
Infrastructure funds	41	73
Real estate funds	(442)	–
Partnerships	(7,086)	–
	265,523	38,545
	\$ 336,982	\$ 97,518

## 8. Administrative expenses:

	2025	2024
Investment counsel fees	\$ 6,415	\$ 6,237
Actuarial fees	183	73
Trust company fees	376	398
Auditor's fees	37	21
Administrative management (note 10)	1,148	579
Investment consulting	175	211
Legal, tax return filing, and Ministry filing fees	239	311
	\$ 8,573	\$ 7,830

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## 9. Capital disclosures:

The main objective of the Plan is to sustain a certain level of net assets in order to meet the pension obligations. The Plan defines capital as the net assets available for benefits. The Plan fulfills its primary objective by adhering to specific investment policies outlined in its Statement of Investment Policies and Procedures (SIPP), which is reviewed annually by the Pension Committee and approved by the Carleton University Board of Governors. The SIPP was last amended effective June 30, 2025. The Plan manages net assets by engaging knowledgeable investment managers who are charged with the responsibility of investing existing funds and new funds (current year's employee and employer contributions) in accordance with the approved SIPP. Increases or decreases in net assets are a direct result of investment income or losses generated by investments held by the Plan, contributions into the Plan by eligible employees and by Carleton University and benefit payments to Plan beneficiaries. The main use of net assets is for benefit payments to eligible Plan members. The Plan is required to file annual fund financial statements with the Financial Services Regulatory Authority.

The Plan's investment objective has been set in the SIPP to earn a 4.1% long-term real return, after investment management fees, over the long term (10 years or more). The Plan's annualized rate of return as of June 30, 2025 was 15.4% (11.1069% as of June 30, 2024).

The SIPP permits eight categories of assets. The total investment annual rate of return is measured against a set benchmark portfolio. The investment portfolio is expected to produce a return which is better than the return on the respective benchmark portfolio by 1%. The Plan's investments were allocated within the allowed asset categories range, as of the date of the fund financial statements.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

## 9. Capital disclosures (continued):

The following table presents the asset allocation and annual rate of return for each asset category:

Asset categories	Benchmark	Asset allocation (%)			Annual rates of return (%)			
		As at June 30			Benchmark		Actual	
		SIP&P Target	2025	2024	2025	2024	2025	2024
Cash and short-term	FTSE Canada 91-Day T-Bill	0.0	0.5	0.2	3.8	5.1	5.2	0.7
Fixed income	FTSE Canada Bond Universe	20.0	19.6	20.4	6.1	3.7	6.0	3.2
Canadian equities	S&P/TSX Capped Composite Index	16.0	19.8	24.3	26.4	12.1	24.5	11.9
High-yield debt	BoAML US High Yield Constrained Index	5.0	4.0	4.2	8.8	9.7	8.3	8.8
Global infrastructure	CPI + 4.0%	15.0	10.6	11.4	5.7	6.9	13.3	6.3
Global core equities	Morgan Stanley Capital International (MSCI) World Index	25.0	26.4	27.7	15.9	24.7	15.5	17.1
Global small cap equities	MSCI World Small Cap Index	5.0	8.4	7.5	14.2	12.9	37.8	39.1
Emerging markets equity	MSCI Emerging Markets Equity Index	5.0	5.0	4.3	15.0	16.4	13.5	10.4
Real estate	CPI + 4.0%	6.0	5.3	0.0	0.0	0.0	0.0	0.0
Private equity	MSCI World Index (1 quarter lagged)	3.0	0.4	0.0	0.0	0.0	0.0	0.0
		100.0	100.0	100.0	13.4	12.5	15.4	11.1

The Plan's investment positions expose it to a variety of financial risks which are discussed in note 6 - risk management.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2025  
(In thousands of dollars)

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## **10. Related party transactions:**

Included in administrative expenses are administrative and management charges in the amount of \$1,148 (2024 - \$579) paid to Carleton University, a related entity.

## **11. Security lending agreement:**

The Plan participates in a security lending program with its custodian, whereby certain investments owned by the Plan were loaned to certain reputable brokers/dealers and financial institutions in return for a fee which was shared between the Plan and its custodian. Security lending revenue is reported as part of dividend and interest income in the amount of \$105 (2024 - \$115).

## **12. Comparative information:**

Certain comparative information has been reclassified to conform to the financial statement presentation adopted in the current year.

# Retirement Fund Audited Financial Statements

Audit and Risk Committee Meeting  
February 24, 2026

Presented by:

- Angela Marcotte, Associate Vice-President (Financial Services) and Chief Financial Officer

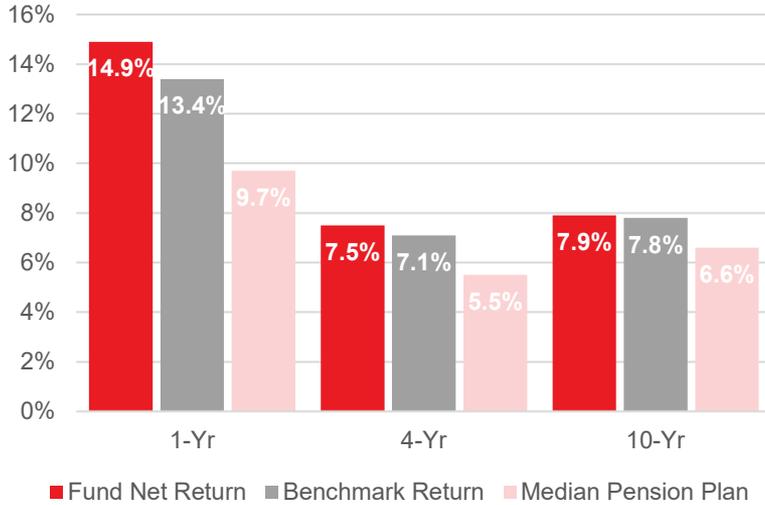
# Design of the Plan

- Hybrid Plan
- Benefit is larger of:
  - Money Purchase pension (Defined Contribution pension)
  - Minimum Guarantee pension (Defined Benefit formula)
- Current contributions (% of pensionable earnings)
  - Employee 4.37% up to YMPE\* & 6.00% over YMPE\*
  - Employer 4.62% up to YMPE\* & 6.25% over YMPE\*  
+Minimum Guarantee contributions based on Actuarial Certification (2.89% currently)
- Normal retirement age of 65
- Increases/decreases after retirement based on investment returns

*\*Year's Maximum Pensionable Earnings*

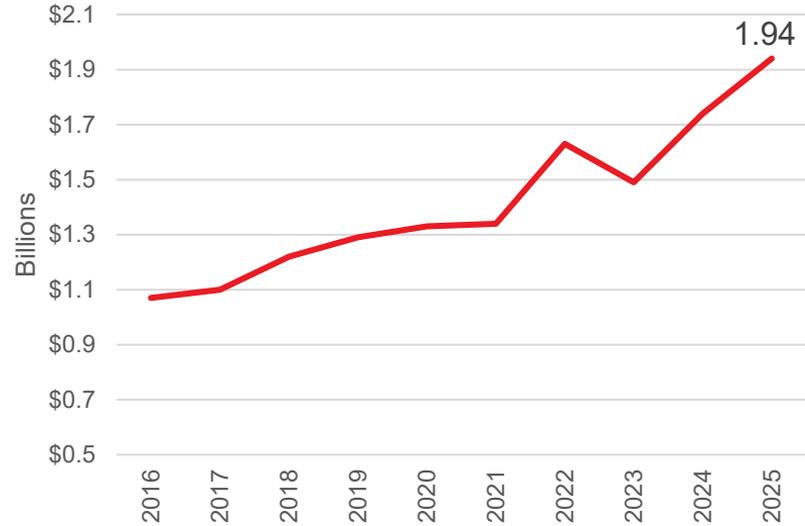
# Investments of the Retirement Fund

## Fiscal Year Ended June 30, 2025 Returns



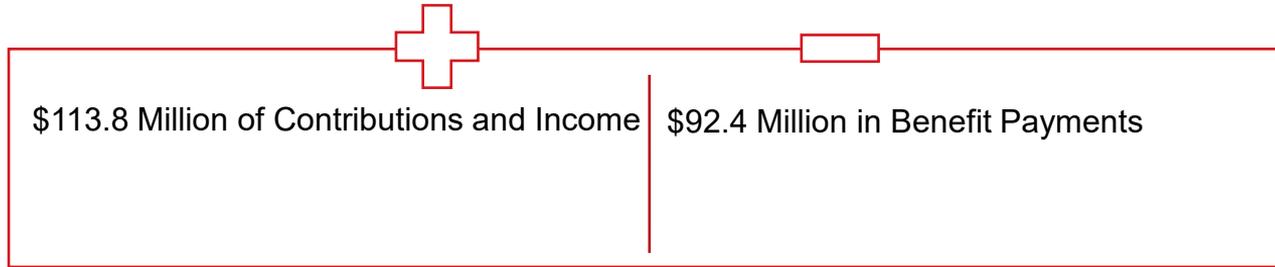
\*9.0% gross fiscal YTD return to December 31, 2025

## Historical Market Value



# Financial Statement Highlights

- Fiscal year end assets were \$1.94 billion.
- Combined inflows were the contributions to the Retirement Fund from both employees and the employer as well as investment income from the fund's assets. Outflows were for pension and termination payments.



- Administrative expenses were \$8.6 million which include external investment manager fees, custody costs, actuarial services, legal fees, performance measurement costs, regulatory filing fees, and salaries.
  - Relative to Retirement Fund assets, the expense ratio is 0.44%, a decline from 0.45% in the previous year.
  - Savings were obtained through investment manager and custodian bank fee negotiations, as well as a new passive equity mandate. This was offset by higher costs for human resource employees and systems for Pension Administration duties.

# Summary

- Audit provided an opinion that the statements are presented fairly in all material respects.
- Statements are prepared in accordance with financial reporting provisions of the Pension Benefits Act (Ontario).
- Statements are approved by the Pension Committee and are filed with Financial Services Regulatory Authority of Ontario (FSRA).
- Shared with the Audit and Risk Committee for information purposes.

# Senate Academic Governance

March 2026

**Presented by: Kathy McKinley, Assistant University Secretary (Senate)**

# GOVERNANCE STRUCTURE



CARLETON UNIVERSITY



**BOARD OF GOVERNORS**  
corporate head

**SENATE**  
academic head



# Senate Standing Committees

- Executive Committee

- Quality Assurance and Planning (SQAPC)
- Curriculum, Admission and Studies Policy (SCCASP)
- Academic Governance (SAGC)

- Senate Review

- Undergraduate Studies
- Graduate Student Appeals
- Academic Integrity Appeals
- Student Academic Accommodations Appeals

- Student Awards
- Medals and Prizes
- Honorary Degrees

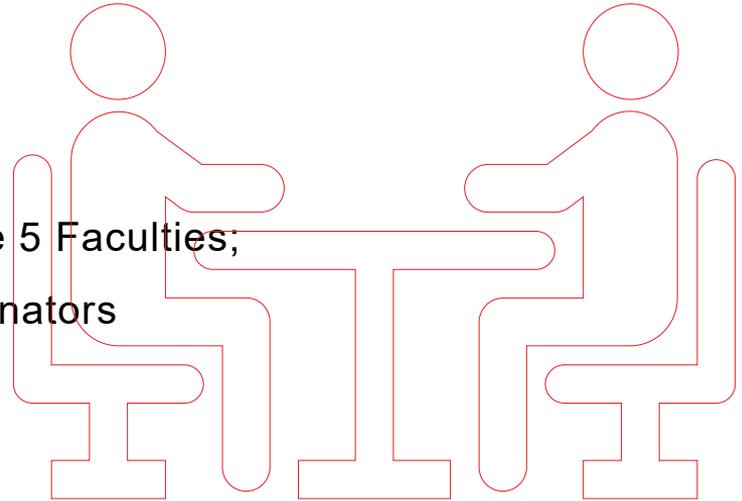
# Senate Academic Governance Committee (SAGC) Responsibilities

- Advise Senate on academic governance practices and procedures
- Ensure that Senate is following leading practices as defined by experts within sector
- Identify gaps in processes and make recommendations for changes
- Review and revise academic governance documents
- Make recommendations to Senate on number, size and TORs of Senate standing committees
- Make recommendations to Senate for committee membership appointments
- Respond to queries from Senate on academic governance practices, policies & procedures

# Senate Academic Governance Committee (SAGC)

## Membership

- Clerk of Senate (Chair)
- Six faculty members, broadly representative of the 5 Faculties;  
at least 50% of them must be current or recent Senators
- Two students (one undergraduate, one graduate)



## Recent work of the committee – FGPA Restructuring

- Revised committee memberships for those Senate committees with FGPA representation (SQAPC, SCCASP, Medals & Prizes, Senate Review) (2024)
- Revised committee TORs to reassign responsibilities that were assigned to FGPA
  - Graduate Student Awards (2025)
- Oversaw process for revision of policies affected by the change (AI Policy, etc.)
- Supporting revision (or creation) of 9 Faculty Board Constitutions (2024 – present)
  - 5 out of 9 completed

# Recent work of the committee - Processes

Ensure processes are robust, clear and transparent; identify gaps

- Updated **Senate Rules of Order** (2024)
- Documented **Senate Nomination & Election Processes** (2025)
- Creating Senate **Question Period Guidelines** (2026)
- Planned for 2026-27
  - Senate Policy Framework
  - Code of Conduct / Confidentiality Agreement for Senate Committees

# Other Recent Work

- Respond to queries from Senate on governance practices, policies and procedures:
  - Contract Instructor Representation on Senate (2022-23)
  - Senate Quorum Question (2023-24)
  - Chair of Senate Question (2025-26)
- Dis-establish Senate Library Committee (2025)
- Update governing documents according to evolving practices (committee TORs, AGU) (2024, 2026)
- Provide Senate committee membership recommendations to Senate





*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 September 26, 2025 at 2:00 pm  
PK608**

**MINUTES**

**Present:** Z. Al Attar, I. Alma, D. Amundsen, J. Armstrong, M. Bahran, F. Brouard, J. Brunet, J. Brzozowski (acting for S. Blanchard) N. Bruni, S. Burges, A. Butler, B. Creary, R. Dansereau (Clerk), J. Debanne, S. Duncan, M. El Sayed, A. El-Roby, N. Giroux-Laplante, R. Goubran, K. Graham, E. Gray, J. Greenberg, T. Haats, X. Haziza, D. Hornsby, A. Hurrelmann, S. Joe-Ezigbo, I. Knezevic, A. Kocsis, G. Lachance, T. Lewis, B. MacLeod L. Madokoro, G. Maracle, J. Mason, A. Masoumi, D. McNair, D. Mendeloff, R. Miller, M. Mullally, K. Nyediin Buoy, B. O'Neill, Y. Ono, M. Papineau, E. Peirce, P. Rankin, M. Rivers-Moore, M. Rooney, C. Ruiz-Martin, S. Sadaf, A. Shotwell, B. Tackaberry, M. Talebi Dastenaiei, N. Tate, W. Tettey (Chair), R. Tfaily, C. Trudel, M. Vatankhah, S. Viel, G. Wainer,

**Regrets:** A. Bordeleau, A. Bowker, I. Bumagin, J. P. Corriveau, T. Davidson, M. DeRosa, N. Hagigi, K. Hellemans, G. Lacroix, G. Maracle, H. Nemiroff, R. Renfro, T. Turbat, P. Williams, W. Ye

**Absent:** S. Hawkins, G. Lacroix, Y. Ono, K. Patel, R. Teather

**Recording Secretary:** K. McKinley

- 
1. The meeting was called to order at 2:00 pm. The Chair welcomed all to the first Senate meeting of the 2025-26 academic year, and extended a special welcome to newly elected student and faculty members, new representatives from the Board of Governors, the new alumni representative and the new Interim Dean of Engineering, Dr. Ronald Miller.

