

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

The 652nd Meeting of the Board of Governors
Thursday, June 4th, 2026 at 3:00 p.m.
Richcraft Hall 2440R

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

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

5. OPEN – INFORMATION

5.1 Strategic Integrated Plan Annual Report

- A presentation was circulated in advance.

5.2 Report from the President

- The President Annual Report was circulated in advance.

5.3 Report from the Chair

- The Board Chair Annual Report was circulated in advance.

6. OPEN – OTHER BUSINESS

7. OPEN - QUESTION PERIOD

8. ADJOURNMENT

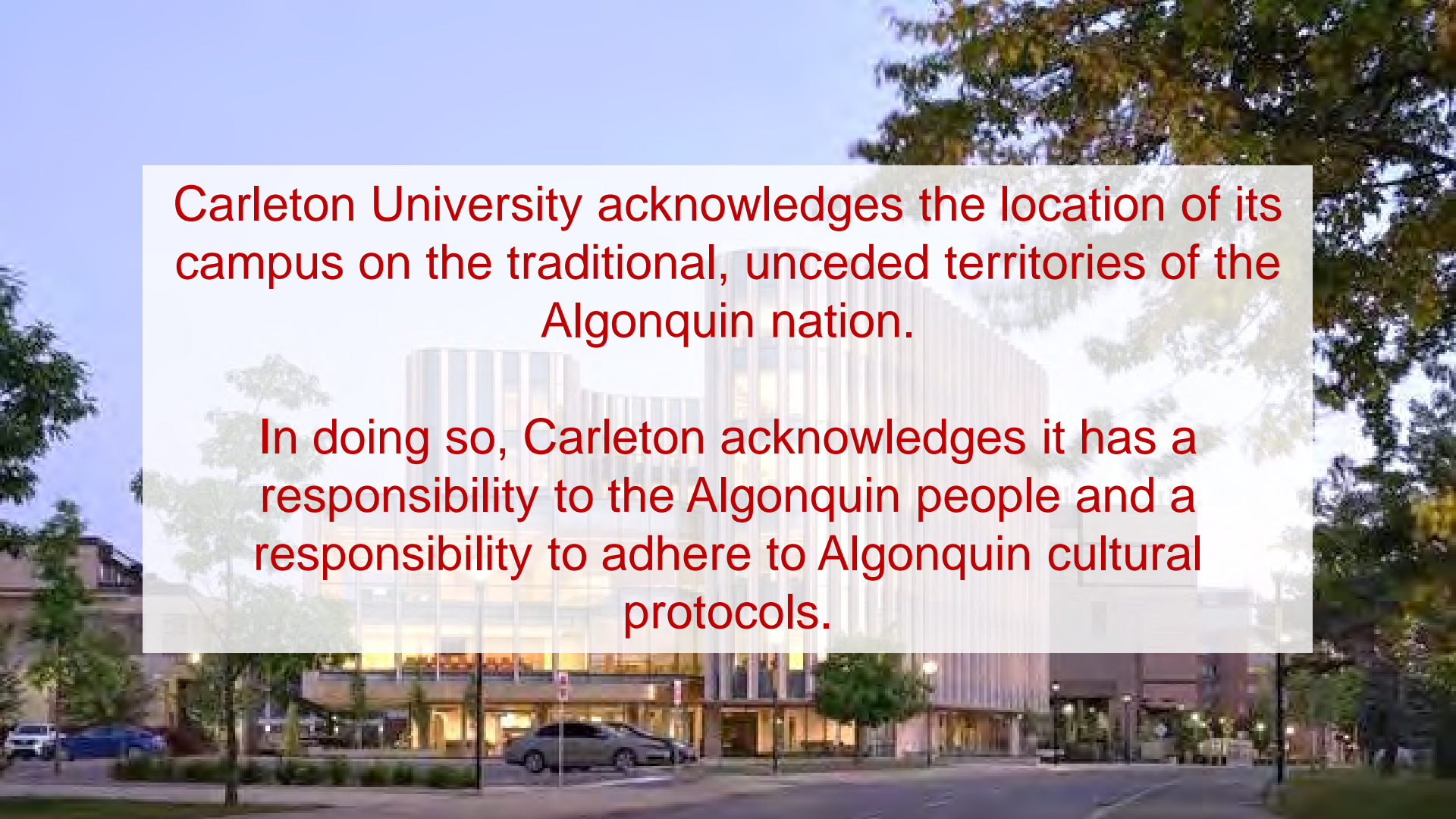
AGENDA ITEM

5.1

June 4, 2026

Towards Carleton@100: Board of Governors Update



The background image shows a modern university building with large glass windows and a curved facade, illuminated from within. The building is set against a clear blue sky at dusk. In the foreground, there are green trees and a street with a few cars. The overall scene is a typical university campus setting.

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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Brian Guzzo



Brian Guzzo

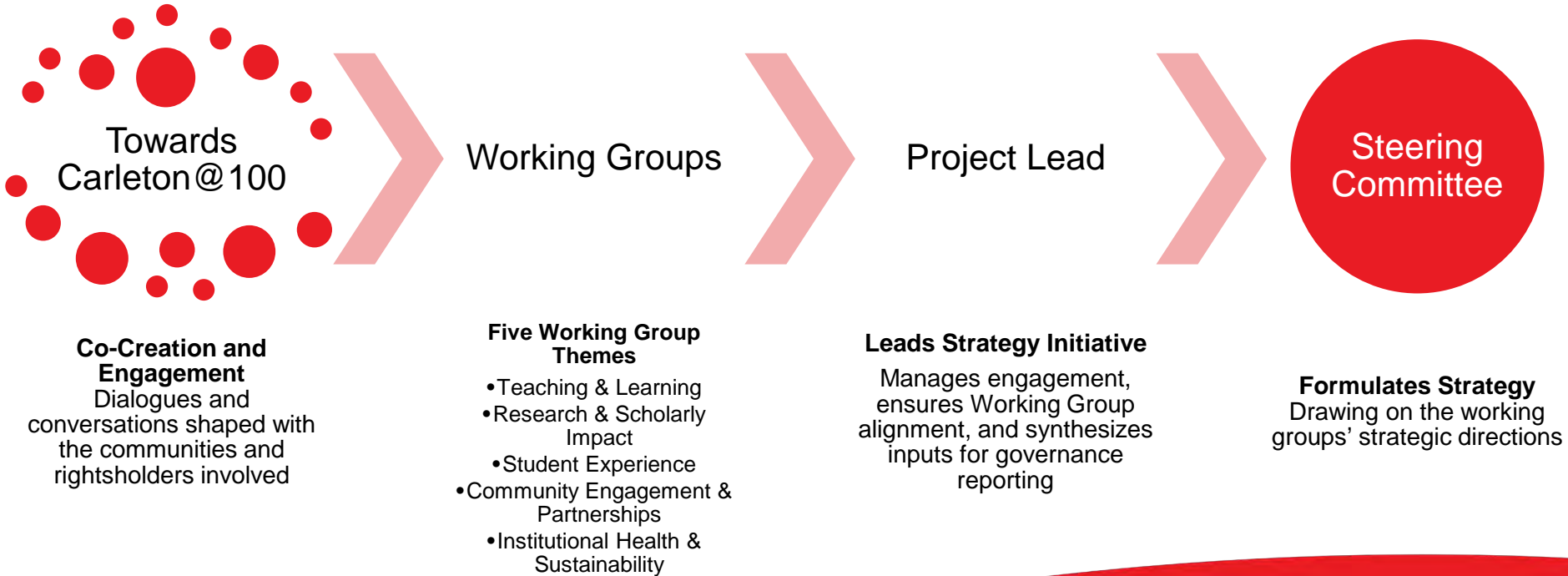
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What futures are possible?

