

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

The 643rd Meeting of the Board of Governors
Thursday, October 10th, 2024 at 3:00 p.m.

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

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

5. OPEN – ITEM(S) FOR APPROVAL

5.1 Loeb Building Envelope Remediation and Replacement – Project Implementation Report (A. Tremblay & A. Hamdani)

- Executive summary, presentation and report were circulated in advance.

5.2 Audited Financial Statements and Audit Finding Report for Year ended April 30th, 2024 (J. Camelon)

- Executive summary, presentation and reports were circulated in advance.

6. OPEN – ITEM(S) FOR INFORMATION

6.1 Senate Annual Report (E. Sloan)

- Executive summary and report were circulated in advance.

6.2 Sexual Violence Annual Report (S. Blanchard)

- Executive summary, report and presentation were circulated in advance.

6.3 Honouring Each Other Annual Report (N. Badiou)

- Executive summary, report and presentation were circulated in advance.

6.4 Equity, Diversity and Inclusion Action Plan Update (N. Badiou)

- Executive summary, report and presentation were circulated in advance.

6.5 Report from the Chair (B. Creary)

- A verbal report will be given.

6.6 President's Goals and Objectives for 2024/2025 (B. Creary)

- A memo was circulated in advance.

6.7 Report from the President (J. Tomberlin)

- A written report was circulated in advance.

6.8 Committee Chair Updates

- Advancement and University Relations (K. Furong)
- Building Program (A. Tremblay)
- Finance (A. Hamdani)
- Governance (J. Devoe)

7. OPEN – OTHER BUSINESS

8. OPEN - QUESTION PERIOD

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM

5.1

To:	Board of Governors	Date of Report: August 9, 2024
From:	Building Program Committee & Finance Committee	Date of Meeting: 10 October 2024
Subject:	Loeb Building Envelope Remediation and Replacement – Project Implementation Report	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Building Program and Finance Committees, move to approve the Loeb Building Envelope Remediation and Replacement Project Implementation Report and Class A Estimate at a project cost not to exceed \$40.6 million, including lobby upgrades funded by Faculty of Public and Global Affairs, as presented.

3.0 EXECUTIVE SUMMARY

This project will modernize the Loeb Building, a pivotal structure accommodating various faculties and programs within the Carleton University campus. Nestled on University Drive, with scenic views of the Rideau River, this building has the potential to become a prominent landmark on the campus.

Upgrading the building’s envelope addresses safety issues and will enhance the building’s aesthetic appeal, energy efficiency, and sustainability goals. The refurbishment of the third-floor lobby aims to create a focal point and gathering space for students and staff.

Phase 1: Immediate safety repairs to the interior stairs and exterior guardrails were completed in 2022-2023.

Phase 2: Initiated in October 2022, Phase 2 focused on the building envelope design options, constructability methods, and energy-efficient solutions such as Building-Integrated Photovoltaics (BIPV). This phase progressed to the Design Development phase. The project team reviewed design options, constructability methods and phasing, materials performance, and energy efficiencies to select the final options.

Phase 3: Preparation of construction drawings and specifications. The construction drawings and specifications will be reviewed to ensure that the final documents are accurate, comprehensive, and aligned with the project goals. Once these documents are reviewed and approved, they will be used in the tendering process to solicit bids from prequalified contractors. The bids will be compared to the Cost Consultant’s Class A estimate to identify any discrepancies or opportunities for cost savings, and the outcome will be the selection of a General Contractor.

The [Campus Master Plan](#) guides the design approach, emphasizing adherence to existing

urban parameters, preservation of historic elements, and integration of new developments. Sustainable practices are paramount in designing and constructing new projects.

