

CONSENT AGENDA
to the Open Agenda of the 653rd meeting of the Board of Governors
Thursday, October 8th, 2026
Richcraft Hall 2440R

4.1 ITEM(S) FOR APPROVAL

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

MOTION: That the Board of Governors approves the open minutes of the 652 meeting of the Board of Governors, as presented.

4.1.2 Board Award Criteria and Jury Selection

MOTION: On the recommendation of the University Relations Committee, move to approve the criteria for the 2026/27 Board of Governors Award for Outstanding Community Achievement, proposed timeline and jury composition, as presented.

4.1.3 Founders Award Criteria and Jury Selection

MOTION: On the recommendation of the University Relations Committee, move to approve the criteria for the 2026/2027 Founders Award, proposed timeline and jury composition, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Capital Plan 2026/27 – In Progress and 5-year plan

4.2.2 Investment Report for the Endowment

4.2.3 Update on 2026 Credit Rating

4.2.4 Student Success, Wellness and Support

4.2.5 Sexual Violence Annual Report

4.2.6 Holistic Integrated Partnership Program

4.2.7 Board of Governors Training and Onboarding Overview

4.2.8 Minutes of Senate

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

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

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

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 fifth and final meeting of the 2025/26 Board year. She remarked that June was National Indigenous Month and Pride Month, speaking to the Board's role in responsibility and service to the broader community. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members in-person and those attending virtually.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by P. Fralick and seconded by J. Camelon that the open agenda of the 652nd 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, Approval of the Standing Committee Terms of Reference, Change in Governance of the Institute of African Studies, Change in Governance of the School of Canadian Studies, and Change in the name of the Institute for Interdisciplinary Studies.

The following items were circulated in the open consent agenda for information: Mental Health Framework Annual Report, 2025/26 Annual Report – Academic Program Modifications, University Governance Secretariat Annual Report – June 2026, and Minutes of Senate.

It was moved by N. Laporte and seconded by M. Main that the items in the open consent agenda of the 652nd meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

5. ITEMS FOR INFORMATION

5.1 Strategic Integrated Plan Annual Report

A presentation was circulated in advance.

W. Tettey, President and Vice-Chancellor, introduced the item speaking to Carleton's Strategic Plan development, which aimed to build on its strengths while adapting to a changing world, with a focus on expanding Carleton's impact locally, nationally, and globally. Rather than a static plan, the University was developing a dynamic, community-driven framework that linked long-term vision to measurable actions and meaningful engagement.

R. Colbourne, Project Lead (Carleton@100), provided a presentation updating the Board on the status of the next iteration of the Strategic Plan. A high-level view of steps taken to date were shared including the visioning sessions with the Board and Senate, creation of five working groups (Teaching and Learning, Research and Scholarly Impact, Student Experience, Community Engagement, and Institutional Health and Sustainability),

assignment of co-chairs for each working group, and the formation of a steering committee. Frameworks for the working groups, co-chairs, and a working guide were developed of a system strategy for transformational change to 2042.

The process determined the boundaries of institution action, such as where Carleton would concentrate capabilities or commit to excellence, where it would deprioritize activity, or the institutions would identify as trade-offs in strategic decision-making. The objective of the exercise was not consensus making, rather it was looking to create a decision space that surfaced out where the disagreements and different understandings were. Working groups were actively progressing toward a July 2026 environmental scan, followed by Fall 2026 consultations that would inform strategic themes and culminate in a final plan by April 2027. Regular touchpoints with the Board along the timeline were proposed.

A member noted the title of Carleton@100 and asked if the intention was for the strategic plan to carry the University to its 100th anniversary. R. Colbourne responded that 2032 was the main focus but that longer-term aspirations would set the direction. W. Tetley added context and the benefit of extending the planning horizon beyond five years, with the need to be responsive to changes.

A member commented on the ambitious, long-term timeline for the 100th anniversary, given how rapidly and unpredictably the world was changing and asked about the decision process. W. Tetley responded that while the world was changing, institutions needed to remain grounded in enduring values and aspirations that serve as anchors for decision-making and long-term vision. He noted that plans should be flexible and adaptable, allowing the University to respond nimbly to ongoing disruptions while staying aligned with its core purpose. R. Colbourne added that strategy needed to be set up with a long-term vision, with intentionality and flexibility.

A member asked how the planning process could avoid becoming overly generic and “everything for everyone,” commenting on the need to establish clear, focused priorities. W. Tetley responded that the planning process was intentionally focused on differentiation, using data and stakeholder input to identify and build on areas of real and emerging strengths in terms of competitiveness, rather than trying to be everything to everyone. The plan would reflected shared priorities, clear accountabilities, and a distinct identity and not look like every other strategic plan.

A member followed up on the conversations around trade-offs and commented that it would be helpful for the Board to be informed of those discussions. R. Colborne responded that the process was designed to ensure working groups identify distinctive, Carleton-specific priorities by testing ideas against whether they are truly unique, and then translate them into concrete goals and objectives that can be operationalized and driven forward through governance.

5.2 Report from the President

A written report was circulated in advance.

W. Tetley shared a number of highlights in support of the five priority areas as follows:

- *Academic Programs and Student Experience*: 7,000 students would be graduating from Carleton at its June Convocation, with three Honorary Degree Recipients, enrolment for Fall 2026 was above budgeted projections with increased confirmations, the Carleton Ravens women's basketball team captured its third consecutive FISU (Fédération Internationale du Sport Universitaire) America 3x3 championship, and the Carleton Nursing Clinical Skills and Simulation Centre opened in Kanata;
- *Research and Scholarly Prominence*: In May, The Honourable Chrystia Freeland was the keynote speaker at the Bell Lecture, with meaningful dialogue from academic experts and emerging scholars, the Technology Innovation Management Showcase took place on May 7th and reinforced Carleton's commitment to connecting research, education, and real-world application;
- *Inclusion, Well-being, and Accountability*: Carleton co-hosted with the University of Ottawa the 2026 Inter-Institutional Forum of the Scarborough Charter, on May 14 and 15. The forum provided an important platform for dialogue, knowledge sharing, and collective reflection on progress in addressing anti-Black racism and advancing Black inclusion in Canadian higher education;
- *Partnerships and Anchor Institution*: The Government of Canada renewed its partnership with Carleton, ensuring the University could continue operating the Black Entrepreneurship Knowledge Hub and Carleton received \$1.8 million (USD) from the Carnegie Corporation of New York's International Program to support a project focused on advancing knowledge and engagement on migration in Africa; and
- *Operational Excellence and Sustainability*: senior leadership participated in a tabletop exercise focused on emergency preparedness during Convocation on May 11th, reinforcing the importance of clear leadership direction, timely decision making, and coordinated communication during a crisis.

5.3 Report from the Chair

The Board Chair Annual Report was circulated in advance.

The Chair advised that the Board Chair's annual report highlighted a year of steady, engaged governance amid ongoing sector challenges, with a focus on financial sustainability, enrolment pressures, infrastructure, and strengthening governance practices. The report emphasized Board engagement and its commitment to effectiveness, inclusivity, and accountability, and recognized the resilience of the Carleton community. She expressed appreciation for both current and outgoing board members.

6. OPEN-OTHER BUSINESS

No other business was brought forward.

7. OPEN-QUESTION PERIOD

No additional questions were brought forward.

8. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 3:48 p.m.



To:	Board of Governors	Date of Report: 10 September 2026
From:	Chair, University Relations Committee	Date of Meeting: 8 October 2026
Subject:	Board Award for Outstanding Community Achievement	
Responsible Portfolio:	University Governance Secretariat	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the University Relations Committee, move to approve the criteria for the 2026/27 Board of Governors Award for Outstanding Community Achievement, proposed timeline and jury composition, as presented.

3.0 EXECUTIVE SUMMARY

The Board of Governors has established an award entitled *The Carleton University Board of Governors Award for Outstanding Community Achievement*. The award is issued annually to a full-time undergraduate or graduate student, in a graduating class.

The Advancement and University Relations Committee is responsible for reviewing and recommending the Award Criteria, as well as establishing a Jury to review nominations and recommend a recipient.

Presentation of the award takes place at Convocation in June.

4.0 INPUT FROM OTHER SOURCES

Annually the A&UR Committee approves the Board Award Criteria, Jury and timeline. Attached the committee can find proposed revisions for 2026/27 as well as a draft timeline.

The following members are recommended for the Jury for the Board Award Selection Committee for the 26/27 year:

Chair or Vice-Chair or designate of the Board as Chair of the Jury:	Lisa Samson
Chair or Vice-Chair or designate of the UR Committee:	Jackie Choquette
Faculty:	Josh Greenberg
Staff:	Sarah Anne Szaboth
Undergraduate Student:	Jacky Chan
Graduate Student:	Declan Ramsaran

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Board Award for Outstanding Community Achievement supports the Strategic Integrated Plan Direction of Share Knowledge. Shape the Future - We will prepare students for success in an ever-changing future as well as the Direction of Serve Ottawa. Service the World – We will encourage community engagement in research and learning.

6.0 FINANCIAL IMPLICATIONS

The award is given annual in the amount of \$2,000 from the Board of Governors Budget.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

None identified.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Advertising for the award will commence in November 2026 with approval by the Board and announcement in April 2027.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



2026/2027 Carleton University Board of Governors Award for Outstanding Community Achievement

The Carleton University Board of Governors Award for Outstanding Community Achievement recognizes the spirit of student volunteerism and substantial community contribution while at Carleton University.

The Award

The award recognizes voluntary involvement and is intended to honour non-academic work. Nominees/applicants must be successfully pursuing a full-time program of study, in a graduating class at Carleton University, and be in Good Academic Standing (Eligible to Continue). Preference will be given to all graduate and undergraduate nominees/applicants with an overall CGPA of 7 (B-) or higher, in a graduating class.

Individuals may be nominated for this award by:

- A member of the external community;
- A member of the faculty/staff;
- A fellow student;
- The student themselves.

A cash award in the amount of \$2,000 will be awarded to the recipient.

Nominations and applications for the award shall be considered by a jury convened for this purpose.

Qualification Criteria

The recipient of the award is selected based on the following factors:

- leadership in and substantial contributions to the Carleton University community while balancing the demands of student life;
- academic excellence and potential for future personal and professional growth and achievement;
- exemplary service to Carleton University, fellow students and/or the community-at-large;
- a spirit of volunteerism and community service demonstrated through active, unpaid involvement in and contributions to the community, while as a student at Carleton University;
- a record of exceptional commitment and leadership at Carleton University that inspires others to engage in volunteer service;

- the recipient must be expecting to graduate in the academic year 2025/26; and
- the recipient cannot be a current board member.

Nomination Process

All nominations/applications must include:

- a statement of no more than 250 words, written by the nominee, describing how their involvement has made a significant difference to social, environmental, or philanthropic aspects of the Carleton University community;
- a resume, no longer than two pages in length, focused specifically on volunteer experience;
- two letters of reference, one of which should be from a supervisor of one of their volunteer activities; and
- the student's full name, student number, mailing and/or email address, and telephone number.

Deadline for nominations

All nominations/applications must be submitted by online form to [Amanda Goth](#), University Secretary and Chief Governance Officer or in person to the University Governance Secretariat, Room 607 Pigiavik, no later than **4:30pm on March 5, 2027**. The presentation of the award will take place at Spring Convocation.

Composition of the Board Award Jury

- Chair or Vice-Chair or designate of the Board of Governors, as Chair of the Jury
- Chair or Vice-Chair or designate of the University Relations Committee
- One Faculty Representative
- One Staff Representative
- One Undergraduate Student Representative
- One Graduate Student Representative

Timeline

September 28, 2026: University Relations Committee appoints the jury.

November 2, 2026: Board Office issues a Call for Nominations through various internal media.

- Post Call for Nomination on BOG website as news item, Top5, Twitter, and through marcomm network

March 5, 2027: Deadline for receipt of nominations.

April 2027: Jury to review applicants and identify a successful nominee.

April 19, 2026: University Relations Committee receives the Jury's recommendation.

April 27, 2027: Board of Governors receives a report from University Relations Committee on the recommended recipient.

June 2027: Presentation of Award at Convocation and news feature in Carleton Grad Stories.



To:	Board of Governors	Date of Report: 10 September 2026
From:	Chair, University Relations Committee	Date of Meeting: 8 October 2026
Subject:	Founders Award Criteria Review and Jury Selection	
Responsible Portfolio:	University Governance Secretariat	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the University Relations Committee, move to approve the criteria for the 2026/27 Founders Award, proposed timeline and jury composition, as presented.

3.0 EXECUTIVE SUMMARY

A previous President established an award entitled *The Founders Award* in June 1996 to recognize and pay tribute to individuals who have made significant contributes to the advancement of Carleton University through their dedication, generosity, and commitment to the values of the University. The award is issued annually, when merited, at Spring Convocation. The award is Carleton's highest non-academic honour.

In January 2021, the administration of the Founders Award was transferred to the Board of Governors.

The Advancement and University Relations Committee is responsible for reviewing and recommending the Award Criteria, as well as establishing a Jury to review nominations and recommend a recipient.

Presentation of the award takes place at Convocation June.

4.0 INPUT FROM OTHER SOURCES

Annually the University Relations Committee approves the Award Criteria, Jury and timeline. Attached the committee can find proposed revisions for 2026/27 as well as a draft timeline.

The following members are recommended for the Jury for the Founders Award Selection Committee for the 2026/27 year:

Chair or Vice-Chair or designate of the Board as Chair of the Jury
President of the Alumni Association
Chief Advancement Officer
Faculty Representative
Staff Representative
Student Representative
Alumni Representative

Lisa Samson
Jason Daley
Corrie Hobin
Adrian Chan
James Simpson
Caroline Ayebale
Mat Main

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Founders Award supports the Strategic Integrated Plan Direction of Serve Ottawa Serve the World – We will open our doors to the community, we will develop and foster partnerships with purpose.

6.0 FINANCIAL IMPLICATIONS

The award is given annually, when merited and has no financial aspect. The Board Office will however be responsible for the cost of production of the physical award and maintenance of the plaque in the Board of Governors boardroom.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There is potential risk with award recipients which can be mitigated as noted below.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

As the highest non-academic honor of the university, there is a degree of reputational risk associated with issuing an award during convocation ceremonies. To help mitigate this risk, upon the receipt of a founder's award nomination, the University Secretary shall: (1) review nominations to verify consistency with the requirements of criteria and to confirm, to the extent possible, that a nomination poses a low risk of reputational harm to Carleton University; (2) if any concerns are identified, consult with the President and Vice-Chancellor and Chair of the Advancement and University Relations Committee.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

2026/2027 Carleton University Founders Award

“It is people, not buildings, that make an institution; and if we can put our hearts to it we can do something worthwhile.”

Henry Marshall Tory, June 18, 1942

Led by Dr. Henry Marshall Tory, a small group of Ottawa citizens dared to imagine a university in the nation's capital that would serve Canadians whose education was interrupted by World War II. Carleton University was established in 1942, because of the dedication and commitment of our founders:

Henry Marshall Tory
Dr. Hugh Keenleyside
Mr. William Connor
Dr. John Robbins
Mr. C.H. Bland

Mr. C.C. Gibson
Mr. E.J. Jenkins
Mr. T.R. Montgomery
Mr. Frank Patten
Mr. L.R. Shaw

It is our individual founders – past, present and future – whose commitment has helped build one of Canada's most respected universities and whose leadership will ascertain our future.

The Award

The Founders Award, Carleton's highest non-academic honour, was inaugurated in June 1996 to recognize and pay 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. It is awarded annually, when merited, at Spring Convocation.

Administration

The University Relations Committee of the Board of Governors will administer the Founders Award. Any recommendations regarding the Founders Award will be brought forward to the Board of Governors by the Chair of the University Relations Committee for approval.

Qualification Criteria

- Exemplary leadership, dedication, and commitment to Carleton University;
- Service demonstrated through active involvement in, and contributions to, the community;
- A record of exceptional commitment that inspires others to engage in service;
- Generosity through philanthropy or volunteerism; and
- The recipient cannot be a current Board member.

All nominations will be considered each year and may be carried forward for a maximum of three years.

Nomination deadline is March 5, 2027.

All nominations/applications must be submitted through the online form no later than 4:30pm on March 5, 2027. The presentation of the award will take place at Convocation.

Application Requirements

- Application Form
- Three letters of recommendation
- Nominee's CV
- Summary of Contributions

Composition of the Founders Award Jury

- Chair or Vice-Chair or designate of the Board of Governors, as Chair of the Jury
- President, Alumni Association
- Vice-President (Advancement) or designate
- One BoG Faculty Representative
- One BoG Staff Representative
- One BoG Student Representative
- One BoG Alumni Representative

Timeline

September 28, 2027: University Relations Committee appoints the jury.

Nov. 2, 2026: Board Office issues a Call for Nominations through various internal and external media.

March 5, 2027: Deadline for receipt of nominations.

April 2027: Jury to review applicants and identify a successful nominee.

April 19, 2027: University Relations Committee receives the Jury's recommendation.

April 27, 2027: Board of Governors receives a report from University Relations Committee on the recommended recipient.

June 2027: Presentation of Award at Convocation and feature news story.

Promotions

- Carleton University Raven Magazine
- OSCAR community newspaper
- Board of Governors Website
- Carleton Top 5 – for all employees
- Social Media
- Alumni Network Communications
- Carleton University Retiree Association



To:	Board of Governors	Date of Report: 1 September 2026
From:	Chair, Campus Planning & Infrastructure Committee	Date of Meeting: 8 October 2026
Subject:	2026-2027 Capital Plan	
Responsible Portfolio:	Vice-President (People, Finance and Operations)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Carleton University's 2026-2027 Capital Plan provides a strategic framework for the planning, prioritization, and delivery of major capital investments exceeding \$5 million. The Plan aligns capital decision-making with the University's academic mission, long-term institutional objectives, and emerging strategic direction through the development of the Carleton@100 vision. It outlines the capital planning process, governance structure, and current portfolio of projects underway and under consideration.

The Plan outlines the capital planning process and the board's role in that process. It brings together the major capital projects that are underway, as well as the key projects under consideration.

Details about each capital project are shared along with the estimates and sources of funding which support each project. By having all the relevant information compiled within one document, the Board can leverage it to inform strategic advice and decision-making.

This plan is updated annually and presented to the Board of Governors. Updates on the specific projects are provided to the Campus Planning and Infrastructure Committee four times a year.

4.0 INPUT FROM OTHER SOURCES

The Capital Plan was developed in collaboration with Facilities Management and Planning (FMP), Information Technology Services (ITS), Financial Services and the Office of Institutional Research and Planning (OIRP).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As Carleton advances toward its centennial and develops its next strategic plan, the University will continue to prioritize investments that support academic excellence, research growth, student success, operational resilience, and campus sustainability. Given current financial pressures and the need to address the institutional deficit, near-term capital investments will remain focused on critical health and safety requirements, regulatory compliance, deferred maintenance reduction, and essential infrastructure renewal while advancing planning for future transformational projects.

The Capital Plan is strongly aligned with the University's strategic and master planning framework, including the emerging Carleton@100 Strategic Integrated Plan, Campus Master Plan, Transportation and Outdoor Space Master Plans, Digital Strategy, Energy Master Plan, and Strive for Sustainability commitments. Future investments are intended to advance institutional priorities, improve operational effectiveness, strengthen financial resilience, support accessibility and environmental goals, and enhance the overall campus experience for students, faculty, staff, and the broader community.

Through the use of a structured prioritization framework that evaluates projects based on strategic alignment, financial sustainability, risk, funding availability, operating impacts, and campus integration considerations, the University is ensuring that capital investments are focused on initiatives that deliver the greatest long-term institutional benefit. This disciplined approach supports informed decision-making and enables Carleton to balance growth ambitions with responsible stewardship of its existing infrastructure and financial resources.

Alignment with the President's Mandate Letter

The projects underway and under consideration directly support several priority goals outlined in the President's mandate letter:

- 1. Drive domestic and international enrolment growth to levels necessary for a sustainable mission**

To attract and retain students, Carleton's built environment must evolve in step with expectations for modern, high quality academic and campus spaces. Strategic investments in facilities and the infrastructure to support the buildings ensure the University remains competitive and appealing to prospective students from Canada and abroad.

- 2. Sustain and strengthen year over year growth in scholarly productivity, recognition, and rankings**

The physical environment plays a critical role in enabling a superior student and academic experience. Modernized and adaptable spaces provide the necessary foundation for academic programs and research activities to grow, innovate, and achieve greater recognition.

- 3. Boldly address financial challenges through collaboration, efficiencies, and effective internal controls**

Enterprise Resource Planning (ERP) Transformation project: Supports institutional financial sustainability through process modernization, improved operational efficiency, enhanced collaboration, and stronger internal controls enabled by an integrated enterprise platform

FMP continues to pursue cost-effective solutions by evaluating alternative construction materials, innovative project delivery models, and optimized procurement strategies. These approaches support operational efficiency while ensuring that capital investments deliver long-term value.

- 4. Leverage our location, values, and expertise to advance inclusive impact and mutual flourishing in our region and beyond**

Real Estate Strategy: Leverages Carleton's strategic location and land assets to create partnership, innovation, and community development opportunities that extend the University's impact across the region.

Regional Aquatics Centre: Creates a shared community asset that promotes wellness, inclusion, and collaboration while strengthening Carleton's role as a regional partner and community anchor.

6.0 FINANCIAL IMPLICATIONS

There are no direct financial implications with the Capital Plan document, however the oversight for capital projects, as identified in the Capital Plan and the Capital Planning Policy is central to the Board's oversight responsibilities. It ensures that Carleton is investing responsibly and that any unplanned costs associated with projects over \$5 million are monitored at all stages of the project.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Capital Plan and Capital Planning Process are critical components of the Board's fiduciary oversight responsibilities, providing a structured framework to evaluate, prioritize, and govern major capital investments. Through established planning, approval, and reporting processes, the University is able to manage project-related risks, support informed decision-making, and promote accountability throughout the project lifecycle. This disciplined approach helps mitigate risks associated with cost escalation, market volatility, supply chain disruptions, labour and trade availability, schedule delays, and operational impacts while ensuring capital investments remain aligned with institutional priorities and financial capacity

Appropriate contractual agreements are established with consultants, contractors, technology providers, and strategic partners to clearly define project scope, responsibilities, risk allocation, liability, performance expectations, and governance requirements. Projects involving external partnerships or development opportunities also require careful consideration of regulatory approvals, land-use requirements, and long-term operating obligations

Through strong governance, rigorous planning, and ongoing oversight, the Capital Plan supports responsible investment decisions that protect the University's financial interests, reduce institutional risk, and ensure capital projects contribute to the long-term sustainability, resilience, and success of the University.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Maintaining modern, accessible, and well-functioning facilities is essential to supporting Carleton University's reputation as a leading institution for teaching, learning, research, and student success. Investments in new facilities and the renewal of existing assets contribute directly to the University's ability to attract and retain students, faculty, researchers, and staff, while ensuring that campus infrastructure remains aligned with evolving academic, research, and operational needs. Conversely, deferred investment in critical facilities and infrastructure may negatively affect the campus experience, institutional competitiveness, and stakeholder confidence.

Capital investments have a broad and lasting impact on the University community. Whether through the development of new facilities, the renewal of existing assets, upgrades of technology these projects shape the learning, research, work, and community experience for students, faculty, staff, researchers, librarians, alumni, partners, and visitors. As such, capital planning decisions are closely aligned with the University's strategic priorities and long-term vision for campus development.

In accordance with the Capital Planning Policy, a comprehensive governance framework is in place to support transparency, accountability, and informed decision-making throughout the project lifecycle. The Capital Planning and Prioritization Committee, Senior Leadership Team, Campus Planning and Infrastructure Committee, Finance Committee, and Board of Governors provide oversight at key project milestones to ensure alignment with institutional priorities, risk tolerance, and available resources.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

10.0 IMPACT QUESTIONS

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

1. What principles should guide the University's prioritization of major capital investments to ensure the greatest long-term institutional value?
2. What level of investment in project readiness should the University be willing to make to position itself to take advantage of future funding and partnership opportunities?

2026-2027 Capital Plan

Campus Planning and Infrastructure Committee

September 16, 2026

Presented by:

- John Clements, Associate Vice-President (Facilities Management and Planning)

2026-2027 Capital Plan at a Glance

A strategic portfolio supporting academic mission, research, student experience and institutional objectives.