The Chair also offered condolences to friends and colleagues of Dr. Carman Bickerton, a long-serving professor in the History Department, who recently passed away.

Before turning to the agenda, the Chair noted that Senate meetings will continue to be held in person, with a new hybrid option added for meetings from April to June to support student participation beyond the academic term.

It was **MOVED** (F. Brouard, D. Hornsby) that Senate approve the agenda for the meeting of Senate on September 26, 2025, as presented.

The motion **PASSED**.

## **2. Minutes: June 6, 2025 (open session)**

It was **MOVED** (R. Goubran, S. Burges) that Senate approve the minutes of the Open Session of the Senate meeting on June 6, 2025, as presented.

The motion **PASSED**.

## **3. Matters Arising**

There were no matters arising.

## **4. Chair's Remarks**

The Chair began his remarks by thanking those Senators who participated in the inaugural Senate Professional Development Workshop on September 12. The event provided an opportunity for Senators to reflect on shared purpose, to speak candidly and to share perspectives on academic governance via discussion groups and reflection activities. The Chair reminded Senators who have not already done so to complete the post-event survey to provide feedback on the workshop and help inform planning for future professional development activities.

The Chair then provided several Ontario post-secondary sector updates.

Over the summer the provincial government introduced Bill 33 (Supporting Children and Students Act) and Bill 46 (an Act to amend various other Acts). Key aspects of these bills include the following:

- Merit-based admissions – a mandate that admissions policies at publicly funded institutions are clear and based on merit
- Mandatory requirement for institutions to implement research security plans
- Potential regulation of student fees

- The legal supremacy of the MCURES Act to prevail over other Acts and regulations.

The Ministry has initiated consultations with university leaders to explore improvements to institutional governance, efficiency, and accountability, and to keep governance structures focused on student success and financial sustainability. Carleton has provided written feedback, and the Council of Ontario Universities has submitted sector-wide recommendations that emphasize institutional autonomy, academic freedom and continued support for governance reviews.

The provincial government also introduced Bill 194, Strengthening Cyber Security and Building Trust in the Public Sector Act. This Act will require universities to:

- Align cybersecurity programs with new provincial standards
- Establish oversight for Artificial Intelligence governance
- Update privacy policies and incident tracking
- Review data practices, particularly for programs involving minors.

Carleton management is actively reviewing the legislation and updating policies to ensure compliance.

Finally, the Chair noted that consultations on the provincial funding formula are progressing slowly. Carleton is advocating for a model that will support long-term financial stability. The Council of Ontario Universities (COU) is also exploring a large-scale public engagement campaign to highlight the value of Ontario's universities.

The Chair next provided an update on enrolment, noting some encouraging trends. Across Ontario, first-year undergraduate applications rose by 5% and at Carleton the applicant pool saw a slight increase of 0.3%, with confirmations growing by 2%. A full fall enrolment update will be provided to Senate in January 2026.

The following highlights in research were then provided to Senate:

- James Milner and Joshua Steckley (Political Science) have been selected as finalists for the prestigious SSHRC Impact Awards.
- Carleton researchers Jennifer Evans, Elisabeth Gilmore, Carmen Robertson and Richard Yu have been named to the Royal Society of Canada.

Finally, the Chair noted the following campus news:

- Rideau House, Carleton's newest residence, officially opened at the end of August, and has added 450 new spaces for students.
- Riverbank Social, Carleton's new full-service restaurant, opened September 15 in Richcraft Hall.
- The Campus Store (formerly The Bookstore) re-opened this summer after renovations, and is now being managed internally for the first time in 28 years.

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

## 5. Question Period

Questions were submitted in advance by six Senators.

### Questions from Morgan Rooney:

*In recent years, SES has required instructors to submit final exams (for photocopying, for setting up in Brightspace, etc.) 10 business days prior to the exam, whereas instructors are only given 10 calendar days (including business days, weekends, holidays, University Closure periods, etc.) to mark exams and to submit final grades.*

*This discrepancy raises a number of questions:*

*Where does the "10 calendar days to submit final grades" rule "live," and who "owns" it? It is not in the [Academic Regulations](#), for instance, but surely such matters are Academic in nature and within the scope of Senate's mandate?*

*Why do we give SES more time to photocopy exams than we give instructors to mark them?*

*The existing "10 calendar days" policy creates a number of inequitable situations in terms of number of working days instructors are accorded to complete their marking. In April/May, June/July, and August/September, when accounting for weekends and holidays, instructors can have as few as 5 or 6 working days, or as many as 8, during their 10-calendar-day window. In December/January, the situation is even worse: for this year, for instance, instructors with take-home exams only have 2.5 working days (Dec. 22 and 23, and half of Dec. 24) in their 10-calendar-day window before their grades are due on Jan. 2, meaning they are de facto required to work on weekends, on holidays, and*

*during the University Closure period. What is the rationale for a policy that creates such obvious inequities?*

Response provided by J. Brzozowski, Associate Vice-President (Student Life & Student Affairs) and Acting VPSE: The 10 calendar days allotted for grading is an administrative decision that is made in consultation with the Associate Deans. This is reviewed regularly and compared to timeframes at other universities. Within the context of Ontario universities, Carleton's 10 calendar day requirement is on the higher end of days provided for this purpose.

In the Fall of 2024, Scheduling & Examination Services had a total of 19 business days to review exam submissions, print exam copies, generate accessible files and exam day paperwork, while also resolving issues in scheduling, location and accessibility for 51,372 unique student exams. This number does not include extra copies generated for the Paul Menton Centre, or for distance exams, plus online exams and in-person digital exams.

In a follow-up to the response, a Senator noted that there are equity concerns with the current practice, as some Instructors only have 2.5 business days to complete their grading, while others may have as many as 8 business days. The Senator asked if it is possible to make this practice more equitable for Instructors. The Chair agreed to take this question back to the relevant parties for further response.

Nir Hagigi:

*In October, the Ford government intends to pass Bill-33 (Supporting Children and Students Act), which includes Section 21.1, giving the province the power to decide which ancillary fees are "required." These fees are what fund essential student services such as crisis response teams, the CUSA service centres (including Mawandoseg, the Wellness Centre, and the Gender and Sexuality Resource Centre), mental health supports, the USC food bank, and the University Health Insurance Plan. If these services are cut, it will directly affect campus safety, accessibility, and student well-being. What steps will the administration take to safeguard these programs, and how will the University advocate and lobby the government to ensure these supports remain protected?*

Response provided by J. Brzozowski, Associate Vice-President (Student Life & Student Affairs) and Acting VPSE: Although Bill 33 has been introduced, regulations detailing which specific student fees will be affected by the Bill have not yet been released. The university is actively monitoring developments around this legislation, and is in touch with CASG, CUSA, RRRRA and other student groups to keep the dialogue open. The

management of ancillary fees in general is overseen by a committee on campus that includes two senior leaders and two students. Carleton continues to work with partners in the public sector around this issue, and the Council of Ontario Universities (COU) has issued a strong statement relative to Bill 33 (Section 21.1) emphasizing the importance of autonomy in enhancing student success.

Kuma Nyediim Buoy:

*Have course instructors included a course syllabus statement regarding the use of AI generative tools on their course outlines?*

Response from Vice-Provost and Associate Vice-President (Academic): The Provost normally issues an outline of language recommended for inclusion in course syllabi by the middle of the summer. This year the Provost contacted the Deans on August 11 with suggested language including some recommendations related to Artificial Intelligence.

Alexis Shotwell:

*FASS faculty received an email (on Aug. 21), with a note that the “Minimal Course Outline Template” had been updated to include language on AI, asking that that we include at the “minimum” the “suggested text” provided. The [template](#) itself provided more detail, including the same sentence and some other text as the “minimum” for our outlines. The linked to the [TLS page on AI Syllabus Language](#). It is only at the bottom of that page that it is disclosed that the sentence, and all the rest of the “language,” was created with ChatGPT.*

*Many faculty are not permitting LLM-generated/predictive text content in our classes; many of us have in turn committed to not use chatbots to generate our teaching materials or to communicate with students. For us to be urged to include this language without much clearer disclosure is objectionable. Carleton’s new [AI Hub](#) has a lot of resources on how to use chatbots in our institution, but nothing about choosing not to use them. What has been, and what will be, the process for developing LLM/chatbot policies and practices at Carleton?*

Response from Vice-Provost and Associate Vice-President (Academic): A number of broad-based initiatives are underway to address the use of AI in various contexts in the university including teaching, research, administration and student use. A working group

on the use of AI in the Classroom meets on a quarterly basis to make new recommendations to support instructors in navigating the complex AI landscape. An AI Framework to provide guiding principles when engaging with these types of technologies is also being developed, along with an Acceptable Use Policy for AI in other aspects of the university's operations. Teaching & Learning "Hands-on AI" Workshops are available to assist instructors in working through issues in using this technology. Senators were also encouraged to visit the AI Resource Hub on the Teaching & Learning website, for more information.

In the ensuing discussion, some Senators expressed concern with the fact that the syllabus language urges Instructors to include a statement on the acceptable use of AI in coursework, when a number of professors are making a commitment not to use AI or to allow their students to use it in their courses. Some Senators also objected to the fact that the sentence instructors are asked to include on their syllabi was, in fact, generated by ChatGPT. In response, it was noted that not using AI in a course is a pedagogical choice, but for those who do wish to engage with AI in their teaching, resources are being provided for guidance via the existing working group. The AI-generated language for the syllabus, for example, is modelling how to use Chat GPT.

Another Senator noted that there is often confusion about how Artificial Intelligence (AI) is defined and what it includes. Moving forward, it would be helpful for any discussion of AI to include some definitions and parameters for clarity.

Jody Mason:

*In November of 2024, a motion tasked SAGC with the work of investigating practices for chairing Senate. When does SAGC anticipate returning to Senate with a report?*

Response from Clerk of Senate Richard Dansereau:

The Senate Academic Governance Committee (SAGC) confirms that the request was added to the SAGC workplan, but that several other governance tasks, including the review of Faculty Board Constitutions and Senate Committee Terms of Reference needed to be prioritized during the 2024-25 calendar year. The Clerk confirmed that a preliminary review of this issue has been undertaken but more work is needed before the review is ready to present to Senate.

Gabriel Wainer:

***Statement on the Self-Declaration Form for Deferred Exams***

*On November 22, 2022, Senate introduced the Self-Declaration Form for Deferred Exams. While I support the principle behind this initiative—streamlining the process for students facing legitimate challenges—I voted against its implementation due to serious concerns about its practical consequences.*

*In multiple Senate discussions, I raised the issue of academic integrity. In Engineering alone, up to 30% of students in certain courses have requested deferrals, and many professors have reported a sharp increase in such requests, resulting in significant workload strain. The authenticity of many of these claims is questionable: students often fail to appear for their exams or submit work of extremely poor quality. In some deferred exams, failure rates have reached as high as 90%.*

*This pattern suggests that the system is being exploited by students who gain an unfair advantage—effectively receiving an extra month to study—without facing any accountability. I have repeatedly emphasized the need for a robust mechanism to verify the legitimacy of deferral claims, to uphold fairness and integrity in our academic processes.*

*At the time of the vote, the Registrar clarified that falsifying a Self-Declaration Form constitutes a breach of academic integrity, specifically under the category of:*

- *Falsified medical or compassionate certificates  
(Refer to the [Academic Integrity Policy](#))*

*We were advised to report suspected violations to the Dean for investigation. However, as of September 2025, this process has broken down. Dean’s offices have ignored such reports. In one instance, a response stated: “We don’t generally accuse and formally investigate students of serious violations without better evidence than a suspicion of the instructor”*

*This directly contradicts the Registrar’s guidance and undermines the integrity of our academic standards.*

**Summary of Concerns:**

- *Students are misusing the Self-Declaration Form, not coming to deferred exams or submitting extremely low quality work.*
- *Reports of academic misconduct in such cases are being dismissed.*
- *Honest students are disadvantaged, with no recourse or corrective mechanism.*
- *A culture of unethical behavior is emerging due to the absence of consequences.*

*While the current proposal to introduce a fee for deferred exams may help reduce abuse, it does not address the core issue: the lack of an effective system to detect and respond to fraudulent deferral claims.*

*What are the actions the committee are taking to prevent this problem, ensure ethical behavior and avoid misconduct by students abusing this system? When are they going to be implemented and how? Could the committee take this matter seriously and return to Senate with a concrete, enforceable solution—one that does not place the burden solely on individual instructors?*

Response from Chair of SCCASP David Mendeloff: The Registrar's Office continues to track the use of self-declaration applications and Associate Deans are regularly kept apprised of this data. SCCASP is responsible for reviewing the deferred exam regulations and the Academic Consideration Policy. At this point there are no plans to change the policy or regulations, in part because the new system has only been in place for 2 years.

The issues raised by the question warrant a consideration of a broader context beyond the regulations and policy. Other factors contributing to the increase in requests for deferred exams should be considered, including a marked increase in student mental health challenges over the past several years, an increase in demand for formal and informal accommodations, and the fact that more students are working part time which impacts time available for their studies. A re-evaluation of the regulations by SCCASP would not address these factors, and therefore is not advisable at this time.

Some Senators expressed concerns regarding a perceived abuse of the self-declaration form and subsequent application for deferred exams, and asked how to either prevent abuse of the system or identify and sanction those who are abusing it.

A Senator asked if statistics on the use of the self-declaration form could provide an indication of whether or not the system was being abused. For example, if a student is using the form multiple times in one term or regularly over time, could this be an indication of abuse? Others cautioned against drawing a correlation between frequency of use and abuse as there could be many factors involved, especially if the students required accommodations. Another Senator noted that it is important to advise students that deferring exams can put them at a disadvantage, and that a large majority of students who take deferred exams fail them. The Senator also noted that students are now charged a no-show fee to deter them from deferring a single exam multiple times.

Senators discussed whether the question identifies an issue with the policy or with implementation of the policy. The Chair noted that if the issue is implementation of the policy, the proper channel for discussion and further action would be with the Dean's Office. The original poster of the question indicated that they felt the policy also could be reviewed and possibly revised to prevent students from falsifying information on the self-declaration form. The Chair indicated that the appropriate channel in that case would be to request a review of the policy and follow the relevant procedures.

## 6. Administration

### a. Senate Membership Ratification

The Clerk brought forward a memo to ratify 4 new Senators:

- Trevor Lewis – Alumni Representative
- Beth Creary – Board of Governors representative (September – December 2025)
- Nathalie Laporte – Board of Governors representative (January – June 2026)
- Martha Mullally – Faculty member – Faculty of Science

It was **MOVED** (R. Dansereau, K. Graham) that Senate ratify the new Senate appointments, as presented, for service beginning immediately unless otherwise indicated.

The motion **PASSED**.

**b. Senate Survey – Summary of Results**

The Clerk provided a high-level summary of the results of the 2025 Senate Survey. A report was circulated to Senators in advance.

The 2025 Senate Survey was the 7<sup>th</sup> annual survey conducted by the Senate Office, and remains a key means of gathering feedback from Senators to evaluate the effectiveness of Senate and identify any areas for improvement. The survey was open for responses from April 1 to May 1, 2025. 23 responses were received, for a response rate of 27%. Although the response rate was lower than average, the survey still provided valuable insights for the Senate Office.

According to the responses received, Senators generally felt confident in their preparation for and participation at Senate over the past year. Most also felt that meetings were appropriate in length, frequency and time allotted for discussion. Strengths identified included efficient running of meetings, reduction in length of presentations and more time for discussion than in previous years. Some concerns and observations shared in the responses included the following:

- An increase in divisions and block-voting within Senate
- Questions for Question Period are sometimes outside of the purview of Senate
- More training is needed for Senators in governance, parliamentary procedure, and the work of Senate committees
- Motions from SCCASP and SQAPC need more explanation and context
- The audio in the Senate Room needs to be improved.