4.0 INPUT FROM OTHER SOURCES

The project manager and key campus stakeholders were consulted in the preparation of the report as follows:

Carleton University

- Building Occupants - Faculty of Public and Global Affairs & Faculty of Arts and Social Sciences
- Facilities Management and Planning - Operations and Maintenance Staff
- Project Committee

External Professional Services

- CSV – 2021 Comprehensive Condition Assessment Report
- Hariri Pontarini Architects– 2022 Project Prime Consultant
- Turner & Townsend - Cost Consultant – 2023 Class D Estimate and 2024 Class B and A Estimate
- Morrison Hershfield- Commissioning Agent
- Buller Crichton – Designated Substance Survey
- Fairhall Moffatt Woodland – Survey Plan and Topography
- EXP and Waterdon – Intrusive Investigation

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Collaborating with Carleton University staff, the project consultant identified key areas for improvement in the Loeb Building, aligning safety, energy efficiency, and aesthetic enhancements with economical design principles. The recommended replacement of precast panels aligns with the original appearance, utilizing new technologies for economic designs.

The Loeb Building Envelope Remediation and Replacement Project aligns with:

- [Campus Master Plan](#) The Loeb Building's envelope design adheres to the Campus Design Guidelines, embodying the guiding principles that provide both flexibility and structure. These guidelines encourage creative, high-quality architectural and design expression while supporting a sustainable campus.
- [Coordinated Accessibility Strategy](#) The Loeb Building Envelope Remediation and Replacement Project aims to create an accessible, safe, and inclusive environment by implementing the Campus Master Plan and its design guidelines, particularly focusing on guideline #4 for the Physical Campus. This guideline emphasizes reducing and eliminating accessibility barriers, reflecting an important opportunity to enhance accessibility.
- [Energy Master Plan](#) This project could generate around 30KWH/year (equal to savings of around \$10,000 annually) and would help to meet the objectives and targets identified in the Carleton University Energy Master Plan as follows:
 - Increasing the implementation of renewable or alternative energy projects on campus, specifically through the use of Building Integrated Photovoltaic Panels (BIPV).

- Achieving reductions in annual energy consumption (electricity and gas). The integration of Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST) Technology and BIPV would lead to cost savings on energy and enhance mechanical usage efficiency.

6.0 FINANCIAL IMPLICATIONS

The estimated cost for the Loeb Building Envelope Remediation and Replacement, which includes the additional scope for the third-level lobby renovations and patio, is \$40,600.000 million (Class A estimate), funded over a four-year period through the Debenture and the Faculty of Public and Global Affairs. Detailed cash flows will be provided as the project progresses.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The current risks identified for this project are as follows:

- There is a risk that swing space may be required for occupants during construction. Although the construction will take place while the building is occupied, the area under construction must be vacant, therefore temporary swing space may be required for staff who need to remain on campus.
- To minimize disruptions to building occupants and adjacent buildings, a comprehensive communication plan should be implemented. This plan will inform and manage expectations among stakeholders, including tenants and nearby residents, ensuring a smoother construction process.
- The age and size of the Loeb Building, along with the complexity of this project, present significant risks, including potential schedule and budget increases due to unforeseen conditions and the need for secondary interior repairs.
- The existing insulation of the north and east sides of the building is currently presenting significant maintenance and financial risks, which necessitate immediate attention. The compromised state of the insulation not only affects the overall energy efficiency and climate control but also poses potential hazards that could lead to increased repair costs and operational disruptions. Due to the severity of these issues, the insulation work will be priced separately in the tender process to ensure that accurate and detailed assessments are made. This approach will facilitate a clearer understanding of the associated costs and risks, allowing for a more precise allocation of resources and effective management of the building's maintenance needs. This work, if required, will be funded through CRDM.
- There is a risk of not meeting schedule and approved budget due to the volatile, uncertain, complex, and ambiguous (VUCA) market.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Anticipated annual energy consumption reductions and a commitment to sustainable practices will enhance Carleton's reputation through initiatives such as Pressure-Equalized Rain-Screen Insulated Structure Technique (PERSIST) Technology and Building-Integrated Photovoltaic (BIPV) panels. The upgrades will contribute to enhancing the Loeb building's accessibility. This will have a positive impact on Carleton's reputation regarding its commitment to sustainability.

The project management team will update project sponsors and stakeholders regularly and make them aware of any financial, schedule and operational risks that the project may face.

