

# Board of Governors Chair's Report

2025-2026

**Carleton**  
University





*Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin nation. In doing so, Carleton acknowledges it has a responsibility to the Algonquin people and a responsibility to adhere to Algonquin cultural protocols.*



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## MESSAGE FROM YOUR CHAIR

As I reflect on my second and final year as Chair of the Board of Governors at Carleton University, I do so with a strong sense of gratitude and optimism for the future of the University. Serving in this role has been both a responsibility and a privilege, particularly during a time when the post-secondary sector continues to navigate significant change and growing complexity.

This past year brought important conversations and difficult decisions related to financial sustainability, evolving enrolment patterns, infrastructure renewal, and the broader challenges facing higher education across Canada. Like many institutions, Carleton has had to respond thoughtfully to an increasingly complex environment while remaining focused on its core mission of academic excellence, research innovation, student success and community and international engagement. Throughout these discussions and decisions, the Board remained focused on strong governance and strategic oversight in support of the University's long-term priorities.

During this year, the strength and resilience of our community is what stood out to me the most. Across the University, faculty, staff, students, alumni, and the greater community continue to demonstrate remarkable dedication, adaptability, and care for the institution.

It is through this collective effort and shared commitment that Carleton continues to evolve and thrive, even during periods of uncertainty and change.

I would like to extend my sincere appreciation to my fellow Board members, Senate colleagues, University leadership and the many individuals across the institution who contribute to Carleton's mission. It has been an honour to work alongside such thoughtful and committed individuals over the course of my term as Chair.

As I conclude my time in this role, I am confident that the University is well positioned for the years ahead. I would also like to warmly welcome incoming Board Chair Christina Tessier. Christina brings a thoughtful, collaborative, and forward-looking approach to leadership, and I am confident that the University will benefit greatly from her experience, insight, and dedication.

A handwritten signature in black ink, appearing to read 'Beth Creary', written in a cursive style.

