

**CONSENT AGENDA
to the Open Agenda of the 652nd Meeting of the Board of Governors**

**Thursday, June 4th, 2026
Richcraft Hall 2440R**

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes

MOTION: That the Board of Governors approves the open minutes of the 651st meeting of the Board of Governors, as presented.

4.1.2 Approval of Standing Committee Terms of Reference

MOTION: On the recommendation of the Governance Committee, move to approve the terms of reference for the following committees: Executive Committee, Finance Committee, Audit and Risk Committee, Governance Committee, Campus Planning and Infrastructure Committee, University Relations Committee, as presented.

4.1.3 Change in Governance of the Institute of African Studies

MOTION: On the recommendation of Senate, move to approve of the change of governance for the Institute of African Studies, as presented with effect from July 1, 2026.

4.1.4 Change in Governance of the School of Canadian Studies

MOTION: On the recommendation of Senate, move to approve of the change of governance for the courses and programs in Canadian Studies, as presented with effect from July 1, 2026.

4.1.5 Change in the name of the Institute for Interdisciplinary Studies

MOTION: On the recommendation of Senate, move to approve the name change of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies, as presented with effect from July 1, 2026.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Mental Health Framework Annual Report

4.2.2 2025 – 2026 Annual Report – Academic Program Modifications

4.2.3 University Governance Secretariat Annual Report – June 2026

4.2.4 Minutes of Senate

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

Minutes of the 651st Meeting of the Board of Governors
Tuesday, April 28th, 2026 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	B. Creary (Chair)	J. Devoe	D. Maseko (Virtual)
	C. Tessier (Vice-Chair)	P. Fralick	S. Mingie (Virtual)
	W. Tettey	K. Graham	G. Morris (Virtual)
	J. Armstrong	J. Greenberg	J. Nelson
	H. Babb	L. Grussani	L. Samson
	A. Buri	A. Hamdani	M. Shea (Virtual)
	J. Carr (Virtual)	N. Laporte	J. Simpson
	P. Cartwright	M. Main	B. Tackaberry
	A. Chan (Virtual)	G. Malaba (Virtual)	A. Tremblay
	J. Choquette	J. Malloy	
REGRETS:	J. Camelon	J. Casola	N. Nanos
STAFF:	S. Blanchard	N. Macdonald	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	J. Mihalic	A. Urquhart (Virtual)
	P. Leland		

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 fourth meeting of the 2025/26 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located and that April 28th was the National Day of Mourning for workers who have died, were injured, or became ill from their job. 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.

The Chair called for a motion to move into Closed Session.

It was moved by A. Tremblay and seconded by J. Greenberg that the Board of Governors move into closed session of the meeting. The motion carried unanimously.

A closed session was held, following which the open session resumed.

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by H. Babb and seconded by B. Tackaberry that the open agenda of the 651st 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, the Board Award for Outstanding Community Achievement Recipient, the Founders Award Recipient, Statement of Investment Policies and Procedures for the Retirement Fund, Statement of Investment Policies and Procedures for the Endowed Funds, *Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act* Report, 2026/2027 Miscellaneous Administrative Fees, and 2026/27 Student Association Fees.

The following items were circulated in the open consent agenda for information: Coordinated Accessibility Strategy Annual Report, Capital Renewal (Deferred Maintenance) Plan for 2026/27, Carleton Dominion Chalmers Centre Update, Strive for Sustainability Annual Report 2025/26, Carleton Energy Master Plan Update & GHG Update, Communications, Advancement, Government Relations Compiled Presentation, and Minutes of Senate.

It was moved by N. Laporte and seconded by K. Graham that the items in the open consent agenda of the 651st meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 2026/27 Domestic Tuition Fees

An executive summary and presentation were circulated in advance.

A. Hamdani, Chair of the Finance Committee, advised that domestic tuition remained regulated by the Province of Ontario and in February 2026, the Province released a renewed Tuition Fee Framework taking effect in September 2026. For the next three years, the framework permitted universities to increase tuition for Ontario residents by up to 2% annually, with increases for out-of-province domestic students continuing to be capped at 5%. Consistent with the framework, the proposal applied a 2% increase for Ontario domestic students across most programs, and a 5% increase for out-of-province domestic students. Approved tuition anomaly programs (Bachelor of Commerce, Bachelor of International Business, and the Master of Business Administration) would continue their approved anomaly adjustments at 7.5%, for both Ontario and out-of-province students, as permitted by the framework.

The proposed changes would generate \$3 to \$4 million from the Ontario domestic tuition and approximately \$1 million from out-of-province domestic tuition and was recommended for approval by the Board of Governors by the Finance Committee.

On the recommendation of the Finance Committee, it was moved by J. Devoe and seconded by H. Babb to approve domestic tuition fees for 2026/27, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by A. Tremblay and seconded by J. Malloy to approve the Full Cost Recovery program tuition fees for 2026/27, as presented. The motion carried unanimously.

5.2 2026/27 Combined Operating and Ancillary Budget

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

P. Rankin, Provost and Vice-President (Academic) provided a presentation on the consolidated 2026/27 Operating and Ancillary Budget. The budget was developed alongside the Efficiency and Accountability Fund (EAF) Review, tuition decisions, funding model changes, and the Mission Sustainability Framework (MSF), reinforcing the University's long-term financial strategy.

In February 2026, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) announced a reform to the Ontario university funding model, including corridor resets, standardized weighted grant unit funding, and revised program weights which would strengthen Carleton's base grant position but would not eliminate near term pressures. The combined 2026/27 operating and ancillary budget reflected a \$32 million deficit with total revenues of approximately \$614 million and expenditures of approximately \$646 million, with the deficit driven by structural pressures in the operating fund. Domestic tuition remained constrained by public policy, compounded by volatility in international enrolment. Costs were primarily driven by salary and benefits as well as the University's physical infrastructure.

S. Blanchard, Vice-President (Students and Enrolment), presented the ancillary budget confirming that services were performing as designed on an operating basis, and had enough funds to reinvest. Recent workforce planning and unit restructuring were discussed and the budget was maintained. At the end of 2026/27, all ancillaries were projected to be in a surplus position.

P. Rankin reiterated that the University continued to operate under persistent structural financial pressures. The recent Provincial funding reform improved the situation; however, it was incomplete relief as it did not eliminate the underlying imbalance. The 2026/27 budget was aligned with the MSF, prioritizing stability, protecting academic quality, and managing risk while longer term recovery efforts took effect. Management's strategies related to workforce planning and targeted investments were shared.

A member commented on the cost pressures and that IT infrastructure should also be included in the budget. P. Rankin agreed it could be incorporated.

On the recommendation of the Finance Committee, it was moved by A. Tremblay and seconded by J. Greenberg to approve the 2026/27 Operating and Ancillary Budget, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Report from the Chair

B. Creary advised that the Spring Convocation would take place June 8 to 12, 2026 and encouraged members to attend.

6.2 Report from the President

A written report was circulated in advance.

W. Tettey, President and Vice-Chancellor, provided a report tracking recent successes toward his priorities over the previous two months including the following:

- Priority 1 - High Quality Academic Programs and Student Experience: Towards Carleton@100 launched in March as part of the strategic planning process including a town hall for visioning and the creation of working groups. Program innovation and renewal was underway, and new Indigenous Learning Bundles were created;
- Priority 2 - Scholarly Prominence in Established and Emerging Areas: discussions took place with a number of international colleagues, including Sweden and Egypt regarding Carleton's strengths, new programs, and funding opportunities;

- Priority 3 - Elevate Carleton as a Leader in Authentic Intentional Inclusion and Mutual Flourishing, Wellbeing and Accountability: an update was provided on leadership and engagement for the Presidential & Provostial Task Force on Community Healing, Rebuilding and Belonging (CHRB);
- Priority 4 - Establishing Distinction for Carleton as a Partner and Anchor Institution of Choice: engagements were highlighted included the ambassador of Luxemburg, discussing aerospace technologies, a Swedish delegation focused on national defence and international collaboration, and a visit from the Finnish President; 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: recent appointments were shared.

A member commented regarding the strategic visioning exercise that it would be helpful for the Board to understand the process for reporting and opportunities for input. W. Tetley responded that it would be an iterative process for the community, with feedback being passed on to the group.

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 4:15 p.m.

To: Board of Governors

From: Amanda Goth, University Secretary and Chief Governance Officer

Date: June 4, 2026

Re: Terms of Reference Process of Review

Throughout the 2025/26 year, the Governance Committee oversaw the review and revision of the Terms of Reference (ToR) for the Board's six standing committees.

Beginning in September, each standing committee reviewed its ToR, which had last been approved in Spring 2022. The University Secretary and Chief Governance Officer, A. Goth, asked members to review their committee's ToR and provide feedback by November 2025.

At the subsequent round of meetings in November (or January, in the case of the Advancement and University Relations Committee), the Secretariat circulated the feedback received to date to each committee. This provided an opportunity to confirm clarity of mandates and to consider potential changes informed by sector benchmarking.

In parallel, benchmarking across the sector was conducted, including fourteen (14) Ontario University Board Committees which included reviewing the number, types, names, and mandates of standing committees at peer institutions. Feedback from all committees was consolidated, and merged comments and track-changes versions of the six ToR were presented to the Governance Committee at its February 2026 meeting.

At the April 2026 meetings, each standing committee received a presentation on both overall sector benchmarking and committee-specific comparisons, along with consolidated feedback and track-changes versions of their ToR. Committees discussed proposed revisions and were invited to submit any additional feedback following their meetings.

The revised ToR were then brought forward for discussion at the Governance Committee meeting on May 12, 2026. Following that meeting, updated drafts were circulated to the Chair and Vice-Chairs, and subsequently to the full committee, for a final round of review.

Following incorporation of final comments, clean versions of the revised Terms of Reference were prepared. The six ToR are now presented to the Board of Governors for approval, with implementation proposed for the 2026/27 Board year.

Document Name: Audit and Risk Committee Terms of Reference

Executive Officer: Vice-President (People, Finance and Operations)

Approval Authority: Board of Governors

Date Document Approved: June 2026

Mandatory Review Date: June 2029

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AUTHORITY

The Audit and Risk Committee is established by the Board of Governors pursuant to section 18 (c) of the *Carleton University Act* and made a committee pursuant to section 8.02 of the *Carleton University By-law No. 1* ("the By-Law). The Committee operates under the authority of, and is accountable to, the Board of Governors.

MANDATE

The Audit and Risk Committee reviews and assesses recommendations and reports on the financial and internal controls and risk exposures of the University. The Committee's functions include review of external audit, internal audit and the Enterprise Risk Management (ERM) Framework and program, including oversight of risk identification, assessment, appetite, treatment, monitoring, and reporting across the University.

The Committee supports the Board of Governors in fulfilling its responsibility for enterprise risk oversight and in fostering a strong risk management culture aligned with the Enterprise Risk Management Policy, including alignment of risk management practices with the University's strategic objectives, risk appetite, and applicable legal and regulatory requirements.

Specifically, the Audit and Risk Committee shall oversee the following areas:

1. Financial reporting processes to confirm transparency and integrity of financial reports;
2. Enterprise Risk Management Policy and Framework, including the process to identify, evaluate and mitigate enterprise risks as well to confirm it meets the needs of the University;
3. Effectiveness of internal and external audit functions; and

4. Implementation of internal and external audit and enterprise risk recommendations.

DUTIES AND RESPONSIBILITIES

A. Financial Management and Reporting

In support of its mandate, the Committee shall oversee the integrity, transparency, and reliability of the University's financial management and reporting processes.

The Committee will:

- a. Review the quality and integrity of the University's financial statements and financial disclosures, ensuring fairness of their presentation in accordance with applicable accounting standards provided to the Board of Governors;
- b. Assess the appropriateness of significant accounting policies, estimates, and judgements used in the preparation of financial statements;
- c. Monitor the clarity and completeness of financial reporting, including disclosures relating to financial risks, contingencies, and uncertainties;
- d. Review management representations regarding the accuracy and completeness of financial information;
- e. Ensure that financial reporting processes support informed decision-making and align with the University's financial stewardship responsibilities and applicable accounting standards;
- f. Consider the consistency of financial reporting with the University's risk profile, internal controls, and enterprise risk disclosures; and
- g. Review any significant issues or concerns arising in relation to financial management and reporting and ensure appropriate follow-up or escalation to the Board, as required.
- h. Receive reports on significant audits or reviews of the University conducted by external parties, including governments, granting agencies, or regulators, and review any findings indicating material issues or irregularities

B. External Audit

In support of its mandate to oversee the external audit, the Committee will perform the following functions annually:

- a. Consider and recommend to the Board of Governors (the Board), the appointment of External Auditors;
- b. Review and recommend the approval of the annual audit letters of engagement, management, independence and scope of services as presented by the External Auditors to the Board of Governors;

- c. Review and recommend to the Board, approval of the annual audit fees and a list provided by the External Auditors describing their fees for other audits and non-audit services for the previous fiscal year;
- d. Review and recommend to the Board for approval the External Auditor's audit plan, scope of examination and the nature of the level of support provided by administration;
- e. Review and recommend to the Board for approval the draft annual Audited Financial Statements and financial report, as to the fairness of presentation, acceptability of accounting principles, and adequacy of disclosure;
- f. Review and recommend to the Board for approval the draft annual Audited Pension Plan Statements as well as reviewing significant findings or recommendations submitted by the External Auditor or Pension Committee;
- g. Assess the completeness of the work performed by the External Auditors, the lead partner, and report the results of this assessment to the Board;
- h. Review material observations and recommendations made by the External Auditors during the audit and ensure that there is a process in place for response and/or correction of these matters as required; and
- i. Meet privately with the External Auditor lead partner to confirm and assess that the audit function is independent, has the capacity, capabilities and cooperation to perform the audit plan and has ability to facilitate the provision of an independent report.

In support of its mandate to oversee the external audit, the Committee will perform the following functions, as required:

- a. Review the engagement of the External Auditors. Normally, a request for proposals for external audit services would be issued every five years;
- b. Review and pre-approve any proposed engagements of the External Auditor's for non-audit work, in accordance with the [Use of External Auditor for Non-Audit Services and Related Fees Policy](#). The Committee will ensure compliance with the parameters set out in the Policy, including approval thresholds, monitoring of aggregate non-audit service fees, and restrictions necessary to maintain auditor independence. The Committee has the authority to approve or deny the engagement of the External Auditor for non-audit services;
 - i. Receive and review periodic reports on non-audit services and related fees to monitor compliance with Policy requirements and maintain oversight of auditor independence.
 - ii. Where permission for non-audit work is required between regularly scheduled meetings of the Committee and time is of the essence, the Chair of the Committee has the delegated authority to complete the necessary review and pre-approve following the procedures noted above

and in the Use of External Auditor for Non-Audit Services and Related Fees Policy, where the proposed non-audit work does not entail a total fee in excess of \$50,000. The Chair will report the outcome of any such action to the Committee at its first scheduled meeting following such review. Notwithstanding the ability to use delegated authority, the Chair of the Committee may choose to consult with the Committee and/or engage its members in decision-making on these matters.

C. Internal Audit

In support of its mandate to oversee the internal auditing process, the Committee will perform the following functions:

- a. Annually review and approve the annual internal audit plan, three-year work plan of the internal audit function, and cost structure presented by the Administration and the Internal Auditors;
- b. Receive reports for each internal audit with a synopsis of the results found and management's response and plan for implementation of the recommendations;
- c. Receive a report (usually twice per year) on the status of implementation of all outstanding audit recommendations; and
- d. At least annually, meet privately with the Internal Auditor lead partner to confirm and assess that the internal audit function is independent (free of conflicts), has the capacity, capabilities, and cooperation to perform the audit plan and has ability to facilitate the provision of an independent report.
- e. Issue request for proposals for internal audit services, normally every five years.

The Committee will perform the following functions as needed:

- a. Examine and report on any matters referred to the Committee by the Executive Committee of the Board; and

D. Enterprise Risk Management

In discharging its responsibilities, the Committee shall oversee the implementation and effectiveness of the University's Enterprise Risk Management Framework, which supports the identification, assessment, treatment, monitoring, and continuous improvement of enterprise risks, in alignment with the [Enterprise Risk Management Policy](#). The Committee will perform the following functions:

- a. Review and recommend to the Board of Governors, the Enterprise Risk Management policy and framework for the University, typically every five years;
- b. Review and recommend to the Board of Governors the University's Risk Appetite statements, ensuring alignment with the University's strategic objectives, enterprise risks and risk management practices;

- c. Periodically review the continued appropriateness of the Risk Appetite, including consideration of changes in the University's risk profile, external environment, and strategic priorities;
- d. Ensure that appropriate systems are in place to identify, assess, and mitigate significant business risks, and assess their effectiveness.
- e. Monitor and assess the adequacy and effectiveness of the University's systems of internal control in supporting compliance with legal, ethical, and regulatory requirements
- f. Annually meet with the Associate Vice-President of Risk Management to confirm that the function has the capacity and capabilities to perform the work plans, and sufficient organizational authority to facilitate the provision of complete, accurate and timely reports to the Committee;
- g. Receive reports from management on the Enterprise Risk Assessment and on areas of significant enterprise risk to the University at regular intervals throughout the year, with timely updates on emerging risks and issues of concern as they arise;
- h. Monitor adherence to the approved Risk Appetite by reviewing reports on key enterprise risks and associated mitigation strategies, including areas where risk exposure exceeds or is trending outside of approved tolerance levels;
- i. Review insurance coverage annually to ensure all risks are addressed adequately and appropriately;
- j. On an annual basis, confirm that material risks are being delegated to and addressed by the appropriate committee(s) of the Board;
- k. the Committee will monitor, receive updates and report on key developments and material risks within the Committee's mandate, including in areas such as:
 - i. Cybersecurity
 - ii. Compliance & Regulation Legal Requirements
- l. At least twice per year, review with General Counsel the following:
 - i. any legal matters that could have a significant impact on the financial statements and contingent liability, and
 - ii. compliance with applicable laws and regulations and inquiries received from regulators or government.
- m. Per the [Whistleblowing, Financial Fraud Prevention and Reporting Policy](#), receive annual reports of suspected fraud that may result in significant financial or reputational impact.
- n. Ensure that Committee Chair provides timely reports to the Executive Committee on risks of significant material impact on the University to support effective Board oversight and decision-making.

E. Information Technology and Digital Strategy

The Committee will oversee and regularly review the integrity, sufficiency and resilience of the University's digital and information technology assets, infrastructure, governance and risk mitigation systems to ensure that they

continue to support the University's strategic direction and major operational needs, including in relation to:

- a. Cybersecurity and implementation of other major information technology projects implementation; and
- b. Monitor the adoption, governance and risk management of artificial intelligence (AI) and emerging digital technologies.

F. Other Duties and Responsibilities

The Committee shall:

- o Make recommendations for Board approval on matters within its mandate; and
- o Escalate any significant issues, risks, or matters requiring Board attention in a timely manner.

Review no less than every two years, the Committee's mandate, and recommend changes to the Governance Committee and Board, as necessary.

Perform such functions as may periodically be assigned to the Committee by the Board of Governors or the Executive Committee.

MEMBERSHIP

Committee Members

The Committee shall be comprised of up to eleven (11) members appointed by the Board, and shall include the following as *ex-officio members*:

- Board Chair
- Board Vice-Chair, and
- President and Vice-Chancellor.

Only those members of the Committee who are community-at-large or alumni members shall be entitled to vote.

All Committee members shall be financially literate in that they shall have the ability to read and understand financial statements, accounting practices and policies of a complexity comparable to the financial statements of the University.

The Executive Committee should strive to ensure that the Committee includes at least one member with expertise in digital strategy, cybersecurity, or emerging technologies (including AI).

All members of the Committee shall serve a one-year term which may be renewed by the Executive Committee.

Executive Support

The Vice-President (People, Finance and Operations) and the University Secretary and Chief Governance Officer report to and support the Committee in submitting reports, providing advice, and making recommendations in line with its mandate.

Standing Invitations

The Provost and Vice-President (Academic), the Vice-President (Research, Innovation and International), the Associate Vice-President (Financial Services) and Chief Financial Officer, Associate Vice-President (Risk Management), Associate Vice-President (Information Technology Services) and Chief Information Officer and General Counsel have a standing invitation to attend meetings of the Committee.

Secretary

- a. The University Secretary and Chief Governance Officer (Secretary) or their designate shall be the Secretary of the Committee.
- b. The Secretary will prepare, in consultation with the senior team and the Chair of the Committee, the meeting agenda and all documentation in support of items of business minutes of meetings, and will keep records of the Committee's business.

PROCEDURE :

Quorum:

Quorum for meetings shall consist of one-half the number of voting members of the committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the Committee.

Meeting:

The Committee meets in closed session. Where matters before the Committee are of a particularly confidential or sensitive nature, the Committee may move in camera. The Committee meets a minimum of three times per year.

Meetings are held in accordance with the [Appendix A of the](#) By-law.

Minutes and Reports:

Minutes of the meeting prepared by the Secretary will normally be approved at the next regular meeting of the committee.

The Committee Chair or Vice-Chair will report to the Board of Governors on its activities following each meeting.

Revisions and Approvals:

- 599th Board of Governors Meeting, December 1, 2016, approved amended terms of reference for Audit and Risk Committee.

- 614th Board of Governors Meeting, March 28, 2019, approved revised terms of reference for Audit and Risk Committee to include Enterprise Risk Management.
- 632nd Board of Governors Meeting, October 4, 2022, approved revised terms of reference for Audit and Risk Committee removing appendix with protocol for pre-approval of non-audit services, and related fees, provided by the External Auditor which became a stand-alone policy.

2026 Audit and Risk Committee Terms of Reference Review – Comparison Chart

Area	2022 TOR	2026 TOR	Key Change / Observation
Authority	Not explicitly stated	Explicit reference to Carleton University Act and By-law No.1	Introduces clear statutory authority and governance grounding.
Executive Officer	VP (Finance and Administration)	VP (People, Finance and Operations)	Reflects organizational restructuring and modernized portfolio.
Mandate	Focus on financial controls, audit, and risk exposures	Expanded to include risk culture, alignment with strategy, and enterprise-wide oversight	Broadens mandate from compliance to strategic governance and risk integration.
Document Structure	Primarily narrative with sections by function	Structured into Authority, Mandate, Duties, Financial Reporting, IT, Membership, Procedures	Improves clarity, readability, and alignment with sector best practices.
Financial Reporting	Embedded within external audit responsibilities	Standalone section with detailed oversight of disclosures, estimates, risks, and reporting quality	Significant expansion elevating financial reporting oversight.
External Audit	Standard audit responsibilities and review	Adds explicit pre-approval, monitoring of non-audit services, and authority to approve/deny	Strengthens independence oversight and compliance with policy.
Internal Audit	Defined review of plans, reports, and implementation	Largely unchanged with minor clarifications	No material change; maintains existing oversight approach.
Enterprise Risk Management	Focus on reviewing policy, framework, and annual reports	Expanded to include risk appetite, monitoring adherence, continuous reporting, and alignment with strategy	Substantial enhancement of ERM oversight and governance role.
Risk Oversight Scope	General reference to enterprise risks	Explicit identification of key risk domains and monitoring responsibilities	More proactive and structured risk oversight expectations.
Legal and Compliance	Annual review with General Counsel	At least twice per year with enhanced compliance and disclosure focus	Increases frequency and depth of legal oversight.
Fraud / Whistleblowing	Implicit within audit/risk	Explicit linkage to Whistleblowing and Fraud Policy and reporting obligations	Clarifies oversight of fraud and ethical reporting mechanisms.
Information Technology	Not addressed	New section covering IT infrastructure, cybersecurity, and digital strategy	Introduces oversight of digital and cyber risks (sector best practice).
Board Reporting	Implicit	Explicit requirement to report after each meeting and escalate risks	Strengthens accountability and communication to Board.
Membership	Up to 11 members; community-at-large voting	Includes alumni as voting members and introduces one-year renewable terms	Expands eligibility and clarifies terms.

2026 Audit and Risk Committee Terms of Reference Review – Comparison Chart

Executive Support	Not explicitly defined	New section outlining VP support and coordination with Secretary	Improves clarity of administrative support roles.
Standing Invitees	Not specified	Explicit list of senior administrators invited to attend meetings	Improves transparency and consistency of participation.
Secretary Role	Not detailed	Detailed responsibilities for agenda, records, and minutes	Formalizes governance and administrative processes.
Procedures	Basic quorum rules	Expanded to include meeting frequency, closed sessions, and by-law alignment	Enhances procedural clarity and governance discipline.
Quorum	Half plus one of members	Half plus one of voting members	Clarifies quorum based on voting membership.
Overall Approach	Compliance-focused	Governance-oriented, risk-integrated, and strategy-aligned	Represents maturation to modern governance standard.

Document Name: Campus Planning and Infrastructure Committee
Terms of Reference

Executive Officer: Vice-President (People, Finance and Operations)

Approval Authority: Board of Governors

Date Document Approved: June 2026

Mandatory Review Date: June 2029

AUTHORITY

The Campus Planning and Infrastructure Committee is established by the Board of Governors pursuant to section 18 (c) of the *Carleton University Act* and made a committee pursuant to section 8.02 of the *Carleton University By-law No. 1* (“the By-Law”). The Committee operates under the authority of, and is accountable to, the Board of Governors.

MANDATE

The Campus Planning and Infrastructure Committee is a standing committee of the Board of Governors (the Board) of Carleton University constituted for the formulation and oversight of policy pertaining to the development of University real property and the oversight of capital projects meeting the criteria established in these Terms of Reference.

The Committee provides oversight of the University’s capital planning framework and capital projects, in accordance with the [Capital Planning Process Policy](#). This includes the review and recommendation to the Board of all major capital projects and infrastructure renewal initiatives, and oversight of campus planning, real estate development, and physical infrastructure in alignment with the University’s strategic objectives. The committee is responsible for oversight of capital projects, including review of project scope, alignment with approved parameters, risk, and progress through defined approval and reporting stages.

