

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

**The 650<sup>th</sup> Meeting of the Board of Governors**  
**Tuesday, March 10<sup>th</sup>, 2026 at 3:00 p.m.**

**AGENDA**

**OPEN SESSION**

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

**2. DECLARATION OF CONFLICT OF INTEREST**

**3. APPROVAL OF OPEN AGENDA**

- The agenda was circulated with the meeting material.

**4. OPEN CONSENT AGENDA**

- Circulated with this agenda is a Consent Agenda which lists items presented to the Board for action or for information.

**5. OPEN – ITEM(S) FOR APPROVAL**

5.1 International Graduate Tuition Fees (A. Hamdani)

- An executive summary and presentation were circulated in advance.

5.2 Campus Avenue Watermain Rehabilitation – Implementation Report

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

**6. OPEN – ITEM(S) FOR INFORMATION**

6.1 International Strategic Plan Annual Report

- A presentation was circulated in advance.

6.2 Report from the Chair (B. Creary)

- A verbal report will be given.

6.3 Report from the President (W. Tetley)

- A written report was circulated in advance.

**7. OPEN – OTHER BUSINESS**

**8. OPEN - QUESTION PERIOD**

**9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK**

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# **AGENDA ITEM**

## **5.1**

<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>	2026-27 and 2027-28 International Tuition Fees (Graduate Programs)	
<b>Responsible Portfolio:</b>	Provost and Vice-President (Academic)	

## 1.0 PURPOSE

For Approval  For Information  For Discussion

## 2.0 MOTION

On the recommendation of the Finance Committee, move to approve the graduate international tuition fees for 2026-27 and 2027-28, as presented.

## 3.0 EXECUTIVE SUMMARY

International tuition fee increases are not regulated by provincial government policy. It is proposed to streamline the graduate international fee structure and provide tuition certainty by guaranteeing that tuition levels would remain constant for 2026/27 through 2027/28 to attract more international students. Tuition certainty will assist in both recruitment efforts as well as student visa approvals. Changes to the international tuition fees are supported by an accompanying presentation, which shows comparative international fees.

## 4.0 INPUT FROM OTHER SOURCES

This proposal was developed in a consultative and collaborative manner with the Office of the Provost and Vice-President (Academic), the Office of Graduate Studies, and the Office of Institutional Research and Planning.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

A benchmarking analysis was conducted, and the presentation includes international graduate tuition fees for a comparator group of Ontario universities, along with their percentage change for 2025–26.

## 6.0 FINANCIAL IMPLICATIONS

Competitive international fees for graduate programs is an important feature of the Ontario university tuition fee environment, especially given a fixed provincial grant and frozen domestic tuition for Ontario residents. Recent evidence suggests, however, there may be growing price-sensitivity and increased student visa refusals for financial reasons. Providing set fees for the next two years at current rates is designed to attract more new international graduate students and help to regain our market share.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The key risk would be a potential impact on enrollment. With recent decreases to international student intake, this risk is mitigated by benchmarking to other Ontario institutions and creating a pricing structure that would be compelling to international students. The tuition fee certainty should be a differentiating factor for Carleton.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The guarantee that fees will not increase in 2026-27 and 2027-28 creates opportunities for positive attention to the university and the chance to improve our recruitment record.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

# 2026-27 and 2027-28 International Tuition Fees (Graduate Programs)

L. Pauline Rankin, Provost and Vice-President (Academic)  
Board of Governors  
March 10, 2026

# Context

- International tuition fee increases are not regulated by provincial government policy
- A review of comparator graduate programs revealed that because of successive years of higher international tuition increases to our Master's programs, Carleton's international tuition for Master's programs now risks falling out of alignment with the sector if our recent pattern of annual fee increases continues
- Carleton proposes a two-year international fee framework for Master's programs with the goal of:

Providing certainty to international graduate students for two years

Assisting in both recruitment efforts and student visa approvals by enabling recruiters and agents to engage on tuition-related questions in a predictable manner

Stabilizing our tuition relative to other comparator universities, especially the U of Ottawa, with which we share joint programs.

Recommendation: Freeze international graduate tuition fees for 2026-7 and 2027-8 to focus on remaining competitive and driving successful recruitment efforts to regain market share

# 2025-26 International Tuition Examples

(Major Universities in Ontario)

	M.A.	M.Sc	MBA	M.Eng.	M.A.Sc.
<b>Carleton</b>	<b>26,679</b>	<b>26,679</b>	<b>65,438</b>	<b>46,293</b>	<b>29,074</b>
Guelph	20,513	20,513	-	35,736	-
McMaster	17,096	17,096	51,112	-	-
Ottawa	29,163	29,163	70,734	38,780	31,507
Queen's	12,927	12,927	-	24,560	12,927
TMU	25,740	25,740	56,340	27,870	27,870
Toronto	31,870	31,870	70,260	70,730	31,870
Waterloo	23,088	23,088	-	49,716	23,088
Western	20,549	20,549	132,990	45,779	-
York	18,825	18,825	60,814	-	21,000
<b>Average (Ont. All)</b>	<b>22,890</b>	<b>22,890</b>	<b>59,646</b>	<b>38,455</b>	<b>24,830</b>
<b>Average (Ont. Major)</b>	<b>22,645</b>	<b>22,645</b>	<b>72,527</b>	<b>42,433</b>	<b>25,334</b>
<b>Median (Ont. Major)</b>	<b>21,819</b>	<b>21,819</b>	<b>65,438</b>	<b>42,279</b>	<b>27,870</b>
<b>Carleton +- UofO</b>	<b>-2,484</b>	<b>-2,484</b>	<b>-5,295</b>	<b>7,514</b>	<b>-2,434</b>
<b>Carleton +- Avg.(Maj.)</b>	<b>4,034</b>	<b>4,034</b>	<b>-7,089</b>	<b>3,860</b>	<b>3,740</b>
<b>Carleton +- Med.(Maj.)</b>	<b>4,861</b>	<b>4,861</b>	<b>0</b>	<b>4,014</b>	<b>1,204</b>

Prepared by OIRP (January 2025). Source: COU 2025-26 Fee Survey.

Nomenclature used for degrees is according to Carleton conventions.

Graduate program fees are measured on a three term basis. MBA: McMaster's MBA fees are the full program fee; Western's MBA program is a 1 year program. PhD: Some universities report the international PhD fee at the domestic rate (to account for rebates), others at the international rate.

Ontario Average includes all Ontario Universities (including those not shown).

Universities shown ('major' universities) are the 10 largest Ontario universities.

MBA notes: McMaster's MBA fees are the full program fee; Queen's MBA program is privately funded-not shown; Western's MBA program is a 1 year program.

Most PhD international students pay Domestic fee, some universities are reporting the international PhD fee at the domestic rate (to account for rebates), others at the international rate.

# 2025-26 % Change International Tuition

(Major Universities in Ontario)

## International Tuition Fee Comparison - Percentage Increase 2024-25 to 2025-26

	M.A.	M.Sc	MBA	M.Eng.	M.A.Sc.
<b>Carleton</b>	<b>3.0</b>	<b>3.0</b>	<b>8.0</b>	<b>8.0</b>	<b>3.0</b>
Guelph	0.0	0.0		5.0	
McMaster	0.0	0.0	0.0		
Ottawa	0.0	0.0	0.0	0.0	0.0
Queen's	0.0	0.0		20.0	0.0
TMU	3.0	3.0	5.0	3.0	3.0
Toronto	5.0	5.0	2.0	3.0	5.0
Waterloo	0.0	0.0		5.0	0.0
Western	2.0	2.0	2.5	3.0	
York	0.0	0.0	0.0		0.0
<b>Average (Ont. All)</b>	<b>1.8</b>	<b>1.8</b>	<b>-0.2</b>	<b>5.2</b>	<b>1.6</b>
<b>Average (Ont. Major)</b>	<b>1.3</b>	<b>1.3</b>	<b>2.5</b>	<b>5.9</b>	<b>1.6</b>
<b>Median (Ont. Major)</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>	<b>4.0</b>	<b>0.0</b>
<b>Carleton +- UofO</b>	<b>3.0</b>	<b>3.0</b>	<b>8.0</b>	<b>8.0</b>	<b>3.0</b>
<b>Carleton +- Avg.(Maj.)</b>	<b>1.7</b>	<b>1.7</b>	<b>5.5</b>	<b>2.1</b>	<b>1.4</b>
<b>Carleton +- Med.(Maj.)</b>	<b>3.0</b>	<b>3.0</b>	<b>6.0</b>	<b>4.0</b>	<b>3.0</b>

Prepared by OIRP (January 2025). Source: COU 2025-26 Fee Survey.

Universities shown ('major' universities) are the 10 largest Ontario universities.

# Proposed Increase

Programs	Proposed Increase for 2026-27 and 2027-28
Master's programs	0%
PhD programs	Continue to be charged domestic tuition fees

# Motion

On the recommendation of the Finance Committee, move to approve the graduate international tuition fees for 2026-27 and 2027-28, as presented.

# **AGENDA ITEM**

## **5.2**

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 10 February 2026
<b>From:</b>	Chair, Building Program Committee	<b>Date of Meeting:</b> 10 March 2026
<b>Subject:</b>	<b>Campus Avenue Watermain Rehabilitation-Implementation Report</b>	
<b>Responsible Portfolio:</b>	Vice-President (People, Finance and Operations)	

### 1.0 PURPOSE

For Approval    For Information    For Discussion

### 2.0 MOTION

On the recommendation of the Finance and Building Program Committees, move to approve the Campus Avenue and P2 Watermain and Sewer Infrastructure Improvements Implementation Report at a total project cost not to exceed \$7.0 million, as presented.

### 3.0 EXECUTIVE SUMMARY

The Campus Avenue and Parking Lot 2 (P2) Watermain and Sewer Infrastructure Improvement Project aims to address critical limitations and growing risks within the University’s underground water and sewer network. The existing infrastructure along Campus Avenue—extending from Rideau House to Richcraft Hall—has demonstrated significant capacity constraints, material deterioration, and recurring watermain failures. Recent emergency breaks in this area have escalated both operational risks and financial impacts, underscoring the urgent need for comprehensive system replacement.