The Clerk noted that the audio issue in the Senate Room has been resolved, and that the Secretariat Office has responded to the call for training by holding a governance workshop on September 12 as the first step in a planned number of professional development activities this year.

The Clerk thanked Senators who responded to the survey. There were no follow-up questions.

## 7. Reports

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

Committee Chair David Mendeloff presented 2 items for Senate approval and 3 items for information.

#### Items for approval:

#### Revisions to undergraduate admissions clarifying English language proficiency requirements

Changes include adding a list of defined countries that are exempt from English competency tests, and adding more certifications (aside from tests) to satisfy Carleton's English language requirements.

It was **MOVED** (D. Mendeloff, A. Shotwell) that Senate approves the revisions to Regulations UG-ADM-General-4: R-ADM-General-Section 4. English Language Proficiency effective for the 2026-27 Undergraduate Calendar as presented.

The motion **PASSED**.

#### Revision to admissions regulations for B. Accounting, restricting advanced standing to students with 5.0 credits or less.

It was **MOVED** (D. Mendeloff, E. Gray) that Senate approves the revisions to Regulations TBD-2249: R-ADM-Program-B.Acc. effective for the 2026/27 Undergraduate Calendar as presented.

The motion **PASSED**.

#### Items for Information:

- Revisions to Academic Year 2026
- Update to deferred examination application – reference to online application and form added
- Undergraduate minor modifications

### b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented one motion for the creation of a new College, 3 cyclical program reviews, and one item for information.

Creation of the College of Global Studies:

FPGA is proposing the creation of a new College of Global Studies that would house the Bachelor of Global & International Studies, the graduate programs in Migration & Diaspora Studies, and the undergraduate and graduate programs in Russian and Eurasian Studies (EURUS).

It was **MOVED** (B. Oneill, S. Burges) 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.

Discussion: In response to a question from a Senator, it was confirmed that a request for this change did not originate with the units, but that all units were consulted and the motion passed at Faculty Board. It was noted, in response to another question, that this restructuring represents an administrative union, and will not change the nature of the programs within the College.

The motion **PASSED**. Senators J. Mason and A. Masoumi requested that their abstention from the vote be recorded in the minutes.

Cyclical Program Reviews:

For efficiency, and with Senate's approval, the motions pertaining to the three cyclical program reviews were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, E. Gray) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

A Senator noted that the memo erroneously listed graduate programs (plural) in Political Management. The committee Chair proposed a friendly amendment to correct this error.

With this change, the motion as amended **PASSED**. Senator J. Brunet requested that his abstention from the vote be recorded.

Individual motions within the Omnibus:

- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Economics.
- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Bachelor of Information Technology – Information Resource Management.
- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate program in Political Management.

Memo for Information: Suspended Program Admissions

Committee Chair David Hornsby presented for information a list of programs approved to suspend admissions for Fall 2025 and Fall 2026. 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. 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.

- MSC in Northern Studies – for Fall 2025 (MA and GDip admissions for Northern Studies were suspended in June; MSC was mistakenly omitted from the previous memo)
- PhD in Social Work – for Fall 2026. Admissions are being paused for a full program review. It was noted that the program has achieved its target number of admissions for program viability in only 2 of the previous 10 years.

Discussion:

In response to a question, the SQAPC Chair noted that suspensions of admissions should be discussed at Faculty Board meetings, since the requests come from the units and to the Faculty Board through the Dean's office. However, discussion can still occur at Senate, even if the items are presented for information. The committee Chair also noted that the documentation that SQAPC requests for these suspensions are also included in the Senate package, for Senate's information.

A Senator asked for clarification of the process for admission suspensions for interdisciplinary programs that operate across multiple Faculty Boards. The SQAPC Chair responded that the Framework for Admissions Suspensions ensures

that all related parties are notified and consulted. Additionally, it was noted that some interdisciplinary programs, such as Latin American Studies, may pull faculty members from different departments and Faculties to teach in the program, but the program itself is housed within a single Faculty, and any changes to the program would be brought to that Faculty Board.

**c. Senate Academic Governance Committee**

Committee Chair Richard Dansereau presented a motion for the approval of committee memberships:

- Senate Executive Committee – Zeina Al Attar (Graduate student member)
- Senate Committee on Curriculum Admission and Studies Policy – Atara Lonn (Graduate student member)
- Senate Quality Assurance and Planning Committee – Mary Francoli (Faculty member, FPGA)
- Senate Academic Governance Committee – Paul Wilson (Faculty member, FPGA)
- Senate Honorary Degrees Committee – Saba Samavati (Graduate student member)
- Senate Academic Integrity Appeals Committee – Vedika Nikarthil Chandran (Graduate student member)
- Senate Committee on Undergraduate Student Awards – David Sabatino (Faculty member, Science)
- Senate Review Committee – Mahdiyeh Nasiri (Graduate student member)

It was **MOVED** (R. Dansereau, K. Graham) that Senate ratify the nominees for Senate committees, as presented, for service beginning immediately upon approval.

The Clerk noted that the memo as circulated in the binder was missing one nominee – Professor Mike Murphy (FASS) to serve on the Graduate Student Appeal Committee. He asked for a friendly amendment to add this nominee to the list in the memo. There was no objection from Senate.

With this change, the motion, as amended, **PASSED**.

#### d. Senate Review Committee

Committee Chair Gabriel Wainer reported that the Senate Review Committee met on September 18 to review the Operating Budget that was presented to Senate in June of 2025. The committee drafted a number of questions on the presentation which were circulated to Senators in the meeting binder.

Provost Pauline Rankin provided the following responses to the questions.

- (i) Are IT Systems included in the Campus Infrastructure expenses category? Are IT systems supporting research included in the Operating Budget?  
*Yes, IT Systems are included in the Campus Infrastructure expenses category and IT Systems supporting research are included in the Operating Budget.*
- (ii) What is included in the Student Support expense category? Do programs such as I-CUREUS fit into the budget?  
*This category includes undergraduate and graduate student scholarships. I-CUREUS and similar programs are also included in the operating budget. In a follow-up to this question, it was noted that the I-CUREUS program is directly funded by the Provost's Office.*
- (iii) Deferred Maintenance: How is this allocation determined? How are choices made regarding how much to spend and what is most critical?  
*Allocations for deferred maintenance are made by the Board of Governors, who allow \$14M annually to support deferred maintenance. This is supplemented regularly by \$6M from the Facilities Renewal Program. The choice of how to spend this budget is determined by Facilities Management Planning as part of their long-term capital planning.*
- (iv) Where specifically do these interventions intersect with the line items in the operating budget in slide 4? For example, where would the specific savings for "adjusted class sizes and offerings" lie?
  - *Adjusted Class Sizes/Offering & general administrative cuts - \$500,000 falls under Salaries & Benefits and the remainder is under Other Operating Expenses.*
  - *VRIP and Vacant Position Claw-back falls under Salaries & Benefits*
  - *Allocations to Programs falls under Other Expenses*
  - *Position Replacements falls under Salaries & Benefits*

- (v) Position Replacements: Can you provide a breakdown on categories of positions that were replaced (academic staff, non-academic staff, IT staff etc.)?  
*This process is still ongoing, and the breakdown requested cannot be provided at this time.*
- (vi) Aside from the VRIP program, can you provide more information on the general strategy for replacing or not replacing staff (academic and non-academic) who leave the university for a variety of other reasons? There is a perception that these positions are not being replaced and that the current “hiring freeze” applies not only to new hires but also replacement hires for academic staff, and strategic staffing positions like IT, accounting, physical plant, and others. Can you comment on this?  
*Requests for term and continuing positions (academic and non-academic) are progressing through the position review committee on a case-by-case basis. The goal of the VRIP is to reduce staffing costs, but replacements have been made for critical positions (academic & non-academic).*
- (vii) Are faculty members being replaced by Contract Instructors as a cost-cutting measure? *No. Also, decisions regarding courses, sections and staffing for academic departments are made at the Faculty level.*
- (viii) Can you provide 2024-25 actuals for comparison?  
*The financial statements for 2024-25 will be available as of October 2, when the Board of Governors approve the financial statements of last year. After October 2, these statements will be available for review on the financial reports website.*
- (ix) Variance column – can you provide actual numbers instead of percentages (or some form of weighted measure to show the importance to overall budget)?  
*Actual numbers will be available via the financial statements.*
- (x) Operating Deficit without Further Intervention: Can this slide include more detail for 2026-27 (actual numbers)?  
*Additional detail is not available at this time, but more specific numbers should be available in the new year (2026).*
- (xi) Slide 12 Mission Sustainability Framework: Can you provide an update on overall enrolment strategies underway, particularly for international students? Also, can you clarify what is meant by “cross-functional” in this context?

*Cross-functional means that more than one portfolio is involved in the process. Enrolment updates can be provided to Senate in a subsequent meeting. Regarding international recruitment, Carleton is considering a number of strategies including pursuing new markets, working with new agents, building relationships with international high schools and offering new scholarship opportunities for international students.*

- (xii) Position Review Committee – what kinds of positions are being reviewed? What is the membership of the committee? What does “implemented” mean in this context?  
*All positions, term and continuing, unionized and non-unionized, are coming to the position review committee for consideration. This is standard practice at other universities, although it is new to Carleton. The committee is co-Chaired by VPFA Duane McNair and the Provost, and draws membership from Vice-President Human Resources and the office of Planning and Budgeting.*
- (xiii) Slide 13 Update on Efficiency and Accountability Fund Review: Can you share more information on the EAF Review, now that the summer consultations have concluded? Will Senate receive just one update (October) between now and December or January, when the report is due? Will more information be made available elsewhere?  
*A preliminary report will be submitted to the provincial government on October 1<sup>st</sup>, and a full update on the Efficiency & Accountability Review will be presented to Senate in October. The deadline for the final report to the ministry is in December and if requested, another update can be provided to Senate in November. The EAF also will be discussed in the broader university Town Hall on October 14<sup>th</sup>. Once the report has been finalized, Senate can also receive regular updates in 2026 on the implementation plan.*

## **8. Reports for Information**

The following reports were submitted for information.

- a. Senate Executive Committee minutes (May 27, 2025)
- b. Senate Committee Annual Reports
  - i. Senate Student Academic Integrity Appeals Committee (SAIAC)
  - ii. Senate Undergraduate Studies Committee (SUSC)
  - iii. Senate Committee on Undergraduate Student Awards

- iv. Senate Graduate Student Appeals Committee
- c. Senate Annual Report
- d. Board of Governors Chair's Report
- e. Report from COU Academic Colleague

There were no questions and there was no discussion of these reports.

**9. Other Business**

There was no other business.

**10. Adjournment**

The meeting was adjourned (E. Gray, K. Buoy) at 3:50 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 October 31, 2025 at 2:00 pm  
PK608**

**OPEN SESSION  
MINUTES**

**Present:** Z. Al Attar, I. Alma, D. Amundsen, S. Blanchard, A. Bordeleau, A. Bowker, J. Brunet, N. Bruni, I. Bumagin, S. Burges, A. Butler, J. P. Corriveau, B. Creary, R. Dansereau (Clerk), J. Debanné, M. DeRosa, S. Duncan, M. El Sayed, N. Giroux-Laplante, R. Goubran, K. Graham, E. Gray, J. Greenberg, T. Haats, N. Hagigi, S. Hawkins X. Haziza, K. Hellemans, D. Hornsby, I. Knezevic, A. Kocsis, G. Lachance, T. Lewis, B. MacLeod L. Madokoro, G. Maracle, J. Mason, A. Masoumi, D. McNair, D. Mendeloff, R. Miller, M. Mullally, K. Nyediin Buoy, B. O'Neill, M. Papineau, K. Patel, E. Peirce, P. Rankin, R. Renfroe, M. Rivers-Moore, M. Rooney, C. Ruiz-Martin, B. Tackaberry, N. Tate, W. Tettey (Chair), R. Tfaily, C. Trudel, T. Turbat, S. Viel, P. Williams, W. Ye

**Regrets:** J. Armstrong, M. Bahran, F. Brouard, T. Davidson, A. El-Roby, G. Lacroix, G. Maracle, H. Nemiroff, A. Shotwell, M. Talebi Dastenaiei, M. Vatankhah, G. Wainer,

**Absent:** A. Hurrelmann, S. Joe-Ezigbo, G. Lacroix, Y. Ono, S. Sadaf, R. Teather

**Recording Secretary:** K. McKinley

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1. The meeting was called to order at 2:01 pm. The Chair welcomed Senators to the second Senate meeting of the academic year. After a quick review of procedures, the Chair called for a motion to move into Closed Session to approve the fall graduates.

It was **MOVED** (N. Hagigi, B. Tackaberry) 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.)*

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*Minutes after Open Session resumed:*

**Approval of Open Agenda:**

It was **MOVED** (K. Nyediin Buoy, P. Williams) that Senate approve the open agenda for the meeting of Senate on October 31, 2025, as presented.

The motion **PASSED**.

**2. Minutes:** September 26, 2025 (open session)

It was **MOVED** (E. Gray, M. Papineau) that Senate approve the minutes of the open session of the Senate meeting on September 26 2025, as presented.

A Senator requested one change to page 5 of the minutes regarding the number of days instructors typically have to complete grading, to specify that these are business days and not calendar days.

With this correction to the minutes, the motion **PASSED**.

**3. Matters Arising**

There were none.

**4. Chair's Remarks**

The Chair began his remarks reflecting on the Carleton Ravens recent victory at the 2025 Panda game, where they played to a sold-out crowd of over 23,000 fans. Carleton also hosted the 2025 Throwback Celebration in early October, welcoming over 10,000 alumni and community members back to campus for celebratory events. The Chair thanked everyone who helped to make these events a success.

The Chair next reported that The Canada Foundation for Innovation has awarded \$1.2M to nine Carleton University researchers under the John R. Evans Leaders Fund (JELF). This funding will contribute to a number of initiatives related to mental health, heritage conservation, sonic arts, and solutions for plastic pollution, among others.

The Chair also congratulated Alison Grant, a 1998 NPSIA graduate, on her recent appointment as Ambassador of Canada to Austria.

Finally the Chair noted that the Maclean's 2026 university rankings have been released, and Carleton has been ranked as #4 in the comprehensive university category for the second consecutive year, also securing the #2 spot in Ontario. Carleton also has ranked first for the third consecutive year as Canada's Best University for 2026 for research funding in the field of Social Sciences and Humanities.

## **5. Question Period**

Ten questions were submitted in advance by 8 Senators.

### Question from Winnie Ye:

In light of current budget constraints and the reduction in teaching assistant (TA) resources, many faculty members are experiencing increased teaching loads, which significantly limit the time available for research and scholarly activities. To remain competitive as a research-intensive university, it is important that Carleton protect research time for active researchers. Several peer institutions, including the University of Ottawa, have adopted mechanisms such as teaching "credits," course releases, or other workload adjustments to support faculty who maintain strong research programs and external funding. Could Carleton consider implementing similar measures?

*Response from Provost P. Rankin:* Our sector is undergoing a period of rapid change which raises many issues for our university, including concerns for researchers about commitments for their time. Within FED there also have been some changes around the capstone projects which may be contributing to these concerns. However, both teaching assignments and course relief decisions are the purview of Deans in collaboration with Chairs and Directors within individual Faculties, and are not necessarily in the purview of Senate. The question regarding teaching credits is a collective bargaining issue, which also cannot be addressed at Senate.

### Question from Kuma Buoy:

A course outline operates as a contractual agreement between students and the course instructor. That being said, are course instructors allowed to change the course syllabus and if so how, to what extent would this impact final examinations?

