

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

**Minutes of the 649th Meeting of the Board of Governors
Tuesday, December 2nd, 2025 at 3:00 p.m.
Richcraft Hall Room 2440R**

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|-----------------|-------------------------|------------------------|-------------------------|
| PRESENT: | 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 | | |
| REGRETS: | J. Armstrong | D. Maseko | J. Malloy |
| | G. Morris | | |
| STAFF: | 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 649th 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 649th 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.