

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

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

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

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 p.m. and welcomed governors and attendees to the fourth meeting of the 2025/26 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located and that April 28th was the National Day of Mourning for workers who have died, were injured, or became ill from their job. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members in-person and those attending virtually.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. None were declared.

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

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

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

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by H. Babb and seconded by B. Tackaberry that the open agenda of the 651st meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the previous Board Meeting, the Board Award for Outstanding Community Achievement Recipient, the Founders Award Recipient, Statement of Investment Policies and Procedures for the Retirement Fund, Statement of Investment Policies and Procedures for the Endowed Funds, *Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act* Report, 2026/2027 Miscellaneous Administrative Fees, and 2026/27 Student Association Fees.

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

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

5. ITEMS FOR APPROVAL

5.1 2026/27 Domestic Tuition Fees

An executive summary and presentation were circulated in advance.

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

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

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

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

5.2 2026/27 Combined Operating and Ancillary Budget

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

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

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

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

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

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

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

6. ITEMS FOR INFORMATION

6.1 Report from the Chair

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

6.2 Report from the President

A written report was circulated in advance.

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

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

- Priority 3 - Elevate Carleton as a Leader in Authentic Intentional Inclusion and Mutual Flourishing, Wellbeing and Accountability: an update was provided on leadership and engagement for the Presidential & Provostial Task Force on Community Healing, Rebuilding and Belonging (CHRB);
- Priority 4 - Establishing Distinction for Carleton as a Partner and Anchor Institution of Choice: engagements were highlighted included the ambassador of Luxemburg, discussing aerospace technologies, a Swedish delegation focused on national defence and international collaboration, and a visit from the Finnish President; and
- Priority 5 - Adopt a Cross-portfolio Matrix Approach to Operational Excellence within a Robust Culture of Enterprise Risk Management and Efficiency in Support of the Core Mission: recent appointments were shared.

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

7. OPEN-OTHER BUSINESS

No other business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:15 p.m.