2

Projects underway

8

Projects under consideration

\$47.6M

Approved project budgets

Annual

Board update

The plan consolidates major capital projects valued over \$5 million while maintaining separate governance approvals for each project.

STRATEGIC DRIVERS

- Strategic Integrated Plan
- Campus Master Plan
- Sustainability Plan
- Energy Master Plan
- Transportation/Outdoor Space Master Plan
- Digital Strategy

Towards Carleton@100

From Promise to Inclusive Impact and Prominence

- As Towards Carleton@100 implementation advances, the Capital Plan will prioritize investments that support the University's strategic objectives, alongside asset condition, and deferred maintenance, and digital strategy considerations.



Future Campus Vision

Master planning, real estate, space stewardship and digital strategy shape capital choices.



Master planning

Campus Master Plan, outdoor space and transportation, sustainability goals, academic and digital strategy provide the long-range frame.



Real estate strategy

North Campus Precinct planning will integrate buildings, transportation and open space. Working Group has been established to advance planning for future development of University-owned lands.



Space stewardship

Validated space data will support alignment, sharing, consolidation, sustainability and financial resilience.



Digital strategy

A people-focused roadmap built on user focus, inclusion, collaboration, responsibility and agility.

How Major Capital Projects Advance

The development of major capital projects (\$5 million or more) is overseen by the Board of Governors and evolves through four steps at the Board:

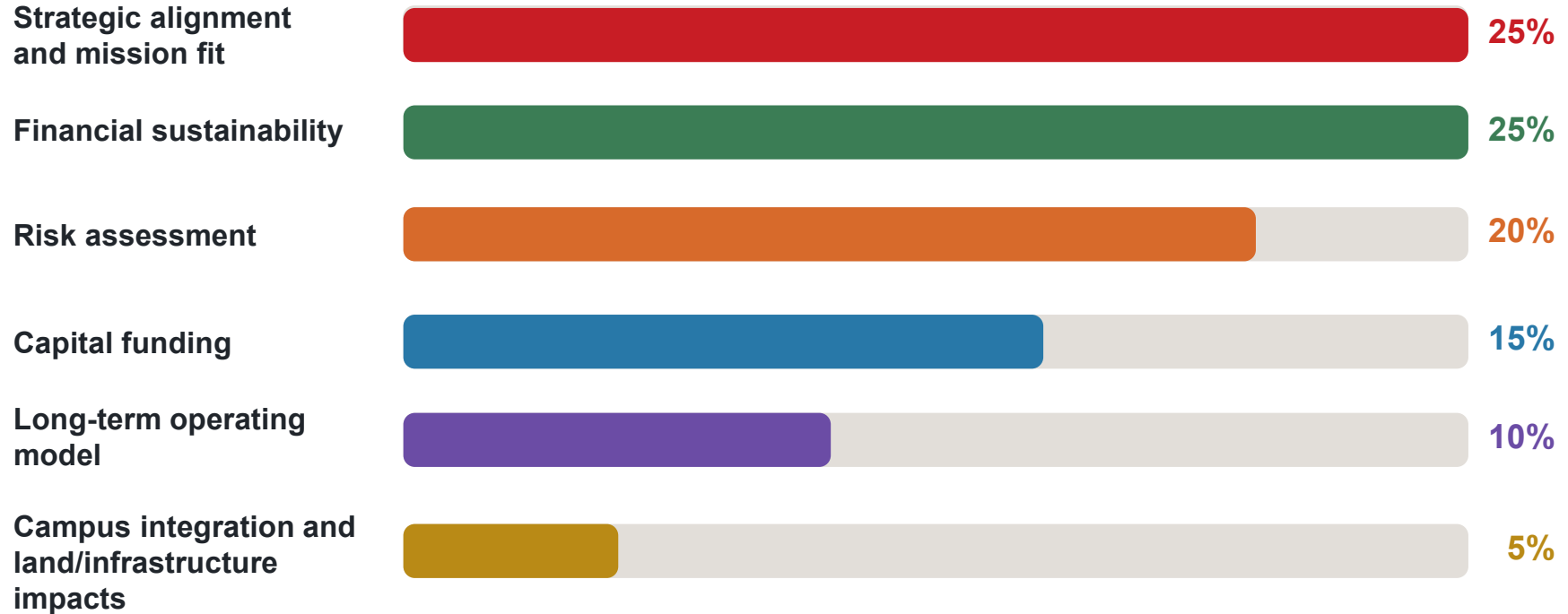
Capital proposal form: focuses on the business case, concept design and preliminary (class D) cost estimates.

Project planning report: focuses on schematic designs and includes more refined (class C) cost estimates

Project implementation report: based on working drawings, a further refined (class B) cost estimate and identified funding sources.

Ongoing updates and project conclusion report: Quarterly status reporting, followed by a project conclusion report that includes lessons learned.

How Projects are Prioritized



Projects Underway



Campus Avenue Watermain Replacement

Construction

Budget \$7M

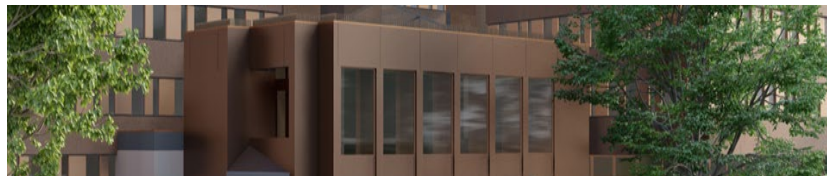
Completion Fall 2026, potential extension into 2027

PROJECT INTENT

Renew critical water and sewer infrastructure to address capacity, deterioration and recurring network failures.

CORE SCOPE

Watermain and sewer renewal, addresses capacity issues
Road, sidewalk and drainage reinstatement
Landscape reinstatement



Loeb Building Envelope

Strategic Pause

Budget \$40.6 M

Completion To be determined

PROJECT INTENT

Improve building health, sustainability, energy performance and long-term maintainability

CORE SCOPE

Envelope, skylight, exit and entrance renewal
Third-floor lobby refurbishment

Approved projects total \$47.6 million, with \$40.0 million from the Debenture Fund and \$7.6 million from other sources.

Projects Under Consideration

- Regional Aquatics Centre and Wellness Hub
- Campus Card Infrastructure Modernization
- Sustainability Research Centre
- Enterprise Resource Planning (ERP) Transformation Project
- Athletics Fitness Centre Expansion (dependent on Aquatic Centre Approval)
- Transportation/Outdoor Space Master Plan Improvements
- Campus Electrical Infrastructure Expansion Program
- New Academic Building (dependent on Loeb Building and Paterson Hall feasibility study)

Capital Portfolio by Investment Theme

	Infrastructure renewal	Watermain Replacement • Loeb Building Envelope • Electrical Infrastructure Expansion
	Student experience + wellness	Aquatics Centre • Fitness Centre • Campus Card Modernization
	Academic + research growth	Sustainability Research Centre • New Academic Building
	Digital transformation	ERP Transformation • Campus Card Modernization
	Campus mobility	Transportation + outdoor space master plan improvements

Capital Outlook and Decisions Ahead



Prioritize the portfolio

Balance strategic growth, renewal and financial capacity.



Advance project readiness

Refine scope, budgets, cash flow, approval and funding approaches.



Coordinate renewal

Align major projects with deferred maintenance and infrastructure capacity.



Position for opportunity

Consider advancing projects to tender-ready work where it supports future grant readiness.



Sustain governance

Maintain transparent approvals, reporting and stakeholder collaboration.

Thank You



Carleton University Capital Plan 2026-2027



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Executive Summary

The Capital Plan identifies and prioritizes major capital projects with an estimated value exceeding \$5 million. It serves as a strategic roadmap to ensure Carleton University's physical infrastructure and technological environments continue to support its academic mission, research activities, and institutional objectives.

The Plan outlines the University's capital planning framework, including the roles and responsibilities of the Board of Governors in the review and approval process. It consolidates information on major capital projects over \$5M currently underway and highlights projects that are under consideration for future implementation.

For each project, the Plan provides key details, including project scope, estimated costs, and anticipated funding sources where available. By bringing this information together in a single document, the Plan offers a comprehensive view of the University's capital investment priorities while recognizing that individual projects remain subject to separate review and approval processes in accordance with established governance requirements.

Our capital planning is guided by a number of strategic plans, including Carleton's Strategic Integrated Plan, the Campus Master Plan, the Outdoor Space Master Plan and the Transportation Plan. These are supported by our commitment to sustainability and the goals outlined in the Strive for Sustainability Plan and our Energy Master Plan.

This plan is updated annually and presented to the Board of Governors. Individual project updates are provided to the Campus Planning and Infrastructure Committee four times a year.



Introduction

Situated on unceded Algonquin territory, Carleton University was founded by the community in 1942 to meet the needs of veterans returning from the Second World War. Over time, the student population outgrew its modest beginnings on First Avenue at what is now Glebe Collegiate, and land was purchased to develop Carleton University on a triangle of land between the Rideau River and the Rideau Canal, a UNESCO World Heritage Site. From its modest beginnings to today, Carleton was and remains an integral part of the Ottawa community.

Carleton University's distinct campus supports approximately 30,000 students, 1,000 faculty members, and 1,250 staff. Beyond its academic community, the campus welcomes thousands of visitors each year for varsity and recreational sporting events, conferences, summer camps, cultural activities, and community programming. These activities position the campus as an important destination and gathering place within the Ottawa region.

In addition to its main campus, the university operates two satellite locations that strengthen its connection to the broader Ottawa community. CU@Kanata, located within the region's leading technology hub, serves as an innovation space and is home to Carleton's Nursing Program, which launched in 2025. The Carleton Dominion-Chalmers Centre provides a vibrant arts, performance, and learning venue in downtown Ottawa, extending the university's academic and community presence beyond the main campus.

Since the 2025 Capital Plan Report, the University has continued to invest in its building portfolio and campus infrastructure through the Capital Renewal Deferred Maintenance (CRDM) and Facilities Renewal Program (FRP). These investments support the renewal of aging assets, reduce deferred maintenance requirements, and improve the long-term sustainability of university facilities.

The University has advanced the Campus Avenue Watermain Replacement Project, a major capital investment focused on renewing critical underground infrastructure and ensuring the continued reliability and capacity of essential campus services.

As part of ongoing capital planning and project prioritization efforts, the Mackenzie Building B Block Level 4 Renovation project has been removed from consideration and is no longer included in the Capital Plan. This change reflects the University's continued review of capital priorities to align investments with institutional needs, available resources, and strategic objectives.

Developing Capital Projects

The Process

The development of major capital projects (\$5 million or more) is overseen by the Board of Governors and evolves through multiple stages as per the [Capital Planning Policy](#). The process starts with the identification of needs, key stakeholders and an executive sponsor. Once the business case is established a project steering committee is established and the project comes to the Board for a series of approvals.

There are three principal approval steps at the Board:

1. **Capital proposal form:** The Capital Proposal Form focuses on developing the business case, cashflow, Net Present Value (NPV), and includes a concept design and a preliminary (Class D) cost estimate as well as sources of funding and a proposed project schedule. The proposal is presented to the President's Advisory Group (PAG) to determine whether it should move forward for consideration by the Board of Governors.
2. **Project Planning report:** The project planning report focuses on schematic designs and includes a more refined cost estimate (class C) and proposed funding sources. Items such as total project costs, secondary effects, site approval, environmental considerations, operating costs, space inventory, space utilization analysis, and space programs are items considered in the report. Board approval provides authorization to move to working drawings.
3. **Project Implementation report:** The project implementation report includes working drawings, a more refined (class B) cost estimate and funding sources. It includes details on schedules and cashflows. Board approval provides authorization to begin the tender process and start construction.

Once the project is underway, regular project status reports are provided. The Board's Campus Planning and Infrastructure Committee and Finance Committee are updated at every meeting regarding the status of all ongoing capital projects. A Project Conclusion Report is filed at the end of every major capital project and includes lessons learned of the project.

Partnerships

Due to our location, Carleton's planning process often requires and benefits from consultation and collaboration with a number of key external stakeholders including, but not limited to:

- City of Ottawa and OC Transpo
- Hydro Ottawa
- National Capital Commission (NCC)
- Rideau Valley Conservation Authority (RVCA)

The Planning Context

Towards Carleton@100

Towards Carleton@100: From Promise to Inclusive Impact and Prominence will provide the strategic framework for future capital planning decisions. As implementation advances, the Capital Plan will prioritize investments that support the university's strategic objectives, alongside asset condition and deferred maintenance considerations. The visioning process will continue through 2026, with phased implementation commencing in 2027.

Enrolment

For much of the past decade, Ontario universities have operated within a context of constrained domestic tuition and capped domestic enrolment funding. International enrolment became an increasingly critical source of revenue growth across the sector, supporting academic quality, research intensity, and student experience. Recent volatility has exposed the risks of this model. Changes in international student demand are shaped by global mobility trends, immigration and citizenship policy, and geopolitical conditions beyond institutional control, and their financial effects extend well beyond a single intake cycle. As a result, enrolment recovery, even when it begins, will be gradual rather than immediate, with impacts cascading through tuition revenue, program viability, staffing patterns, and student services over multiple years.

New Program-Bachelor of Entrepreneurship

Senate approved a new Bachelor of Entrepreneurship program, to commence in Fall of 2027. This three-year, 15-credit program within the Sprott School of Business is designed specifically to address the needs and knowledge gaps of entrepreneurial learning when it comes to the demands of small- and medium-sized enterprises.

Aging Infrastructure

Similar to many Canadian universities, Carleton has an aging building portfolio with an average age of more than 50 years. Sustained investment in renewal and modernization is required to maintain building performance and manage infrastructure risk. Capital Renewal Deferred Maintenance (CRDM) and Facilities Renewal Program (FRP) funding are strategically allocated to address priority renewal needs, reduce deferred maintenance, and support the evolving requirements of the campus community.

The Capital Renewal Deferred Maintenance Investment is currently in year 12 of a 13-year commitment to CRDM funding. At the April 2024 Board of Governors meeting, the Board approved an additional three-year commitment to the original ten-year commitment. CRDM addresses many needs, including improved electrical and plumbing systems, ventilation, building envelopes, interior finishes, site infrastructure

(sewer/storm/watermain) and preventative maintenance. By addressing base building and site infrastructure issues first, the university will decrease the risks and costs associated with unexpected failures and unplanned disruptions on campus and will ensure that base building systems can adequately handle future renovations and research requirements.

Significant infrastructure investments in the following systems will be required in the next five years under CRDM:

- Sewer/Storm/Watermain
- Tunnel Infrastructure
- Electrical Infrastructure

Capital projects cannot be evaluated in isolation and must be coordinated with deferred maintenance requirements to balance growth, renewal, and stewardship of the University's aging infrastructure portfolio.

Transportation and Outdoor Space Master Plan Update

The update of the Transportation Plan and Outdoor Space Master Plan (OSMP) has been paused temporarily to allow for alignment with the University's new Strategic Integrated Plan. Recognizing the strong interrelationship between transportation, mobility, open spaces, and campus development, the University will consolidate the two plans into a single, comprehensive planning document.

The integrated plan will provide a coordinated framework to guide decisions related to campus transportation networks, accessibility, sustainability, landscape development, and the use of outdoor spaces. By combining these planning initiatives, the University will strengthen alignment between campus operations, infrastructure investments, and long-term strategic objectives.

Information Technology Planning

In higher education, IT investment planning requires balancing innovation with the reduction of technical debt – outdated systems and deferred upgrades that constrain agility and increase risk. Institutions must align digital priorities with academic and organizational goals while ensuring equity, accessibility, interoperability, and security. Through transparent governance and multi-year digital roadmaps, universities can systematically prioritize initiatives, modernize legacy systems, and create sustainable, future-ready environments that support teaching, research, and student success in a rapidly evolving digital landscape.

Future Vision

Master Planning Documents

The vision for Carleton's campus is outlined in the [Campus Master Plan](#) (CMP), a five-year plan that presents a potential vision for the future. It takes into consideration how the campus' special attributes can be enhanced over time. The plan's "big moves" recommend enhancements to our green space, moving toward more pedestrian-friendly streets, pathways and gateways, as well as how to highlight natural features. A stormwater management approach is explored, and potential development sites are also identified for consideration.

The CMP is supported by the Outdoor Space Master Plan and the Transportation Plan, which operationalize elements of the CMP. Many other key planning documents also inform our Capital Plan including the Strategic Integrated Plan, the Carleton Academic Plan and several other campus-wide and sector-specific plans.

Real Estate Strategy

In alignment with Carleton University's Campus Master Plan (CMP), the University has established a working group to advance planning for the future development of University-owned lands. As identified in the CMP, the North Campus Precinct presents a significant opportunity to support the University's long-term growth through a mix of academic, research, residential, partnership, and revenue-generating developments. Future development will be guided by a comprehensive planning approach that integrates building locations, transportation infrastructure, and open spaces to create a vibrant, sustainable, and connected campus environment. This work will support Carleton's academic mission while positioning the University to meet evolving institutional and community needs.

Space Management and Stewardship

The university's physical space is one of its most valuable strategic assets. Effective stewardship of this resource is essential to supporting the institution's academic mission, research activities, and the student experience. As enrolment patterns, teaching and learning approaches, and research requirements continue to evolve, a deliberate and disciplined approach to space management ensures that facilities are both responsive to current needs and adaptable for future demands.

A data clean-up led by FMP was initiated in Spring 2026. Each Resource Planning Committee (RPC) unit provided detailed space data in regard to the current space within their existing portfolio. FMP is currently working with the units to validate the information so that it can be used to:

- Align space with academic and research priorities in a transparent and evidence-based manner.
- Enhance interdisciplinary collaboration through the provision of flexible, shared environments.
- Improve operational efficiency by consolidating fragmented or underused areas.
- Advance sustainability commitments by reducing the environmental impact of unnecessary expansion.
- Explore space realignment initiatives that co-locates departments with complementary mandates. This will strengthen interdisciplinary collaboration, improve the student and faculty experience, and ensure facilities are aligned with institutional priorities.
- Strengthen the University's financial resilience by maximizing the return on investment in existing assets.

Going forward, capital planning will be guided by comprehensive space management reviews and strategies. This approach will ensure that the University is optimizing its current space and supporting institutional priorities in a sustainable and cost-effective manner

Digital Strategy

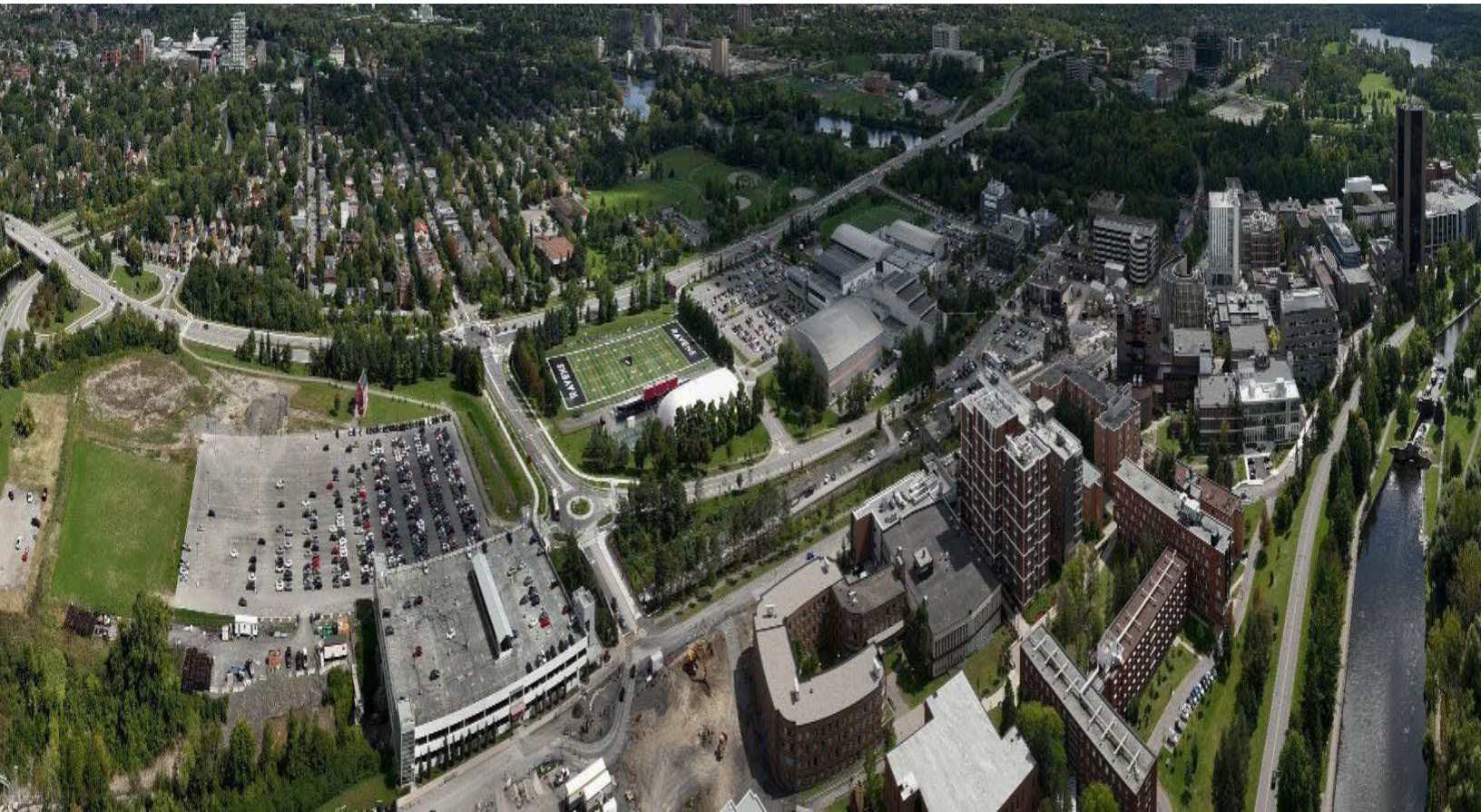
Carleton University's Digital Strategy and Roadmap sets a people-focused path for digital transformation aligned with the Strategic Integrated Plan. Built on five guiding principles—user-focused, inclusive, collaborative, responsible, and agile—it identifies strategic priorities across research, student experience, teaching and learning, and organizational excellence. The roadmap establishes strong governance, annual planning, and balanced initiatives to foster innovation, inclusivity, and sustainability. This strategy positions Carleton as a leader in digital advancement, strengthening its mission and community impact

Governance of the Capital Plan

The Office of the Vice-President (People, Finance and Operations), the Associate Vice-President (Information Technology Services) & Chief Information Officer and the Associate Vice-President (Facilities Management and Planning) are accountable for reviewing and updating this plan and the priorities identified within it.

An update on the Capital Plan is presented annually to the Board of Governors, in addition to the updates on capital projects provided to the Campus Planning and Infrastructure Committee four times a year.

Projects Underway



The project's main purpose is to address infrastructure deterioration, existing water and sewer capacity limitations, and to resolve recurring failures within the watermain network on Campus Avenue from Rideau House to Richcraft Hall.

- Improvements and/or replacements to watermain and sewer infrastructure to achieve required level of service from Rideau House to Richcraft Hall
- Basic road and sidewalk reinstatement with improved drainage
- Reinstated landscape

Budget
\$7 million

Planned for Fall 2026, potential for extended work into 2027



Loeb Building Envelope Remediation and Replacement

Project Intent

The goal of the project is to improve the overall “health” of the building while increasing our commitment to sustainability, reducing our carbon footprint, realizing direct cost savings in offsetting energy consumption and minimizing the required maintenance over a 25-year span.

Project Scope

The project is for the replacement and remediation of the exterior walls and the replacement of the roof skylights, and all exits and entrances of the Loeb Building. The refurbishment of the third-floor lobby was added to the scope of work and will create a focal point and gathering space for students, staff and faculty. This is being funded by the Faculty of Public and Global Affairs.

Current Status

The project is on a strategic pause while FMP oversees a comprehensive feasibility study to determine the optimal long-term strategy for the Loeb Building and Paterson Hall.

The feasibility study will:

- Validate the true condition, risks, and remaining useful life of both assets;
- Assess the technical, financial, operational, and academic implications of each option;
- Evaluate capital and long-term operating costs, including lifecycle and energy performance;
- Assess impacts on critical campus infrastructure currently embedded in Loeb;
- Identify key risks, dependencies, and mitigation strategies; and
- Confirm alignment with the Campus Master Plan, sustainability objectives, and institutional priorities.