- how might Carleton navigate a more differentiated, volatile and vulnerable higher-education landscape

What do those futures demand from us?

- the academic capabilities, structures, governance, and institutional readiness required to sustain quality, relevance and long-term solvency

What might we begin to shape today?

- which academic shifts matter most for resilience, differentiation and institutional health

What are we aiming for by 2032 and into 2042?

- a shared academic horizon that orients decisions, trade-offs, and investments over time

This process determines the boundaries of institutional action

- Where Carleton will **concentrate capability and commit to excellence**
- Where Carleton will **deprioritize, limit, or exit activity**
- What the institution will **identify as trade-offs in strategic decision-making**



Progress Since Strategic Visioning

Completed Milestones

- Project initiation, governance and framework established
- Public launch and engagement began on March 25, 2026
- Formation and activation of Working Groups

Current Activity (Spring–Summer 2026)

- Conducting environmental scans across all five themes
- Early detection of:
 - System-level conditions and opportunities
 - Gaps in evidence and emerging trends

Upcoming Deliverables

- Interim assessment scheduled for June 2026
- Completion of environmental scans by July 2026



Project Timeline



Initiation & Governance (Jan–Mar '26)

Starting the collaborative work and establishing core governance.

Orientation & Planning (Apr–Sep '26)

Building dedicated working groups to drive the roadmap forward.

Consultation & Engagement (Sep–Nov '26)

Listening and learning from voices across the community.

Strategic Themes (Oct–Dec '26)

Identifying and focusing on the issues that matter most.

Preliminary Plan Development (Dec '26–Mar '27)

Shaping the strategic direction through collaborative drafting.

Final Strategic Plan (Mar–Apr '27)

Confirming the path forward and launching the official plan.

Proposed Touch Points

September 10, 2026 (Board Orientation)

- Review of early signals
- Working Group consultation and engagement plans

October 8, 2026

- Project progress report
 - Working Group consultation and engagement

December 9, 2026

- Working Group Strategic Directions
- Preliminary strategic themes

March 9, 2027

- Draft Strategic Plan

April 27, 2027

- *Towards Carleton@100 Submitted for Board approval*



Does this align with expectations?

Are additional reporting areas advised?

Questions

thank
you

AGENDA ITEM

5.2

Carleton University Annual Report 2026



Carleton
University



Pasapkedjinawong, meaning “the river that passes between the rocks,” is the Anishinàbemowin name for the Rideau River (pictured here).

Nestled between the Rideau River, the Rideau Canal and the community of Old Ottawa South, Carleton’s self-contained campus provides a vibrant location to explore nature and experience Ottawa life while you study and learn.



Table of Contents

Message from the President	1
Carleton by the Numbers	2
Core Mission	3
Academic Programs and Student Experience.....	3
Research and Scholarly Prominence	6
Core Values	8
Inclusion, Well-being and Accountability	8
Key Enablers	12
Partnerships and Anchor Institution.....	12
Operational Excellence and Sustainability	15
Board of Governors	17
Senate	18

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



Message from the President

It is my sincere pleasure to share with you this annual report, showcasing some of the impactful accomplishments of our caring and inclusive community throughout the 2025-26 academic year, from the changing face of our beautiful campus to innovative collaborations across the country and around the world.

This year's highlights are especially notable, given the ongoing challenges our sector, nation and world face. Despite the turbulence, characterized by deep uncertainty, rapid technological disruption and fractured geopolitics, Carleton continues to advance contributions to economic growth, facilitate intellectual engagement, promote workforce development and foster innovation.

In addition to sustaining its role as a strong player in the National Capital Region, our institution is expanding its reach and deepening its impact on the global stage, working with new partners from Africa to the Arctic. These are regenerative collaborations that dovetail with our core values — connecting people, enhancing mutual flourishing and creating a better, more sustainable future for all, wherever we live.

Together, we will determine how Carleton builds on its strengths and responds boldly to a changing world.

As an ingenious, responsive and adaptable community that is conditioned to not rest on our laurels, we must continue to evolve. To ensure that Carleton's future grows ever brighter, we have embarked, beginning this spring, on a [strategic visioning exercise](#) — Towards Carleton@100: From Promise to Inclusive Impact and Prominence, Together — that will shape our direction and define our priorities as we approach our centennial in 2042. Together, we will determine how Carleton builds on its strengths, responds boldly to a changing world and expands our impact at local, national and global levels in pursuit of enduring prominence.

Wisdom Tettey
President and Vice-Chancellor
carleton.ca/president

Carleton by the Numbers



24,847
UNDERGRADUATE Students

5,828
GRADUATE Students

30,675
TOTAL Students



\$533
million
operating expenditure
budget for 2025-26



\$87
million
in SCHOLARSHIPS AND
BURSARIES awarded to
students



\$3.8
billion
Annual
ECONOMIC IMPACT



\$155.4
million
in SPONSORED
RESEARCH FUNDING



32
CANADA RESEARCH CHAIRS



160+ countries representing a
DIVERSE student population



85.7%
Graduate EMPLOYMENT
IN A RELATED FIELD



200+
programs and streams offering
CO-OP OPTIONS



#2
in Ontario and #4 in Canada
in comprehensive category*



#1
in Canada in comprehensive
category for social sciences and
humanities grants*



TOP 5
in Canada for student
satisfaction



#1
Online MBA
IN CANADA

*Maclean's 2026 University Rankings



Data Day 12.0, held in the Richcraft Hall atrium on Mar. 31, included panel discussions with Carleton researchers and industry experts, networking opportunities and a poster showcase to display student research in data science.

Core Mission

Academic Programs and Student Experience

Delivering future-ready programs and an enriching student experience that attracts, supports and prepares students to succeed

A Vision for Carleton's Second Century

Carleton officially launched a [long-term strategic visioning process](#) on Mar. 25. Towards Carleton@100: From Promise to Inclusive Impact and Prominence, Together will shape the university's direction and define priorities as Carleton approaches its centennial in 2042. Created collaboratively by community members, the vision will define how the university builds on its strengths, responds boldly to a changing world and expands its impact at local, national and global levels in pursuit of enduring global prominence.