DUTIES AND RESPONSIBILITIES

The Campus Planning and Infrastructure Committee shall, in accordance with the Capital Planning Process Policy:

1. Oversee all major capital projects through the capital planning process as follows:
 - Review and make recommendations to the Board regarding the Capital Proposal Form (Step 1) for major projects;
 - Review and make recommendations to the Board regarding the Project Planning Report (Step 2);
 - Review and make recommendations to the Board regarding the Project Implementation Report (Step 3);
 - Receive and oversee Project Status Reports (Step 4), including updates on scope, schedule, risks, and budget;
 - Receive and review Project Conclusion Reports (Step 5).
2. Receive and review proposed updates to the Campus Master Plan, following institutional planning processes, and make recommendations to the Board, as appropriate. Further, it shall consider all proposals for change to the approved Campus Master Plan and make such recommendations to the Board as it deems appropriate about such changes, before such proposed changes are enacted by the Board. The need for a complete and formal review of the Campus Master Plan shall be assessed every five (5) years;
3. Ensure that all proposed changes to the use of University lands, site selections, and major capital projects are reviewed and submitted to the Board for approval in accordance with policy requirements.
4. Review and make recommendations to the Board with respect to:
 - a. The Capital Plan, including priorities, alignment with institutional strategy, and multi-year capital planning assumptions; and
 - b. Deferred maintenance and Infrastructure Renewal Plan providing oversight of emerging priorities, risks, and resource implications.
 - c. Long-term planning in relation to the University's real estate portfolio;
 - d. Proposals relating to the use and development of real property;
 - e. Proposals for, and policies governing, the acquisition, disposition, encumbrance or lease of real property;
 - f. The acceptance of donations of real property to the University;
5. Ensure that capital planning and projects align with the University's Sustainability Plan, Accessibility Plan, and Equity, Diversity and Inclusion commitments.
6. Work collaboratively with the Finance Committee in the review and recommendation of capital projects, including consideration of financial feasibility, funding, and risk. Where circumstances warrant, the Campus Planning and Infrastructure Committee

may hold joint meetings with the Finance Committee to consider items of interest to both committees;

7. Monitor key risks within the Committee's mandate, including capital asset management and capital project risks (scope, cost, schedule, funding, claims management and reputational risk), and ensure appropriate escalation to the Board.
8. The Committee shall:
 - a. Make recommendations for Board approval on matters within its mandate; and
 - b. Escalate any significant issues, risks, or matters requiring Board attention in a timely manner.
9. Undertake such other related tasks and assignments as may be assigned by the Board, from time to time.

MEMBERSHIP

Committee Members

The Committee shall be comprised of up to twelve (12) members appointed by the Board, including the following *ex-officio* members of the Committee:

- Board Chair,
- Board Vice-Chair, and
- President and Vice-Chancellor.

In selecting Committee members, the Executive Committee shall ensure that a sufficient number of Committee members have expertise in such areas as:

- a. Project management, architecture, urban planning, engineering and design, and construction;
- b. Multi-year capital planning and management of existing, and projected construction of new physical plant facilities;
- c. Commercial and/or residential real estate management and development;
- d. Knowledge about appropriate property return, financial analysis, and market conditions and opportunities; and
- e. Environmental and sustainability expertise.

All members of the Committee shall serve a one-year term which may be renewed by the Executive Committee.

Executive Support

The Vice-President (People, Finance and Operations) reports and provides support to the Committee in submitting, in coordination with the Secretary, reports, advice, and recommendations in keeping with the Committee's mandate.

Standing Invitations

The Provost and Vice-President (Academic), the Vice-President (Research, Innovation and International), the Associate Vice-President (Facilities Management and Planning) and General Counsel have a standing invitation to attend meetings of the Committee.

Secretary

- a. The University Secretary and Chief Governance Officer (Secretary) or their designate shall be the Secretary of the Committee; and
- b. The Secretary will prepare, in consultation with the senior team and the Chair of the Committee, the agenda and all documentation in support of items of business for the Committee's agenda and will keep records of the Committee's business.

PROCEDURE :

Quorum:

Quorum for meetings shall consist of one-half the number of voting members of the committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the Committee.

Meeting:

The Committee meets in closed session. Where matters before the committee are of a particularly confidential or sensitive nature, the committee may move in camera. The committee meets a minimum of three times per year, and more frequently as required.

Meetings are held in accordance with the [Appendix A of the By-law](#).

Minutes and Reports:

Minutes of the meeting prepared by the Secretary will normally be approved at the next regular meeting of the Committee.

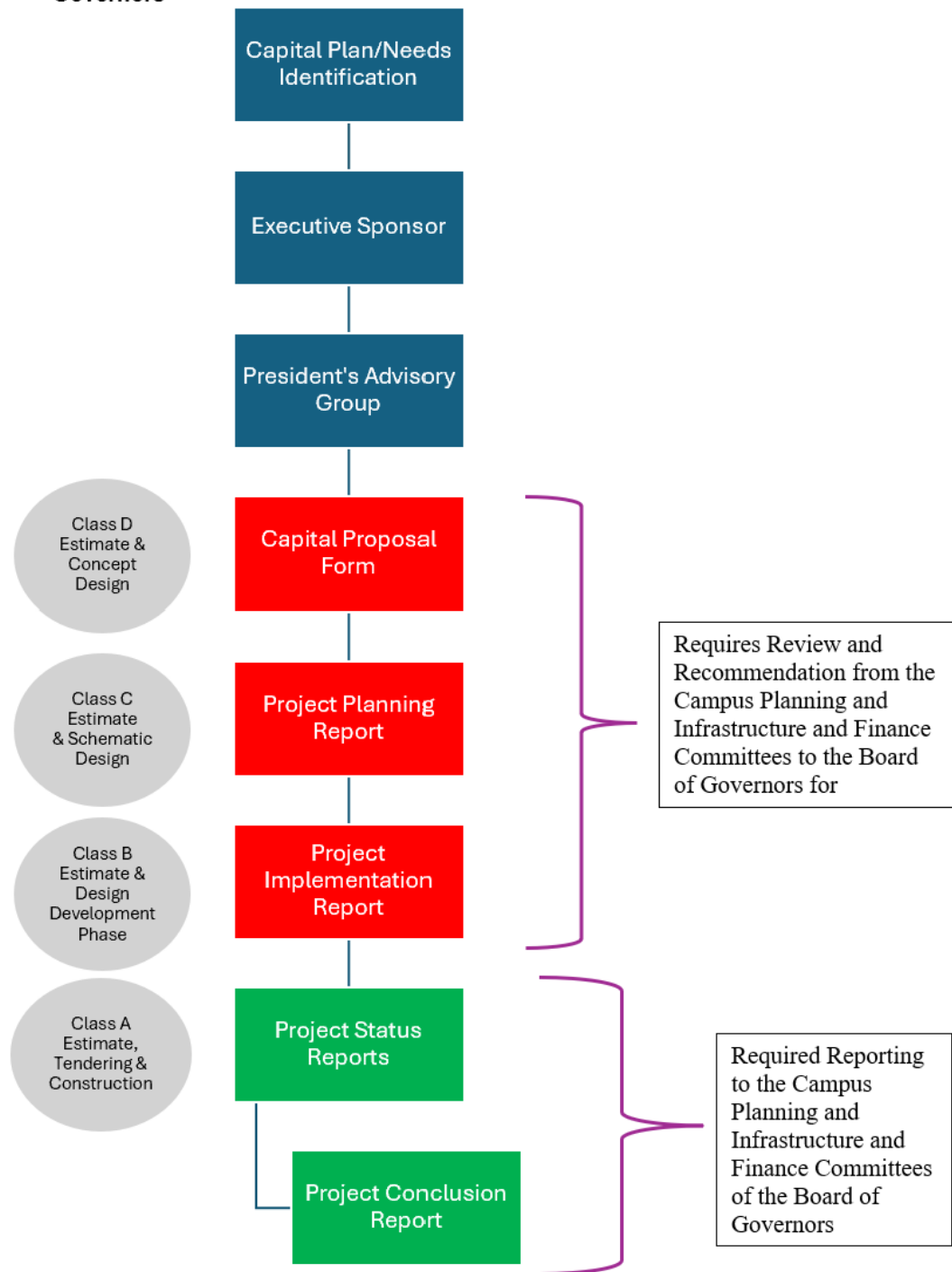
The Committee Chair or Vice-Chair will report to the Board of Governors on its activities following each meeting.

Revisions and Approvals:

- 144th Meeting, Oct. 6/15 – approved proposed changes presented by Executive Officer, including addition of Annex A to the document.
- 599th Meeting of the Board, December 1, 2016 – approval of revisions to terms of reference.
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Building Program Committee.

- 629th Board of Governors Meeting, March 10, 2022, approved revised terms of reference for Building Program Committee.

Appendix A: Project Planning Process and Reporting Requirements for the Board of Governors



2026 Campus Planning and Infrastructure Committee Term of Reference Update - Comparison Table

Area	2022: Building Program Committee	2026: Campus Planning & Infrastructure Committee	Key Change
Committee Name & Scope	Focused on building program and capital project oversight	Broader mandate covering campus planning, infrastructure, real estate, and capital planning	Expansion to enterprise-level infrastructure oversight
Mandate Focus	Technical oversight of construction and physical infrastructure	Strategic oversight of capital planning framework, major projects, and institutional alignment	Shift to strategic governance role
Alignment with Strategy & Policy	Limited explicit alignment	Explicit alignment with Capital Planning Process Policy and strategy	Stronger integration with institutional frameworks
Capital Project Oversight	Defined responsibilities with Schedule A	Structured staged oversight (proposal to conclusion)	More formalised and transparent process
Risk Oversight	Implicit	Explicit monitoring and escalation of risks	Formal risk governance introduced
Capital Planning	Consider infrastructure matters	Oversight of Capital Plan and priorities	Elevated strategic role
Real Estate	Site selection and land use	Full lifecycle oversight (acquisition, leasing, etc.)	Expanded real estate scope
Campus Master Plan	Five-year review cycle	Review based on assessed need	More flexible and integrated approach
Sustainability, Accessibility & EDI	Sustainability referenced	Explicit inclusion of sustainability, accessibility and EDI	Broader institutional alignment
Finance Committee Relationship	Separate but may meet jointly	Integrated collaboration on projects and funding	More coordinated oversight
Reporting & Accountability	General reporting	Explicit reporting and escalation expectations	Stronger governance clarity
Legal Authority	Not explicit	Defined under Act and By-law	Clear legal grounding
Membership Terms	Not specified	One-year renewable terms	Greater clarity
Meeting Practices	Basic quorum rules	Defined frequency and procedures	More structured operations
Secretary Role	Implied	Clearly defined responsibilities	Improved governance support clarity

2026 Campus Planning and Infrastructure Committee Term of Reference Update - Comparison Table

Document Name: Executive Committee Terms of Reference

Executive Officer: President and Vice-Chancellor

Approval Authority: Board of Governors

Date Document Approved: June 2026

Mandatory Review Date: June 2029

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AUTHORITY

The Executive Committee is established by the Board of Governors pursuant to section 18 (c) of the *Carleton University Act* and made a committee pursuant to section 8.01 of the *Carleton University By-law No. 1* ("the By-Law). The Committee operates under the authority of, and is accountable to, the Board of Governors.

MANDATE

The primary role of the Executive Committee is the exercise of any or all of the powers of the Board between meetings of the Board, the consideration of matters to be brought before the Board, setting the Board agenda, and the exercise of authority delegated by the Board with respect to matters described in these Terms of Reference.

DUTIES AND RESPONSIBILITIES

Notwithstanding the provisions of section 8.01(b) of the By-law, the Executive Committee of the Board shall have the authority at any time between meetings of the Board to exercise any or all of the powers of the Board including, but not limited to, all powers provided to the Board pursuant to the By-law except the following:

- a. submit to the members any question or matter requiring the approval of the members;
- b. fill a vacancy among the directors or in the position of auditor;
- c. appoint additional directors;
- d. issue debt obligations except as authorized by the Governors;
- e. approve any financial statements;
- f. adopt, amend or repeal By-laws; and
- g. establish contributions to be made, or dues to be paid, by members.

The Executive Committee has the authority to approve mandates and settlements in respect of labour negotiations, recommendations related to compensation and terms and conditions of work of non-unionized employees, compensation arrangements of senior executives, and to appoint Board members to committees.

Decisions which are delegated to the Executive Committee (as specified above and in the General By-laws) will be made by the Committee as appropriate. Where time and circumstances permit, decisions will be deferred for determination by the Board as appropriate.

1. Delegated Powers

The Executive Committee has specifically been delegated the Board's powers in respect of the following matters:

a. People Strategy

- a. Review the University's people and culture strategy in support of the University's vision and strategic plan, including strategies related to employee engagement, talent management (recruitment and retention), development, wellbeing, compensation and organizational design;
- b. Consider trends, initiatives, and developments affecting the University as a workplace, and assess the University's planning to address future changes or readiness;
- c. Review the University's health, safety, and wellness strategies and outcomes with respect to employees; and
- d. Review the University's human rights and equity strategies and outcomes.

b. Labour Relations:

- a. Review and approve mandates and settlements arising from labour negotiations/collective bargaining;
- b. Ratification of a Memorandum of Agreement to a labour contract;
- c. Receive reports of pending rights arbitrations, or the results of such, including any financial implications for the University;
- d. Consider such other labour relations matters as are presented to the Committee by the President, from time to time; and
- e. Develop and approve the process and procedures related to the matters described in sections a through c above.

c. Non-Unionized Employees:

- a. Examine compensation and terms and conditions of work for employees excluded from bargaining units;
- b. Consider such other matters affecting non-unionized employees as are presented to the Committee by the President, from time to time;
- c. Review, in consultation with the President, salary and compensation decisions for Vice-President's, including annual salary increases and any termination settlements, and ensure that annual performance appraisals are conducted for all positions appointed by the Board; and

- d. Review and provide advice to the President on succession planning for Vice-President positions.

d. Presidential Performance Assessment

- a. Establish the President and Vice-Chancellors annual priorities and goals and monitor progress;
- b. Conduct an annual review of the performance of the President and Vice-Chancellor; and
- c. Review and recommend any termination settlements to be paid to the President and Vice-Chancellor.

e. Board Committees:

- a. Appointment of Board members to any of the standing or ad hoc committees of the Board of Governors; and
- b. Review proposals from Senior Administration or Governance Committee for additional standing or ad hoc committees that may be required from time to time.

f. Other Duties and Responsibilities

- a. Review and provide guidance regarding any matter referred to it by the Chair of the Board which crosses the mandate of more than two committees or has significant cross-committee implications;
- b. Monitor, receive updates and report on key developments and material risks within the Committee's mandate, including in the following risk areas:
 - Recruitment, Retention and Fostering Talent
 - Community Wellness
 - University Reputation
- c. Review with General Counsel, any legal matters that could have a significant impact on the University's reputation, strategic objectives or financial implications;
- d. Exercise such other delegated authority as is bestowed on the Committee by the Board.

MEMBERSHIP

Committee Members

The Executive Committee of the Board shall consist of the President, the Chair of the Board, the Vice-Chair of the Board, the Past-Chair of the Board, either the chair and/or the vice-chair of each of the standing committees of the Board, and such other persons as the Board may from time to time appoint.

All members of the Committee shall serve a one-year term which may be renewed by the Executive Committee.

Executive Support

The President and Vice-Chancellor report and provide support to the Committee in submitting, in coordination with the Secretary, reports, advice, and recommendations in keeping with the Committee's mandate.

Standing Invitations

The Provost and Vice-President (Academic), Vice-President (People, Finance and Operations), the Vice-President (Research, Innovation and International) and General Counsel have a standing invitation to attend meetings of the Committee. When the Committee is to consider labour relations matters related to collective bargaining, the Associate Vice-President (Human Resources) and Chief People Officer, and the Deputy Provost have a standing invitation to attend.

Secretary

- a. The University Secretary and Chief Governance Officer (Secretary) or their designate shall be the Secretary of the Committee.
- b. The Secretary will prepare, in consultation with the senior team and the Chair of the Committee, the agenda and all documentation in support of items of business for the Committee's agenda and will keep records of the Committee's business. Minutes of the meeting prepared by the Secretary will normally be approved at the next regular meeting of the committee.

PROCEDURE :

Quorum:

A quorum for meetings of the Executive Committee of the Board shall consist of one-half the number of members of the Executive Committee plus one, present in person, by means of a telephonic, electronic, or other communications facility, including video conference, at least one of whom must be the President, the Chair of the Board or the Vice-Chair of the Board.

Meeting:

The Committee meets in closed session. Where matters before the Committee are of a particularly confidential or sensitive nature, the Committee may move in camera. The Committee meets a minimum of three times per year.

Meetings are held in accordance with the [Appendix A of the By-law](#).

Minutes and Reports:

The Executive Committee will provide Minutes of its meetings to the Board at the next Board meeting immediately following the Minutes' approval.

The Chair of the Board will provide a report at Board Meetings as appropriate.

Revisions and Approvals:

- 608th Meeting of the Board, March 27, 2018 – approved revisions in accordance with By-law, clarified procedures, and added section on minutes and reporting.

- 599th Meeting of the Board, December 1, 2016 – approved date change, added Past Chair of the Board as voting member of the committee.
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Executive Committee.
- 629th Board of Governors Meeting, March 10, 2022, approved revised terms of reference for Executive Committee.

2026 Executive Committee Terms of Reference Review – Comparison Chart

Area	2022 TOR	2026 TOR	Key Change / Observation
Document framing	Role-Overview structure	Authority + Mandate sections	Clearer structure and separation of authority and mandate
Legislative grounding	General bylaws references	Explicit Act and By-law references	Stronger legal grounding
Mandate	Exercise Board powers between meetings	Same mandate retained	Continuity
Authority limits	General limits referenced	Explicit exclusions listed	Improved clarity
Responsibilities structure	Committee Responsibilities	Duties + Delegated Powers	Better organization
People strategy	Not explicit	Dedicated People Strategy section	Major expansion
Labour relations	Detailed delegation	Similar with minor clarifications	Continuity with enhancements
Non-union employees	Compensation oversight	Expanded role incl. appraisals and succession	Expanded accountability
Succession planning	Executive admin review	Focus on VP succession	Refined scope
Presidential review	Annual review	Adds goal-setting emphasis	Minor enhancement
Board committees	Appointments and review	Same	No change
Risk oversight	Limited	Explicit risk monitoring	Significant enhancement
Cross-committee role	Not specified	Explicit coordination role	New function
Appointments/Leaves reports	Included	Not explicit	Removed/absorbed
Legal oversight	Included	Included	No change
Membership	Defined composition	Similar + structured sections	Improved clarity
Member terms	Not specified	Defined one-year terms	New governance clarity
Standing invitations	Not specified	Formalized	Major addition
Secretary role	Minimal	Expanded responsibilities	Strengthened processes
Meeting frequency	Not specified	Minimum three meetings/year	New expectation
Meeting format	Not specified	Closed sessions defined	Added clarity
Quorum	Majority + Chancellor/President/Chair	Majority + President/Chair/VP	Minor change
Procedures	General reference	Detailed procedures	Enhanced framework

2026 Executive Committee Terms of Reference Review – Comparison Chart

Minutes/reporting	Same	Same	No change
Review cycle	2026 review	2030 review	Updated cycle

Document Name: Finance Committee Terms of Reference

Executive Officer: Provost and Vice-President (Academic) and Vice-President (People, Finance and Operations)

Approval Authority: Board of Governors

Date Document Approved: June 2026

Mandatory Review Date: June 2029

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AUTHORITY

The Finance Committee is established by the Board of Governors pursuant to section 18 (c) of the *Carleton University Act* and made a committee pursuant to section 8.02 of the *Carleton University By-law No. 1* ("the By-Law"). The Committee operates under the authority of, and is accountable to, the Board of Governors.

MANDATE

The Finance Committee is a standing committee of the Board of Governors established to assist the Board in fulfilling its oversight responsibilities for the University's financial affairs. The Committee oversees financial planning and performance and makes strategic and policy recommendations to the Board in accordance with these Terms of Reference.

DUTIES AND RESPONSIBILITIES

1. FINANCIAL PLANNING

In support of the Board's responsibility for the oversight of the University's financial affairs, including its property, revenues, and long-term financial sustainability, the Committee will:

- a. Review and recommend to the Board the University's integrated annual and multi-year operating, capital, and ancillary budgets, including cash flow projections and any required operating debt repayment;

- b. Monitor the University's financial performance against approved budgets, including a review of any material variances and key indicators of the balance sheets and the status of reserve funds at each meeting;
- c. Review and provide advice to the administration on the key assumptions underlying financial plans, including government operating grants, tuition fee frameworks, enrolment, expenses, and other major revenue drivers;
- d. Monitor and assess the University's long-term financial sustainability, including deficits, surpluses, debt levels, and forward-looking forecasts including staffing levels, enrolment trends such as retention rates, application volumes and conversion/yield rates;
- e. Review and recommend to the Board policies governing financial management, including those related to reserves, liquidity, and debt (e.g., Reserve Policy, Debt Policy);
- f. Review and recommend to the Board the approval of tuition fees and ancillary charges, consistent with the University's financial strategy;
- g. Review and assess the current and projected levels of private and external funding, and their implications for the University's financial position;
- h. Review and, where appropriate, recommend to the Board the extent and nature of external borrowing, and monitor the University's debt profile;
- i. Review and provide advice on the financial implications of capital, infrastructure, and real estate decisions, including recommending the financing of major construction projects above thresholds established by the Board;
- j. Review and recommend significant strategic or institutional investments (including major information technology projects) above thresholds established by the Board.

2. PENSION

The Finance Committee plays an oversight role, and makes recommendations, in respect of the University's Retirement Plan, supporting the Board of Governors in its responsibilities as Plan Sponsor and Administrator.

In carrying out this role, the Committee shall:

- a. Review and recommend for Board approval key pension-related documents and decisions of the Pension Committee, including:

- i. Annual updates to the Statement of Investment Policies and Procedures (SIPP), which sets out the investment policy, asset mix, and management framework for the Retirement Fund;
 - ii. Any restatements or substantive amendments to the Retirement Plan Text, which governs plan design, eligibility, contributions, benefits, and administration;
 - iii. At least triennial the Actuarial Valuation Report, to assess the financial health of the Retirement Plan as per the Ontario Pension Regulation;
 - iv. The Responsible Investing Policy, which sets the environmental, social and governance framework for the Retirement Fund at least every three (3) years;
 - v. The selection or termination of external investment managers for the Retirement Fund, based on recommendations from the Pension Committee; and
 - vi. Any other administrative decisions made in accordance with Section 15.03(b) of the Retirement Plan Text.
- b. Provide financial oversight of the Retirement Plan, including consideration of:
 - i. Provide oversight of pension governance and compliance, ensuring that the Plan operates in accordance with applicable legislation, including the Pension Benefits Act (Ontario), and that required filings and disclosures are completed with the appropriate regulatory authorities;
 - ii. The financial condition, funded status, and long-term sustainability of the Plan; and
 - iii. The impact of Retirement Fund's investment performance and funding requirements on the University's financial position and operating budget.
- c. Monitor risk associated with the Retirement Plan, including financial, market, legal, operational, and reputational risks, recognizing the multi-billion dollar scale and strategic importance of the Plan to the University.
- d. Maintain alignment with the Pension Committee, receiving its recommendations and ensuring appropriate review, scrutinize, and escalation to the Board, while respecting the Pension Committee's primary role in plan administration and fund oversight.
- e. Support the University's fiduciary responsibilities, ensuring that pension-related decisions are taken with due regard to the interests of Plan beneficiaries and the long-term sustainability of the Plan.

A member of the Finance Committee will serve on the Pension Committee as determined by the Executive Committee.

3. INVESTMENT

The Committee provides oversight of the Investment Committee, including its mandate, composition and effectiveness. The Committee shall:

- a. Receive and review reports from the Investment Committee on the investment performance, asset allocation and risk exposure of endowed and non-endowed funds bi-annually or upon request;
- b. Monitor overall performance of the University's investable funds, with a focus on alignment with long-term objectives and sustainability of distribution rates;
- c. Ascertain that performance and investment-related risks such as market risk, liquidity risk, reputational risk are being appropriately monitored by the Investment Committee;
- d. The Responsible Investing Policy for the endowed and non-endowed funds, which sets the environmental, social and governance framework at least every three (3) years;
- e. Annual review and make recommendations to the Board regarding the endowed Statement of Investment Policies and Procedures (SIPP), Responsible Investing Policies and any material changes to investment strategy;
- f. Review and make recommendations to the Board regarding the non-endowed Statement of Investment Policies and Procedures (SIPP) at least every five (5) years;
- g. Review and make recommendations to the Board regarding updates to the Investment Committee Terms of Reference at least every three (3) years; and
- h. Have a Finance Committee representative on the Investment Committee as determined by the Executive Committee.

In addition, the Committee undertakes the following:

- j. Upon recommendation of the President, appoint a Dean to the Investment Committee;
- k. Upon recommendation of the Investment Committee, appoint two or more additional members with a relevant professional background; and
- l. Upon recommendation of the Investment Committee, approve the renewal of membership term, excluding those *ex officio* members.

4. OTHER

Where circumstances warrant, the Finance Committee may hold joint meetings with other Board of Governors Committees to consider items of interest to both committees.

The Committee shall:

- Make recommendations for Board approval on matters within its mandate; and
- Escalate any significant issues, risks, or matters requiring Board attention in a timely manner.

The Committee will monitor, receive updates on and report to the Board regarding key developments and material risks within its mandate, including in the following risk areas:

- Student Enrolment
- Financial Sustainability

Review no less than every three (3) years, the Committee's terms of reference, and recommend changes to the Governance Committee, Executive Committee, and Board, as necessary.

Perform such functions as may periodically be assigned to the Committee by the Board of Governors or the Executive Committee.

MEMBERSHIP

Committee Members

The Committee shall be comprised of up to eleven (11) members appointed by the Board, including the following shall be *ex-officio* members of the Committee:

- Board Chair,
- Board Vice-Chair, and
- President and Vice Chancellor.

All Committee members shall be financially literate in that they shall have the ability to read and understand financial statements of a complexity comparable to the financial statements of the University.

All members of the Committee shall serve a one-year term which may be renewed by the Executive Committee.

Executive Support

The Vice-President (People, Finance and Operations) and the Provost and Vice-President (Academic) reports to and, in coordination with the University Secretary and Chief Governance Officer, supports the committee in preparing and submitting reports, providing advice, and making recommendations in line with its mandate.

Standing Invitations

The Vice-President (Research, Innovation and International), the Associate Vice-President (Financial Services) and Chief Financial Officer, Associate Vice-President (Planning, Budgeting and Analysis) and General Counsel have a standing invitation to attend meetings of the Committee.

Secretary

- a. The University Secretary and Chief Governance Officer (Secretary) or their designate shall be the Secretary of the Committee.
- b. The Secretary will prepare, in consultation with the senior team and the Chair of the Committee, the agenda and all documentation in support of items of business for the Committee's agenda and will keep records of the Committee's business.

PROCEDURE :

Quorum:

Quorum for meetings shall consist of one-half the number of voting members of the committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the Committee.

Meeting:

The Committee meets in closed session. Where matters before the Committee are of a particularly confidential or sensitive nature, the Committee may move in camera. The Committee meets a minimum of three times per year, and more frequently as required to fulfill its mandate.

Meetings are held in accordance with the [Appendix A of the By-law.](#)

Minutes and Reports:

Minutes of the meeting prepared by the Secretary will normally be approved at the next regular meeting of the Committee.