The feasibility work will culminate in a clear recommendation, supported by comparative analysis, cost modelling, and risk assessment, with outputs suitable for Executive and Board-level decision-making whether the university should:

- Continue with minimal, life-safety-driven interventions;
- Proceed with major renewal of one or both buildings; or
- Decommission both facilities and pursue a new consolidated academic building

Budget

\$40.6 million

Estimated Completion Date

TBD



Projects Under Consideration



Regional Aquatics Centre and Wellness Hub

Project Intent

Expansion of fitness, wellness and aquatics, plus academic space that will enhance the student experience, culture and pursuit of well-being on campus.

The building offers a new progressive service model which brings together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue, as well as connecting the University to the broader Ottawa community. It will be a learning facility that reflects diverse needs, interests and identities with the campus community.

Project Scope

Phase 1: Expanded fitness centre and new aquatic centre (two pools), including the option for a diving tower.

Phase 2: Wellness Hub, including research, academic space, and leased space. The Wellness Hub building would include an agora and large open spaces with lots of windows and natural light.

Current Status

A draft Memorandum of Understanding is planned between Carleton and the City of Ottawa to advance the development of Phase 1—expanded fitness centre and new aquatic centre.

Estimated Project Costs

Carleton Investment: \$85 million in joint venture.

Estimated Completion Date

To be determined



Campus Card Infrastructure Modernization

Project Intent

The Campus Card Infrastructure Modernization represents a significant institutional priority and a foundational investment in the university's student experience, security, and operational efficiency. The current ecosystem supports a broad range of services across campus, including building access, meal plans, retail transactions, residence operations, recreation facilities, and integrations with numerous enterprise systems.

The initiative involves multiple stakeholders, including Ancillary Services, Housing, Athletics, Facilities Management and Planning, Campus Safety Services, Finance, and Information Technology Services, making governance and coordination critical to success.

Project Scope

Replacement of core campus card software platform and distributed access points, readers and related hardware across the university.

Estimated Project Costs

Projected capital investment requirement approximately \$8 to \$12 million

Estimated Completion Date

To be determined



Sustainability Research Centre (SRC)

Project Intent

Generate new income streams, resolve the Faculty of Engineering and Design's space needs, and attract new talents, donors and partnerships.

Project Scope

The Sustainability Research Centre is a 215,000 square foot, six-storey building. Five signature showcase spaces on the main level will highlight program activity, and contain:

- Research labs;
- Gathering and collaboration spaces;
- Offices;
- Meeting rooms;
- Computer labs; and
- Grad carrels.

Sustainable Design Strategies were utilized to limit embodied carbon and reduce energy consumption.

Current Status

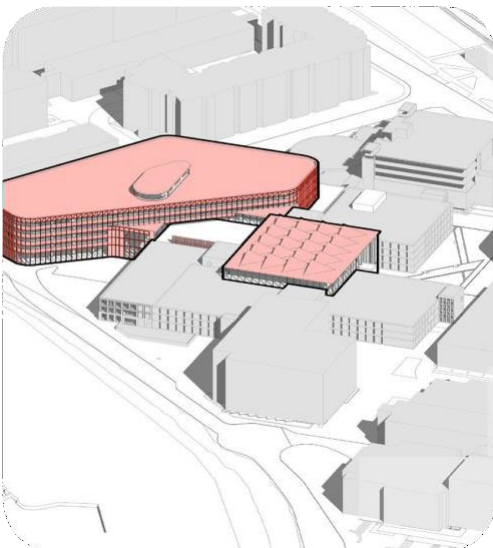
The schematic design report has been received, and the project is currently on hold.

Estimated Project Costs

Projected capital investment requirement approximately \$275 million

Estimated Completion Date

To be determined



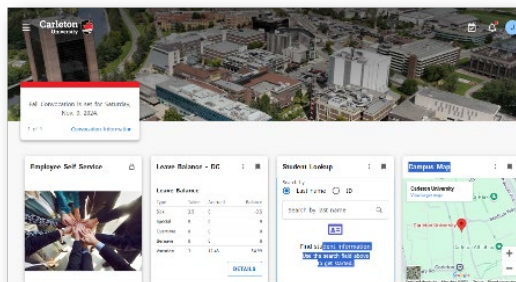
The Enterprise Resource Planning (ERP) Transformation Project is a foundational institutional modernization initiative that will renew the core administrative systems supporting Student Services, Human Resources, Finance, Advancement, Research, and related business processes. Carleton's current ERP environment is a 21-year-old, on-premises commercial platform that has been extensively customized and now operates within a complex ecosystem of more than 30 purchased systems and over 100 internally developed applications. This level of complexity creates operational risk, limits agility, increases technical debt, and makes future service improvement more difficult. Consistent with Carleton's Digital Strategy and Roadmap, the ERP transformation should be approached as a University-wide business transformation rather than a stand-alone technology replacement, with emphasis on process modernization, data governance, integration, reporting, cybersecurity, user experience, and institutional readiness.

Scope will be determined by the university's strategic direction. Key modules may include Finance, Human Resources, Student-related processes, Advancement, and Research. Planning work will include business capability and process mapping, data readiness assessment, integration inventory, governance design, affordability analysis, and evaluation of solution options before a preferred path is advanced for approval.

The initiative is being approached in three phases

- Sustain (2026/27)
- Decide (2027/28)
- Implement (2028 and beyond)

The estimated project cost remains highly dependent on the selected approach, scope, implementation model, and sequencing, with the current capital planning range identified as \$30 million to \$150 million.

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Athletics Fitness Centre Expansion

Project Intent

The purpose of this project is to expand and modernize the existing Fitness Centre in order to address current capacity constraints, support the health and well-being of students, faculty, and staff, and enhance the university's ability to attract and retain top talent. Demand for recreation and wellness facilities has consistently exceeded available space, resulting in overcrowding, limited programming, and reduced accessibility during peak hours.

This project will be given further consideration if the Regional Aquatics and Wellness Hub project does not proceed or excludes the Fitness Centre expansion from its scope.

Project Scope

- 32,000 square-foot building;
- New cardio, weight, and fitness equipment;
- New multipurpose rooms (for fitness, spinning, and yoga);
- Women-only area and inclusion of all CUFIT classes; and
- Student gathering space to socialize and study.

Current Status

In November 2024 a student referendum was held and students were in support of the fee increase to support the fitness centre expansion.

*This project is dependent on the outcome of the Regional Aquatics Centre.

Estimated Project Costs

Projected capital investment requirement approximately \$47 million

Estimated Completion Date

To be determined



Transportation/Outdoor Space Master Plan Improvements

Project Intent

The intent of this project is to enhance campus mobility, accessibility, safety, and connectivity by improving the integration of public transit, active transportation, and pedestrian infrastructure within the campus core. The project will support a more seamless and accessible transportation network through the relocation of bus services to a new transit hub adjacent to Parking Lot P4, the construction of a direct tunnel connection between the Light Rail Transit (LRT) station and the Minto Centre for Advanced Studies in Engineering (C.A.S.E.), the installation of a controlled pedestrian crossing on University Drive, and upgrades to sidewalks, cycling infrastructure, and pedestrian pathways along Campus Avenue.

Project Scope

- Relocate bus service to new station near P4 parking lot;
- Addition of tunnel connection from Light Rail Transit (LRT) station to Minto C.A.S.E.;
- Addition of a crossing signal on University Drive; and
- Sidewalk, cycling lane and pedestrian improvements on Campus Avenue.

Current Status

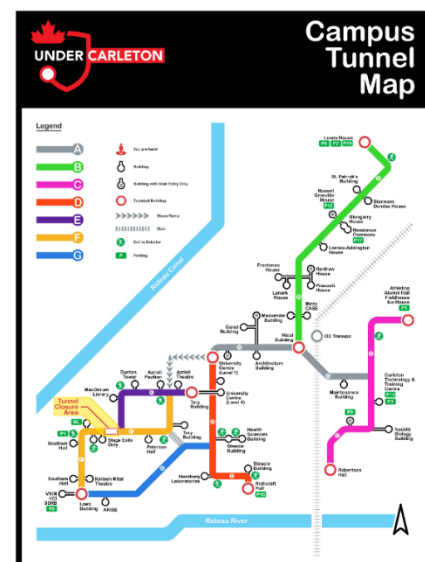
Preliminary drawings have been completed per the Outdoor Master Space Plan and Transportation Strategy.

Estimated Project Costs

Projected capital investment requirement approximately \$22 to \$25 million.

Estimated Completion Date

To be determined



Campus Electrical Infrastructure Expansion Program

Project Intent

To assess, modernize, and expand the University's electrical distribution infrastructure to support future campus growth, improve system resiliency, and reduce reliance on the Bronson Substation. The project will establish a long-term electrical servicing strategy that provides sufficient capacity for future academic, research, residential, operational, and commercial developments, while enabling emerging high-demand uses such as data centres, advanced research facilities, and electrification initiatives.

Project Scope

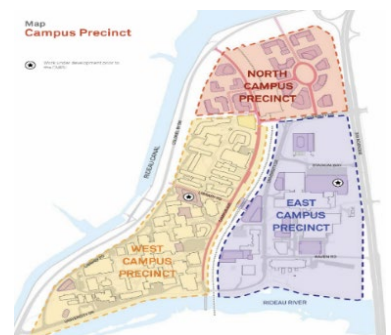
- Comprehensive assessment of the existing campus electrical distribution network and loop capacity.
- Development of a long-term electrical master plan to support future campus expansion.
- Upgrades to the existing campus electrical loop and associated distribution infrastructure as required.
- Expansion of electrical capacity to accommodate future academic buildings, residences, research facilities, and strategic development opportunities.
- Evaluation and implementation of measures to improve system redundancy and resilience.
- Assessment of requirements to support future high-load users, including potential data centre developments and advanced research infrastructure.
- Replacement and modernization of aging electrical infrastructure where required.
- Integration of future electrification, sustainability, and decarbonization objectives into campus power planning.

Current Status

Preliminary planning and system capacity assessments are underway. Initial work is focused on understanding current network limitations, future demand requirements, servicing options, infrastructure investment needs, and long-term growth scenarios. The project will inform future capital planning and support development of a phased implementation strategy.

Estimated Project Costs

Projected capital investment requirement approximately \$20 million



New Academic Building

Project Intent:

Replace two aging academic buildings with significant deferred maintenance liabilities through the construction of a new consolidated academic facility that supports modern teaching and learning practices, meets AODA accessibility requirements, advances Carleton's sustainability objectives, and provides a more efficient, adaptable, and resilient academic environment.

Project Scope:

Construction of a new fit-for-purpose, high-density, mixed-use academic hub of approximately 150,000 usable square feet, with infrastructure required to support the new building.

Current Status

A feasibility study is underway to assess the condition, functionality, and long-term viability of existing buildings and dependent of the outcome, support the development of a business case for investment in a new academic building.

Estimated Project Costs

Projected capital investment requirement approximately \$185 to \$200 million

Estimated Completion Date

To be determined



Prioritization

Decision Criteria for Major Capital Projects

Major capital projects are prioritized using a balanced set of decision criteria that ensure investments support the University's long-term strategic objectives while addressing critical infrastructure needs. Projects are evaluated based on their strategic alignment, financial sustainability, capital funding, long term operating model, risk assessment, and campus integration/land and infrastructure impacts. This structured approach enables the University to direct limited capital resources toward projects that deliver the greatest institutional value, mitigate risk, and support the long-term sustainability of the campus.

CRITERIA	Description	Score (0 to 10)	Weight	Weighted Score
Strategic Alignment & Mission Fit	- Alignment with From Promise to Inclusive Impact and Prominence, Together, academic mission and student experience priorities - Alignment with other relevant University plans - EDI Action Plan, Kinàmàgawin, Coordinated Accessibility Strategy, Student Mental Health Framework, Academic Plan (https://carleton.ca/academic-plan) - Demonstrated benefit to students (access, affordability, programming) - Community access model and how it supports institutional objectives - Equity, inclusion, and accessibility considerations (universal design, pricing, hours)		High 25%	
Financial Sustainability	- Net impact on the University's 10-year financial outlook, specifically reserves and cash balances and forecasted annual operating results (revenues, costs, lifecycle, utilities, staffing) 10-year impact on MCURES Financial Accountability Framework ratios/metrics - Return on Investment - Net Present Value - Further business development opportunities		High 25%	
Capital Funding	- Credible and achievable capital funding plan (reserves, debt, internal loan, grants, naming rights, fundraising) - Ability to attract external funding		Moderate 15%	
Long Term Operating Model	Clarity and confidence in the effectiveness of the operating model (ownership, governance, staffing, hours, programming) and evidence that the operating model is sustainable over the full lifecycle of the asset		Low 10%	
Risk Assessment	- Utilizing the ERM Framework, <u>assess</u> the following risks impact and likelihood to determine a risk score - Strategic, Legal, Operational, Technological, Financial, Reputational		Moderate 20%	
Campus Integration & Land/Infrastructure Impacts	- Compatibility with Campus Master Plan, Transportation Strategy, Outdoor Space Master Plan - Implications and trade-offs for other capital priorities and deferred maintenance pressures - Realistic project schedule and procurement approach - Capacity to deliver alongside other major institutional capital priorities		Low 5%	
TOTAL			100%	

Rationale: Weights are calibrated to rank projects by overall institutional return, balancing mission impact and financial outcomes. Strategic Alignment and Financial Sustainability receive the greatest emphasis (50% combined) to prioritize projects that advance core plans while improving the University's long-term financial position. Risk Assessment is weighted at 20% to account for downside exposure and delivery uncertainty that can erode expected returns. Capital Funding (15%) and the Long Term Operating Model (10%) reflect the importance of a credible financing approach and sustained operational viability. Campus Integration & Land/Infrastructure Impacts (5%) is included to recognize master-planning and capacity constraints without allowing these factors to override higher-value strategic and financial considerations.

Major Capital Budget

Major Capital Budget - Projects Underway

Below represents the capital projects that have been approved with budgets allocated for expenditure as per the capital planning policy process.

PROJECT	BUDGET	FUNDING SOURCE BREAKDOWN	
			Other Funding Sources
Projects Underway	Estimated Budget	Debenture Fund	
Campus Avenue Watermain Replacement	7,000,000	0	7,000,000
Loeb Building Envelope Remediation and Replacement	40,600,000	40,000,000	600,000
Subtotal Projects Underway	47,600,000	40,000,000	7,600,000

Conclusion

The 2026 Capital Plan reflects the University's commitment to maintaining safe, functional, and reliable facilities while operating within a challenging financial environment. Given the financial environment for the higher education sector, current fiscal constraints and the need to address the institutional deficit, capital investments have been focused for the next year on critical health and safety requirements, regulatory compliance, essential infrastructure renewal, and projects necessary to support core academic and operational activities.

Next steps will focus on prioritizing and advancing key projects under consideration that align with Carleton@100 vision, refining budgets, and securing the necessary funding approvals. Ongoing collaboration with stakeholders will be essential to ensure successful implementation, maximize value, and achieve the strategic outcomes envisioned in this plan.

Bibliography

Key University Documents

Campus Master Plan

Energy Master Plan

Outdoor Space Master Plan

Strategic Integrated Plan (SIP)

Strive for Sustainability

Transportation Plan

Acknowledgements

This document was prepared by the Office of the Vice-President (Finance and Administration) with contributions from the following individuals:

Duane McNair	Vice-President (People, Finance and Operations)
John Clements	Associate Vice-President (Facilities Management and Planning)
Valerie Turner	Associate Vice-President ITS and Chief Information Officer
Peter Leland	Associate Vice-President, Department of Risk Management
Angela Marcotte	Associate Vice-President (Financial Services)
Andrea Dupuis	Director, Planning, Design and Construction
Leanne Wilson	Assistant Director (Facilities Management and Planning)
Christopher Cline	Assistant Director, Strategic Initiatives and Communications
Nathasha Macdonald	Associate Vice-President (Institutional Research and Planning)

Appendix 1

Major Capital Five-Year Cash Flow



To:	Board of Governors	Date of Report: 1 September 2026
From:	Chair, Finance Committee	Date of Meeting: 8 October 2026
Subject:	Investment Report on the Endowment	
Responsible Portfolio:	Vice-President (People, Finance and Operations)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

The report is for information only.

3.0 EXECUTIVE SUMMARY

This investment report assists the Finance Committee of the Board in its oversight of the University's Endowment. The report focuses on the investment returns of the Endowment and provides information about the asset mix and external investment managers. This report focuses on the performance of the Endowment for periods ending June 30, 2026.

The primary objective of the Endowment is to achieve returns that will allow annual distributions of 5% on a moving four-year average of the market value of the Endowment (4% for scholarships, bursaries, other initiatives and 1% administrative levy), while preserving the real value in perpetuity. Results for this period significantly exceeded this objective. The four-year annualized return for the period was 14.4%, well above the 5% distribution target plus inflation.

Carleton University General Endowment

Performance for period ending June 30, 2026:

	YTD	1 Yr	2 Yr	4 Yr	10 Yr
Total Return (Gross) ¹	9.8%	20.3%	17.4%	14.4%	9.6%
Benchmark Portfolio ²	9.5%	20.6%	18.0%	15.6%	10.2%
Value-Add ³	+0.3%	-0.3%	-0.6%	-0.8%	-0.6%

¹Returns are presented using the Time-Weighted Rate of Return (TWR) methodology from the Trustee (custodian bank).

²Benchmark Portfolio is 17.5% TSX Index, 47.5% MSCI ACWI, 15% FTSE CAD Bond Universe Index, 15% CPI+4%, and 5% MSCI World (3-months in arrears).

³The value-add target in the SIP&P is 0.8% over the Benchmark Portfolio gross of fees.

The General Endowment's returns have significantly improved over recent years. This was due to an internal asset mix review led by Pension Fund Management (PFM) that restructured the asset mix to drive returns under a more endowment-focused risk approach. i.e. increased equities, reduced fixed income, more private equity. Carleton's returns are above the Canadian Association of University Business Officers (CAUBO) peer median across all periods. (N=71 Canadian university endowment peers, as of December 31, 2025). Stronger investment returns through well supported investment professionals lead to more support for scholarships, bursaries, other initiatives, and fundraising efforts via a higher endowment distribution.

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider for the Endowment.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Total Endowment is \$513 million and is comprised of four subsidiary funds: the General Endowment (\$474 million) and three smaller, single-manager funds: the Sprott Bursary, the Jarislowsky Chair in Water and Global Health, and the RBC Fossil Fuel Free (FFF) Global Equity Fund. The Sprott Student Investment Fund, run by students in the Sprott School of Business, also manages a small portfolio.

Most donations to the university are invested in the General Endowment. The General Endowment is invested in the following target asset mix as approved in the updated Statement of Investment Policies and Procedures (SIP&P):

Asset Class	Actual	Minimum	Benchmark	Maximum
Cash and Short-Term	0.0%	0%	0%	5%
Fixed Income	14.6%	10%	15%	25%
Canadian Equities	20.4%	5%	17.5%	25%
Global Equities	50.3%	35%	47.5%	55%
Total Equities	70.7%	55%	65%	75%
Real Assets	13.9%	5%	15%	20%
Private Equity	0.8%	0%	5%	10%

Investment Activities – Fiscal Year

- Approved a **≈\$100M** allocation to CC&L Q Global Equity, a quantitative public equity strategy within the Global Equities allocation.
- Approved a **≈\$90M** allocation to State Street All Country World Index (ACWI), a passive public equity strategy within the Global Equities allocation.
- Approved a **\$14M USD** commitment to Partners Group Direct Infrastructure Fund IV within the 15% Real Assets/Infrastructure allocation, which was below its benchmark target at 13%.

Future Investment Activity

- Manager selection activity in the coming fiscal year is expected to focus primarily on Private Equity, where the Fund's current allocation of approximately 1% remains below the long-term target allocation of 10%.

Spending Policy

The Total Endowment's Spending Policy is a 5% distribution on a rolling four-year market value of the Total Endowment. 4% is for scholarships, bursaries, and other initiatives. A 1% administration levy is paid to the Operating Fund with most of it indirectly supporting Advancement operating costs.

Millions (\$)	21/22	22/23	24/25	25/26
Scholarships/Bursaries/Other	\$14.40	\$15.02	\$15.68	\$16.67
Admin Levy	\$3.60	\$3.76	\$3.92	\$4.17
Total	\$18.00	\$18.78	\$19.60	\$20.84
Growth Rate		4.3%	4.3%	6.3%

6.0 FINANCIAL IMPLICATIONS

The performance of the Endowment has a direct impact on the University's operating budget, most significantly in generating funds for student financial assistance. Annual distributions are made from the Endowment at a rate of 5% on a four-year moving average of the market value (4% for scholarships and bursaries; 1%

administrative levy to support mainly Advancement operating costs, and a small amount for Finance and Pension Fund Management). A key objective of the Endowment's investment policy is to meet this expenditure rate and to preserve the real value of the Endowment's capital in perpetuity.

The Total Endowment's net asset value grew to \$513M as of June 30, 2026, up from \$434M one year prior, driven by top percentile Canadian endowment performance. This growth supports increasing distributions over time, enhancing the university's ability to fund scholarships, bursaries, and other initiatives.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Major risks posed by the Endowment relate to the failure to generate sufficient returns to meet required financial commitments, the risk of not being managed in accordance with the SIP&P and Responsible Investing (RI) policy, and the reputational risk if either of the first two risks is not appropriately managed.

The Investment Committee manages the Endowment in accordance with the SIP&P and RI policy. The updated SIP&P was approved by the Board of Governors in 2026. The Investment Committee's Terms of Reference outline the governance processes followed by the Investment Committee.

Financial risk is mitigated by diversifying the portfolio across asset classes and requiring certain quality and percentage constraints on individual securities. The use of a four-year average for calculating distributions smooths peaks and troughs of investment returns, thereby stabilizing annual distributions from the Endowment.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are some reputational implications that may require a communications strategy as they relate to Endowment investments, including responsible investing and divestment considerations. The Investment Committee reviews this regularly in line with its fiduciary duty.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

10.0 IMPACT QUESTIONS

Leadership is requesting that Governors consider the following key question(s) in advance of the meeting:

1. Are there emerging economic, demographic, geopolitical or market trends that Governors believe should inform our long-term investment strategy?
2. Are there lessons from experience with other institutional investors, pension funds, foundations or corporate investment portfolios that could strengthen our approach?

Investment Report for the Endowment

Finance Committee Meeting
September 16, 2026

Presented by:

- Andrew Urquhart, Executive Director, Pension Fund Management

Governance of the Endowment

- The Endowment is overseen by an Investment Committee made up of the following participants:
 - Vice-President (People, Finance and Operations) – Chair, ex officio
 - Associate Vice-President (Financial Services) – ex officio
 - Executive Director (Pension Fund Management) – ex officio
 - A Governor appointed by the Board of Governors
 - A Dean appointed by the Finance Committee on the President's recommendation
 - Two or more external members
- The Investment Committee reports to the Finance Committee semi-annually.
- The Terms of Reference guide the Investment Committee's roles and responsibilities, the Statement of Investment Policies and Procedures (SIP&P) codifies the investment guidelines, and the Responsible Investment policy guides Environmental, Social and Governance (ESG) initiatives.

Navigating Through Uncertainty



CAUBO Investment Survey Results

Carleton University General and Total Endowment gross returns versus university peer gross return quartile rankings – As of Dec 31, 2025

Carleton's returns are above the CAUBO peer median across all periods shown.