New Academic Programs

Carleton welcomed the first cohort of students into several new programs this past academic year, including Nursing, Data Science, Cybersecurity, Mechatronics Engineering, Accounting, an online Bachelor of Arts in General Studies and a Certificate in Journalism in Indigenous Communities. Carleton has also launched a new standalone BSc in Biotechnology (Honours), integrating entrepreneurship and regulatory training, with the first cohort beginning in September 2026.

AI Literacy and Resources on Campus

Carleton will [update and modernize its classrooms and enhance AI literacy across campus](#) amongst faculty, staff and students, thanks to \$1 million in funding from the Government of Ontario. Carleton also launched the [AI Resource Hub](#), a centralized platform designed to help instructors, researchers, staff and students deepen their understanding and support their use of artificial intelligence (AI).

New Nursing Space in Kanata

Carleton's nursing program opened the [Clinical Skills and Simulation Centre](#) in the Kanata North Tech Park in January 2026. The facility includes high-fidelity simulation labs, lecture rooms and technology-enabled spaces for digital assessment. Designed to replicate hospital settings, the simulation areas allow students to practice essential clinical skills. Students and staff have praised the layout and modern features. This project represents a significant achievement that will [support nursing education](#) for years to come.

Experiential Learning and Co-op

Experiential learning remained stable and resilient at Carleton amid a tightening labour market. The number of student co-op work term positions increased from 3,530 in 2024-25 to 3,610 in 2025-26, reflecting sustained employer demand for one of Ontario's leading co-op programs. Career fairs continued to engage more than 3,300 students and over 100 employers, comparable to the prior year. Industry partnerships, [including an expanded collaboration with Nokia Canada](#), further reinforced experiential pathways and long-term talent development despite broader market pressures.

Expanded Offerings from Sprott

Carleton's Sprott School of Business [expanded its Professional MBA program](#) to Kanata North, bringing the degree to Canada's largest technology park. Students are from diverse professional backgrounds that include engineering, cybersecurity, capital planning, human resources management, finance and public policy. Sprott also joined the [Financial Modeling Institute](#) as an academic partner, providing Master of Finance students with a pathway to professional accreditation in financial modeling.

Rideau House Opens

The newest student residence, Rideau House, opened for the 2025-26 academic year, providing modern accommodations for both first-year and upper-year students. Designed with community and convenience in mind, the building offers thoughtfully planned spaces, including a mix of double and single rooms. Rideau House was officially unveiled on Oct. 16 at a [grand opening event](#) celebrating this important addition to Carleton's on-campus residence community.



Nursing students Annie Qiao (seated) and Hannha Castillo (standing) with simulation facilitator Johana Montero-Ortiz at Carleton's new Clinical Skills and Simulation Centre in Kanata North.



Three-on-three basketball champions (L to R) Ingrid Matteau, Noelle Kilbreath, Dorcas Buisa and Tatyanna Burke with Director of High Performance Sport Kwesi Loney (far left).



The Carleton Ravens men's basketball team celebrated its record 18th national championship in the lobby of the Nicol Building on Mar. 20.

Carleton Athletes Shine

Carleton student-athletes achieved success on national and international stages, a testament to their perseverance and resilience, and to the strength of Carleton Athletics programming. Highlights include victories at the [Panda Game](#) and [women's Capital Hoops Classic](#), national podium finishes in [baseball](#) and [rowing](#), [gold medals in Nordic skiing](#) and bronze in golfing at the OUA Championships, [gold in women's 3x3 basketball at the FISU University World Cup](#), and [men's basketball secured its 18th U SPORTS championship](#).

Carleton Olympians Rise to the Challenge

Several Carleton alumni competed at the [2026 Winter Olympics](#) and Paralympics in Italy, proudly representing Canada and Italy and demonstrating their pursuit of sporting excellence at the highest level. Former Ravens football players Jay Dearborn and Keaton Bruggeling were on Canada's bobsleigh team, alum Hannah Schmidt competed for Canada in ski cross, and Ravens men's hockey alum Jason Seed played for Italy in men's hockey. In addition to these former Carleton athletes, alum Emma Miskew won bronze for Canada in women's curling at the Olympics, while two alumni won medals for Canada in the Paralympic Games: Collinda Joseph-Mackellar won gold in wheelchair curling and Rob Armstrong earned a silver in para ice hockey.



In front of a sold-out crowd of more than 23,000 fans at Ottawa's TD Place stadium, the Ravens football team defeated the University of Ottawa Gee-Gees 20-14 in the 56th annual Panda Game on Oct. 5.



Faculty of Engineering and Design researcher Mario Santana Quintero, Canada's first UNESCO Chair supporting the World Heritage Convention, at work on a conservation project in King Tut's tomb.

Research and Scholarly Prominence

Advancing research excellence and global impact through discovery, collaboration and innovation

Rising in the Rankings

Carleton's Online MBA was ranked 1st in Canada, in the top 40 in North America and top 100 overall in the [2026 QS Online MBA Rankings](#). Carleton's Mechanical and Aerospace Engineering program was ranked in the top 5 per cent globally and 3rd in Canada in the 2025 [Shanghai Ranking](#). Carleton's Faculty of Engineering and Design climbed to 10th nationally in the [2025–26 U.S. News & World Report rankings](#), with electronics engineering ranking 4th and civil engineering entering the top 10 at No. 9.

Impactful Research in Diverse Disciplines

Carleton continues to earn recognition for research excellence and impact. In physics, a team of faculty and students contributed to earning the international [Breakthrough Prize in Fundamental Physics](#) through

the ATLAS Collaboration, and [Mark Boulay](#) received the CAP-TRIUMF Vogt Medal for pioneering dark matter research. [Four scholars](#) were inducted into the Royal Society of Canada, while [six researchers](#) were appointed or renewed as Canada Research Chairs, highlighting Carleton's leadership across diverse disciplines.

Leadership in Connecting People and Systems

Carleton continues to advance its leadership in research that connects networks of people and systems. Carleton's new UNESCO Chair, [Mario Santana Quintero](#), is strengthening international collaboration in digital heritage conservation. Emerging rural economics research was recognized with the prestigious Social Sciences and Humanities Research Council Impact Talent Award going to [Joshua Steckley](#), and a \$13.5-million initiative, partially funded by the Canada Foundation for Innovation and led by [Halim Yanikomeroglu](#), will expand next-generation mobile networks across Canada, including rural and remote regions.

Systems and Computer Engineering researcher Carlos Rossa (right) and post-doctoral fellow Sathiyamoorthy Selladurai are developing a new imaging tool for prostate cancer biopsies.



Innovative Health Research

Carleton researchers are leading discoveries that improve health and well-being. With \$250,000 from the New Frontiers in Research Fund, [Carlos Rossa](#) is developing a new medical imaging and robotics approach to improve prostate cancer biopsies in collaboration with partners at The Ottawa Hospital. Meanwhile, neuroscientist [Argel Aguilar-Valles](#) was named a Future Leader in Canadian Brain Research by Brain Canada, receiving \$100,000 to investigate biological mechanisms that could lead to innovative treatments for depression.