The Committee Chair or Vice-Chair will report to the Board of Governors on its activities following each meeting.

Revisions and Approvals:

- 281st Meeting, Sept. 15/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Meeting, Dec. 1/16 – approval of revised Terms of Reference
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Finance Committee.
- 629th Board of Governors Meeting, March 10, 2022, approved revised terms of reference for Finance Committee.

2026 Finance Committee Terms of Reference Review – Comparison Chart

Area	2022 Terms of Reference	2026 Draft Terms of Reference	Key Change / Observation
Document Structure	Overview-based with sections: Role, Financial Planning, Other, Membership, Quorum	Expanded structure: Authority, Mandate, Duties (Financial Planning, Pension, Investment), Membership, Procedures	More formal governance structure with clearer delineation of responsibilities and alignment to Board governance best practices.
Authority	Not explicitly stated	Explicit authority under Carleton University Act and By-law No. 1	Significant strengthening—formal legal grounding clarifies Committee’s authority and alignment with governing legislation.
Mandate/Role	General oversight of financial framework and budget	Broadened to oversight of financial affairs, performance, and strategic recommendations	Shift from descriptive role to a more strategic, Board-support mandate.
Financial Planning	Focus on annual budget review, tuition fees, borrowing, pension report	Expanded to include multi-year budgets, performance monitoring, reserves, sustainability, policies, investments, real estate	Substantial expansion—moves from annual review to continuous financial oversight and long-term sustainability focus.
Pension	Receive and review pension report, recommend to Board	Significantly expanded: governance, compliance, SIPP, plan text, risk oversight, fiduciary duties, Pension Committee alignment	Major enhancement—clarifies Board sponsor role and introduces formal pension governance, risk, and fiduciary oversight.
Investment / Endowment	Endowment Investment Committee reporting and appointments	Expanded to full Investment section: oversight, policies, risk, SIPP, responsible investing, committee mandate	Elevates investment oversight from administrative to strategic governance function.
Reporting	Limited references	Explicit reporting to Board, escalation of risks, regular updates	Improved accountability—introduces formal reporting and escalation expectations to the Board.
Risk Oversight	Not explicit	Explicit monitoring of key risks (e.g., enrolment, financial sustainability)	New governance dimension—formal integration of risk oversight within mandate.
Membership	Up to 11 members, ex-officio, financial literacy required	Similar structure + one-year renewable terms, added	Enhances clarity and governance support structure, including defined administrative and advisory roles.

2026 Finance Committee Terms of Reference Review – Comparison Chart

		executive support, standing invitations, secretary role	
Meetings / Procedures	Quorum only specified	Expanded: meeting frequency (minimum 3/year), closed session, in camera, procedural rules	Strengthens procedural clarity and transparency around Committee operations.
Review Cycle	Review every 4 years	Same requirement retained	No substantive change.

Document Name: Governance Committee Terms of Reference

Executive Officer: University Secretary & Chief Governance Officer

Approval Authority: Board of Governors

Date Document Approved: June 2026

Mandatory Review Date: June 2029

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AUTHORITY

The Governance Committee is established by the Board of Governors pursuant to section 18 (c) of the *Carleton University Act* (“the Act”) and made a committee pursuant to section 8.02 of the *Carleton University By-law No. 1* (“The By-law”). The Committee operates under the authority of, and is accountable to, the Board of Governors.

MANDATE

The Governance Committee of the Board of Governors (the “Board”) of Carleton University is a standing committee of the Board constituted to oversee and advise the Board with respect to the governance of the University and to ensure the Board is comprised of members who possess the skills, qualities, and experience to collectively contribute to effective board governance.

DUTIES AND RESPONSIBILITIES

Governance Responsibilities

- a. Scrutinize the University’s governance model, at least every five (5) years, to ensure consistency with the objects and purposes of the University as stated in the “Act” and compliance with applicable legislation;
- b. Review the governance practices of the University to ensure that the principles of transparency, accountability, inclusiveness, and effectiveness are respected in University governing bodies, and make recommendations to the appropriate governing body for change when appropriate;

- c. Periodically review the constating instruments of the University, the Board, and the various Board committees, including without limitation the Act, by-laws, procedures of the Board, committee terms of reference, mandates and procedures, and relevant University policies, and make recommendations to the appropriate governing body for development and change where appropriate;
- d. Periodically review, recommend to the Board, and monitor the application of the Code of Conduct for Board members;
- e. Develop, implement, and monitor the effectiveness of an orientation and training programme for members of the Board; and
- f. Periodically review protocols and appointment guidelines for the establishment of search committees for Chancellor, President, Vice-Presidents, and other senior administrative positions in the University, and make recommendations for change when appropriate.

2. Nominating Responsibilities

- a. Seek, identify and recruit qualified individuals to stand for nomination as Governors;
- b. Develop, maintain, and update as required a skills matrix for the Board;
- c. Ensure that candidates for nomination meet the qualifications to serve as a Governor, and have fulfilled any additional requirements, including without limitation those set out in Schedule “A” of the Board Nominating Policy;
- d. Ensure communication occurs with candidates to discuss the roles, responsibilities, and expectations of a Governor;
- e. Promote diversity of the Board, including in relation to gender, age, language, ethnicity, professional backgrounds, and personal experiences;
- f. In soliciting nominations, have regard to the totality of the specific and desired competencies required on the Board as a whole;
- g. Oversee all aspects of the election procedures as per the Board Nominating Policy;
- h. Where appropriate, identify individuals for future nomination as Governors and maintain this information for use by future Governance Committees;
- i. Carry out these duties in a manner that encourages a long-term view of the University's leadership needs, as well as Board succession planning; and

3. Reporting and Periodic Reviews

The Committee shall:

- a. Make recommendations for Board approval on matters within its mandate; and
- b. Escalate any significant issues, risks, or matters requiring Board attention in a timely manner.
- c. monitor, receive updates and report on key developments and material risks within the Committee's mandate.
- d. Review no less than every three (3) years, the Committee's terms of reference, and recommend changes to the Board, as necessary;

4. Other Duties and Responsibilities

The committee shall:

- a. Undertake such additional duties as may, from time to time, be delegated to it by the Board of Governors; and
- b. Perform such other functions as may, from time to time, be assigned to it by the Board of Governors or the Executive Committee.

MEMBERSHIP

Committee Members

The following are *ex officio* members of the Committee:

- Board Chair,
- Board Vice-Chair,
- Past Chair of the Board, and
- President and Vice-Chancellor.

Additionally, the Committee shall be composed of the following Board members:

- Not less than two (2) and no more than three (3) representatives from the community at large;
- One (1) Alumni representative;
- One (1) student representative, whether graduate or undergraduate;
- One (1) representative from the academic staff;
- One (1) representative from administrative staff; and
- One (1) representative of the Board from the Senate

All members of the Committee shall serve a one-year term which may be renewed by the Executive Committee.

Executive Support

The University Secretary and Chief Governance Officer reports to and supports the Committee in preparing and submitting reports, providing advice, and making recommendations in line with its mandate.

Standing Invitations

General Counsel has a standing invitation to attend meetings of the Committee and provides legal advice.

Secretary

- a. The University Secretary and Chief Governance Officer (Secretary) or their designate shall be the Secretary of the Committee.
- b. The Secretary will prepare, in consultation with the senior team and the Chair of the Committee, the meeting agenda all documentation in support of items of business, minutes of meetings and will keep records of the Committee's business.

PROCEDURE :

Quorum:

Quorum for meetings shall consist of one-half the number of voting members of the Committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the Committee.

Meeting:

The Committee meets in closed session. Where matters before the Committee are of a particularly confidential or sensitive nature, the committee may move in camera. The Committee meets a minimum of three times per year.

Meetings are held in accordance with [Appendix A of the By-law](#).

Minutes and Reports:

Minutes of the meeting prepared by the Secretary will normally be approved at the next regular meeting of the Committee.

The Committee Chair or Vice-Chair will report to the Board of Governors on its activities following each meeting.

Revisions and Approvals:

- 26th Governance Meeting, Nov. 17/15, approved date change; deferred formal review until completion of By-law review in Spring 2016
- 599th Board of Governors Meeting, December 1, 2016, approved amended terms of reference for Governance Committee.
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference for Governance Committee to include nominating functions.
- 629th Board of Governors Meeting, March 10, 2022, approved revised terms of reference for Governance Committee.

CARLETON UNIVERSITY
Board Nominating Policy

1. PURPOSE

- 1.1 The purpose of this Policy is to ensure that the Board of Governors (the “**Board**”) of Carleton University (the “**University**”) is comprised of individuals who possess the skills, qualities and experience to collectively contribute to effective board governance. This Policy is also intended to assist the Board in identifying qualified individuals to become Governors.

2. NOMINATIONS PROCESS

2.1 Governors elected from the Community-at-large

- (a) In addition to seeking candidates through the usual networking channels within the community, the Governance Committee will prior to the annual meeting of Members, also issue an open call for nominations from the community-at-large through promotional efforts including, but not limited to, press releases, advertisements, media services, the University’s website, other online services where suitable. The Governance Committee shall review the candidates resumes and candidate nomination forms received from individuals seeking to be nominated.

2.2 Governors nominated by the Senate and the Alumni Association

- (a) Prior to the annual meeting of Members, the Senate, and the Alumni Association shall provide to the Governance Committee the names of the individuals each of them is putting forward for nomination in accordance with section 4.01 of the By-laws.

2.3 Governors nominated following an election conducted by the University Secretary

- (a) The Board includes eight (8) Governors nominated following an election for Board nominees, conducted by the University Secretary, as follows:
- (i) two (2) graduate students, nominated by the graduate students-at-large;
 - (ii) two (2) undergraduate students, nominated by the undergraduate students-at-large;
 - (iii) two (2) members of the Administrative Staff, nominated by the Administrative Staff; and
 - (iv) two (2) members of the Academic Staff, nominated by the Academic staff.
- (b) The conduct and supervision of the election process for Board nominees under 4.3 is delegated to the University Secretary. The University Secretary is responsible for determining that the criteria for candidacy as required by the By-laws and that all the requirements of the nomination

process have been met by candidates. The University Secretary can refuse a nomination form or disqualify a candidate that does not conform to acceptable guidelines or process approved by the Governance Committee. The election process and timetable shall be approved by the Governance Committee from time to time.

2.4 Review of irregularity in Process

- (a) A candidate may request in writing a review by the Governance Committee of any perceived irregularity in the election/nomination process affecting that candidate. The decision of the Governance Committee is final.

2.5 Slate of candidates for election to the Board by Members of Corporation

- (a) The Governance Committee will ensure that all individuals nominated through the processes described in subsections 2.1, 2.2, and 2.3 of this Policy meet the qualifications/eligibility criteria to be a Governor in the By-Laws.
- (b) The Governance Committee will prepare a slate of candidates for election as Governors using the names of the individuals identified through the processes described in subsections 2.1, 2.2, and 2.3 of this Policy. Only those candidates that meet the qualifications/eligibility to be a Governor and who have consented in writing to acting as a Governor and to sign and abide by the *Board of Governors Code of Conduct* will be eligible to be on the slate of candidates.
- (c) The slate of candidates may contain a number of candidates equal to the number of vacancies of Governors on the Board, or a greater number of candidates than vacancies.
- (d) In preparing the slate, the Governance Committee shall apply objective criteria in determining the appropriate candidates for election to the Board. In making its decision, the Governance Committee shall consider the criteria set out in this Policy, Schedule A, as well as the University's mandate and goals.
- (e) The Governance Committee will make the slate of candidates and the qualifications of the individuals on the slate available to the Members at least seven (7) days before the annual meeting of Members. The Governance Committee shall present the slate of candidates along with a recommendation that the Members elect Governors from among the individuals whose names are on the slate.

3. **AMENDMENT**

- 3.1 This Policy may be amended by the Board pursuant to s.1.03 of the Bylaws.

Last Review Date: February 24, 2019

Schedule “A”
Qualifications and Core Competencies of Elected Governors

1. Governors shall fulfill all qualifications and eligibility criteria prescribed by the By-laws and all applicable legislation.
2. Governors of the University commit themselves to ethical, businesslike, and lawful conduct, including proper use of authority and decorum when acting as a Governor. Accordingly, Governors are fiduciaries and must be able to represent un-conflicted loyalty to the interests of the University. This accountability supersedes any conflicting loyalty such as to interest groups and membership on other boards, unions, or associations. It also supersedes the personal interest of any Governor acting as an employee or student of the University, or having a family member who is an employee or student of the University.
3. Governors shall be recruited based upon their demonstrated ability to contribute to the well-being of the University and to fulfill their statutory fiduciary responsibilities. The core competencies that ideally will be reflected in the Board as a whole include without limitation:
 - a. Knowledge of and experience in strategic planning and governance;
 - b. Expertise in financial management and oversight, including financial reporting and auditing requirements of a complex private or public sector organization;
 - c. Expertise in or experience with fundraising, public relations, and promotion of the University;
 - d. Leadership skills in the post-secondary education sector, the non-profit sector, or other similar endeavours;
 - e. Experience with multi-year capital planning and management of existing, and projected construction of facilities, within a dynamic urban environment;
 - f. Human resources management expertise and experience;
 - g. Legal and risk management expertise and experience; and
 - h. Knowledge of the Carleton community and or post-secondary sector.

Appendix A – Board of Governors Equity, Diversity and Inclusion Statement

Carleton University's Board of Governors is committed to fostering and supporting equity, diversity and inclusion at the university. This includes a commitment to achieving a membership that reflects the broadest range of qualifications, skills, experiences, perspectives and the myriad of human identities essential to advancing the University's mission. A diverse Board working in an atmosphere of inclusion will produce better, more innovative decisions, further the institution's reputation as an equity, diversity and inclusion leader across Canada, and increase the University's capacity to effectively address and serve the interests of its global community. Diversity and inclusion drive excellence.

The purpose of this statement is to express the commitment of the Board of Governors to Board membership that is balanced, diverse and inclusive, and that incorporates a strong balance of skills, experiences and perspectives to advance the University's mission. In addition to working to enrich both skills level and diverse representation through membership appointments, the Board will abide by its commitment to promote equity, diversity and inclusion in the performance of its duties and responsibility for oversight of the University's governance.

To give effect to this statement, the Governance and Nominating Committee within its processes for identifying potential members and as required by the Board's Nominating Policy, will search for highly-skilled potential candidates who reflect the diversity of Canadian society and the university, having particular regard to underrepresented groups including but not limited to those represented by race, sex, Indigeneity, disability, gender identity, gender expression, and sexual orientation. The Board will periodically review the Nominating Policy and any related practices and procedures to ensure alignment with best practices and principles for diverse recruitment.

Appendix B – Carleton University Board of Governors

Commitment to 50-30 Challenge

In January 2021, Carleton committed to the [Government of Canada's 50-30 Challenge](#), pledging to promote voluntary action toward diversity on boards and in senior management.

Aligned with the university's current [EDI Action Plan](#) and practices, this initiative encourages organizations to actively increase the representation and inclusion of under-represented groups in leadership positions.

The challenge is rooted in two aspirational commitments:

- 1) Achieving gender parity (50%), which the Carleton Board of Governors already represents.
- 2) Ensuring significant representation (30%) of other equity-deserving groups on boards and in senior management:
 - Racialized, Black, and/or People of Colour ("Visible Minorities")
 - People with disabilities (including invisible and episodic disabilities)
 - 2SLGBTQ+ and/or gender and sexually diverse individuals
 - "Aboriginal" and/or Indigenous Peoples. The program and participants recognize First Nation Peoples, Métis Nation, and Inuit as founding Peoples of Canada and underrepresented in positions of economic influence and leadership

To track progress towards diversity and inclusion, a voluntary self-identification survey is circulated to the Board of Governors.

Read the final [Carleton EDI Action Plan](#) or [download the concise companion document](#).

2026 Governance Committee Terms of Reference Update – Comparison Table

Area	2022 TOR	2026 TOR	Key Change / Observation
Title / Executive Officer	University Secretary & General Counsel	University Secretary & Chief Governance Officer	Title updated to reflect new role
Authority	Not explicitly stated	Explicit statutory authority under Act and By-law No. 1	New section clarifying legal authority
Mandate / Role Overview	Governance oversight and board composition effectiveness	Same mandate retained	No substantive change
Structure of Responsibilities	Governance, Nominating, Other	Duties and Responsibilities (reframed)	Improved structure and clarity
Governance Responsibilities	Periodic review (no fixed cycle)	Review at least every 5 years	Introduces explicit review cadence
Nominating Responsibilities	Detailed nomination and recruitment duties	Same duties retained	No substantive change
Accountability / Reporting	Limited	Expanded reporting and risk escalation	Significant enhancement
Meeting Reporting	Not specified	Report to Board after each meeting	New requirement
Risk Oversight	Not explicitly stated	Includes risk escalation and monitoring	Introduces governance-risk linkage
Composition	Defined stakeholder categories	Same categories retained	No change
Chair/Vice-Chair	Must be community representatives	Not explicitly stated	Reduced specificity
Term Renewals	Renewable by Board	Renewable by Executive Committee	Authority shifted
Executive Support	General description	Expanded support role	More clarity
Standing Invitations	Not specified	General Counsel invited	New clarification
Secretary Function	Not detailed	Formalised responsibilities	Increased procedural clarity
Quorum	Majority incl. Chair/Vice-Chair	Same (voting members clarified)	Minor clarification
Meeting Frequency	Not specified	Minimum 2–3 meetings annually	New explicit requirement
Closed Sessions	Not specified	Closed session + in camera	New governance practice
Procedural Alignment	General references	Aligned with By-law No. 1	Stronger alignment
Resources Section	Explicitly stated	Not included	Removed standalone section

2026 Governance Committee Terms of Reference Update – Comparison Table

EDI / Appendices	Not included	EDI statement + 50-30 Challenge	Major addition
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Document Name: University Relations Committee Terms of Reference

Executive Officer: Chief Advancement Officer, Chief Communications Officer
Director, Government Relations, & Associate Vice-
President (Student Life & Student Affairs)

Approval Authority: Board of Governors

Date Document Approved: June 2026

Mandatory Review Date: June 2029

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AUTHORITY

The University Relations committee is established by the Board of Governors pursuant to section 18 (c) of the *Carleton University Act* and made a committee pursuant to section 8.02 of the *Carleton University By-law No. 1* ("the By-Law"). The Committee operates under the authority of, and is accountable to, the Board.

MANDATE

The University Relations Committee provides strategic oversight, guidance, and advice to advance the University's interests in external relations and student experience. This includes philanthropy and advancement, alumni engagement, government and community relations, and institutional communications and reputation. The Committee supports the Board in fostering internal community and building strong external partnerships, enhancing the University's profile, and ensuring alignment of external relations strategies with the University's mission and strategic priorities.

DUTIES AND RESPONSIBILITIES

In fulfilling its mandate, the University Relations Committee shall undertake the following responsibilities:

1. Student Campus Life

Provide oversight, guidance, and strategic advice to the Board on matters relating to the quality and vibrancy of student campus life and the overall student experience. This includes:

- a. Reviewing and providing input on strategies, priorities, and initiatives that shape the student experience outside the academic environment, including student engagement, campus culture, and sense of belonging;
- b. Monitoring key indicators, trends, and risks related to student well-being, mental health, inclusion, and campus climate, and providing advice to support a safe, supportive, and inclusive environment;
- c. Providing oversight and advice on major student life domains, including student leadership and governance (e.g., student associations), residence life, athletics and recreation, co-curricular programming, and student services;
- d. Receiving updates on significant initiatives, programs, or issues affecting student campus life, and advising on alignment with institutional priorities and commitments to equity, diversity, and inclusion;
- e. Supporting the Board's understanding of the evolving needs and expectations of students, including undergraduate, graduate, and diverse student populations, and advising on opportunities to enhance the student experience; and
- f. Ensuring alignment between student campus life initiatives, the University's strategic plan, and broader external relations objectives, including student recruitment, retention, and reputation.

2. External Relations and Strategic Alignment

- a. Provide strategic guidance and advice to the Board on the University's external relations priorities and strategies, including but not limited to Indigenous Communities;
- b. Ensure alignment of advancement, communications, and external engagement activities with the University's mission, academic priorities, and strategic plan; and
- c. Monitor external trends and emerging issues and the evolving external environment that may affect the University's reputation, partnerships, or stakeholder relationships.

3. Advancement and Philanthropy

- a. Provide oversight and advice on fundraising and advancement strategies, including annual, major, and planned giving.
- b. Review and monitor progress toward annual and multi-year fundraising goals and initiatives.
- c. Provide guidance on policies and practices related to donor engagement, gift acceptance, and stewardship.
- d. Encourage and support Board engagement in advancement and philanthropic activities, where appropriate.

4. Alumni Engagement

- a. Evaluate and provide advice on strategies to strengthen relationships between the University and its alumni.
- b. Assess and provide feedback on initiatives intended to support alumni engagement, participation, and long-term connection to the institution.

5. Government and Community Relations

- a. Provide strategic guidance on the development and maintenance of effective relationships with government and key external stakeholders.
- b. Review and advise on strategies related to community engagement, including relationships with local, national, and international partners.

6. Communications, Brand and Reputation Management

- a. Assess and provide advice on institutional communications strategies, including public affairs, media relations, and issues management.
- b. Review and provide input on branding, marketing, and reputation management strategies.
- c. Monitor and assess significant reputational risks and advise the Board on mitigation approaches.

7. Awards and Recognitions

- a. Oversee processes related to Board-level awards and recognitions within the Committee's mandate.

8. Other Duties and Responsibilities

- a. The Committee shall:
 - o Make recommendations for Board approval on matters within its mandate; and
 - o Escalate any significant issues, risks, or matters requiring Board attention in a timely manner.
- b. The committee will monitor, receive updates and report on key developments and material risks within the Committee's mandate.
- c. Review no less than every three (3) years, the Committee's terms of reference, and recommend changes to the Board, as necessary;
- d. Perform such other functions as may from time to time be assigned to the Committee by the Board or the Executive Committee.

MEMBERSHIP

Committee Members

The Committee shall be composed of appropriate representation drawn from across Board constituencies. The Committee may also appoint up to four (4) non-voting

members (who are not otherwise members of the Board of Governors) for specific purposes on the recommendation of the Executive Committee acting in turn on the advice of the Committee chair.

All members of the Committee shall serve a one-year term which may be renewed by the Executive Committee.

Executive Support

The Chief Advancement Officer, Director of Government Relations and the Chief Communications Officer report and provide support to the Committee in submitting, in coordination with the Secretary, reports, advice, and recommendations in keeping with the Committee's mandate.

Standing Invitations

The Provost and Vice-President (Academic), the Vice-President (Research, Innovation and International), the Vice-President (People, Finance and Operations) and General Counsel have a standing invitation to attend meetings of the Committee.

Secretary

- a. The University Secretary and Chief Governance Officer (Secretary) or their designate shall be the Secretary of the Committee.
- b. The Secretary will prepare, in consultation with the senior team and the Chair of the Committee, the agenda and all documentation in support of items of business for the Committee's agenda and will keep records of the Committee's business.

PROCEDURE :

Quorum:

Quorum for meetings shall consist of one-half the number of voting members of the committee plus one, present in person, by teleconference or by videoconference, at least one of whom must be the chair or vice-chair of the Committee.

Meeting:

The committee meets in closed session. Where matters before the committee are of a particularly confidential or sensitive nature, the Committee may move in camera. The Committee meets a minimum of three times per year, and more frequently as required to fulfill its mandate.

Meetings are held in accordance with the [Appendix A of the By-law](#).

Minutes and Reports:

Minutes of the meeting prepared by the Secretary will normally be approved at the next regular meeting of the Committee.

The Committee Chair or Vice-Chair will report to the Board of Governors on its activities following each meeting.

Revisions and Approvals:

- 97th Meeting, Sept. 28/15 - deferred formal review until completion of By-law review in Spring 2016
- 599th Meeting of the Board, December 1, 2016 – approval of revised terms of reference
- 616th Board of Governors Meeting, June 27, 2019, approved revised terms of reference and rename of the Community Relations and Advancement Committee to the Advancement and University Relations Committee.
- 629th Board of Governors Meeting, March 10, 2022, approved revised terms of reference.

2026 University Relations Committee TOR Review – Comparison Chart

Area	2022 TOR	2026 TOR	Key Change / Observation
Committee Name & Positioning	Advancement and University Relations Committee	University Relations Committee	Subtle repositioning toward a broader “University Relations” identity. Signals a shift from primarily advancement/communications to a more integrated external relations and student experience mandate.
Authority / Legislative Basis	Not explicitly stated	Explicit reference to Carleton University Act and By-law authority	Strengthened governance clarity. Aligns with best practice by clearly articulating statutory authority and accountability to the Board
Mandate (Overall Framing)	Focused on oversight and assistance across relationship development, reputation, and revenue generation	Expanded mandate to provide strategic oversight, guidance, and advice across external relations and student experience	Material expansion and modernization. Moves from an “assistance” role to a more strategic advisory body with broader institutional impact.
Scope of Responsibility	Primarily advancement, communications, alumni, community engagement, awards	Broader integrated scope: advancement, alumni, communications, branding, government relations, community relations, student experience, and external environment monitoring	Significant scope expansion—particularly the formal inclusion of government relations and student experience, aligning with institutional strategy and external risk environment.
Student Experience / Campus Life	Not included	Dedicated section on student campus life, well-being, inclusion, and student services	Major new responsibility. Introduces oversight of non-academic student experience—this is a substantive shift in committee mandate and may warrant Board discussion on committee scope boundaries with other committees (e.g., Academic/Student Affairs).
External Relations / Strategic Alignment	Implicit within relationship development and communications	Explicit focus on external relations strategy, Indigenous relations, and alignment with strategic plan	Elevated strategic role. Reflects increasing importance of government relations, external partnerships, and Indigenous engagement in university governance.

2026 University Relations Committee TOR Review – Comparison Chart

Advancement / Fundraising	Oversight of fundraising activities and targets; encouragement of philanthropy	Retained and enhanced with explicit reference to donor engagement, gift acceptance, stewardship, and Board engagement	Deepened oversight maturity—more explicit articulation of governance expectations and practices in advancement.
Alumni Engagement	Included under reputation and advancement	Separate defined responsibility area	Deepened oversight maturity—more explicit articulation of governance expectations and practices in advancement.
Government Relations	Not explicitly referenced	Dedicated responsibility for government and stakeholder relations	New strategic function. Reflects external risk environment and policy engagement—aligns with Amanda’s mandate work and sector trends.
Reputation / Communications / Brand	Strong focus on communications, branding, marketing, and reputation	Retained but reframed as strategic advisory with added focus on reputational risk monitoring	Shift from operational oversight to risk-informed governance—introduces clearer Board-level role in reputational risk mitigation.
Awards and Recognitions	Specific oversight of Board awards (Founders Award, Community Achievement Award)	Broader reference to “Board-level awards and recognitions”	Simplified and less prescriptive—likely to allow flexibility without embedding specific awards in TOR.
Risk, Trends & External Environment	Not explicitly included	Explicit requirement to monitor trends, risks, and external environment affecting reputation and partnerships	Important governance upgrade—aligns with risk oversight expectations and strategic foresight role of Board committees.
Duties Structure	Organized around thematic objectives (relationship, reputation, revenue)	Structured into detailed functional sections with explicit responsibilities	Greater clarity and usability. Improves readability, accountability, and alignment with governance best practice.
Reporting & Escalation	General reporting to Board implied	Explicit requirement to escalate significant issues and report material risks	Strengthens accountability and risk governance. Makes escalation expectations explicit.