To foster open communication and transparency regarding the financial, schedule, and operational aspects of projects, Carleton University will enhance campus communications through collaboration with the Assistant Director, Strategic Initiatives and Communications in the Office of the Vice-President, Finance and Administration.

In addition to the communications strategy to support a smooth transition for the occupants affected by the construction, regular meetings with stakeholders will be scheduled to allow for open communication and transparency throughout the project implementation and execution.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Loeb Building Envelope Remediation and Replacement Project Implementation Report

October 2024

Executive Summary

This project presents an opportunity to modernize the Loeb Building, which houses a range of faculties and programs.

Situated on University Drive overlooking the Rideau River, the building hosts views of the canal and the city and has the potential to serve as a vibrant new landmark on campus.

Updating the building's exterior envelope to complement the existing brick features on the site will not only serve to improve the building aesthetically but will also improve the building's energy performance and sustainability and will address the health and safety concerns related to the building exterior.



Project Objectives

- Address safety concerns, reduce long-term maintenance costs, and improve the exterior aesthetics of the building within the budget constraints.
- Re-clad all the elevations of the building using material that would allow for a life cycle of a minimum of 50 years & incorporating solar panels on south façade (river façade).
- Localized repairs of the exterior of the stairwells.
- Replacement of the exterior and entrance door and door frames adhering to perimeter security standards.
- 3rd floor patio roof, guardrail and skylight replacement.
- 3rd floor lobby improvements funded by the Faculty of Public and Global Affairs.
- Phase 1 and Phase 2 completed. That work is not included in the budget for Phase 3 (\$40.6 million)



Planning

- Harriri Pontarini Architects (HPA) retained as prime consultant
 - Developed drawings and specifications for tender package
 - Will serve as advisors during bid evaluation process
- Building permit will be required
- Topographic survey, intrusive investigation, designated substance report and environmental surveys conducted
- Ongoing communication with internal and external representatives to discuss requirements due to the size and the complexity of this project, and the impact on the building occupants.
- Communications strategy will be developed to optimize the communication among all stakeholders, in particular the building occupants.

Risks

- Noise and dust interruption
- Temporary swing space for essential on-site staff
- Shortage of skilled trades
- The age of the building increases the likelihood of unforeseen conditions
- Inflation and budget constraints
- Below grade work on the north and East sides requires repairs and insulation and will be separately priced and funded through Capital Renewal Deferred Maintenance (CRDM) funds
- Secondary interior repairs

Updated Budget

Item	Value
Phase 1 -Immediate Repair (completed)	\$500,000
Construction Cost	\$28,309,563
Construction Contingency	\$2,898,263
Escalation Contingency	\$2,038,000
Design Contingency	\$724,500
Soft Costs	\$4,807,360
Taxes (3.41%)	\$1,322,319
Total Project Costs	\$40,600,000*