CAUBO peer interquartile range

Peer median

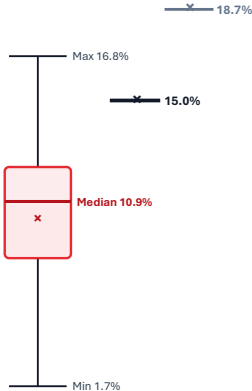
Red X = Peer mean

General Endowment

Total Endowment

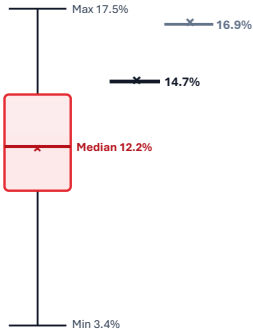
N = 71

1-Yr Return



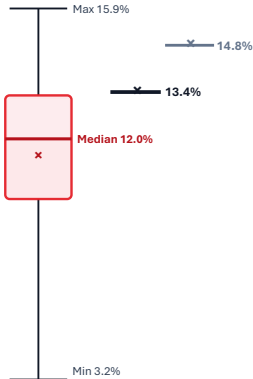
General +410 bps vs median
Total +780 bps vs median

2-Year Return



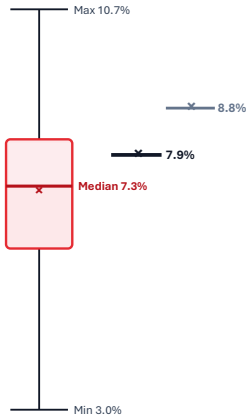
General +250 bps vs median
Total +470 bps vs median

3-Year Return



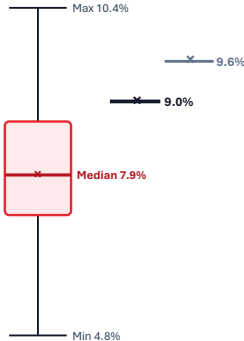
General +140 bps vs median
Total +280 bps vs median

4-Year Return



General +60 bps vs median
Total +150 bps vs median

10-Year Return



General +110 bps vs median
Total +170 bps vs median

General Endowment Performance

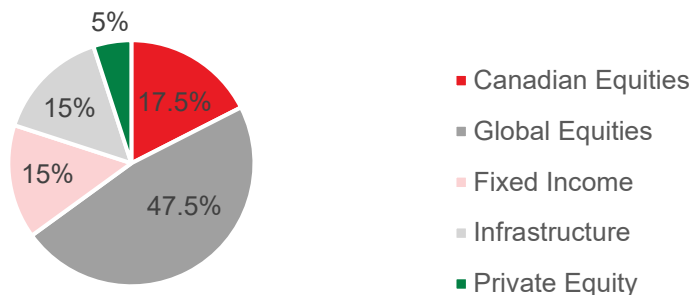
As of June 30, 2026	YTD	1 Yr	2 Yr	4 Yr	10 Yr
Total Return (Gross) ¹	9.8%	20.3%	17.4%	14.4%	9.6%
Benchmark Portfolio ²	9.5%	20.6%	18.0%	15.6%	10.2%
Value-Add ³	0.3%	-0.3%	-0.6%	-0.8%	-0.6%

¹Returns are presented using the Time-Weight Rate of Return (TWR) methodology from the Trustee (custodian bank).

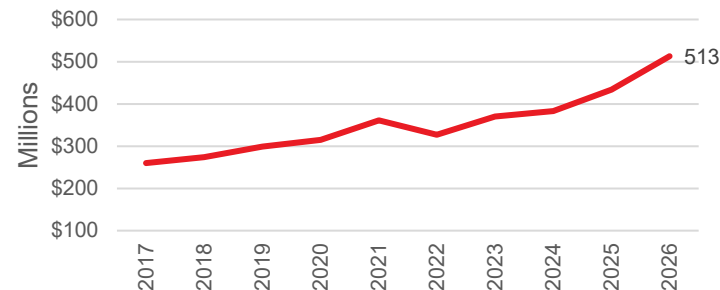
²Benchmark Portfolio is 17.5% TSX index, 47.5% MSCI ACWI, 15% FSTE CAD Bond Universe Index, 15% CPI+4%, and 5% MSCI World (3-months in arrears).

³The value add target in the SIP&P is 0.8% over the Benchmark Portfolio gross of fees.

SIP&P Target Asset Mix – General Endowment



Total Endowment Net Asset Value



Endowment Investment Activity

Global Equities

- Following an extended monitoring period, the Investment Committee terminated the MFS Global Equities mandate within the Fund's 47.5% Global Equities allocation.
- The strategy experienced a prolonged period of underperformance relative to expectations, driven largely by industry allocation decisions.
- To reduce transition risk and maintain market exposure, the mandate was reallocated in two phases:
 - April 2025: Approximately 60% transferred to [CC&L Q Global Equity](#)
 - June 2026: Approximately 40% transferred to [State Street MSCI ACWI](#)
 - Both replacement mandates were subject to independent investment and operational due diligence reviews.

Infrastructure

- The Investment Committee approved a \$14M USD commitment to [Partners Group Direct Infrastructure Fund IV](#) within the 15% Real Assets allocation that was below target at 13.0%.
- The mandate was subject to independent investment and operational due diligence reviews.

Looking Ahead

- Manager selection activity in the coming fiscal year is expected to focus primarily on Private Equity, where the Fund's current allocation of approximately 1% remains below the long-term target allocation of 10%.

Spending Policy

- 5% distribution on the rolling four-year market value of the Endowment
 - 4% for scholarships, bursaries, and other initiatives
 - 1% administration levy into Operating Fund to indirectly support Advancements operating costs
- The strong performance of the Carleton University Endowment supported scholarly prominence, student experience, and Advancement fundraising efforts through the following distribution:

Millions (\$)	21/22	22/23	24/25	25/26
Scholarships/Bursaries/Other	\$14.40	\$15.02	\$15.68	\$16.67
Admin Levy	\$3.60	\$3.76	\$3.92	\$4.17
Total	\$18.00	\$18.78	\$19.60	\$20.84
Growth Rate		4.3%	4.3%	6.3%

Questions



To:	Board of Governors	Date of Report: 1 September 2026
From:	Chair, Audit and Risk Committee	Date of Meeting: 8 October 2026
Subject:	Update on 2026 Credit Rating	
Responsible Portfolio:	Vice-President (People, Finance and Operations)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

As part of the inaugural \$220 million debenture issuance in 2021, a credit rating was performed by the Morningstar DBRS. At that time, the university received a rating of AA (low) which is investment grade.

The credit rating is reviewed annually while the debenture remains outstanding. Morningstar DBRS completed its annual review in May 2026 and issued the attached press release on June 18, 2026.

Morningstar DBRS confirmed Carleton University's AA (low) credit rating and changed the trend to Stable from Negative. The trend change reflects an improved operating outlook supported by favourable adjustments to the provincial tuition and funding framework, an improved enrolment outlook, and ongoing cost-containment measures. The rating confirmation continues to reflect Carleton's position as a leading comprehensive university with an improving research profile, substantial expendable resources, a manageable debt burden, and disciplined financial management. Morningstar DBRS further noted that the university remains well positioned to navigate ongoing sector challenges because of its balance sheet flexibility and prudent financial management.

4.0 INPUT FROM OTHER SOURCES

Morningstar DBSR uses financial, enrolment and other data to formulate its opinion. A meeting with senior university management to discuss operational and financial plans also forms a critical input to the process.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The credit rating is not only used by debenture investors, but is also of interest to government, financial institutions and the public at large. A strong credit rating is an independent indicator of institutional financial health and long-term financial sustainability.

In late 2022, the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) released its University Financial Accountability Framework, with eight core financial metrics, including a credit rating. A rating of AA (low) and above attracts the best score for this metric within this framework.

While Ontario universities continue to face operating challenges resulting from funding constraints and uncertainty surrounding international student enrolment, Morningstar DBRS noted that Carleton is relatively well positioned to withstand these pressures because of its balance sheet flexibility, disciplined financial management, and large expendable resources.

They noted that the university's operating outlook has improved and acknowledged progress in addressing structural budget challenges through multi-year budget adjustments, enrolment growth initiatives, and cost containment measures. Morningstar DBRS also observed that domestic enrolment continues to exceed budget assumptions and that planned budget interventions are expected to contribute to the elimination of operating deficits over the coming years.

6.0 FINANCIAL IMPLICATIONS

There are no immediate direct financial implications of the credit rating review, however, maintaining a high rating will lead to favourable rates on future debt issues.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The annual review is a legal requirement of a debenture issue, and now one of the key metrics MCURES uses to assess the financial health of universities and whether an action plan is required. The primary risk is that deterioration in financial performance, enrolment trends, or debt metrics could negatively affect future rating assessments. This risk is mitigated through ongoing financial monitoring, multi-year planning, prudent debt management, and regular engagement with Morningstar DBRS.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Achieving a favourable rating is positive for the university's reputation. The confirmation of the AA (low) credit rating and the improvement in the trend to Stable from Negative are positive indicators of the university's financial outlook and support its reputation with investors, government, lenders, and other stakeholders

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

10.0 IMPACT QUESTIONS

Leadership is requesting that Governors consider the following key question(s) in advance of the meeting:

1. Given the improvement in DBRS' outlook from Negative to Stable, what strategic actions are most critical to ensuring the university maintains its AA (low) credit rating and continues to strengthen its long-term financial resilience?

Morningstar DBRS Changes Trends on Carleton University's Issuer Rating and Senior Unsecured Debentures to Stable From Negative, Confirms Credit Ratings at AA (low)

UNIVERSITIES

DBRS Limited (Morningstar DBRS) changed the trends on Carleton University's (Carleton or the University) Issuer Rating and Senior Unsecured Debentures credit rating to Stable from Negative. Concurrently, Morningstar DBRS confirmed both credit ratings at AA (low).

KEY CREDIT RATING CONSIDERATIONS

The trend change to Stable from Negative reflects the improvement in Carleton's operating outlook over the medium to long term, supported by a combination of favourable adjustments to the provincial tuition and funding framework, improved enrolment outlook, and cost-containment measures. However, effort is still required over the medium term as the University seeks to bridge the structural operating budget deficit through a multiyear base budget adjustment and reserve drawdown strategy, although early indications suggest that enrolment growth may provide meaningful support.

The credit rating confirmation reflects Carleton's position as a leading comprehensive university in Canada with an improving research profile, large expendable resources, and a manageable debt burden. Morningstar DBRS acknowledges that the University has been able to weather the challenging operating environment, supported by substantial balance sheet flexibility and disciplined financial management.

CREDIT RATING DRIVERS

A credit rating upgrade would require a material improvement in the Financial Risk Assessment factors (including operating results) combined with improvement in Morningstar DBRS' assessment of one or more Critical Rating Factors, such as the academic profile.

A credit rating downgrade would be dependent on material deterioration in the Financial Risk Assessment factors, such as sustained deterioration in operating deficits, and higher debt.

CREDIT RATING RATIONALE

For 2024-25, the University posted a consolidated deficit of \$29.4 million compared with a deficit of \$50.1 million in the prior year, with the improvement mainly driven by higher investment income. On an operating fund basis, the University posted a deficit of \$20.7 million prior to the use of reserves. The operating deficit was almost entirely driven by a one-time \$20 million retirement incentive cost, which was assumed as part of budget-reduction efforts to be implemented over subsequent years.

For 2025-26, the University projects a modest consolidated surplus, largely driven by favourable investment income as well as favourable domestic tuition revenue offset by weaker international tuition revenue.

Carleton projects a 25% decline in international enrolment over the four years from 2026-27 to 2029-30 because of the federally imposed student visa caps and related uncertainty. However, domestic enrolment is outperforming budget assumptions, evidenced by the more than 23% year-over-year increase in student confirmations in 2025-26. The University is also executing on around \$75 million of budget interventions over the next three years to eliminate operating deficits. These interventions include enrolment growth, workforce planning, program costing, and review of scholarship costs, among others.

Morningstar DBRS notes that these forecasts are based on conservative assumptions; if enrolments exceed projections, operating deficits could be smaller over the forecast horizon. Morningstar DBRS also notes that the University budgets investment income conservatively, which leaves some room for outperformance if returns are favourable in any given year.

As at April 30, 2025, Carleton's long-term debt totalled \$253.5 million, or \$9,148 per full-time equivalent (FTE) student, down from \$9,306 per FTE student in the prior year. In the absence of material new issuance, which the University does not currently contemplate, and as debt amortizes, Morningstar DBRS projects that debt per FTE will decline to less than \$9,000 by 2027-28.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE CONSIDERATIONS

There were no Environmental/Social/Governance factors that had a significant or relevant effect on the credit analysis.

A description of how Morningstar DBRS considers ESG factors within the Morningstar DBRS analytical framework can be found in the Morningstar DBRS Criteria: Approach to Environmental, Social, and Governance Factors in Credit Ratings (May 16, 2025) at <https://dbrs.morningstar.com/research/454196>.

CRITICAL RATING FACTORS (CRFs) AND FINANCIAL RISK ASSESSMENT (FRA)

(A) Weighting of CRFs

In the analysis of Carleton, the CRFs were considered in the order of importance contemplated in the methodology.

(B) Weighting of FRA Factors

In the analysis of Carleton, the FRA factors were considered in the order of importance contemplated in the methodology.

(C) Weighting of the CRFs and the FRA

In the analysis of Carleton, the CRFs carry greater weight than the FRA.

Notes:

All figures are in Canadian dollars unless otherwise noted.

Morningstar DBRS applied the following principal methodology:

-- Rating Public Universities (May 5, 2025), <https://dbrs.morningstar.com/research/453421>

Morningstar DBRS credit ratings may use one or more sections of the Morningstar DBRS Global Corporate Criteria (December 19, 2025; <https://dbrs.morningstar.com/research/470156>), which covers, for example, topics such as holding companies and parent/subsidiary relationships, guarantees, recovery, and common adjustments to financial ratios.

The following methodology has also been applied:
-- Morningstar DBRS Criteria: Approach to Environmental, Social, and Governance Factors in Credit Ratings (May 16, 2025),
<https://dbrs.morningstar.com/research/454196>

The credit rating methodologies used in the analysis of this transaction can be found at: <https://dbrs.morningstar.com/about/methodologies>.

A description of how Morningstar DBRS analyzes corporate finance transactions and how the methodologies are collectively applied can be found at: <https://dbrs.morningstar.com/research/431153>.

The related regulatory disclosures pursuant to the National Instrument 25-101 Designated Rating Organizations are hereby incorporated by reference and can be found by clicking on the link under Related Documents or by contacting us at info-DBRS@morningstar.com.

The credit rating was initiated at the request of the rated entity.

The rated entity or its related entities did participate in the credit rating process for this credit rating action.

Morningstar DBRS had access to the accounts, management, and other relevant internal documents of the rated entity or its related entities in connection with this credit rating action.

This is a solicited credit rating.

For more information on Morningstar DBRS' policy regarding the solicitation status of credit ratings, please refer to the Credit Ratings Global Policy, which can be found in the Morningstar DBRS Understanding Ratings section of the website: <https://dbrs.morningstar.com/understanding-ratings>

The conditions that lead to the assignment of a Negative or Positive trend are generally resolved within a 12-month period. Morningstar DBRS trends and credit ratings are under regular surveillance.

Information regarding Morningstar DBRS credit ratings, including definitions, policies, and methodologies, is available on <https://dbrs.morningstar.com> or contact us at info-DBRS@morningstar.com.

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Ratings

Carleton University

Date Issued	Debt Rated	Action	Rating	Trend	Attributes
18-Jun-26	Issuer Rating	Confirmed	AA (low)	Neg	CA

Date Issued	Debt Rated	Action	Rating	Trend	Attributes
18-Jun-26	Issuer Rating	Trend Change	AA (low)	Stb	CA
18-Jun-26	Senior Unsecured Debentures	Confirmed	AA (low)	Neg	CA
18-Jun-26	Senior Unsecured Debentures	Trend Change	AA (low)	Stb	CA

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To:	Board of Governors	Date of Report: 14 September 2026
From:	Chair, University Relations	Date of Meeting: 8 October 2026
Subject:	State of the Student Experience Report	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

☐ For Approval ☐ For Information ☒ For Discussion

2.0 MOTION

This report is for discussion only.

3.0 EXECUTIVE SUMMARY

This report supports the University Relations Committee's terms of reference to oversee the quality of student campus life and monitor the indicators, trends and risks affecting student well-being, engagement and the overall student experience.

Student participation remains strong across many aspects of campus life and has largely recovered from the disruptions of the COVID-19 pandemic. Entering the 2026–27 academic year, indicators point to strong demand for residence, transition programming, experiential learning opportunities and in-person student support services. At the same time, sustained growth in wellness and accessibility service use reflects increasingly complex student needs. The university has strengthened its capacity to respond through expanded supports, proactive programming and new service delivery models and remains well-positioned to meet current demand.

Key areas for continued monitoring include the increasing complexity of student needs, affordability and cost-of-living pressures, campus climate and community belonging and evolving expectations for accessible and timely services. These trends have the potential to influence student well-being, engagement, retention and the overall student experience and will continue to inform institutional planning, strategic resource allocation and future Committee oversight.

4.0 INPUT FROM OTHER SOURCES

This report was prepared using information contained in existing institutional reports, service utilization data, participation metrics, survey results and operational updates from various student-facing units across the university. Additional information was obtained from relevant units, as required, to support the summary and analysis presented for the Committee's oversight and monitoring purposes.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

This report supports the University Relations Committee's terms of reference to provide oversight, guidance and strategic advice on the quality and vibrancy of student campus life and the overall student experience. Specifically, it supports the Committee's responsibility to monitor indicators, trends and risks related to student well-being, mental health, inclusion, campus climate, student engagement, student services and the evolving needs and expectations of students.

Overall, the indicators presented in the report suggest that the student experience remains strong. Student participation has largely recovered from the disruptions of the COVID-19 pandemic, with positive indicators related to enrolment, retention, graduation, residence demand, student engagement and experiential learning. Survey results also indicate that Carleton has maintained a strong relative position. Undergraduate satisfaction

remains comparable to or stronger than Ontario peers despite modest declines that reflect broader sector trends, while results among master's students improved in the most recent survey cycle and doctoral outcomes were more variable. At the same time, continued growth in accessibility, wellness and student support services reflects increasingly complex student needs and changing expectations regarding service access and delivery.

The university has responded through expanded supports, service enhancements, targeted programming and strategic resource allocation. Key areas for ongoing monitoring include the increasing complexity of student needs, affordability and cost-of-living pressures, campus climate and community belonging and evolving expectations for services and supports. Future reports will allow the Committee to monitor and discuss these trends over time and identify emerging opportunities and challenges affecting student success, engagement and belonging.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report supports the Committee's oversight responsibilities related to campus climate and the overall student experience. The report identifies several risks that warrant continued monitoring, including the increasing complexity of student needs, affordability and cost-of-living pressures, campus climate and community belonging and evolving expectations regarding access to services and supports. These trends have the potential to affect student well-being, engagement, retention, belonging and the university's ability to maintain responsive and accessible services. The report also highlights the importance of continued planning and strategic resource allocation to address growing demand and evolving student needs. No specific legal or regulatory compliance issues were identified in the preparation of this information report.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The student experience is closely linked to student recruitment, retention and institutional reputation. Strong student outcomes, engagement opportunities and responsive support services contribute positively to the university's reputation and student experience. Conversely, affordability pressures, increasing demand for student supports and challenges related to campus climate and belonging have the potential to affect student perceptions and the broader reputation of the institution if not appropriately monitored and addressed. As this report is intended to support the Committee's oversight responsibilities related to student campus life and the overall student experience, no communications strategy is required for this item.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

10.0 IMPACT QUESTIONS

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

As student needs and expectations continue to evolve, what opportunities should the university prioritize to strengthen student well-being, belonging and engagement?

What emerging trends or risks should the Committee pay particular attention to in future reports to support oversight of student well-being, engagement, campus life and the overall student experience?

State of the Student Experience

Board of Governors - University Relations Committee

September 28, 2026

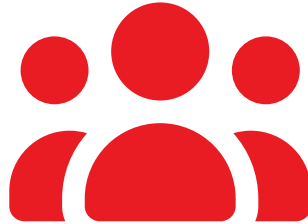
What We are Seeing

- Student participation remains strong
- Student needs are becoming more complex
- The university is responding and planning for evolving demand

What the Indicators Are Telling Us



- Strong outcomes



- Strong engagement



- Growing demand

What We Are Watching

- Increasing complexity of student needs
- Affordability and cost-of-living pressures
- Campus climate and community belonging
- Evolving expectations for services and supports

Discussion



State of the Student Experience

**Presented to the Board of Governors
University Relations Committee**

**Office of the Vice-President (Students and Enrolment)
September 14, 2026**

Executive Summary

Student participation remains strong across many aspects of campus life and has largely recovered from the disruptions of the COVID-19 pandemic. Entering the 2026–27 academic year, indicators point to strong demand for residence, transition programming, experiential learning opportunities and in-person student support services. At the same time, sustained growth in wellness and accessibility service use reflects increasingly complex student needs. The university has strengthened its capacity to respond through expanded supports, proactive programming and new service delivery models and remains well-positioned to meet current demand.

Key areas for monitoring during 2026–27 include the increasing complexity of student needs, affordability and cost-of-living pressures, campus climate and community belonging, and evolving expectations for accessible and timely services. Continued monitoring of student outcomes, perspectives and emerging trends will help inform institutional planning and resource allocation.

Student Success, Wellness and Support

What We're Seeing

As of Aug. 31, overall registrations for fall 2026 were up 15.12 per cent compared with the previous year, including increases of 14.84 per cent in domestic registrations and 22.54 per cent in international registrations. While these figures will continue to fluctuate until the official Nov. 1 count, current indicators point to strong enrolment. Carleton continues to demonstrate strong student outcomes, with a one-year retention rate of 92.3 per cent, a two-year retention rate of 84.9 per cent and a seven-year graduation rate of 74.1 per cent.

Alongside strong enrolment indicators, demand for student supports remains high. Residence occupancy reached 100 per cent for 2026–27, with more than 4,000 students moving in, the largest residence cohort in Carleton's history.

Registration with the Paul Menton Centre for Students with Disabilities (PMC) increased 35 per cent, from 4,040 students in 2021–22 to 5,461 in 2025–26. Nearly one-third of registered students present with multiple disabilities, highlighting increasing complexity in accommodation needs.

Demand for wellness and mental health supports also remains high. Total Health and Counselling Services (HCS) encounters increased 36 per cent, from 61,293 in 2021–22 to 83,504 in 2025–26, while counselling visits rose 158% from 7,954 in 2017 to 20,551 in 2025–26.

Readiness

Support services across campus are using planning and strategic resource allocation to improve access and strengthen capacity for a growing and increasingly diverse student population.

Approximately 30 per cent of students living in residence are enrolled in programs within the Faculty of Engineering and Design. Housing and Residence Life is working with the Faculty and HCS to develop targeted programming for these students that supports well-being, connection and academic success.

To improve capacity, workflow and efficiency, the PMC conducted early outreach, contributing to a 20 per cent increase in new-student summer intakes in 2026 compared with the previous year.

HCS expanded single-session and quick-access counselling, online booking and group programming to increase access. Psychiatry wait times also decreased to two to three weeks. Additional provincial and external funding secured in 2025–26 will continue to support counselling, mental health education and partnerships with community providers.

Monitoring

Demand for in-person wellness, accessibility and student support services is expected to remain high. Continued growth in utilization, combined with increasingly complex needs, may place further pressure on capacity and resources.

Student Engagement and Campus Life

What We're Seeing

Participation in campus life remains high. Students continue to engage in transition programming, experiential learning opportunities and major campus traditions that support connection and belonging.

Summer Orientation Day welcomed more than 700 students and guests to connect with services, staff, faculty and current students before beginning their studies. Fall Orientation also saw strong participation, with 2,683 first-year students registering for paid orientation programs and more than 4,500 students participating in orientation activities throughout the week. Programming included Expo Carleton, Academic Orientation and a headline concert featuring Juno-nominated band Crash Adams, among other large-scale events designed to foster connection, belonging and awareness of campus resources and supports as students begin their university experience.

Students also continue to engage in a broad range of opportunities beyond the classroom. Carleton students have access to more than 170 active CUSA clubs and societies supporting academic, cultural, recreational, advocacy and social interests. The Co-Curricular Record (CCR) also highlights strong student involvement, with 1,972 students recording at least one involvement experience, 3,536 positions added to student records and 2,570 approved opportunities available through the CCR database.

Experiential learning also continues to be a valued aspect of the student experience. Carleton's co-op program increased work terms from 3,530 in 2024–25 to 3,610 in 2025–26, though labour market uncertainty remains a concern. Career Fairs engaged more than 3,300 students and more than 100 employers, while programs like Campus to Community provide opportunities for community-engaged learning. These examples highlight sustained demand for hands-on learning and employability support.

Recreation and athletics continue to contribute to campus culture, engagement and the student experience. From nationally and internationally recognized athletic success to major events such as the Panda Game, Capital Hoops Classic and Colonel By Classic, participation in sport and recreation helps foster connection, belonging and a vibrant campus community.