2026 University Relations Committee TOR Review – Comparison Chart

Membership Terms	Composition described; no term length specified	One-year terms with renewal explicitly stated	Improved governance discipline—clarifies member tenure and aligns with Board committee practices.
Executive Support / Roles	Executive Officers identified (CAO, CCO)	Expanded to include Government Relations; clearer description of support and reporting relationships	Reflects expanded mandate and integration of government relations into core committee work.
Standing Invitees	Not specified	Lists senior leadership with standing invitations	Formalizes participation of senior administration, improving coordination and information flow.
Secretary Role	Implied	Explicit role of University Secretary defined	Strengthens procedural clarity and governance alignment—consistent with By-law practices.
Meeting Procedures	Basic quorum reference	Detailed procedures (frequency, closed session, in camera, reporting, minutes)	Significant procedural enhancement—aligns TOR with governance best practices and By-law.
Review Cycle	Mandatory review every 4 years	Maintained (explicitly stated in duties)	Consistent but embedded more clearly within governance responsibilities.



To:	Board of Governors	Date of Report: 21 May 2026
From:	Clerk of Senate	Date of Meeting: 4 June 2026
Subject:	Change in Governance of the Institute of African Studies	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of Senate, move to approve the change in governance for the Institute of African Studies as presented with effect from July 1, 2026.

3.0 EXECUTIVE SUMMARY

The Faculty of Arts and Social Sciences (FASS) is proposing to move all undergraduate and graduate programs currently housed in the Institute of African Studies to the School of Interdisciplinary Studies. African Studies will form a fourth sub-unit alongside Childhood and Youth Studies, Human Rights and Social Justice, and Indigenous Studies. The Institute of African Studies will retain its name, budget and space in Dunton Tower, but as it will no longer govern any degree programs, it shall be formally disestablished as a separate academic unit within Carleton and its faculty will be appointed to the new School of Interdisciplinary Studies.

4.0 INPUT FROM OTHER SOURCES

Following approval and support of the proposed name change by the faculty, and Dean, approval was provided by the FASS Faculty Board, the Vice-Presidents' Academic and Research Committee (VPARC), and the Senate Quality Assurance and Planning Committee (SQAPC) and Senate.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The proposal is to move all undergraduate and graduate programs currently housed in the Institute of African Studies (IAS) to the School of Interdisciplinary Studies (previously known as the Institute of Interdisciplinary Studies). African Studies will form a fourth sub-unit alongside Childhood and Youth Studies (CHST), Human Rights and Social Justice (HRSJ), and Indigenous Studies (INDG). The Institute of African Studies will retain its name, budget and space in Dunton Tower, but as it will no longer govern any degree programs, it shall be formally disestablished as a separate academic unit within Carleton and its faculty will be appointed to the new School of Interdisciplinary Studies. While IAS will continue to maintain its distinct identity and research profile, its academic programs will now be governed by the School of Interdisciplinary Studies and overseen by an African Studies Program Director.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with this change.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risk or legal implications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications. A communications plan is being developed by the Faculty of Arts and Social Sciences and the Department of University Communications will provide input and guidance. The communications plan will be implemented at the appropriate time, once approvals are in place.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	☒	☐	☐	☐
LEGAL	☒	☐	☐	☒
OPERATIONAL	☒	☐	☐	☐
TECHNOLOGICAL	☒	☐	☐	☐
FINANCIAL	☒	☐	☐	☐
REPUTATIONAL	☒	☐	☐	☐

10.0 IMPACT QUESTIONS

How will the integration of African Studies into the School of Interdisciplinary Studies affect the distinct identity and research profile of African Studies?



DATE: April 16, 2026

TO: Senate

FROM: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning), and Chair, Senate Quality Assurance and Planning Committee

RE: Change in Governance of the Institute of African Studies

Background

The Faculty of Arts and Social Sciences is proposing to move all undergraduate and graduate programs currently housed in the Institute of African Studies to the School of Interdisciplinary Studies. African Studies will form a fourth sub-unit alongside Childhood and Youth Studies, Human Rights and Social Justice, and Indigenous Studies. The Institute of African Studies will retain its name, budget and space in Dunton Tower, but as it will no longer govern any degree programs, it shall be formally disestablished as a separate academic unit within Carleton and its faculty will be appointed to the new School of Interdisciplinary Studies.

This proposal was supported by a unanimous vote of faculty in the Institute of African Studies and in the Institute of Interdisciplinary Studies and has the strong support of both Directors.

Process

Following approval and support of the proposed governance change by the faculty, and line Dean, approval was provided by FASS and FPGA Faculty Boards, the Vice-Presidents' Academic and Research Committee (VPARC), and the Senate Quality Assurance and Planning Committee (SQAPC).

Recommendation to Approve the Change in Governance

SQAPC Motion March 26, 2026:

THAT SQAPC recommends to Senate the approval of the change in governance for the Institute of African Studies as presented with effect from July 1, 2026, conditional on the approval of FPGA Faculty Board. (Condition was met April 10, 2026)

Senate Motion April 24, 2026

THAT Senate recommends to the Board of Governors the approval of the change in governance for the Institute of African Studies as presented with effect from July 1, 2026.

Executive Summary: Change in Governance of the Institute of African Studies

MEMORANDUM

To: Senate Quality Assurance and Planning Committee (SQAPC)

From: Paul Keen, Associate Dean (Faculty Affairs), Faculty of Arts and Social Sciences

CC: Anne Bowker, Dean, Faculty of Arts and Social Sciences
Mary Francoli, Dean, Faculty of Public and Global Affairs
Pascal Gin, Associate Dean (Academic), Faculty of Arts and Social Sciences
David Mendeloff, Associate Dean (Academic), Faculty of Public and Global Affairs
Dan Irving, Director, Institute of Interdisciplinary Studies
Nduka Otiono, Director, Institute of African Studies

Date: March 20th 2026

Subject: Change in Governance of the Institute of African Studies

Description of change

We are proposing to move all undergraduate and graduate programs currently housed in the Institute of African Studies (IAS) to the School of Interdisciplinary Studies (previously known as the Institute of Interdisciplinary Studies). African Studies will form a fourth sub-unit alongside Childhood and Youth Studies (CHST), Human Rights and Social Justice (HRSJ), and Indigenous Studies (INDG). The Institute of African Studies will retain its name, budget and space in Dunton Tower, but as it will no longer govern any degree programs, it shall be formally disestablished as a separate academic unit within Carleton and its faculty will be appointed to the new School of Interdisciplinary Studies. While IAS will continue to maintain its distinct identity and research profile, its academic programs will now be governed by the School of Interdisciplinary Studies and overseen by an African Studies Program Director.

This proposal was supported by a unanimous vote of faculty in the Institute of African Studies and in the Institute of Interdisciplinary Studies and has the strong support of both Directors. The proposal has also been approved by a vote at FASS Faculty Board. As IAS is jointly housed in both FASS and FPGA, this proposal still requires formal approval of FPGA Faculty Board. This is expected on April 10.

The proposal is a direct response to extremely low undergraduate and graduate enrolments in the Institute's degree programs (8 students in the Major and four students enrolled in its MA Collaborative Specialization) and limited faculty resources. Given these enrolment numbers, the level of administrative support required needs to be rethought. The low number of faculty has also created serious governance challenges.

At the same time, the Institute of African Studies remains an active hub for many extracurricular activities and research, with many popular events and strong ties to several embassies.

Our commitment, then, is to protect existing programs and courses and the Institute's important role as a research center by providing it with adequate administrative support and governance oversight.

In terms of support, SIS's administrative team has the capacity to oversee these additional programs given the minimal number of students, with no change required to the current administrative structure, though the IAS will retain one of its current administrators to oversee the Institute's active presence as a centre for extracurricular activities and research, with its many events and important affiliations with several local embassies.

With respect to governance, the existing three subunits within SIS now operate largely autonomously. In the vast majority of day-to-day ways, then, there will be absolutely no change. SIS will simply absorb African Studies as a fourth subunit. African Studies programs and courses will however benefit from the School-level governance structure and directorship.

The main benefit of becoming part of SIS is that it will require absolutely no change in program structure (e.g., required and elective courses); learning outcomes; or graduate pathways or modes of delivery.

As for consolidating strengths of the Institute of African Studies programs and courses, the proposed change will create a promising structure for exploring convergences between it and other sub-units in the new School. Three members of IIS (Paul Mkandawire, Monica Paterson, and Evelyn Mayanja) are currently cross-appointed to African Studies.

Impact on Other Programs

There will be no impact on other programs given existing administrative capacity in IIS and the largely decentralized structure of each subunit. On the upside, and as noted above, the proposed change in governance will create a structural framework that will enhance efforts to build connections between programs. As such, this initiative has the potential to save resources and strengthen programs with no detriment to our students.

Resources

- a. *Dean and Faculty Affiliation*: No change.
- b. *Faculty resources*: Faculty who have appointments in IAS will be appointed to SIS.
- c. *Administrative support*: This will have absolutely no impact on administrative support for students or faculty, as the School of Interdisciplinary Studies has capacity to support the African Studies programs.
- d. *Space*: There are no implications for space. Faculty offices and other IAS rooms will remain on the 17th floor of Dunton Tower.



To:	Board of Governors	Date of Report: 21 May 2026
From:	Clerk of Senate	Date of Meeting: 4 June 2026
Subject:	Change in Governance of the School of Canadian Studies	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of Senate, move to approve the governance change for the courses and programs in Canadian Studies, as presented with effect from July 1, 2026.

3.0 EXECUTIVE SUMMARY

The unit is proposing to move all undergraduate and graduate programs and course in Canadian Studies from the School of Canadian Studies to the School for Studies in Art and Culture (SSAC), where Canadian Studies will form a fourth sub-unit alongside Music, Film, and Art and Architectural History. Canadian Studies will retain its budget and space in Dunton Tower, but as it will no longer govern any degree programs, it shall be formally disestablished as a separate academic unit within Carleton and its faculty will be appointed to the School for Studies in Art and Culture.

4.0 INPUT FROM OTHER SOURCES

Following approval and support of the proposed governance change by the faculty, and Dean, approval was provided by Faculty Boards, the Vice-Presidents' Academic and Research Committee (VPARC), and the Senate Quality Assurance and Planning Committee (SQAPC) and Senate.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The proposal is a direct response to a sharp decline in undergraduate enrolments in Canadian Studies and in faculty and administrative resources. The School of Canadian Studies, which was founded in 1957, has a long and internationally distinguished history but recent years have been marked by a precipitous drop in enrolments in the BA Major and in faculty numbers. As a result, the Major was closed in 2024-25. Admissions to the PhD have also been paused by two years with no expectation of being reopened. At the same time, student interest in specific undergraduate courses and in the MA program remains very strong. In particular, the Heritage and Conservation concentration within the Canadian Studies MA continues to attract growing interest, with real possibilities for collaborative work with other MA programs in FASS.

The proposal offers a way in which to continue offering undergraduate courses that are well subscribed and in demand and to protect the MA programs by providing them with adequate administrative support and governance oversight. Relocating these degree programs and courses within SSAC will facilitate this.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with this change.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risk or legal implications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications. A communications plan is being developed by the Faculty of Arts and Social Sciences and the Department of University Communications will provide input and guidance. The communications plan will be implemented at the appropriate time, once approvals are in place.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	☒	☐	☐	☐
LEGAL	☒	☐	☐	☒
OPERATIONAL	☒	☐	☐	☐
TECHNOLOGICAL	☒	☐	☐	☐
FINANCIAL	☒	☐	☐	☐
REPUTATIONAL	☒	☐	☐	☐

10.0 IMPACT QUESTIONS

How does this change in governance protect student enrolment in existing areas of strength?



DATE: April 16, 2026

TO: Senate

FROM: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning), and Chair, Senate Quality Assurance and Planning Committee

RE: Change in Governance of the School of Canadian Studies

Background

The unit is proposing to move all undergraduate and graduate programs and course in Canadian Studies from the School of Canadian Studies to the School for Studies in Art and Culture (SSAC), where Canadian Studies will form a fourth sub-unit alongside Music, Film, and Art and Architectural History. Canadian Studies will retain its budget and space in Dunton Tower, but as it will no longer govern any degree programs, it shall be formally disestablished as a separate academic unit within Carleton and its faculty will be appointed to the School for Studies in Art and Culture.

This proposal was supported by a unanimous vote of faculty in the School of Canadian Studies, by a strong majority vote in School for Studies in Art and Culture, and by a vote of FASS Faculty Board.

Process

Following approval and support of the proposed governance change by the faculty, and line Dean, approval was provided by Faculty Boards, the Vice-Presidents' Academic and Research Committee (VPARC), and the Senate Quality Assurance and Planning Committee (SQAPC).

Recommendation to Approve the Change in Governance

SQAPC Motion March 26, 2026:

THAT SQAPC recommends to Senate the approval of the governance change the for the courses and programs in Canadian Studies as presented with effect from July 1, 2026.

Senate Motion April 24, 2026

THAT Senate recommends to the Board of Governors the approval of the governance change for the courses and programs in Canadian Studies as presented with effect from July 1, 2026.

Executive Summary: Change in Governance in Canadian Studies

MEMORANDUM

To: Senate Quality Assurance and Planning Committee (SQAPC)

From: Paul Keen, Acting Director, School of Canadian Studies

CC: Anne Bowker, Dean, Faculty of Arts and Social Sciences
Pascal Gin, Associate Dean (Academic), Faculty of Arts and Social Sciences
Mitchell Frank, Director, School of Art and Culture

Date: March 20th 2026

Subject: Change of Governance: School of Canadian Studies

Description of change

We are proposing to move all undergraduate and graduate programs and course in Canadian Studies from the School of Canadian Studies to the School for Studies in Art and Culture (SSAC), where Canadian Studies will form a fourth sub-unit alongside Music, Film, and Art and Architectural History. Canadian Studies will retain its budget and space in Dunton Tower, but as it will no longer govern any degree programs, it shall be formally disestablished as a separate academic unit within Carleton and its faculty will be appointed to the School for Studies in Art and Culture. While Canadian Studies will continue to maintain its distinct identity and research profile, its academic programs will now be governed by the School for Studies in Art and Culture and overseen by a Canadian Studies Program Director.

This proposal was supported by a unanimous vote of faculty in the School of Canadian Studies, by a strong majority vote in SSAC, and by a vote of FASS Faculty Board.

The proposal is a direct response to a sharp decline in undergraduate enrolments in Canadian Studies and in faculty and administrative resources. The School of Canadian Studies, which was founded in 1957, has a long and internationally distinguished history but recent years have been marked by a precipitous drop in enrolments in the BA Major and in faculty numbers. As a result, the Major was closed in 2024-25. Admissions to the PhD have also been paused by two years with no expectation of being reopened. Further to these program changes, the level of administrative support required needs to be scaled down. The low number of faculty has also created serious governance challenges.

At the same time, student interest in specific undergraduate courses and in the MA program remains very strong. In particular, the Heritage and Conservation concentration within the

Canadian Studies MA continues to attract growing interest, with real possibilities for collaborative work with other MA programs in FASS.

Our commitment, then, is to ensure that we can continue to offer undergraduate courses that are well subscribed and in demand, and to protect the MA programs by providing them with adequate administrative support and governance oversight. Relocating these degree programs and courses within SSAC will best enable us to achieve this and consolidate these strengths.

In terms of support, the School is already being administered by the SSAC administrative. Kristin Guth, in her role as School Administrator and Kristopher Waddell, in his role as Graduate Administrator, both conveyed their strong support for the proposed change.

With respect to governance, the existing three subunits within SSAC now operate largely autonomously, meeting as an entire School only twice a year. In the vast majority of day-to-day ways, then, there will be absolutely no change. SSAC will simply absorb Canadian Studies as a fourth subunit. Canadian studies programs and courses will however benefit from the School-level governance structure and directorship.

As for consolidating strengths of the Canadian Studies programs and courses, the proposed change will create a promising structure for exploring convergences between the Heritage conservation and the History and Theory of Architecture MA in SSAC. Two members of the School of Canadian Studies (Jurek Elzanowski and Susan Ross) already teach courses in the History and Theory of Architecture program in SSAC.

Impact on Other Programs

There will be no impact on other programs given existing administrative capacity in SSAC and the largely decentralized structure of each subunit. On the upside, and as noted above, the proposed change in governance will create a structural framework that will enhance efforts to build connections between programs. As such, this initiative has the potential to save resources and strengthen programs with no detriment to our students.

Resources

- a. *Dean and Faculty Affiliation*: No change.
- b. *Faculty resources*: Faculty who have appointments in the School will become members of SSAC.
- c. *Administrative support*: This will have absolutely no impact on administrative support for students or faculty: Canadian Studies is already being administered by the SSAC, so this change will only streamline that working relationship by formalizing it.
- d. *Space*: There are no implications for space. Faculty offices will remain on the 12th floor of Dunton Tower, as will the Canadian Studies lounge, seminar room, and offices dedicated to graduate student use. It will, however, enable us to maximize the use of this space by continuing our efforts to make it available to SSAC faculty and students.

To:	Board of Governors	Date of Report: 21 May 2026
From:	Clerk of Senate	Date of Meeting: 4 June 2026
Subject:	Change in Name of the Institute of Interdisciplinary Studies	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of Senate, move to approve the name change of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies as presented with effect from July 1, 2026.

3.0 EXECUTIVE SUMMARY

The Faculty of Arts and Social Sciences is proposing to change the name of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies, in order to facilitate a merger with the Institute of African Studies. African Studies will become a fourth sub-unit alongside Childhood and Youth Studies, Human Rights and Social Justice, and Indigenous Studies.

4.0 INPUT FROM OTHER SOURCES

Following approval and support of the proposed name change by the faculty, and Dean, approval was provided by Faculty Board, the Vice-Presidents' Academic and Research Committee (VPARC), and the Senate Quality Assurance and Planning Committee (SQAPC) and Senate.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The proposal is required to facilitate the move of the Institute of African Studies (IAS) programs to Interdisciplinary Studies, while ensuring it can continue to use the institute name (since an Institute cannot be housed within another Institute). The branding and identity of IAS as an Institute is important to ensure continuity of its significant research profile and external engagement activities.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with this change.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risk or legal implications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications. A communications plan is being developed by the Faculty of Arts and Social Sciences and the Department of University Communications will provide input and guidance. The communications plan will be implemented at the appropriate time, once approvals are in place.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	☒	☐	☐	☐
LEGAL	☒	☐	☐	☒
OPERATIONAL	☒	☐	☐	☐
TECHNOLOGICAL	☒	☐	☐	☐
FINANCIAL	☒	☐	☐	☐
REPUTATIONAL	☒	☐	☐	☐

10.0 IMPACT QUESTIONS

How will the name change affect the ability of African Studies to retain its distinct identity and research profile?



DATE: April 16, 2026

TO: Senate

FROM: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning), and Chair, Senate Quality Assurance and Planning Committee

RE: Change in the name of the Institute of Interdisciplinary Studies

Background

The Faculty of Arts and Social Sciences is proposing to change the name of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies, in order to facilitate a merger with the Institute of African Studies. African Studies will become a fourth sub-unit alongside Childhood and Youth Studies, Human Rights and Social Justice, and Indigenous Studies.

This proposal was supported by a unanimous vote in the Institute of Interdisciplinary Studies and by a vote at Faculty Board.

Process

Following approval and support of the proposed name change by the faculty, and line Dean, approval was provided by Faculty Board, the Vice-Presidents' Academic and Research Committee (VPARC), and the Senate Quality Assurance and Planning Committee (SQAPC).

Recommendation to Approve the Name Change

SQAPC Motion March 26, 2026:

THAT SQAPC recommends to Senate the approval of the name change of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies as presented with effect from July 1, 2026.

Senate Motion April 16, 2026

THAT Senate recommends to the Board of Governors the name change of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies as presented with effect from July 1, 2026.

Executive Summary: Change in the name of the Institute of Interdisciplinary Studies

MEMORANDUM

To: Senate Quality Assurance and Planning Committee (SQAPC)

From: Paul Keen, Associate Dean (Faculty Affairs), FASS

CC: Anne Bowker, Dean, Faculty of Arts and Social Sciences
Pascal Gin, Associate Dean (Academic), Faculty of Arts and Social Sciences
Dan Irving, Director, Institute of Interdisciplinary Studies

Date: March 20th 2026

Subject: Change in the name of the Institute of Interdisciplinary Studies

Description of change

We are proposing to change the name of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies in order to facilitate a merger with the Institute of African Studies (IAS). African Studies will become a fourth sub-unit alongside Childhood and Youth Studies (CHST), Human Rights and Social Justice (HRSJ), and Indigenous Studies (INDG). The Institute of African Studies will retain its name, budget and space in Dunton Tower, but as it will no longer govern academic programs, it will be disestablished as an independent academic unit.

This proposal was supported by a unanimous vote in the Institute of Interdisciplinary Studies and by a vote at Faculty Board. It has the strong support of the Director. This includes an acknowledgement that the Director of the School will become an Academic Management (union-exempt) position. This was discussed in a meeting between the current Director and the Dean and at the meeting of the Institute as a whole where this unanimous vote took place.

The proposal is required to facilitate the move of the Institute of African Studies (IAS) programs to Interdisciplinary Studies, while ensuring it can continue to use the institute name (since an Institute cannot be housed within another Institute). The branding and identity of IAS as an Institute is important to ensure continuity of its significant research profile and external engagement activities. This move is a direct response to extremely low enrolments and faculty resources. Given these enrolment numbers, the governance structure and level of administrative support required in IAS needs to be rethought. The low number of faculty in IAS has also created serious governance challenges.

Given the variety of administrative arrangements that characterize different Schools across campus, it is important to emphasize that this redesignation as a School will not require any

further changes such as a seat on Senate, an independent Faculty Board, or any budgetary considerations, as is the case in some Schools in Science and Engineering. This minimal structural change will align perfectly with the three existing Schools in FASS: the School for the Study of Art and Culture (SSAC), the School of Linguistics and Language (SLaLS), and the School of Canadian Studies which is now being disestablished but which has functioned in this way for many years. None of the Schools within FASS are characterized by any of the governance arrangements that are unique to the Schools of Information Technology, Computer Science, Industrial Design, and Architecture and Urbanism.

Impact on Other Programs

There will be no impact on any programs: again, the proposal is simply to change the name from the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies.

Resources

- a. *Dean and Faculty Affiliation*: No change.
- b. *Faculty resources*: No change.
- c. *Administrative support*: Interdisciplinary Studies has the capacity to absorb the oversight of the minimal number of students in African Studies.
- d. *Space*: There are no implications for space.



To:	Board of Governors	Date of Report: 21 May 2026
From:	Vice-President (Students and Enrolment)	Date of Meeting: 4 June 2026
Subject:	Student Mental Health Policy Annual Report 2026	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

In September 2024, Carleton received the Minister's Student Mental Health Directive under Bill 166. As required by the Act, the Student Mental Health Policy was approved by Senior Management Committee to describe the programs, policies, services and supports available at Carleton University in respect to student mental health.

Student mental health and wellness at the university has long been guided by the Student Mental Health Framework, with the third iteration of this framework launched in May 2022. The policy and related legislation require that an annual report be provided to the Board of Governors on its implementation and effectiveness. This report fulfills that requirement while also providing the 2026 update on activities under the Student Mental Health Framework 2022–2026.

This report highlights key outcomes from the final year of the current Framework. All 30 recommendations have been addressed, with 13 considered complete and 17 ongoing as part of continuous implementation. A consultation plan is being developed to inform the next iteration of this framework in alignment with the Minister's directive.

4.0 INPUT FROM OTHER SOURCES

The Student Mental Health Policy and related Student Mental Health Framework (SMHF) fall under the purview of the Associate Vice-President (Student Health and Wellness). Implementation and ongoing effectiveness are supported through the work of the Student Mental Health Advisory Committee, along with collaboration among faculty, staff, students and external community partners. These various stakeholders have provided input into this report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Pursuant to Bill 166 and the directives issued thereunder, the university is required to have a student mental health policy in place that is reviewed every five years and is required to provide an annual report to the Board of Governors. The purpose of the policy is to describe and outline information on the programs, policies, services and supports available to Carleton University students. As such, the policy sets out the university's statement of commitments to address student mental health and wellness; increases awareness, literacy and de-stigmatization of student mental health; ensures a holistic, campus-wide approach to mental health and wellness; and guides the development, implementation and regular review of the university's comprehensive Student Mental Health Framework.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications. The initiatives described are supported through existing budgets, grants or previously approved funding sources.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The policy and annual report are required to meet the university's obligations under Bill 166 and the directives issued thereunder pursuant to section 19 of the *Ministry of Training, College and Universities Act* with respect to student mental health. In addition, the policy reinforces and enhances the programs, policies, services and supports available to address student mental health and wellness. This annual report is designed to provide the Board of Governors with information relating to the implementation and effectiveness of the policy, programs, services and the Student Mental Health Framework, along with relevant statistics, thereby assisting the Board to meet its oversight requirements. Failure to have sufficient initiatives to address student mental health on campus could expose the university to moderate safety, reputational and legal risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The Students and Enrolment division has established an annual communications plan to ensure students are aware of available supports and encouraged to adopt healthy behaviours, particularly during high-stress periods. Channels include social media, mobile app notifications, student newsletters and web resources, including the Mental Health and Wellness website and the Wellness Services Navigator. Following presentation to the Board of Governors, the report is published publicly on the Student Mental Health and Wellness website and is shared with the Ministry of Colleges, Universities, Research Excellence and Security. Failure to have sufficient initiatives to address student mental health on campus could expose the university to moderate risk.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	☐	☒	☐	☐
LEGAL	☐	☒	☐	☐
OPERATIONAL	☒	☐	☐	☐
TECHNOLOGICAL	☒	☐	☐	☐
FINANCIAL	☒	☐	☐	☐
REPUTATIONAL	☐	☒	☐	☐

10.0 IMPACT QUESTIONS

Not applicable

Student Mental Health Policy Annual Report 2026

Student Mental Health Framework Implementation



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Executive Summary

During the 2025–2026 academic year, Student Health and Wellness advanced the implementation of Carleton University’s **Student Mental Health Framework (2022–2026)** amid continued geopolitical instability, economic pressures and increasing complexity in student mental health needs. Guided by the Framework’s four areas of focus—**student engagement; building skills and strengthening resilience; coordinated student supports and services; and fostering a campus culture of wellness**—the portfolio prioritized prevention, early intervention and integrated care across the student lifecycle. Efforts this year emphasized culturally responsive, trauma-informed and equity-centred approaches, including the integration of substance use health, Indigenous perspectives and community-based partnerships, while supporting faculty and staff in their shared responsibility for student wellbeing. Through data-informed planning, cross-divisional collaboration and responsible stewardship of resources, Student Health and Wellness remained focused on strengthening resilience, promoting belonging and ensuring sustainable, accessible mental health supports that contribute to student success and institutional priorities.