**Beth Creary, B.A. H., LL.B.**  
**Chair of the Board of Governors**

# BOARD OF GOVERNORS

## BY NUMBERS



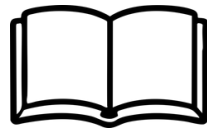
2

Chancellor  
and President



2

Undergraduate  
Students



2

Graduate  
Students



2

Faculty  
Members



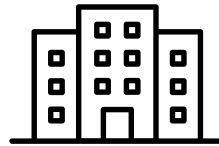
2

Senate  
Representatives



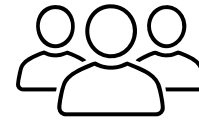
2

Alumni  
Representatives



2

Administrative  
Staff



18

Community-at-Large  
Members

5

Full Board  
Meetings

32

Committee  
Meetings

32

Observers  
Welcomed

1620+

Volunteer  
Hours

# THE CARLETON 2025/26 BOARD



**Julie Armstrong**  
Undergraduate Student



**Howard Babb**  
Community



**Allan Buri**  
Undergraduate Student



**Jennifer Camelon**  
Community



**Julie Carr**  
Community



**Philip Cartwright**  
Community



**John Casola**  
Community



**Adrian Chan**  
Faculty



**Jackie Choquette**  
Community



**Beth Creary**  
Chair, Community



**Jim Devoe**  
Community



**Pamela Fralick**  
Alumni



**Kevin Graham**  
Senate-Faculty



**Josh Greenberg**  
Faculty



**Linda Grussani**  
Community



**Al Hamdani**  
Community



**Nathalie Laporte**  
Community



**Mat Main**  
Alumni



**Gina Malaba**  
Graduate Student



**Jonathan Malloy**  
Faculty



**Dudley Maseko**  
Community



**Susan Mingie**  
Community



**Georgette Morris**  
Graduate Student



**Nik Nanos**  
Chancellor



**John Nelson**  
Administrative Staff



**Lisa Samson**  
Community



**Melissa Shea**  
Community



**James Simpson**  
Administrative Staff



**Brett Tackaberry**  
Community



**Christina Tessier**  
Vice-Chair, Community



**Wisdom Tettey**  
President & Vice  
Chancellor



**Ann Tremblay**  
Community

# GOVERNANCE, ACCOUNTABILITY AND STEWARDSHIP

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## BOARD OF GOVERNORS ROLE AND COMMITTEE STRUCTURE

### Role of the Board of Governors

The Carleton University Board of Governors serves as the institution's senior governing body responsible for the overall governance, conduct, and management of the University. As the University's corporate authority, the Board oversees key areas such as financial stewardship, infrastructure planning, and policy development, ensuring the institution operates in a sustainable and accountable manner. It plays a central role in shaping the University's strategic direction, including appointing the President and other senior leaders, and monitoring organisational performance against established goals. Composed of a diverse group of members drawn from the Carleton community, including students, faculty, staff, alumni, and external representatives, the Board brings a broad range of perspectives to its decision-making. Within Carleton's bicameral governance structure, the Board works alongside the Senate, which is responsible for academic matters, while the Board focuses primarily on administrative and financial oversight to support the University's long-term success.

### Standing Committees of the Board

Board committees play a critical role in strengthening the effectiveness and efficiency of the governance structure by enabling more focused, detailed oversight of key areas before matters are brought to the full Board. The Board relies on its standing committees to examine issues in depth, provide expert analysis, and make recommendations that support informed decision-making. These committees allow the Board to exercise its oversight responsibilities more effectively by concentrating on specific domains such as financial stewardship, risk management, governance practices, and strategic initiatives, while maintaining accountability to the full Board for final decisions.

The Chair of each committee reports to the Board on material issues discussed and the actions taken at each committee meeting.

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### The Six Standing Committees of the Board Are:

#### **EXECUTIVE**

Acts on behalf of the Board between its regular meetings, ensuring that urgent or time-sensitive matters can be addressed promptly, while reporting its actions back to the full Board for accountability and transparency. It plays a key role in preparing the Board's work by setting agendas and reviewing items for consideration. In addition to this coordinating and decision-making function, the Committee holds delegated responsibilities in specific areas such as labour relations, compensation and employment matters, and the performance review of the President and Vice-Chancellor. It also supports the overall functioning of the Board by appointing members to committees.

## **FINANCE**

Oversees the University's financial framework, planning processes, and overall fiscal sustainability. The Committee supports the Board by reviewing and recommending the annual Operating and Ancillary budget, tuition fees, and key financial assumptions, while monitoring the institution's financial performance and long-term funding outlook. It also provides oversight and advice on matters such as borrowing, pension obligations, and financing for major capital projects, and reviews reports on investment performance. Through this work, the Committee plays a central role in ensuring sound financial management and informed decision-making, making recommendations to the Board on strategic financial policies and priorities.

## **ADVANCEMENT AND UNIVERSITY RELATIONS**

Provides strategic oversight and guidance on matters related to the University's external engagement, reputation, and revenue generation. The Committee supports the Board by overseeing advancement activities such as fundraising, alumni relations, donor stewardship, and the achievement of fundraising targets, while also providing oversight of communications, marketing, branding, and community engagement initiatives to protect and enhance the University's reputation. It plays a key role in strengthening relationships with internal and external communities, including alumni and partners, and in supporting the University's broader strategic objectives. In addition, the Committee oversees the government relations function, ensuring alignment between the University's external advocacy efforts and its strategic priorities.

## **AUDIT AND RISK**

Provides independent oversight and assurance on the University's financial integrity, internal controls, and risk management practices. The Committee supports the Board by reviewing financial reporting processes to ensure transparency and accuracy, overseeing both internal and external audit functions, and monitoring the implementation of audit recommendations. It also plays a central role in overseeing the University's enterprise risk management framework, including the identification, assessment, and mitigation of key risks, and ensuring that appropriate controls are in place to safeguard the University's assets. In addition, the Committee reviews the work and independence of external auditors and makes recommendations to the Board on audit-related matters, contributing to sound governance and accountability across the institution.