Originally conceived as two separate projects, the watermain and sewer upgrades are now proposed to be consolidated into a single, coordinated initiative. This integrated approach will provide substantial cost efficiencies during tendering and construction, reduce disruption to campus operations, and improve long-term system reliability.

The work was initially scheduled for implementation in 2027 under the standard approval process for projects exceeding \$5 million. The recent infrastructure failures necessitate an accelerated timeline. To ensure uninterrupted potable water service for the campus community and to mitigate further emergency repair costs and risks, Facilities Management and Planning (FMP) recommends fast-tracking the initiative for a Spring 2026 construction start.

Given the tight timeline required to meet this new schedule—including expedited approvals, procurement, and construction, the project must seek fast track approval. This approval will enable the University to proactively address critical infrastructure vulnerabilities and protect the continuity of essential campus services.

### 4.0 INPUT FROM OTHER SOURCES

The university retained an external engineering team to lead the design process and evaluate feasible options for the proposed infrastructure upgrades. The engineers have completed a comprehensive design package, including detailed cost estimates. This package will form the foundation for procuring a construction contractor and advancing the project into the implementation phase.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Campus Avenue and Parking Lot 2 Watermain and Sewer Infrastructure Improvement Project represents a strategic and financially responsible investment in the university's core infrastructure. By consolidating two critical underground utility renewals into a single, coordinated initiative, the project advances a key priority outlined in the President's Mandate Letter:

"boldly addressing financial challenges through collaboration, operational efficiencies, and strengthened internal controls."

- Executing the work as one integrated project generates cost efficiencies through economies of scale, reduces duplication across planning and construction activities, and minimizes the internal staffing resources required for project management and oversight. This streamlined approach ensures better coordination, reduced disruption to campus operations, and a more predictable project schedule.
- Fasttracking the infrastructure upgrades also mitigates the escalating risks and costs associated with aging watermain and sewer systems. Emergency watermain breaks are significantly more expensive to repair and require urgent, intensive staff response. Proactive renewal now reduces the likelihood of future failures, enhances system reliability, and ensures continuity of campus operations. Over the past three years, the university has incurred approximately \$350,000 in costs due to watermain breaks, with the two most recent incidents occurring on October 24th and October 27th of 2025.

Overall, this project demonstrates strong financial stewardship, operational efficiency, and long-term risk reduction, positioning the university to better manage its infrastructure obligations while supporting a safe and resilient campus environment.

The project was included in the 2025 Carleton Capital Plan that was presented at the 648<sup>th</sup> Board of Governors meeting, and aligns with the watermain, storm, and sanitary sewer five-year rehabilitation plan, part of the deferred maintenance strategy.

### Strengths

- **Comprehensive Scope:** Consolidation of multiple projects into one improves efficiency.
- **Cost Savings:** Combining projects reduces procurement complexity and construction costs related to mobilization, and general conditions.
- **Secured Funding:** \$6M already committed from the Operating Fund's Capital Renewal Deferred Maintenance (CRDM) funding; the remaining \$1M will be allocated from the 2026/27 future CRDM funds. No additional funding required.
- **Detailed Design Completed:** Class B estimate and design package ready for contractor procurement.

### Weaknesses

- **Deferred Maintenance:** Project stems from long-standing infrastructure issues, indicating historical underinvestment.
- **Compressed Timeline:** Fast-tracking to Spring 2026 may introduce scheduling and resource challenges.

### Opportunities

- **Risk Mitigation:** Addressing watermain failures proactively reduces emergency repair costs (already \$350K over three years).
- **Campus Impact Reduction:** Consolidated work minimizes disruption compared to multiple separate projects.
- **Environmental Protection:** Sewer upgrades prevent potential sewage spills, aligning with sustainability goals.
- **Reputation Enhancement:** Demonstrates proactive infrastructure management and commitment to campus safety.

## Threats

- Emergency Failures: Continued watermain breaks before project implementation could escalate costs and campus disruption.
- Construction Risks: Potential for unforeseen site conditions or supply chain delays impacting timeline and budget.
- Inflation and Market Volatility: Rising material and labor costs could exceed current estimates.

## 6.0 FINANCIAL IMPLICATIONS

The funding source for this project is Facilities Management and Planning through the Capital Renewal Deferred Maintenance (CRDM) funds of the Operating Fund.

The estimated total cost of the project is \$7.0 million (including tax and contingencies). Funding of \$6 million has already been committed from CRDM funding, with the remaining \$1 million to be allocated from 2026/27 CRDM funding.

No additional funding is being requested.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Any underground utility project of this scale carries inherent risks. The following outlines the primary anticipated risks and corresponding mitigation measures:

### 1. Cost Escalation

*Risk:* Unforeseen field conditions and undocumented buried utilities, beyond what is indicated in Carleton's as-built drawings, may require additional contractor effort, leading to increased costs.

*Mitigation:* A dedicated contract administrator will be retained to monitor expenditures and provide timely advisories on budget risks throughout the project lifecycle.

### 2. Extended Water Shutdowns

*Risk:* Shutdown durations may be prolonged due to contractor productivity issues, unexpected site conditions, or failure of temporary supply measures. This poses a significant risk to campus operations, particularly residence buildings.

*Mitigation:* Preparatory work will be completed prior to any shutdown, and at least two temporary water sources will be available during each outage to ensure redundancy. Examples include temporary water lines and portable water tanks.

### 3. Schedule Delays

*Risk:* The bulk of the project is intended to be completed during the May–August summer break, with final construction activities during the early Fall Term. Delays could disrupt this timeline.

*Mitigation:* The construction contract will include milestone requirements and enforceable penalty clauses for contractor-driven delays, ensuring adherence to critical dates.

### 4. Contractor Procurement

*Risk:* Delays in securing a qualified contractor could impact the accelerated timeline.

*Mitigation:* Early engagement and streamlined procurement processes will be implemented to ensure timely award and mobilization.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

### Reputational Implications

The Campus Avenue Watermain Project has significant visibility within the university community. Failure to address watermain issues promptly could lead to reputational risks, including:

- Perception of Neglect: Continued watermain failures and emergency repairs may create the impression of poor infrastructure management and lack of proactive planning.

- Operational Disruption: Extended water shutdowns or construction delays could negatively impact student experience, faculty operations, and campus services.
- Environmental Concerns: Sewer failures or spills could damage the university’s reputation for sustainability and compliance.

Conversely, successful execution of the project offers reputational benefits:

- Proactive Management: Demonstrates commitment to maintaining reliable infrastructure and minimizing disruption.
- Transparency and Accountability: Clear communication of scope, timelines, and funding reinforces trust with stakeholders.
- Sustainability Leadership: Sewer upgrades and risk mitigation align with environmental stewardship goals.

**Communications Strategy**

The project management team will update project sponsors and stakeholders regularly and make them aware of any financial, schedule and operational risks that the project may face.

Enhanced Campus communications through collaboration with the Assistant Director, Strategic Initiatives and Communications (People, Finance and Operations) will help in fostering open communication and transparency regarding schedule, and operational aspects of the project.

In addition to the communications strategy, regular meetings with stakeholders will be scheduled to allow for open communication and transparency in regard to the project implementation and execution.

**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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**10.0 IMPACT QUESTIONS**

If total project costs are forecasted to exceed the total project of \$7M, how should FMP proceed?

## Capital Proposal Form

Project Name: Campus Avenue and Parking Lot 2 (P2) Watermain and Sewer Infrastructure Improvements

Department: Facilities Management and Planning

Last Updated: January 2026

Author: Diego Avila

Project Manager(s): Diego Avila

Executive Sponsor: John Clements

### Project Business Case

#### Project Overview

- Watermain and Sewer replacements along Campus Ave from Rideau House to Richcraft Hall were initially planned as two separate projects (Project # 176907 and 184160)
- Now they are proposed to be combined into a single project to achieve cost savings in tender and construction. Also, to reduce overall impact to campus community and to eliminate unexpected watermain breaks
- An engineering firm has been retained under their Master Service Agreement as the consulting engineer and a contractor will be procured via an open competitive tender

#### Opportunity/Context

- The project's main purpose is to fix the current water capacity issues, infrastructure deterioration, and ongoing failures of the watermain segments
- Improve sewer capacity, replace deteriorated segments, and prevent environmental issues such as sewage spills
- The renovation supports Carleton's broader goals for infrastructure renewal. It also aligns with the five-year Watermain and Sewer Rehabilitation plan

#### Project Goal

- Ensure potable water capacity needs are met
- Maintain reliable service of sewer network
- Avoid costly emergency repairs, at different times, and potential closure of buildings
- Maintain the quality of drinking water

### Project Duration Estimates

Project Milestone	Date Estimate	Confidence Level
Project Start Date	On-going	n/a
Design Complete	02/15/26	High
Construction Tender Award	04/15/26	Medium
Start of Construction	05/15/26	Medium
End of Construction	11/30/26	Medium
Project End Date	12/30/26	Medium

### Project Conditions

#### Project Assumptions

- OC Transpo buses are able to relocate to only use University Drive, using current transportation infrastructure

- Construction schedule can be compressed as much as possible to limit impacts to campus community without affecting budget
- Access for all delivery trucks to be maintained for every campus building
- Construction to extend into Fall academic semester

#### Project Risks

- Construction season extends into winter conditions before expected completion
- Water pressure is unexpectedly affected in nearby buildings, outside of scheduled shutdowns
- Traffic is impacted by delays around campus
- Unknown site conditions may extend timeline and add to the project scope

#### Project Constraints

- OC Transpo service must not be interrupted
- Light Rail Transit Station (South Bound direction) must continue to be operational during entire project
- Deliveries to all buildings must remain accessible during construction
- At least 1 traffic lane must remain open on Campus Ave, except during pre-planned required nighttime/weekend full closures

#### Environmental Considerations

- Consultant is incorporating applicable Ontario environmental regulations to the detailed design and tender specifications
- Contractor will be required to submit an Environmental Management Plan
- Appropriate agencies will be contacted during design and construction stages as required
- Carleton University Waste Management Plan to be implemented

### **Project Financing**

#### Project Costs

- Class B Construction Estimate, completed by the consultant, updated by Planning Design and Construction to have a 25% contingency and 3.41% tax.
- Refer to Appendix A
  - Total = \$7.05 Million

#### Project Funding

- This project is being funded by the following source: Capital Renewal Deferred Maintenance
  - Capital Renewal Deferred Maintenance 2024/25 = \$3 Million
  - Capital Renewal Deferred Maintenance 2025/26 = \$3 Million
  - Capital Renewal Deferred Maintenance 2026/27 = \$1 Million

#### Project Operating Impact

- No revenues expected from this project
- Cost will be paid monthly during construction season as work progresses
- No maintenance costs expected during the 5-year horizon

#### Financial Assumptions

- Capital Renewal and Deferred Maintenance funds will cover entire cost of project.