Over the past year, the university community provided a wide variety of initiatives and support services to promote positive mental health. Student-led and peer-supported initiatives expanded significantly, including wellness programming in residences, peer mentorship for first-year, science, international, Indigenous and equity-deserving students, and basic needs and safety supports delivered through the CUSA Unified Support Centre. Coordinated student services reduced barriers to care through inclusive group counselling, proactive outreach, simplified and gender-affirming intake processes and strengthened partnerships that brought health promotion into trusted student spaces; digital tools such as the Wellness Services Navigator further improved access to timely support. A campus-wide culture of wellness was reinforced through staff and faculty professional development in neuroinclusivity, accessibility, anti-racism and student mental health, alongside infrastructure and communications improvements that enhanced accessibility for students with disabilities. The university also invested in building student resilience through harm reduction education, creative and land-based wellness programming, culturally grounded supports, experiential learning opportunities, sensory-friendly initiatives and skills-based workshops addressing stress, substance use, imposter syndrome and transitions. Together, these efforts demonstrate meaningful progress toward a more inclusive, responsive and preventative system of student mental health and wellbeing support.



In 2025-26, definitive action has been taken on all 30 recommendations. For a comprehensive overview of the progress toward our objectives and recommendations, please refer to Appendix 1.

Algonquin Territory Acknowledgement

Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin Anishinaabeg nation. We recognize that the Student Mental Health Framework 2022-2026 must reflect the values of the Algonquin people. Accordingly, we must strive to further strengthen relationships between Carleton and the Algonquin communities, and endeavour to accelerate the inclusion of Indigenous perspectives, ways of teaching and healing, and knowledge in our campus practices.



We would like to say a special thank you to our dedicated staff, faculty and students whose collaboration, creativity and commitment continue to strengthen health and wellness initiatives across our university. Their willingness to work together, share expertise and center wellbeing in teaching, research and campus life has made a meaningful difference in our community. As we look ahead, may we continue to build a campus where health, belonging and resilience are woven into everything we do, ensuring a thriving future for all.

By the Numbers: A Year in Review

Student Services:

83,504 visits to Health and Counselling Services: 20,551 Counselling and 62,953 Health Clinic	110 students supported by the Student at Risk Evaluation Team (SARET) and 71 Care Conferences held.	1,227 Care Referrals submitted, students supported through 7,550+ interactions
37 groups offered through Health and Counselling Services (HCS) and PMC, supporting 2,063 students	21,100 hours of care provided by Attendant Services	64% of students with PMC report mental health and ADHD as primary disability
131 substance use health consultations provided by HCS and the Umbrella Project	2,457 sessions by From Intention to Action, supporting 269 students	1,602 new students registered with the Paul Menton Centre for Students with Disabilities (PMC): 5,461 total students served

Community Support:

1,104+ interactions at the Wellness Desk, with an additional 2,366+ student interactions at 150+ Therapy Dog sessions held outside of the Wellness Desk	2,381+ students attended the Spirituality Centre's Pause Tables
102 community members trained to administer Naloxone	3,844 food hampers distributed to students by Carleton Undergraduate Association's (CUSA) Unified Support Centre
30+ All People All Pathways support sessions offered in partnership with the Community Addictions Peer Support Association (CAPSA)	2,553+ students engaged in 71 Health Promotions events, workshops and tabling
3,700+ uses of the Wellness Services Navigator	257 first-year students participated in First-Year Connections
	324 students completed an academic resiliency course called Rethinking Resilience

Therapy Dogs:

4 new Therapy Dogs trained, total of 19 certified teams
366+ visits held
4,640+ students visited Therapy Dogs


2025-2026 Spotlights

National Surveys: Understanding Student Wellbeing and Behaviours

Carleton undertook two national surveys over the past year that provide insight into student wellbeing, health behaviours and campus experiences. Together, the data from these surveys will strengthen the understanding of student needs and support evidence-informed priority-setting, planning and evaluation within the new Student Mental Health Framework and the Harm Reduction Strategy.

Canadian Campus Wellbeing Survey (CCWS)

The CCWS was administered in winter 2026 as part of ongoing efforts to strengthen understanding of student mental health and wellbeing. The survey collects information on mental and physical health, help-seeking behaviours and key aspects of the campus experience that influence wellbeing .

Participation in the CCWS provides a standardized snapshot of student wellbeing and enables comparison to national benchmarks and peer institutions. Within the Student Mental Health Framework, these results complement administrative data and other forms of student feedback, supporting a more comprehensive understanding of student needs across the institution.

Analysis is currently underway and subject to review. Results will inform institutional reflection, priority-setting and evaluation efforts. This work will further support the alignment of programs and services with demonstrated student needs and contribute to continuous improvement across coordinated mental health and wellbeing initiatives.



Canadian Post-Secondary Alcohol and Drug Survey (CPADS)

CPADS provides insight into patterns of substance use and their relationship to student mental health, wellbeing and academic experience. The survey was conducted at Carleton from Oct. 2, 2024, to April 15, 2025.

Findings indicate that students reporting substance use demonstrated higher awareness of campus-based campaigns and resources than those who did not, suggesting that prevention and harm reduction messaging is reaching its intended audience. Among students reporting more frequent cannabis use, awareness of Carleton-specific resources was associated with fewer reported harms compared to peers who were not aware of available supports.

This association was less pronounced for alcohol use, highlighting an opportunity to further strengthen alcohol-related messaging and more effectively link awareness with harm reduction strategies and reduced

experiences of harms. Notably, awareness of Canada's Low-Risk Drinking Guidelines was associated with increased use of harm reduction strategies and lower reported harms.

Together, these survey insights reinforce the importance of a comprehensive, harm-reduction approach that integrates substance use education, early intervention and mental health supports across campus as part of a coordinated student wellbeing strategy, informing the development of the next iteration of the Student Mental Health Framework.

Strengthening Our Model of Care Through Funded Initiatives

Health and Counselling Services, in partnership with Carleton's Harm Reduction team, was selected by the Government of Ontario for the 2025–2026 Mental Health and Addictions Call for Proposals Grant to advance an integrated model of care focused on eating disorders and substance use. This two-year investment of \$648,976 builds on a successful pilot delivered with the Waterstone Foundation.

The pilot demonstrated strong impact, with 96 per cent of students reporting the support as beneficial, 89 per cent feeling more understood and 81 per cent feeling less alone. It also identified ongoing gaps related to social eating and confidence in long-term health outcomes.

The funded initiative addresses student needs by embedding dual-role eating disorder and substance use counsellors who provide specialized care while strengthening system capacity through staff training, graduate supervision and peer navigator mentorship.

Service delivery will expand through 10-week meal-support programming and low-intensity group interventions, increasing access to early and structured supports. Funding will also support development of an interactive online module, *Supporting a Friend or Student with Substance Use*, co-developed with Rideauwood and the Community Addictions Peer Support Association. Modelled on the *Rethinking Resilience* approach, the module will strengthen substance use literacy, support early identification and provide clear pathways to campus and community services.

The project will also pilot a digital self-help and self-assessment toolkit, building on leading practices from partners including Body Brave and St. Joseph's Healthcare Hamilton and aligning with Ministry of Health priorities for digital self-management. These digital resources are designed to support self-directed care, extend reach to a broader student population and support scalability across Ontario.

Enhancing Student Wellness Through a Unique Partnership

From September 2025 to April 2026, the Office of the Associate Vice-President, Student Health and Wellness (OAVPSHW) and the Carleton University Students' Association (CUSA) launched a partnership to enhance student wellness through coordinated, campus-based supports. This initiative brought together CUSA Wellness Centre staff and Carleton's Health Promotion team, who worked collaboratively from the CUSA Wellness Centre.

By embedding Health Promotion capacity within a student-run wellness space, the partnership strengthened coordination between professional and peer-led supports, expanded access to programming and improved

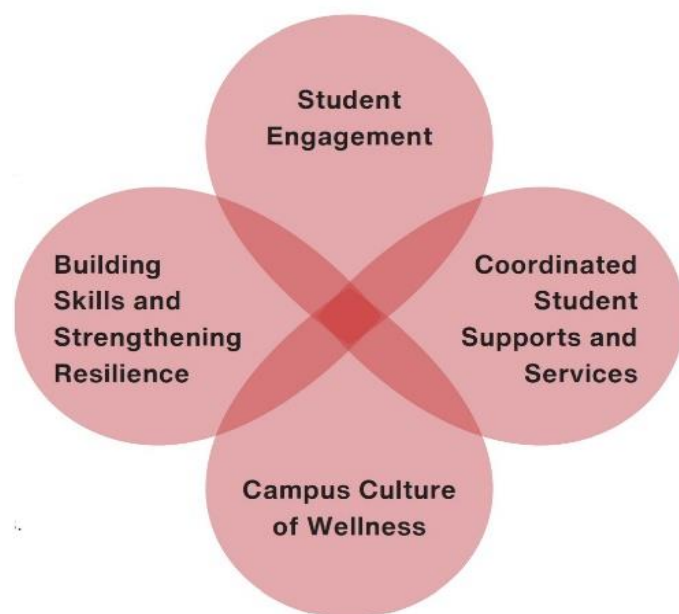
pathways to campus resources. Students engaged in peer support, skill-building opportunities and health promotion activities in a familiar, student-centred environment that addresses multiple dimensions of wellbeing. The collaboration also created leadership and experiential learning opportunities for Health Promotion Student Wellness Ambassadors, strengthening peer capacity and supporting the development of sustainable and proactive health-promoting behaviours across campus.

This model reflects the Student Mental Health Framework's emphasis on coordinated services, prevention and student engagement, demonstrating the value of partnerships between institutional units and student-led services in advancing a more accessible, integrated approach to campus wellbeing.



Wellness programming at the CUSA Wellness

Highlights from the Four Areas of Focus



The Student Mental Health Framework (SMHF) is designed to inspire, empower and support individuals and groups across campus to take initiative in promoting mental health and wellness. The four SMHF areas of focus are interdependent and together help to support overall student mental health and wellness at Carleton.

The initiatives highlighted in this Annual Report are not exhaustive and represent just a portion of the impactful and valuable work being led by members of our community.

Area of Focus #1: Student Engagement

Students play a central role in advancing mental health and wellbeing at Carleton through leadership, peer support and community-driven initiatives. The highlights below demonstrate how these efforts are expanding access, strengthening connection and supporting a more inclusive campus environment.

- The Carleton Undergraduate Students' Association's (CUSA) Unified Support Centre (USC) is a volunteer-based service offering food support, basic needs assistance and safety programming. This year, the USC's Food Centre distributed more than 3,844 food hampers and supported over 522 students through its Emergency Essentials Assistance Program. In addition, the USC's Foot Patrol completed 53 safe walks and campus patrols, providing reliable evening safety support.
- In Residence, Mental Wellness Mentors and Mental Health Champions hosted a range of wellness events for their peers, including a Wellness Pop-Up and a Wellness Fair in partnership with the Health Promotion team. Ahead of exams, Mental Health Champions also distributed 200 mindfulness and self-care kits during an Ice Cream Study Break, supporting student wellbeing during high-stress periods.
- The Science Student Success Centre (SSSC) delivered programs, events and workshops supporting student wellbeing, including peer mentoring, networking events and study skills workshops. More than 500 students participated across these initiatives, strengthening connection, confidence and overall student experience.
- RISE (Racialized and International Students Experience) delivered initiatives supporting the wellbeing of racialized and international students through community connection, cultural affirmation and belonging. Key programming included the MOSAIC Campaign and Black History Month, featuring educational, social and creative events with strong student engagement.

Targeted initiatives such as the Pop-Up Hair Salon and Black Excellence Soirée further reduced barriers while celebrating identity, leadership and achievement, with select initiatives involving partnerships with the ACB Experience and CUSA cultural clubs.

- The First Year Connections Program (FYC) continued to support the transition to university through peer mentorship. This year, 227 first-year students were matched with upper-year mentors who were safeTALK certified. The program also included five specialized streams, including for African, Caribbean and Black students, Faculty of Engineering and Design students and first-generation students.



- The Campus Activity Board (CAB) delivered more than 20 student-led events for over 1,300 participants, creating opportunities for social connection in a safe and inclusive environment. Popular events included EPIC Bingo, Paint Nights and Movie Nights, supporting community building and student engagement throughout the year.
- Student Health and Wellness provided 14 part-time, placement and co-op opportunities, expanding student involvement in wellness initiatives. Student Wellness Ambassadors collaborated with 35 campus and community partners to engage peers, improve health literacy and embed wellness across campus, connecting with more than 2,550 students through 71 events. Increased participation in initiatives such as the PANDA Party Safe Fair, Halloween Party Safe Fair and Valentine's Day event demonstrates growing reach and impact.
- The Carleton Disability Awareness Centre (CDAC) offered Sensory Hours during peak academic stress periods, including December and April exams, providing quieter, low-stimulation environments for students who benefit from reduced sensory input, alongside exam study kits to support wellbeing and academic preparation. Sensory Craft Nights throughout the year created inclusive and accessible spaces for self-regulation, creativity and peer connection.
- The Gender and Sexuality Resource Centre (GSRC) supported 2SLGBTQI+ students through programming, resources and community-building initiatives that foster an inclusive, identity-affirming environment. Key services included the Gender-Affirming Gear Program, Queer Community Care Kits and a Trans ID Clinic delivered with the CUSA Legal Clinic, alongside free gender-affirming haircuts. Skills-based workshops, peer-led spaces and sexual health initiatives further supported learning and harm-reduction-informed wellbeing.



Area of Focus #2: Building Skills and Strengthening Resilience

Fostering skill development and resilience is central to promoting a positive approach to student mental health. The highlights below demonstrate how programs and supports equip students with practical skills and coping strategies to navigate academic and personal challenges.

- The CUSA Wellness Centre, in collaboration with the Health Promotion team, delivered Resource Spotlights and the Coffee & Connect series to enhance student wellbeing and awareness of campus supports. Resource Spotlights featured biweekly themed initiatives, while Coffee & Connect offered peer-to-peer discussion sessions. In January 2026, Wellness Week provided additional opportunities for students to engage in free activities supporting physical, emotional and social wellbeing.



CUSA Wellness Centre tabling event

- The Paul Menton Centre for Students with Disabilities (PMC) delivered groups and programming to support connection and resilience, including the Unmasking

Connections: Neurodiversity Support Group aimed at creating a neuro-affirming space for students, as well as the Graduate Writing Workshop and ADHD Coaching Group.

- Housing and Residence Life continued fostering a community of care where mental health and wellbeing are prioritized through their event programming. Events provided 200+ students the opportunity to practice a variety of wellness skills, such as promoting movement through a yoga event and supporting student creativity with various craft-themed nights, including a Halloween Create Night that incorporated pumpkin painting, bracelet making and colouring.
- Between November 2025 and March 2026, the Wellness Services Navigator App connected more than 3,700 users with mental health and wellness resources both on campus and in the community. This tool improved awareness of available supports and strengthened students' ability to identify needs and seek timely care.
- The Office of Student Affairs offered numerous harm reduction workshops for students over the academic year, including an *Opioid Awareness and Overdose Prevention Seminar* attended by over 100 students, as well as a *Books Before Bets Peer Education Seminar* in collaboration with the Responsible Gambling Council of Ontario. Individual, non-clinical consultations with the Student Conduct and Harm Reduction manager further informed students' decision-making related to substance use and wellbeing.
- The Office of Student Affairs also offered weekly All People All Pathways peer support meetings,

facilitated by the Community Addictions Peer Support Association, providing a consistent meeting space for students affected by substance use and addiction to connect and receive support.

- The Accessibility Institute delivered a tabling session on the Coordinated Accessibility Strategy, engaging students in dialogue on the intersection of accessibility and mental health and increasing awareness of campus initiatives.
- In February 2026, the Faculty of Engineering and Design (FED) hosted a FED Student Services Fair connecting more than 200 students with campus supports relating to mental health, wellbeing and academic success. The Women in Engineering and IT Program also delivered a workshop, *ICONIC Resilience: Rising Strong*, equipping students with strategies to address imposter complex and build confidence in navigating their careers.
- The Global Opportunities and International Student Services Office (GO-ISSO) supported international student wellbeing through events including International Orientation Day and Winter Welcome, as well as 12 sessions of *Global Café*, a peer-led drop-in program. These initiatives supported transition, connection and belonging, particularly in the context of ongoing global and geopolitical uncertainty.
- The Centre for Indigenous Support and Community Engagement (CISCE) supported student wellbeing through culturally grounded programming that fosters connection, healing and community. Twenty-five students participated in fall and winter Land Wellness Retreats, while a Traditional Medicine Teachings and Grief Ceremony provided opportunities to learn from an Elder. Weekly Wellness Drop-In sessions further supported community connection and mental health awareness.
- The Office of Graduate Studies promoted campus supports and wellness resources to over 700 graduate students in their New

Graduate Student Orientation Event.

Furthermore, one-on-one support was provided to over 100 graduate students to meet with Grad Studies personnel, allowing for more tailored support and resource sharing.

- In October 2025, the Therapy Dog Program introduced sensory-friendly sessions in response to student feedback, offering a reduced-stimulation environment to improve accessibility for students with sensory sensitivities. To date, these sessions have supported more than 80 student interactions, enhancing inclusion and expanding participation in the program.



Visiting with CU Therapy Dog Magnus

- The Book Arts Lab in the MacOdrum Library delivered workshops, tours and creative programming that supported student and staff wellbeing, community building and creative expression. Activities included card-making and calligraphy workshops, programming for student groups and a paper marbling session to relieve stress, delivered in partnership with the New Sun Joy McLaren Adaptive Technology Centre.

- The Carleton University Art Gallery (CUAG) supported student wellbeing through creative programming and community-building initiatives. Monthly *Art + Friends* events and weekly *Fibre + Friends* sessions provided opportunities for students to engage in art-making, knitting and crocheting, and to connect with peers. A dedicated lounge and resource space with access to craft supplies further supported student relaxation, creativity and informal study, fostering a welcoming and inclusive environment.
- The Sprott School of Business engaged students through a range of initiatives, including Study Halls, peer support through the Peer Coaching Ambassador Program and student-led activities such as vision boarding and creative events. Dedicated spaces, including the Meditation Space and Aunt Becky's Kitchen, further supported wellbeing and access to food. In fall 2025, the Resilience Institute Workshop Series supported 30 Sprott Online MBA students in building adaptability and perseverance.

Students outside the Wellness Desk



Area of Focus #3: Coordinated Student Supports and Services

Coordinated supports and services are essential to ensuring students can access the right care at the right time. The highlights below demonstrate how integrated programs and streamlined pathways are reducing barriers, improving access and strengthening a responsive system of student support.



Simulated counselling session

- Health and Counselling Services (HCS) expanded inclusive group therapy programming and equity-informed care in response to student feedback, offering identity-affirming supports for African, Caribbean and Black students, 2SLGBTQI+ students, students with disabilities and others. Programs including Unmasking Connections, DBT Skills and MindBody Reset reported strong engagement and participant feedback, with students rating facilitator knowledge, welcoming environments and content relevance highly.
- Enhancements to the Single-Session Counselling intake process improved access to ongoing supports by directly connecting students to appropriate group therapy options. These changes increased awareness of available services, streamlined pathways to care and supported earlier engagement in therapeutic supports.
- Building on the success of the Single-Session Counselling model, Quick-Access Counselling was introduced in Residence to improve access to timely support. This model reduced demand for same-day or crisis appointments by enabling students to access care earlier, contributing to more proactive and responsive service delivery.
- HCS, in partnership with the Hopewell Eating Disorder Support Centre, expanded access to peer support for students navigating disordered eating through the Peer Support Recovery

Group. This collaboration connects students to community-based supports and peer networks, strengthening continuity of care and supporting longer-term recovery beyond campus. Hopewell facilitates various Peer Support Groups year-round, along with skill-building social events designed to combat isolation and cultivate belonging and validation.

- On campus psychiatric services enhanced access to mental health care for students facing barriers to support in the community, by offering assessment-informed care planning, timely consultation and brief follow-up. In 2025–2026, psychiatrists delivered 989 appointments (a 75 per cent increase compared to the previous year), working in close coordination with Counselling Services and other supports to ensure continuity of care. By operating within the campus network, psychiatric services provide more responsive and accessible care than typically available through community-based models, particularly for students with complex or acute needs. This integrated approach strengthens coordination across services and improves overall system responsiveness.
- From Intention to Action (FITA) enhanced counselling capacity by introducing 5- and 10-session care streams, improving access and reducing wait times. The program also welcomed 10 master's-level interns, expanding service delivery while supporting experiential learning and workforce development.
- The Care and Support Team assists students in navigating complex housing, financial and academic systems, with a focus on those experiencing systemic barriers. In 2025–2026, the team supported students through more than 7,550 interactions, responding to 1,227 care referrals and additionally conducting 847 outreach activities. The team also provided targeted outreach to 650 engineering students who had deferred their exams. These efforts improved access to supports, strengthened student agency and enabled more coordinated responses to complex student needs.
- The Health Promotion Team partnered with the Carleton University Students' Association (CUSA) to deliver programming within the CUSA Wellness Centre, strengthening connections with student leadership and expanding access to services in a trusted space. More than 1,100 students engaged with the space, reflecting strong participation and supporting a more responsive student-informed approach to health and wellbeing.
- The Wellness Desk in the MacOdrum Library provides a dedicated space for students to access resources, connect with a Wellness Navigator and receive support during peak academic periods. Visits increased by 19 per cent compared to 2024–2025. The Resource Spotlight Series engaged more than 250 students through collaborations with campus and community partners, while the program's partnership with Therapy Dogs supported approximately 2,300 student interactions across 150 sessions.
- Care conferences supported students experiencing complex mental health challenges and situations by bringing together a coordinated circle of care involving multiple campus partners. A total of 71 care conferences were held this year, representing a significant increase (130 per cent over the previous year) and reflecting growing demand for coordinated, case-based support. This model strengthens communication, shared understanding and timely decision-making across services.
- Aligned with the university's harm reduction approach, HCS expanded physician consultations to both students and staff related to substance use, supported by addiction medicine expertise and strengthened connections to hospital-based programs. In 2025–2026, 166 clinical consultations were delivered through HCS and 15 non-clinical consultations through the Umbrella Project, improving early intervention, patient-centred and stigma-free care, and strengthening continuity of care across campus and community services.

Area of Focus #4: Campus Culture of Wellness

Fostering a campus culture of wellness requires creating environments and shared practices that support mental, physical and social wellbeing. The highlights below demonstrate how institutional initiatives and campus-wide efforts are strengthening conditions for wellbeing and reinforcing shared responsibility across the university.

- The Accessibility Institute offered a workshop called *Introduction to Neuroinclusivity in Student Services*, aimed at training staff on how to create more neuroinclusive services for students.



- The Office of Graduate Studies provided meaningful professional development opportunities for staff and faculty to learn how to better support student wellness. Grad Studies personnel were involved in panel discussions on topics including supporting students and navigating boundaries, helping to create a culture of wellness and support in our community.

- Health and Counselling Services collaborated with the Office of Equity and Inclusive Communities to strengthen staff capacity in addressing racism and microaggressions, further embedding EDI principles into clinical practice.
- The Paul Menton Centre (PMC) provided leadership in the Dedicated Access Fund Committee which supported new private student spaces in Library Accessibility Services and accessibility improvements in Athletics in preparation for hosting the World Wheelchair Basketball Championships in September 2026. PMC also partnered with the Accessibility Institute and Facilities Management and Planning to implement accessible classroom numbering, including raised lettering and Braille.
- The PMC also worked with staff in the Undergraduate Recruitment Office and Admissions Services to improve communications with prospective students with disabilities, thereby creating a more efficient pathway to registration with the PMC upon acceptance of their offer of admission.
- Healthy Workplace supported staff and faculty through programming focused on wellbeing, skill development and community building. In collaboration with campus and community partners, 40 sessions were offered on topics including guided meditation, stress management, financial wellbeing and trauma-informed yoga. More than 1,000 staff and faculty participated in workshops, with 260 engaging in ongoing lunchtime activities, strengthening connection and supporting a culture of wellness.

- In October 2025, the Office of the Associate Vice-President, Student Health and Wellness delivered a panel, *Supporting Student Wellness: Navigating Boundaries in Your Role*, to support staff and faculty in establishing healthy boundaries and sustainable approaches to supporting students. More than 60 participants attended, gaining practical guidance on maintaining boundaries and clarifying roles while fostering student wellbeing and responding to complex situations.
- The Student Support Certificate (SSC) provided professional development opportunities to strengthen faculty and staff capacity to support student wellbeing. Core and special topic workshops, including new workshops in *De-Escalation Training* and *Supporting International Student Success*, engaged more than 260 participants across the fall and winter terms. In May 2026, a one-week Summer Camp for the Faculty of Arts and Social Sciences will offer an accelerated pathway to complete the certificate.
- Faculty contributed to a culture of wellbeing through research-informed programming and dialogue. Events such as *Beyond the Headlines: Social Media, Youth and the Science of Well-Being* brought together scholars including Dr. Jim Davies, Dr. Kim Hellemans and Dr. Andrea Howard to share evidence-based perspectives on youth mental health. *The Science of Solitude* book launch and student panel fostered interdisciplinary dialogue on wellbeing and social connection. The Department of Psychology, in partnership with MeWeRTH, further advanced this work through the Psychology Mental Health Day in the fall term. These initiatives are just a few of many that helped to foster discussion on wellbeing and social connection, supporting awareness and reducing stigma.
- The Care and Support Team strengthened institutional capacity through training and consultation for staff, faculty and student leaders. Offerings included three “Meet the

Team” sessions (65 participants), nine workshops reaching 532 participants and an asynchronous module completed by more than 400 student leaders. Additional engagement with campus partners further supported awareness of student mental health, available resources and coordinated response approaches across the university community.