## **BUILDING PROGRAM**

Provides oversight of the University's physical infrastructure, real property, and capital development activities. The Committee supports the Board by overseeing campus planning and the development and review of the Campus Master Plan, evaluating proposed changes to land use and site selection for new facilities, and providing technical oversight of major construction and capital projects. It also monitors deferred maintenance and infrastructure renewal initiatives, ensures that development aligns with sustainability objectives, and makes recommendations to the Board to support the effective stewardship and long-term integrity of the University's built environment.

## **GOVERNANCE**

Oversees and enhances the effectiveness of the University's governance framework and practices. The Committee supports the Board by reviewing governance structures, policies, and procedures to ensure they align with legislative requirements and principles of transparency, accountability, inclusiveness, and effectiveness. It also plays a central role in Board composition and renewal, including recruiting and nominating qualified Governors, maintaining a skills matrix, and promoting diversity. In addition, the Committee oversees Board member orientation, training, and performance evaluation, and monitors the application of governance policies such as the Code of Conduct. Through this work, the Committee helps ensure the Board operates effectively and is well-positioned to fulfil its governance responsibilities





## GOVERNANCE PRACTICES

### **Board Code of Conduct and Confidentiality**

When joining the Board, each Governor is required to affirm their commitment to the Code of Conduct and to renew that commitment on an annual basis. The Code establishes the standards of behaviour expected of Governors, including their fiduciary duty to act in the best interests of the University, support its vision, mission, and strategic priorities, and avoid actions that could harm the University's reputation.

Governors are expected to exercise independent judgement, act impartially, and avoid both real and perceived conflicts of interest, including those arising from financial interests, personal relationships, or external influences. They must also engage actively and responsibly in Board business, contributing to informed and respectful decision-making.

Failure to comply with the Code of Conduct may result in corrective measures, up to and including removal from the Board.

### **Skills Matrix Questionnaire**

Governors are recruited based on their demonstrated ability to contribute to the long-term well-being of the University and to fulfill their statutory fiduciary responsibilities. Core areas of expertise sought for Board composition include strategic planning, governance, financial management, fundraising, public relations, and capital planning, among others.

To support effective Board composition and succession planning, Governors complete an annual Skills Matrix Questionnaire, assessing their level of experience across a range of competencies on a standardized scale from 0 to 3.

The aggregated results provide the Governance Committee with a comprehensive view of the Board's collective strengths, as well as any skills gaps, helping to inform recruitment priorities, committee composition, and targeted professional development.

The updated Skills Matrix represents a substantive enhancement of the previous version, with expanded and more clearly defined competency categories and the introduction of new areas such as digital strategy and cybersecurity. The revised questionnaire also captures additional information on professional designations and sector experience, strengthening the Board's ability to assess both expertise and diversity of perspectives. Collectively, these enhancements improve the precision, relevance, and strategic utility of the tool, reinforcing its role in supporting strong governance, Board renewal, and effective oversight.

### **Board Self-Assessment for Continuous Improvement**

Conducting an annual Board Self-Assessment is a key governance best practice. The Board's annual self-assessment questionnaire is designed to help evaluate the effectiveness of the Board and its committees, including meeting structure, quality and timeliness of information, and member engagement. The results provide valuable feedback to support continuous improvement in governance practices, onboarding processes, and the effectiveness of committee work. Findings from the most recent assessment indicate a high level of confidence in Board operations. Members consistently report feeling well prepared and appropriately trained to fulfill their responsibilities and note that committees are well-chaired, effectively structured, and aligned with their mandates. Most members agreed or strongly agreed that they are able to contribute meaningfully to Board discussions and that their experience serving on the Board and its committees was a satisfying and rewarding experience.