*Including lobby upgrades funded by FPGA

Stakeholders and Funding

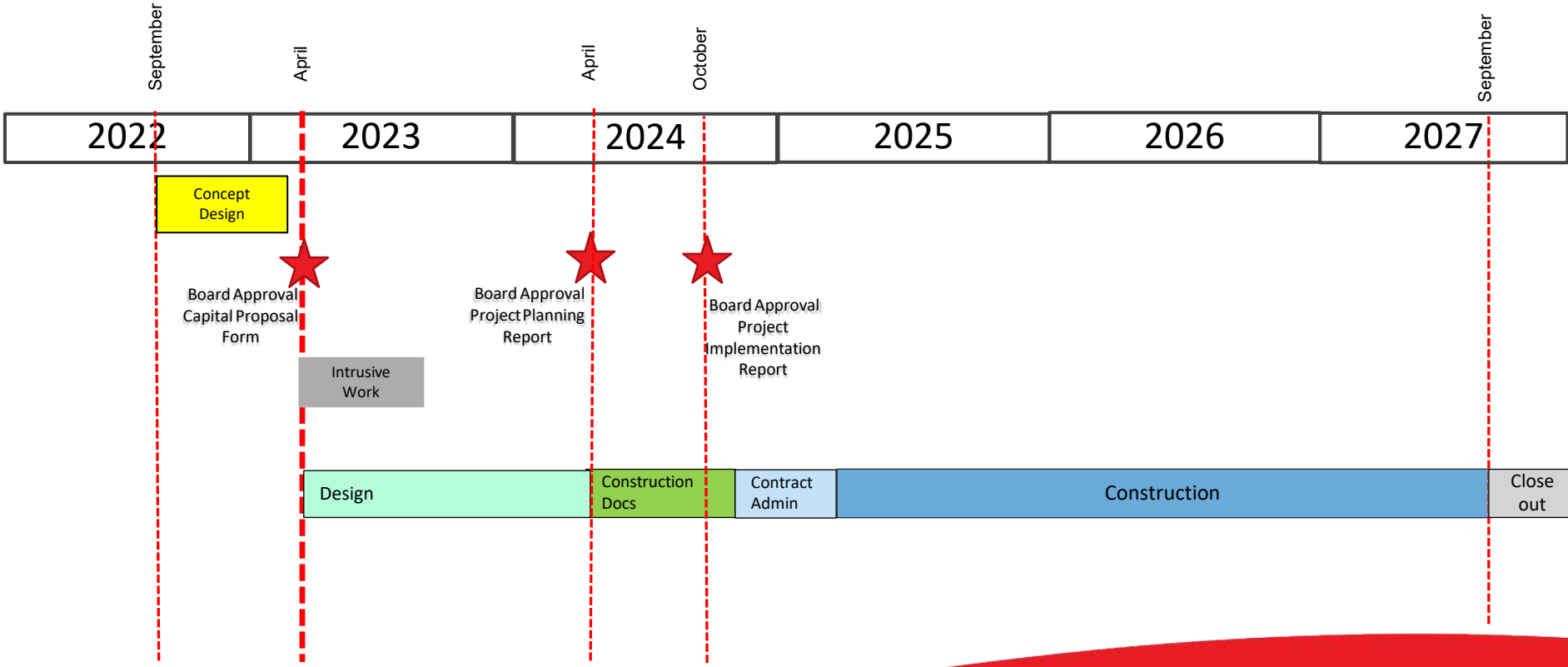
Stakeholders

- Facilities Management and Planning (FMP)
- Faculty of Public and Global Affairs & Faculty of Arts & Social Sciences
- Dining Services
- Department/Faculty: Neuroscience, Psychology, Sociology & Anthropology, Studies in Art & Culture, Economics, Law & Legal, Geography, Political Science,
- Kroeger College
- Scheduling & Examination Services
- Adjacent building occupants
- Campus Safety Services
- Environmental Health and Safety

Funding

- Debenture
- CRDM Funding for below-grade work
- Faculty of Public and Global Affairs for lobby upgrades

Project Schedule



Summary

- Loeb Building Envelope is at the end of useful life and requires replacement
- The project is aligned with Carleton's Sustainability Strategy and Energy Master Plan
- Several options and materials were presented by the architect, and ceramic facing was the preferred choice
- The design for the third-floor lobby has been finalized. Lobby scope of work is a collaboration between FMP and Faculty of Public and Global Affairs and is funded separately.
- Construction is planned for winter 2025

Motion

On the recommendation of the Building Program and Finance Committees, move to approve the Loeb Building Envelope Remediation and Replacement Project Implementation Report and Class A Estimate at a project cost not to exceed \$40.6 million, including lobby upgrades funded by Faculty of Public and Global Affairs, as presented.

Project Implementation Report

Loeb Building Envelope Remediation and Replacement – Project #156262

I. Executive Summary

The Loeb Building, built in 1965, consists of four main office towers. The building envelope is beyond its lifespan as per the 2021 Building Condition Assessment. Facilities Management and Planning (FMP) addressed the immediate safety enhancements to the interior stairs and exterior guardrails in 2022 and 2023. The building envelope remediation and replacement portion is in the final design phase.

The intent of the Project Implementation Report is to present an overview of what the project will entail.