- The Wellness Website will be updated in Summer 2026 to include the Paul Menton Centre, From Intention to Action and Attendant Services. The enhanced, centralized platform will make it easier for students to find information, navigate available supports and connect with services through clear, accessible pathways.
- A Staff and Faculty Toolkit to Support Student Mental Health has been developed to strengthen capacity to recognize and respond to students experiencing mental health challenges. The content reflects current best practices and provides practical guidance and resources. The toolkit will be launched in Summer 2026.

What's Next for the Student Mental Health Framework

As the current Student Mental Health Framework (2022–2026) reaches the end of its lifecycle, the university is transitioning to the next phase of this work, informed by completion of implementation progress and evolving student needs. With all 30 recommendations now complete or ongoing as part of continuous implementation, the university is well positioned to build on this strong foundation in response to ongoing social, economic and global factors influencing student wellbeing.

While development of a renewed framework is underway, implementation of key initiatives and services will continue, ensuring sustained support for students and ongoing progress in priority areas such as prevention, early intervention and coordinated care. In the coming months, a broad consultation process will inform the next iteration of the framework, engaging students, faculty, staff and external community partners. The renewed framework is expected to be shared early in 2027.



Appendix 1: Areas of Focus and Recommendations Status

This Appendix contains the Objectives and Recommendations directly outlined in the Student Mental Health Framework (SMHF) 2022-2026. A status column has been added with the following indicators:

- **Planning:** activities (e.g., planning, coordination) have been initiated in the current reporting cycle.
- **Underway:** activities are currently underway and being implemented.
- **Continuous:** activities are complete, but implementation is an ongoing process with no definitive end date.
- **Complete:** Activities have been completed with no further implementation required.
- **Upcoming:** activities are planned in the near-to-mid term.

The table below can be summarized as follows:

- 13 recommendations are considered complete;
- 17 recommendations are in a continuous state;
- 0 recommendations are underway;
- 0 recommendations are considered in the planning phase; and
- 0 recommendation is in the upcoming phase.

It is worth noting implementation is an ongoing process with no definitive end. This is reflective of mental health and wellness not being an end state, but instead a continuous state of adaptation. With our fourth and final reporting year completed for the SMHF 2022-2026, definitive actions have been taken on all 30 recommendations. We look forward to continuing to expand on the actions taken to provide holistic support for our community.

Area of Focus #1: Student Engagement

Recommendations	Status
Increase student involvement in the implementation of all areas of focus in this Framework through developing and strengthening partnerships with students, staff, and faculty.	Continuous
Further develop partnerships with student-led groups and support their innovative ideas and initiatives that promote a holistic approach to mental health and wellness.	Continuous

Continue to support and engage the Student Mental Health Student Engagement Committee in developing and implementing student-led initiatives.	Continuous
Leverage the results of existing student surveys and explore the implementation of additional surveys to better capture and improve the overall health and wellness of our students.	Continuous
Develop and implement assessment and evaluation tools for existing programs and services to ensure they are meeting students' needs.	Complete
Assess opportunities to engage graduate-level student expertise in researching and evaluating mental health and wellness initiatives on campus.	Continuous

Area of Focus #2: Building Skills and Strengthening Resilience

Recommendations	Status
Update the wellness website to provide access to comprehensive information on mental health and wellness to students, staff, faculty, and parents, including building resilience and coping skills, substance use health, and streamlining resource navigation.	Complete
Provide regular training using an intersectional approach to enable students, staff, and faculty to assist students in a way that is respectful of culture and identities, and which reflects the diversity of Carleton community members.	Continuous
Enhance online modules, workshops, and programming using an intersectional approach that introduces students to the concepts of overall wellness and thriving within the university environment, with a particular focus on key areas like nutrition, physical health, finances, living on your own, loneliness, and isolation.	Continuous
Develop programming and initiatives to provide students with opportunities and resources that will help them to recognize personal strengths, develop coping skills, and build resilience.	Continuous
Enhance training, events, and knowledge sharing of mental health and wellness services to contribute to overall student wellness, with a particular focus on encouraging health-seeking behaviours.	Continuous

Develop and implement training, education, and resources to reduce harm in different online environments, such as social media.	Complete
Support the development and implementation of a substance use health and harm reduction strategy that is focused on support, resources, education, and partnerships.	Complete

Area of Focus #3: Coordinated Student Supports and Services

Recommendations	Status
Update related documents that outline student services and programs and align with a streamlined “Stepped Approach” depending on need for the range of mental health and wellness services available at Carleton.	Complete
Update and regularly provide referral training for faculty, staff, and students in key roles, including providing template responses when referring students to additional supports that takes into consideration the individual and cultural needs of our diverse student body.	Complete
Integrate faith-based and spirituality resources and approaches as an integral component for supporting mental health and wellness.	Complete
Assess and respond to student demand and need for additional counselling services using an equity, diversity, inclusion, and accessibility lens.	Complete
Review the delivery structure of student mental health and wellness services at Carleton to respond to student mental health and wellness challenges in a coordinated way, while simultaneously addressing cultural barriers to service use.	Complete
Continue to promote the Care Report to the entire campus community and encourage its use to flag indicators of concern so that our community can respond in the most appropriate way.	Continuous
Maintain and foster new collaborative partnerships with community partners that allow for better student access to community-based mental health services, including working with hospitals on coordinated discharge processes, and liaising with off-campus services for after-hours care.	Continuous

Area of Focus #4: Campus Culture of Wellness

Recommendations	Status
Enhance the availability of training that is culturally aware and sensitive for faculty, staff, and student leaders to support students in crisis.	Complete
Develop a university postvention strategy to reduce suicide risk and promote healing after a death by suicide.	Complete
Ensure collaboration with the employee mental health strategy and Healthy Workplace Strategic Plan, so as to have faculty and staff well supported as they support students.	Continuous
Sign and implement the Okanagan Charter, committing to its calls to action to embed health into all aspects of campus culture and to lead health promotion action and collaboration.	Complete
Ensure continued collaboration with Carleton's many documents, frameworks, and strategies, including, but not limited to, the Coordinated Accessibility Strategy, the Equity, Diversity, and Inclusion Action Plan, Honouring Each Other, and Kinàmàgawin.	Continuous
In line with Kinàmàgawin Call to Action # 8, develop a Circle of Care Protocol for Indigenous students in crisis, in consultation with the Centre for Indigenous Support and Community Engagement, Health and Counselling Services, and the Office of Student Affairs.	Complete
Investigate ways to incorporate green spaces and environmental wellness into mental health and wellness programming in consultation with key stakeholders.	Continuous
Create opportunities for staff and faculty to work together and learn from each other when integrating mental health and wellness practices, seeking to integrate research and evidence-based practices inside and outside of the classroom.	Continuous
Develop and distribute a mental health toolkit for faculty that includes curriculum infusion, how to recognize when a student may need support, and how to support their own mental health.	Continuous
In consultation with faculty, investigate and implement best practices for supporting student mental health and wellness into the curriculum and classroom, including course design and delivery.	Continuous



Office of the Associate Vice-President (Student Health and Wellness)

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To:	Board of Governors	Date of Report: 21 May 2026
From:	Provost and Vice-President (Academic)	Date of Meeting: 4 June 2026
Subject:	2025-26 Annual Report – Academic Program Modifications	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Office of the Vice-Provost (Academic and Global Learning) works closely with academic units across campus to prepare proposals for new academic programs and modifications to existing programs, and to support the cyclical review process for all academic programs. This report outlines a summary of the new academic programs, completed cyclical program reviews, program/departmental governance changes and the major modifications, approved in 2025-26, that have a more substantial impact on the affected program.

4.0 INPUT FROM OTHER SOURCES

The information included in this report is sourced from a collaborative process led by the Office of the Vice-Provost (Academic and Global Learning) which includes several academic units across campus and Senate.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The activities that support the report presented are aligned with the Strategic Integrated Plan which outlines a need for continuous improvement of our academic programs and degrees. It also fulfils the requirements of Carleton's Institutional Quality Assurance Process (IQAP). Engaging in a thorough and comprehensive review of new degree program proposals ensures a high level of quality and sustainability, while also ensuring the development of new programs is consistent with Carleton's missions and goals outlined in the Strategic Integrated Plan.

6.0 FINANCIAL IMPLICATIONS

There are no new financial implications outlined in this report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no legal or compliance risks related to the annual report. Ensuring new academic programs, completed cyclical program reviews and having a robust quality assurance process are critical to meeting the University's missions and goals. Failure to conduct such process could have operational, reputational and financial risk if programs do not meet expected standards or requirements. Having a robust quality assurance process is the risk mitigation for academic programming.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

A communications strategy is not required for this internal report.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	Moderate	HIGH	Critical
STRATEGIC	☒	☐	☐	☐
LEGAL	☒	☐	☐	☐
OPERATIONAL	☒	☐	☐	☐
TECHNOLOGICAL	☒	☐	☐	☐
FINANCIAL	☒	☐	☐	☐
REPUTATIONAL	☒	☐	☐	☐

10.0 IMPACT QUESTIONS

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

How do the academic changes reflected in this report collectively strengthen enrolment sustainability and where do they signal areas of risk or required intervention?

Academic Program Modifications

2025-26 Annual Report

Prepared for the Board of Governors by the
Office of the Vice-Provost (Academic and Global Learning)
May 2026

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Introduction

The Office of the Vice-Provost (Academic and Global Learning) works closely with academic units across campus to prepare proposals for new academic programs and modifications to existing programs, and to support the cyclical review process for all academic programs.

The information in this report outlines academic program modifications that were approved from June 2025 to May 2026. These include new academic programs, completed cyclical program reviews, departmental governance changes and modifications that have had a substantive impact on the affected program. In total, approximately 68 major modifications were completed this year.

New Academic Programs

The Office of the Vice-Provost (Academic and Global Learning) is responsible for supporting units in their new program development process as outlined in the Institutional Quality Assurance Process. Engaging in a thorough and comprehensive review of new degree program proposals ensures a high level of quality and sustainability, while also ensuring the development of new programs is consistent with Carleton's missions and goals outlined in the Strategic Integrated Plan.

The Bachelor of Accounting program was approved by the Ministry of Colleges, Universities, Research Excellence and Security and welcomed the first cohort of students in September 2025.

The Masters in Mineral Exploration and Resources Management was approved by the Quality Council in January 2026 and is planning to begin the program in the 2026-27 academic year. As this is a full cost recovery program, it does not require Ministry approval.

The BEng in Systems Security Engineering was approved by the Quality Council and is awaiting Ministry approval, with the hope to begin the program in Fall 2027.

Major Modifications

The Office of the Vice-Provost (Academic and Global Learning) is responsible for supporting units with the development of their major modifications and bringing them through the quality process as outlined in the Institutional Quality Assurance Process.

Program Closures

- Integrated Science: BSc and BSc (Hons)
- Undergraduate Certificate in Multidisciplinary Studies in Mental Health and Well-Being
- Economics: Post-Baccalaureate Diploma
- Graduate Diploma in Work and Labour
- MA Economics with Concentration in Financial Economics - MBA with concentration in Finance and Economics
- Graduate Diploma in Indigenous Policy and Administration
- Infrastructure Protection and International Security: MEng and MEng with Collaborative Specialization in Cyber Security

Closures of Minors, Streams and Concentrations

- Undergraduate minor in Latin American and Caribbean Studies
- Global and International Studies (BGInS) specialization and stream in Latin American and Caribbean Studies
- English: BA (Hons) concentration in Drama Studies
- Undergraduate Minor in Drama Studies
- Public Policy and Administration: Graduate concentration in Indigenous Policy and Administration
- Business: Graduate Concentration in Arts Management
- Earth Sciences: Undergraduate concentrations in Finance; Resource Valuation; and Geophysics; Resource Economics

Introduction of New Certificates, Minors, Streams and Concentrations

The following stream and concentrations were introduced at the undergraduate level:

- Business: Stream in Financial Planning
- Communication and Media Studies: Concentrations in Government and Professional Communication; Media and Entertainment industries; and Public Engagement and Civic Culture

Substantive Changes Made to Curriculum and Program Name Changes

Faculty	Program Name	Program Level	Modifications Made
Faculty of Arts and Social Sciences	Music	Undergraduate	Changed a significant proportion of the program (33% or greater)
Faculty of Arts and Social Sciences	PhD Linguistics	Graduate	Added a Direct Entry option
Faculty of Engineering and Design	Environmental Engineering	Undergraduate	Changed a significant proportion of the program (33% or greater)
Faculty of Engineering and Design	Sustainable and Renewable Energy Engineering	Undergraduate	Changed program names: Stream A: Sustainable Electrical Power Engineering and Stream B: Sustainable Energy Engineering

Faculty	Program Name	Program Level	Modifications Made
Faculty of Engineering and Design	Communications Engineering	Undergraduate	Changed program name to Telecommunications Engineering
Faculty of Public and Global Affairs	Bachelor of Global and International Studies	Undergraduate	Restructured the program to allow for a non concentration option and changed specializations to concentrations
Faculty of Public and Global Affairs	Bachelor of Public Affairs and Policy Management	Undergraduate	Deleted current specializations and replaced them with three new concentrations, as well as added a combined honours
Faculty of Public and Global Affairs	International Affairs	Graduate	Changed fields, deleted internship and changed courses
Faculty of Public and Global Affairs	Economics	Graduate	Changed degree from an MA to an MSc
Faculty of Science	Nursing	Undergraduate	Changed program name to include “with RN Prescribing”
Faculty of Science	Undeclared	Undergraduate	Changed program name to BSc (Hons) Gateway
Faculty of Science	Physics	Graduate	Changed name of Modern Technology to Quantum Science and Technology
Sprott School of Business	Accounting	Graduate	Changed a significant proportion of the program (33% or greater)

Governance Changes

The Office of the Vice-Provost (Academic and Global Learning) supports the activities of the Senate Quality Assurance and Planning Committee (SQAPC) in its role of reviewing academic structures, including Faculties, Schools, Colleges, Departments and Institutes that offer academic programs and bringing changes to Senate.

After receiving approval through Senate, the following programs were impacted by governance changes:

- The Graduate Collaborative Specialization in Latin American and Caribbean Studies moved to the College of Global Studies
- The Master of Infrastructure Protection and International Security (MIPIS) moved to the Norman Paterson School of International Affairs and is no longer offering the Engineering degrees.

In addition to the program governance changes, Senate also approved the following governance changes which will be presented to the Board of Governors for approval in June 2026:

- The Institute of Interdisciplinary Studies is proposing to change to the School of Interdisciplinary Studies
- The Institute of African Studies is proposing to move to the new School of Interdisciplinary Studies
- The School of Canadian Studies is proposing to move all program governance to the School for Studies in Art and Culture and will therefore be disestablished as a separate academic unit.

Cyclical Program Review

As part of Carleton's Institutional Quality Assurance Process, and in accordance with the Quality Council's Quality Assurance Framework, all undergraduate and graduate programs are reviewed on a seven-year basis. This provides an opportunity for faculty, staff and students to identify program strengths and areas for improvement. An annual report will be submitted to the Quality Council in July 2026 for approval.

The following programs completed a Cyclical Program Review this year. The Final Assessment Report and Executive Summary (FARES) and implementation plans are available on [Carleton's Senate website](#) or upon request (apsi@cunet.carleton.ca).

Program Name	Program Level	Senate Approval Date
Economics	Undergraduate	September 26, 2025
Information Resource Management	Undergraduate	September 26, 2025
Political Management	Graduate	September 26, 2025
Mechanical and Aerospace Engineering	Graduate	October 31, 2025
Applied Linguistics and Discourse Studies	Undergraduate and Graduate	October 31, 2025
Music	Undergraduate and Graduate	October 31, 2025
Sustainable Energy	Graduate	November 28, 2025
Women's and Gender Studies	Undergraduate and Graduate	November 28, 2025
Computer Science	Undergraduate	April 24, 2026
Anthropology	Undergraduate and Graduate	May 29, 2026
Law and Legal Studies	Undergraduate and Graduate	May 29, 2026

Conclusion

Over the past year, 13 academic units have approached the completion of their cyclical program reviews, with an additional 18 currently underway and 11 scheduled to commence in 2026–27. In the coming Senate meetings, we anticipate approval of the University's first fully realized full cost recovery undergraduate program, marking an important milestone. At the same time, many graduate programs are actively exploring opportunities to expand their offerings through online delivery. We expect a continued high volume of program modifications in the year ahead as academic units refine and strengthen both undergraduate and graduate portfolios in response to evolving academic priorities and learner needs.

UNIVERSITY GOVERNANCE SECRETARIAT ANNUAL REPORT

2025-26

A Message from the University Secretary & Chief Governance Officer



Reflections on a Year of Transition and Progress

Throughout the 2025/26 year, the Office of the University Governance Secretariat continued to advance effective governance, institutional accountability, and informed decision-making across Carleton University. In a dynamic and evolving post-secondary environment, the Office remained focused on strengthening governance structures and processes while supporting the Board of Governors, Senate, and Corporate Records and Archives. The Secretariat also expanded its portfolio welcoming Ombuds Services Office in Fall 2025, further reinforcing its role in promoting fairness, transparency, and institutional integrity.

Significant progress was made in modernizing policy governance. Updates to the *Administration of University Policies* framework and the establishment of the Senior Management Policy Committee (SMPC) in January 2026 streamlined the policy approval process and introduced a more coordinated and consistent institutional approach. These changes strengthened oversight, improved alignment with risk and compliance considerations, and enhanced the transparency of policy development and implementation across the University.

The Secretariat also advanced governance effectiveness at the Board level through a comprehensive review and modernization of the Terms of Reference for all six standing committees. In parallel, the Office continued to support Board recruitment, onboarding, mentorship, and ongoing education, as well as the delivery of Board and committee meetings, strategic planning discussions, and governance communications. These efforts ensured that Board members were well-positioned to provide informed oversight and contribute meaningfully to the University's strategic direction.

Support to Senate and its committees remained a central focus of the Secretariat's work. This included oversight of Senate composition and committee membership processes, administration of elections and nominations, and delivery of orientation and professional development initiatives to strengthen governance capacity. The Secretariat provided comprehensive administrative and governance support to Senate's standing

committees, while also supporting two Senate Ad Hoc Committees—focused on academic integrity and petitions and appeals—which completed their mandates and advanced key policy recommendations for Senate approval. These efforts reflect a responsive and structured approach to addressing emerging academic governance priorities.

The Office further enhanced governance transparency and engagement through consistent communications, including the continued publication of *Inside Senate* summaries and Board meeting highlights, ensuring that the University community remains informed of key decisions and developments.

Corporate Records and Archives continued to play a critical role in supporting institutional accountability and preserving Carleton's documentary heritage. Progress during the year included advancements in records management, retention schedule updates, digital preservation initiatives, and expanded training and outreach to improve compliance and information management practices across the University. These efforts support both operational effectiveness and the long-term stewardship of institutional knowledge.

Alongside these strategic priorities, the Secretariat maintained a strong focus on service delivery, providing governance, procedural, and administrative support across the University while continuing to modernize internal processes and tools.

As the 2025/26 year concludes, the Office reaffirms its commitment to excellence in governance, transparency, and accountability, and to supporting Carleton University's mission, strategic priorities, and long-term success.

A handwritten signature in cursive script, reading "Amanda Goth".

Amanda Goth, B. Sc.H., B.Ed., M.Sc., GPC-D
University Secretary and
Chief Governance Officer

Mission

The University Governance Secretariat at Carleton University is essential in managing the institution's bicameral governance system, ensuring compliance with legal requirements and adherence to the by-laws of the Senate and Board of Governors. By following best practices in governance, the Secretariat promotes transparent decision-making aligned with the University's strategic objectives.

Additionally, the Secretariat supports Corporate Records and Archives, ensuring the comprehensive management and preservation of the University's records. This role is vital for historical accuracy, legal compliance, and efficient administration, preserving the University's history and facilitating informed decision-making.

The Secretariat also oversees Senior executive searches, manages policy administration, and provides governance advice to the Board of Governors, the Senate, and senior administration. This ensures Carleton University is led by well-informed leaders within a robust governance framework, supporting its mission of academic research excellence and community engagement.

Since Fall 2025, the Secretariat also oversees the Ombuds Services Office, whose primary role is to ensure fairness for undergraduate and graduate students at Carleton University. The Ombuds Office provides support, information, and guidance for students facing challenges such as academic integrity violations (cheating, plagiarism, etc.), non-academic misconduct, harassment, sexual violence, issues with housing/landlords, problems with courses or faculty or staff, University administration, student accounts, scholarships, and more.

Our Role Is To:

1. Ensure decisions of the Senate, Board, and committees comply with legal requirements and approved policies;
2. Ensure Senate, Board, and committees are duly constituted, and members are provided with the necessary information to make sound decisions, and that decisions taken are communicated to the Carleton community;
3. Provide support and advice to Governors, senior administration, and Senators for efficient decision-making;
4. Oversee the administration of appeals, elections, ratifications, executive searches, appointments, and review committees;
5. Manage records program and related policies;
6. Ensure fairness for undergraduate and graduate students at Carleton University through Ombuds Services; and
7. Help establish, renew, and communicate University policies.

University Governance Secretariat – Staffing Update

Governance Team Update

During the 2025/26 year, the Office of the University Governance Secretariat supported the University's governance and administrative operations through a team of nine full-time staff. This included seven staff within the Secretariat, alongside the addition of two staff members from the Ombuds Services Office following its integration into the Secretariat's portfolio, strengthening the Office's role in supporting fairness, accountability, and student services.

During the year, Amanda Goth was appointed University Secretary and Chief Governance Officer, and Nonna Afouxenidou was appointed Secretariat Governance Officer, supporting continued leadership and capacity within the Office.

As part of broader institutional budget measures, the Communications Officer position was eliminated. We acknowledge and thank Maryanne Bright for her valuable contributions to the Secretariat's communications and governance support functions, and for her dedication to the team and to Carleton.

To support the breadth of the Secretariat's portfolio, the Office also engaged three students throughout the year. Jacky Chan joined as a Work Study Student for the Fall 2025 term, and Lwazi Mpofu-Mketwa participated in the Winter 2026 term through the International Student Experience Program (ISEP), supporting communications, administrative coordination, meeting logistics, and governance operations.

In May 2026, Riley Sutton joined the Secretariat as a Governance Communications Assistant through a co-operative education placement, providing support for Board and Senate communications, governance materials, and related administrative initiatives through August 2026.

Corporate Records and Archives (CU-CRA) Student Workforce

CU-CRA lost a vital portion of its student workforce because of loss of budget at the department level and also the discontinuation of the Act to Employ program. CU-CRA were still able to hire two Work Study students, whose work focused on arrangement and description of large backlog collections as well as some basic reference assistance. CU-CRA also hosted two practicum students from the Department of History who were assigned research and content writing for a developing archival exhibit on the development of Carleton Athletics.

Policy Administration

Policy Approvals and Updates

The University Governance Secretariat continued to support the administration, coordination and publication of University-wide policies throughout the 2025/26 year. Since June 2025, the Senior Management Committee (SMC) approved 14 policies, while the Senior Management Policy Committee (SMPC) approved seven policies. In total, 21 policies were approved and one policy was repealed, reflecting the University's continued commitment to effective governance, operational accountability and policy modernization.

Following each SMC and SMPC meeting, policy updates were published on the University Governance Secretariat website and incorporated into the University's central policy database. To further support transparency and community awareness, a monthly summary of significant policy updates was distributed to the Carleton community through the University's Top 5 newsletter.

Approval of the Administration of University Policies

SMC approved an updated Administration of University Policies framework intended to streamline the development, review and administration of University-wide policies.

Under the revised governance structure, policies previously requiring approval through either the SMC or the Vice-Presidents Academic and Research Committee (VPARC) are now reviewed through the SMPC. Effective January 2026, SMPC became the University's single policy oversight body for policies of general application.

This updated framework simplifies the policy approval process, strengthens consistency in policy oversight and supports a more coordinated application of compliance, risk management, and equity, diversity and inclusion considerations across University policies.

The University Governance Secretariat oversees the implementation of this policy and the administration of university policy.

Approval of the Student and Visitor Trespass from University Property

The Student and Visitor Trespass from University Property Policy was approved to support the health, safety and well-being of students, faculty, staff and visitors, and to help protect the University's learning, living and work environments.

The updated policy clarifies the process for issuing and revoking trespass orders for students and visitors. Revisions included the addition of new sections aligning with the University's updated policy template, clarification of the role of the Sexual Violence Review Committee and related appeal processes, streamlining of temporary and permanent trespass procedures, and enhancements to appeal provisions, including greater flexibility regarding timelines and conditions supporting a return to University property.

The University Governance Secretariat is responsible for the permanent trespass appeal process.

Association of College and University Policy Administrators (ACUPA) Conference 2026

To further strengthen the secretariat's ability to deliver on policy administration, the University Secretary and Chief Governance Officer attended the ACUPA Conference in Denver in May 2026. The conference sessions focused on strengthening governance, policy development, and institutional effectiveness in an increasingly complex higher education environment. Across the conference, a consistent theme emerged around the importance of collaboration, communication, and integration across governance functions. Sessions highlighted the critical partnership between policy administrators and legal counsel in ensuring that policies are both operationally effective and legally sound, as well as the growing alignment between policy, compliance, and enterprise risk management as tools to proactively identify and mitigate institutional risk. At the same time, practical strategies for managing complex policy development processes were explored and, emphasized structured consultation, stakeholder engagement, version control, and clear documentation to support transparency and implementation. The conference also addressed emerging challenges such as campus free expression, highlighting the need for clear, content-neutral procedures and strong cross-unit coordination to balance legal obligations with campus safety and community expectations. Complementing these technical discussions, the keynote emphasized the role of “generative communication” in building trust, strengthening relationships, and enhancing influence, reinforcing that effective governance ultimately depends on meaningful engagement and a strong sense of community. Overall, the conference underscored the importance of integrated, proactive, and relationship-driven approaches to governance and policy administration in supporting resilient and responsive institutions.

Board Of Governors Administration

Board & Committee Meeting Administration

Since June 2025, the University Governance Secretariat has successfully organized five meetings of the Board of Governors and 32 committee meetings, ensuring the effective operation of Carleton's governance framework.

As University Secretary and Chief Governance Officer, Amanda Goth is responsible for overseeing all aspects of meeting administration. Her duties include managing procedural compliance, preparing and maintaining official meeting minutes, communicating decisions following each meeting and fulfilling her role as an officer of the Board of Governors.

The Secretariat team also provides comprehensive support to facilitate the smooth execution of all meetings. This includes:

- Distributing meeting materials in advance
- Preparing briefing notes for committee and chairs
- Conducting pre-meeting coordination and check-ins
- Managing post-meeting communications and follow-up
- Coordinating guest speaker participation
- Providing audiovisual and technical support

Board Member Onboarding

In June 2025, the Board of Governors ratified the appointment of eleven new members and the renewal of five returning members for the 2025/26 Board year.