- Any unused funds will be returned to Capital Renewal and Deferred Maintenance fund to be allocated to other projects
- No internal project management fees to be charged

Project Critical Success Factors/Key Performance Indicators

- Water quality to meet City of Ottawa requirements
- New watermain and sewer network's capacities to meet campus needs
- Project costs to remain under budget
- Project to remain within schedule
- Reduction of maintenance needs and risk of failures
- Work to be performed with the least amount of disruption to campus community

**APPROVALS:**

Project Manager: Diego Avila \_\_\_\_\_ Date: \_\_\_\_\_  
 [Name] [Signature]

Executive Sponsor: John Clements \_\_\_\_\_ Date: \_\_\_\_\_  
 [Name] [Signature]

AVP Facilities Management Planning: John Clements \_\_\_\_\_ Date: \_\_\_\_\_  
 [Name] [Signature]

Vice-President People, Finance, and Operations.: \_\_\_\_\_ Date: \_\_\_\_\_  
 [Name] [Signature]

President: \_\_\_\_\_ Date: \_\_\_\_\_  
 [Name] [Signature]

## Appendix A – Project Cost Estimate

Table 1.  
Class B Project Estimate from Consultant (updated by Planning, Design, and Construction)

	<b>Campus Avenue</b>	<b>P2</b>
Construction	\$ 4,222,913.19	\$ 699,224.09
Engineering services	\$ 422,291.32	\$ -
Utilities	\$ 211,145.66	\$ -
Contingency (25%)	\$ 1,055,728.30	\$ 174,806.02
Subtotal	\$ 5,912,078.47	\$ 874,030.11
Tax (3.41%)	\$ 201,601.88	\$ 29,804.43
Total with tax	\$ 6,113,680.34	\$ 903,834.54
<b>Combined Total</b>	<b>\$</b>	<b>7,017,514.88</b>

# Campus Avenue Watermain Rehabilitation

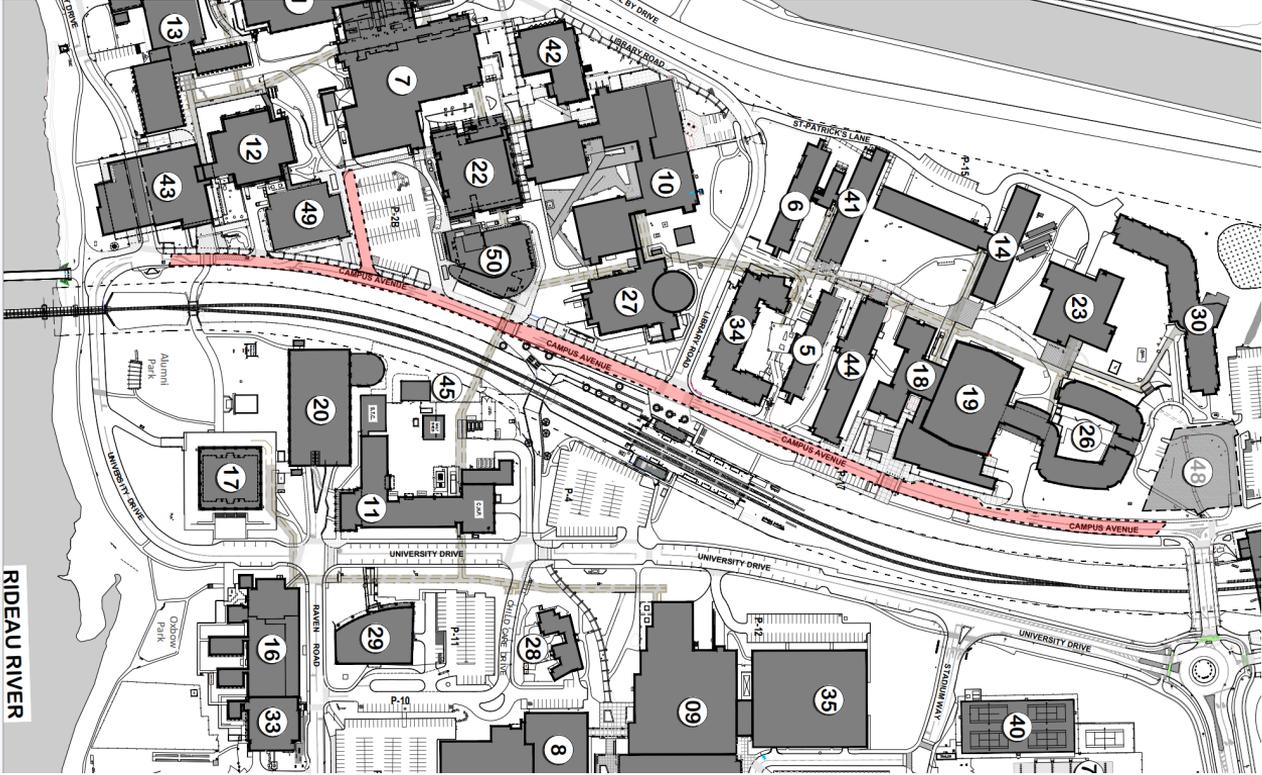
March 10, 2026

# Executive Summary

- Watermain and sewer replacements along Campus Avenue, extending from Rideau House to Richcraft Hall, originally planned as two separate projects
- Proposed to be consolidated into one to optimize cost efficiency during tendering and construction
- Work originally planned for 2027, however, due to the recent emergency water breaks, fast track for Spring 2026 is recommended
- Estimated total project cost is \$7.0 million



# Location



# Project Objective

- The primary objectives of this project are:
  - Address existing water and sewer capacity limitations
  - Remediate infrastructure deterioration,
  - Resolve recurring failures within the watermain network.

## Scope of Work

- Excavation and removal of deteriorated underground watermain and sewers
- Layout and profile of new watermain and sewers
- Basic road and sidewalk reinstatement with improved drainage
- Reinstated landscape



## Budget

- Total Project Budget estimated at \$7.0M
- Construction Cost estimated at \$5.0M
- Site services relocates and professional fees at \$630,000
- Construction Contingency of \$1.2M

## Project Milestones

- Design Complete – 15th February 2026
- Construction Tender Award – 15th April 2026
- Start of Construction – 15th May 2026
- End of Construction – End of November 2026

## Funding

- Capital Renewal Deferred Maintenance (CRDM) funds
- Funding of \$6 million has already been committed from 25/26 CRDM funding, with the remaining \$1 million to be allocated from 26/27 CRDM funding.
- No additional funding is being requested.

# Summary

Project will:

- Address existing water and sewer capacity limitations
- Remediate infrastructure deterioration
- Resolve reoccurring failures within the watermain network
- No additional funding is being requested outside of capital renewal deferred maintenance funding
- Construction planned to start in May 2026 with total project completion in November 2026.

## Motion For Approval

- On the recommendation of the Finance and Building Program Committees, move to approve the Campus Avenue and P2 Watermain and Sewer Infrastructure Improvements Implementation Report at a total project cost not to exceed \$7.0 million, as presented.

# **AGENDA ITEM**

## **6.1**



# Carleton International

March 2026

# Agenda

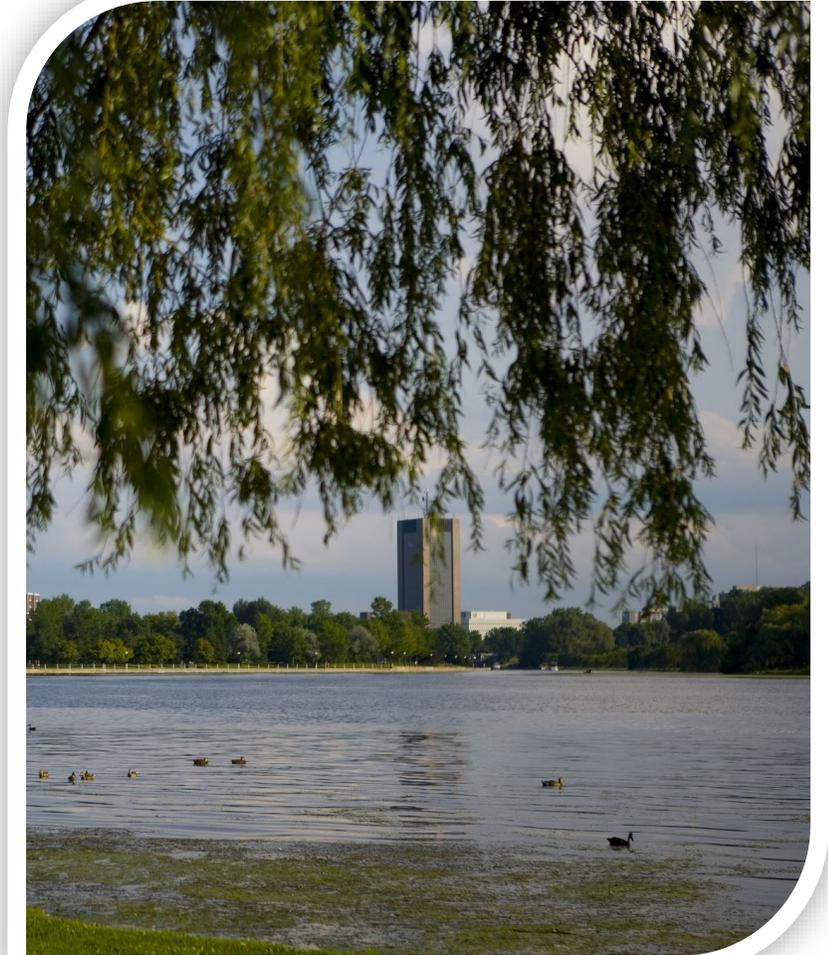
1. Introduction
2. Our Strategic Vision
3. International Impact
4. Priorities (1-5)



# Our Strategic Vision

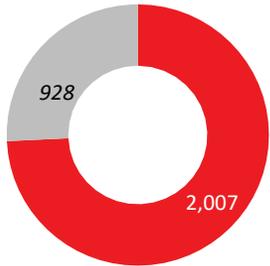
**Vision:** Serve the World, Nurture Global Citizens

**Mission:** Carleton University will enhance its international reputation for research and teaching in programs that respond to the needs of our society today and anticipate the needs of the future. This will increase the capacity of Carleton students, faculty and staff to engage in and lead international initiatives, hereby nurturing global citizens.