Carleton Chemistry Researcher Wins Polanyi Prize

Advancing sustainable solutions is a global priority as societies develop safer materials, responsible technologies and resilient systems. At Carleton, this commitment is reflected in the work of chemistry researcher [Kate Marczenko](#), recipient of the 2025 John Charles Polanyi Prize, one of only five awarded annually to outstanding early-career researchers in Ontario. Her research on advanced functional materials explores how molecular structure shapes reactivity and energy release, enabling safer, high-performance materials that support more sustainable technologies.

Canada's First Chair in Philanthropy

In May 2025, Carleton was proud to announce [Canada's first Chair in Philanthropy](#). Housed within the Faculty of Public and Global Affairs, the chair builds on Carleton's nationally recognized Master of Philanthropy and Nonprofit Leadership program. Funded through a collaborative group of visionary donors from across the country, the chair will advance research, professional development and knowledge mobilization for charitable organizations, funders and philanthropic leaders, helping them to become more resilient and adaptive.



A team of Carleton physics researchers was awarded the 2025 Breakthrough Prize in Fundamental Physics for their significant contributions to particle physics over the past decade, including the international ATLAS collaboration.



The Presidential and Provostial Task Force on Community Healing, Rebuilding and Belonging will ensure that Carleton exemplifies a place where everyone feels they belong and upholds and safeguards the right of others to the same.

Core Values

Inclusion, Well-being and Accountability

Fostering an inclusive, supportive and accountable community where all human and non-human life can flourish

Well-being

Mental Health Supports

Access to mental health supports expanded through diversified, lower-barrier service models that reduced wait times and sustained high utilization. Quick-access counselling in residence, single-session and short-term counselling and group therapy resulted in 87.9 per cent of counselling sessions filled. Patient encounters increased by 12 to 14 per cent, while psychiatry wait times fell to two to three weeks. Expanded online booking reduced access barriers and contributed to a more stable and efficient care delivery model.

Community Healing Task Force

The [Presidential and Provostial Task Force on Community Healing, Rebuilding and Belonging](#) was established to foster open and constructive dialogue, strengthen Carleton's commitment to equity, diversity, inclusion and academic freedom and ensure that members of the community feel safe, respected and a sense of belonging. Task Force members have held several meetings to maintain the momentum of this important project. The first meeting with new co-chairs Cathy Malcolm Edwards and Sarah Todd, in late April, focused on orientation, mandate grounding and beginning to clarify roles within the Task Force. Additional meetings this spring and summer will determine future plans and initiatives, including mechanisms for soliciting input from the broader community.



Healthy Workplace Strategy

Carleton's Healthy Workplace strategy was officially launched on Jan. 28 at the Healthy Workplace panel discussion and wellness fair. Healthy Workplace has served as a source of stability and support for the Carleton community for the past 16 years and will continue to be a crucial resource for the future. The strategy serves to align programming, activities and resources and provides guidance and inspiration for workplace well-being at the individual, team and organizational levels.

Sustainability

External Recognition and Sustainability Leadership

Carleton continued to earn national and international recognition for its sustainability leadership in 2025. The university achieved AASHE STARS Gold rating, increasing its overall score from previous submissions, and achieved WWF-Canada Living Campus certification, Nature Positive University status and renewed its Fair-Trade Campus designation. Carleton also remains the only Canadian university recognised in the Government of Canada's Net-Zero Challenge, reinforcing its position as a leading post-secondary institution on climate action.



Sustainability in Teaching and Research

Carleton integrates sustainability across all areas of academic life, with nearly 92 per cent of academic departments offering at least one sustainability-related course and more than 14 per cent of all courses addressing sustainability themes, a 3.5 per cent increase since 2021. More than 16 per cent of graduates complete degree programs with a required understanding of sustainability principles, spanning fields from environmental engineering to business, science, the social sciences and public policy.



Campus as a Living Lab

Carleton's campus serves as a living laboratory for sustainability, with students across disciplines contributing to real-world research and operations. In 2025, students engaged in biodiversity monitoring, waste audits, energy analysis, sustainable transportation studies and bird-friendly glazing design. Student-led momentum also supported the establishment of a [pollinator garden in Alumni Park](#). These applied learning experiences strengthen employability and community engagement while directly informing institutional decision-making and continuous improvement across campus.

Top photo: Carleton's Healthy Workplace program exists to support the university in being a workplace where health and well-being are infused into every aspect of work and community so everyone can flourish.

Middle photo: Centre for Advanced Building Envelope Research PhD student Sara Sadeghi (far left) at work on a project to support major energy efficiency retrofits in an Ottawa social housing community.

Bottom photo: Carleton's new pollinator garden reflects the university's commitment to a biodiversity-friendly campus.

Community Engagement in Sustainability

Carleton expanded its community sustainability engagement in 2025 with the Carleton Green Workplace Program now certifying 22 departments, including 14 newly certified in 2025. Sustainability-themed events throughout the year included Sustainability Week, Bike to Work Month, Earth Hour and the Clean Commuter Challenge. Social media followers grew by 20 per cent and increased student participation in conservation projects, bike sharing and fair-trade initiatives, reflecting a shared culture of environmental stewardship across campus.

Tiny Forest Enhances Campus Biodiversity

Furthering its commitment to biodiversity and campus ecology, Carleton [established a tiny forest in October 2025](#) at the corner of University Drive and Stadium Way. The 200-square-metre site features approximately 600 native plants across canopy, shrub and groundcover layers. The planting day engaged students, staff and community partners. The initiative has since catalysed a student-led pollinator garden in Alumni Park, demonstrating the impact of nature-based campus solutions.

Inclusion

Making STEM More Equitable

Carleton is advancing inclusive excellence by fostering equitable participation in research and innovation. [The EDIT-STEM initiative](#), led by Sonia Chiasson, has secured more than \$3.3 million from partners including the Natural Sciences and Engineering Research Council of Canada and Mitacs. The interdisciplinary project will develop interactive tools, including games, AI feedback systems and multimedia resources, to encourage behavioural change and improve experiences for underrepresented groups in STEM, supporting more inclusive learning and research environments.

Nokia Canada Expands Access to Education

In March 2026, Carleton announced a \$150,000 investment from Nokia Canada to establish the [Nokia Canada STEM Stars Scholarship](#) and the Nokia Canada Future Forward Bursary to expand access and opportunity for Carleton undergraduate students in engineering and science, with a focus on equity-deserving and underrepresented groups. This partnership continues to strengthen innovation in Canada and open doors for the next generation of STEM leaders.



Top photo: Carleton's Women in Engineering & IT program was the first of its kind in Canada and aims to help close the gender gap in STEM.

Middle photo: Nokia VP Integration and Transformation (far right) with Carleton interim chief advancement officer Corrie Hobin (far left) and student award recipients at an event announcing a partnership with the company.

Bottom photo: Carleton Engineering and Design students using headsets during an industry tour as part of a project to promote equity and inclusion in STEM.