### **Board Mentorship Program**

We continue to strengthen effective governance through our Board Mentorship Program. This initiative pairs seasoned board members with newly appointed members, ensuring newcomers are well-equipped to contribute to the University's strategic objectives from the start of their tenure. Throughout the year, experienced mentors actively engage with their mentees, providing essential guidance and sharing insights to foster a supportive and informed governance environment. In 2025/26, eleven new governors were mentored through the program.

## **COMMITMENT TO DIVERSITY**

### **EDI Statement**

Our Board of Governors affirms its strong commitment to equity, diversity, and inclusion by striving for a membership that reflects a wide range of skills, experiences, perspectives, and identities essential to advancing the University's mission. Our Board recognizes that diverse representation within an inclusive environment fosters better decision-making, strengthens the University's reputation, and enhances its ability to serve a global community. To support this commitment, the Board seeks to maintain balanced and diverse membership while embedding equity and inclusion in its governance practices. The Board actively recruits highly qualified candidates who reflect the diversity of Canadian society, with particular attention to underrepresented groups, and regularly reviews its policies and procedures to ensure alignment with best practices in inclusive governance.

### **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, this initiative encourages organizations to actively increase the representation and inclusion of under-represented groups in leadership positions. The challenge is rooted in the aspirational commitments of achieving gender parity (50%) and ensuring significant representation (30%) of other equity-deserving groups on boards and in senior management.

To track progress towards diversity and inclusion, our members annually fill out a voluntary self-identification survey. In 2025/26, 97% of members completed the questionnaire. Based on the information provided, 47% of members identified as women/gender-diverse, and 28% identified as being a member of other equity-deserving groups.

Though just shy of the commitments for this year, Carleton continues to be committed to achieving gender parity and significant representation for equity-deserving groups in the coming years. Extensive outreach efforts to groups on and off campus will continue for future recruitment.

## **GOVERNANCE MODERNISATION AND INSTITUTIONAL ACCOUNTABILITY**

### **Terms of Reference Review**

Over the 2025/26 year, the Governance Committee led a comprehensive review and modernization of the Terms of Reference for all six standing committees of the Board. This work included a structured, multi-stage consultation process with each committee, supported by extensive sector benchmarking across Ontario universities. The revised Terms of Reference strengthen clarity of mandate, formalize alignment with the Carleton University Act and By-law, and enhance expectations for reporting, risk oversight, and strategic governance. Across committees, the updates also introduce and expand key areas of Board oversight, including people and culture strategy, information technology and digital strategy, enterprise risk management, and student campus life. Collectively, the updated framework reflects current best practices and positions the Board's committee structure to support more integrated, forward-looking oversight in an increasingly complex environment.

### **Approval of the Impartiality Policy**

The Board of Governors approved a new Institutional Impartiality Policy, clarifying the University's role in public discourse and strengthening its governance framework. The policy affirms Carleton's commitment to open inquiry and academic freedom, alignment with provincial requirements promoting freedom of expression on campus, while establishing that the institution will not take political or partisan positions except where directly tied to its academic mission, governance responsibilities, or community safety.

The policy distinguishes between institutional communications and individual expression, ensuring faculty and academic staff retain the freedom to teach, research, and participate in civic life. Developed through broad consultation, it enhances clarity, mitigates reputational risk, and reinforces Carleton's role as a non-partisan space for diverse perspectives and respectful dialogue.

## **Oversight**

As part of its oversight responsibilities, the Board reviewed and approved a range of institutional reports, accountability measures, and compliance-related initiatives, including but not limited to the following:

- Bill S-211 – Fighting Against Forced Labour & Child Labour in Supply Chains Act
- Human Rights Policy Implementation Report – Anti-Racism/Anti-Hate Directive
- Mental Health and Wellness Annual Report
- Sexual Violence Annual Report

## **COMMUNITY REPORT**

### **BOARD SUMMARIES**

Following each full Board meeting, the Chair of the Board distributes a summary of the open meeting. These summaries offer an overview of the key discussions, decisions, and directives, and are distributed to the Carleton community and are also accessible on the Board of Governors website. This practice ensures that all parties are well-informed and aligned with the Board's strategic actions as well as with our commitment to transparency in governance.