Readiness

To support continued demand for student engagement opportunities, the university has continued to invest in transition programming, experiential learning, athletics, recreation and community-engaged learning. Partnerships with employers, community organizations and campus stakeholders provide opportunities for students to build skills, develop relationships and strengthen their connection to the university community.

Monitoring

Available participation indicators are positive, but more information is required to assess the breadth and quality of engagement and whether opportunities are reaching diverse student populations. Attention should also be given to ensuring that support units have the capacity and resources required to sustain and grow engagement opportunities as student demand continues to increase.

Student Voice, Strategic Trends and Emerging Issues

What We're Seeing

The university gathers student feedback through surveys, consultations and direct engagement to inform institutional decision-making and strategy. Carleton participates in a variety of surveys including the National Survey of Student Engagement (NSSE), the Canadian University Survey Consortium (CUSC) and the Canadian Graduate and Professional Student Survey (CGPSS). Results from the 2026 NSSE are expected later in the academic year and will be reported in a future update.

Results from previous cycles of the NSSE and CUSC indicate that undergraduate satisfaction declined modestly in line with sector trends while remaining comparable to or stronger than Ontario peers. Results from the CGPSS showed improvement among master's students in the most recent cycle, while doctoral student outcomes remained more variable. Taken together, these findings suggest that Carleton maintains a strong relative position and continues to provide a positive student experience.

In 2026–27, consultation on the next Student Mental Health Framework will provide an opportunity for students, faculty, staff and campus partners to inform future priorities. Preliminary feedback gathered through institutional consultations indicates that students want more in-person campus events and additional student spaces that support connection.

Student government priorities reinforce several themes emerging elsewhere in this report. Student engagement, affordability and organizational sustainability are key areas of focus for student leaders in 2026–27. These priorities align closely with broader trends related to student connection, belonging and financial pressures affecting the student experience.

Readiness

Institutional surveys, consultations and student government collaboration provide multiple channels to identify emerging needs and inform planning.

Monitoring

The 2026 NSSE results and the consultation process supporting the next Student Mental Health Framework will provide important insight into student priorities, experiences and expectations. Together, these initiatives will help the university better understand trends related to well-being, belonging, engagement, satisfaction and access to support, while informing future planning, decision-making and ongoing benchmarking against broader sector trends.

Strategic Risks and Areas for Monitoring

Five themes warrant continued monitoring during 2026–27.

Increasing complexity of student needs. Growth in counselling utilization, accessibility registrations and specialized support requirements suggests that students are increasingly seeking support and often present with multiple or intersecting needs. Continued planning and strategic resource allocation will be required to maintain capacity and responsiveness as demand continues to grow.

Affordability and cost-of-living pressures. Housing, food, transportation and educational costs may affect student well-being and engagement. Continued monitoring will help assess the impact of financial pressures on the student experience and identify emerging areas of concern.

Campus climate and community belonging. Geopolitical events, discrimination and other forms of hate have the potential to affect student well-being, inclusion and belonging. Maintaining a safe, respectful and inclusive campus environment remains an institutional priority.

Sustaining responsiveness to student expectations. Students increasingly expect timely, accessible, personalized and in-person services. Balancing evolving expectations with finite resources and flexible work arrangements will require service innovation, collaboration and continuous improvement.

Digital campus climate. Social media and online spaces continue to shape student experiences and perceptions of campus climate. The university may be required to respond to issues originating online while balancing free expression, community standards and student support.



To:	Board of Governors	Date of Report: 14 September 2026
From:	Chair, University Relations	Date of Meeting: 8 October 2026
Subject:	2025–2026 Annual Report on Sexual Violence	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on June 4, 2025. The Policy and related legislation require an annual report to be presented to the Board for information. This report covers the academic year from May 2025 to April 2026. Comparable statistics from May 2024 to April 2025 have been provided in the report. During this reporting period, Equity and Inclusive Community's (EIC) Carleton University Sexual Assault Support Centre (CUSASC) provided 34 hours of sexual violence prevention and response training to 1,250 members of the community. There have been 101 disclosures seeking support services, including three cases that proceeded to a formal investigation process at the request of the complainants. Of the 101 disclosures, 59 are based on incidents that occurred within a year of the disclosure and 42 are considered to be based on historical incidents. The implementation of support services, awareness campaigns and public education initiatives is undertaken by EIC as part of [Honouring Each Other](#).

4.0 INPUT FROM OTHER SOURCES

The information in this report was developed in collaboration with Equity and Inclusive Communities and the Office of Student Affairs and is informed by annual statistics collected by Equity and Inclusive Communities, Campus Safety Services and Housing and Residence Life.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Pursuant to Bill 132, the university is required to have a stand-alone sexual violence policy which is reviewed and approved every three years by the Board and is required to provide an annual report to the Board. The purpose of the Policy is to articulate Carleton University's commitment to a safe, supportive and healthy campus and to confirm its commitment to provide support to those members directly affected by sexual violence. As such, the Policy sets out the university's statement of values and commitments to address sexual violence; provides information about supports and services available at Carleton University and in the community; ensures follow-up once a report is made to the university and provides information about the university's process for responding to and addressing incidents and complaints of sexual violence. The annual report supports the Board's oversight responsibilities by providing information regarding sexual violence prevention, education and awareness initiatives, communications, disclosure statistics and cases that proceeded to a formal investigation process during the reporting period.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of this annual report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Policy and annual report are required to meet the University's obligations under Bill 132 including in particular *the Ministry of Training, Colleges and Universities Act* and the *Occupational Health and Safety Act* with respect to sexual violence, sexual harassment and workplace sexual harassment. In addition, the Policy reinforces and enhances the Carleton University Statement on Conduct and Human Rights and related policies and procedures addressing sexual violence, sexual harassment and workplace sexual harassment. The annual report is designed to provide the Board of Governors with information relating to the prevention, education and awareness initiatives being undertaken at Carleton, in addition to annual reporting statistics, thereby assisting the Board to meet its risk oversight requirements. Failure to have sufficient initiatives and processes to address sexual violence on campus could expose the university to significant safety, reputational and legal risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The Office of the Vice-President (Students and Enrolment), in collaboration with Equity and Inclusive Communities, delivers a year-round communications strategy promoting sexual violence prevention, survivor support and a culture of consent. Through student newsletters, website content, social media, event listings and the Carleton Mobile app, the strategy provides information about supports, prevention education and reporting pathways, with messaging aligned to key periods throughout the academic year. Information on Carleton's Sexual Violence Policy, including how to disclose an experience of sexual violence, access supports and services and file a formal complaint, remains readily available to the Carleton community. Resources such as *Responding to Disclosures of Sexual Violence* and *Formally Reporting an Experience of Sexual Violence* are also available online and promoted through ongoing awareness and education activities. Following the meeting of the Board of Governors, the annual report will be published on the Sexual Violence Policy website and included in a Board of Governors update to the Carleton community. A copy of the report will also be provided to the Ministry of Colleges, Universities, Research Excellence and Security.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

10.0 IMPACT QUESTIONS

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

What considerations should guide the university in balancing trauma-informed and survivor-centred approaches with procedural fairness and accountability in the administration of the Sexual Violence Policy?

2025-2026 Annual Report on Sexual Violence

Board of Governors - University Relations Committee

September 28, 2026

Prevention, Education and Awareness

Training

- 34 hours of prevention and response training
- 1,250 faculty, staff and students reached
- Online and in person delivery

Awareness and Collaboration

- Consent Awareness Week
- Sexual Assault Awareness Week
- Student association and community partnerships
- Year-round communications

Annual Statistics (May 2025 to April 2026)

- 101 total disclosures seeking support services
 - 3 cases that proceeded to formal investigation at the request of complainants
 - 59 disclosures related to incidents that occurred within the past year
 - 42 disclosures related to historical incidents
 - 42 disclosures involved a respondent who is a member of the Carleton community
 - 30 incidents took place on campus
- 1 consent education session (voluntary)

Annual Statistics Breakdown (May 2025 to April 2026)

Measure	Disclosures
Sexual assault	63
Sexual harassment	19
Stalking	12
Indecent exposure	4
Voyeurism	2
Sexual exploitation	1

Key Takeaways and Next Steps

What the reporting year reinforced:

- Accessible supports remain critical
- Prevention education must be ongoing and visible
- Many individuals seek support without pursuing a formal complaint
- Campus and community partnerships are central to this work

Next steps:

- Review communications, training, supports and prevention initiatives
- Build on feedback from the Sexual Violence Policy consultation process
- Develop the next strategy following the conclusion of *Honouring Each Other*

Thank you!

Questions?

Carleton University 2025-2026 Report on Sexual Violence

Presented to the Board of Governors



Office of the Vice-President (Students and Enrolment)
Equity and Inclusive Communities
October 8, 2026

Content Warning

As a content warning, please note that this report discusses sexual violence. We understand that reviewing the report can trigger strong reactions and we encourage the community to [connect with various supports and resources](#).

Executive Summary

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on June 4, 2025, following an extensive consultation and review process with the Carleton community. The Policy and related legislation require that an annual report be presented to the Board for information. This report covers the academic year period from May 2025 to April 2026. During this reporting period, Equity and Inclusive Community's (EIC) Carleton University Sexual Assault Support Centre (CUSASC) provided 34 hours of sexual violence prevention and response training to 1,250 members of the community. There have been 101 disclosures seeking support services, including three cases that proceeded to a formal investigation process at the request of the complainants. Of the 101 disclosures, 59 are based on incidents that occurred within a year of the disclosure and 42 are considered to be based on historical incidents. The implementation of support services, awareness campaigns and public education initiatives is undertaken by EIC as part of [Honouring Each Other](#).

Prevention, Education and Awareness Initiatives

Carleton continued to work with campus partners to deliver sexual violence prevention, education and awareness initiatives, including events for Sexual Assault Awareness Week and Consent Action Week. Partners included:

- Campus Safety Services
- Carleton University Students' Association (CUSA)
- Centre for Indigenous Support and Community Engagement
- Department of Housing and Residence Life
- Gender and Sexuality Resource Centre
- Graduate Students Association (GSA)
- Health and Counselling Services
- Office of Student Affairs
- Office of the Vice President (Students and Enrolment) (OVPSE)
- Student Experience Office (SEO)

Carleton also partnered with organizations in the Ottawa community that work to end gender-based violence and support survivors. These partnerships supported survivor groups, public education and awareness initiatives, writing and healing programs, resource development and city-wide and provincial collaboration on sexual violence prevention and response. Examples included Take Back the Night, the New Adventures Writing Retreat, survivor support groups and public education events. Key partners included:

- Interval House of Ottawa
- Ontario University Sexual Violence Network
- Ottawa Coalition to End Violence Against Women
- Ottawa Post-Secondary Sexual Violence Network
- Ottawa Rape Crisis Centre
- Planned Parenthood Ottawa
- Project Agape
- Sexual Assault Support Centre of Ottawa
- Women's Event Network Ottawa
- Women's Initiatives for Safer Environments Ottawa (WISE)

Training Statistics and Highlights

From May 2025 to April 2026, EIC's CUSAC provided 34 hours of sexual violence prevention and response training to 1,250 members of the campus community. Training was delivered online and in-person to faculty, staff and students across the university. Training topics included:

- Alcohol and Sexual Violence Prevention
- Bystander Intervention Training
- Creating Consent Cultures on Campus
- Responding to Disclosures of Sexual Violence
- Sexual Violence Prevention Training

Communications

The Office of the Vice-President (Students and Enrolment), in collaboration with EIC, delivers a year-round communications strategy promoting sexual violence prevention, survivor support and a culture of consent. Through student newsletters, website content, social media, event listings and the Carleton Mobile app, the strategy provides information on supports, prevention education and reporting pathways, with messaging aligned to key periods throughout the academic year. Information on Carleton's Sexual Violence Policy — including how to disclose an experience of sexual violence, access supports and services and file a formal complaint — remains readily available to the Carleton community. Resources such as [Responding to Disclosures of Sexual Violence](#) and [Formally Reporting an Experience of Sexual Violence](#) are also available online and promoted through ongoing awareness and education activities.

Following the meeting of the Board of Governors, this annual report is [published publicly on the Sexual Violence Policy](#) website and is included in a Board of Governors update to the Carleton community. A copy of this report is also provided to the Ministry of Colleges, Universities, Research Excellence and Security.

Programming Updates and Awareness Programs

The following awareness campaigns were held during the reporting year as part of EIC's CUSASC prevention, education and survivor-support programming. Additional support services, awareness campaigns and public education initiatives is undertaken by EIC as part of [Honouring Each Other](#).

Consent Awareness Week 2025

EIC hosted Consent Awareness Week from September 15-19, 2025, a rebranded initiative replacing the #CUriousAboutConsent Campaign. The national campaign is held annually during the third week of September, within the 'Red Zone', when post-secondary students are at heightened risk of sexual violence. The week featured workshops, discussions and events that promoted consent as an everyday practice and focused on the prevention of sexual violence and bystander intervention. Highlights included We Believe You Day, yoga tote-bag craft night and a healing space for Black survivors of sexual violence.

Sexual Assault Awareness Week 2026

EIC, in collaboration with campus and community partners, hosted Sexual Assault Awareness Week from January 26-30, 2026. The campaign raised awareness to the of the impacts of sexual violence while fostering a culture of care for survivors and promoting a campus-wide culture of consent. Events included a self-care day with the Health and Wellness team, the launch of survivor support groups and a safety planning workshop in partnership with Campus Safety Services.

Annual Statistics

Carleton University continues to collect and report on statistics related to sexual violence through six broad categories as required by the Government of Ontario. These categories are sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

There have been 101 disclosures seeking support services based on these categories from May 2025 to April 2026. Of the 101 disclosures, three cases went to a formal investigation process as requested by the respective complainants. Of the 101 total disclosures, 59 are based on incidents that occurred within a year of the disclosure and 42 were based on historical incidents. Furthermore, 42 of the 101 involve a respondent who is a member of the Carleton community, and 30 incidents took place on campus.

The breakdown of disclosure statistics that are based on the six broad categories of sexual violence are as follows:

Table 1: Disclosure Statistics

Measure	May 2024 – April 2025	May 2025 – April 2026
Sexual Assault	87	63
Sexual Harassment	27	19
Stalking	4	12
Indecent Exposure	3	4
Voyeurism	0	2
Sexual Exploitation	4	1

Carleton also tracks consent education sessions delivered through alternative resolution processes. In the reporting timeframe, Equity and Inclusive Communities provided one session for consent education which was voluntary

A comparison has been provided for reference to show the year-over-year comparison.

Table 2: Total Disclosures

Measure	May 2024 – April 2025	May 2025 – April 2026
Informal disclosures	118	98
Formal reports	7	3
Total	125	101

Table 3: Disclosure Breakdown

Measure	May 2024 – April 2025	May 2025 – April 2026
Recent cases	84	59
Carleton University Respondent	68	42
On-campus incidents	48	30
Consent education	7	1

Honouring Each Other: A blueprint for building consent cultures on campus, together

As part of the 2023–2026 Honouring Each Other strategy, EIC continued to advance sexual violence prevention, survivor support and consent education through awareness campaigns, training, survivor support groups and campus partnerships. As the final year of *Honouring Each Other* concludes, EIC and the Sexual Violence Prevention and Education Committee will begin to develop a new strategy to support the university's ongoing effort to prevent and respond to sexual violence. It is anticipated that this new strategy will be released to the Carleton University community in late fall 2026.

What Has Been Learned

During the 2025–2026 academic year, Carleton continued to advance sexual violence prevention, education and survivor-support initiatives through a range of campaigns, training opportunities and awareness activities. The reporting period reinforced the importance of accessible support services, ongoing prevention education and strong collaboration among campus and community partners. It also highlighted that many individuals seek support, accommodations, information and safety planning without pursuing a formal complaint process, underscoring the need for multiple pathways to access assistance and resources.

As Carleton looks ahead to 2026–2027, the university will build on these lessons through the review of communications, training, supports and prevention initiatives identified through the Sexual Violence Policy consultation process. Carleton remains committed to fostering a campus culture grounded in safety, dignity, respect and consent, and to continuously strengthening its efforts to prevent sexual violence, support survivors and respond to the evolving needs of the campus community.

To:	Board of Governors	Date of Report: 14 September 2026
From:	Chair, University Relations Committee	Date of Meeting: 8 October 2026
Subject:	Holistic Integrated Partnership Program	
Responsible Portfolio:	Chief Advancement Officer	

1.0 PURPOSE

☐ For Approval ☒ For Information ☒ For Discussion

2.0 MOTION

This report is for information and discussion only.

3.0 EXECUTIVE SUMMARY

Presentation provides an overview of Carleton University's Holistic Integrated Partnership (HIP) Program. The Program is a strategic collaboration between the Office of the Vice-President (Research, Innovation and International) and University Advancement that provides a coordinated approach to corporate engagement. The program aligns research expertise, talent development, innovation capacity, and philanthropic opportunities to create long-term partnerships that advance institutional priorities while delivering value to industry partners.

HIP is unique among Canadian post-secondary institutions, offering a single point of contact for industry partners and enabling seamless access to Carleton's people, programs, and resources. Through this model, opportunities that span research, talent acquisition, workforce development, social impact, and philanthropy can be coordinated through one institutional relationship, reducing barriers and increasing partnership effectiveness.

The presentation highlights the value of integrated partnerships through examples including Ericsson, Ross Video, March Networks, and collaborations involving Best Buy Health, AGE-WELL and the Bruyère Research Institute. These partnerships demonstrate how coordinated engagement can advance research, create talent pathways, generate philanthropic investment, and strengthen Carleton's reputation and impact.

4.0 INPUT FROM OTHER SOURCES

Presentation developed in partnership with Vice-President (Research, Innovation and International).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The HIP model directly supports Carleton University's strategic priorities by strengthening external partnerships that advance research excellence, experiential learning, talent development, innovation, and philanthropy. The program provides a coordinated institutional framework that allows industry partners to engage with multiple areas of the university through a single relationship, creating efficiencies and increasing the likelihood of long-term investment and collaboration.

The model is designed to support opportunities with strategic institutional value, particularly those that span multiple engagement areas and have the potential to develop into partnerships valued at approximately \$1 million or more. This approach ensures that high-value opportunities are managed holistically while maintaining appropriate referral pathways for specialized requests such as co-op recruitment, sponsorship, philanthropy, or research collaboration.

HIP contributes to several institutional objectives, including:

- Strengthening talent pipelines through co-op placements, internships, and workforce development opportunities.
- Accelerating innovation and research commercialization through industry-aligned research and access to specialized infrastructure.
- Expanding philanthropic and community impact initiatives through integrated corporate citizenship opportunities.
- Increasing institutional efficiency through coordinated relationship management and long-term partnership frameworks.

6.0 FINANCIAL IMPLICATIONS

Strategic corporate partnerships represent an important contributor to Carleton's research and funding ecosystem. The HIP model is intended to increase Carleton's ability to capture the full value of corporate relationships by supporting coordinated engagement across research, talent, and philanthropic priorities.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The HIP program reduces institutional risk by providing a coordinated framework for managing complex corporate relationships that may otherwise develop independently across multiple university units. A centralized approach improves alignment, communication, and stewardship while ensuring that significant partnership opportunities receive appropriate strategic oversight.

No legal or compliance concerns are identified within the presentation. Standard university policies, research agreements, sponsorship agreements, philanthropic gift acceptance policies, and partnership governance mechanisms will continue to guide engagement activities.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The HIP program strengthens Carleton's reputation as an institution that can deliver coordinated, high-impact partnerships across research, innovation, talent development, and social impact. By offering industry a seamless approach to engagement and demonstrating the ability to support complex, multi-dimensional partnerships, Carleton differentiates itself within the Canadian post-secondary sector.

Case studies presented, including Ericsson, Ross Video, March Networks, and Best Buy Health collaborations, illustrate Carleton's ability to attract leading organizations and establish long-term strategic relationships that generate measurable academic, research, and societal benefits.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

10.0 IMPACT QUESTIONS

1. Are there organizations, industry leaders, or corporate decision-makers within your networks who may benefit from a strategic introduction to Carleton's Holistic Integrated Partnership Program?



THE HOLISTIC INTEGRATED PARTNERSHIP PROGRAM





UNIQUE IN CANADA

Coordinated and seamless industry engagement with post-secondary institutions is no easy feat. The unique collaboration between the Office of the Vice-President (Research, Innovation and International) and University Advancement provides a coordinated, strategic approach to external engagement that distinguishes Carleton in Canada.

By aligning Carleton's research expertise, talent pipeline, innovation capacity and philanthropic opportunities, we create a unified approach to industry partnership. Together, we co-develop high-value partnerships that respond to industry priorities, leverage Carleton's strengths and generate meaningful, long-term value for both the University and its partners.

WHY COMPANIES SEEK PARTNERSHIP WITH PSIs

Post-secondary institutions are trusted partners. Companies invest time, resources and funding in university partnerships when collaboration can advance strategic priorities and create long-term value.

1

RESEARCH SOLUTIONS & INNOVATION

Connect with researchers, graduate students and research infrastructure to solve challenges, explore new technologies and develop talent.

2

TALENT DEVELOPMENT & ACQUISITION

Access top talent through co-op and experiential learning opportunities, or leverage specialized student expertise through research internships and funding programs such as Mitacs and NSERC.

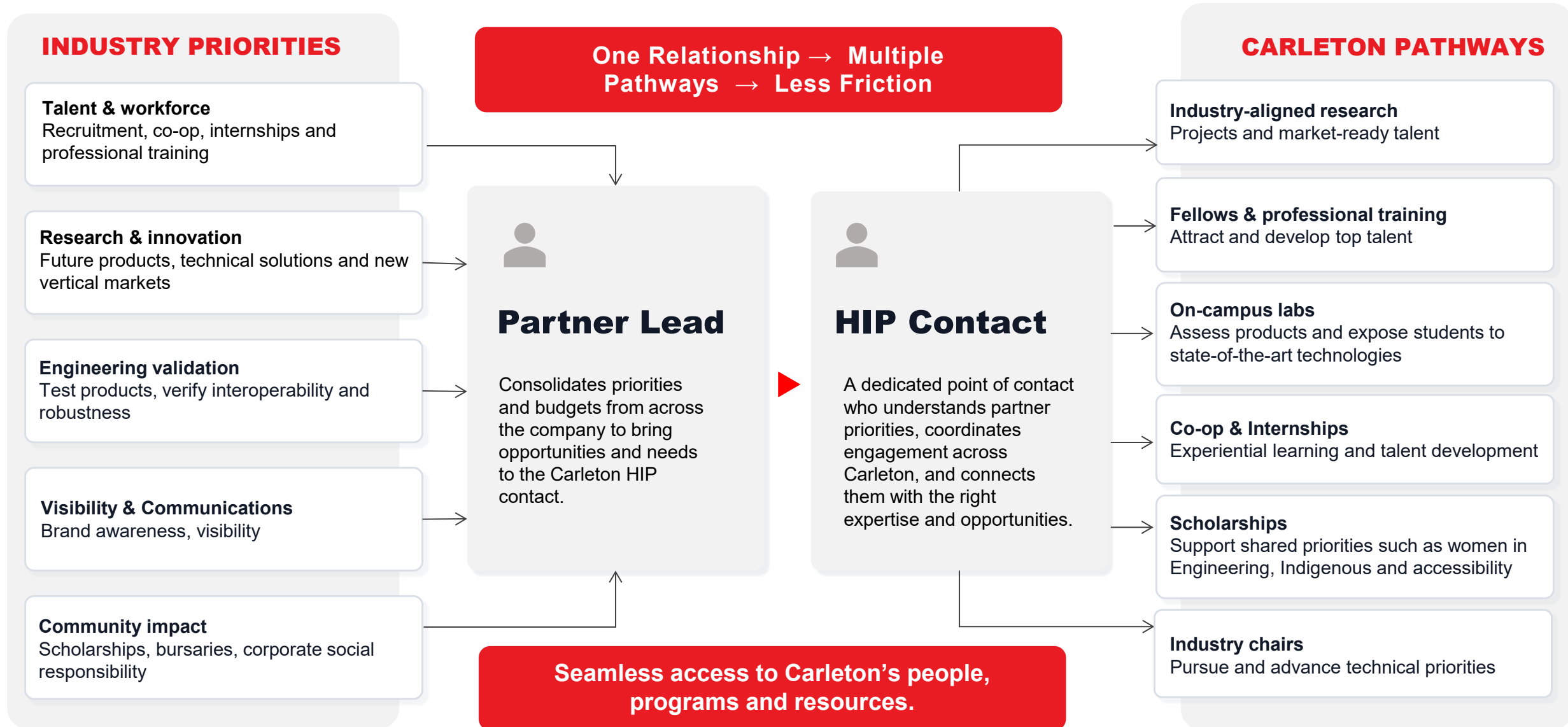
3

PHILANTHROPY & SOCIAL IMPACT

Advance shared priorities through philanthropy, sponsorship and initiatives that create meaningful impact for Carleton and the broader community.