# International Impact

**2,935** students from **138 countries**,  
representing 9.6% of all students  
(Fall 2025)



Graduate: **928**  
Undergraduate: **2,007**

**112** student exchange  
agreements in  
**34 countries**

**47** active MOUs in  
**26 countries**

**194,000** alumni  
worldwide

**93** Carleton researchers listed among the  
world's top 2% most-cited scholars in  
2025 (Stanford-Elsevier)

# Priorities

## Core Mission

1. Pursue a focus on healthy, excellent, differentiating, attractive and sustainable academic programs, with high-quality student experience and success.
2. Scholarly prominence in established and emerging areas.

## Core Values

3. Elevate Carleton as a leader in authentic intentional inclusion and mutual flourishing, wellbeing and accountability.

## Key Enablers

4. Establish distinction for Carleton as partner and anchor institution of choice.
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.

# Priority 4: Carleton as Partner and Anchor Institution

## Our National Capital Advantage

Carleton International  
engaged in **101** international meetings  
and events in 2025

Connected with  
**40+** countries



# Priority 4: Carleton as Partner and Anchor Institution



MOU signing between SSHRC and the National Research Foundation in support of the South African-Canadian Universities Network (SACUN).



Launch of Northern Entanglement, a new strategic quantum partnership between Canada and Finland.

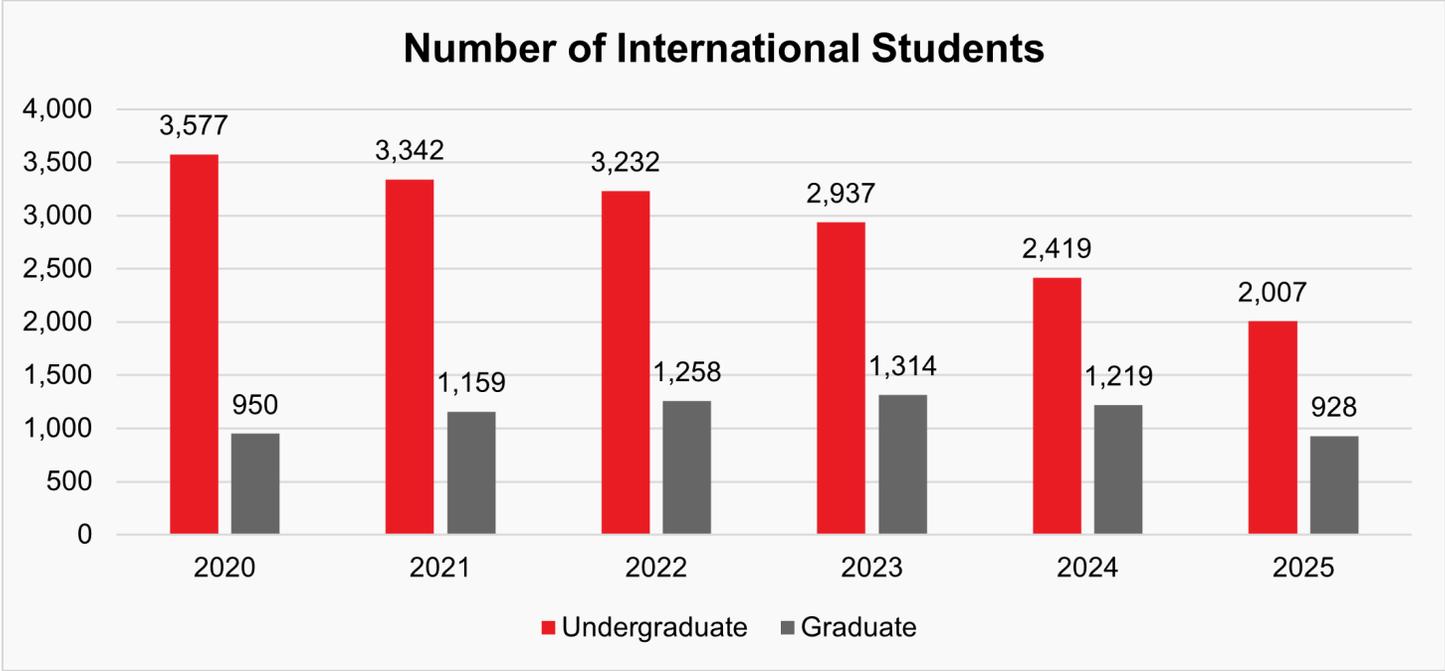


Carleton formally and unanimously admitted into membership at UArctic's annual assembly.