### **INSIDE SENATE**

By the end of this academic year, nine issues of Inside Senate summaries will have been distributed to the community through Carleton's Top5 newsletter and posted on the Senate website. These high-level summaries ensure that Senate's key decisions are accessible to the Carleton community shortly after each meeting.



## RISK AND FINANCIAL STEWARDSHIP

### **Enterprise Risk Management Oversight and Approval of the New ERM Policy and Framework**

The Board of Governors approved an updated Enterprise Risk Management (ERM) policy and framework, modernizing a program in place for nearly 30 years. The framework aligns with recognized standards and best practices and strengthens how the University identifies, assesses and manages risk.

The Policy and Framework sets out clear roles and accountabilities, formalizes risk processes and reporting, and supports the Board's oversight responsibilities. The framework also promotes a strong risk culture and integrates risk-informed decision-making into planning and operations, improving the university's ability to respond to emerging and strategic risks.

### **Efficiency and Accountability Fund Framework**

The Board of Governors maintained active oversight of the University's participation in the Efficiency and Accountability Framework (EAF) review, commissioned by the Ministry of Colleges, Universities, Research Excellence and Security and conducted by Deloitte. Throughout the process, the Chair and Vice-Chair of the Finance and Audit and Risk Committees were closely engaged, ensuring strong governance alignment and stewardship.

As part of this work, the Audit and Risk and Finance committees met jointly on two occasions to review progress, streamline oversight, and reduce duplication across governance structures. The Provost and Vice-President (Academic), Pauline Rankin, provided updates on the EAF process and implementation considerations.

The final report and implementation plan were presented to the Board in December 2025 and endorsed in principle, with the Board clearly articulating key risks, assumptions, and areas requiring ongoing scrutiny. The review affirmed that Carleton operates at a high level of efficiency, with the majority of identified opportunities centred on revenue generation rather than cost containment, underscoring that financial pressures are driven primarily by external factors such as enrollment constraints and sector funding limitations. At the same time, the Board emphasized the significant volatility and implementation risks associated with the proposed measures, particularly given dependencies on government policy, international enrollment trends, and institutional capacity.

In response, the Board has committed to a measured, phased approach to implementation through the Mission Sustainability Framework, ensuring that actions are aligned with the University's academic mission, operational capacity, and long-term financial sustainability.

Ongoing oversight will focus on monitoring progress, updating financial assumptions, and adjusting priorities as needed, reinforcing the Board's fiduciary responsibility to balance efficiency with institutional resilience and strategic integrity.



## STRENGTHENING INTERNAL AUDIT SERVICES

The Board of Governors initiated an engagement with a new internal audit service provider, Deloitte, to further strengthen its internal audit function and enhance oversight. Under this engagement, Deloitte will deliver independent, risk-based internal audit services aligned with leading professional standards and best practices. The work will include the development and execution of an annual risk-based internal audit plan, the completion of assurance and advisory engagements, and regular reporting on key findings, risk exposures, and recommendations for improvement.

This enhanced internal audit function represents a significant strengthening of the University's governance and oversight framework. The internal auditor will play a critical role in independently assessing the effectiveness of the University's governance, risk management, and internal control processes, and in providing objective insight into areas of emerging risk and operational improvement. Deloitte will be responsible for following up on significant findings to ensure appropriate corrective action has been implemented. Deloitte will report functionally to the Audit and Risk Committee, ensuring direct and independent communication with the Board, while maintaining appropriate engagement with management.

Through this structure, the Board is better positioned to exercise its oversight responsibilities, supported by timely, independent assurance and ongoing monitoring of management actions. This engagement enhances the Board's ability to identify and respond to risks, promotes accountability, and supports the continuous improvement of the University's systems and controls.