Carleton's Holistic Integrated Partnership (HIP) Model

A coordinated approach to managing complex, multi-dimensional industry partnerships



UNLOCKING GREATER VALUE THROUGH A STRATEGIC APPROACH

By bringing research, talent and corporate priorities together, HIP creates a more coordinated approach to partnerships, enabling greater impact for both Carleton and our partners.



Stronger, more proactive talent pipelines



Accelerated innovation & IP



Greater efficiency and predictability



Enhanced ability to leverage opportunities at scale



Strengthened corporate citizenship and community impact



Mutual and sustainable value

INDUSTRY-READY RESEARCH & COLLABORATION SPACE

Carleton's ARISE (Advanced Research and Innovation in Smart Environments) Building is a unique, purpose-built research and innovation hub designed for industry collaboration. It provides dedicated R&D space where companies, government agencies and nonprofits can work alongside Carleton researchers and graduate students.

ARISE supports collaboration in areas including advanced ICT, cybersecurity, clean technology and health technology. Industry-supported labs and collaborative research spaces enable joint research, technology development, knowledge transfer and direct engagement with highly qualified talent.

Spaces can be configured to meet individual partnership requirements, including visible branded labs and restricted-access environments for sensitive research.

Space in ARISE is allocated to research partners based on the scope and depth of collaboration—it is not traditional leased or rented space.



Research in action at ARISE — developing safer treatment environments for infectious disease (top) and advancing next-generation wireless technology in the Ericsson-Carleton 5G Lab (bottom).



WHEN SHOULD AN OPPORTUNITY BE REFERRED TO HIP?

Industry-specific needs should continue to be directed to the appropriate Carleton unit. HIP supports opportunities with the scale, strategic alignment and long-term potential to develop into broader institutional partnerships.

Single Need ▶ **Existing Carleton unit**

TALENT NEED → CO-OP AND CAREER SERVICES

Co-op work terms, summer jobs or new grad recruitment.

PHILANTHROPY OR SPONSORSHIP → ADVANCEMENT

Scholarships, philanthropy, sponsorship or community investment.

TECHNICAL OR RESEARCH NEED → IPS

Address a technical challenge, research question or potential research collaboration.

Broader, long term ~\$1M+ opportunity spanning priorities ▶ **HIP**

REFLECTS LONG-TERM STRATEGIC POTENTIAL

The company is interested in developing a sustained, strategic relationship with Carleton.

SPANS MULTIPLE AREAS OF ENGAGEMENT

The opportunity has the potential to integrate research, talent and corporate citizenship priorities.

DEMONSTRATES CAPACITY FOR SIGNIFICANT INVESTMENT

The company has the capacity to commit meaningful time, resources and funding to the relationship.

REPRESENTS SIGNIFICANT PARTNERSHIP POTENTIAL

The opportunity has the potential to develop into an integrated partnership valued at approximately \$1M or more.

EXAMPLES OF STRATEGIC PARTNERSHIPS

ERICSSON

A multi-year, multimillion-dollar collaboration advancing applied research and fostering the next generation of talent for the future of mobile telecommunications networks such as 5G.

ROSS VIDEO

A multi-year partnership spearheading innovation and talent development in robotics, artificial intelligence, and digital systems and hardware design for live event and video production through collaborative research and experiential learning. Includes also philanthropic investments and sponsorship in EDI.

MARCH NETWORKS

A longstanding partnership spanning generative AI R&D, talent and philanthropy. March Networks supports three student scholarships, recruits Carleton co-op students and graduates, sponsors Women in Engineering & IT, and collaborates on its AI Smart Search technology.

BEST BUY HEALTH, AGE-WELL & BRUYÈRE RESEARCH INSTITUTE

Sensor-based smart technologies supporting aging in place research including contactless vital sign monitoring.



“This partnership with Carleton University represents the best of Canadian innovation—where academic research meets real-world industry needs. Together, we’re not just exploring the potential of generative AI in video analytics; we’re setting a new standard for how it’s tested, measured, and improved. It’s a powerful collaboration, and we’re proud to be building the future right here in Canada.”

*— Peter Strom, President & CEO,
March Networks*

ERICSSON PARTNERSHIP

A multi-year, multi-million-dollar partnership integrating research, talent development and specialized infrastructure to advance next-generation wireless networks.

MULTI-MILLION-DOLLAR PARTNERSHIP

Established in 2020 and extended through 2026, with ongoing renewal discussions

900+ CO-OP WORK TERMS

Plus, hundreds engaged through the Women in Engineering and IT Program

RESEARCH AT SCALE

28 researchers involved including the Ericsson Chair in 5G Wireless Research, plus 68 graduate students

PURPOSE-BUILT INFRASTRUCTURE

5G Wireless Lab + 5G Drone Lab in ARISE

GRADUATE TALENT DEVELOPMENT

140 graduate students enrolled in 5G and Mobile Networks courses in collaboration with Ericsson



The Ericsson-Carleton Mobile Wireless Lab features Canada's first university-based Ericsson Indoor 5G RDS network and provides a private standalone 5G environment for graduate student and researcher access.

THE VALUE OF STRATEGIC PARTNERSHIPS

Strategic corporate partnerships contribute to Carleton's growing research and funding ecosystem.

\$155M

**EXTERNAL
RESEARCH
FUNDING**

3×

**CORPORATE
PARTNERSHIP
RESEARCH INCOME**

More than tripled in 7 years

180%

**INCREASE IN
EXTERNAL
RESEARCH FUNDING**

Over the last 7 years

HIP positions Carleton to capture the full value of its corporate relationships — financially, strategically and institutionally.

THE HOLISTIC INTEGRATED PARTNERSHIPS TEAM

Leadership supporting industry engagement and partnership development

Rafik Goubran

Vice-President, Research, Innovation and International

Corrie Hobin

Chief Advancement Officer

Shoma Sinha

Director, Industry and Partnership Services

Robin McLaughlin

Senior Corporate Relations Officer

Polina Bergman

Corporate Relations Officer



Board of Governors Training

Our Governors join our board with a variety of backgrounds, perspectives and experiences. As part of onboarding new members, as well as the continuous knowledge development of our governors, the University Governance Secretariat offers training and resources to inform board members of their role as fiduciary's to the university, awareness of the organization which they serve, Carleton University, and the broader higher education context. Some of these resources are organized by the University Governance Secretariat, while others are created from various departments across the university.

Orientation

Every September, the Board of Governors attend a full-day orientation session designed to kick-off the academic year. Here, the Chair welcomes both new and returning board members, and explains the role of governance at Carleton. Additionally, the President and senior management team present governors with their respective portfolio's and goals for the year. Once the presentations are complete, board members are broken off into smaller groups to complete relevant exercises and meet informally with each committee of which they are a member.

Modules & Resources

Prior to attending the orientation session, governors are required to watch modules that have been prepared by Carleton staff. These videos provide board members with relevant information that can inform the governance process throughout the year:

- Committee Chair Orientation, Amanda Goth, University Secretary
 - Cybersecurity, Steve Fraser, Director of Information Security
 - Enterprise Risk Management, Peter Leland, Executive Director ORM*
 - Governance and Board, Amanda Goth, University Secretary & CGO*
 - Fiduciary Duty, Steve Levitt, General Counsel*
 - Carleton University Senate, Elinor Sloan, Clerk of Senate*
 - Indigenous Learning Bundles, Dr. Kahente Horn-Miller
 - Retirement Plan Governance, Andrew Urquhart, Exec Director Pension Fund Management
 - Financial Oversight, Rob Clayton, KPMG
 - Human Rights Module **(New)**
 - Privacy and Access to Information, Pierce White-Joncas, Privacy Manager*
 - Sexual Violence Policy, Bailey Reid, Senior Equity Advisor*
 - Records Management, Shannon Hodge, Manager, Records Management and Corporate Archives **(New)**
 - Capital Planning Policy, Amanda Goth, University Secretary & CGO
 - Sustainability Training, Sustainability Carleton
 - Campus Master Plan, Lorraine Dyke, Former VPFA
 - Investment Committee Governance, Lorraine Dyke, Former VPFA
 - Financial Ratios, Amanda Goth, University Secretary & CGO **(New)**
 - Responsible Investing, Andrew Urquhart, Exec Director Pension Fund Management **(New)**
- *Identified for update for 2026/27

Orientation Binder

Annually the University Secretariat prepares a briefing binder for new and returning governors. This binder includes organizational charts, key contacts, membership lists, terms of reference, annual work plans, briefs on governance, facts about Carleton, guidelines for motions, Carleton history, etc.

Guest Speakers

Guest speakers are invited to present to the full board to address governors on topics relevant to higher education. Past speakers have included: Vivek Goel, President Emeritus at University of Waterloo, Gabriel Miller, President & CEO, Universities Canada, Steve Orsini, President & CEO, Council of Ontario Universities, and Ken Steele, Education and Rob Clayton, Audit Partner, KPMG Public Sector Audit Practice in Ottawa

Board of Governors Intranet Portal

The intranet was created to be a one-stop-shop for everything board related. Governors require a password to access the portal, and can find board and committee materials, schedules, the work plan, and membership information.

A page of both internal and external resources is housed on the board intranet portal. Here, governors have access to policies relevant to board members, governance resources, and external higher education magazines, blogs, etc. This page also includes resources specific to the Finance and Audit and Risk Committees.

Mentorship Program

To help acquaint new board members with their role as a governor, they are paired with an existing member. These duos are seated together at the orientation session and the first full board meeting in September and maintain informal connection throughout the board year.

Monthly Newsletter

Bi-monthly, governors are sent an email newsletter outlining top priorities and announcements for the month ahead, Carleton news stories and events, internal newsletters from departments and faculties across campus, and external resources from University Affairs, Trusteeship magazine, etc.

Professional Development

Through Carleton's Learning and Professional Development resource, board members are able to attend a series of workshops relevant to university operations. For example, governors have been offered training on: Accessibility in Higher Education, Cross Cultural Competence Training, Indigenous Cultural Awareness and Trans and Gender Diverse Inclusion at Carleton.

University Affairs Magazine

Bi-monthly, University Affairs produces a magazine referencing topical issues relating to higher education. Copies of this magazine are available in the boardroom for each governor to take home.

Council of Ontario Universities (COU)

The Chair, Vice-Chair, and Past-Chair of the Carleton University Board of Governors are members of the Council of Chairs Ontario Universities and are invited to meetings four times a year. The COU is a forum for all Ontario universities, and offers a chance for universities across the province to collaborate and share.

Canadian University Governance Association Annual Conference (CUGA)

Each year, A limited number of board members are invited to the annual CUGA conference (dependent on budget) where they can attend seminars and training's aimed to improve the governance of Canadian universities.

Governance Workshop for University Board Members

A limited number of board members (dependent on budget) are invited to join the annual Governance Workshop for University Board Members by Cheryl Foy, Strategic Governance Consulting Services, Limited. This usually occurs in November.



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

**Carleton University Senate
Meeting of April 24 2026 at 2:00 pm
PK608 + Zoom videoconference**

MINUTES

Present in person: I. Alma, D. Amundsen, , S. Blanchard, A. Bordeleau, A. Bowker, J. Brunet, N. Bruni, I. Bumagin, S. Burges, A. Butler, R. Dansereau (Clerk), T. Davidson, M. DeRosa, J. Drake, M. Francoli, R. Goubran, E. Gray, H. Hefzy, A. Hurrelmann, J. Jiménez Garcia, I. Knezevic, B. MacLeod, J. Mason, D. McNair, D. Mendeloff, R. Miller, M. Mullally, H. Nemiroff, P. Rankin (Acting Chair), M. Rivers-Moore, C. Ruiz-Martin, A. Shotwell, B. Tackaberry, N. Tait, C. Trudel, T. Turbat, S. Viel, G. Wainer, P. Williams, W. Ye

Present on Zoom: A. Abdou, M. Agha, J. Armstrong, M. Bahran, F. Brouard, J. P Corriveau, A. El-Roby, M. El Sayed, K. Graham, S. Hawkins, G. Lacroix, N. Laporte, G. Maracle, A. Masoumi, M. Papineau, E. Peirce, M. Rooney, S. Sadaf, R. Tfaily

Regrets: J. Debanné, S. Duncan, J. Greenberg, N. Hagigi, D. Hornsby, T. Lewis, L. Madokoro, K. Patel, R. Renfroe, P. Wilson

Absent: A. Arya, N. Giroux-Laplane, E. Harlan, X. Haziza, S. Joe-Ezigbo, A. Kocsis, G. Lachance, K. Nyediin Buoy, W. Tetey (Chair), M. Vatankhah

Recording Secretary: K. McKinley

-
1. The meeting was called to order at 2:02 pm. Provost Pauline Rankin acted as Chair of Senate in President Tetey's absence.

The Chair noted that this meeting would be the final Senate meeting for these ex officio student members:

- Alison Kocsis – CASG President
- Sean Joe-Ezigbo – CUSA President
- Hadi Hefzy – GSA President
- Temuulen Turbat – GSA Vice President, Academic

The Chair thanked these student leaders for their service on Senate and wished them success in their future endeavours.

Following a review of the hybrid meeting protocols, the Chair introduced the meeting agenda for approval. The Clerk requested that item 7-c (Reports – SAGC) be struck from the agenda as the committee did not have a report for this meeting.

It was **MOVED** (H. Nemiroff, E. Gray) that Senate approve the agenda for the meeting of Senate on April 24 2026, as amended.

The motion **PASSED**.

2. Minutes: March 27, 2026

The Recording Secretary noted one typo to correct on Page 8 of the minutes.

It was **MOVED** (B. Tackaberry, M. Mullally) that Senate approve the minutes of the Senate meeting on March 27, 2026, as amended.

The motion **PASSED**.

3. Matters Arising

The Clerk presented Senate attendance statistics in response to a request from Senator Morgan Rooney, who had asked at the previous Senate meeting for a comparison of in-person vs online attendance figures for the past few years.

A chart summarizing attendance from 2018 to 2026 showed the percentage of Senators attending for each meeting. Colour was used to differentiate between meetings held in person, those with a hybrid component, and those totally online. Senate meetings were held in person in 2018 and 2019, then moved online during the pandemic (2020-2022). After students and faculty were welcomed back to campus in the fall of 2022, Senate meetings were mixed between hybrid and online formats from 2023 to 2025, and then returned to in person only for the 2025-26 academic year (to March 2026).

While the data demonstrates for the most part that attendance numbers are higher for hybrid and online meetings, the Clerk noted that attendance data alone does not measure quality of deliberation or engagement, informal interaction and collegial exchange, or broader governance objectives that may be associated with different meeting formats. Differences in attendance numbers also may reflect factors beyond the meeting format, including scheduling, academic calendar timing, and individual availability. The Clerk

concluded that the attendance figures alone provide an incomplete basis for assessing overall meeting effectiveness and do not imply a preferred approach.

There were no follow-up questions from Senators.

4. Chair's Remarks

The Chair began by congratulating the recipients of this year's Faculty Graduate Mentoring Awards: Sana Mohsni, Sreeraman Rajan, Mostafa Taha, Shireen Hassim and Christine Koggel. This award recognizes exceptional dedication to graduate student education through supervision and research mentoring.

The Chair also congratulated the 26 recipients of this year's Achievement Awards, recognizing the research and teaching distinction of Carleton's academic staff. Awards were presented in six categories including Research Achievement, Research Achievement Seed Funding, Teaching, Professional Achievement for Faculty in Teaching Stream, Librarian and Contract Instructor. Senators Emily Gray, Jennifer Drake and Winnie Ye were among the recipients. Senators congratulated them with a round of applause.

Five of Carleton's community members have been named in the Ottawa Business Journal and Ottawa Board of Trade's 2026 40 under 40 List, a most sought-after business award for young leaders in the Ottawa area. The Chair offered congratulations to:

- Danielle Manley, Associate Professor in Carleton's Faculty of Science, and the Director of the School of Nursing;
- Emma Brown, founder of Whimble Care, and graduate of Carleton's Diploma in Philanthropy & Non-Profit Leadership (2021);
- Samantha Leclair, production director at Snowed In Studios, Ottawa's largest game development studio, and graduate of Carleton's interactive media & design program (2009);
- Chris Tester, founder and CEO of Comercio (Nordic Sauna and Outdoor Direct), and graduate of Carleton's International Business program (2010); and
- Genevieve Walton, CEO and Owner of Flex Property Developments, and a graduate of Carleton's Commerce program in 2016.

The Chair then announced the appointment of Dr. Matthias Neufang as Deputy Provost for a five-year term effective July 1, 2026. The Chair thanked Dr. Catherine Khordoc,

whose term as Deputy Provost concludes June 30, for her dedication and leadership since 2022.

The Chair noted that in March, Carleton hosted a delegation of 19 university rectors from Sweden for an exchange on academic collaboration, research security and innovation in a new geopolitical context. The visit marked a significant step in strengthening the ties between Canadian and Swedish academic institutions through research, innovation and global collaboration.

Finally, the Chair reported on the recent visit to campus of Finland's President, Alexander Stubb, for an event entitled "Rebalancing the World Order in an Age of Fragmentation." Hosted by the Norman Paterson School of International Affairs, the event was part of President Stubb's 2-day trip to Ottawa, and featured a public conversation on how democracies can navigate an increasingly fragmented world order.

There were no questions from Senators on these remarks.

5. Question Period

Two questions were submitted in advance by Senators.

Question from Alexis Shotwell

There seems to be a shift in policies coming from Graduate Studies - increased documentation requirements for Leaves of Absence, limits imposed on supervisory contact when students are on Leave, and a new requirement that if students withdraw in good standing they must pay three terms of tuition if they apply for re-admission . There also have been changes in the funding models at the MA level depending on whether students are in a thesis, Masters Research Paper/Essay, or coursework stream. All of these affect our academic supervisory practices. Students in my program report that they are experiencing all of these as punitive policies, and in some departments (Film Studies for example) the changes affect the structure of their admissions. What has been the process to arrive at these changes, what motivates them, and how will they be reviewed and altered if needed?

The Chair recognized Vice-Provost (Graduate Studies) Nadeem Siddiqi who responded to this question. Vice-Provost Siddiqi first provided a written response.

I really appreciate the question. I think it is quite appropriate given that there have been a lot of changes in Grad Studies in the last year, and there will be more in the next year as we roll out the changes approved here at Senate recently. Indeed, I think this question is important enough that I am providing this written version to be included in

the Senate minutes so that Senate can make reference again to it in the future.

This question seems to me to be about process and locality of review, so that is how I approached my response. I want to remind Senate that everything done at Grad Studies is subject to robust governance procedures.

The simple answer to the question about where these decisions are reviewed is generally 'Graduate Council', but there are specific workflows I detail here:

1. Regulation changes¹:

- GAF (Graduate Affairs) > Grad Council > SCCASP > Senate.
- Example: similar residency requirement for Masters Students

2. Policy changes²:

- GAF > Grad Council > VPARC > SMPC (Senior Management Policy Committee)
- Example: Graduate Supervision Appointments Policy

3. Procedural changes³:

- GAF > Grad Council

Note: Procedural review is for consultation, discussion, and information, but not approval.

Additionally, I also am always happy to answer questions and have fulsome discussion at Grad Council's Question Period where these questions typically come up.

The question refers to a student's status while on leave. This topic is recurrent at Grad Council. Importantly, we have had multiple presentations that touch on this topic in the last two years, including presentations about risk and graduate student status,

¹ The question refers to the 1-year (3-term) residency requirement for a PhD student. This regulation appears in the third paragraph Regulation 6.1. The wording of this residency requirement has been present for at least a decade. Senate recently passed a similar residency requirement for Masters students. This was passed at November 2025's Senate meeting.

² The question doesn't actually refer to a University Policy, but the closest such policy is the Graduate Supervision Appointments Policy, which is available here: <https://carleton.ca/secretariat/wp-content/uploads/sites/158/Grad-Supervision-Appts-Policy-2024.pdf>

³ The question refers to the procedures for gaining a Leave of Absence, which can be found here: <https://gradstudents.carleton.ca/leave-of-absence-procedures/>

international status, and employment status.

I'm happy to sum here for Senate:

- *A person who is on a leave of absence or has withdrawn from a program is not a student at Carleton and thus should receive no services from Carleton employees, including supervision, nor should they conduct any research activities without the affiliation, and thus the protection, of the university. This respects the concept of leave and protects the student in a wide variety of ways.*

Senators are likely noticing these changes now because, in the last two years, Grad Studies and Grad Council have made a massive and concerted effort to address 'time-to-completion' (which is a significant concern) and student flexibility in that regard—much of which has come to Senate in the form of new regulations, especially in the last few months. Here, Grad Studies and Grad Council have been responding to significant and ubiquitous demand from all stakeholders (predominantly students and faculty) to address these concerns.

In a follow-up to this response, Senator Shotwell remarked that when a graduate student takes a leave of absence they are not allowed to come to campus, visit the library, or participate in thesis group meetings, effectively cutting them off from their intellectual community. Additionally, she questioned why there is a limit to 3 Leaves of Absence now, which severely impacts disabled students who may need to take more of these. In response, the Vice-Provost noted first that students on leave should not be given work to do and should not be conducting research. Regarding the limit on the number of leaves he indicated that the limit can be discussed for exceptional cases.

Another question was raised regarding readmission procedures and residency requirements for Master's students who have withdrawn from their program. A Senator raised a Point of Order, noting that these questions are in the purview of Graduate Council, and should be discussed there, and not at Senate. The Chair allowed the response to this question to continue. Senators were reminded that these procedures were brought to Senate for approval several months ago. Vice-Provost Siddiqi suggested that the conversation on this issue be moved offline.

The Chair reminded Senators that Graduate Council still has two vacancies for faculty-member Senators and that Senators who wish to be more involved in these conversations on graduate regulations should consider joining the Council.

Question from Jody Mason

A plan to move the Institute of African Studies into the Institute of Interdisciplinary Studies (IIS) was discussed at the most recent FASS Faculty Board, where it was indicated

that IIS will become a School because an Institute cannot house another Institute. Where is this regulation written? If this regulation exists, why not simply make ISS a Department?

FASS Dean Anne Bowker responded to this question. She noted that the Institute of African Studies (IAS) has always been a small unit and has shrunk further post-Covid to only 8 majors. Because IAS is active internationally, there was a desire to preserve it as an Institute, while also moving it under the Interdisciplinary Studies umbrella.

In Carleton's academic governance framework, Institutes are stand-alone academic units and do not function as umbrella units for other academic units. By contrast, Schools are explicitly designed to house multiple sub-units or programs. As such, to enable the governance of African Studies programs within Interdisciplinary Studies, a redesignation of the Institute of Interdisciplinary Studies (IIS) as a School was required.

The Dean also noted that departments are typically organized around a single discipline (for example, Economics) with degree programs and curricula unified by a common disciplinary framework. Schools, by contrast, are commonly used to house multiple programs or sub-units, each retaining a distinct intellectual focus while benefitting from shared governance and administrative oversight. Given that IIS already governs multiple interdisciplinary sub-units, and that African Studies would become a fourth sub-unit, a School structure is the most appropriate and coherent fit.

In response to a follow-up question, Dean Bowker confirmed that it is not the intention to combine all small programs into Institutes or Schools, as several smaller units within FASS are robust enough to maintain their status as departments.

Senator Mason noted that the Director of a School is not a CUASA member, and asked if there was a way to preserve the union status of the head of Interdisciplinary Studies as it becomes a School. The Chair responded that the distinctions between Schools, Departments, Institutes and other units are laid out in the Collective Agreement, and any discussion of changes to those definitions should be held between the union and management, not at Senate.

There was no further discussion.