Black Entrepreneurship Knowledge Hub representatives and distinguished guests, from left: Executive Director John Nelson, MP Yasir Naqvi, MP Tatiana Auguste, President Wisdom Tettey, VP Rafik Goubran, AVP Prosenjit Bose, Academic Director Gerald Grant and MP Greg Fergus.

Supporting Black Entrepreneurship

The Black Entrepreneurship Knowledge Hub, now being led by Carleton University, will receive [up to \\$4.5 million](#) for research to improve the quality and availability of data on the Black entrepreneurship ecosystem in Canada and support businesses in scaling in the future. This funding is part of the Government of Canada's renewed \$189 million, five-year investment in the federal Black Entrepreneurship Program, which offers supports and improves the quality and availability of data for Black entrepreneurs and business owners.

Physical Accessibility Audit

In December 2025, Carleton fulfilled its commitment to audit 40 buildings across campus and submit for Rick Hansen Foundation (RHF) Accessibility Certification. Using a universal design lens, the RHF certification program evaluates building and site accessibility and provides recommendations for improvements. This milestone reflects more than 1,500 hours of collaboration between the Accessibility Institute, Paul Menton Centre and Facilities Management and Planning, reinforcing Carleton's leadership in accessibility.

Women in Engineering and IT

The Faculty of Engineering and Design's [Women in Engineering & Information Technology \(WIE&IT\) program](#) marked its fifth year, continuing to support women in STEM in partnership with 19 industry and government organizations. In 2025, the program contributed to a six per cent increase in women enrolled in engineering and IT programs at both the undergraduate and graduate levels.

New Human Rights Module

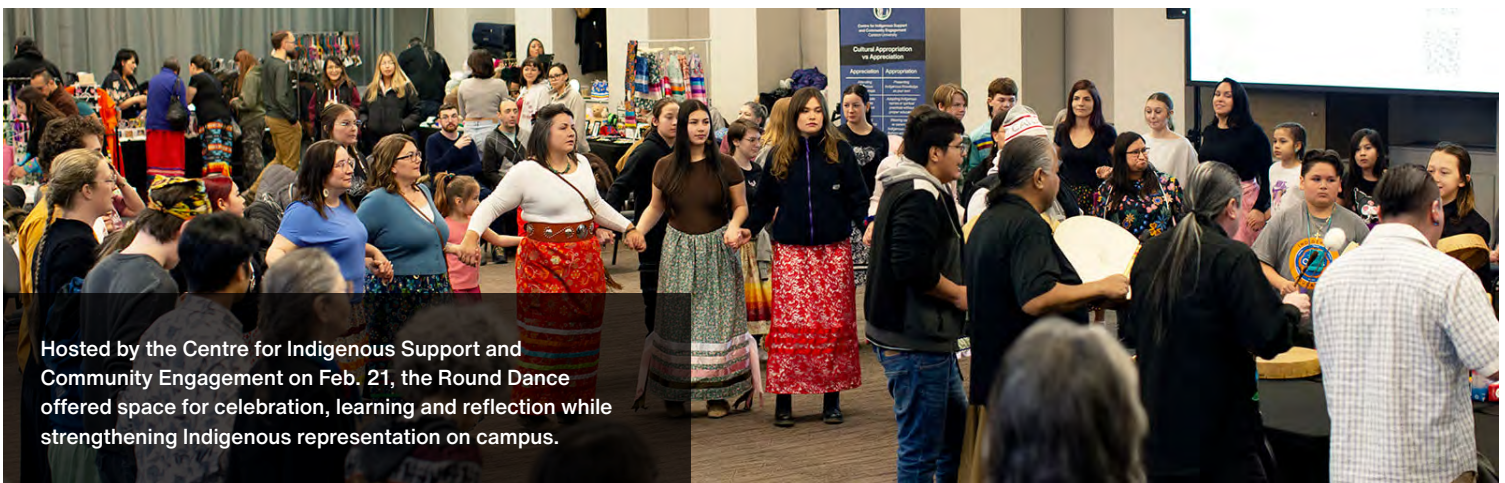
Carleton's asynchronous [Human Rights Module](#) on equity, inclusion and anti-oppression was launched for all undergraduate students as an entry point to understanding how human rights are upheld at Carleton. In fall 2025, the module was integrated into 35 courses across all faculties, providing access to more than 5,500 students.

Supporting Indigenous Education

Carleton's Office of the Associate Vice-President, Indigenous Teaching, Learning and Research hosted the three-day Ojigjowewin Legal Symposium, which focused on Indigenous legal orders and identity fraud. Carleton's [Centre for Indigenous Support and Community Engagement hosted a Round Dance](#) where students, faculty, staff and community members gathered on campus for a ceremony rooted in unity, healing and cultural connection. The event created space for celebration, learning and reflection, strengthening Indigenous representation and community at Carleton.

Enhancing Canada Research Chair Equity

In partnership with the Carleton Office for Research Initiatives and Services, the Department of Equity and Inclusive Communities developed an online training module and toolkit for Canada Research Chairs decision-making committees. The toolkit is designed to strengthen inclusive practices by equipping committee members to identify, interrupt and address potential biases, stereotypes and systemic inequities prior to the recruitment process.



Hosted by the Centre for Indigenous Support and Community Engagement on Feb. 21, the Round Dance offered space for celebration, learning and reflection while strengthening Indigenous representation on campus.



Carleton Vice-President (Research, Innovation and International) Rafik Goubran and President Tetty discussed collaboration with Badr Abdelatty, Egypt's Minister of Foreign Affairs, International Cooperation, and Egyptian Expatriates.

Key Enablers

Partnerships and Anchor Institution

Positioning Carleton as a partner of choice through meaningful local, national and global collaborations

Partnerships

Research Partnerships in Canada

Strategic partnerships are strengthening Carleton's role as a hub for innovation, talent development and global collaboration. Partnerships with organizations such as [March Networks](#) and [Ericsson](#) are advancing generative AI and next-generation 5G technologies while training and supporting Canada's growing tech workforce.

International Research Partnerships

International partnerships and memorandums of understanding with institutions including the University of Cape Town and [University of Zululand](#) in South Africa, the University of Cape Coast in Ghana, the [University of the Arctic](#) and the [South Africa-Canada Universities Network](#), which is anchored at Carleton, are expanding knowledge exchange and research collaboration to address shared global challenges. Carleton is also working to strengthen academic partnerships and expand research collaboration in Egypt. A spring 2026 meeting with several institutions explored [opportunities for collaboration](#) in areas such as AI data science, sustainable infrastructure and health systems.



Top left photo: Carleton’s Richard Ernst received the Synergy Awards for Innovation, which celebrates collaborations between partner organizations and colleges or universities. His work exemplifies the important role of academic research in solving industry challenges while contributing to national priorities. **Top right photo:** March Networks CEO Peter Strom; the company is an important partner for Carleton. **Bottom photo:** Carleton formally joined the University of the Arctic at the network’s annual assembly in Inari, Finland, last year.

