

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.