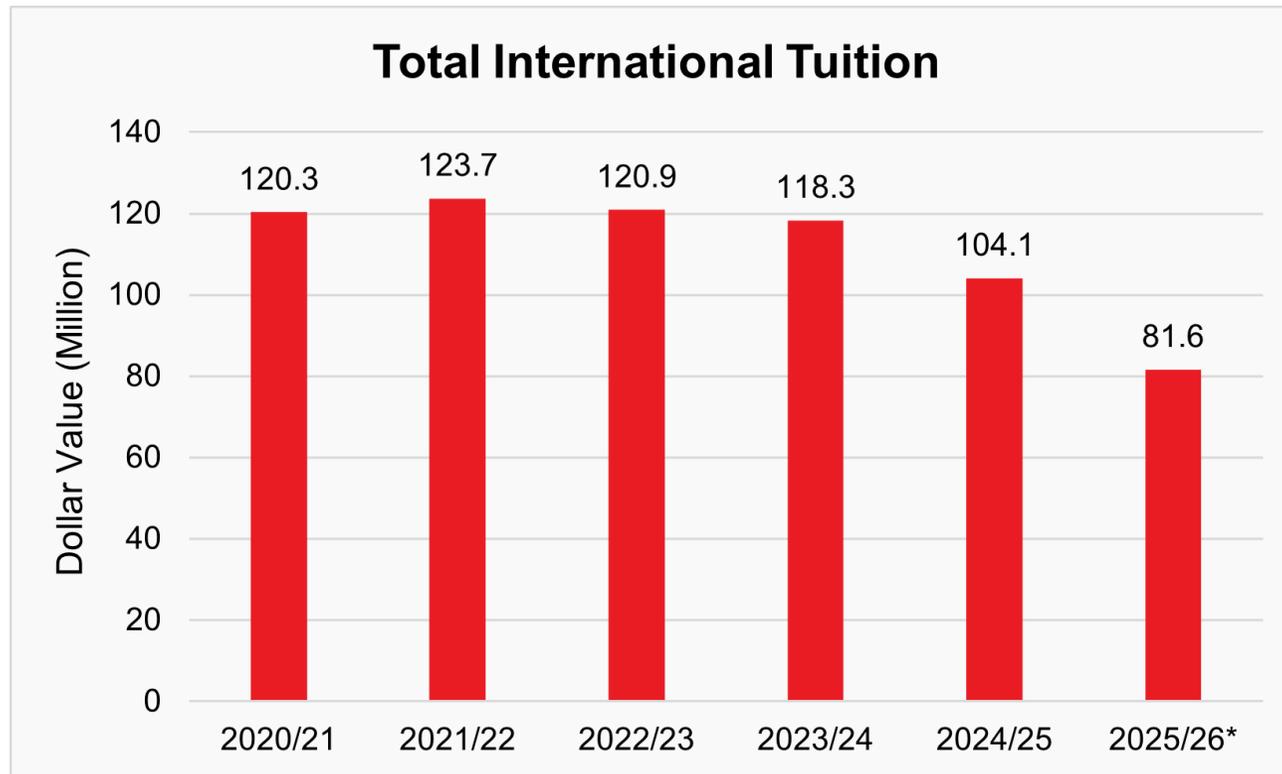
# Priority 5: Cross-Portfolio Matrix



# Priority 1: Students and Programs



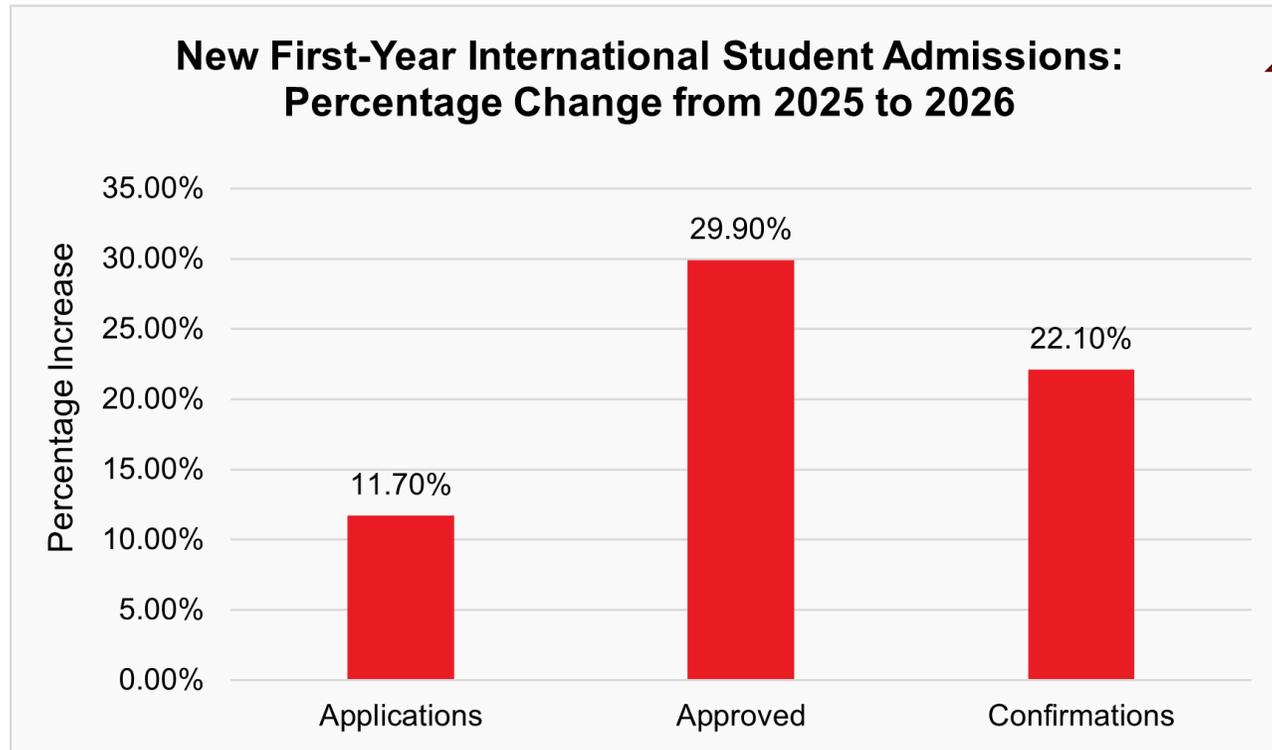
# Priority 1: Students and Programs



Top countries and number of international students (UG & Grad):

- |                  |                               |
|------------------|-------------------------------|
| 1. China (474)   | 4. Iran (233)                 |
| 2. Nigeria (443) | 5. United Arab Emirates (104) |
| 3. India (277)   |                               |

# Priority 1: Students and Programs



# Priority 1: Students and Programs

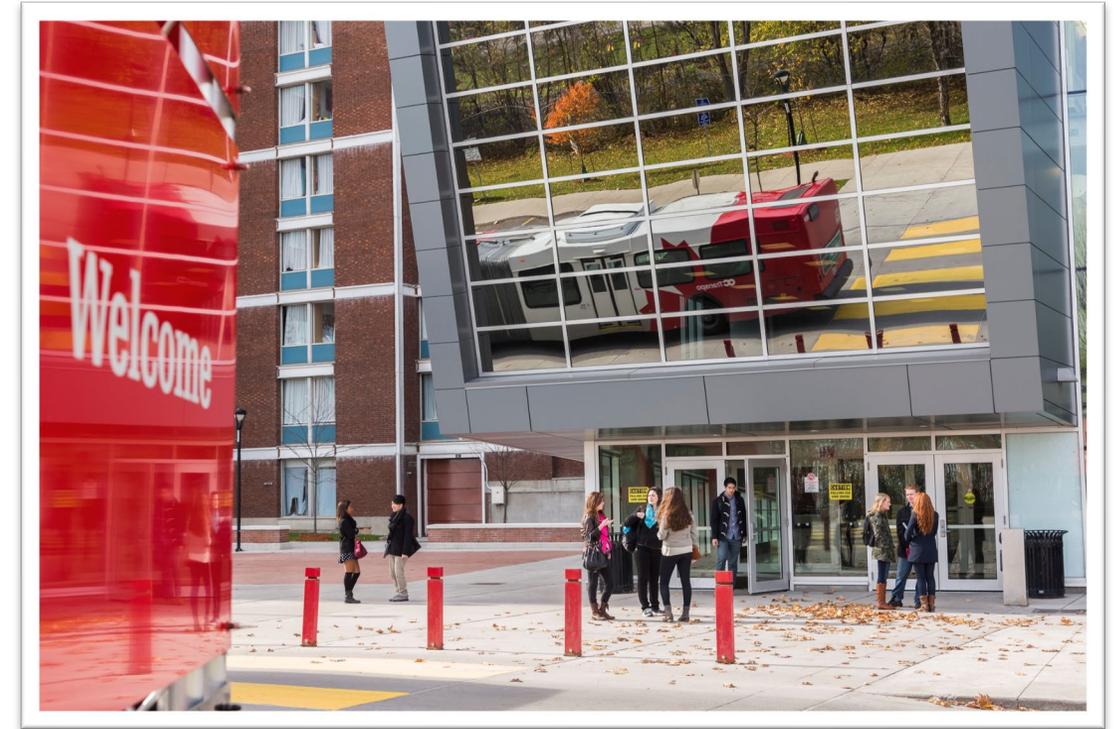
## International Undergraduate Recruitment

Presence in key regions, while maintaining balance with emerging and niche markets.

- ✓ Ensures diversity
- ✓ Manages risk (not over-relying on specific markets)

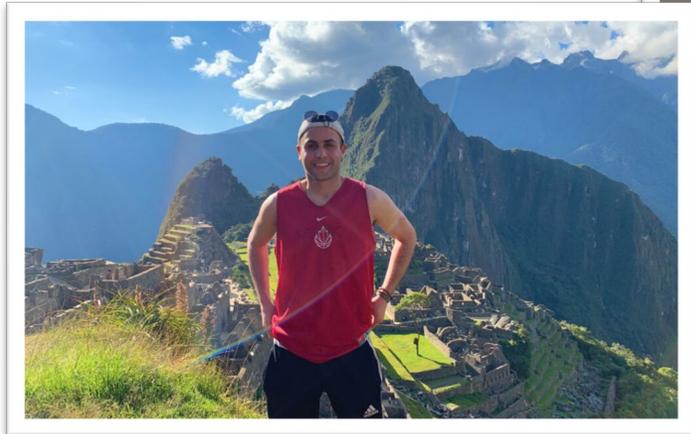
### New recruitment initiatives:

- Earlier offers of admission
- 3-year international tuition freeze and targeted scholarships
- Increased tailored communications
- More opportunities to engage 1-on-1 with the international team and current students
- Guaranteed 12-month, 4-year residence accommodations
- MOUs with partner international schools
- In-country representatives (China, India, UAE) Impact Fall 2027



***Increasing confidence in choosing Carleton.***

# Priority 1: Students and Programs

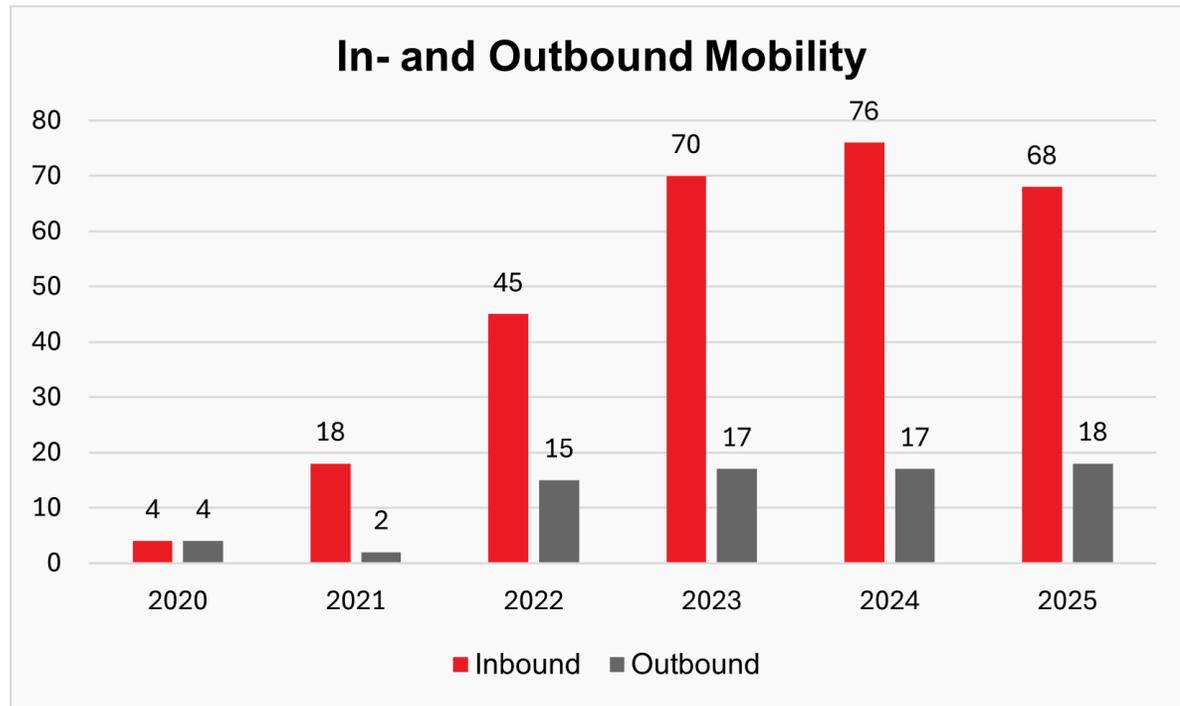


International Internship Program:

**108** students placed  
in 2025/26 (and counting)

**716** students placed  
(2020-2024)

# Priority 1: Students and Programs

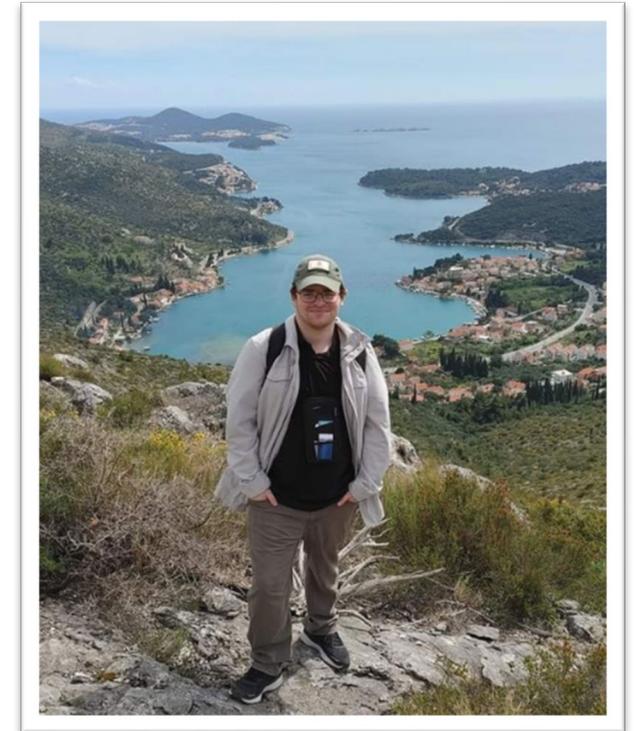


## Top countries for inbound mobility:

1. Mexico (10)
2. Brazil (8)
3. France (7)
4. Colombia (6)

## Top countries for outbound mobility:

1. Portugal (3)
2. France (2)
3. Japan (2)



# Priority 2: Scholarly Prominence

Publications at Carleton with  
international collaboration (2025):