II. Membership of Project Committee

- Faculty of Public and Global Affairs
- Faculty of Arts & Social Science
- AVP, Facilities Management and Planning
- Director, Planning Design and Construction, FMP
- Director, Energy and Sustainability, FMP
- Director, Operations & Maintenance, FMP
- Project Management Team, Planning, Design, and Construction, FMP

III. Terms of Reference

The Loeb Building Envelope Replacement and Remediation project is under the oversight of the [Capital Planning Policy](#). The Board of Governors approved the Capital Proposal Form in April 2023 and the Project Planning Report in April 2024.

Hariri Pontarini Architects (HPA) have been retained as the Architect of Record via a Document 600 contract, as the prime consultant for the design, tender and construction phases of the project.

To mitigate construction risks, various assessments, a Topographic survey, Designated Substance Report, thermal scanning of the building, intrusive investigation, and an Environmental Site Assessment were completed.

IV. Background Information

In 2019, the facilities condition assessment categorized Loeb Building's Facility Condition Index (FCI) as .035, which equates to "poor to critical" on the scale. This FCI led the university to conduct further investigations in 2020. This investigation primarily focused on the building envelope but also required upgrades on these other areas, such as the staircase and guardrails, were completed in 2023.

As a result of the 2020 investigative report, FMP identified the need for a full investigation and in 2021 a building condition assessment (BCA) report was prepared on the entire building including the mechanical, electrical, and ventilation systems with the focus on the building envelope.

The report concluded that many of the building systems and features are nearing or past their anticipated service life, and that the enclosure of the Loeb Building is deemed beyond its lifespan and in need of remediation.

- The exterior cladding is a combination of 15% brick masonry, 84.5 % precast concrete panels, and 0.5% copper panels, which are in various conditions and stages of the replacement cycle.
- The precast concrete panels are of particular concern, and potentially pose a risk to building operation and occupants' safety.
- The waterproofing along the north and west sides of the building are showing significant signs of deterioration and water infiltration.
- The initiation of the Loeb Building Envelope Remediation and Replacement Project is allowing Carleton to modernize the building façade and create a vibrant historic landmark within campus, as well as presenting the opportunity to target energy efficiencies and decrease GHG emissions.

V. Previous Approvals/ Reference Documents

The Board of Governors approved the Capital Proposal Form in April 2023. The Capital Planning Report was approved in April 2024, setting a project cost not exceeding \$40 million, with the recommendation to proceed to a Project Implementation Report complete with a Class A estimate.

VI. Statement of Academic Plan

This section is not applicable to this project.

VII. Space Program

This section is not applicable to this project.

VIII. Functional Plan

While the project is focused primarily on the cladding, the Architect provided several preliminary design options for the third-floor lobby. The Faculty of Public and Global Affairs selected one that meets Carleton's accessibility requirements and creates a welcoming space for staff and occupants. The functional programming of the lobby includes updating interior decor elements such as furniture, lighting fixtures, wall coverings,

and flooring to create a more modern and inviting environment. Additionally, the refurbishment will reconfigure the layout to optimize traffic flow and improve accessibility. The associated cost of the lobby refurbishment is \$600,000, based on the Class A estimate, and will be funded by the Faculty of Public and Global Affairs.

A new vestibule will be added to the lobby entrance, enhancing energy efficiency, security, and comfort. This vestibule will serve as an additional barrier against the elements, maintaining a stable indoor temperature by preventing heat loss in colder weather and reducing the influx of hot air in warmer weather. It also acts as a transitional space, providing an extra layer of security by allowing controlled access to the building's interior.

The project is planned to be completed in one phase. The most suitable delivery method will be determined upon completion of tender drawings and specifications, based on the client's ability to make different areas of the building available for staging and recladding work.

IX. Environmental Impact

By integrating 161 solar panels into the southern façade, increasing the insulation from 2mm to 4mm, along with incorporation of triple glazed windows, we anticipate a gross annual reduction of 499.7 tCO₂ emissions, equivalent to removing 92 cars and light trucks from the road. A power generation of 30,000 KWh/yr on vertical solar panels (PVs) for Option 3 has also been estimated. The final quantity of solar panels will be confirmed as the project progresses through design phase.