Sustainability Research Collaborations

Carleton’s collaborative research partnerships are advancing solutions that support Canada’s transition to a sustainable future. Earth sciences researcher [Richard Ernst](#) received the Natural Sciences and Engineering Research Council of Canada Synergy Award for Innovation for leading a long-standing industry partnership advancing critical mineral discovery. Carleton has also joined the international [Sustainability Transitions Research Network](#) and [Canada’s Energy Modelling Hub](#), strengthening interdisciplinary research and policy engagement to inform evidence-based energy and climate solutions.

International Learning and Global Engagement

Carleton advanced its international engagement strategy by establishing targeted secondary-school partnerships that create earlier, more predictable pathways to enrolment. Through the International High School Partner Program, the university formalized relationships with GEMS For Life (52 schools across the UAE, Qatar and Egypt) and additional schools in Rwanda and Qatar. These partnerships strengthen Carleton’s presence

in priority regions, support sustained applicant pathways and align academic outreach, admissions and transition supports.

Indigenous Language Preservation

Carleton partnered with the First Nation of Na-Cho Nyäk Dun and the Office of the Commissioner of Indigenous Languages on an initiative to [preserve and celebrate Northern Tutchone language and culture](#) using advanced technology. The tools and framework will be released for adaptation by Indigenous communities worldwide.

Anchor Institution

Scarborough Charter Secretariat Lands at Carleton

Carleton welcomed the [Secretariat of the Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education](#) to campus. The secretariat supports a national network of 63 signatory institutions committed to advancing systemic change and strengthening Black inclusion across the post-secondary sector.

Supporting Health Care Advances

Recognizing the critical importance of health care in Ontario, individual donors, alumni and foundations have made strategic contributions to Carleton's nursing program. These investments, which total more than \$800,000, are helping prepare the next generation of nursing professionals. By contributing to experiential learning through technology and equipment, donors are enabling hands-on training so that nursing graduates are practice-ready.

Community Collaboration

Growing Alumni Engagement

Alumni engagement grew by 10 per cent this past fiscal year through coordinated, multi-channel and inclusive outreach. [International engagement](#) expanded through targeted communications and events aligned with presidential travel to the UAE, Qatar, Rwanda and Egypt. Alongside events in Vancouver and Victoria, these regionally focused touchpoints strengthened relationships with alumni and engagement with prospective students, extending Carleton's domestic and global reach.

Annual Throwback Celebrations

Throwback was a [vibrant celebration](#) of Carleton's spirit, welcoming alumni, donors, parents and community members to reconnect through events and activities. Held in October, highlights included the inaugural Pancaker Breakfast, the Butterfly

Show, a parents' breakfast in the library and class reunions. The festivities culminated in the 56th annual Panda Game, one of Canada's most iconic university football rivalries, which drew more than 20,000 fans to TD Place.

Transformational Contribution to Carleton Athletics

Carleton alum Michael Hapke, President and CEO of the Advanced Group of Companies, has made a \$1 million transformational contribution in support of Carleton Athletics. In recognition of this meaningful investment, the university's on-campus ice facility has been renamed the [Advanced Capital Ice House](#) for a 10-year period. Hapke's contribution supports Carleton's commitment to providing high-quality athletic facilities while expanding access to the university's hockey programming for youth and families in Ottawa.

Giving Tuesday

Tuesday, Dec. 2, was another example of successful cross-campus collaboration: 65 active FutureFunder campaigns went live, representing initiatives in experiential learning, research, awards, mental health supports, community action and more. A total of 1,029 gifts were made on Giving Tuesday, totalling \$331,785. This year's results highlighted strong campus participation across diverse initiatives and underscored the importance of integrated fundraising strategies and the generosity of colleagues, alumni and supporters.



Vice-President (Students and Enrolment) Suzanne Blanchard (left), Interim Chief Advancement Officer Corrie Hobin and Advanced Group of Companies CEO and Carleton alum Michael Hapke celebrate his support.



A design competition for the site of the former P9 parking garage invited students to help reimagine an under-utilized area of campus as a flexible and welcoming outdoor space that fosters well-being, curiosity and connection.

Operational Excellence and Sustainability

Driving efficiency, accountability and resilience to sustain Carleton's mission into the future

Promoting Mission Sustainability

In the summer and fall 2025 terms, Carleton participated in an efficiency and accountability review mandated by Ontario's Ministry of Colleges, Universities, Research Excellence and Security to identify efficiencies and best practices in areas such as governance, administrative and student services, academic programming, facilities, procurement and revenue generation opportunities. These changes, in concert with the province's four-year \$6.4 billion investment in the post-secondary sector, announced in winter 2026, will help advance institutional priorities at Carleton and safeguard the university's long-term sustainability.

ITS Prepares for Future

Several changes under way at Information and Technology Services (ITS) this academic year are

focused on managing and evolving the systems that support Carleton's core operations and the academic mission while preparing for future transformation. This included planning the next phases of Carleton's enterprise resource planning (ERP) transformation, modernizing mission-critical infrastructure and systems and strengthening cybersecurity. ITS also reshaped its organization and services to respond to changing needs, with a focus on excellence in the client experience and new capabilities in AI and automation.

Waste Reduction and Zero Waste Progress

Carleton advanced its zero-waste goals in 2025, achieving a 97 per cent waste diversion rate when construction materials are included and increasing the overall campus diversion rate. Two certified zero-waste facilities now divert more than 90 per cent of waste from landfills. New initiatives include a Reuse Hub in Nideyinàn, expanded four-stream sorting stations and AI food waste scanners in dining operations to better understand and reduce consumer-level food waste.

New Retail Venues on Campus

Two new retail investments have enhanced culinary and shopping options at Carleton. [Riverbank Social](#) opened in Richcraft Hall in September 2025, introducing a full-service dining venue with river views and flexible meeting space. [The Campus Store](#) reopened in summer 2025 following a renovation and transition to internal operations, strengthening alignment with university values, improving affordability and service, and enabling closer collaboration with academic and athletic partners. The store covered both operating and start-up costs in its first year.

P9 Site Revitalization

With the P9 parking garage site now vacant, Facilities, Management and Planning launched the [P9 Greenspace Design Competition](#) in January 2025, inviting students to propose an accessible, sustainable and community-focused outdoor space, with work to commence in spring/summer 2026. Guided by the Campus Master Plan Update and Sustainability Strategic Plan, the demolition and site reinstatement process, between August 2024 and August 2025, eliminated the need to maintain a deteriorating asset and ensured compliant waste disposal.



The new Riverbank Social restaurant on the ground floor of Richcraft Hall overlooks the Rideau River and provides another dining option for members of the campus community.



Board of Governors

The Board of Governors oversees administrative and financial operations at Carleton. As the corporate body of the university, the Board consists of volunteers who are equipped with various expert backgrounds and a unique understanding of higher education and its role as a force for good. The Board plays an integral role in long-term planning, including university budgets, capital projects and initiatives that shape the future of Carleton.



Chair Beth Creary.