6. Administration

MINUTES – APRIL 24, 2026

a) Senate Membership Ratification

The Clerk presented a motion to ratify a faculty member from FPGA and one student member from FASS, for service beginning July 1, 2026.

- David Mendeloff – FPGA faculty member
- Nishtha Hurrydass – UG Student (FASS)

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

The motion **PASSED**.

7. Reports

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

Committee Chair David Mendeloff presented 2 items for approval and 1 item for information. The items for approval were combined into an omnibus motion for efficiency.

Items for approval – Omnibus motion

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

- R-ADM-Program-B.Co.M.S.
- R-ADM-Program-B.Eng.

The motion **PASSED**.

Individual motions from the Omnibus:

- Bachelor of Communication and Media Studies – THAT Senate approve the revisions to Regulations R-ADM-Program-B.Co.M.S. effective for the 2027/28 Undergraduate Calendar as presented. (modification to permit direct entry to both the Honours and non-Honours programs)
- Bachelor of Engineering - THAT Senate approve the revisions to Regulations R-GADM-Program-B.Eng. effective for the 2027/28 Undergraduate Calendar as presented. (admissions requirements modified to specify Calculus and Vectors as required prerequisite)

Item for Information:

- Minor Modifications to the Mechatronics Engineering program

There was no discussion of the items for information.

b) Senate Quality Assurance and Planning Committee (SQAPC)

In the SQAPC Chair's absence, SCCASP Chair David Mendeloff presented 3 motions for Senate approval related to governance changes in FASS, 4 major modifications including one program closure, and one cyclical program review for approval. There was also one memo for information.

Governance Changes in FASS:

Each proposal below was fully supported by the relevant unit and also by FASS Faculty Board.

It was **MOVED** (D. Mendeloff, A. Bowker) that Senate recommend to the Board of Governors the approval of the change in governance for the Institute of African Studies, as presented, with effect from July 1, 2026.

The motion **PASSED**.

It was **MOVED** (D. Mendeloff, A. Bowker) that Senate recommend to the Board of Governors the name change of the Institute of Interdisciplinary Studies to the School of Interdisciplinary Studies, as presented with effect from July 1, 2026.

The motion **PASSED**.

It was **MOVED** (D. Mendeloff, A. Bowker) that Senate recommend to the Board of Governors the approval of the governance change for the courses and programs in Canadian Studies, as presented with effect from July 1, 2026.

It was noted that the School of Canadian Studies will be disestablished as a separate academic unit, and its faculty members will be appointed to the School for Studies in Art & Culture, where Canadian Studies will form a fourth sub-unit alongside Music, Film and Art/Architectural History. A Senator registered their regret and concern with the optics of the lack of a Canadian Studies department or institute at a university in the nation's capital. Another Senator noted that the documentation for this item should be corrected to indicate that there was one abstention in the vote at the departmental level.

The motion **PASSED**.

Major Modifications:

Program Closure

It was **MOVED** (D. Mendeloff, M. DeRosa) that Senate approve the closure of the BSc and BScH in Integrated Science as presented with effect from Fall 2027.

Discussion: A Senator asked for more context on the enrolment piece for this decision. In response it was noted that when the integrated science program was redesigned, the intention was to approximate enrolments in institutions with similar programs, which ranged from 50 – 100 students annually. When this did not occur, additional rebranding work was undertaken that also had no impact on enrolment. The unit has decided to refocus on Masters programs, for students to gain these extra skills once they have a foundation in Science via their undergraduate studies.

The motion **PASSED**.

Deletion of Minor

It was **MOVED** (D. Mendeloff, A. Bowker) that Senate approve deletion of the minor in Latin American and Caribbean Studies, as presented with effect from Fall 2027.

A Senator asked why the minor in Latin American and Caribbean Studies is being deleted, when the enrolments in the courses for these minors remains large enough to offer them. Dean Bowker of FASS responded that there is no major in Latin American and Caribbean Studies, and with the minor, the courses still need to be offered every year. Without the minor, the courses can still be offered, but Faculties will have more flexibility in deciding when to offer them. Dean Bowker added that most of the instructors for these courses are in FPGA, not FASS.

The motion **PASSED**.

Direct Entry to PhD in Linguistics

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It was **MOVED** (D. Mendeloff, B. McLeod) that Senate approve the major modification to the PHD program in Linguistics as presented with effect from Fall 2026.

SCCASP Chair Mendeloff noted that the modification would allow a direct entry PhD option for exceptional students entering from a Bachelor's Degree, and also a Fast-Track option for a small number of MA students to transition to a PhD after completing the coursework component of the MA.
The motion **PASSED**.

Modification – Co-op Option

It was **MOVED** (D. Mendeloff, R. Miller) that Senate approve the major modification to the MENG Engineering Practice program as presented with effect from Fall 2026.

It was noted that this modification replaces the current practicum with a co-op option, along with regulations to govern the new co-op option.

A Senator asked if the co-op program is potentially suffering from a lack of administrative support. VPSE Suzanne Blanchard responded that the financial model for coop is to increase support as the number of students increase and as need arises. It is a self-funded model, and the situation is assessed each year.

The motion **PASSED**.

Cyclical Review

It was **MOVED** (D. Mendeloff, M. DeRosa) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Program Review of the Undergraduate Programs in Computer Science.
The motion **PASSED**.

Item for Information:

Senate was presented with a memo confirming the extension for one additional cycle of the suspended program admissions for the minors in German, Korean, Russian and Chinese. It was noted that the suspension began in 2025, not 2005 as was indicated in the memo. This item was provided for information and there was no discussion from Senators.

8. Update from Ad Hoc Committee on the Academic Integrity Policy

The Chair introduced Professor Donald Russell, Chair of the Ad Hoc Committee on the Academic Integrity Policy, who provided a summary of the committee's activities and an update on the current status of the policy.

The process of reviewing the policy began approximately two years ago in the Fall of 2024, and was triggered in part by the restructuring of the Faculty of Graduate and Postdoctoral Affairs. Senate approved the creation of the Ad Hoc Committee on the Academic Integrity Policy to revise the policy as needed, to include new procedures related to academic integrity violations at the graduate level, and also to incorporate additional language related to the increased use of artificial intelligence.

Since the Fall of 2024, the committee has met twenty times, has thoroughly reviewed the policy twice, and has consulted with a number of stakeholders including student groups, Carleton's General Counsel, the University Registrar, Corporate Archivist, and others.

Some of the changes to the policy being proposed by the committee include:

- The creation of a new Senate Committee on Academic Integrity. This committee would have a number of responsibilities and would actively monitor the policy for future revisions.
- A number of steps to protect students from unacceptable delays in resolving their cases. These include a process to dismiss cases after 8 months, and for students to petition to dismiss a case due to unreasonable delay.
- Addition of language related to artificial intelligence
- Revision of procedures section for greater clarity
- Revision of petitions section and the addition of petition for removal of transcript notation, and petition to rescind expulsion
- Expansion of records section for more comprehensive discussion of types of records, and to ensure compliance with FIPPA and Carleton University retention policies.
- Addition of a clause related to professional programs at Carleton.
- A new numbering system and general edits throughout to clarify language.

The current draft policy has been reviewed by the initial stakeholder group, and will shortly be sent to the Provost and Deans for feedback. Once the committee receives this feedback and has made further edits, if needed, to the policy, it will be brought to Senate for review, discussion, and eventually approval.

The Chair thanked the Ad Hoc Committee for their work on the policy and invited questions from Senators.

A Senator asked if there would be an option for instructors to appeal decisions made by Deans on academic integrity cases. The Ad Hoc Committee Chair responded that the committee felt that academic integrity interactions should continue to be between the Dean and the student, and not between the faculty member and student.

Another Senator spoke against the automatic dismissal of cases due to delay. They challenged the assumption that the large volume of cases in some Faculties is due, in part, to professors submitting too many cases. They listed a number of instances in which students have cheated in exams with new technologies; the Senator asked if faculty members could have more power to advance cases like these in a streamlined fashion, particularly where the academic integrity violation is well known and documented. In response, it was noted that the long delay in resolving cases is a relatively recent phenomenon related to Covid, and that the changes in the policy should encourage Deans and Faculties to move forward more quickly on cases. It was also noted that Carleton has chosen to manage the academic integrity process centrally, rather than allowing individual faculty members to decide on cases, and that the committee did not see a need to change this approach.

In response to another question, the Ad Hoc Committee Chair confirmed that Carleton does currently implement an accelerated process in cases where the Dean feels the evidence is clear and strong that an academic integrity offence has occurred.

A Senator asked how the policy deals with the increased use of artificial intelligence and its large impact on academic integrity. In response it was noted that the ways in which artificial intelligence is used vary considerably from Faculty to Faculty and from program to program. The committee felt it was also important not to use language in the policy referring to specific technologies that would be out of date in a few years. Therefore the policy clarifies in general language that using artificial intelligence when you shouldn't is

a violation of the policy. The Ad Hoc Committee Chair added that this is not solely an academic integrity issue, but involves teaching and pedagogical approaches as well.

A Senator asked a question related to the Ontario Guidelines on Research and Artificial Intelligence informed by the Council on Graduate Studies considerations. The Ad Hoc Committee Chair responded that these issues are very broad and not in scope for the current policy.

In response to another question, the Ad Hoc Committee Chair clarified that Deans are free to consult within their faculty boards once they receive the policy, and Senators are welcome to engage with the policy when it comes to Senate in future meetings.

The Chair reminded Senators that there is not yet a “final” version of the policy, and the information provided in the current meeting was for information only. It was also noted that the Ad Hoc Committee will disband at the end of June, and Senate will need to determine who will be in charge of editing the policy further after that point.

The Chair thanked Senators for their engagement and input and the Ad Hoc Committee Chair for the report.

9. Reports for Information

The following reports were submitted for information:

- a) Senate Executive Committee minutes (March 17, 2026)

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

10. Other Business

No other business was identified.

11. Adjournment

The meeting was adjourned (E. Gray, G. Wainer) at 3:44 pm.

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

**Carleton University Senate
Meeting of May 29 2026 at 2:00 pm
PK608 + Videoconference**

**OPEN SESSION
MINUTES**

Present in Person: D. Amundsen, J. Armstrong, S. Blanchard, A. Bordeleau, A. Bowker, J. P. Corriveau, R. Dansereau (Clerk), M. DeRosa, J. Drake, S. Duncan, M. Francoli, R. Goubran, K. Graham, J. Greenberg, M. Heroux, D. Hornsby, A. Hurrelmann, N. Laporte, B. MacLeod, L. Madokoro, D. Mendeloff, L. N. Miller (acting for A. Butler) H. Nemiroff, A. Patrick, P. Rankin, C. Ruiz-Martin, B. Tackaberry, N. Tait, W. Tettey (Chair), D. Tutkishbayeva, S. Viel, G. Wainer, P. Wilson, W. Ye, F. M. Zamani

Present via Zoom: A. Abdou, J. Brunet, N. Bruni, S. Burges, J. Debanné, A. El-Roby, M. El Sayed, E. Gray, X. Haziza, G. Lacroix, G. Maracle, J. Mason, M. Papineau, M. Rooney, S. Sadaf, R. Tfaily, P. Williams

Regrets: M. Bahran, F. Brouard, I. Bumagin, J. C. Jimenez-Garcia, I. Knezevic, A. Masoumi, D. McNair, M. Mullally, R. Renfroe, M. Rivers-Moore, A. Shotwell, C. Trudel

Absent: M. Agha, I. Alma, A. Arya, T. Davidson, N. Giroux-Laplanche, N. Hagigi, E. Harlan, S. Hawkins, G. Lachance, R. Miller, K. Nyediin Buoy, K. Patel, E. Peirce, M. Vatankhah

Recording Secretary: K. McKinley

1. Welcome and Call to Order

The meeting was called to order at 2:02 pm. The Chair welcomed the following new student leaders to Senate:

- CASG President Aidan Patrick
- CUSA President Maxwell Heroux
- GSA President Diana Tutkishbayeva
- GSA Vice-President Academic Fatemeh Mohammad Zamani

The Chair next acknowledged the passing of retired Philosophy Professor Randall Marlin, who joined Carleton in 1966. The Chair offered condolences to family members, friends, former colleagues and students.

After a quick review of procedures, the Chair called for a motion to move into Closed Session to approve the Spring 2026 graduates.

It was **MOVED** (G. Wainer, J. Greenberg) that Senate move into the Closed Session of the meeting.

The motion **PASSED**.

(Minutes for the Closed Session of the meeting are in a separate document.)

Minutes after Open Session resumed:

Approval of Open Agenda:

The Chair requested that Item 9 (Carleton Towards 100) be removed from the agenda as this item has been postponed to the June 19th Senate meeting.

It was **MOVED** (L. Madokoro, D. Mendeloff) that Senate approve the open agenda for the meeting of Senate on May 29, 2026, as amended.

The motion **PASSED**.

2. Minutes: April 24, 2026 (open session)

A Senator noted one error in the attendance record to be corrected.

It was **MOVED** (M. Francoli, B. Tackaberry) that Senate approve the minutes of the open session of the Senate meeting on April 24, 2026, as amended.

The motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair noted the following research achievements within the Carleton community:

- Professor Ahmed Abdulla, from the Department of Mechanical and Aerospace Engineering, has been named Canada's 2026 National champion by the Frontiers Planet Prize. This is the world's largest science competition on planetary health, involving over 700 universities and research institutions worldwide. Professor Abdulla's research focusses on direct air capture, a carbon-capture technology designed to address climate change.
- Carleton researcher Thomas Russell has been announced as Carleton's newest Canada Research Chair in Next-Gen Economics. His innovative research focuses on developing advanced economic models that require only limited computing power.
- Allyson Brady and Banu Ormeci have been awarded over \$900,000 from Natural Sciences and Engineering Research Council of Canada and Environment and Climate Change Canada, for their research into plastic science.
- Professor Halim Yanikomeroglu has received the 2026 IEEE Canada R.A. Fessenden Award, for his pioneering research into 4G/5G/6G telecommunications and radio engineering. This prestigious award recognizes a Canadian engineer whose work is shaping the future of wireless communications on a global scale.
- \$1.8M has been awarded by the Carnegie Corporation of New York to Carleton researchers Samuel Ojo Oloruntoba from the Institute of African Studies, and James Milner from the Faculty of Public & Global Affairs, to support their efforts promoting peace and cooperation in border areas and refugee communities across Africa.

The Chair next shared that the Black Entrepreneurship Knowledge Hub (BEKH) has received renewed federal support through 2028. BEKH 2.0 will deepen national research, strengthen and expand partnerships, and advance practical solutions that help Black businesses scale and thrive.

Also on the topic of supporting the Black community, the Chair noted that Carleton along with the University of Ottawa, recently co-hosted the 3rd Inter-Institutional Forum of the Scarborough Charter on May 14 and 15. The forum, held every two years, provides an important platform for dialogue, knowledge-sharing, and collective reflection on progress in addressing anti-Black racism and advancing Black inclusion in Canadian higher education. Co-hosting this event reflects Carleton's leadership role in advancing the Charter's objectives and our ongoing commitment to equity, diversity, and inclusion in

both Carleton's academic mission and institutional practices.

There were no questions or follow-up comments from Senators on these remarks.

5. Question Period

Three questions from two Senators were submitted in advance.

Question from Senator Gabriel Wainer:

The current deferred exam period has once again exposed critical flaws in the self-declaration process. We are seeing a significant surge in deferral requests, with some Engineering courses exceeding 50 deferred students, resulting in an unsustainable work overload for faculty and staff.

According to a recent Registrar's Office report to Senate, deferral cases have risen from 1,000 during the pandemic to 3,000 in the most recent period. There are growing concerns that the system is being exploited to move exams to sessions managed solely by proctors, where the absence of the presiding professor increases the risk of academic misconduct.

In light of this, I would like to know:

- Why are deferrals three times higher now than during the pandemic, and what immediate measures are being currently taken to prevent the misuse of the self-declaration form?
- What happened to the original motion to Senate that included investigation of the root causes of deferral requests and follow up on potential misuse of the form? What is the strategy to ensure this exploitation and to reduce the current burden on faculty and staff?

Response from VPSE Blanchard: This is a topic of concern across the sector, and not just at Carleton. The increased number of deferrals since the pandemic can be partially explained by the fact that during the pandemic compassionate grading options reduced the need and demand for formal exam deferrals. Also, post-pandemic there have been fewer online exams, more assessments as a result of AI, and an increase in general anxiety of students. These factors all have contributed to a larger number of deferrals.

There is no single solution to this issue, and resolving it will take time.

Carleton is taking the following steps to address this issue:

- *Meeting with students who have requested several deferrals to determine if there are underlying issues, thereby looking at the root cause of these requests.*
- *Updating calendar language to make rules clearer*
- *Meeting with Associate Deans regarding statistics and how to mitigate cases*
- *Scheduling examination spots on evenings and weekends*
- *Implementing an annual survey to track numbers*
- *Implementing a \$75 no-show fee for deferred exams*

- *Creating a Faculty Advising Group to improve efficacy of processes*

The VPSE clarified in response to a follow-up question that medical documentation is no longer required for deferred final exams; the self-declaration form is now used instead. She also confirmed that distance deferrals are allowed for in-person courses when warranted, and that this is not a new option.

The discussion concluded with Senator Wainer reiterating his concern that the current process is flawed, and that it puts an extra burden of work on faculty members who need to accommodate these deferrals.

The Chair thanked all for the rich discussion and suggested that it may be helpful to bring the matter to the attention of the Dean of FED since it appears to be related to Faculty level processes and procedures, and requested that the Provost follow up with the Dean.

Questions from Senator Jody Mason:

- We have been discussing Schools and Institutes at Senate. There is no definition for these bodies, or for Departments, in the University Act (though other key terms are defined). Would it not be helpful to have these terms defined? How are Senators to distinguish their meanings? Are they identical?

Response from Provost Rankin: The nomenclature for academic units can be confusing and terms have evolved in their use and definition over time. In previous years, “Institute” has been used to describe organizational structures that group interdisciplinary programs that do not fit within the confines of a traditional department. The term “School” as in the School for Studies in Art & Culture, was used for a structure that traditionally housed several programs in multiple subject areas. Over the years, these terms have taken on other meanings. For example, Carleton’s business Faculty is called a school (Sprott School of Business), and there sometimes we use the term “institute” to describe entities devoted solely to research activities.

Because our governing documents do not include definitions of these terms, the University Secretary and Chief Governance Officer, Amanda Goth, has agreed to review Carleton’s past and current practice, and will perform a benchmarking study of the use of these terms across the university sector. A report will be provided to Senators in the fall, along with a suggested path forward.

- Many program reviews that go the SQAPC mention how increasing budget constraints lead to pedagogical issues (i.e., units are reporting resource problems and documenting how they impact curriculum). Senate has no power to do anything about this. Are these budgetary concerns reported to the Board of Governors? Are members of the Board of Governors made aware of the pedagogical repercussions of their budget decisions?

Response from Provost Rankin: Two Board members sit on Senate and, likewise, there are two seats for Senators on the Board. Therefore, any perceived issues related to academic changes can easily be communicated to the full Board. The Board also receives an annual report on changes to academic programs and has an opportunity to discuss the impacts of such changes at that time.

6. Administration (Clerk)

a. Membership Ratification

The Clerk presented a revised memo to ratify four faculty members and one graduate student for terms on Senate to begin on July 1, 2026. He noted that the memo had been updated to remove Tim Haats, who is no longer available to serve on Senate next year, and to add the newly elected graduate student.

Faculty Member Representatives 5

- John Anderson – FASS
- Frenand Leger – FASS
- Shoeleh Shams – FED
- Sarah Todd – FPGA (Faculty Board Secretary)

Graduate Student Representative

- Rezda Rezal - FPGA

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

The motion **PASSED**.

b. Senate Meeting Date Change – April 2027

The Clerk informed Senate of a change in the date of the Senate meeting from April 30, 2027 to April 23, 2027, to allow Senators to review and endorse the new Strategic Plan before it is sent to the Board for final approval. There was no motion for Senate.

7. Reports:

a. Senate Committee on Curriculum Admission and Studies Policy (SCCASP)

Committee Chair David Mendeloff presented two items for Senate approval and one item for information. Senators requested that these motions be presented separately, instead of combined into the omnibus that was included in the memo.

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

Regulations R-UG-4.3 Deferred Final Examinations, effective for the 2026/27 Undergraduate Calendar, as presented.

Discussion:

The committee chair noted that two sections of the undergraduate calendar were revised to clarify the assignment of grades in cases of missed deferred final examinations, and to clarify the circumstances under which a student may be granted a deferral following early departure from a final examination.

A Senator asked why the paragraph at the end of section 4.3.2 in the calendar regarding access to course materials was deleted. In response, a representative from the Registrar's Office noted that this is consistent with the implementation of a new approach to gradually remove advice from the calendar and include only the regulations.

In response to another question, the VP Students & Enrolment noted that an ongoing medical condition on its own is not automatically grounds for a deferral, as it is expected that these chronic conditions are being managed. The deferral request must relate to something specific occurring on the day in question.

The motion **PASSED**.

It was **MOVED** (D. Mendeloff, J. Greenberg) that Senate approve the revisions to Regulations R-GR-7 Registration and Course Selection effective for the 2026/27 Graduate Calendar as presented.

Section 7.9 was updated to specify that part-time graduate students will now be limited to registering in fewer than 1.0 credit per term. The change was prompted in part by the introduction of a new per-course tuition framework.

Discussion:

A Senator asked for the rationale for this change and for comparison data from other universities. The Chair recognized Vice-Provost Nadeem Siddiqi, who responded that the change was motivated by the new course-based tuition framework, and that for most students the difference would translate to one course per term. A benchmarking study was completed and demonstrated that for the university sector, 1.0 is the normal cut-off for full-time/part-time designation, although universities varied on which side students with exactly 1.0

credits fall.

For students, the advantage of a full-time designation is greater access to OSAP funding, but also results in an increase in ancillary fees of between \$50 and \$200 per term.

Vice-Provost Siddiqi also noted that for many 4.0 credit programs, students had been able to declare as part time even while moving through the program full time. The adjustment will allow for more accurate reporting of those programs.

In response to another question, Vice-Provost Siddiqi noted that specific tuition (per course) varies by program, not by Faculty.

The motion **PASSED**.

Item for Information: Minor modifications

There was no discussion of this item.

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented one new program, 10 major modifications and 2 cyclical program reviews for Senate approval. The major modification included two program closures that were presented separately. The other eight major modifications were combined into an Omnibus motion for efficiency.

New Program: Bachelor of Entrepreneurship (B.Ent)

This is a full-cost recovery undergraduate program for the Sprott School of Business focusing on small and medium-sized enterprises.

It was **MOVED** (H. Nemiroff, J. Greenberg) that Senate approve the proposed Bachelor of Entrepreneurship program as presented, to commence in Fall 2027.

The motion **PASSED**.

Program Closures:

Post-Baccalaureate Diploma in Economics

It was **MOVED** (D. Mendeloff, M. Francoli) that Senate approve the closure of the Post-Baccalaureate Diploma as presented with effect from Fall 2027.

The motion **PASSED**.

MA-MBA

It was **MOVED** (D. Mendeloff, L. Madokoro) that Senate approve the closure of the

MA-MBA presented with effect from Fall 2026.
The motion **PASSED**.

Major Modifications (omnibus motion)

It was **MOVED** (D. Mendeloff, K. Graham) that Senate approve the major modifications as presented.
The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the major modification to the Master of Accounting program as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the undergraduate programs in Law with a concentration in Business Law as presented with effect from Fall 2027.
- THAT Senate approve the major modification to the undergraduate programs in Political Science as presented with effect from Fall 2027.
- THAT Senate approve the deletion of the BGIInS specialization and stream in Latin American and Caribbean Studies as presented with effect from Fall 2027.
- THAT Senate approve the major modification to the BGIInS program as presented with effect from Fall 2027.
- THAT Senate approve the major modification to the BPAPM programs as presented with effect from Fall 2027.
- THAT Senate approve the major modification to the BEng programs in Sustainable and Renewable Energy Engineering as presented with effect from Fall 2027.
- THAT Senate approve the change in governance for the collaborative specialization in Latin American and Caribbean Studies as presented with effect from Fall 2026.

Cyclical Program Reviews

It was **MOVED** (D. Mendeloff, A. Bowker) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.
The motion **PASSED**.