Based on the building's age and supported with the DSR environmental report, asbestos has been found around the exterior of the building. An allowance would be allocated to its remediation as part of the removal of the cladding.

Robust protection measures for hazardous waste disposal

- Will be provided by the contractor as per Carleton Waste Management guidelines.
- Robust protection measures are required to prevent debris leaving site.

X. Special Considerations

- Review of Regulatory Requirements – Review applicable statutes, regulations, codes and bylaws, and where necessary review with authorities having jurisdiction, so that necessary regulatory consents, approvals, licenses, and permits may be obtained.
- Considerations for sitework, heating/cooling systems, and recycling copper panels have been explored with the consulting team and will be discussed further once the contractor is on board.
- Adherence to Carleton Design Guideline Standards and industry standards will be required.
- Emphasis will be placed on accessibility, personal safety, and environmental issues.
- Communication strategy, swing space, and co-ordination with overlapping projects as will be addressed as detailed below:

- Communications: Campus-wide communications will be facilitated by the Assistant Director, Strategic Initiatives and Communications (Office of the Vice-President, Finance and Administration).
- Temporary swing space for key faculty whose presence on campus is required and will be co-ordinated and communicated with impacted staff.
- Overlapping construction projects in proximity of the construction site will be taken into consideration
- Hoarding and traffic implications around the building during construction will be co-ordinated with both Environmental Health and Safety and Parking Services.

XI. Resource Implications

- Impact of skilled trades shortage: This is multifaceted and can have significant consequences on the schedule and could ultimately drive up costs for the Loeb project.
- Utilization of scaffolding with health and safety considerations: This will be utilized regarding the envelope replacement instead of the usage of cranes which have been involved in accidents within the industry. There are still concerns regarding health and safety measures when utilizing scaffolding, and these will be carefully reviewed.
- Compliance with bylaw regulations and potential premium labour rates for overnight work. Contractors will charge premium labour rates for this time and this may have an impact on the schedule. To mitigate this risk, after-hours labour rates will be obtained at the time of tender to hold the contractor and subcontractors accountable.
- The suggested construction methodology for the Loeb project is the stipulated sum approach. However, due to the building's size and the project's complexity, a Construction Management contract might be considered during the initial month of construction. This would provide the opportunity to convert to a stipulated sum contract once the drawings and specifications have been thoroughly reviewed.

XII. Operating Life Cycle Costs

Detailed energy efficiency measures, energy modelling analysis, and associated financial metrics will be completed by the consultant.

The report will provide supporting calculations, including energy modelling screenshots/printouts used in determining the energy, operational cost, and associated greenhouse gas emissions savings. The report will be handed over to the Energy and Sustainability Services team and will allow for a better understanding of the project's contribution towards Carleton's energy and greenhouse gas emissions targets.

XIII. Other Related Costs

- Inclusion of additional scope for the third-level lobby and patio, with efforts to balance construction costs within the existing budget, are being worked on by the project team and the cost consultant.
- The volatile, uncertain, complex, and ambiguous (VUCA) market is a risk, especially with the added layer of the skilled trades shortage that the industry is facing.

XIV. Funding Sources

- Debenture
- Capital Renewal Deferred Maintenance for below grade work
- Faculty of Public and Global Affairs for lobby upgrades

XV. Schedule

Detailed project milestones and estimated dates with confidence levels from high to low.

Project Milestone	Date Estimate	Confidence Level
Project Start Date	2022/10/28	High
Schematic Design, Class C Cost Est.	2023/09/15	High
Begin Design Process	2023/11/02	High
Project Planning Report Approval	2024/04/30	High
Project Implementation Report Approval	2024/10	Medium
Construction Start Date	2025	Medium
Project End Date	2027-2028	Medium

XVI. Recommendations

Hard construction costs on the Class A estimate is currently **\$33,970,326.00** excluding taxes and soft costs, as provided by the cost consultant.

