

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

**Minutes of the 650<sup>th</sup> Meeting of the Board of Governors**  
**Tuesday, March 10<sup>th</sup>, 2026 at 3:00 p.m.**  
**Richcraft Hall Room 2440R**

<b>PRESENT:</b>	B. Creary (Chair)	J. Choquette	J. Malloy
	C. Tessier (Vice-Chair)	J. Devoe	D. Maseko (Virtual)
	W. Tettey	P. Fralick	S. Mingie
	J. Armstrong	K. Graham	G. Morris
	H. Babb	L. Grussani	J. Nelson
	A. Buri	A. Hamdani (Virtual)	L. Samson
	J. Carr (Virtual)	N. Laporte	M. Shea (Virtual)
	P. Cartwright	M. Main	J. Simpson
	J. Casola	G. Malaba (Virtual)	B. Tackaberry (Virtual)
	A. Chan		
<b>REGRETS:</b>	J. Camelon	J. Greenberg	A. Tremblay
	N. Nanos		
<b>STAFF:</b>	B. Appel Kuzmarov	C. Hobin	J. Mihalic
	S. Blanchard	P. Leland	A. Mullin
	J. Clements	A. Marcotte	P. Rankin
	T. Frost	K. McKinley (Virtual)	R. Sinclair
	A. Goth (R. Secretary)	D. McNair	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 third meeting of the 2025/26 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members in person and those 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 S. Mingie and seconded by H. Babb that the open agenda of the 650<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 and General Guidelines for Board of Governors Meetings (Appendix A and B of the General Operating By-law No. 1).

The following items were circulated in the open consent agenda for information: Distributed Shared Services Model, Government Relations Update, 2025/26 Advancement Strategic Priorities, Human Rights Policy Implementation Report – Anti-Racism/Anti-Hate Directive, Investment Report on the Endowment, Responsible Investing Report, Emergency Management and Continuity of Operations Annual Report, Audited Financial Statements of the Carleton University Retirement Fund, Governance Update from Senate, and Minutes from Senate.

It was moved by J. Devoe and seconded by M. Main that the items in the open consent agenda of the 650<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

## **5. ITEMS FOR APPROVAL**

### **5.1 International Graduate Tuition Fees**

An executive summary and presentation were circulated in advance.

S. Mingie, Vice-Chair of the Finance Committee, advised that the Committee reviewed the proposed international graduate tuition fees for 2026/27 and 2027/28 and were recommending the proposal for approval.

P. Rankin, Provost and Vice-President (Academic), advised that domestic applications were largely on target for 2026/27; however, challenges persisted with regards to international graduate applications with international master's applications down 11.5%. Carleton's graduate tuition fees were annually reviewed related to comparators. After several successive years of higher international tuition increases, Carleton's international tuition for master's programs risked falling out of alignment with the sector; therefore, a

two-year international fee framework was proposed including a freeze on international graduate tuition fees for 2026/27 and 2027/28. The proposed tuition freeze would offer stability to international students, who were increasingly price sensitive.

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

## 5.2 Campus Avenue Watermain Rehabilitation – Implementation Report

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

H. Babb, Chair of the Building Program Committee, advised that the Campus Avenue Watermain Rehabilitation project would address critical capacity constraints, infrastructure deterioration, and recurring watermain failures along Campus Avenue. A fast-track approval for the project was requested, with a consolidation of the watermain and sewer projects for cost-savings and to minimize disruptions on campus. Funding for the project was through the capital funding and deferred maintenance program at a cost of \$7.0 million. The report was reviewed and recommended to the Board for approval by both the Building Program and Finance Committees.

On the recommendation of the Finance and Building Program Committees, it was moved by J. Casola and seconded by N. Laporte 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. The motion carried unanimously.

## 6. **ITEMS FOR INFORMATION**

### 6.1 International Strategic Plan Annual Report

A presentation was circulated in advance.

R. Goubran, Vice-President (Research, Innovation, and International), introduced the International Strategic Plan, speaking to the cross-portfolio matrix approach at Carleton.

B. Appel Kuzmarov, Associate Vice-President and Vice-Provost (International Student Experience and Strategic Partnerships), provided a presentation. She outlined the strategic vision of “serve the world, nurture global citizens” and the mission to enhance Carleton’s reputation for research and teaching and to respond to the needs of society today and anticipate the needs for the future.