Individual Motions from the Omnibus:

- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate and undergraduate programs in Anthropology.
- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate and undergraduate programs in Law and Legal Studies.

c. Senate Academic Governance Committee (SAGC)

Committee Chair Richard Dansereau presented a memo to ratify 29 nominees for 8 Senate committees, for service beginning July 1, 2026.

- 1) Senate Committee on Curriculum Admissions and Studies Policy
 - Mohammed Mirza (GR Student member)
- 2) Senate Quality Assurance and Planning Committee
 - John Anderson (FASS Faculty member)
 - Jeffrey Erochko (FED Faculty member)
 - Siva Sivathayalan (FED Faculty member)
 - Vandna Bhatia (FPGA Faculty member)
 - Madhav Sewpal (UG Student member)
- 3) Senate Academic Governance Committee
 - Kevin Graham (Science Faculty member)
 - Victoria Andrews (GR student member)
- 4) Senate Student Awards Committee
 - Rodney Nelson (Sprott Faculty member)
 - Jacky Chan (UG Student member)
 - Oluwadamilola Omotuyi (GR Student member)
- 5) Senate Honorary Degrees Committee
 - Nduka Otiono (FASS Faculty member)
 - Shani Pupco (Sprott Faculty member)
 - Jose Galdo (FPGA Faculty member)
 - Seyda Ipek (Science Faculty member)
 - Nazanin Habibpourkouchaki (GR Student member)
- 6) Senate Academic Integrity Appeals Committee
 - Bob Burk (Science Faculty member)
 - Jean Daudelin (FPGA Faculty member)
 - Rob Langlois (FED Faculty member) Chair
 - Rebecca Kempe (GR student member)
 - Elham Rezazadeh (GR student member)
 - Adrian Ponce (UG student member)
- 7) Graduate Student Appeals Committee
 - Jeffrey Erochko (FED Faculty member)
 - Guncha Annayeva (GR Student member)
- 8) Senate Review Committee
 - Gabriel Wainer (FED) Chair
 - Julie Murray (FASS Faculty member)
 - Jeremy Laliberte (FED Faculty member)

- Chimaobi Amadi (GR Student member)
- Nya Lual (GR Student member)

It was **MOVED** (R. Dansereau, S. Viel) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2026.

The motion **PASSED**.

8. Operating Budget Report (Provost)

University Provost and Vice-President (Academic) L. Pauline Rankin provided highlights from the consolidated 2026-27 Operating and Ancillary budget, which was approved by the Board of Governors in April. She noted that although the university is still in a deficit, there are reasons to be more optimistic about Carleton's financial situation moving forward.

The Provost began by reviewing positive changes to the funding model that were announced by the Ministry in February:

- \$27M of increased provincial grant funding for 2026-27, including:
 - Adjustments to weighted grant units (per student funding)
 - Increases in program weights across select STEM and health science programs
 - Expansion in enrolment funding for STEM health care and trades programs; Carleton will submit a proposal to receive increased funding spaces for growth in Nursing and Engineering programs
- Modest increases to the domestic tuition framework of 2%, and a previously approved 5% increase in tuition for non-Ontario residents, and up to 7.5% increase for select programs (MBA, B. Commerce and BIB). The Provost reminded Senators that while these increases are welcome, they do not close the gap created by 7 years of cuts and freezes.

For the 2026-27 budget, the combined deficit will be approximately \$32M, with projected revenues at \$614M and expenditures projected to total \$646. The Provost noted that the university has little control over many of these numbers, as 78% of revenue is tied to enrolment levels and provincial policy decisions.

Ancillaries are reporting a small deficit due to capital reinvestments, with healthy operating margins. The Provost reminded Senators that ancillaries do not receive subsidies from the operating fund; they must fund their own operating costs and are important to the university because they contribute to the Operating Budget.

Provost Rankin explained that specific planned investments for 2026-27 are targeted to:

- Re-establish international enrolment and global presence
- Modernize planning and operations, including support for implementing a new budget model

- Protect and strengthen the student experience, and
- Pursue strategic workforce planning.

The Provost noted that a comparison of Ontario universities shows that although financial pressures remain, several universities have moved out of their previous deficit position, which is a positive indication for the sector.

Looking forward, enrolment for 2026-27 is trending well and if Carleton can maintain its current aggressive trend, it is projected that enrolment could recover and exceed 2020/21 levels by 2030. Continuing with aggressive enrolment growth will be key to improving our financial outlook.

Key takeaways:

- The university will continue to make targeted investments to support enrolment recovery.
- The university will strengthen financial stewardship through a new budget model and strengthened financial controls.
- The university will use reserves in a careful and time-limited manner to support stability during transition.
- The university will sequence actions deliberately to align with institutional capacity and minimize risk.

The Provost added that a budget webinar will be scheduled within the next 2 weeks, and will contain more fulsome information on budget numbers. The Chair thanked the Provost for the informative presentation and remarked that notwithstanding the relatively positive picture presented, the budget situation remains challenging, and there is still a lot of work to do to address our structural deficit.

There were no questions from Senators.

9. Reports for Information:

- a. Senate Executive Minutes (April 24, 2026)
- b. COU Academic Colleague Report

A Senator asked why the Senate Executive Committee minutes do not include the list of questions for Senate Question Period that were deemed out of scope by the committee. In response it was noted that the committee agreed that it may not always be appropriate to share all of the questions submitted, and that the decision on how to minute this item was made collectively by the committee. This collegial approach by the committee does not undermine the new process for reviewing questions.

10. Other Business

None was identified.

11. Adjournment

The meeting was adjourned (S. Blanchard, D. Hornsby) at 3:50 pm.

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

**Carleton University Senate
Meeting of June 19, 2026 at 2:00 pm
PK608 + Zoom Videoconference**

**OPEN SESSION
MINUTES**

Present in Person: M. Bahran, S. Blanchard, A. Bordeleau, A. Bowker, J. Brunet, I. Bumagin, R. Dansereau (Clerk), J. Debanné, M. DeRosa, J. Drake, M. Francoli, R. Goubran, K. Graham, E. Gray, X. Haziza, M. Heroux, D. Hornsby, J. C. Jimenez-Garcia, I. Knezevic, B. MacLeod, L. Madokoro, D. McNair, D. Mendeloff, R. Miller, H. Nemiroff, A. Patrick, R. Renfroe, A. Shotwell, B. Tackaberry, N. Tait, W. Tettey (Chair), S. Viel, P. Williams, P. Wilson, W. Ye, F. M. Zamani

Present via Zoom: D. Amundsen, F. Brouard, A. Butler, J. P. Corriveau, A. El-Roby, G. Maracle, M. Rivers-Moore, M. Rooney, C. Ruiz-Martin, S. Sadaf

Regrets: J. Armstrong, J. Greenberg, A. Hurrelmann, G. Lachance, N. Laporte, J. Mason, M. Papineau, P. Rankin, R. Tfaily, C. Trudel, D. Tutkishbayeva, G. Wainer

Absent: A. Abdou, M. Agha, I. Alma, A. Arya, N. Bruni, S. Burges, T. Davidson, S. Duncan, M. El Sayed, N. Giroux-Laplante, N. Hagigi, E. Harlan, S. Hawkins, G. Lacroix, A. Masoumi, M. Mullally, K. Nyediin Buoy, K. Patel, E. Peirce, M. Vatankhah

Recording Secretary: K. McKinley

1. Welcome and Call to Order

The meeting was called to order at 2:02 pm. The Chair reported that the Closed Session in the draft agenda would not be included in the meeting, and requested that it be removed from the meeting agenda. There was no objection from Senators.

It was **MOVED** (M. Francoli, B. Tackaberry) that Senate approve the agenda for the meeting of Senate on June 19, 2026, as amended.

The motion **PASSED**.

2. Minutes: May 29, 2026 (open session)

The following corrections to the minutes were requested:

- An addition to the end of the discussion on the budget presentation was requested, to capture the Chair's closing remarks on the item.
- Item 7(b) SQAPC – Motion: new program – Bachelor of Entrepreneurship: A sentence indicating that the motion passed is needed.
- Item 7(b) - SQAPC - Cyclical Program Reviews – A sentence indicating that the omnibus motion passed is needed.

It was **MOVED** (A. Bowker, M. DeRosa) that Senate approve the minutes of the open session of the Senate meeting on May 29, 2026, as amended.

The motion **PASSED**.

3. Matters Arising

The Clerk of Senate reported on a matter arising from the previous meeting. A Senator had raised a concern regarding how the Question Period discussions at Senate Executive Committee meetings were being minuted. The Senate Executive Committee discussed this concern at their meeting on June 9th. The committee concluded that moving forward, a summary of the topic of each question would be noted in the minutes, and if the decision is not to include the question in the binder, the minutes will indicate why, and how the question is being referred, if applicable. The committee feels that this approach balances both transparency and privacy concerns.

4. Chair's Remarks

The Chair began his remarks by thanking all who participated in the Convocation celebrations from June 8 to 12, 2026. 17 ceremonies were held, 3 honorary degrees awarded and over 5,300 students crossed the stage. The Chair extended congratulations to graduating students, including Student Senators, and wished them all the best in their future endeavours.

The Chair then congratulated Ron Miller, who has been appointed Dean of the Faculty of Engineering and Design. Professor Miller had been serving as Interim Dean for the past year, and steps into the role as Dean on July 1, 2026.

Congratulations were also extended to Amber Butler, who has been reappointed as University Librarian for a 5-year term, effective July 1, 2027, following her administrative leave.

In research news, the Chair noted that Professors Menna Agha and Hamza Bashandy have been awarded over \$240,000 from the New Frontiers in Research Fund, for their work in democratizing access to co-design tools in architecture.

The Chair reminded Senators that June is Pride Month and also Indigenous History Month. Details on events planned for these celebrations can be found on the university website.

Finally, the Chair reported on the activities of the Task Force on Community Healing, Rebuilding and Belonging. He noted that Cathy Malcolm Edwards and Sarah Todd have assumed the leadership of the group, as Kahente Horn-Miller has stepped away from the role due to health issues. Meetings with the membership and Elders' group so far have focused on mapping out a schedule of activities, including consultations with the Carleton community over the summer. Information regarding opportunities to share perspectives and ideas will be posted soon.

The Chair reminded Senators of the mandate of the task force which is to:

- (re)build and/or sustain a safe, equitable and inclusive environment that is conducive to pursuing Carleton University's mission and vision for inclusive impact and prominence, together; and
- Foster a campus community culture in which we collectively uphold mutually reinforcing obligations to our values, including academic freedom and freedom of expression; critical and robust engagement with issues; respect for diversity of opinions and perspectives; civility, belonging, and mutual flourishing; and institutional impartiality.

There were no questions from Senators or further discussion on these items.

5. Question Period

One question from Senator Laura Madokoro was circulated in advance to Senators:

At the last meeting of Senate (May 29) we had a robust discussion about deferred exams. Important measures have been undertaken to ensure that the deferred exams are used for their intended purposes. In the process, however, certain student groups are being made to bear the burden of abuses by others. For instance, the revised policy states that "Minor illnesses and ongoing chronic illnesses under medical management will not be considered valid grounds for granting a deferred final examination." While the discussion at Senate emphasized that students with chronic illnesses are expected to be able to manage these illnesses, this particular framing does not account for those instances when

students are not able to manage those illnesses despite their best intentions. Could this policy please be reviewed and revised to fully account for the particular needs of students with chronic illnesses and to ensure that one student group is not being penalized in efforts to deter abuses of the deferred examination system?

Response from Associate Registrar Dotty Nwakanma: The question relates to Section 4.3.3 of the Undergraduate Calendar (Early Departure from Final Examinations) and specifically to the last sentence in this section, which is quoted in the question. Associate Registrar Nwakanma clarified that this condition applies to students who are at the final exam or have seen the final exam, but then wish to depart from that exam to apply for a deferral. In the case of chronic illnesses, it is also expected that the illness is being properly managed in the period leading up to the exam. However, if students present with symptoms or have a medical emergency during the exam, there are allowances for accommodations with the proper medical documentation.

In the follow-up discussion, some Senators noted that the previous language “..will normally not be considered valid grounds...” seemed to capture the current practice more accurately, whereas the revised language (“will not be considered”) implies that there is no recourse for students experiencing an episode during an exam. The Associate Registrar noted that the language can be reviewed again at SCCASP, given these concerns.

6. Administration (Clerk)

a. Membership Ratification

The Clerk presented a revised memo to ratify Brett Tackaberry and Jim Devoe as Board of Governor Representatives on Senate.

It was **MOVED** (R. Dansereau, D. Mendeloff) that Senate ratify the following Senate appointments, for service beginning July 1, 2026.

The motion **PASSED**.

7. Reports:

a. Senate Committee on Curriculum Admission and Studies Policy (SCCASP)

Committee Chair David Mendeloff presented two items for information:

- Late minor modifications to the Bachelor of Science Honours in Nursing for the 2026-27 calendar, consisting of course modifications and

adjustments.

- Collateral changes to the 2026-27 calendar. These were necessitated by previous program changes approved by Senate.

There was no discussion of these items.

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented three major modifications and one cyclical program review for Senate approval. The major modifications were combined into an Omnibus motion for efficiency.

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

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the major modification to the BSc Undeclared program, as presented with effect from Fall 2027
- THAT Senate approve the major modification and name change to the MA programs in Communication as presented with effect from Fall 2027 (to MA Communication & Media Studies)
- THAT Senate approve the major modification to the MA programs in European, Russian, and Eurasian Studies as presented with effect from Fall 2027.

Cyclical Program Reviews

It was **MOVED** (D. Hornsby, M. Francoli) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Program Review of the graduate programs in International Affairs.

Discussion: A Senator noted that the review included 12 identified areas for improvement, and asked how these were received by the unit. The Committee Chair responded that there is no information yet on whether all recommendations are being implemented or were agreed to.

The motion **PASSED**.

c. Senate Academic Governance Committee (SAGC)

Committee Chair Richard Dansereau presented a memo to ratify 3 nominees

for Senate committees, for service beginning July 1, 2026.

- SQAPC – David Amundsen (Science faculty member)
- SAGC – Rodney Nelson (faculty member)
- Senate Review Committee – Farah Hosseinian (Science faculty member)

It was **MOVED** (R. Dansereau, K. Graham) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2026.

The motion **PASSED**.

8. Report from the Senate Ad Hoc Committee on the Academic Integrity Policy

Ad Hoc Committee Chair Donald Russell spoke to this item. He began with a review of the project, which began in Fall 2024, partly in response to the restructuring of the former Faculty of Graduate and Postdoctoral Affairs (FGPA), but also due to other concerns, including the impact of artificial intelligence on academic integrity.

The committee met a total of 20 times over the past two years and revised the policy three times in response to several consultation sessions with stakeholder groups. The final revised draft resulting from these consultations and revisions was circulated to Senators in the binder.

Some of the main changes have been outlined in the report and include:

- Updating the terminology section
- Reorganizing sections for greater clarity and flow
- The proposal of a new Academic Integrity Committee to oversee the policy, to identify any new issues in academic integrity that may arise and need to be considered in the policy, and to provide a context for consultation and consistency in the execution of the policy.
- Automatic consideration of dismissal of cases that are not resolved within 8 months.
- A consideration of the impact of artificial intelligence on academic integrity
- Incorporating a pathway for graduate academic integrity issues not related to coursework
- Identifying a process for rescinding an expulsion
- Recognizing exceptions for accredited programs
- Updating the records section to align with FIPPA requirements and records management best practices.

- Other changes and edits to improve clarity.

The Ad Hoc Committee Chair then presented a 3-part motion, to be considered together as one.

It was **MOVED** (P. Wilson, R. Renfroe) that:

- Senate approve the proposed revisions to the Academic Integrity Policy in the attached document and implement these revisions beginning in September of 2026,
- Senate establish a new standing Committee to carry out the duties assigned to it in the revised policy, and
- Senate instruct the new committee to deal with any additional issues or concerns that may be raised in Senate.

Discussion:

Several Senators questioned the need for the new Senate Academic Integrity Committee. The Ad Hoc Committee Chair noted that the new committee would have oversight of the policy, would be able to discuss inter-Faculty cases, and could report more broadly on Academic Integrity than the appeals committee, which only sees a subset of academic integrity cases. In response to another question from Senate, the committee Chair noted that a faculty-member-at-large could be considered as an addition to the membership if it is the will of Senate.

Other Senators raised questions and concerns about the 8-month time limit for cases. Would supports be in place so that legitimate cases would not be lost because of a timing issue? In response it was noted that resourcing is a Faculty-level issue that varies across timelines and Faculties, and it is not in the scope of the policy to address that issue. The committee Chair also acknowledged that some complex cases might need extra time to work through, but that the new committee could be used as a resource to help clarify, with the Faculty Dean, whether an extensive delay is justified. The new committee also can report back to Senate on the number of cases that were dismissed due to long delay.

Senators also expressed concerns with the process of bringing the revised policy forward. It was noted that feedback from the Deans and the Provost had not been received by the committee, and would be important information for Senators to consider before voting on the policy. Some Senators remarked that the process felt rushed and that they would welcome more time for discussion and feedback, both at Senate and within their own Faculty Boards.

A Senator asked whether it would be possible to incorporate a process whereby instructors who suspect a student of an academic integrity violation could immediately enter a GNA into the student's record, so that the student cannot withdraw from the course. The committee Chair replied that the Ad Hoc Committee members felt strongly that there should be no record of a student simply being accused of an academic integrity offence, due to privacy issues, and that there are still legitimate reasons for a student to drop a course after being accused by the instructor of a violation of the policy.

A Senator asked if it would be possible for instructors to provide additional evidence to the Dean at some point in the process. The committee Chair agreed that it could be considered under Clause C.

A Senator asked a question about overlapping cases. If a student already has a pending allegation of breaching academic integrity, and, before that case has been resolved, is accused again in a separate case, would those two cases still be considered as "first offences?" The committee chair replied that any case that has not yet been resolved cannot be considered a violation. He added that it is important that previous violations not bias the decision on a current allegation. Knowledge of previous violations can only be used for determining the penalty. The initial decision should not be contaminated by bias in considering the prior offences. This has been the practice at Carleton for several decades.

Discussion concluded at this point. The Chair thanked Senators for their input, and the committee for their hard work on a very complex policy. The Chair then called the question.

The motion was **DEFEATED**.

Senators thanked Don Russell and, despite the outcome of the vote, commended the Ad Hoc Committee members for the long and careful work on the policy. Senate responded further with a round of applause.

The Clerk noted that the Ad Hoc Committee was created via a recommendation from the Senate Academic Governance Committee, and the Ad Hoc Committee's TOR was drafted by SAGC. Consequently, it would be logical to refer the policy and the report submitted back to the Senate Academic Governance Committee, to determine next steps.

It was **MOVED** (R. Dansereau, S. Viel) that the Academic Integrity Policy Report be referred to the Senate Academic Governance Committee, which will gather and review feedback from the University Community, including the Deans, Provost and Senators on the proposed revisions, and then will provide recommendations back to Senate.

A Senator proposed a friendly amendment to the motion as follows:

It is **MOVED** that the Academic Integrity Policy Report be referred to the Senate Academic Governance Committee, which will *oversee the gathering and reviewing of* feedback from the University Community, including the Deans, Provost and Senators on the proposed revisions, and then will provide recommendations back to Senate.

The mover and seconder agreed to the friendly amendment.

The motion **PASSED**.

The Chair thanked all Senators for their input and engagement in this process.

9. Report from the Senate Ad Hoc Committee on Petitions & Appeals

Senator Paul Wilson, Chair of the Ad Hoc Committee on Petitions & Appeals, spoke to this report. He noted that this Ad Hoc Committee also has been meeting for two years, and that there is some overlap in membership between the two ad hoc committees.

This committee's mandate was to draft an entirely new Senate Policy on Petitions & Appeals drawing upon and bringing together mostly existing rules and procedures on petitions and appeals as outlined in the undergraduate and graduate calendars. The scope of the policy is restricted to petitions and appeals related to course grades or the application of university regulations. The policy also incorporates changes to graduate petitions and appeals in response to the restructuring of the former Faculty of Graduate and Postdoctoral Affairs (FGPA).

The new draft policy draws heavily upon current calendar language, with some changes. Some of these include:

- Clarification of process, particularly in identifying the responsible office or committee for specific petitions and appeals.
- Clarification of terminology/nomenclature for consistency (re petition vs. appeal)
- Harmonization of grade appeal process for undergraduate and graduate students
- Acknowledgement of the exception for accredited professional programs (e.g. Engineering, Nursing) when approved by the relevant Faculty Board and Senate

- Providing options for students if an instructor fails to respond to grade-related questions

The Committee Chair then presented the motion to Senate. The motion includes a direction to update appropriate Terms of Reference and calendars before the policy takes effect, to ensure consistency.

It was **MOVED** (P. Wilson, A. Bowker) that Senate:

- approve the proposed Petitions & Appeals Policy as presented, and that the policy come into force upon approval of the necessary Calendar changes and revised Terms of Reference for SUSC;
- refer the proposed revisions to the SUSC Terms of Reference to SAGC and request that SAGC report back to Senate at an early date to recommend updated SUSC Terms of Reference that would be congruent with the Policy;
- request that SCCASP review the Undergraduate and Graduate Calendars (in particular, s.3.3 and s.15 respectively) and report back to Senate at an early date to recommend such changes as are required to bring the Undergraduate and Graduate Calendar regulations into conformity with the Policy
- request that SAGC develop a policy on procedural review by the Clerk for recommendation to Senate.

Discussion:

Senators asked for some clarification regarding the 10-day deadline for instructors to respond to a student's grade petition (S.7.1.6), specifically in the case of an instructor who has gone on leave, or a contract instructor whose contract has ended. The committee Chair noted that in these cases, students would approach the Associate Dean who would receive the case and then decide how to proceed. He added the policy does not imply that Contract Instructors are obliged to work outside of their contract. Other Senators spoke in favour of this section within the policy, noting that it allows these cases to be resolved without extensive delays.

The Chair recognized Vice Provost (Graduate Studies) Nadeem Siddiqi, who clarified that although point 3 of the motion does not mention the Graduate Council, they will still have the authority to amend and approve the Graduate Calendar.

The discussion concluded and the Chair called the question.

The motion **PASSED**.

The Chair thanked the Ad Hoc Committee team for their work on the policy.

10. Carleton Towards 100

Project Lead Rick Colbourne and Project Manager Brian Guzzo provided an update on the Carleton@100 strategic planning process. Unlike previous 5-year strategic plans, this project looks to define an academic direction for Carleton for the next 15 years, or until Carleton turns 100. In exploring what futures are possible, the plan will seek to identify where Carleton should concentrate capability and commitment to excellence. Co-creation is a key component of this plan and it is achieved through engagement, dialogues and conversations with various communities.

The project is organized around five strategic themes, each supported by a dedicated working group.

- Teaching & Learning
- Student Experience
- Research & Scholarly Impact
- Community Engagement & Partnerships
- Institutional Health & Sustainability

Each working group will examine priorities, opportunities and challenges in their area, and will submit preliminary recommendations for directions to consider as the plan develops.

Project timeline:

- March 2026 – Project Launch; Governance and Framework established
- Spring 2026 - Working groups established and activated
- Summer 2026 – Environmental scans within working groups complete
- Fall 2026 – Consultation and Engagement Period
- October to December 2026 – Identification of strategic themes
- December 2026 to March 2027 – drafting of preliminary plan
- April 2027 - final plan approved by the Board of Governors

The project timeline includes the following suggested updates for Senate:

- September 2026 – Review of early signals; Working group consultation plans
- October 2026 – Progress Report on working Group consultation and Engagement
- December 2026/January 2027 – Provide input on Strategic Directions
- February 2027 – Review Draft Strategic Plan

- April 2027 – Review of *Towards Carleton@100*

Discussion: A Senator noted that the working group membership appears to be dominated by STEM representation and asked if there are any mechanisms in place to balance this out. In response it was noted that the team had worked carefully to balance the mix of skills and capabilities of all applicants in putting together the groups, but for those individuals or units that do not find themselves represented in the working groups there are and will be other means of engaging with the process and providing input, particularly through the consultation process in the Fall.

The Chair thanked the Project Lead and Project Manager for the update.

11. Reports for Information:

- a. Senate Executive Committee Minutes (May 19, 2026)

12. Other Business

None was identified.

13. Adjournment

The meeting was adjourned (P. Wilson, D. Hornsby) at 4:05 pm.