*Response from Vice-Provost D. Hornsby:* Carleton University does treat the syllabus as a contract, but changes can be made to it. For example, the academic calendar makes provisions for changes to the syllabus regarding assessments before the last day of registration. In certain exceptional circumstances, additional changes can be made after that date, provided students receive 2 weeks' notice. It is preferable not to have any uncertainty around the dates for final exams and these would only change under exceptional circumstances.

Question from Emma Peirce:

Given the protocols and groups addressing how to use AI, are there any initiatives towards reviewing the process of reporting academic integrity concerns, more specifically ensuring adherence from a professor point of view to the current policy?

*Response from Vice-Provost D. Hornsby:* Carleton University does encourage Instructors to experiment in the use of artificial intelligence where it makes sense, and in an ethical and responsible manner. Instructors do maintain the responsibility to evaluate students' work. Artificial intelligence can be used to assist with marking, but this must be clearly disclosed with as much advanced notice as possible. Artificial Intelligence cannot be used, however, when Instructors are checking for Academic Integrity offences.

In a follow-up to the response, the Senator noted that one of the main concerns with the Academic Integrity Policy is that it is inconsistently implemented across Faculties, and that the procedures within the policy are not always followed by Instructors when allegations against students are made. In response, it was noted that Instructors are meant to follow the policy but sometimes mistakes are made and the procedures are not followed correctly. Students do have the opportunity to respond, and every effort is made to have their cases dealt with fairly.

Question from Maya Papineau

Senate is legally mandated, as written in Section 22 of the 1952 University Act establishing Carleton University, to:

- “consider and determine all courses of study”;
- “make rules and regulations respecting the conduct and activities of the students of the University”; and

- “make such recommendations as may be deemed proper for achieving the objects and purposes of the University.”

In the same Act, Section 3 states that the objects and purposes of the university are “The advancement of learning”, “The dissemination of knowledge”, “The betterment of its community”, and “The establishment and maintenance of a non-sectarian college” However, I question why decisions and actions have been made of late that can easily be interpreted as in breach of Carleton’s legal obligations. Two specific questions arise from this:

What is the justification for the suspension of programs not being a voting matter with the full body of Senate, whereas program closures have been deemed as such? Program suspensions are within the first clause of Senate’s authority.

*Response from Vice-Provost D. Hornsby:* Since the suspension of admissions does not involve any curricular changes or substantive changes to the program, there is no need for Senate involvement. The pausing of admissions within programs has been occurring for many years, but has only recently been standardized with a process to ensure transparency. It was noted as well that York, Nipissing, Trent, Ottawa, Queens, and Guelph are operating under a similar framework for treating admission suspensions as an operational matter that does not require Senate approval. In the ensuing discussion Senators continued to discuss Senate’s responsibilities under the Carleton University Act, particularly with regards to admissions.

Question from Morgan Rooney & Cristina Ruiz Martin:

As part of its open binder package in September, Senators received its annual report regarding Academic Integrity. While it seemed to tell a largely good-news story about declining Academic Integrity cases, we noticed that there is no data regarding the number of cases that were submitted but then subsequently dismissed, or anything regarding the rationale for cases that have been dismissed. As we understand it, such data are collected at the faculty level but are not accessible to the Registrar’s Office, which assists in the compilation of the annual Academic Integrity report to Senate. Moving forward, can we ensure that 1) this matter is accounted for in the updated Academic Integrity policy and 2) these data (cases dismissed along with reasons for dismissal) included in the annual Academic Integrity report to Senate?

*Response from Clerk of Senate (and Chair of SAGC) Richard Dansereau:* The Ad Hoc Committee on the Academic Integrity Policy is continuing to meet over the next few

months to finalize their draft of the revised policy. These concerns will be communicated to the committee for consideration at their next meeting.

Questions from Laura Madokoro:

1. In the fall of 2024, Senate began a discussion about the position of Senate Chair. This was referred to SAGC for further investigation. Following on the question raised in the September 2025 meeting of Senate, could Senate please have an update on the status of this investigation with a specific date for delivery?

*Response from Clerk of Senate R. Dansereau:* The investigation into this question is continuing and the Senate Office is actively gathering more information to contribute to the report. Since the last Senate meeting, interviews have been held with Secretariat staff members at universities in which the Senate is not chaired by the President, to provide more in-depth information on these practices. These interviews will continue over the next several weeks after which the research will be presented to SAGC and a report will be generated for Senate. At this time a specific delivery date has not been determined, but staff are working as quickly as possible to be able to deliver this report to Senate.

2. During the September 2025 meeting of Senate, there was considerable interest in the question of Artificial Intelligence (AI) and the manner in which Carleton University is engaging with changing technologies and pedagogical practices. During the discussion, there were a number of points that emerged for further clarification.
  - a. How is the university defining AI?
  - b. What policy considerations have been given to agential AI?
  - c. How is the AI Working Group constituted? What mechanisms are in place for Senate to provide input?
  - d. Will the AI Working Group consider amending the existing advice to instructors to include a “no AI” policy (note that the current [advice](#) to instructors begins with a minimum level option that assumes at least some AI will be permitted)?

*Response from Vice-Provost D. Hornsby:*

- a) According to the Government of Canada, Artificial Intelligence (AI) refers to information technology that can perform tasks typically requiring human cognitive

abilities. Common definitions of different types of AI would normally include the following:

- Generative AI is a specific type of AI that relies upon machine learning model algorithms that simulate the decision-making processes of the human brain. Generative AI identifies and encodes the patterns and relationship in large amounts of data, then uses that information to understand users' natural language requests.
  - Large Language Models (LLMs) are a type of generative AI that is trained on massive amounts of text data to generate human-like text and responses. They are powerful tools for understanding, generating and manipulating human language. ChatGPT is one known application.
- b) Agentic AI is a recent phenomenon, and includes tools that will act on your behalf to complete forms, process requests, etc. Common applications include Comet by Perplexity and ChatGPT Atlas. The Working Group on AI in Teaching & Learning will convene to consider recent developments related to agentic AI, its implications for teaching and learning and updates to the guidelines for pedagogical practices. It was noted that if one is using one of these agentic browsers when opening Brightspace, the application will be able to complete quizzes.
- c) The Working Group on AI in Teaching & Learning is composed of 5 Associate Deans, representing each Faculty, 2 Deans (FASS, Sprott), 3 faculty members who are Future learning Innovation Fellows (from FASS, FED and Science), the Canada Research Chair in Governance and AI (from FPGA) and representatives from the Library, Schedule & Examination Services, and TLS. There is also a Working Group on the Acceptable AI Use, comprised of senior leaders, and representatives from the Provost's Office, the Library, ITS, the Office of the Vice-President (Research, Innovation & International). It is chaired by the Vice-Provost (Academic & Global Learning). This working group drafted the Acceptable Use of AI Policy (under review) and provided feedback on a Draft AI Framework for Carleton, which was prepared by the Office of the Vice-Provost (Academic & Global Learning). Both documents have been distributed (as drafts) to the offices of Deans and Vice-Presidents for their review and will come to Senate for consultation and feedback.
- d) Instructors can choose either to integrate AI into their courses or exclude it, according to their learning objectives. Instructors should clearly state their expectations on their course outlines. The minimal use guideline permits students to use AI tools solely for basic word processing tasks such as grammar and spell checks that are already embedded in word processing software. However, beyond these

basic tools, it is up to the individual Instructor to determine whether or not to integrate AI into their courses.

### Questions submitted regarding the proposed Institutional Impartiality Policy

#### Question from Azar Masoumi:

The University has been developing a draft policy on [Institutional Impartiality](#). This policy restricts faculty and academic units in what they can express on websites and official communications. As such, this policy has produced considerable concern regarding academic freedom and norms of self-governance in our University. Would you please clarify: 1) why was this policy developed and what existing problem it is seeking to solve? 2) What will be done with academic units that wish to issue statements in support of a cause or who already have publicly available statements on various issues (for example the Institute of European, Russian and Eurasian Studies' statement condemning [Russia's invasion of Ukraine](#)?)

#### Question from Nir Hagigi:

The "Institutional Impartiality" policy under consideration, previously named the "Institutional non-partisanship" policy, would be the most repressive policy at any Canadian university. It will endanger Carleton University's ability to contribute to its legally mandated objectives of community betterment and the dissemination of knowledge. Unlike policies at other institutions, which only apply to official university-wide communications, Carleton's policy directly impacts faculties, departments, and student groups under CASG. No other policy in Canada even mentions "students." How does the university reconcile this? What punishments will apply if these bodies break the policy? Carleton is situated on the unceded and unsundered lands of the Algonquin people. If this policy passes, does this mean that the institution will ditch its mandate to Indigenous people because it does "not directly affect its core mission or purpose?" The consultation page's FAQ section says that issuing statements on political or public issues "risks marginalizing dissenting views." Is it the university position that views such as "residential schools were not even that bad" or "climate change is a hoax being pushed by Jewish globalists" SHOULDN'T be marginalized?

#### Question from Maya Papineau:

MINUTES – OCTOBER 31, 2025

Why has a wide-ranging “institutional impartiality” policy been developed by the President’s office, with approval authority by the Board of Governors, without informing Senate? This policy will have implications on the legally mandated academic mission of the university and more broadly its objects and purposes.

*Collective response from Chair of Senate and President W. Tettey:* The President began by thanking all who have contributed feedback on the draft policy for their input and engagement. Acknowledging that there have been strong feelings about the draft, he asked Senators to stay true to their commitment to work together in trust, and in particular to avoid misrepresentations of both the draft policy and the consultation process currently underway. He added that consultations are standard practice whenever a new policy is introduced, and are a valuable process for gathering input from the community.

The President then noted that academic units (departments, schools, Faculties) are creations of Senate approved by the Board, and as such are an extension of the administrative arm of the university. The policy seeks to clarify that these administrative units cannot claim to speak for their individual members, who are not a monolith. As an institution, Carleton has an obligation to create space for individuals to share ideas and to speak freely but the institution cannot claim to speak on behalf of all its constituents. Similarly, Chairs, Directors, and Deans cannot claim to speak on behalf of the whole collective of individuals within their units. This is the problem the policy seeks to address.

If the policy is adopted and approved, any existing statements made publicly by units on university websites will be assessed individually and addressed accordingly. However, the process for evaluating and addressing suspected violations of the policy, should it be adopted, has yet to be determined.

In responding to Senator Hagigi’s question, the Chair first clarified that there was no pre-existing institutional non-partisanship policy, and that consultations for the current policy began as conversations with Chairs and other leaders before opening feedback to the greater community. The Chair also confirmed that the policy does not apply to students or student groups such as CUSA, CASG or GSA.

The Chair also noted that the policy is not called a neutrality policy because Carleton will continue to defend fundamental values of equity, diversity and inclusion and

Indigenization, as outlined in Carleton’s policies. He noted also that the draft impartiality policy is not a policy of Senate so will not come to Senate for approval, but that all Senators do have the opportunity to provide feedback through the normal channels, and are encouraged to do so. The deadline for receiving feedback was extended by one week to November 7, 2025.

In the ensuing discussion, some Senators asserted that departments and units should have the right and autonomy to make public statements and to take a public position on an issue. In response the Chair noted that the rights to use Carleton assets, including websites, are not unfettered, and that the university must manage risks to the institution. Under the policy, a group or collective of individual faculty members would be free to take a position on an issue, but departments and units cannot take a public position on behalf of all of their constituents. For example, it would be acceptable to say “Faculty members from the Institute of X would like to express their condemnation of Y,” but it would not be acceptable to say “The Institute of X condemns Y.”

Some Senators also probed the statement that Carleton will continue to defend fundamental core values, asking who determines what those values are, and whether those values could become politicized as they have been (EDI, for example) in the United States. In response it was noted that these values are reflected in Carleton’s Human Rights Policy, other policies, strategic plans, and frameworks that define our institutional principles and reflect our collective commitments.

The Chair thanked Senators for the robust discussion and encouraged those who wish to provide feedback to take advantage of the extended deadline for online submissions.

## 6. Administration (Clerk)

### a. Membership Ratification

The Clerk presented a motion to approve two new members of Senate:

- Brett Tackaberry - Board of Governors representative
- Menna Agha – Faculty member – FED / Architecture

It was **MOVED** (R. Dansereau, N. Hagigi) that Senate ratify the new Senate appointments, as presented, for service beginning immediately.

The motion **PASSED**.

**b. Report on Annual Senate Committee Chairs/Secretaries meeting**

This item was deferred to the next meeting in November, due to time constraints.

**7. Reports:**

**a. Senate Committee on Curriculum Admission and Studies Policy (SCCASP)**

Committee Chair David Mendeloff presented six items for Senate approval and 2 items for information.

Update to advanced standing admission requirements for Nursing program

It was **MOVED** (D. Mendeloff, M. DeRosa) that Senate approves the revisions to Regulations TBD-2262 R-ADM-Program-Nursing B.Sc.N. effective for the 2026/27 Undergraduate Calendar as presented.

The motion **PASSED**.

New general admission regulation permitting direct entry into PhD prog for exceptional applicants.

It was **MOVED** (D. Mendeloff, B. MacLeod) that Senate approve the revisions to Regulations R-GR-2 Graduate General Regulations 2. Admission Requirements and Eligibility effective for the 2026/27 Graduate Calendar as presented.

The motion **PASSED**.

Clarification of some graduate regulations regarding advanced standing

It was **MOVED** (D. Mendeloff, M. Papineau) that Senate approves the revisions to Regulations R-GR-6 Graduate General Regulations: 6. Advanced Standing (Transfer of Credit) effective for the 2026/27 Graduate Calendar as presented.

The motion **PASSED**.

Removal of limit on number of audited courses students in graduate programs can take

It was **MOVED** (D. Mendeloff, Z. Al Attar) that Senate approves the revisions to Regulations R-GR-7 General Regulations: 7 Registration and Course Selection effective for the 2026/27 Graduate Calendar as presented.

The motion **PASSED**.

Clarification of continuous enrolment requirement; students in programs with Master's or PhD thesis must register in their thesis in first term of study

It was **MOVED** (D. Mendeloff, J. Debanne) that Senate approves the revisions to Regulations R-GR-8 Graduate General Regulations 8. Continuous Registration effective for the 2026/27 Graduate Calendar as presented.

The motion **PASSED**.

Clarification of time limits for PhD completion – new definition of doctoral candidacy and course obsolescence

It was **MOVED** (D. Mendeloff, J. Greenberg) that Senate approves the revisions to Regulations R-GR-13 General Regulations 13. Time Limits for Program Completion effective for the 2026/27 Graduate Calendar as presented.

Discussion:

The regulation defines expectations for what doctoral candidacy should achieve. One issue raised in discussion is that the definition might be too restrictive and may not capture some milestones that occur later in the process, such as thesis colloquia. Graduate Studies has agreed to reach out to all programs to identify these extra milestones and include them in program-specific requirements as exceptions to the general regulation.

The motion **PASSED**.

The following items were circulated in advance for information:

- Undergraduate minor modifications from October 2025
- Graduate minor modifications from October 2025

There was no discussion of SCCASP's items for information.

**b. Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair David Hornsby presented for approval one new program approval and three cyclical review reports. An additional item was presented for information.

Items for approval:

### New Program

It was **MOVED** (D. Hornsby, M. DeRosa) that Senate approve the proposed Master's in Mineral Exploration and Resource Management program as presented to commence in Fall 2026.

### Discussion:

A Senator noted that fully online programs such as this one are vulnerable to various academic integrity issues, and asked what protections would be in place, particularly with regards to assessments. It was noted that the online degree is geared towards professionals already working in industry but seeking extra training. Some synchronous opportunities and potential field-based activities will be added to balance the asynchronous components. The Faculty is aware of the issues involved in offering the program online and is developing a number of strategies to mitigate risks.

The motion **PASSED**.