## 2026/27 CONSOLIDATED OPERATING AND ANCILLARY BUDGET

The Board approved the Consolidated Operating and Ancillary Budget on April 28, 2026. Management presented the 2026/27 financial plan as a combined operating and ancillary budget to provide a clear, consolidated view of its overall financial position. While the Operating and Ancillary Funds remain distinct in purpose and governance, together they shape revenue base, cost structure and risk profile. Going forward, the combined presentation is intended to improve context and transparency.

The 2026/27 Budget Report report notes that the University's deficit outlook initially appeared materially larger: a baseline operating shortfall of approximately \$53 million was projected in July 2025, and the 2026/27 operating deficit was budgeted at approximately \$63 million before interventions. Through targeted measures and planning actions, the projected Operating Fund deficit was reduced by approximately \$22 million to about \$31 million.

When combined with a modest Ancillary Fund deficit, the University projects a consolidated deficit of approximately \$32.1 million for 2026/27. The report characterises this result as structural rather than the product of one-time decisions, reflecting the cumulative effects of enrolment volatility, constrained tuition policy and continuing growth in largely non-discretionary cost drivers, even as provincial funding reforms improve the near-term outlook.

## CARLETON'S PENSION PLAN

As at June 30, 2025, the Plan is 103% funded on a going concern basis, reflecting a surplus of approximately \$33 million. On a solvency (wind-up) basis, the Plan is 125.5 per cent funded, with a surplus of about \$250 million. The Plan remains fully funded and financially stable, supported by continued strong investment performance and prudent governance. The Retirement Fund, with net assets of about \$2.1 billion, has maintained solid long-term returns and has consistently outperformed its benchmark portfolio over multiple time horizons, reinforcing the Plan's positive funded position.

Ongoing oversight by the Pension Committee, including regular asset liability studies and refinements to asset mix and risk management practices, continues to strengthen the Plan's ability to manage volatility and meet its long-term obligations to members. The updated Statement of Investment Policies and Procedures was approved by the Board of Governors.



## CONTINUED LEARNING AND DEVELOPMENT

### 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 EAF review, which is 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.

### Continuing Education

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.

It is intended to support Board members in interpreting financial information, asking informed questions, and strengthening their financial oversight responsibilities.

### CUGA Conference 2026 Participation

In 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 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.

# Incoming

## GOVERNORS 2026/27



**CAROLINE AYEBALE**, Undergraduate Student

**Caroline Ayebale** is a second-year student at Carleton University in the political science program. Caroline previously worked as the Community Partnerships Coordinator for World University Service of Canada Carleton working directly with students from refugee and displaced backgrounds. Outside of Carleton, Caroline has worked as a Supervisor at Sysco and volunteers with Youth Ottawa, Raising the Roof, and the Centre for Black Options.



**JACKY CHAN**, Undergraduate Student

**Jacky Chan** is a fourth-year student at Carleton University studying Public Affairs and Policy Management. Jacky has experience working in leadership, governance and on committees from his time as a Student Senator serving on the Senate Committee on Curriculum, Admissions and Studies Policy and the Senate Committee on Undergraduate Student Awards. Jacky has also worked as a Communications and Administrative Assistant with Carleton's Governance Office and as a Councillor on the Rideau River Residence Association.



**JOHANNA LIM**, Community

**Johanna Lim** is the Chief Auditor at the Canadian Red Cross and has twenty years of experience working with provincial and municipal agencies, the banking sector and public accounting practice. She has previously worked with PricewaterhouseCoopers LLP, the Workplace Safety & Insurance Board, and the Toronto Transit Commission.



**MITA MEYERS**, Community

**Mita Meyers** is a Certified Public Accountant with over twenty years' experience working as an Assurance Partner at EY Ottawa with a diverse portfolio of clients from across Canada. She has also worked as Board and Audit Committee Chair for the Ottawa Cancer Foundation and Ottawa Network for Education.