Newly appointed members:

- Julie Armstrong, Undergraduate Student Representative
- Allan Buri, Undergraduate Student Representative
- Phillip Cartwright, Community-at-Large Representative
- John Casola, Community-at-Large Representative
- Jackie Choquette, Community-at-Large Representative
- Pamela Fralick, Alumni Representative
- Kevin Graham, Faculty Representative (Senate)
- Gina Malaba, Graduate Student Representative
- Jonathan Malloy, Academic Staff Representative
- Lisa Samson, Community-at-Large Representative
- Brett Tackaberry, Community-at-Large Representative

Following ratification, new and returning members were welcomed at the Annual Board Dinner on June 4, 2025, and formally introduced to their roles during the Annual Board Orientation held on September 4, 2025.

The University Governance Secretariat supported all governor elections and supported the community-at-large recruitment process. Following formal ratification, the secretariat supported members onboarding and orientation.

Board Orientation

The annual orientation took place on September 4, 2025, for all members – new and returning. The session provided an opportunity for senior leadership to present key priorities and strategic directions for the year ahead. An updated approach was introduced this year, with vice-presidents focusing their presentations on specific annual objectives aligned with the university's strategic direction and institutional priorities.

The Board welcomed Gabriel Miller, President and CEO of Universities Canada as keynote speaker, providing a high-level view of challenges and opportunities in the university sector. Members also had an opportunity to engage with Deloitte regarding the Efficiency and Accountability Fund review, which was a significant piece of the Board's workplan.

The Orientation session also included breakout groups with the Committees, allowing members to become acquainted and to discuss the workplans for the coming year.

The University Governance Secretariat team supported all event logistics and content briefings for the senior team and governors.

Annual Strategy Session

On October 2, 2025, the Board reconvened for its annual Strategy Session, a full-day event focused on envisioning the University's future as it approaches its centennial in 2042.

Dr. Rick Colbourne, Associate Professor of Entrepreneurship, facilitated the event bringing together Board members, expert panelists, and University leadership to explore transformative ideas across three-time horizons: the current state (2025), pivotal shifts by 2035, and bold aspirations for 2042. Panelists from academia, Indigenous innovation, entrepreneurship and digital transformation provided expert insight, challenging participants to think boldly about Carleton's future, emphasizing Artificial Intelligence (AI), interdisciplinary learning, and community engagement.

The session also featured groups discussions exploring themes such as:

- Student Experience
- Teaching and Learning
- Research
- Higher Education Sector
- Business Models
- Technology
- Integration

The seven workshops were structured around three tasks:

- 2025 – Current State: Identified strengths and challenges including AI disruption, mental health, infrastructure gaps, and the need for personalized student support;
- 2035 – Pivotal Shifts: Proposed strategic pivots such as embracing AI, flexible learning models, signature program development, and expanded partnerships; and
- 2042 – Aspirational Vision: Imagined Carleton as a global leader in human-centered, AI-enabled education with a vibrant inclusive campus and strong community integration.

Interactive workshops further explored the University's risk appetite, the interconnectivity of various risk domains and the importance of effective risk reporting to support long-term planning and decision making.

These workshops are designed to foster engagement, build institutional knowledge, and ensure that all members are well prepared to contribute effectively to the governance of Carleton University.

Board Mentorship Program

During the 2025/26 academic year, seven newly appointed governors participated in the Board Mentorship Program.

This longstanding initiative pairs incoming Board members with experienced governors to ensure that new members are well-equipped to contribute meaningfully to the University's governance and strategic direction from the outset of their term.

Mentors are encouraged to maintain regular engagement with their mentees, offering guidance, institutional context, and insights drawn from their own governance experience. This peer-to-peer support model fosters a collegial and informed environment, reinforcing the Board's commitment to effective leadership and continuity.

Board Member Recruitment & Elections

As part of its annual governance cycle, the Office of the University Governance Secretariat oversees the recruitment and election process for new members of the Carleton University Board of Governors. This process includes the delivery of several Board 101 information sessions, designed to engage and inform prospective candidates from the faculty, staff, and student communities.

In early 2026, three elections were conducted, resulting in the following nominations:

Undergraduate Student Representatives:

- Caroline Ayebale
- Jacky Chan

Graduate Student Representatives

- Declan Ramsaran
- Nadine Simpson

Academic Staff Representatives

- Sarah Anne Szabototh

These nominations are scheduled for ratification at the Board of Governors meeting on June 4, 2026, with terms of service commencing on July 1, 2026.

This annual process reflects the University's commitment to inclusive and representative governance, ensuring that diverse voices contribute to the strategic direction of Carleton University.

Community-at-Large Recruitment

For the upcoming 2026/27 academic year, the Board of Governors was tasked with filling two community-at-large vacancies.

The recruitment strategy prioritized candidates with demonstrated expertise in the following areas:

- Financial/ Chartered Professional Accountant; and
- Legal expertise.

To ensure a broad and inclusive outreach, promotional efforts included advertising through the Institute of Corporate Directors, targeted outreach to internal and external BIPOC networks, and engagement with Carleton's Alumni Association.

Following a rigorous review process, the Governance Committee recommended the appointment of two highly qualified candidates.

These appointments are scheduled for ratification at the Board of Governors meeting on June 4, 2026, with terms commencing on July 1, 2026:

- Johanna Lim, Community Representative
- Mita Meyers, Community Representative

Board and Presidential Assessment Surveys

Each year, the University Secretary & Chief Governance Officer administers two key assessment surveys: the Board Self-Assessment Survey and the Presidential Assessment Survey. These instruments are designed to gather feedback from governors regarding their experiences on the Board and its standing committees, as well as to evaluate the performance of the President and Vice-Chancellor.

The results of the Board Self-Assessment Survey are used to identify areas for improvement in governance practices and to inform decisions related to committee composition and development priorities for the upcoming year.

A summary of the survey findings was presented during the closed session of the June Board meeting. All responses are treated with strict confidentiality and are reviewed exclusively by the University Secretary, Board Chair, and Vice-Chair.

Board Meeting Summaries

Following each meeting of the Board of Governors, the University Governance Secretariat prepares and circulates a summary of key highlights from the open session, including major approvals and presentations.

These summaries are posted on the Board of Governors website and shared with the broader Carleton community through the University's daily Top 5.

This practice supports transparency, promotes awareness of Board activities, and reinforces the University's commitment to open and accountable governance.

Support to the Board Chair

The University Governance Secretariat continued to provide comprehensive governance and administrative support to the Chair of the Board of Governors throughout the 2025/26 term. This support included the coordination of Board and committee activities, meeting logistics, preparation of speaking notes and briefing materials, and the drafting of formal governance communications and reports.

The University Governance Secretariat also led the planning, development and publication of the 2025/26 Board Chair's Annual Report. The report reflects on a year marked by significant challenges across Ontario's post-secondary sector, while also highlighting the resilience, achievements and continued progress of the Carleton community. In addition to showcasing key governance, accountability and stewardship initiatives undertaken throughout the year, the report recognized the conclusion of Beth Creary's second and final term as Chair of the Board of Governors, highlighting her steady leadership, commitment to good governance and contributions during a period of institutional transition and sector-wide complexity.

Support to the Chancellor

The University Governance Secretariat provided comprehensive administrative support to the new Chancellor, Nik Nanos, throughout 2025/26. This support included the coordination of on campus activities, including his installation, meeting logistics, preparation of speaking notes and briefing materials, and the drafting of formal communications. The Chancellor also sent over 118 congratulatory notes to the Carleton community on long-service anniversary dates.

Board and Founders Awards

Each year, the Board of Governors, through the Office of the University Secretariat, issues a call for nominations for two of Carleton University's most prestigious honours: the Board of Governors Award for Outstanding Community Achievement and the Founders Award.

To maximize engagement and visibility, a comprehensive communications strategy was developed to promote both awards. For the 2025/26 cycle, outreach efforts included targeted communications through multiple campus channels, such as the Top 5, the Board of Governors website, direct email campaigns, and faculty and student newsletters, including State of the Raven.

Following the close of the nomination period in March 2026, all submissions were forwarded to the respective award juries for review and evaluation.

After assessing 11 applications, the jury selected Sean Joe-Ezigbo as the recipient of the 2025/26 Board of Governors Award. This award recognizes a student who exemplifies exceptional volunteerism and has made a meaningful contribution to the Carleton community.

Similarly, the Founders Award jury unanimously selected Duncan Watt, having devoted over 22 years to the University, including 20 of those years as Vice-President (Finance and Administration). This award honours individuals who have significantly advanced the mission of Carleton University through their dedication, generosity, and unwavering commitment to the institution's values.

Throughout both award processes, the University Secretariat provided essential administrative support, including the preparation of applicant profiles, drafting of jury rationales, candidate communications, and the development of convocation materials.

Board Member Training and Development

A series of training and development courses were available to governors throughout the year, including the Kinàmàgawin Indigenous Learning Certificate, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.

- Pamela Fralick attended the “The Growing Trend of Early Departures: Why Are Presidents of Canadian Universities Increasingly Leaving Before the End of Their Terms?” Virtual Panel Discussion
- Governance Workshop by Cheryl Foy for the following University Board Members on Nov. 19, 2025:
 - John Nelson
 - Ali Hamdani
 - Pamela Fralick
 - Susan Mingie

Education and Resources Updates

Following the Efficiency and Accountability Fund review recommendations, efforts are underway to strengthen Board member education and support oversight capacity. Educational modules for Board members are being transitioned to Brightspace (Carleton's learning management system) to enable tracking of participation and assess effectiveness, while existing materials are being reviewed and updated for clarity and relevance.

New resources are also being developed, including a recent educational video on financial ratios. The video provides an overview of commonly used ratios, explaining what they measure and how they can be used to assess liquidity, sustainability, and overall financial performance.

Canadian University Governance Association Conference 2026

In May 2026, Christina Tessier, Vice-Chair of the Board, Amanda Goth, University Secretary and Chief Governance Officer, and Kerry Solomon, Assistant University Secretary (Board), represented Carleton University at the Canadian University Governance Association (CUGA) Conference. Held from April 30 to May 2 in Waterloo, the conference brought together governance professionals and board leadership from across Canada to discuss key issues in higher education governance.

This year's conference theme was "Innovate. Impact. Inspire.", reflecting the realities facing governing boards today. The session included governance challenges and opportunities for Canadian Universities with a particular focus on navigating quickly evolving technologies and the integration of Artificial Intelligence with governance.

Amanda continues to serve on the CUGA Board of Directors, which this year oversaw the associations incorporation and hiring of its first Executive Director.

Council of Ontario University Secretaries Community of Practice and Conference 2025

In November 2025, Kerry Solomon, Assistant University Secretary (Board), and Kathy McKinley, Assistant University Secretary (Sente), represented Carleton University at the Council of Ontario University Secretaries Conference held in Toronto. The conference brought together governance professionals from across Ontario to discuss key issues in higher education governance and focused on leading practices and pressures in university governance, policy development frameworks, and labour relations landscapes.

Amanda, Kerry, and Kathy monthly participate in COUS calls to share common practices and contribute to the Ontario higher education governance community of practice. Amanda and Nonna also participate in the Ontario Policy Administrators Community of Practice monthly with other policy administrators from across Ontario.

Board Member Training and Development

To support ongoing communication and transparency, a bi-monthly newsletter is distributed to members of the Board of Governors. This publication provides timely updates on key university activities, developments in the post-secondary education sector, strategic initiatives, and notable achievements from departments across campus.

The newsletter is a vital tool for keeping Board members informed of significant institutional and sector- wide developments. It enhances informed decision-making, fosters cohesive governance, and equips members with relevant insights and resources to effectively serve as ambassadors of Carleton University.

Senate Administration

Senate & Senate Committee Membership Renewal for the 2025/26 Year

The Senate Office is responsible for overseeing the composition and membership of the Senate and its associated standing committees. Additionally, the Office supports and administers elections for academic staff and student representatives on various Advisory Committees.

For the 2025/26 academic year the Senate Office conducted the following membership renewal activities to fill key positions within the Senate and its affiliated bodies.

Elections were held in March and April 2025, as follows:

- March 11-12, 2025:
 - o Election to Senate of faculty representatives from the Faculty of Engineering and Design for terms beginning July 1, 2025
 - o Election to Senate of faculty representatives from Faculty of Public and Global Affairs (FPGA) for terms beginning July 1, 2025.
- April 15–16, 2025:
 - o Election of the Senate Representative to the Board of Governors for the 2025–26 academic year.

Between July 2025 and March 2026, Senate ratified 10 Senators to fill remaining vacancies, for appointments effective immediately upon approval.

Senate Committee Membership Renewal

- From April to June 2025, Senate approved the appointment of 26 committee members in 9 committees, for service beginning July 1, 2025.
- Between July 2025 and March 2026, an additional 14 vacancies were filled and approved by Senate, with service commencing immediately upon ratification.

Nomination And Outreach Strategy

Each Call for Nominations was supported by a targeted strategic communications plan to maximize outreach and engagement:

- The University Secretariat collaborated with the Office of the Provost for the Provost's Newsletter and utilized the Carleton Top 5 newsletter to reach faculty members.
- For student engagement, the Secretariat partnered with the Office of the Vice-President (Students and Enrolment) and the Office of Graduate Studies to run promotions in the *State of the Raven* and *The Graduate*.
- Additional outreach channels included departmental newsletters, direct email communications, and social media platforms such as Instagram.

These coordinated efforts contributed to increased awareness, interest, and participation in Senate and committee nominations.

Senate Orientation & Professional Development

Orientation

An orientation session for incoming Senators was held on September 12, 2025, in the Senate Room (PK608). The session was co-facilitated by Dr. Richard Dansereau, Clerk of Senate, and Kathy McKinley, Assistant University Secretary (Senate).

The session provided an overview of the Senate's governance structure including its standing committees, outlined the roles and responsibilities of Senators, and reviewed commonly used motions and procedural practices. For those unable to attend, orientation materials were distributed electronically. Furthermore, individualized orientation sessions—conducted in person or via Zoom—were provided to Senators who joined after the September session and were unable to attend the initial orientation.

Senate Governance Workshop

On September 12, 2025, Senators were invited to participate in a governance workshop facilitated by Dr. Jessica Riddell, to deepen Senate's shared understanding of bicameral governance, and to build a common vocabulary around governance principles. The workshop included structured discussion sessions around a number of key governance themes, to provide space for honest dialogue and reflection on the evolving responsibilities of governance in a time of rapid change and upheaval in the higher education sector.

Senate Visioning Exercise

On December 12, 2025, Senators were invited to participate in a visioning exercise, as a preliminary engagement activity for the development of Carleton's new strategic plan, Carleton@100. The session was facilitated by Project Lead Rick Colbourne and was centered around 6 consultation themes: Higher Education Sector, Teaching and Learning, Research & Creative Practice, Business Model and Sustainability, Student Experience, and Technology and Digital / Artificial Intelligence.

Senate Meetings, Events & Logistics

Senate Meeting Format and Operations

For most of the 2025/26 academic year, Senate meetings were conducted in person. A hybrid option was introduced for meetings in April, May and June, to accommodate students who may no longer be on campus after the April exam period.

The Senate convened for nine scheduled meetings during the academic year:

- 2025: September 26, October 31, November 28
- 2026: January 30, February 27, March 27, April 24, May 29, June 19

Meeting Administration and Support

Kathy McKinley, Assistant University Secretary (Senate), is responsible for the overall administration of Senate meetings. Her duties include:

- Scheduling meetings and managing procedural logistics
- Distributing/posting meeting materials in advance
- Preparing official meeting minutes
- Communicating decisions and outcomes following each meeting

The University Governance Secretariat provides additional support in the following areas:

- Preparation of Chair's notes
- On-site logistical and technical support
- Coordination of guest speakers
- Audio-visual and IT support
- Post-meeting communications and documentation

Senate Standing Committees – Activities and Administrative Support

Throughout the Fall 2025 and Winter 2026 semesters, Senate's 13 Standing Committees convened regularly to carry out their respective mandates. While some committees resumed in-person meetings, others continued to operate in virtual or hybrid formats, depending on their specific needs and preferences.

The Assistant University Secretary (Senate) provides direct administrative support to the following five Standing committees.

- Senate Executive Committee
- Senate Academic Governance Committee
- Senate Honorary Degrees Committee
- Senate Medals & Prizes Committee
- Senate Review Committee

This support includes the development of an annual work plan in collaboration with each committee Chair, scheduling and coordinating meetings, preparing and distributing meeting

materials, recording and maintaining official minutes and managing committee records. Additional responsibilities include tracking committee membership, facilitating orientation and succession planning, and offering governance support as required.

The Assistant University Secretary (Senate) also oversees, monitors, and coordinates the membership renewal process for all Senate committees. This includes issuing calls for nominations and managing the election process.

In addition, the University Governance Secretariat, in collaboration with Corporate Archives, oversees the record management practices of all Senate committees. This includes offering guidance on records retention protocols and promoting best practices in administrative documentation and compliance.

Senate Ad Hoc Committees 2025/26

During the 2025/26 academic year, the Assistant University Secretary (Senate) provided direct administrative support to two Senate Ad Hoc Committees: The Academic Integrity Policy Committee and the Petitions and Appeals Committee.

Key responsibilities included developing committee work plans, scheduling and coordinating meetings, preparing and distributing meeting materials, recording official minutes, and managing committee records. Additionally, the Assistant University Secretary (Senate) maintained Microsoft Teams sites to facilitate secure document sharing and collaboration. This year, both committees have completed their mandate and are bringing finalized draft policies to Senate for approval.

Chair and Secretary Retreat October 2025

The Assistant University Secretary (Senate) coordinated the annual Senate Committee Chair and Secretary Retreat on October 10, 2025. The retreat served as a forum for committee leaders to exchange best practices and address shared challenges.

Agenda highlights included succession planning, orientation strategies, records retention practices, and effective minute taking. In preparation for the retreat, the Assistant University Secretary (Senate) also revised and updated relevant resources, guides, and toolkits to support committee operations and governance practices.

Major Senate Academic Governance Committee Initiatives – 2025/26

The Assistant University Secretary (Senate) provided direct administrative and governance support for several significant initiatives undertaken by the Senate Academic Governance Committee (SAGC) during the 2025/26 academic year. Key activities included:

- Faculty Board Constitution Revisions: Completed the review of Faculty Board Constitutions for Engineering, Arts & Social Sciences, School of Architecture, School of Information Technology, and the School of Industrial Design.
- Senate Question Period Guidelines: Developed a series of guidelines for Senate Question Period to make the process of Question Period submission more open and transparent.

- Senate Election and Nomination Procedures: Documented existing nomination and election procedures for Senate internal elections and appointments and for external elections to other bodies, involving Senators as nominees and/or voters. These were subsequently received and approved by Senate.
- Senate Committee Terms of Reference Updates: Revised Terms of Reference for the Senate Executive Committee (to include new duties regarding Senate Question Period) and the Senate Committee on Student Awards (to incorporate responsibility for graduate awards that are donor-funded).

Senate Communications and Reporting

Inside Senate

Inside Senate is a high-level summary developed by the University Governance Secretariat that highlights key decisions, presentations, and consultations received by Senate.

Between July 1, 2025 and May 31, 2026, eight editions of Inside Senate have been circulated to the Carleton community via the Top 5 newsletter, following each Senate meeting. These summaries are also publicly available on the Senate website, ensuring transparency and accessibility of Senate activities.

Annual Report to the Board of Governors

The 2024/25 Senate Annual Report was presented to the Board of Governors at its meeting on October 2, 2025.

The report outlined a year of significant progress and institutional development. Highlights included:

- Approval of 2 new academic programs, 18 new minor concentrations and specializations and 73 major program modifications, reflecting Carleton's commitment to curricular relevance and responsiveness
- Deletion of 7 programs, 3 concentrations, 2 minors and 2 streams/specializations
- Establishment of 2 Ad Hoc Committees to review the academic integrity policy and to develop a new policy on petitions and appeals, ensuring that academic regulations remain robust and equitable
- Approval of updates to Co-operative Education Option Policy and Senate Medals Policy
- Dis-establishment of Senate Library Committee to streamline governance under the Senate Review Committee
- Revision of 4 Faculty Board Constitutions
- Approval of 6,752 graduates, 249 medalists, 3 honorary degrees
- Suspension of Fall Convocation

These developments reflect Senate's ongoing commitment to responsive governance and academic excellence at Carleton University.

Support for New Clerk of Senate

The Office of the University Governance Secretariat provides comprehensive administrative and operational support to the Clerk of Senate in fulfilling the governance responsibilities of the Senate.

For the 2025/26 academic year, this included onboarding a new Clerk of Senate, Dr. Richard Dansereau, who began his term July 1, 2026.

Working in close collaboration with the Clerk, the Assistant University Secretary (Senate) is responsible for maintaining the official records of the Senate. This includes the preparation and preservation of minutes of proceedings, meeting schedules, records of nominations, motions, and amendments.

In addition to recordkeeping, the University Governance Secretariat oversees the planning and execution of various Senate-related elections and recruitment initiatives throughout the academic year. This includes the development of strategic communication plans, coordination of outreach and promotional activities, and administration of voting processes.

ASSESSMENT SURVEYS

Annual Senate Survey

Each spring, the Senate Office administers an annual Senate Survey to gather feedback from Senators regarding their experience serving on Senate. The purpose of the survey is to assess areas of strength and identify opportunities for improvement in Senate operations and support.

The 2026 Senate Survey was conducted from April 8 to May 30, 2026. It included questions related to the orientation process, communication strategies, professional development opportunities, and Senate procedures.

The results of the survey will be compiled and shared with the Senate in September 2026 to inform future planning and enhance the overall effectiveness of Senate engagement.

Annual Committee Survey

Since 2022, the Senate Office has administered an annual survey to members of Senate standing committees, to gather feedback and assess potential areas for more support and improvement. This year's survey opened on May 11, 2026, and will close on June 13. Results from the survey will be shared with Committee Chairs and Secretaries at the annual Committee Chair and Secretary retreat in Fall of 2026.

Convocation Support

During the 2025 convocation season, Carleton University celebrated the academic achievements of approximately 5,500 graduates.

Spring Convocation took place from June 16 to 20, 2025, and included 15 ceremonies. These ceremonies recognized the dedication, perseverance, and accomplishments of Carleton's graduating students.

In preparation for these milestone events, the University Governance Secretariat played a key role in supporting convocation planning and execution. The team contributed to:

- Logistical coordination
- CWG support
- Faculty support - regalia registration, seating, training, etc.
- Development of communications and event materials
- Planning and production of the convocation booklet, daily programmes and ceremony scripts
- Recruitment and coordination of volunteers

These efforts ensured the smooth delivery of convocation ceremonies and a memorable experience for graduates, their families, and the broader university community.

Corporate Records & Archives

2025/26 Impact Highlights

Information Management Protection, Compliance, and Leadership

- Development of new rules and ongoing revisions to the Campus Operations section of the Carleton University Retention Schedule.
- Development of university-wide and inter-departmental Info Summit to provide training and awareness for all staff.
- Continued collaboration with Information Technology Services (ITS) on retention and disposition of licensing, disposition of backup media, decommissioning of systems and databases, and more.

University History Rescue and Preservation

- Appraisal and rescue of historical department records.
- Increase in donations of historic university material from alumni.
- Continued collection of oral history interviews from current and retired staff, alumni, and Board members.

Digital Preservation Advancement and Leadership

- Identification and appraisal for permanence of born-digital records across campus.
- Creation of metadata structures for audio-visual material and legacy technologies.
- Leadership in Ontario Council of University Libraries (OCUL) use of the Permafrost digital archives system.

Corporate Archives Space

Proper archival space remains the most pressing issue facing CU-CRA. The Archives Vault located in Pigiavik does not meet industry standards for archival preservation and is still approximately 300% over capacity. The lack of space means that departments are paying for off-site storage while awaiting our ability to take in and process materials fully. While CU-CRA has utilized space provided by MacOdrum Library in the Library Storage Facility, this arrangement is not permanent and is dependent on the Library's use of the space long-term.

CU-CRA met with space planning staff from Facilities Management and Planning in March 2026 and are awaiting their assessment on potential mitigations or solutions for the Vault problem.

Archives in the Classroom

In addition to requests from individual student and faculty researchers, CU-CRA makes itself available for Carleton classes with projects centered on the use or study of primary resources. For Winter 2026, CU-CRA was used as a source for students in Dr. Michael Windover's History and Method of Architectural History course (ARTH3107), assisting students with locating campus plans and drawings as well as supporting documents and photographs for their projects. This is the third year that CU-CRA has participated with the class. Students focused their projects this year on the historical use of the space around the Quad.

This past semester, CU-CRA also worked with Dr. Michel Hogue's undergraduate course, The Historian's Craft (HIST2809). CU-CRA prepared thematic packages of historical photographs of student life at Carleton, which students used to develop their historical methods and research skills. The final project was a presentation to CU-CRA staff to "pitch" chosen photographs for use in a calendar celebrating Carleton's 85th anniversary.

Both of these collaborations helped to promote Carleton's rich history as well as connecting the archives with innovations in teaching and learning.

New Accessions

As in 2024/25, CU-CRA continued to see an increase in private donations from both alumni and retired staff and faculty. Part of this increase is due to support from the Department of University Advancement in connecting alumni with CU-CRA when they may have historical materials to donate.

Transfers of permanent, historical university records continue to increase, and this year saw significant donations from academic departments from every faculty as well as administrative units such as Facilities Management and Planning and the Registrar's Office. Each new transfer to CU-CRA adds further detail and context to the history of Carleton University, preserving and documenting the growth and innovation that has been achieved.

Selections - New Archival Accessions and Processed Collections

Collection	Materials Preserved
Alumni donations	Athletics jackets, Engineering jackets, Arts jacket, photographs, memorabilia
Department of Political Science	Student prepared history of the department
Convocation and Installation Collection	Historical regalia
Department of Biology	Data books
Private donation	Carleton related materials created and collected by Swithun Bowers, first director of School of Social Welfare at St. Patrick's College (Later at Carleton)
ITS	National Capital FreeNet documentation
Registrar's Office	Program files
Department of University Communications	Convocation audio-visual materials
Athletics	Historical documentation and memorabilia
Norman Paterson School of International Affairs	Photographic materials on past directors
Campus Safety Services	Historical photographs of staff and events
Carleton University Art Gallery	Carleton University Fine Art Collection committee materials (pre-CUAG)

Records Management

Carleton University Retention Schedule

As part of the ongoing Carleton University Retention Schedule (CURS) renewal work, CU-CRA continued review and revisions on major sections of the retention and disposition schedule. For 2025/26, this work resulted in updated or new retention rules covering:

Teaching (TEA)

- Student Assignments and Examinations (TEA-06)
- Educational Technologies and Applications (TEA-09)
- Non-Credit Programs (TEA-10)

Campus Operations (CAM)

- Fire Safety Devices and Systems Testing Inspection (CAM-23)
- Emergency Evacuation Drill Reports (CAM-24)
- Fire Safety Inspection (CAM-25)
- Fire Safety Training (CAM-26)
- Fire Safety Plans (CAM-27)
- Human Rights Case Files – Equity and Inclusive Communities (CAM-28)
- Consultation Services – Equity and Inclusive Communities (CAM-29)
- Training and Education – Equity and Inclusive Communities (CAM-30)
- Sexual Violence Response – (CAM-31)

- Equity and Inclusive Communities Reporting (CAM-32)

Communications, Advancement and Community Engagement (COM)

- Permission and Waiver Forms (CAM-20)
- Confidentiality Forms (CAM-21)

Human Resources (HUM)

- Job Descriptions (HUM-09)

These revised and new rules were developed in partnership and consultation with departments responsible for the records and approved by the Advisory Committee on University Records on May 28th, 2026.