### Cyclical Reviews

These were combined into an omnibus motion, with Senate's approval.

It was **MOVED** (D. Hornsby, A. Bowker) that Senate approve the Final Assessment Reports and Executive Summaries arising from the cyclical reviews of the programs.

The motion **PASSED**.

### Individual motions from the Omnibus:

- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the joint graduate programs in Mechanical and Aerospace Engineering
- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate and undergraduate programs in Applied Linguistics and Discourse Studies
- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate and undergraduate programs in Music

Item for Information – Suspended program admissions

Committee Chair David Hornsby presented for information a list of programs whose admissions have been suspended. Two programs on the list were approved for an extension to admission suspensions for an additional cycle. One program (M. Eng. in Infrastructure Protection & International Security) is suspending admissions for Fall 2026.

**c. Senate Academic Governance Committee (SAGC)**

Committee Chair Richard Dansereau presented one motion to ratify Senate committee nominees and three motions to approve Senate nomination and election procedures.

Committee nominations:

- SQAPC – Dwight Deugo – Science faculty member nominee
- Senate Graduate Student Appeal Committee – Safaa Bedawi – faculty member nominee

It was **MOVED** (R. Dansereau, K. Graham) that Senate ratify the new Senate committee appointments, as presented, for service beginning immediately upon approval.

A Senator asked if faculty members within the Teaching Stream are eligible to serve on the Graduate Student Appeal Committee. The Clerk noted that currently there is no restriction preventing teaching stream faculty members from serving on this committee.

The motion **PASSED**.

Senate Nomination, Election and Appointment Procedures:

Three documents were circulated in advance to Senators, outlining established protocols for internal election procedures, appointments to Senate, and the nomination and election of faculty members to other bodies, including the Board of Governors. The Clerk noted some formatting issues with the first memo included in the binder; a revised memo was subsequently displayed for Senators at the meeting.

It was **MOVED** (R. Dansereau, B. Tackaberry) that Senate approve the Senate Internal Election Procedures, as presented.

The motion **PASSED**.

It was **MOVED** (R. Dansereau, R. Renfroe) that Senate approve the Senate Appointment Procedures for the COU Academic Colleague, Alumni Representative and Clerk of Senate, as presented.

A Senator asked for clarification on the language used for the section outlining the procedure for the appointment of the Clerk of Senate. The Clerk confirmed that Senate votes on the nomination brought forward by the Senate Executive Committee, and can vote to approve or not approve the candidate. If Senate chooses not to approve, the matter would be referred back to the Senate Executive Committee.

The motion **PASSED**.

It was **MOVED** (R. Dansereau, K. Graham) that Senate approve the Senate Procedures for Elections to Other Bodies, as presented.

The motion **PASSED**.

**8. Presentation on Process for Program Closures (D. Hornsby)**

This item was deferred to the next meeting due to lack of time.

**9. EAF Review Update (Provost)**

This item was deferred to the next meeting due to lack of time.

**10. Reports for Information:**

- a. Senate Executive Minutes (September 16, 2025 + E-poll on October 1, 2025)
- b. Strategic Integrated Plan (SIP) Fall 2025 Implementation Report

There was no discussion of these items.

**11. Other Business**

None was identified.

**12. Adjournment**

The meeting was adjourned (E. Gray, J. Debanné) at 4:00 pm.



*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 November 28, 2025 at 2:00 pm  
PK608**

**MINUTES**

**Present:** M. Agha, Z. Al Attar, I. Alma, D. Amundsen, J. Armstrong, M. Bahran, S. Blanchard, A. Bordeleau, A. Bowker, F. Brouard, J. Brunet, N. Bruni, I. Bumagin, A. Butler, J. P. Corriveau, B. Creary, R. Dansereau (Clerk), T. Davidson, J. Debanne, M. DeRosa, S. Duncan, M. El Sayed, A. El-Roby, R. Goubran, K. Graham, E. Gray, J. Greenberg, T. Haats, N. Hagigi, S. Hawkins, X. Haziza, K. Hellemans, D. Hornsby, A. Hurrelmann, S. Joe-Ezigbo, I. Knezevic, A. Kocsis, G. Lachance, G. Lacroix, T. Lewis, B. MacLeod L. Madokoro, J. Mason, A. Masoumi, D. McNair, D. Mendeloff, R. Miller, K. Nyediin Buoy, Y. Ono, M. Papineau, E. Peirce, P. Rankin, R. Renfroe, M. Rivers-Moore, M. Rooney, C. Ruiz-Martin, A. Shotwell, B. Tackaberry, N. Tait, M. Talebi Dastenaeei, W. Tettey (Chair), R. Tfaily, C. Trudel, T. Turbat, M. Vatankhah, G. Wainer, P. Williams, W. Ye

**Regrets:** M. Mullally, H. Nemiroff, B. O'Neill, K. Patel, S. Sadaf, S. Viel

**Absent:** A. Arya, S. Burges, N. Giroux-Laplante, G. Maracle, R. Teather

**Recording Secretary:** K. McKinley

- 
1. The meeting was called to order at 2:00 pm. The Chair welcomed all to the third Senate meeting of the 2025-26 academic year.

It was **MOVED** (K. Graham, Z. Al Attar) that Senate approve the agenda for the meeting of Senate on November 28, 2025, as presented.

The motion **PASSED**.

The Chair reported that a motion related to Item 6(b) would be addressed during Other Business.

2. **Minutes:** October 31, 2025 (open session)

It was **MOVED** (A. Masoumi, M. Papineau) that Senate approve the minutes of the Open Session of the Senate meeting on October 31, 2025, as presented.

The Recording Secretary noted an error in the name of the seconder for the approval of the open agenda in the minutes.

With this change, the motion to approve the minutes as amended **PASSED**.

### **3. Matters Arising**

Senator M. Rooney reminded Senators of a matter arising from the September Senate meeting regarding the number of days Instructors have to complete grading after December exams. Senator Rooney had noted, for example, that because the exam period extends to December 23 in the 2026-27 calendar, some Instructors would have zero business days to complete their work, and would be forced to work over the university closure period to make the grade submission deadline of January 4, 2027.

Vice-President Students & Enrolment Suzanne Blanchard provided an update on this issue. She noted that for 2026-27, the deadline for grade submission for these later exams will be adjusted so that instructors have at least 5 business days to complete the work and submit the grades. She added that the Registrar's Office will take note of and address any similar issues with grade submission dates by extending the deadlines to include at least 5 business days moving forward.

### **4. Chair's Remarks**

The Chair began his remarks by highlighting these recent academic and research achievements in the Carleton community:

- **Jennifer Evans** from the Department of History has been inducted as a Royal Society of Canada (RSC) Fellow for research on misinformation in contemporary authoritarian and populist movements.
- **Elisabeth Gilmore** from the Department of Civil and Environmental Engineering and Norman Paterson School of International Affairs has been named to the College of New Scholars, Artists and Scientists, for bridging engineering and public policy to inform urgent, effective and equitable climate action.

- **Carmen Robertson** from the School for Studies in Art and Culture was recently inducted as an RSC Fellow for her research in contemporary Indigenous arts and constructions of Indigeneity in popular culture.
- **Richard Yu** from the School of Information Technology (cross-appointed to the Department of Systems and Computer Engineering) was inducted as an RSC Fellow for his research into intelligent and autonomous systems, information networks and cybersecurity.

The following researchers were congratulated for appointments to newly created Canada Research Chair (CRC) positions:

- **Kelly Fritsch** from the Department of Sociology and Anthropology – Canada Research Chair in Disability, Health and Social Justice
- **Mohamed Al Guindy** from the Sprott School of Business – Canada Research Chair in in Financial Networks and Business Analytics
- **Sriram Subramanian** from the School of Computer Sciences – Canada Research Chair in Artificial Intelligence
- **Jaisie Sin** from the School of Information Technology – Canada Research Chair in Accessibility and Digital Technology

The Chair reported that this year’s Stanford-Elsevier list has revealed that 93 of Carleton’s researchers are among the top 2% most-cited scholars in the world, an increase from 85 last year. Special mention was made of two Carleton researchers, Biology Professor Steven Cooke, and Mathematics & Statistics Adjunct Professor Daniel Krewski, who are ranked in the top 1% worldwide by citations for field and publication year, in the Web of Science index by Clarivate.

The Chair also congratulated Carleton’s Scientist-in-Residence Richard Ernst, who has received the 2025 Synergy Award for Innovation by the Natural Sciences and Engineering Research Council of Canada (NSERC).

Congratulations were also extended to Professor Mario Santana Quintero, who has been named the UNESCO Chair in Digital Twins for World Heritage Conservation, a first for Carleton and the first in Canada focussed on the World Heritage Convention.

The Chair next reported that the Carleton women’s basketball team struck gold at the 2025 FISU 3x3 Basketball University World Cup in Brasilia, Brazil. The Ravens swept through all five games at the competition to capture the title for the first time in program

history. It is also the first time that a Canadian school has won the University World Cup title.

The Chair then reminded Senators that on December 4 the Faculty of Engineering and Design and the Feminist Institute of Social Transformation will host an event on campus to commemorate Canada's National Day of Remembrance and Action on Violence Against Women. The event, which honours the 14 women killed at École Polytechnique in 1989, will begin at 12:15 pm in the Minto Centre Lobby. Remarks will be followed by a moment of silence and an allyship pledge.

Next, the Chair provided some remarks in response to further questions that were submitted regarding the Task Force for Community Healing and the Draft Policy on Institutional Impartiality.

The Chair noted the tensions and divisions in recent years within Carleton and in the sector, due in large part to geopolitical conflicts and ongoing challenges to equity and inclusion. The Task Force on Community Healing was formed because it became clear, through numerous conversations with various groups across campus, that Carleton's existing structures are not adequate to deal with these issues. The goal of the task force is to first consult with the community to identify the issues of concern, then to seek solutions to them. The Chair added that there is no intentional connection between the Impartiality Policy and the Task Force, though there may be some overlapping themes that emerge.

The Chair next spoke to some questions that have arisen around the proposed Institutional Impartiality Policy. He noted that Carleton is not neutral, and will maintain its commitments to values that were made collaboratively such as EDI /Human Rights Policy and Indigenization. Issues concerning implementation of the policy will be considered on a case-by-case basis within the context of these commitments. He added that on matters that pertain to the entire institution, designated speakers for the university have been identified. Finally, he noted that leaders within the sector have a mandate to be attentive to broader trends in societal attitudes towards universities, and to protect the institution from risk and threats from external forces.

## **5. Question Period**

Four questions were submitted in advance. The first three questions regarding artificial intelligence issues were answered collectively by Vice-Provost David Hornsby.

1) Question from Senator A. Kocsis

The Carleton Senate has taken a stance prohibiting the use of AI to scan student assignments due to copyright concerns and issues of reliability. However, multiple students have reported that some professors are using AI to:

- Develop assignments, tests and examinations without assurance of a proper review by the instructor and;
- Grade student work and generate feedback

Given these reports, what measures are being taken to ensure that AI use by instructors does not undermine the quality of education and what actions are being taken to hold faculty accountable if they are circumventing established policies that are designed to protect students' rights?

2) Question from Senator N. Bruni

As the University is presently defining how AI can intersect in a meaningful and positive manner with the educational experience, many students are fearing the quality of education they are receiving is being eroded by professors overly relying on AI tools to teach their courses. How soon can we expect a University policy dictating the boundaries of AI usage for professors, students, and teaching assistants within the classroom and will there be a community consultation period to allow all community stakeholders (students, professors, and teaching assistants) a chance to share their perspectives?

3) Question from Senator A. Shotwell

Faculty have been advised to, at a minimum, include a "a statement such as" the following in our syllabi for next term: ""As our understanding of the uses of AI and its relationship to student work and academic integrity continue to evolve, students are required to discuss their use of AI in any circumstance not described here with the course instructor to ensure it supports the learning goals for the course." At the bottom of the page elaborating AI statements there is the statement "Note: These draft syllabus statements were developed in collaboration with AI (ChatGPT4.o). AI provided draft rationales for each level of AI use based on the context and goals provided (e.g. university-level, goal of highlighting educational benefits while maintaining academic integrity), developing initial drafts of the statements, and adding specific examples of tools." Was the statement we are being asked to include in our syllabi generated using ChatGPT? If so, why does the shortened statement we are being asked to include not include the information that it was itself generated by text-prediction?

*Response from Vice-Provost David Hornsby: Teaching & Learning Services advises Instructors to use AI tools in courses only when their use supports learning objectives and enhances student learning. TLS offers a variety of resources for Instructors, and encourages instructors to discuss ethical issues related to AI with their students. Instructors are still responsible for the content of course materials, assessments and evaluation of student work. If students have concerns, they are encouraged to communicate these with their Instructor, and if they are not satisfied with the response, to take the matter up with the department Chair.*

*Vice-Provost Hornsby also noted that it is possible that Instructors are using tools that may appear to be AI but are not. For example, in classes with large enrolments, the Instructor may equip their TAs with standardized feedback responses for common issues. Additionally, homework management platforms that employ procedural processes developed by instructors can give the impression of a standardized AI response.*

*He also noted that the shorter syllabus statement in quotation marks (Question #3) was not written with the use or assistance of AI.*

*In response to a follow-up question, Vice-Provost Hornsby confirmed that a draft AI Framework will come to Senate for consultation.*

4) Question from Alexis Shotwell (FASS Faculty Board Constitution)

The Chair of the committee currently revising the FASS Faculty Board Constitution heard that the September 2024 version of our Constitution will once more not be brought to the Senate for approval, apparently because we are in the process of revising it further (I am on the committee doing this work). The issue here is not reasoning - we understand that it might seem cumbersome to approve different versions in too-close proximity. However, this really seems to be an inappropriate overstep – it's not a top-down call to decide whether our revised Constitution is ready or not for Senate approval. It is out of order for that decision to be made on our behalf and without informing us directly; FASS sent it in over a year ago, specifically with revisions needed by the transition to the new form of graduate studies administration, and we have now been refused consideration twice – in the first instance by sending it back to Paul Keen with suggested revisions, and now, after we confirmed that this version is all we wanted to revise at this time, it has not been brought forward. What has been the process for this, can someone clarify the logic, and explain?

*Response from Clerk of Senate Richard Dansereau: The Clerk began his response by clarifying that the Senate Academic Governance Committee consists of 6 faculty members, 2 students and the Clerk of Senate; upper administration does not intervene in the committee's decisions, and there was no "top-down" call from administration to withhold the FASS Constitution. SAGC unanimously decided not to recommend the FASS Constitution to Senate because the constitution contains a significant number of inaccuracies. The Clerk also noted that, via a motion on June 2, 2023, Senate directed SAGC to review all Faculty Board Constitutions and then recommend them to Senate:*

*All Line Faculties and the Graduate Faculty Board should revise their constitutions and/or processes to support the transfer of graduate curriculum approvals. The revised constitutions and/or processes be brought to SAGC for consideration. SAGC will bring the revised constitutions and/or processes to Senate for approval. (Minutes: Senate: 2023/06/02)*

*The motion confirms that SAGC has the authority to review the revised Constitutions before they come to Senate, and that SAGC is the body that brings the Constitutions to Senate for approval.*

*Finally, the Clerk noted that communication has occurred between SAGC and members of the FASS Faculty Board several times, and that SAGC remains willing and able to work with FASS to address outstanding concerns. In response to a follow-up question the Clerk acknowledged that SAGC had received the FASS process for graduate curriculum approvals, but the rest of the Constitution contained too many errors for SAGC to recommend the entire document.*

*The Chair also clarified that while individual Faculty Boards have the right to draft their Constitutions, they must adhere to the parameters for Faculty Board Constitutions established by Senate and outlined in our governing documents. It is SAGC's responsibility to ensure that the Constitutions are aligned with these parameters.*

## **6. Administration**

### **a. Senate Membership Ratification**

The Clerk presented a motion to ratify 3 new Senators:

- Erin Harlan (UG Student – FASS) – service beginning upon approval
- AbdelRahman Abdou (Faculty member – Computer Science) – service beginning upon approval
- Juan Carlos Jimenez (Faculty member – Industrial Design) – service beginning January 1, 2026)

It was **MOVED** (A. Masoumi, N. Hagigi) that Senate ratify the new Senate appointments, as presented, for service beginning immediately upon approval unless otherwise indicated.