Beth Creary

Chair
Constituency: Community-at-Large
Senior Vice-President, Legal and Compliance (retired), Ligado Networks

Christina Tessier

Vice-Chair
Constituency: Community-at-Large
President and CEO, Ingenium

Wisdom Tetley

President and Vice-Chancellor (ex officio)

Julie Armstrong

Constituency: Undergraduate Student

Howard Babb

Constituency: Community-at-Large
Project Director, T3 Facilities Management

Allan Buri

Constituency: Undergraduate Student

Jennifer Camelon

Constituency: Community-at-Large
Chief Financial Officer and Vice-President, Corporate Services, Canadian Blood Services

Julie Carr

Constituency: Community-at-Large
Vice-President, Finance (retired), BioTalent Canada

Philip Cartwright

Constituency: Community-at-Large
Senior Vice President, Global Public Affairs

John Casola

Constituency: Community-at-Large
Chief Investment Officer (retired), Canada Infrastructure Bank

Adrian Chan

Constituency: Faculty

Jackie Choquette

Constituency: Community-at-Large
Head of Government Affairs Canada, 3M

Jim Devoe

Constituency: Community-at-Large
Chief Executive Officer, Congress of Aboriginal Peoples

Pamela Fralick

Constituency: Alumni

Kevin Graham

Constituency: Faculty-Senate

Josh Greenberg

Constituency: Faculty-Senate

Linda Grussani

Constituency: Community-at-Large

Al Hamdani

Constituency: Community-at-Large
Executive Vice-President and Chief Business Officer (retired), Canada Development Investment Corporation

Nathalie Laporte

Constituency: Community-at-Large
Executive Director, CAUBO

Mat Main

Constituency: Alumni

Gina Malaba

Constituency: Graduate Student

Jonathan Malloy

Constituency: Faculty

Dudley Maseko

Constituency: Community-at-Large
Counsel, Sodexo

Susan Mingie

Constituency: Community-at-Large
Partner (retired), Deloitte LLP

Georgette Morris

Constituency: Graduate Student

Nikita (Nik) Nanos

Chancellor (ex officio)

John Nelson

Constituency: Administrative Staff

Lisa Samson

Constituency: Community-at-Large
Managing Principal, StrategyCorp

Melissa Shea

Constituency: Community-at-Large
Architect and Senior Associate

James Simpson

Constituency: Administrative Staff

Brett Tackaberry

Constituency: Community-at-Large
Principal Architect for the Public Sector, Google Cloud

Ann Tremblay

Constituency: Community-at-Large
Project Director, Project Management and Delivery, Science and Parliamentary Infrastructure (retired), Public Services and Procurement Canada

Senate

Senate is the university's most senior academic body. Representing the Carleton community, Senate is comprised of more than 80 members, including faculty, students, alumni, senior administration and representatives from the Board of Governors. Senate makes decisions of significant importance to students and faculty, including awarding degrees, approving scholarships, new programs and revised curriculum, and establishing academic regulations.

Ex Officio Members

Wisdom Tettey

President, Vice-Chancellor and Chair of Senate

Richard Dansereau

Clerk of Senate

Suzanne Blanchard

Vice-President (Students and Enrolment) and University Registrar

Rafik Goubran

Vice-President (Research, Innovation and International)

L. Pauline Rankin

Provost and Vice-President (Academic)

Duane McNair

Vice-President (People, Finance and Operations)

David Hornsby

Vice-Provost (Academic and Global Learning)

Maria DeRosa

Dean, Faculty of Science

Ronald Miller

Interim Dean, Faculty of Engineering and Design

Anne Bowker

Dean, Faculty of Arts and Social Sciences

Brenda O'Neill

Dean, Faculty of Public and Global Affairs (to Dec. 31, 2025)

Mary Francoli

Interim Dean, Faculty of Public and Global Affairs (from Jan. 1, 2026)

Howard Nemiroff

Dean, Sprott School of Business

Amber Butler

University Librarian

Chantal Trudel

Director, School of Industrial Design

Jean-Pierre Corriveau

Director, School of Computer Science

Anne Bordeleau

Director, Azrieli School of Architecture and Urbanism

Ali Arya

Director, School of Information Technology

Alison Kocsis

CASG President, term ends Apr. 30, 2026

Sean Joe-Ezigbo

CUSA President, term ends Apr. 30, 2026

Zeina Al Azzar

GSA President (to Mar. 1, 2026)

Hadi Hefzy

GSA President (Mar. 1 to Apr. 30, 2026)

Temuulen (Elen) Turbat

GSA VP Academic, term ends Apr. 30, 2026

Board of Governors Representatives

Beth Creary

(to Dec. 31, 2025)

Nathalie Laporte

(Jan. 1 to June 30, 2026)

Brett Tackaberry

Special Appointments

Kim Hellemans

COU Academic Colleague (July 1 to Dec. 31, 2025)

Paul Wilson

COU Academic Colleague (Jan. 1 to June 30, 2026)

Trevor Lewis

Alumni Representative

Elected Faculty Senators

Terms End June 30, 2026

Janine Debanné

Engineering and Design/Architecture

Shane Hawkins

Arts and Social Sciences

Beth MacLeod

Arts and Social Sciences (Secretary of the Faculty Board)

Laura Madokoro

Arts and Social Sciences

Jody Mason

Arts and Social Sciences

David Mendeloff

Public and Global Affairs (Secretary of the Faculty Board)

Gabriel Wainer

Engineering and Design

Paul Williams

Arts and Social Sciences

Terms End June 30, 2027

James Brunet

Engineering and Design/Information Technology

Tonya Davidson

Arts and Social Sciences

Emily Gray

Sprott School of Business

Josh Greenberg

Public and Global Affairs

Guy Lacroix

Arts and Social Sciences

Gabriel Maracle

Public and Global Affairs

Azar Masoumi

Arts and Social Sciences

Maya Papineau

Public and Global Affairs

Megan Rivers-Moore

Arts and Social Sciences

Shazia Sadaf

Arts and Social Sciences

Alexis Shotwell

Arts and Social Sciences

Rania Tfaily

Arts and Social Sciences

Simon Viel

Science

Terms End June 30, 2028

AbdelRahman Abdou

Science/Computer Science

Menna Agha

Engineering and Design/Architecture

David Amundsen

Science (Secretary of the Faculty Board)

Jeni Armstrong

Public and Global Affairs

Francois Brouard

Sprott School of Business (Secretary of the Faculty Board)

Inna Bumagin

Science

Sean Burges

Public and Global Affairs

Jennifer Drake

Engineering and Design (Secretary of the Faculty Board)

Ahmed El Roby
Science/Computer Science

Mostafa El Sayed
Engineering and Design

Kevin Graham
Science

Achim Hurrelmann
Public and Global Affairs

Juan Carlos Jimenez
Engineering and Design/
Industrial Design

Irena Knezevic
Public and Global Affairs

Martha Mullally
Science

Rebecca Renfroe
Sprott School of Business

Cristina Ruiz Martin
Engineering and Design

Niall Tate
Engineering and Design

Winnie Ye
Engineering and Design

**Elected Contract
Instructors**
Morgan Rooney
Arts and Social Sciences
(term ends Sept. 30, 2026)

Mustafa Bahran
Science (term ends
Sept. 30, 2027)