Major Records Management Projects and Collaborations

CU-CRA staff continue to work on major projects and collaborations to improve management of university data and records. Priorities for this work are driven by reducing storage load through stricter application of CURS, identifying and addressing risk in poor records organization, and assisting departments in best use of records repositories (e.g. Teams, network drives, OneDrive, etc.).

Governance and Compliance

- Review and advising of developing policies with references to record management, retention, and disposition, such as:
 - o Academic Integrity policy
 - o Appeals and Petition policy

Various Administrative Units

- Advising on functional re-organization of records, best use of the M365 environment for records, and compliance with the Carleton University Retention Schedule.

Various Academic Departments in all Faculties

- Advising on functional re-organization of records, best use of the M365 environment for records, and compliance with the Carleton University Retention Schedule.
- Advising on digitization projects.
- Appraisal and transfer of permanent, historical records to CU-CRA.

Teaching and Learning Services

- Advising on the dissolution of the Retention and Removal of Course Related Data in Carleton's LMS Policy, replaced by existing and revised retention rules in the Carleton University Retention Schedule.

Provost and Faculty Offices – Faculty Personnel Records

- Continued consultation with Office of the Provost and Office of the Vice-Provost on centralization of faculty personnel files.
- Delivery of needs assessment and request for project development for this work to ITS.

Advisory Committee on University Records

The Advisory Committee on University Records (ACUR), Chaired by the University Secretary and Chief Governance Officer, met on November 27th, 2025 and May 28th, 2026. The following records management issues were reviewed:

November 27th, 2025 Meeting

1. CURS approvals to rules in the Campus Operations and Human Resources sections.
2. CURS review of developing retention rule on student appeals and petitions.
3. Update on regulations from the Strengthening Cyber Security and Building Trust in the Public Sector Act (formerly known as Bill 194) on use of AI in the public sector.
4. Planning for an all-staff Info Summit.

May 28th, 2026 Meeting

1. CURS approvals to rules in the Teaching and Campus Operations sections.
2. Discussion on major, developing records management projects to centralize faculty personnel records and to review grad student record retention and disposition.
3. Development of the 2026/27 campus calendar, in celebration of Carleton's 85th anniversary.
4. Review of the all-staff Info Summit, held March 3rd and 4th, 2026.

Records Management Training

As part of its 2025/26 mandate, CU-CRA increased efforts for in-person records management training on campus as well as reviewing and updating all seven of its RM Toolkits available on Brightspace.

In-person training was offered on:

- How to handle records with off-boarding employees
- Compliance with the Carleton University Retention Schedule
- Introduction of a new standard file plan for common records
- Integrating records management into process improvement
- Introduction of a new guide on records storage in university systems

In addition to these offerings, CU-CRA continued to arrange department and 1-1 tailored training when requested.

Digital Archives

Now in its fifth year of full operations, the Digital Archives Vault (DAV) continues to expand its holdings and structural capacity. This year the Digital Archivist also prioritized business continuity of the system by documenting digital archiving procedures and providing in-depth training on the system for the entire CU-CRA staff.

Continuing work on the system was focused on improving the integration of DAV with the Corporate Archives' front-facing database (AToM – Access to Memory). The Digital Archivist is developing this integration in collaboration with the Scholar's Portal team at the Ontario Council of University Libraries (OCUL). Carleton leads in this integration and will be the first OCUL institution to fully implement this work.

Holdings Expansion

Accessioning and preservation of approximately 45 new digital packages of varying size and content from across campus:

- Textual records, images, and audio-visual records from academic departments
- Research Contracts appraised as permanent/historical
- Administrative and project files from the now closed Science and Technology Centre

Digital Records Advising

The Digital Archivist continues to advise on specific digital preservation issues, this year including:

- Digitizing hard copy materials for access or preservation purposes
- Photograph metadata creation and capture
- Organization of digital records in university repositories
- Major transfers of born-digital records ready for archiving in DAV
- Archiving inactive executive email inbox content.

Advising and Reference Requests

Records Management

Records management advising is available at all times to any department at Carleton. This year, requests were focused on: disposition reviews of large deposits of records, network drive clean ups, moving main records repositories to the MS Teams environment, file classifications, and records management of high-risk records. As has been the trend since 2018, there was an increase in requests for records management assistance from the campus community. This year posted a 20% increase from the previous year in requests made and completed.

Archival Reference

CU-CRA supports various projects and events at Carleton through promotion and use of the university's historical archival collections. Reference requests related to Carleton's history from the public continue to increase. As has been the trend since 2018, there was an increase in archival reference and research requests. This year posted a 27% increase (internal and external requests) from the previous year.

Community Engagement Activities

PRIMA – Privacy, Records and Information Management Newsletter

CU-CRA and the Privacy Office continued to issue PRIMA as part of outreaching and awareness for the campus community. Due to demands in records management support however, the decision was made to reduce publication from monthly to quarterly. This year's issues informed staff on:

- Introduction to CU-CRA's new Records Storage Guide
- Records management and off-boarding departing employees
- Review of the CU Info Summit
- Cleaning up Outlook
- Getting rid of ROT (redundant, obsolete, transitory records)
- Articles by practicum students on their archival work

CU Info Summit

On March 3rd and 4th CU-CRA supported by the University Governance Secretariat, hosted the first "CU Info Summit". The event provided attendees with access to workshops and presentations on a variety of topics including privacy, cybersecurity, records and information management, and key processes and procedures across several departments. The event was initially open to 50 registrants, but 60-70 staff attended over the two days.

Outcomes

- Showcase key privacy, cybersecurity, and records and information management policies and procedures to as wide an audience as possible, but particularly administrators.
- Facilitate discussion of university processes between departments and staff groups.

- Provide training opportunities for newer employees or staff with new duties.
- Showcase the skills, knowledge, and expertise by using staff as main presenters.
- Encourage discussion and brainstorming for possible future all-staff learning.

Participant feedback was very positive with the majority of comments indicating wanting to see the event happen again with more sessions. CU-CRA along with the University Governance Secretary provided a feedback report and recommendation to the Office of Vice-President (People, Finance and Operations) that the event be taken under that portfolio and developed into an annual training event.

Professional Community Participation

CU-CRA staff provided leadership and support to several different projects and organizations over 2025/26.

Manager, Corporate Records and Archives	• Adjunct professor, CU Department of History • Chair, Host Team for the 2025 national ACA conference • Member, COU Records Managers • Contract Instructor, <i>Outreach and Access in Canadian Archives</i> (HIST5702Y)
Digital Archivist	• Member, Building and Creating a Digital Twin for Preservation research project (InterPARES Trust AI) • Member, CU Data Administration Working Group • Member, Host Team for the 2025 national ACA Conference
Archives and Records Analyst	• Member, Financial Review Committee (ACA) • Member, Archival Management Working Group (Rise Up! Feminist Digital Archive) • Member, COU Records Managers • Member, ARCHIVESCANA,ca Working Group (Council of Canadian Archivists) • Member, Host Team for the 2025 national ACA Conference

Professional Advancement

CU-CRA staff expanded their professional skills to support services in the department with a variety of online courses, training, and workshops, including:

- AI Strategy and Data Governance – Wharton, University of Pennsylvania
- Association of Canadian Archivists National Conference
- UNRWA Archive of Palestine Refugee Family Files – International Council of Archives
- Archival Repatriation – Archives Association of Ontario
- Permafrost Community Workshop – Ontario Council of University Libraries
- Access and Integrity in the Digital Age: Archives, AI, and Authenticity – International Council of Archives
- Data Day 12.0 – Carleton Faculty of Science

Looking Ahead – 2026-2027

The University Governance Secretariat will focus on strengthening governance effectiveness, operational excellence, and institutional accountability across its integrated portfolio, which includes the Board of Governors, Senate, Corporate Records and Archives, Policy Administration, and Ombuds Services. This work supports Carleton University's academic mission and reinforces a culture of transparency, inclusion, and continuous improvement.

A central priority is enhancing governance effectiveness and continuity across the Board and Senate. This includes advancing onboarding and professional development, modernizing training materials, and expanding access through digital platforms. The Secretariat will also strengthen internal knowledge management by developing comprehensive process documentation and supporting leadership transitions, including within Senate administration.

The Office will continue to support core institutional operations, including ensuring business continuity for Convocation, while strengthening coordination between governance bodies and promoting broader understanding of governance roles across the university community.

Policy governance and institutional compliance remain key areas of focus. Building on recent modernization efforts, the Secretariat will lead the integration of signing authorities and delegation of authority into a unified framework. At the same time, improvements to policy lifecycle management—including enhanced tracking, structured review processes, and stronger coordination with policy owners—will ensure policies remain current, responsive, and aligned with institutional and regulatory requirements.

The Secretariat will also advance initiatives to strengthen procedural fairness and risk management, including the development of training programs for appeal boards and students in collaboration with Ombuds Services, supporting consistent, transparent, and equitable decision-making.

Within Corporate Records and Archives, priorities include enhancing records management compliance and advancing digital preservation. This work will focus on completing revisions to the Carleton University Retention Schedule, expanding training, and increasing the capture of permanent digital records to support institutional memory and compliance.

Advancing equity, diversity, and inclusive governance will remain a priority, particularly through Board recruitment processes aimed at attracting diverse and highly qualified members. The Secretariat will also review the governance structure of Ombuds Services to ensure alignment with institutional accountabilities.

Finally, the Secretariat will support the University's external positioning by advancing key presidential priorities and strengthening partnerships. This includes supporting the recruitment of an inaugural Vice-President (Advancement) and developing tools to enable Board members to act as effective ambassadors for Carleton.

Together, these priorities reflect a coordinated and forward-looking approach to governance that supports strong decision-making, mitigates risk, and positions Carleton University for long-term success.



Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.

**Carleton University Senate
Meeting of March 27, 2026 at 2:00 pm
PK608**

MINUTES

Present: A. Abdou, B. Appel Kuzmarov (acting for R. Goubran), D. Amundsen, J. Armstrong, S. Blanchard, A. Bordeleau, A. Bowker, F. Brouard, I. Bumagin, S. Burges, A. Butler, R. Dansereau (Clerk), M. DeRosa, J. Drake, S. Duncan, A. El-Roby, M. El Sayed, M. Francoli, K. Graham, J. Greenberg, N. Hagigi, S. Hawkins, X. Haziza, D. Hornsby, J. Jiménez Garcia, I. Knezevic, G. Lachance, G. Lacroix, N. Laporte, T. Lewis L. Madokoro, J. Mason, D. McNair, D. Mendeloff, R. Miller, M. Mullally, H. Nemiroff, K. Nyediin Buoy, P. Rankin, M. Rivers-Moore, R. Renfroe, M. Rooney, C. Ruiz-Martin, A. Shotwell, B. Tackaberry, N. Tait, W. Tettey (Chair), C. Trudel, S. Viel, G. Wainer, P. Williams, P. Wilson, W. Ye

Regrets: I. Alma, M. Bahran, J. Brunet, N. Bruni, J. P Corriveau, J. Debanné, E. Gray, H. Hefzy, A. Hurrelmann, B. MacLeod, G. Maracle, A. Masoumi, M. Papineau, S. Sadaf, R. Tfaily,

Absent: M. Agha, A. Arya, T. Davidson, N. Giroux-Laplane, E. Harlan, S. Joe-Ezigbo, A. Kocsis, K. Patel, E. Peirce, T. Turbat, M. Vatankhah

Recording Secretary: K. McKinley

1. The meeting was called to order at 2:00 pm. The Chair began the meeting, acknowledging the passing of the following members of the Carleton community:

- Dr. Tony Bailetti, from the Sprott School of Business. Dr. Bailetti served Carleton for 47 years as professor, mentor and leader of the Technology Innovation Management program.
- Dr. Brian Mortimer, who devoted more than three decades to Carleton serving in key leadership roles including Associate Vice-President (Academic), Clerk of Senate, and Marshal of Convocation.

The Chair offered condolences to friends, family and colleagues of Dr. Bailetti and Dr. Mortimer.

Following a reminder on meeting procedures, the Chair turned to the proposed agenda for the meeting.

It was **MOVED** (P. Williams, G. Wainer) that Senate approve the agenda for the meeting of Senate on March 27, 2026, as presented.

The motion **PASSED**.

2. Minutes: February 27, 2026 (open session)

It was **MOVED** (R. Renfroe, D. Amundsen) that Senate approve the minutes of the open session of the Senate meeting on February 27, 2026, as presented.

The motion **PASSED**.

3. Matters Arising

The Clerk spoke to a matter arising from a response provided at the Question Period of the last Senate meeting. He reported that the revised Academic Integrity Policy was sent to the relevant stakeholders on March 16, with feedback expected by April 3rd. The Chair of the Ad Hoc Committee on the Academic Integrity Policy has advised that the committee will review the feedback, then will report to Senate.

4. Chair's Remarks

The Chair began his remarks by congratulating the Carleton Ravens Men's Basketball team for winning their 18th U SPORTS national championship earlier in March. This win marks the most national titles ever held by a Canadian university basketball team. A special event celebrating their victory was held on March 24, with many proud Raven fans in attendance. Senators provided a round of applause in appreciation.

The Chair next provided the following research achievement highlights:

- Carleton Professor Kate Marczenko has been awarded the John Charles Polanyi Prize in Chemistry for her impactful work in advanced functional materials and crystalline systems.

- A team of researchers led by Professor Halim Yanikomeroglu have secured funding through the Canada Foundation for Innovation to support a \$13.5M national initiative to advance non-terrestrial networks, the next major frontier in mobile connectivity. Several institutions are participating in this project; Carleton's team includes Jie Gao from the School of Information Technology and Senator Winnie Ye, from the Department of Electronics.
- Professor Hillary Maddin and her team have discovered the earliest fossil evidence of prolonged postnatal care in a vertebrate. This predates the previous oldest record of this behavior by 40 million years.

The Chair next spoke to recent initiatives to establish Carleton as a partner of choice nationally and internationally:

- In February, President Tettey joined a Universities Canada delegation to India, to deepen research and teaching partnerships, expand global learning pathways for students, and strengthen people-to-people ties in areas that matter, from innovation and skills to sustainability and inclusive growth. Following that trip, Carleton welcomed the New High Commissioner of India to Carleton to continue to build on this relationship.
- Carleton also recently hosted the Higher Education Defence Research Roundtable, focussing on how universities can contribute to civil defence, workforce preparedness and cross-sector collaboration. The event included a session to explore concrete opportunities for Carleton researchers in this rapidly evolving sector.

Finally, the Chair concluded his remarks by reporting that Carleton has once again been named one of the National Capital Region's Top Employers, for the twelfth consecutive year. This reflects Carleton's continued commitment to employee wellness, professional development, and an inclusive workplace.

5. Question Period

One question was submitted in advance by Senator Jody Mason.

Question from Senator Jody Mason

Are the offices designated to receive complaints arising from the Institutional Impartiality Policy now prepared to do this work? How exactly will these offices conduct their investigations?

The Chair recognized General Counsel Richard Sinclair, who provided a response: Offices highlighted in the policy are not specific to the Institutional Impartiality Policy but are centralized channels set up to receive complaints generally, from a number of different sources. The intake office for faculty members is Labour Relations in the Deputy Provost's Office and for professional services staff the office would be Human Resources. There is no prescribed path in this policy for dealing with complaints, as there are in other policies such as the Sexual Violence Policy. The complaints are assessed on a case-by-case basis before a decision is made on how to proceed. At this point, the existing architecture is capable of managing the process, although future refinements may occur, if needed.

6. Administration

- **Senate Membership Ratification**

The Clerk presented a motion to ratify 6 faculty members and 5 students to Senate, for terms beginning July 1, 2026. The Clerk noted one error in the motion; Senator Janine Debanné's unit should be listed as the Azrieli School of Architecture and Urbanism.

It was **MOVED** (R. Dansereau, A. Bowker) that Senate ratify the new Senate appointments, as presented, for service beginning July 1, 2026.

The motion **PASSED**.

The Clerk noted that several vacancies for faculty members and students remain on Senate and Senate Standing committees. Details are available on the Senate website.

The Clerk also encouraged all Senators to respond to the annual Senate Survey to provide valuable feedback on their experiences as a Senator to the Senate Office. The survey will be released in April.

In response to a question related to accommodation and potential attendance issues at Senate, the Recording Secretary agreed to bring a report on Senate meeting attendance records to the next Senate meeting under Matters Arising.

7. Reports

- **Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)**

Committee Chair David Mendeloff presented 6 items for approval and 8 items for information. The items for approval were combined into an omnibus motion for efficiency.

Items for approval – Omnibus motion

It was **MOVED** (D. Mendeloff, D. Hornsby) that Senate approve the revisions to the following as presented:

- R-UG-BENG Year Status Prerequisites
- R-UG-3.1.7 University Year Standing
- R-GR-2 Admission Requirements
- R-GR-11 Academic Standing
- R-GR-12 Thesis Requirements
- R-HR-13 Time Limits

A Senator asked about the motion to fast-track graduate students into the PhD program (R-GR-2), and what provisions are in place for students in that group who then do not finish their PhD. The Chair recognized Vice-Provost (Graduate Studies) Dan Siddiqi, who reported that students with this advanced standing are provided with the opportunity to return to and finish their Master's degree.

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the revisions to Regulation R-UG-BENG Year Status Prerequisites and Regulations R-UG-3.2.17 University Year Standing effective for the 1016/17 Undergraduate Calendar as presented
- THAT Senate approve the revisions to Regulations R-GR-2 Admission Requirements and Eligibility effective for the 2026/27 Graduate Calendar as presented. (providing option to fast track to PhD)
- THAT Senate approve the revisions to Regulations R-GR-11 Academic Standing effective for the 2026/27 Graduate Calendar as presented (progress reporting and thesis supervision language)

- THAT Senate approve the revisions to Regulations R-GR-12 Thesis Requirements effective for the 2026/27 Graduate Calendar as presented. (Expectations for integrated thesis clarified; renaming it to Manuscript-based thesis)
- THAT Senate approve the revisions to Regulations R-GR-13 Time Limits for Program Completion effective for the 2026/27 Graduate Calendar as presented. (clarification of which graduate programs have a scheduled summer break)

Items for Information:

- UG Minor modifications for February and March (3 items)
- GR Minor modifications for March
- Updated Glossary
- 7-year Academic Schedule, including the Senate Guidelines, Master Schedule for Fall 2027 – Winter 2035 and Master Schedule for Summer 2028 - 2035

There was no discussion of the items for information.

- **Senate Quality Assurance and Planning Committee (SQAPC)**
Committee Chair David Hornsby presented 8 major modifications for Senate approval and one memo regarding suspended program admissions for information.

Major Modifications:

These were bundled into an omnibus motion for expediency.

Omnibus motion:

It was **MOVED** (D. Hornsby, M. Francoli) that Senate approve the major modifications as presented.

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the closure of MENG programs, the associated modifications and the change in governance of the graduate program in Infrastructure Protection and International Security, as presented with effect from Fall 2026.

- THAT Senate approve the introduction of IRM 3009 & deletion of IRM 3007 as presented with effect from Fall 2026
- THAT Senate approve the major modification to the MSc program in Physics and the introduction of PHYS 5910 & 5911 as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the Technology Innovation Management programs as presented with effect from Fall 2026.
- THAT Senate approve the introduction of WGST 3999 as presented with effect from Fall 2026.
- THAT Senate approve the major modification to PSYC 5904 as presented with effect from Fall 2026.
- THAT Senate approve the name change of the minor in Integrated Science to Interdisciplinary Science Application as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the PhD in Information Technology program as presented with effect from Fall 2026.

Committee Chair Hornsby clarified that the closure of the MENG programs in the package should more accurately be seen as the closure of a pathway in Engineering for the IPIS program; the MIPIS degree therefore will be transferring to NPSIA.

Item for Information:

A memo confirming the suspended program admissions for the Bachelor Science Honour in Nanoscience was presented for information. There was no discussion of this item.

- **Senate Academic Governance Committee (SAGC)**

Committee Chair Richard Dansereau presented a motion for Senate to adopt revised guidelines for Senate Question Period. He reminded Senators that the guidelines had been brought to Senate in February, but were taken back to SAGC for further review due to a number of concerns brought by Senators including the following:

- The 30-minute limit is too rigid; the guidelines should incorporate more flexible language on this point.

- More clarity is needed on how questions are ordered in the binder, and questions on time-sensitive issues should be prioritized.
- Section 5 and the Table of Examples at the end of the document should be removed, as these appear to define topics within the purview of Senate too narrowly.

The Clerk also reported on a number of comments from the 2025 Senate Survey in which Senators requested more guardrails on questions for Question Period, particularly for those questions clearly outside of Senate's purview. The Question Period Guidelines were drafted, in part, in response to these concerns from the survey.

SAGC considered all of this feedback then made these adjustments to the document:

- Point #1 – SAGC adjusted the language to mirror that of the AGU. The Guidelines have been updated to avoid creating any inconsistency with the provision in the AGU, which states that “up to one-half hour of the Senate meeting is devoted to [Question Period]”
- Point #5 – A sentence was added to confirm that Senators will be notified when their questions are not approved for inclusion in the Senate binder.
- Point #6 has been expanded to clarify how the order of questions in the binder is determined, and point #9, the procedure for questions not addressed at Senate has been moved to 6-c.
- The table at the end of the document has been removed.

It was **MOVED** (R. Dansereau, J. Drake) that Senate adopt the Senate Question Period Guidelines as presented.

Discussion:

Senators asked for more clarity on what would be considered inside/outside the purview of Senate. It was noted that the Act includes very broad language in describing the role of Senate. (Act Section 22 (i)) If following the Act, Senate Executive would have the latitude to include some questions that do not directly relate to Senate business. This was confirmed by the Chair; a Senate Executive Committee member added that questions that are not included in the Senate

binder would typically involve internal operational issues or process questions that would not be appropriate to bring to Senate.

Some Senators continued to request more flexibility on the time limit mentioned in point #1 of the guidelines. The SAGC Chair reminded Senators that the Guidelines cannot contradict the AGU. Some Senators suggested that SAGC consider changing this part of the AGU during its next review of the policy, to build in more flexibility in the timing of Question Period. In the meantime, a Senator proposed an amendment to the current guidelines to remove the specific time limit language from point #1 of the guidelines.

It was **MOVED** (J. Mason, A. Bordeleau) that the motion and guidelines be **amended** to remove “up to 30 minutes shall be devoted to the Question Period” from point #1.

A friendly amendment was suggested to remove additional language “Section 5.2.4” as well, so that point #1 reads: “A Question Period shall be held at each regular meeting of Senate (open session) in accordance with the Academic Governance of the University (AGU).” Senators Mason and Bordeleau agreed to the friendly amendment.

The motion to **AMEND** was **DEFEATED**.

Senator Chantal Trudel asked to have her abstention from this vote recorded in the minutes.

Senators then voted on the main motion, to approve the guidelines.

The motion **PASSED**.

The Chair thanked Senators for the robust discussion on this important item.

8. Artificial Intelligence Framework

Vice-Provost (Academic & Global Learning) David Hornsby spoke to this item. The AI Framework builds upon and extends earlier work regarding Artificial Intelligence at Carleton, and provides general principles and guidance on the use of AI by students, instructors and researchers.

The current iteration of the AI Framework has been informed by extensive feedback from the Carleton community. Vice-Provost Hornsby provided a summary of some of the feedback to Senators, including the following comments and perspectives:

- The Framework is too “pro-AI.” Instructors should be able to opt out of its use.
- The Framework should acknowledge the need to protect academic freedom and intellectual property.
- Negative effects of AI on the environment should be recognized.
- Indigenous perspectives should be incorporated and accessibility should be acknowledged.
- Effects on labour and workload should be considered.
- Training and support across the community should be a priority.

Students also expressed concern in their feedback about the use of AI in grading, and there was some confusion among some respondents regarding the distinction between a framework and a policy.

Substantial changes made to the framework as a result of the feedback, and reflected in the current version, include the following:

- The framework confirms that it is a principles-based document and not a policy.
- The framework confirms that decisions about the use of AI rest with instructors, and the right to opt-out of AI use is stated in the framework.
- New definitions have been added.
- Indigenous and accessibility perspectives are included in the framework.
- A cross-functional advisory group on AI has been proposed.
- The framework highlights the need for AI literacy across campus.

Vice-Provost Hornsby added that the Framework is a living document that can be adapted according to new developments in AI. He reminded Senators that faculty members are not required to use AI, but the technology cannot be ignored, and the university has a responsibility to provide guidelines on its use.

In the ensuing discussion, Senators thanked the Vice-Provost and the working group for the revised framework. Reception of the framework was generally very positive.

- When asked about the financial implications of some aspects of the Framework, the Vice-Provost responded that decisions on resources will occur as implementation of the framework progresses.

- In response to a question, the Vice-Provost noted that students have indicated that what matters most to them is that expectations regarding AI use be made clear in syllabus language and transparent conversations in the classroom.
- The Vice-Provost also confirmed that the instructor is in control of course expectations, including the use of AI, and that these should be clarified and made explicit to students early on (in the syllabus, for example).

Senators had the following suggestions for further changes:

- In the spirit of inclusivity, TAs and Contract Instructors should also be named and included in the Framework.
- Development of AI-related procurement standards, mentioned on page 9 of the framework, should involve faculty with expertise in this area.
- Some tweaks to language in the Definitions were suggested for clarity.

The Chair thanked Senators for the robust conversation and Vice-Provost Hornsby and his team for their work on the Framework.

9. Reports for Information

The following reports were submitted for information:

- a) Senate Executive Committee minutes (February 17, 2026)
- b) COU Academic Colleague Report

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

10. Other Business

No other business was identified.

11. Adjournment

The meeting was adjourned (R. Renfroe, M. Francoli) at 3:21 pm.