**1,093**

scholarly outputs

**3,949**

authors



**CANADA'S TOP**  
**50**  
**RESEARCH**  
**UNIVERSITIES**  
**2025 RESEARCH**  
Infosource Inc.

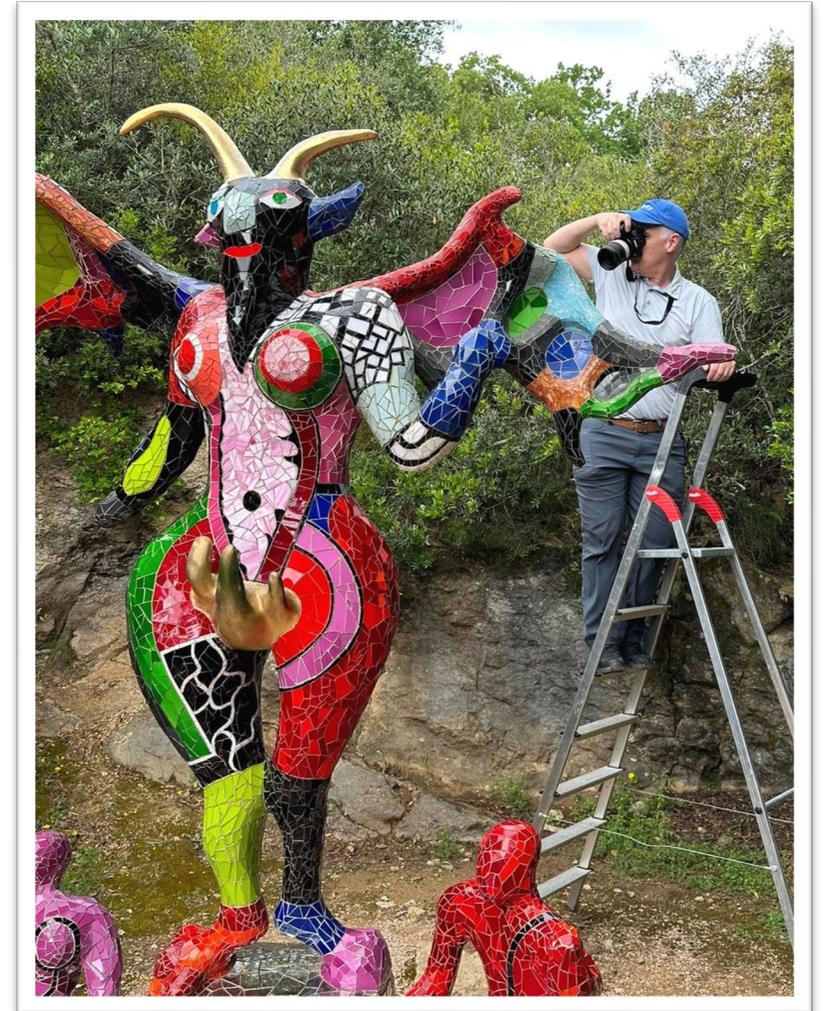
**#1** national ranking in international AI  
collaboration (72.9% of all AI publications)

# Priority 2: Scholarly Prominence

## 2025 UNESCO Chair for Digital Twins for World Heritage Conservation

Mario Santana Quintero (Faculty of Engineering and Design) is Canada's first UNESCO Chair supporting the World Heritage Convention, co-leading a diverse international research team spanning six continents.

This Chair represents an interdisciplinary effort to harness digital innovation for heritage conservation and advancing global sustainability goals.



# Priority 2: Scholarly Prominence



The Carleton Immersive Media Studio's (CIMS) open-source Digital Twin project won a 2025 buildingSMART International (BSI) award in 2025, the first win for a Canadian organization.



Awarded to the international ATLAS Collaboration, a team of Carleton researchers were honoured with the 2025 Breakthrough Prize in Fundamental Physics.

# Priority 2: Scholarly Prominence

The 2026/27 work programme launched in January.



**16** applications to Horizon Europe Pillar II thematic clusters and missions have been submitted across all five faculties.

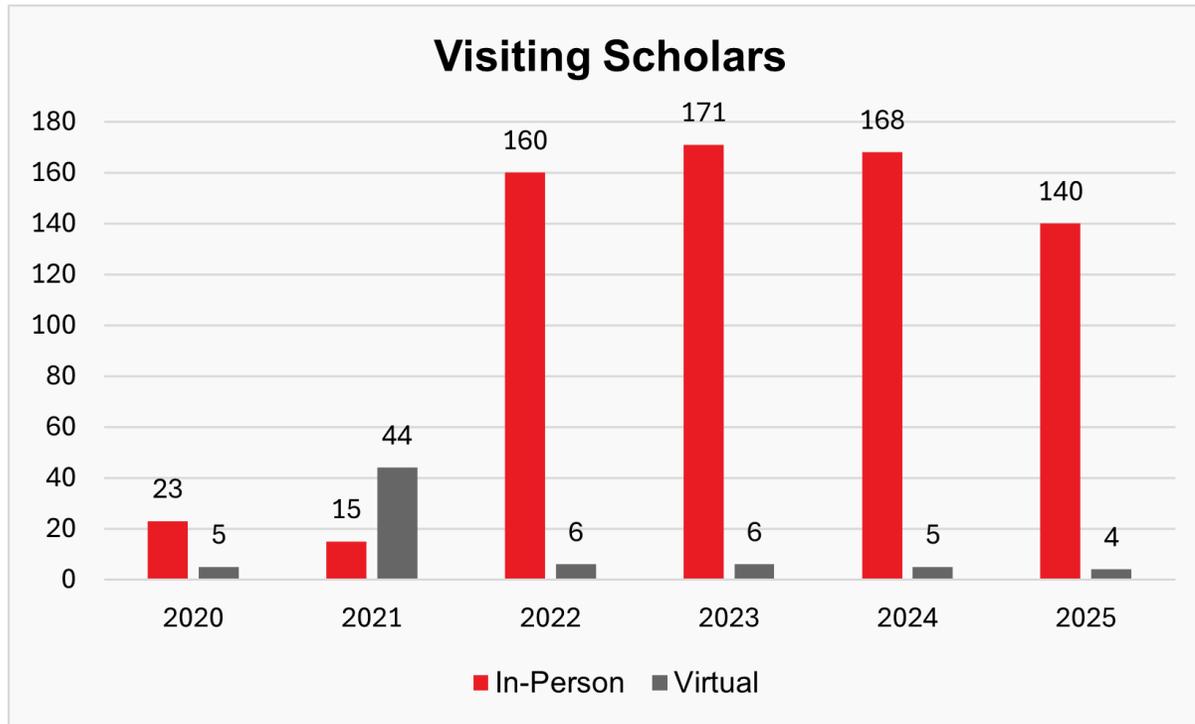


**New membership:** A global innovation network of over 500 organizations, connecting Carleton to a vibrant and collaborative ecosystem.

Promoting Horizon Europe to Carleton researchers:

- Horizon Europe Partnership Development Grant (internal)
- Post calls for proposals on OVPRII website
- Targeted departmental promotion
- Promote external webinars geared toward Canadians
- Open office hours with International Research Facilitator

# Priority 2: Scholarly Prominence



Visiting scholars came from  
**39** countries in 2025

Top countries:

1. France (21)
2. Brazil (18)
3. Mexico (14)
4. Italy (9)
5. Ukraine (9)

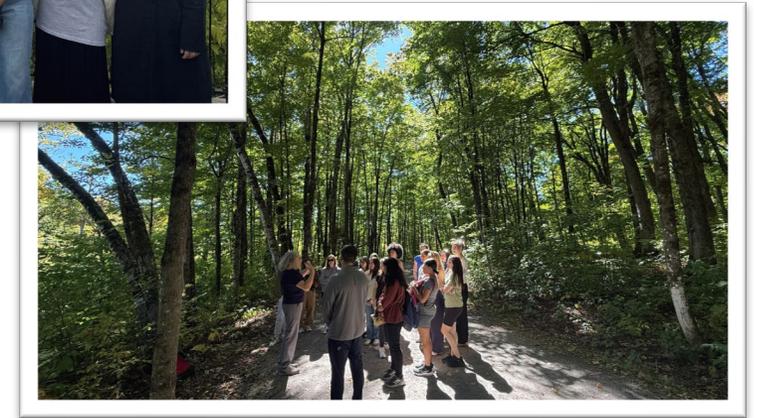


# Priority 3: Intentional Inclusion and Mutual Flourishing

**174** students attended International Orientation Day in 2025

**30** students attended the Winter Welcome in 2025

**121** job placements offered since the launch of the ISEP program in fall 2024



# Priority 3: Intentional Inclusion and Mutual Flourishing



MOU signing with the University of Zululand, born out of the African Indigenous Knowledge Research Network (AIKRN), which is uncovering and applying deep community wisdom and traditional practices to innovative solutions for today's complex challenges.



James Milner and Rez Gardi, co-directors of a \$2.4M SSHRC Partnership Grant project addressing the challenges of forced migration. Global team includes forced migrants as equal partners to help shape research, policy and practice.