Elected Student Senators
**Graduate Students – Terms End
June 30, 2026**

Kishan Patel
Engineering and Design

Mahnaz Talebi Dastenaei
Arts and Social Sciences

**Mohammed Vatankhah
Mohammadabadi**
Engineering and Design

**Undergraduate Students –
Terms End June 30, 2026**

Isabelle Alma
Public and Global Affairs

Nathan Bruni
Engineering and Design/
Information Technology

Stella Duncan
Public and Global Affairs

Nolan Giroux-Laplante
Sprott School of Business

Nir Hagigi
Public and Global Affairs

Erin Harlan
Arts and Social Sciences

Xavier Haziza
Engineering and Design

Gabrielle Lachance
Science

Kuma Nyediin Buoy
Arts and Social Sciences

Emma Peirce
Arts and Social Sciences



Carleton University Annual Report 2026



AGENDA ITEM

5.3

Board of Governors Chair's Report

2025-2026

Carleton
University

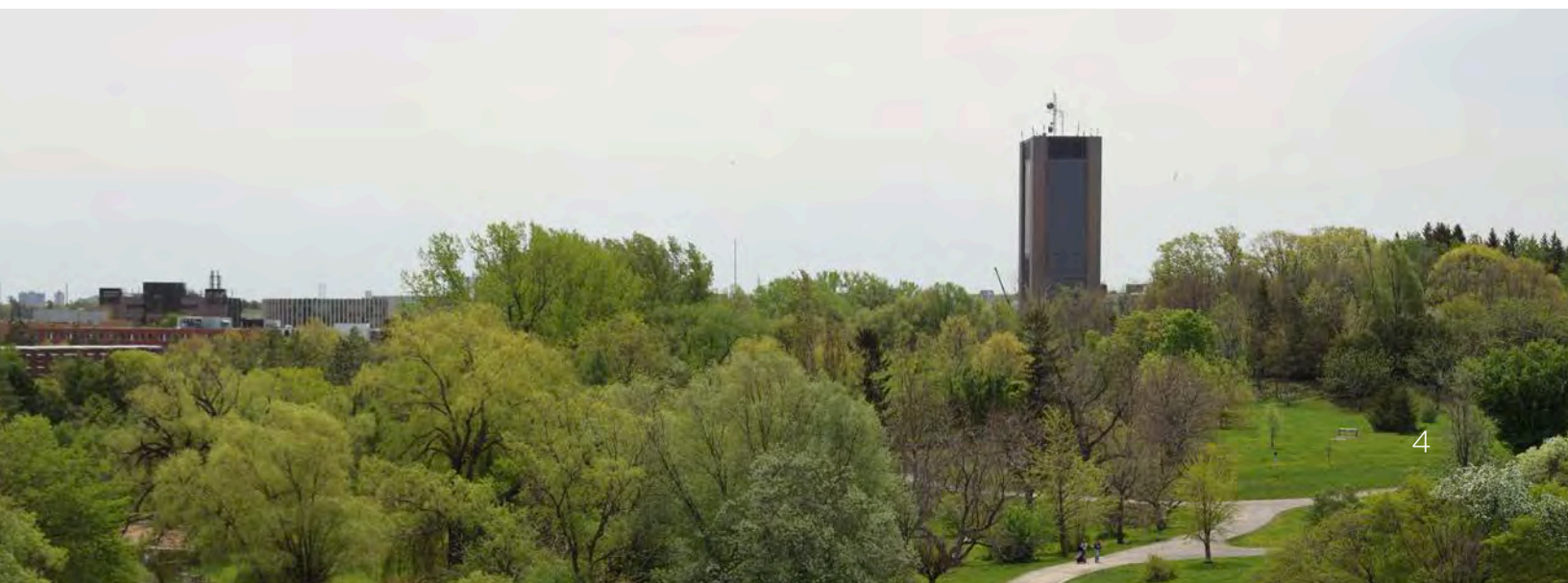


Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin nation. In doing so, Carleton acknowledges it has a responsibility to the Algonquin people and a responsibility to adhere to Algonquin cultural protocols.



TABLE OF CONTENTS

Message from your Chair	5
Board of Governors by Numbers	6
The Carleton 2025/26 Board	7
Governance, Accountability, and Stewardship	8
Board of Governors Role and Committee Structure	8
Governance Practices	10
Commitment to Diversity	11
Governance Modernisation and Institutional Accountability	11
Risk and Financial Stewardship	13
Continued Learning and Development	16
Incoming Governors 2026/27	17
Outgoing Governors	18
Strategic Visioning	21





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'. The signature is fluid and cursive, with a long, sweeping underline.

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

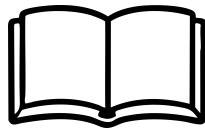
BOARD OF GOVERNORS

BY NUMBERS



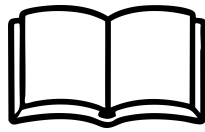
2

Chancellor
and President



2

Undergraduate
Students



2

Graduate
Students



2

Faculty
Members



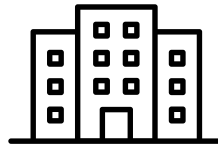
2

Senate
Representatives



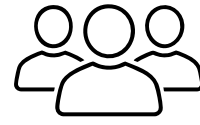
2

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

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.

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:

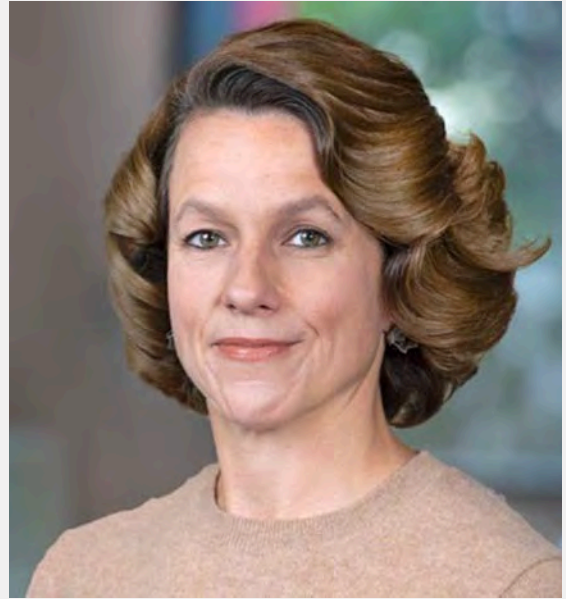
- 2025 – Current State: Identified strengths and challenges including AI disruption, mental health, infrastructure gaps, and the need for personalized student support.
- 2035 – Pivotal Shifts: Proposed strategic pivots such as embracing AI, flexible learning models, signature program development, and 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
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