**DECLAN RAMSARAN**, Graduate Student

**Declan Ramsaran** is a graduate student at Carleton's Sprott School of Business in the MBA program. Declan has a Master of Arts in Leadership, a graduate certificate in Investment Management from Yale School of Management, a Fellowship with the Canadian Securities Institute and over two decades working in Canada's financial sector. Declan has also spent six years as a board member for the Ontario university endowment foundation.



**NADINE SIMPSON, Graduate Student**

**Nadine Simpson** is a graduate student at Carleton University in the MSc in Health Sciences program. Nadine is a passionate advocate for students and equity-owned populations. Nadine has experience in community leadership, governance decision making and policy analysis and she takes an evidence-informed approach to decision-making, data interpretation and risk assessment.



**SARAH ANNE SZABOTOTH, Administrative Staff**

**Sarah Anne Szabototh** has worked at Carleton University for 12 years, with the past 8 years spent as both the Department Administrator for Biology and the Institute Administrator for Biochemistry. Sarah Anne has previously worked on the Executive Timetabling Committee, chaired by the University Registrar and has coordinated Carleton's Annual Biology Butterfly Show since 2020.



## Outgoing GOVERNORS

We sincerely thank the departing members of the Board of Governors for their dedicated service and valuable insights, which have significantly advanced Carleton University. Your contributions have left a lasting legacy, and we deeply appreciate your efforts for the greater good.

- Julie Armstrong, *Undergraduate Student*
- Alan Buri, *Undergraduate Student*
- Jennifer Camelon, *Community*
- Gina Malaba, *Graduate Student*
- Georgette Morris, *Graduate Student*
- John Nelson, *Administrative Staff*
- Ann Tremblay, *Community*

## BOARD OF GOVERNORS AWARD FOR OUTSTANDING COMMUNITY ACHIEVEMENT

*The Carleton University Board of Governors Award for Outstanding Community Achievement is an annual award recognizing the spirit of student volunteerism and substantial community contribution at Carleton University.*



**SEAN JOE-EZIGBO** is this year's recipient of the Board Award. He has completed his Bachelor of Commerce (Honours) with a minor in Economics from the Sprott School of Business.

Sean served as President of the Carleton University Students' Association (CUSA) and played a key role in a number of initiatives such as the CUSA Breakfast Club, a free meal program for students facing food insecurity, the CUSA Student Discount Card Program, now one of the largest discount networks among Ontario universities, and he worked to expand housing initiatives to help students in an increasingly challenging rental market. Beyond campus, he also volunteered with the Youth Services Bureau of Ottawa, supporting young people experiencing homelessness.

## FOUNDER'S AWARD

*The Founders Award, Carleton's highest non-academic honour, pays tribute to those individuals who have made significant contributions to the advancement of Carleton through their dedication, generosity, and commitment to the values of the university.*



**DUNCAN WATT** is the 2026 Founders Award recipient, having devoted over 22 years to the University, including 20 of those years as Vice-President (Finance and Administration). Duncan's tenure coincided with the challenging financial and structural difficulties of the 1990s which his steady leadership helped guide Carleton from one of Ontario's most financially vulnerable institutions to one of its strongest by the time of his retirement in 2016.

On campus, Duncan was approachable, taking time to engage with students, faculty and staff, building trust and strengthening the Carleton community. His mentorship continues to be felt through the Carleton Leader program he founded which has since nurtured generations of leaders. Other University-wide initiatives he helped establish include the Office of Quality Initiatives, the Healthy Workplace initiative, and Mental Health at Work, programs which have become lasting pillars of Carleton's culture.

# Strategic Visioning

## TOWARDS CARLETON @100

On October 2, 2025, Carleton University's Board of Governors convened for its annual planning session, focused on envisioning the University's future as it approaches its centennial in 2042. Facilitated by Dr. Rick Colbourne, the session brought 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.

### PLANNING SESSION 2026 HIGHLIGHTS

**Expert Insights:** Panelists from academia, Indigenous innovation, entrepreneurship, and digital transformation challenged participants to think boldly about Carleton's future, emphasizing AI, interdisciplinary learning, and community engagement.