# Questions?



**Carleton**  
University



# **AGENDA ITEM**

**6.3**

**President's Report to the Board**  
**March 10, 2026**

**CORE MISSION**

**Priority 1: Pursue a Focus on Healthy, Excellent, Differentiating, Attractive and Sustainable Academic Programs, with High Quality Student Experience and Success**

*Drive domestic and international enrolment growth to levels necessary to support a sustainable mission, through enhanced strategic enrolment management and development of a unique, differentiating and enriching student experience that elevates Carleton's ranking among peers.*

**Academic Updates**

- Carleton's Bachelor of Science in Nursing program opened the Clinical Skills and Simulation Centre in the Kanata North tech park and welcomed its first cohort of students.
- Senate has approved the introduction of a new undergraduate program in Systems Security Engineering, to begin in fall 2027. This four-year Bachelor of Engineering program (five years with a co-op) focuses on the analysis, evaluation and design of secure computer communications and distributed systems.
- The MSc in Mineral Exploration and Resource Management was also approved by Senate and is scheduled to launch this year. The program responds to the global demand for critical minerals essential to the green economy.
- The Institute of Biochemistry launched a standalone BSc Biotechnology (Honours) program that integrates entrepreneurship and regulatory training, distinguishing it from other programs in the province. The first cohort begins in September 2026.
- Carleton will update and modernize its classrooms and enhance AI literacy across campus among faculty, staff and students thanks to \$1 million in funding from the Government of Ontario. The investment from the province's Training Equipment and Renewal Fund (TERF) will improve learning spaces at Carleton and allow the university to acquire new educational technology, including AI tools and equipment that enhance AI literacy and hands-on learning.
- The Sprott School of Business expanded its MBA program to Kanata North, bringing the degree to Canada's largest technology park in Ottawa's west end.
- Through the Sprott Student Consulting Group, 87 students delivered applied consulting projects in 2025 across a diverse range of sectors, supporting community organizations, health-care providers, cultural institutions and entrepreneurial ventures.
- A new Collaborative Online International Learning pilot expanded the Sprott Student Consulting Group's experiential learning model through a partnership between Sprott and Manchester Metropolitan University.
- The Office of the Associate Vice-President, Indigenous Teaching, Learning and Research delivered INDG4905: Land as Relation in Peru, a land-based learning course that immersed students in Indigenous communities to strengthen international partnerships and deepen understanding of land as relation.

- Supported by TERF 3 funding, Teaching and Learning Services and the Office of the Associate Vice-President, Indigenous Teaching, Learning and Research developed a 360/VR longhouse, which provides faculty and students with an immersive way to engage with an Indigenous worldview. This innovation is the first of its kind at a Canadian university.
- Carleton's FUSION skill development program has received close to \$325,000 in additional funding from Employment and Social Development Canada's Skills for Success (Training and Tools Stream) to extend the current project to Dec. 31, 2026.
- Twelve projects have been awarded funding through the [2025-26 Carleton University Experiential Learning Fund](#), which is designed to advance experiential learning opportunities for undergraduate and graduate students.

### **Academic Success and Awards**

- Carleton's Mechanical and Aerospace Engineering profile ranked in the top five per cent globally and third in Canada in the 2025 ShanghaiRanking of Global Academic Subjects.
- Six faculty members have been awarded the 2026 Future Learning Innovation Fellowship:
  - Manjeet Birk (Feminist Institute of Social Transformation)
  - Mehdi Eshaghi (Mechanical and Aerospace Engineering)
  - Eva Kartchava (Linguistics and Language Studies)
  - Lama Mourad (Norman Paterson School of International Affairs)
  - Mike Murphy (Linguistics and Language Studies)
  - Jesse Stewart (Studies in Art and Culture: Music)

### **Career and Co-op**

- Career Services saw a 67 per cent increase compared to last fall in job positions posted on the CUHire job board which connects students and alumni with employment opportunities across diverse sectors.
- As of mid-January, 952 Carleton co-op students have been hired for winter 2026, surpassing the previous record of 888 students hired in winter 2023 and the 824 hired in winter 2025, reflecting strong employer demand for Carleton talent.

### **Student Engagement**

- Carleton's Campus to Community program enables students to develop skills, gain experience and learn about important issues through community-engaged learning with local non-profit organizations. In fall 2025, the Student Experience Office offered 18 half-day service events at the Ottawa Mission, Operation Come Home and In From the Cold, with 106 students providing community service, gaining skills and learning about important issues.
- In January 2026, the Centre for Student Academic Support launched a new workshop, "Generative Artificial Intelligence and Student Learning: Understanding Tools, Risks and Responsible Use." The workshop supports students in understanding AI and GenAI, identifying potential risks and exploring strategies for when and how to use these tools while maintaining academic integrity. It also offers practical approaches for using GenAI responsibly to enhance learning.

## **Athletics Update**

- [Four Carleton alumni](#) hit the ice and the slopes at the 2026 Winter Olympic Games in Italy in February. Team Canada's bobsleigh roster featured two former Ravens football players, Jay Dearborn and Keaton Bruggeling; Carleton alum Hannah Schmidt, a founding member of the university's alpine competitive club team, competed for Canada in ski cross; and Ravens men's hockey alum Jason Seed, who has dual Canadian and Italian citizenship, played for Italy's national hockey team.
- On Dec. 12, 2025, Carleton University Athletics recognized 121 Academic All-Canadians from the 2024-2025 season, representing student-athletes from across its 23 Ontario University Athletics sports programs. Recipients are enrolled in at least 18 credit hours and achieved an A- (80 per cent) or 10.0 CGPA or higher. The award winners were from a variety of programs, including Engineering, Commerce, Computer Science, Health Sciences, Law and Public Affairs.
- Carleton's women won gold at the 2025 FISU University World Cup 3×3 basketball in Brasilia, Brazil, late last year by defeating Ukraine's Vasyl Stefanyk University 16-11 in the final. The team earned World Cup qualification by winning the FISU America 3×3 Championships in May in Brasilia, which served as the Americas qualifying tournament for the World Cup.
- Glen Chamberlain, a Human-Computer Interaction master's student at Carleton, has won the men's national post-secondary squash championship. Chamberlain won the Men's A Division at the 2026 Jester's Canadian University and College Squash Championships in Montreal in late January.

## **Recruitment Update**

- Upon completion of a process review last year, with the goal of getting offers of admission out sooner, recommendations were implemented for the fall 2026 admissions cycle. As of January 2026, the number of offers of admission made to Ontario high school students (101s) is up by 16 per cent, offers to all other domestic application types (domestic 105s) is up by 41 per cent, and offers to international applicant types (international 105s) is up by 149 per cent.
- Memorandums of understanding were signed with Kigali International Community School in Rwanda and GEMS For Life, an organization of 52 prestigious international schools across the UAE, Qatar and Egypt, as part of the International High School Partner Program. A letter of intent was also signed with Blythe Academy. These partnerships include a range of collaborative initiatives, including academic workshops, tailored admissions and study permit sessions, access to learning support resources, dedicated graduation awards and more.
- In alignment with the new international student tuition framework, which offers simplified and guaranteed fees for the 2026 to 2028 cycles, Carleton's International Admissions and Recruitment team launched a new budget calculator to support greater transparency, customization and financial planning for prospective students. Visits to the cost page increased by more than 80 per cent in the last two and a half months due to ongoing promotion efforts to international applicants.

- CU Live virtual sessions had strong engagement last fall, with over 800 students attending sessions on co-op and work experience, living in Ottawa, financial aid, admissions and equity, diversity and inclusion. These sessions will continue in the winter term.
- Carleton launched “Carleton Science and Beyond,” featuring an engaging talk by a Carleton faculty member. Students learned about science programs, community and facilities, explored the benefits of studying science at Carleton and attended an alumni panel showcasing diverse career paths in health, sustainability, tech, research and law. A total of 289 grade 11 students participated. Tech Day was also launched in fall 2025, a full-day, on-campus event created in collaboration with the Faculties of Science and Engineering and Design to inspire students in specialist high-skills majors and others interested in tech. A total of 118 students attended.
- Two new events on campus last fall showcased the strength of Carleton’s academic programs and the university’s emphasis on high-quality student experiences. The Undergraduate Recruitment Office and Faculty of Arts and Social Sciences (FASS), in collaboration with the Ottawa-Carleton District School Board, welcomed over 700 students to campus for interactive workshops and campus tours, supporting early engagement and highlighting the breadth of FASS programs. The Undergraduate Recruitment Office, in collaboration with the Centre for Indigenous Support and Community Engagement, also hosted an on-campus day for local Indigenous students with 35 students in attendance. The event included cultural teachings, an Indigenous Enriched Support Program presentation, discussions on navigating Western education and hands-on nursing activities.

## Enrolment Update

### First Year 101 (Ontario High School) Applications by University

	Jan. 16, 2025	Jan. 16, 2026	Percentage Change
Carleton Total Applications	21,758	22,883	5.2
Carleton Total Applicants	15,426	16,271	5.5
System Total Applications	557,724	590,711	2.2
System Total Applicants	99,112	101,458	2.4

### First Year, New Applicants (Carleton Data) By Region — 101 Applicants

	Jan. 21, 2025	Jan. 21, 2026	Percentage Change
All	15,426	16,271	5.5
Ottawa	5,811	6,288	6.5
Other Ontario	9,345	9,841	5.2
Other	261	242	-7.3

Items of note from the applicant pool:

- The OUAC 101 (Ontario high school) application deadline was in mid-January
- Applications are up across all OUAC choices, but especially notable “first choice” is up (7.1%)

- This year’s marketing focus was on the Ottawa area and applicant numbers are up from the region (6.5%)
- This is encouraging given Carleton’s historically strong yield rates amongst these applicants, and especially impressive considering this growth builds on growth from previous years
  - Historical overall 101 conversion rate: 24% of applicants are enrolled
  - Conversion rate for Ottawa 101: 35%
  - Conversion rate for “first choice” 101: 55%
  - Conversion rate for Ottawa *and* “first choice” 101: 60%
- Other Ontario includes an increase in applicants from the GTA (3%), but the conversion rate is much lower at 12%
- It is too early for international student numbers in general (across all OUAC types) but early indications is that applications are up this year (8%)

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### **Priority 2: Scholarly Prominence in Established and Emerging Areas**

*Sustain and drive support for and year-over-year growth in scholarly productivity and recognitions (e.g., grants, publications, collaborations, awards) to enhance Carleton’s reputation and ranking in identified areas of research and creative activity, thereby facilitating leadership in national and international partnerships that attract additional research funding, contracts, and impactful pathbreaking work and innovations.*

### **Carleton Researchers Among World’s Top Two Per Cent Most-Cited Scholars**

Carleton has again been [recognized for research excellence](#), with 121 past and present researchers named among the world’s top two per cent most-cited scholars in the influential Stanford–Elsevier rankings, up from 85 the previous year. With increasing numbers annually, the list highlights the growing global impact of Carleton’s research across 61 disciplines, including science, engineering, business, international affairs and the arts. The recognition reinforces Carleton’s expanding strength as a leading research-intensive university advancing innovation and real-world solutions.