The motion **PASSED**.

**b. Report on Annual Senate Committee Chairs & Secretaries Meeting**

The Clerk reported on the 5<sup>th</sup> annual Senate Committee Chairs & Secretaries meeting that was held on October 10, 2025. This annual meeting provides Chairs and Secretaries with an opportunity to connect with each other and with the Senate Office, to share information and best practices, and raise any concerns with the Clerk and members of the Secretariat. Topics discussed at this meeting included the roles and responsibilities of Chairs and Secretaries, effective records management, strategies for onboarding new members and succession planning and an overview of the results of the annual committee survey.

**c. Report on General Faculty Board Meeting**

The Clerk reported that the General Faculty Board (GFB) met on Thursday November 27 from 1:00 – 2:30 pm in the Kailash Mital Theatre. Limited hybrid participation was available for the meeting.

As outlined in the AGU, the GFB is a committee of Senate and serves as a forum for discussion of issues of urgent and general concern to the Carleton community. Membership consists of members of all Faculty Boards combined, with the Clerk of Senate serving as Secretary. Meetings of the GFB may be called by the President or by a petition of at least 25 members. GFB’s authority is limited to passing motions to make recommendations to Senate.

A petition signed by 34 faculty members was received by the Clerk on November 5, requesting a GFB meeting to discuss the proposed new Institutional Impartiality Policy. Notice of the meeting was distributed on November 11 – 12 via emails from Faculty Board Secretaries and an all-faculty email.

Approximately 110 members attended in person, and 32 joined online for a total of 142 attendees. Remarks were provided by President Tettey, outlining the rationale for the draft impartiality policy, General Counsel Richard Sinclair, who provided a summary of the online feedback received, and by Dominique Marshall, President of CUASA, who spoke against the policy.

Following discussion from the floor a motion was brought forward asking Senate to recommend that the Board of Governors reject the proposed Institutional Impartiality Policy. An amendment was proposed to the motion, requesting that Senate also urge the Board not to pursue any such policy. The motion, as amended, passed.

The meeting adjourned at 2:23 pm.

## 7. Reports

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

Committee Chair David Mendeloff presented 5 items for Senate approval and 2 items for information. The items for approval were combined into an omnibus motion.

#### Items for approval – Omnibus motion

It was **MOVED** (D. Mendeloff, M. Papineau) that Senate approve the revisions to the following program regulations effective for the 2026/27 Undergraduate Calendar as presented.

- R-UG-COOP-B.A. Women's and Gender Studies
- R-UG-COOP-B.D.A. Admission and Continuation Requirements
- R-UG-CCOP-B.Economics Admission and Continuation Requirements
- R-UG-3.2.7 Bachelor of Humanities
- R-UG-3.2.7 Bachelor of Journalism & Humanities
- R-UG-3.2.7 Bachelor of Music

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the revisions to Regulations R-UG-COOP-B.A. Women's and Gender Studies Admission and Continuation Requirements

effective for the 2026-27 undergraduate calendar as presented. (introduction of new co-op option to develop experiential learning skills)

- THAT Senate approve the revisions to Regulations R-UG-COOP-B.D.S. Admission and continuation Requirements effective for the 2026/27 Undergraduate Calendar as presented. (addition of specific course requirements to satisfy co-op term eligibility)
- THAT Senate approve the revisions to Regulations R-UG-COOP-B.Economics Admission and Continuation Requirements effective for the 2026/27 Undergraduate Calendar as presented. (addition of 2 new courses to replace 2 courses no longer offered)
- THAT Senate approve the revisions to Regulations R-UG-3.2.7 Bachelor of Humanities and R-UG-3.2.7 Bachelor of Journalism and Humanities effective for the 2026/27 Undergraduate Calendar as presented. (update to the ACE requirements)
- THAT Senate approve the revisions to Regulations R-UG-3.2.7 Bachelor of Music effective for the 2026/27 Undergraduate Calendar as presented. (update to ACE requirements)

Items for Information:

- Undergraduate & Graduate Minor Modifications
- Academic Schedule for 2026-27

Discussion:

The Committee Chair noted that some courses in the minor modifications table are connected with major modifications yet to come but were inadvertently included in the binder. These are conditional on the approval of the Quality Assurance Council.

A Senator raised a concern regarding music department course deletions listed in the minor modifications document, particularly those related to opera, chamber music, composition, theatre and globalization. They asked for more context and clarification regarding these decisions.

The Dean of FASS provided a response from the Department of Music. She noted that in 2020 Music embarked on a multi-year systematic review of the Bachelor of Music program with the goal of redesigning the curriculum to better reflect commitments to EDI and social justice. Extensive consultations were

conducted with students, instructors and support staff, and the additions, deletions and revisions submitted this year represent the final stage of the process.

Some courses in Western Art Music have been retired, but other new courses have been introduced to strengthen offerings in Western Art Music, including opera and chamber music. Additionally, special topics courses allow faculty and students to explore aspects of Western Art Music in greater depth also ensuring breadth and flexibility in the curriculum. The intention is to preserve and enhance student opportunities to engage with many musical traditions, including Western Art Music, which is now situated within a more inclusive and forward-looking program.

Finally, the committee Chair noted that for the 2026-27 academic schedule SCCASP was not able to accommodate a study break between the last day of classes and the beginning of the exam period in the Fall 2026 semester. Scheduling and exam services will be made aware and will take this into consideration.

**b. Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair David Hornsby presented 4 major modifications for Senate approval, 2 cyclical program reviews for approval, and one memo on suspended program admissions for information. The major modifications and cyclical reviews were each combined into omnibus motions.

Major Modifications:

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

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the deletion of the graduate concentration in Arts Management as presented with effect from fall 2026
- THAT Senate approve the introduction of ECMP 5015 as presented with effect from Fall 2025
- THAT Senate approve the degree change in Economics from an MA to an MSC as presented with effect from Fall 2026
- THAT Senate approve the major modification to MUSI5909 as presented with effect from Fall 2026.

Cyclical Program Reviews:

It was **MOVED** (D. Hornsby, N. Hagigi) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Program reviews included in the Omnibus:

- Graduate programs in Sustainable Energy
- Graduate & Undergraduate programs in Women's and Gender Studies

Memo for Information: Suspended Program Admissions

Senate was informed of suspended admissions for the Post-Baccalaureate Diploma in Economics (for Fall 2026) and an extension of the suspended admissions for the minor in Health Sciences (Fall 2027).

**c. Senate Academic Governance Committee**

Committee Chair Richard Dansereau presented motions for the approval of updates to two Senate standing committees: the Senate Committee on Medals and Prizes, and the Senate Committee on (Undergraduate) Student Awards.

It was **MOVED** (R. Dansereau, K. Graham) that Senate approve the revised Terms of Reference for the Senate Committee on Medals & Prizes, as presented.

Discussion:

In response to a question, the Clerk confirmed that changes were made to the membership to reflect current practice and to update the titles of some of the members. Resources were added as they attend all meetings and contribute important information for the committee.

The motion **PASSED**.

It was **MOVED** (R. Dansereau, S. Blanchard) that Senate approve the revised Terms of Reference for the Senate Committee on Undergraduate Student Awards, as presented, and that the committee be renamed the Senate Committee on Student Awards.

Discussion:

Many of the changes listed in the memo result from the addition of graduate student award oversight to the list of committee responsibilities, and include expansion of committee membership and a new name for the committee, in addition to updating member titles and editing language for greater clarity.

The Clerk requested two small amendments to be made to the TOR prior to the Senate vote. “Donor-endowed scholarships” in the first paragraph of the TOR should be changed to “Donor-funded scholarships” since not all of the scholarships the committee deals with are endowed. Also, the word “prizes” at the end of the paragraph should be changed to “awards,” which is the more appropriate term.

With these changes, the motion, as amended, **PASSED**.

**d. Senate Executive Committee**

The Clerk of Senate presented this item. The Senate Executive Committee presented a motion to approve a temporary replacement for the current COU Academic Colleague (Kim Hellemans) who will be on leave from January 1, 2026 to June 30, 2026. The committee is recommending Professor Paul Wilson for this role.

It was **MOVED** (R. Dansereau, J. Greenberg) that Senate approves the appointment of Professor Paul Wilson as COU Academic Colleague from January 1, 2026 to June 30, 2026, as a temporary replacement for Senate Kim Hellemans while she is on leave.

The motion **PASSED**.

**8. Presentation on Process for Program Closures**

Vice-Provost David Hornsby shared a presentation outlining the process for closing programs. Under the current Institutional Quality Assurance Process (IQAP), closure of programs is considered a Track A1 major modification that requires the completion of an Executive Summary.

The Executive Summary provides a description of the change and rationale for the program closure, including enrolment statistics if applicable, effective date and proposed replacement for the program. An account of the impact of the closure on other programs, units, courses, service teaching, TAs and students is also included in the Executive

Summary. Finally, the Executive Summary must also include an account of the impact of the closure on resources, including administrative support, space, and financial implications, and a transition plan for current students.

The Executive Summary is reviewed by the Office of Academic Programs and Strategic Initiatives (APSI), the Dean of the Faculty and the Vice Presidents Academic and Research Committee (VPARC) to ensure compliance with the IQAP and Senate regulations. Once this step is complete and the courseleaf information has been entered, the documentation continues through the approval process, which includes (in order) the unit Chair, Dean, Curriculum Committee of the Faculty, Faculty Board, SCCASP, SQAPC and Senate. The closure is also included in annual reports to the Board of Governors and the Quality Council.

There were no questions from Senators.

## 9. Motion from Senator Jody Mason

Senator Jody Mason submitted the following motion for Senate's consideration:

*Whereas motions for the approval of new programs come to Senate with the full documentation from the Quality Assurance process (a document that is often very lengthy and that includes information about unit- and faculty-level deliberations),*

*and whereas the current practice for presenting motions related to program closures makes it difficult for Senators to know exactly what they are voting for (such motions tend to appear with a very limited rationale),*

*it was **MOVED** (J. Mason, L. Madokoro) that any motion related to the closure of a program at the undergraduate or graduate level (including certificates and diplomas but excluding minors, concentrations, and collaborative specializations) be accompanied with a fulsome rationale that includes:*

1. *A description and principal rationale for the program closure, including enrolment figures since the last cyclical program review as applicable*

2. *A description of how resources have affected the decision to close, including:*

- *faculty resources*
- *administrative support*
- *space*
- *financial considerations*

3. *Impact on Other Programs and Students including impact on courses, service teaching, TAs and experiential opportunities*

Senator Mason noted that the intent of the motion is to ensure that a robust process is in place so that Senators receive the data and information required to make an informed decision regarding the approval of program closures. She added that the current motion is the result of a collaborative effort with Vice-Provost David Hornsby to ensure that the motion aligns with the IQAP and current procedures.

A Senator noted some concerns with potentially sensitive information coming to Senate and being publicly posted as part of the information requirements. They cited recent requests made to the Senate Office to remove CVs and other confidential information that had been included in a SQAPC appendix and posted on the Senate website. The Chair of SQAPC responded that information provided for program closures would not normally contain any confidential information on faculty members or other individuals. However, moving forward, the SQAPC binders for new programs and program closures will be monitored for any potential risk in this area.

The motion **PASSED**.

#### **10. Efficiency and Accountability Fund (EAF) Review Update**

Provost Pauline Rankin provided Senators with an update on the EAF Review Process. The Provost reminded Senators that earlier this year the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) mandated Carleton's participation in a third-party efficiency and accountability review. The EAF Review involves numerous institutions in both college and university sectors, including Carleton. Deloitte was selected as Carleton's third-party consultant to carry out the review.

The EAF Review is comprehensive in scope and covers the following areas:

- Governance, Administration and Student Services
- Academic Programming
- Physical Assets and Facilities
- Collaborative Procurement
- Revenue Generating Opportunities

The ministry is also requiring universities participating in this cycle of the review to present a balanced budget scenario in a 5-year timeline.

A preliminary report was submitted to MCURES in October with a management letter expressing concerns with the exercise. The report outlines a list of opportunities and an overview of Carleton's financial landscape with three 5-year financial scenarios:

- Scenario 1: A baseline position, with no interventions
- Scenario 2: A challenging scenario, with some interventions, but not balanced
- Scenario 3: A more aggressive scenario to bring Carleton closer to a balanced budget

The financial model of Scenario 2 would yield savings of \$30M over 5 years in strengthening strategic alignment, \$1M optimizing operations and \$2M in alternative revenue generation but would still result in an operating deficit of \$52M and the use of \$271M of reserves.

Scenario 3 would yield a financial benefit of \$42M in strengthening strategic alignment, \$4M in optimizing operations, and \$3M in alternative revenue generation, but with an operating deficit of \$37M while using \$229M of reserves. Current reserves that are readily available total \$291M; both scenarios would almost completely deplete these.

To strengthen strategic alignment, opportunities have been identified in recruitment, offering non-credit programming (professional development courses), program costing, and changes to the scholarships grid.

In optimizing operations, the opportunities identified in the review include IT consolidation and standardization, complaint triage (improvements in process to assist and resolve labour disputes), and group procurement in coordination with other universities. For alternative revenue generation, opportunities included charging more for miscellaneous fees, using ancillaries to contribute to operations, and cell tower leases.

Non-financial efficiency improvements and opportunities identified include better governance training, a review of the internal billing and chargeback process, consolidated budgeting, an improved HR information system, and space optimization.

Conclusions drawn from the primary report show that only 4% of the net financial benefit in the aggressive scenario would derive from optimizing the university's operations; most would be driven by revenue generation opportunities. This confirms that Carleton's

operations are already highly efficient, and that the source of our financial challenges is driven by revenue constraints rather than inefficiency.

The final EAF report and implementation plan will be presented to the Board of Governors for endorsement in December, before submission to MCURES in January. Senate will be updated in the new year regarding the final report and implementation plan.

In response to a question, the Provost confirmed that all universities in this current review cycle are expected to submit a balanced budget scenario and for the October report Carleton was the only university that did not do so. This approach was meant to prove a point that the balanced budget scenario was unworkable.

A Senator asked for an update on advocacy efforts. The Provost confirmed that COU has been advocating constantly and lobbying the government on this issue. She added that it is unlikely that tuition will be unfrozen in the short term, but there may be some future flexibility in the funding framework.

The Academic Colleague noted that COU is embarking on a public campaign targeting employers, businesses and communities to change public perception of universities and to show their value.

In response to a question from another Senator, the Provost remarked that although the Ministry is providing some extra funding for STEM programs, this increased funding should not come at the expense of other programs. Data confirm that the majority of Carleton graduates from a variety of programs are finding jobs in their fields within 6 months, and not all of these jobs are in STEM. Universities are continuing to advocate for the value of sustaining comprehensive institutions.

## **11. Reports for Information**

The following reports were submitted for information:

- a) Senate Executive Committee minutes (October 21, 2025)
- b) Report from COU Academic Colleague
- c) Report on the Senate Governance Workshop (September 12, 2025)

There were no questions and there was no discussion of these reports.

## **12. Other Business**

The General Faculty Board meeting on November 27 resulted in a motion for Senate. This motion was submitted to the Clerk for potential consideration at this Senate meeting, although it was not added to the agenda since it did not meet the 10-day notice of motion requirement.