Carleton’s international impact was highlighted, including 2,935 students from 138 countries (9.6% of all students) as of Fall 2025, 112 student exchange programs in 23 countries, 47 active memoranda of understanding with 26 countries, and 93 Carleton

researchers were listed among the world's top 2% most-cited scholars in 2025. There were 194,000 alumni worldwide and partnerships were being leveraged. Highlights of the priority areas included:

- Priority 1 – Students and Programs: International student enrolment had been trending downward since 2020, but efforts were being made to support international enrolment, with presence in key regions, three-year tuition freeze, earlier offers, and residence guarantees;
- Priority 2 – Scholarly Prominence: In 2025, there were 1,093 scholarly outputs with international collaboration and were ranked first in international artificial intelligence (AI) collaborations. Examples of international scholarly prominence were shared, such as Horizon Europe;
- Priority 3 – Intentional Inclusion and Mutual Flourishing: In 2025, 174 students attended International Orientation Day, 121 job placements were offered since the launch of the International Student Employment Program in Fall 2024, and Memoranda of Understanding and partnerships were noted;
- Priority 4 – Carleton as a Partner and Anchor Institution: leveraging its national capital advantage, Carleton engaged in 101 international meetings and events in 2025, connecting with over 40 countries; and
- Priority 5 – Cross-Portfolio Matrix: Creation of the Strategic Enrolment Management Committee (SEMC) and International Working Group with inclusion from across the four Vice-President portfolios.

A member asked, given the current geopolitical environment, if there were any risks anticipated in the next few months. B. Appel Kuzmarov responded that Carleton was focused on diversification to strengthen the international portfolio. She added that there was also a strong research security portfolio that helped to manage the research-related risks.

A member asked if there were plans for utilizing Artificial Intelligence (AI) as part of international student recruitment. S. Blanchard, Vice-President (Students and Enrolment) responded that AI was being used to better understand how prospective students and their parents search online. They were ensuring that Carleton's websites were such that AI brings up the correct answers when searching universities.

A member commented on the success of the Holistic Instigated Partnership (HIP) model locally and asked if this could be scaled for success internationally. R. Goubran responded this was possible, but the HIP model would need to change and adapt to the international partners, particularly those that have collaboration with Canadian industries. B. Appel Kuzmarov added that many of the existing HIPs were with international companies.

## 6.2 Report from the Chair

B. Creary advised that since the last meeting of the Board, she attended the *Re: University Conference*, hosted by the Higher Education Strategy Group. Key takeaways from the conference included:

1. The social contract had changed: public funding now came with expectations of clear value, measureable outcomes and visible reform. Universities were no longer insulated from accountability or comparison;
2. Relevance and speed were existential: institutions seen as remote, slow, or tradition-bound were at risk and sustainability depended on demonstrable relevance;
3. Governance was either an enabler or constraint: consensus-driven, risk-averse governance was increasingly misaligned with the current environment. Collegiality should not mean paralysis; and
4. Boards must actively enable change: meaningful transformation required board trust, visible backing of leadership, and tolerance for principled risk.

## 6.3 Report from the President

A written report was circulated in advance.

W. Tetey provided a report, starting with the recent Provincial announcement of \$6.4 billion investment in the post-secondary sector over the next four years. The funding announcement included priority areas, an update to the tuition framework allowing for a modest tuition increase, and changes to the Ontario Student Assistance Program (OSAP).

Highlights from Carleton in recent months included:

- The Carleton women's basketball team won their fifth consecutive victory at the Capital Hoops Classic in February and the men's basketball team won the National Championship at the beginning of March;
- Undergraduate Ontario high school applications were up 5.4% for Carleton, above the sector average, domestic applications were up 9%, and international applications were up 13%;
- The Experiential Learning Hub Media Team received the Maple Media Distinction Award for their innovative Teaching Toolkit project;
- Structural changes were taking place within the Vice-President Students and Enrolment portfolio, with a transition to a full Provostial model, strengthening the student experience and academic mission;
- Carleton secured over \$3.3 million in research funding through NSERC, Mitacs, and national partners, with initiatives advancing equity, diversity, and inclusion in science, technology, engineering, and mathematics;

- Throughout February, Carleton marked Black History Month with programming celebrating the achievements and contributions of Black communities while reinforcing that inclusion must be a year-round commitment;
- In February, W. Tetley provided a keynote address at Mayor Sutcliffe’s City of Kindness event and he attended Simon Fraser University to provide remarks as part of the public Black History Month dialogue;
- At the beginning of March, the 2025 Service Excellence Awards and the team that updated the admissions process were celebrated;
- W. Tetley joined the Universities Canada delegation to India, which was an opportunity to deepen research and teaching partnerships and met with the new High Commissioner of India; and
- Carleton entered a new multi-year partnership with Nokia, reducing financial barriers for students and building the talent pipeline.

He spoke to Carleton as a partner of choice in strategic areas, such as with Invest Ottawa and the Defense Industry. Lastly, the cross-portfolio matrix approach was discussed with the move to the distributed services model in marketing and communications.

**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 3:55 p.m.