### **Clarivate’s Highly Cited Researcher List Includes Two from Carleton**

Two Carleton researchers have been recognized on Clarivate’s annual [Highly Cited Researchers List](#), which identifies scholars ranking in the top one per cent globally by citations in the Web of Science index. Adjunct professor Daniel Krewski, from the School of Mathematics and Statistics, and Steven Cooke, Director of the Institute of Environmental and Interdisciplinary Science, were honoured, with Cooke earning the distinction for the sixth consecutive year.

### **Carleton Ranks No. 1 in Two Categories with ReSearch Infosource**

Carleton has proudly achieved two No. 1 national rankings through RESEARCH Infosource Inc., a powerful signal of the university’s growing research momentum: No. 1 in Not-for-Profit Research Income Growth (43 per cent increase, 2023-24); No. 1 in International AI Collaboration Publications (72.9 per cent of Carleton’s total AI publications). These accomplishments reflect the rising impact of Carleton research, fuelled by expanding partnerships with governments, not-for-profits and industry.

## **Carleton Community Members Named to Order of Canada**

Six Carleton community members, including a former university president, faculty and alumni, have been named to or promoted within the [Order of Canada](#). These trailblazers have been recognized for their positive impact and exceptional contributions to enriching the lives of others in Canada. The newest Carleton community appointees include leaders in academia, art history, law and human rights, philanthropy, politics and the public service. Companion: the Honourable Rosalie Silberman Abella. Officer: Roseann Runte, the Honourable Janice Charette. Member: Susan Phillips, Penny Dorothy Collenette, Reesa Greenberg.

## **International Accessibility Collaboration**

During the fall term, researchers from the Accessibility Institute collaborated with international partners through Horizon Europe-aligned consortium development initiatives. These engagements involved joint research design, partnership building and coordinated proposal development within Europe's leading research and innovation framework. Additional international collaborations included partnerships with universities and organizations in the United Kingdom, Australia and the United States through research proposals, conferences and publications.

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## **CORE VALUES**

### **Priority 3: Elevate Carleton as a Leader in Authentic Intentional Inclusion and Mutual Flourishing, Wellbeing and Accountability**

*Leverage our location, values, and expertise to strengthen relationships and build partnerships that support and advance inclusive impact and mutual flourishing in our region and beyond.*

### **Student Wellbeing**

- Health and Counselling Services increased patient engagements by 12 to 14 per cent while psychiatry access improved substantially, with average wait times reduced to two to three weeks compared to four to twelve months in the community. A total of 962 students registered for groups and four new groups will be offered this winter, including Sleep Well, Study Better Group, Thriving in Action: Building Resilience for Academic and Personal Success, and Wellness Café: Your Space to Recharge. Utilization rates remain strong across single-session counselling, short-term counselling and group therapy, with 87.9 per cent of available counselling sessions filled and 74 per cent within residence-based services.
- During the fall term, the Carleton Therapy Dog Program conducted more than 100 visits across campus, helping over 2,000 students reduce stress and connect with mental health and wellness resources. During the winter term, eight new dogs are being trained and will be ready to support sessions in the summer term.
- As of January 2026, 5,278 students are registered with the Paul Menton Centre for Students with Disabilities for the 2025-26 academic year, exceeding the total registrations in 2024-25. December 2025 marked the largest number of accommodated formal exams ever administered.

## **Equity and Inclusion**

- Carleton's Department of Equity and Inclusive Communities published its [inaugural annual report](#) reflecting the ongoing commitment to fostering a campus where every community member feels valued, respected and safe.
- On Dec. 6, 2025, the Faculty of Engineering and Design, in partnership with the Feminist Institute of Social Transformation, hosted the Carleton community at an event marking Canada's National Day of Remembrance and Action on Violence Against Women, which honoured the 14 women killed in the 1989 École Polytechnique massacre.
- The Faculty of Science marked International Day for 2SLGBTQIA+ People in STEM with an event honouring 2SLGBTQIA+ people in STEM and their achievements while also recognizing the unique challenges faced by members of the community.
- The Carleton community celebrated Black History Month with a range of events, stories and resources available throughout February.

## **Healthy Workplace Strategy**

Carleton's [Healthy Workplace Strategic Plan for 2025 to 2028](#) was launched on Jan. 28. Finalized in 2025, the updated strategy illustrates Carleton's ongoing commitment to health and wellbeing across the organization.

## **P9 Greenspace Design Competition**

Facilities Management and Planning has [launched a design competition](#) that invites Carleton students to reimagine the new greenspace on campus created after the decommissioning of the P9 parking garage. The initiative encourages the community to explore sustainable ideas for transforming a portion of the P9 site, adjacent to Alumni Park, into a flexible outdoor environment that supports campus life.

## **Funding for Inclusion and Accessibility**

Carleton's Department of University Advancement has, so far in this fiscal year, raised \$348,330 in support of EDI awards and initiatives, establishing six new funds that advance inclusion and accessibility through experiential learning and financial aid for equity-deserving and Indigenous communities.

## **Carleton Gets Top Marks for Sustainability**

Carleton has for the second time [achieved a gold rating](#) through the Sustainability Tracking, Assessment & Rating System (STARS), a comprehensive sustainability rating system from the Association for the Advancement of Sustainability in Higher Education. STARS provides a shared framework for understanding, measuring and advancing the environmental, social and economic dimensions of sustainability in higher education. Carleton's gold rating reflects its overall performance across four main categories: academics, engagement, operations, and planning and administration.

## **Healing Task Force Update**

Members of the Presidential and Provostial Task Force on Community Healing, Rebuilding and Belonging have begun their work in support of Carleton's commitment to equity, diversity, inclusion and academic freedom. Since December 2025, task force members have been

undertaking a consensual decision-making process to develop questions for community input. The task force will be engaging with the community in the weeks to come.

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## **KEY ENABLERS**

**Priority 4: Establish Distinction for Carleton as Partner and Anchor Institution of Choice**  
*Leverage our location, values, and expertise to strengthen relationships and build partnerships that support and advance inclusive impact and mutual flourishing in our region and beyond.*

### **Carleton Joins University Presidents' Mission to India**

As Canada and India deepen academic and research ties, President Wisdom Tettey participated in the [India-Canada higher education leadership dialogue](#) in early February, contributing to discussions on innovation hubs and joint degree models. Over five days, a delegation of 21 university presidents from across Canada met with leaders from India's higher education sector, government and industry to explore opportunities for research collaboration, academic exchange and sustainable models of transnational education.

### **Ghana and India High Commissioners to Canada Visit Carleton**

Carleton welcomed Her Excellency Prof. Dora Francisca Edu-Buandoh, the [High Commissioner of Ghana to Canada](#), to campus in January. President Wisdom Tettey and Carleton leadership met with the delegation to explore new partnership opportunities in international education, innovation and sustainable development. In February, Carleton welcomed to campus His Excellency Shri Dinesh K. Patnaik, the High Commissioner of India to Canada, for a meeting with President Tettey and senior leadership. Their discussion focused on strengthening academic collaboration, expanding research partnerships and enhancing opportunities for students between Canada and India. It built on the recent higher education mission to India.

### **Carleton Anchors International Collaboration with South Africa**

Building on more than 30 years of Canada-South Africa collaboration, Carleton helped formalize [a new bilateral research partnership](#) with the signing of an MoU between South Africa's National Research Foundation and Canada's Social Sciences and Humanities Research Council on Nov. 20. The agreement strengthens joint research and advances the South Africa-Canada Universities Network (SACUN), anchored by Carleton, supporting collaboration in areas including reconciliation, health, sustainability, artificial intelligence and inclusive economic development.

### **Carleton Joins Global Sustainability Transitions Research Network**

Carleton has become [the first North American institutional member](#) of the Sustainability Transitions Research Network (STRN), the world's leading hub for research on systemic pathways to sustainability. The milestone recognizes Carleton's longstanding leadership in sustainability transitions research, policy engagement and training. Carleton has anchored major national and international initiatives, hosted STRN's flagship conference and established North America's first endowed chair in the field, further strengthening STRN's global reach and impact.

## **Giving Tuesday, Alumni Engagement and Fundraising Update**

On Tuesday, Dec. 2, in support of cross-campus collaboration, 65 active FutureFunder campaigns were live, representing initiatives in experiential learning, research, awards, mental health supports, community action and more. A total of 1,029 gifts were made on Giving Tuesday, totalling \$331,785. This year's results highlight strong campus participation across diverse initiatives and the importance of integrated fundraising strategies.

DUA implemented a new system to track alumni engagement.

## **Fundraising Update**

- \$5.15 million secured to date this fiscal year to strengthen student awards and enrich the overall student experience.
- 15 new legacy commitments secured to date this fiscal year, contributing to Carleton's long-term stability and benefiting future generations of students.

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## **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**

*Boldly address the university's financial challenges through implementation of a new budget process and framework, and related actions that incentivize creativity, promote collaboration, drive efficiencies, make two prudent investments in the core mission, and enforce effective internal controls and accountability to address deficits, manage debt, protect healthy reserves, and sustain efforts towards achieving a balanced budget by 2030.*

## **Enterprise Risk Management (ERM) Policy and Framework**

Carleton's ERM Policy and Framework was approved by the Board of Governors Audit and Risk Committee on Dec. 2. The next steps for implementation include the formation of a risk committee, a strategic priority and operation risk assessment, training and refreshment of the key operations risk assessment. In collaboration with the Department of University Communications, a tabletop exercise will be planned and completed in late spring 2026 involving emergency management and crisis management teams.