According to the Senate Rules of Order, a motion may be considered without proper notice if all of the following conditions are met:

- The motion has been received by the Clerk at or before the start of the meeting.
- The motion responds to circumstances that developed after the date for proper notice;
- The action specified in the motion cannot be delayed to permit consideration at the next meeting of Senate;
- The motion addresses an issue of importance to the university; and
- A 2/3 majority of those present agrees to waive the requirement for the notice after hearing the motion read.

The Chair then presented the motion for consideration of these conditions:

MOTION: The General Faculty Board recommends to Senate that Senate recommends to the Board of Governors that they reject the proposed (November 2025 draft) Impartiality Policy, and not pursue any such policy.

The Chair ruled that the first 4 conditions for waiving the notice of motion have been met, and he called for a motion for Senate to vote on waiving the notice of motion.

It was **MOVED** (M. Rivers Moore, J. Mason) that Senate waive the 10-day notice of motion for the motion submitted by the General Faculty Board related to the Impartiality Policy. The motion **PASSED UNANIMOUSLY**.

With the notice-of-motion waived, the Chair then called on a mover and seconder for the GFB motion.

It was **MOVED** (A. Shotwell, A. Masoumi) that upon recommendation by the General Faculty Board, the Senate recommends to the Board of Governors that they reject the proposed (November 2025 draft) Impartiality Policy, and not pursue any such policy. The motion was **DEFEATED**.

**13. Adjournment**

The meeting was adjourned (R. Miller, D. Hornsby) at 3:53 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 January 30, 2026 at 2:00 pm  
PK608**

**MINUTES**

**Present:** A. Abdou, B. Appel Kuzmarov (acting for R. Goubran), D. Amundsen, M. Bahran, S. Blanchard, F. Brouard, J. Brunet, I. Bumagin, S. Burges, P. Corriveau, R. Dansereau (Clerk), M. DeRosa, J. Drake, S. Duncan, M. El Sayed, M. Francoli, N. Giroux-Laplante, K. Graham, E. Gray, J. Greenberg, E. Harlan, X. Haziza, D. Hornsby, J. Jiménez Garcia, I. Knezevic, G. Lachance, G. Lacroix, N. Laporte, J. Mason, A. Masoumi, D. McNair, D. Mendeloff, R. Miller, H. Nemiroff, K. Nyediin Buoy, M. Papineau, P. Rankin, R. Renfroe, M. Rooney, C. Ruiz-Martin, S. Sadaf, A. Shotwell, S. Simpkin (acting for A. Butler), B. Tackaberry, N. Tait, W. Tettey (Chair), C. Trudel, S. Viel, G. Wainer, P. Williams, P. Wilson, W. Ye

**Regrets:** Z. Al Attar, I. Alma, J. Armstrong, A. Bordeleau, A. Bowker, J. Debanné, A. El-Roby, N. Hagigi, A. Hurrelmann, A. Kocsis, T. Lewis, B. MacLeod L. Madokoro, G. Maracle, K. Patel, E. Peirce, M. Rivers-Moore, R. Tfaily, T. Turbat

**Absent:** M. Agha, A. Arya, N. Bruni, T. Davidson, S. Hawkins, S. Joe-Ezigbo, M. Mullally, M. Talebi Dastenaiei, M. Vatankhah

**Recording Secretary:** K. McKinley

- 
1. The meeting was called to order at 2:01 pm. The Chair welcomed all to the first Senate meeting of 2026. He thanked Senators and members of the Carleton community for the warm welcome he has received over the past year, since his tenure at Carleton began in January of 2025.

The Chair then acknowledged and welcomed the following new Senators:

- Mary Francoli, who has assumed the role of Interim Dean of the Faculty of Public & Global Affairs

- Paul Wilson, who is serving as the Interim COU Academic Colleague while Kim Hellemans is on sabbatical
- Nathalie Laporte who is rejoining Senate as a Board of Governors representative
- Ali Arya, who is the new Director of the School of Information Technology
- Jennifer Drake, the new Faculty Board Secretary for Engineering
- Juan Carlos Jiménez Garcia, representing the School of Industrial Design while Tim Haats is on parental leave.

The Chair acknowledged the passing of several Carleton community members:

- Professor Emerita Dr. Katherine Graham, a distinguished scholar, leader and mentor whose work profoundly influenced public policy, governance, community development and Indigenous affairs in Canada. Dr. Graham also served as Dean of the Faculty of Public Affairs, and held many key roles in Carleton community-university partnerships;
- Madeleine Kētēskwew Dion Stout, a nehiyaw / Cree registered nurse, scholar and Indspire Laureate; and
- Professor Glenn McRae from the Department of Mechanical and Aerospace Engineering.

The Chair offered condolences to friends, family and colleagues of these departed members of the Carleton community.

Following a reminder on meeting procedures, the Chair turned to the proposed agenda for the meeting.

It was **MOVED** (E. Gray, F. Brouard) that Senate approve the agenda for the meeting of Senate on January 30, 2026, as presented.

The motion **PASSED**.

## 2. **Minutes:** November 28, 2025

It was **MOVED** (J. Greenberg, D. Hornsby) that Senate approve the minutes of the Senate meeting on November 28, 2025, as presented.

The following errors were noted in the minutes:

- Attendance Record: Senator I. Bumagin should be marked as present.

- Matters Arising: Response from VPSE should apply to scheduling issues moving forward, rather than just the 2026-27 dates.
- Page 10 (SCCASP) Discussion: Last sentence of the first paragraph should read “These are conditional on the approval of the Senate Quality Assurance and Planning Committee.”

With these corrections to the minutes, the motion **PASSED**.

### 3. Matters Arising

None were identified.

### 4. Chair’s Remarks

The Chair began his remarks by congratulating the following staff and faculty members on receiving Mitacs International Mobility Awards:

- **Jennifer Evans** from the Department of History for her work on tracing how LGBTQIA+ individuals, from past to present, have built liveable lives through community-building, mutual care, and political self-organization;
- **Mike Hildebrand** from the Department of Neuroscience, for advancing innovative human spinal cord tissue preclinical pain assays that support new treatment strategies and drug discovery; and
- **Amedeo D’Angiuli & Dr. Vivian Lee, Ph.D.** from the Department of Psychology, for their work towards a pan-Canadian and European study on the longitudinal effects of environmental exposure on autism and related neurodivergent conditions.

The Chair next reported on six members of the Carleton Community appointed to the Order of Canada:

- The Honorable **Rosalie Silberman Abella** who received an honorary doctorate from Carleton in 2005, was named a Companion of the Order. Abella was appointed to the Supreme Court of Canada in 2004, and has been widely recognized as a voice for constitutional and human rights law.
- Former Carleton President **Roseann Runte** was promoted to Officer of the Order of Canada. President Runte is a visionary leader whose work at Carleton and the Canada Foundation for Innovation has strengthened institutional excellence and advanced Canada’s global research competitiveness.

- The Honourable **Janice Charette** was named an Officer of the Order. Charette is an alumna of the Sprott School of Business, recipient of an honorary doctorate from Carleton in 2023, and a highly distinguished former public service and diplomat.
- Professor Emerita **Susan Phillips** was named a member of the Order. Phillips is an alumna of Carleton, Professor Emerita in the School of Public Policy & Administration and founder of Carleton's Master of Philanthropy and Nonprofit Leadership, which is Canada's only graduate program in philanthropy.
- **Penny Dorothy Collenette**, alumna of the Faculty of Public and Global Affairs was named a member of the order. Collenette is a prominent Canadian lawyer, educator and public commentator, an expert in public policy and an advocate for women in leadership.
- **Reesa Greenberg**, former adjunct professor of art history at Carleton was named a member of the Order. Greenberg is known for her pioneering work in feminist and exhibition studies.

The Chair then announced that Carleton has become the first North American institutional member of the Sustainability Transitions Research Network (STRN), an international network of scholars and practitioners advancing the work toward a more sustainable society.

Finally, the Chair reminded Senators of the upcoming annual Service Excellence Awards Celebration on February 19, and encouraged all to attend.

## 5. Question Period

Three questions were submitted in advance by Senators.

### Question from Senator Jody Mason

The draft AI framework uses the language of "framework" but the verbal mood of a policy. Could the following questions be clarified, please?

Since this is a framework and not a policy, its guidelines cannot be enforced. Is this correct? If these are guidelines only and this is not an enforceable policy, why are imperative statements such as the following employed? Under "teaching," instructors are told to "embed AI competencies in teaching activities and materials to prepare graduates for the use of AI beyond university."

*Response: Vice-Provost David Hornsby noted that examples within the framework are provided as suggestions, not mandatory requirements. As the framework is currently*

*under consultation, feedback can be used to revise the language to be less imperative. In response to a follow-up question, Vice-Provost Hornsby acknowledged that the current draft has not captured the need for critical reflection on Artificial Intelligence and the need to integrate AI literacy into the classroom. He concluded by affirming that a revised Framework will be presented to Senate for further deliberation in the coming months.*

#### **Question from Azar Masoumi**

Carleton University's previous Human Rights Policy (in effect May 2001-Jan 2025) included a robust definition of academic freedom. This definition has been removed from the policy since the 2025 revisions (see current policy [here](#)). As a result, the definition of academic freedom on our campus now fully and solely relies on negotiated clauses in various collective agreements. This situation has not only led to differential protections for CUASA and CUPE colleagues, but has also left students without any protected right to academic freedom.

Would you please clarify: 1) Why was the definition of academic freedom removed from the Human Rights policy? 2) How does the university intend to ensure consistent and equal access to academic freedom for all members of our campus?

*The Provost responded to this question. She noted that because academic freedom is not a protected human right as defined by the Human Rights code, it was removed from the revised Human Rights Policy. Instead, the current Human Rights Policy refers the community to the collective agreements for CUASA, CUPE 4600 (units 1 and 2) and PSAC 77000 (for postdoctoral fellows). Student rights & responsibilities around these issues are addressed in the Student Rights & Responsibilities Policy and also in the Freedom of Speech Policy. In addition, to add clarity, a definition of academic freedom was added to the Carleton University website (<https://carleton.ca/about/history/commitments>). This definition from Universities Canada affirms that academic freedom is fundamental to our academic mission.*

*The Provost added that a benchmarking study demonstrated that Carleton's approach to communicating academic freedom is in line with other institutions. Only two other universities in Ontario include academic freedom in their Human Rights Policy (Algoma and Guelph). York, TMU, Windsor, and Laurier have the definition only embedded in collective agreements. University of Ottawa, like Carleton, has made a similar commitment to academic freedom on its website.*

*In a follow-up to the question a Senator noted that the definition of academic freedom differs from one collective agreement to another, and that there appears to be no protection of students' academic freedom. They asked whether a single unified definition or policy on academic freedom would address this issue. The Chair responded that as a member of Universities Canada, Carleton is required to meet certain obligations, including the guarantee of Academic Freedom and to demonstrate that obligation. The definition provided by Universities Canada that Carleton has adopted and posted on the website covers all communities, and the collective agreements show that these are demonstrable and binding. Students' rights are also covered by the Free Speech Policy which states that "faculty, students and staff may not prevent, obstruct or interfere with the freedom of others to express their views." It was noted that any policy would not override what is stated and provided in the collective agreement; the process for dealing with complaints is outlined in the collective agreements (for CUASA and CUPE) and in the Free Speech Policy (for students). Another Senator noted that the collective agreement would not necessarily prevent the development of a policy on academic freedom and that there are cases such as the Sexual Violence policy, where a university policy and process exist in addition to the process that is specific to union members and outlined in their collective agreement.*

*Senators continued to debate the usefulness of creating a policy and the process for developing, it before concluding the discussion.*

#### **Question from Laura Madokoro**

Could Senate please have an update on the work of the Presidential & Provostial Task Force on Community Healing, Rebuilding and Belonging? In particular, I would like to know how invitations to participate will be organized? Will individuals have an opportunity to present or submit their views and share their experiences or is input being solicited on an organizational basis e.g. CUASA? Senate?

*The Chair introduced AVP Indigenous Teaching, Learning and Research, Kahente Horn-Miller, Chair of the Task Force, to respond to this question. Chair Horn-Miller noted that the Task Force held their second meeting on January 21, 2026, to discuss implementing their mandate. The Elder Advisory Group was invited to join the meeting, and through a consensus decision making process it was agreed that:*

- *The list of terms/definitions needs to be clarified and should be available online.*
- *The terms "healing" and "belonging" need to be included in the list of definitions.*

- *The consultation process should include multiple engagement mechanisms such as surveys, town halls, one-on-one and unit consultations plus online portals for community input.*
- *More time is needed for the Task Force to complete its mandate.*

*It was suggested that the next steps for the Task Force should include clarifying the list of terms and defining the questions that will be used for the consultation process.*

*In response to a follow-up question, Horn-Miller noted that people on the Task Force are there as individuals and are not considered representatives of a particular group. Additionally, all those who have been invited to the meeting are free to contribute to the discussion.*

*The Chair thanked AVP Horn-Miller for the response and for the update.*

## **6. Administration**

### **a. Senate Membership Ratification**

The Clerk presented a motion to ratify Jennifer Drake as the new Faculty Board Secretary from FED.

It was **MOVED** (R. Dansereau, G. Wainer) that Senate ratify the new Senate appointment, as presented, for service beginning immediately upon approval. The motion **PASSED**.

### **b. Convocation Dates 2028-2030**

The Clerk presented a motion for Senate to approve the following June Convocation dates:

- June 12 – 16, 2028
- June 11 – 15, 2029
- June 10 – 14, 2030

It was **MOVED** (R. Dansereau, S. Blanchard) that Senate approve the Convocation dates, as presented. The motion **PASSED**.

The Clerk reminded Senators that Fall Convocation has been suspended as of 2025, and the June 2026 Convocation ceremonies will be expanded to accommodate the Fall 2025 graduates.

## 7. Reports

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

Committee Chair David Mendeloff presented 2 items for Senate approval and 4 items for information. The items for approval were combined into an omnibus motion.

#### Items for approval – Omnibus motion

It was **MOVED** (D. Mendeloff, D. Hornsby) that Senate approve the revisions to the following program regulations effective for the 2026/27 Undergraduate Calendar as presented.

- R-UG-3.2.7 Bachelor of Architectural Studies
- R-UG-Additional Regulations for B.Sc.

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the revisions to Regulations R-UG-3.2.7 Bachelor of Architectural Studies effective for the 2026/27 Undergraduate Calendar as presented. (change to the ACE requirements)
- THAT Senate approve the revisions to Regulations R-UG-Additional Regulations for B.Sc. effective for the 2026/27 Undergraduate Calendar as presented. (addition of biochemistry and physics courses to experimental science requirements for the B.Sc.)

#### Items for Information:

- Undergraduate Minor Modifications (Dec 2, 2025; Dec 16, 2025; Jan 20, 2026)
- Graduate Minor Modifications (Jan 20, 2026)

### b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented one new program and 34 major modifications for Senate approval, plus one memo on suspended program admissions for information.

New Program Approval: new B.Eng in Systems Security Engineering: This new undergraduate program focuses on the analysis, evaluation and design of secure computer communications and distributed systems. It will be a 4-year program (5 years with COOP).

It was **MOVED** (R. Miller, C. Trudel) that Senate approve the proposed B.Eng in Systems Security Engineering program as presented, to commence in Fall 2027.

A Senator asked for more clarity regarding resources (pending retirements, hiring of new faculty) mentioned in the documentation. The Committee Chair noted that resource requests are submitted as part of the normal process, and these projections are contingent upon enrolment.

The motion **PASSED**.

Major Modifications:

The committee Chair presented motions to close three programs:

It was **MOVED** (D. Hornsby, G. Lacroix) that Senate approve the closure of the Certificate in Multidisciplinary Studies in Mental Health and Well-Being as presented with effect from Fall 2027.