**Group Discussions:** Seven thematic groups explored Student Experience, Teaching and Learning, Research, Higher Education Sector, Business Models, Technology, and Integration. Discussions were structured around three tasks:

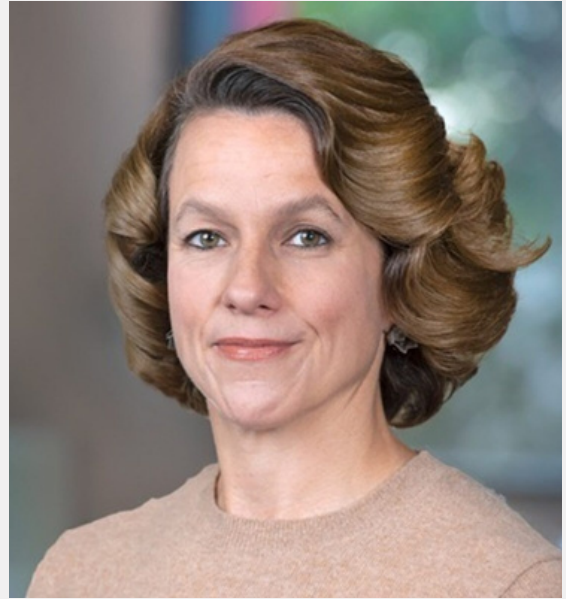
- 2025 – Current State: Identified strengths and challenges including AI disruption, mental health, infrastructure gaps, and the need for personalized student support.
- 2035 – Pivotal Shifts: Proposed strategic pivots such as embracing AI, flexible learning models, signature program development, and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



# Looking Ahead

## ABOUT CHRISTINA TESSIER

Christina Tessier, President and CEO of Ingenium, is the incoming Chair of Carleton University's Board of Governors. Since joining the Board in July 2020, Christina has drawn on her extensive experience in cultural heritage and museum management, including leading the Canada Science and Technology Museum's major renewal. She has also actively contributed to several national and community boards, such as the Royal Society of Canada. Christina also holds a degree in Classical Studies from the University of British Columbia and a diploma in Applied Museum Studies from Algonquin College.



## VISION FOR THE YEAR AHEAD:

As I prepare to begin my term as Chair of the Board of Governors at Carleton University, I do so with a deep sense of responsibility, optimism and appreciation for the university community. What continues to resonate with me most about Carleton is its strong sense of purpose - a commitment to academic and research excellence, and to creating meaningful impact within the broader community. That spirit of being “here for good” reflects the values that make this institution so distinctive.

As universities continue to navigate financial pressures, evolving student needs and a rapidly changing post-secondary environment, I believe it is more important than ever to approach governance with both careful stewardship and long-term vision. Financial sustainability will remain an important focus for the Board, and it is equally important that decisions continue to reflect the university’s broader mission, values and aspirations for the future.

Students are at the heart of the university, and the Board remains deeply committed to ensuring that Carleton continues to be a place where students feel supported, valued and encouraged to grow both academically and personally. This is also a time that calls for embracing new experiences, taking on challenges and remaining open to opportunities that may lead in unexpected and rewarding directions.

I am also encouraged by the strength of leadership across the institution, and at all levels there is a shared commitment to innovation, collaboration and institutional excellence that gives me great confidence in Carleton’s future.

Looking ahead, I believe Carleton’s future is not about fundamentally changing who we are, but rather continuing to strengthen and elevate the qualities that already define the university so well - its sense of community, research impact, culture of innovation and commitment to making a positive difference. I look forward to working alongside the Board, university leadership and the broader Carleton community to help support that vision in the years ahead.

**Christina Tessier,  
President and CEO, Ingenium,  
Incoming Chair of the Board of Governors**







Board of Governors  
607 PIGIARVIK (ᐱᐱᐱᐱᐱᐱ)  
Carleton University  
1125 Colonel By Drive  
Ottawa, On, K1S 5B6

**Carleton**  
**University**



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