It was noted that the unit requested the deletion due to lack of resources, low enrolment and content overlap with the stream.

The motion **PASSED**.

It was **MOVED** (D. Hornsby, M. Papineau) that Senate approve the closure of the type 3 (stand-alone) Graduate Diploma in Work and Labour as presented with effect from Fall 2026.

The decision was taken to request this closure as it did not receive Ministry approval due to a perception that it did not have sufficient labour market value.

The motion **PASSED**.

It was **MOVED** (D. Hornsby, M. Papineau) that Senate approve the closure of the Graduate Diploma and concentration in Indigenous Policy and Administration as presented with effect from Fall 2026.

The unit has requested closure of the program due to low enrolment and loss of a faculty member.

The motion **PASSED**.

The committee Chair then presented an Omnibus Motion for the remaining 31 major modifications:

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

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the deletion of the minor and concentration in Drama Studies as presented with effect from Fall 2026
- THAT Senate approve the major modification to the Beng Environmental Engineering program as presented with effect from Fall 2026
- THAT Senate approve the BSc Nursing program as presented with effect from Fall 2025
- THAT Senate approve the introduction of the Direct Entry option to the PhD program in Physics as presented, with effect from Fall 2026
- THAT Senate approve the major modification to the PhD program in Physics as presented with effect from Fall 2026
- THAT Senate approve the major modification to the MA program in Canadian Studies as presented with effect from Fall 2026.
- THAT Senate approve the introduction of the advanced completion option to the Master of Public Policy and Administration with Collaborative Specialization in Climate Change as presented with effect from Fall 2026.
- THAT Senate approve the major modification to NURS 3201 & 4200 as presented with effect from Fall 2026
- THAT Senate approve the major modification to the MA program in Sociology with a concentration in Quantitative Methodology as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the Bachelor of Music program as presented with effect from Fall 2026

- THAT Senate approve the major modification to CRCJ 4908 as presented with effect from Fall 2026
- THAT Senate approve the addition of the accelerated pathway to the MASc and MEng programs in Building Engineering as presented with effect from Fall 2026
- THAT Senate approve the major modification to the PhD program in Building Engineering as presented with effect from Fall 2026
- THAT Senate approve the major modification to the PhD program in Civil Engineering as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the PhD program in Environmental Engineering as presented with effect from Fall 2026
- THAT Senate approve the major modification to the MA program in International Affairs as presented with effect from Fall 2026
- THAT Senate approve the major modification to the MA program in Migration and Diaspora Studies as presented with effect from Fall 2026
- THAT Senate approve the addition of the collaborative specialization in Data Science to the MASc programs in Mechanical, Aerospace and Materials Engineering as presented with effect from Fall 2026
- THAT Senate approve the major modification to the B.Eng program in Communications Engineering as presented with effect from Fall 2027
- THAT Senate approve the major modification to the PhD program in Biology as presented with effect from Fall 2026
- THAT Senate approve the major modification to the PhD program in Chemistry as presented with effect from Fall 2026
- THAT Senate approve the major modification to the PhD program in Earth Sciences as presented with effect from Fall 2026
- THAT Senate approve the major modification to the BJHum program as presented with effect from Fall 2026
- THAT Senate approve the major modification to the PhD program in Mathematics and Statistics as presented with effect from Fall 2026
- THAT Senate approve the major modification to the MCS program as presented with effect from Fall 2026
- THAT Senate approve the addition of BUSI 5993, 5994, and 5996 as presented with effect from Fall 2026
- THAT Senate approve the introduction of the stream in Financial Planning to the B.Com. program as presented with effect from Fall 2026
- THAT Senate approve the major modification to the PhD program in Computer Science as presented with effect from Fall 2026
- THAT Senate approve the major modification to the MSc program in Physics – Stream in Modern Technology as presented with effect from Fall 2026

- THAT Senate approve the major modification to the master’s programs in Data Science, Analytics and Artificial Intelligence as presented with effect from Fall 2026
- THAT Senate approve the major modification to the Master of Human Computer Interaction and the introduction of HCIN 5903 as presented with effect from Fall 2026

Memo for Information: Suspended Program Admissions

Senate was informed of suspended admissions for the MBA weekday in-person program and the Graduate Diploma (Type 2 & 3) in Architectural Conservation. Requests were made by the units, approved by the Deans and Vice-Provost (Academic & Global Learning), and all appropriate administrative steps were taken by Admissions, the Registrar’s Office and Graduate Studies.

Admissions to programs will be suspended for 2 admission cycles. Any modifications relating to program reinstatement or closure will be brought to Senate for approval.

**c. Senate Academic Governance Committee (SAGC)**

Committee Chair Richard Dansereau presented a motion to ratify new Senate committee members.

It was **MOVED** (R. Dansereau, C. Ruiz-Martin) that Senate ratify the Senate committee nominees as presented, for service beginning immediately upon approval.

The Clerk requested an amendment to the memo to add a graduate student nominee for the Senate Student Academic Integrity Appeals Committee. SAGC voted to recommend the nomination at its meeting on January 27.

Proposed nominations:

- Hamza abo el Ella (Faculty member, FED) for Senate Committee on Student Awards
- Lisa Mills (Faculty member, FPGA) for Senate Committee on Student Awards
- Katelyn Vezina (Graduate Student) for Senate Student Academic Integrity Appeals Committee

The motion, with the amended memo, **PASSED**.

### Engineering Faculty Board Constitution

SAGC Chair Richard Dansereau presented a motion to approve a new Engineering Faculty Board Constitution. The Constitution was created in accordance with the new Faculty Board Constitution template created by the Secretariat Office. SAGC undertook a thorough review of the EFB Constitution in 2025, and is recommending its approval by Senate.

It was **MOVED** (J. Drake, R. Miller) that Senate approve the Engineering Faculty Board Constitution, as presented.

The motion **PASSED**.

#### **d. Senate Review Committee – Enrolment Update**

The Chair of the Senate Review Committee, Gabriel Wainer, reported that the committee met on January 16 to review the Fall 2025 Enrolment Report. Committee members drafted a series of questions for the VP Students & Enrolment (VPSE) based on their review of the report. These questions were included with the Enrolment Report in the meeting binder, and will be addressed by the VPSE in her presentation.

The Chair then recognized VPSE Suzanne Blanchard, who presented the report to Senators.

Undergraduate Provincial Count: Domestic new undergraduate enrolment has seen an increase of 1% and international enrolment has decreased by 23% since 2024; in both cases, this represents a better scenario than had been projected last year. Continuing enrolment is flat for domestic and decreasing in international.

*SRC Question: Is our domestic enrolment still within the corridor set by the government? Generally, what is the projection for domestic enrolment growth moving forward? Is the corridor model sustainable?*

In our previous Strategic Mandate Agreement (SMA3), Carleton remained either at or above the corridor ceiling every year. As a result, Carleton renegotiated the corridor to be higher in SMA4. Currently, Carleton is above the funding midpoint but not yet at the ceiling of the corridor. However, the level of grant per student

is low in Ontario compared to other provinces. This combined with frozen tuition creates significant challenges for the budget.

*SRC Question: Although monetary figures are not generally included in the enrolment report, it is understood that international students bring in more revenue per student (vs domestic). Is it possible to express this difference as a ratio, and if so what would that ratio be? (e.g. 1 international student to 3 domestic students)*

For domestic student numbers within the corridor, Carleton receives both the tuition from the student and a grant from the province. In these cases, the revenue from an international student would be approximately 2 times that of the domestic student. In cases where we do not receive the grant for the student (if, for example, we are above the corridor), the revenue ratio is closer to 4 to 1.

*SRC Question: For longer term planning is the model of continued growth in enrolment sustainable, given recent data showing declining population growth in Canada and unreliable funding from the provincial government?*

Based on the latest Ontario Ministry of Finance population projections, the Ontario 18-year-old population is stable overall, with a projected increase in Ottawa over the next 3 – 5 years. Additionally, the proportion of Ontario high-school students who attend university continues to increase. The data demonstrates that demographics in Ontario and Ottawa will support cautious growth in enrolment of at least 1% per year.

#### New First-Year Students per Faculty:

Business enrolment is stable. The decline in Science continues to be driven by decreased enrolment in Computer Science. It was noted that fluctuations in the technology sector are common, and Carleton's new programs in Data Science, Cyber Security and Nursing are drawing more attention.

Engineering's growth has been limited by capacity issues in Aerospace and Mechanical Engineering, but there are additional opportunities for growth in the new Mechatronics program.

FASS and FPGA enrolment has declined, but early data for BA admissions for Fall 2026 are positive compared to 2025.

*SRC Question: Can you provide comparisons with other universities for this data? For example, are the declines in Arts & Social Sciences and Public Affairs and increases in Engineering being experienced generally in Ontario universities?*

Although programs in other universities are not completely matched, Carleton is following the general trends in enrolment seen in Ontario universities, with some small differences.

*SRC Question: Can you provide an update on the progress of last year's revamped recruitment plan?*

The recruitment team is constantly evaluating approaches and revamping strategies in response to changing circumstances. Some of the initiatives Recruitment has implemented this year include the following:

- Offering a “Tech Day” to respond to interest in that sector
- Providing more virtual recruitment options and opportunities
- Adjusting recruitment events for attendees from different age groups (e.g. including events for grades 9 and 10)
- Working with agent partners for international recruitment
- Expanding recruitment in West Africa, China, India and the Middle East as of February 2026. The impact for this will be felt more significantly in Fall of 2027.
- A new 12-month, 4-year housing guarantee for international students
- New undergraduate international tuition structure that includes a 3—year freeze to provide clear expectations
- Sending out offers early, for domestic and international students, which has demonstrated impact.

#### Graduate Enrolment:

One of the main drivers in growth is the MBA online. International Masters enrolment has decreased, while PhD enrolment is stable.

#### New Graduate Enrolment:

The introduction of early rolling admissions has had a positive impact on domestic graduate enrolment overall, but international enrolment has declined by an additional 30% with some decreases in new PhD student enrolment (both domestic and international). Returning enrolment is lower than last year for international students due to decreased enrolment from the previous year.

Undergraduate enrolment trends per Faculty show growth in Engineering & Design in first-year enrolment. The Recruitment Office is continuing to work with individual departments on initiatives and strategies to further boost undergraduate enrolment within certain programs.

*SRC Question: What is the reason for the continued decline in FPGA enrolment (UG)?*

Public & Global Affairs enrolment has experienced waves of increases and declines over the years as interest in these programs has shifted. The decline is driven largely by a decrease in enrolment in the Social Sciences, Journalism and Communications in our sector. However, some programs such as Political Affairs and Public Affairs and Policy Management have seen growth since last year, likely due to current global affairs.

Master's Enrolment Trends: Increases in Master's enrolment over the past few years have been driven primarily by the online MBA, which has been very successful. Enrolment in this program is now stabilizing. Engineering intake has decreased while Science and FPGA have seen enrolment increases for Master's students this year.

*SRC Question: How many of the Sprott Masters students in this graph are online MBAs?*

Out of 978 new enrolments, 784 are online MBAs. For returning students, the number of students pursuing the online MBA is 907 out of a total of 1035.

PhD Enrolments: show normal variations from year to year.

10-year Analysis - Programs:

Enrolment in Health, Nursing and Engineering is increasing. Computer Science and Social Science enrolments have previously increased but have decreased over the

past few years and are now approaching 2017 levels. Arts and Science programs have seen decreases in enrolment, while Business is stable.

*SRC Question: From this graph, can it be assumed that the best-case scenario that 20% of applicants choose Carleton as their first choice?*

While the graph shows the OUAC application numbers, additional data clarifies that 25% of all of students who apply to Carleton indicate that Carleton is their first choice.

Applications by Faculty: FPGA applications are continuing to decrease more than the system, Engineering & Design are increasing at the same rate as last year and Computer Science is decreasing at the same rate. In response to a question from the Senate Review Committee, it was noted that even if a student applies to 2 different programs within one Faculty, the student is only counted once according to the program they have ranked the highest.

Regional Comparisons (Undergraduate): Applications from eastern Ontario and Ottawa have seen positive growth. Applications from GTA have been slowly recovering since Covid while those from other Canadian provinces remain stable. International enrolment continues to decline. Comparative data show that most enrolments are from Ottawa and Eastern Ontario with slight increases from GTA and other Canadian provinces.

Ottawa and Eastern Ontario:

*SRC Questions: Why is enrolment not increasing even though the number of applicants and approvals are? Why is the gap between applicants and approvals increasing over time?*

Even though Carleton receives a large number of applications, this does not always translate into admissions, largely due to the highly competitive nature of university enrolment in Ontario. The Enrolment team at Carleton is planning a new survey and has implemented a LEAN process to determine what barriers may have been preventing a stronger enrolment percentage.

GTA: Enrolment numbers from GTA are slowly improving.

*SRC Question: Can you provide an update on plans for increased enrolment from the GTA?*

Carleton had a strong showing in the 2025 Ontario Universities Fair (OUF), collecting more prospective student leads than any other year, and the team has followed up with personal invitations. Carleton has also increased recruitment efforts with 42 weeks of visits to Toronto high schools, hybrid family information evenings, applicant evenings in the GTA, and virtual events with increased attendance. The team is also attending grade 10 Toronto high school career classes and expanding the information evenings for grade 9 – 11 students.

Applications from other Ontario areas have decreased but registration for those students remains stable, and there have been slight increases in applications and enrolments from other Canadian provinces.

#### Proportion of International Enrolment for First Year Students

International applications and admissions continue to decline but the gap between those applying and those enrolled has decreased significantly. Strategies for increasing international enrolment include the residence guarantee, a stable 3-year tuition structure, and tuition deposit. Rankings also have become an important factor in attracting international students.

*SRC Question: Why is Carleton's international enrolment so much lower than the rest of Ontario universities?*

Some other universities in Ontario have international in-country representatives as a common practice, while Carleton has only recently implemented this strategy. Carleton's market mix has been more diverse, which became detrimental when some of those areas declined due to impacts from the IRCC. More competition among universities for students has been a factor as well. Carleton is responding by sending out offers earlier, updating options on the ESL requirements, adding in-country representatives, and addressing value for money indicators in rankings.

A Senator noted that it is a common assumption that the delay in international graduate student conversions (from application to admission) creates a corresponding delay in graduate TA allocations, making it very difficult to assign TAs in a timely manner. The Chair recognized Vice-Provost Dan Siddiqi, who

was in attendance, to respond to this question. Vice-Provost Siddiqi noted that the premise is problematic in that only a small number of TAs are international students. He noted that the challenge in TA allocations likely stems from the fact that graduate students are admitted continually throughout the year.

A Senator asked if the current political unrest in the United States could create opportunities for Carleton to increase recruitment from that country. In response, VPSE Blanchard noted that the United States population generally does not consider Canadian universities to be attractive options for their students' higher education goals. Carleton does recruit in the United States but there has been no increased interest from potential students over the past year. However, the international recruitment team is working to demonstrate that Canada is a more attractive option for international students than the USA.

Vice-Provost (Academic & Global Learning) David Hornsby added that this report demonstrates that Carleton needs to explore new communities of students, and that online programs could be an opportunity for enrolment growth in a new direction. He encouraged Senators to think creatively about some targeted opportunities in this area.

The Chair thanked VPSE Blanchard for the thorough and informative report and Senators for their engagement.

## **8. Reports for Information**

The following reports were submitted for information:

- a) Senate Executive Committee minutes (November 28, 2025)
- b) Summary of Meeting of the Carleton University General Faculty Board (GFB)

There were no questions and there was no discussion of these reports.

## **9. Other Business**

The VPSE reminded Senators of the wine & cheese event sponsored by Dining Services, from 4pm to 6pm, at the Riverbank Social.

## **10. Adjournment**

The meeting was adjourned (E. Gray, M. Papineau) at 4:04 p.m.