It is recommended to proceed to tender through a competitive tender process to be approved for construction at a cost not to exceed **\$40,600,000.00**, including lobby upgrades funded by FPGA, as presented.

XVII. Table 1: Total Project Cost Estimate (TPC)

Items	Project Planning Report Class C Estimate	Design Development Class B Estimate	Construction Document Class A Estimate	Tender	Project 100% complete
Construction Cost	\$24,206,000.00	\$25,625,593.00	\$28,309,563.00		
Construction Contingency	\$2,914,000.00	\$3,861,150.00	\$2,898,263.00		
Escalation Contingency	\$2,504,000.00	\$1,930,000.00	\$2,038,000.00		
Design Contingency	\$2,420,000.00	\$2,537,000.00	\$724,500.00		
Total Construction Costs	\$32,044,000.00	\$34,453,743.00	\$33,970,326.00		
Permits & Insurance	\$352,000.00	\$635,000.00	\$750,000.00		
Professional Fees	\$2,098,709.64	\$2,486,409.64	\$2,730,409.00		
Other Soft Costs	\$1,234,047.72	\$1,686,040.96	\$1,326,951.00		
Total Soft Costs	\$3,684,757.36	\$4,807,450.60	\$4,807,360.00		
Total Construction + Soft Costs	\$38,197,467.00	\$38,761,193.60	\$38,777,686.00		
Taxes at 3.41%	\$1,302,533.00	\$1,338,806.70	\$1,322,319.00		
Phase 1 -Immediate Repair	\$ 500,000.00	\$ 500,000.00	\$500,000.00	500,000.00 Completed	500,000.00 Completed
Total Construction, Soft Costs and Tax	\$40,000,000.00	\$40,600,000.00	\$40,600,000.00		

AGENDA ITEM

5.2

To:	Audit and Risk Committee	Date of Report: 5 August 2024
From:	Associate Vice-President (Financial Services)	Date of Meeting: 24 September 2024
Subject:	Annual Financial Statements and Audit Findings Report for Fiscal Year 2023-2024	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

That the Audit & Risk Committee recommend to the Board of Governors approval of the university's 2023-2024 Consolidated Financial Statements and the Audit Findings Report, as presented.

3.0 EXECUTIVE SUMMARY

The draft Consolidated Financial Statements and Audit Findings Report are presented to the Audit Committee for review and approval. The financial statements have received an unqualified opinion from KPMG LLP, which means the statements present fairly, in all material aspects, the financial position and fiscal year results for Carleton University.

In the 2023-2024 fiscal year ending April 30, 2024, the university incurred a deficit of revenues over expenses of \$50.128 million, however still maintains \$1.16 billion in net assets and \$638.4 million in cash and current investments.

The Management Discussion and Analysis section of the annual Financial Report to the Board of Governor's and management's presentation highlight the most significant changes to the 2023-2024 Consolidated Financial Statements, and should be read in conjunction with these statements. The Audit Findings Report provides committee members with information to assist them in the review of the audit of the financial statements.

4.0 INPUT FROM OTHER SOURCES

The Consolidated Financial Statements were prepared by management and audited by the external auditing firm of KPMG LLP. As part of their audit, KPMG prepared the Audit Findings Report, which describes the audit process, identifies audit risks and results, and highlights internal control observations. Management's annual Financial Report presented to the Finance Committee provides additional information in support of the audited Financial Statements.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Auditor reported that the Consolidated Financial Statements present fairly, in all material respects, the consolidated financial position of Carleton University as at April 30, 2024, and its consolidated results of operations, consolidated changes in net assets and its consolidated cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

The Audit Findings Report indicates that there were no significant changes to the audit plan originally presented in February, and that KPMG did not identify any differences requiring adjustment, nor did it identify any control deficiencies in the internal controls over financial reporting. It also reported on how the new auditing standard around inherent risk factors resulted in new procedures and that any significant financial reporting risks had been addressed in the audit. They were also satisfied with the reasonability of critical accounting estimates regarding employee future benefit liabilities.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications in the review and approval of the financial statements and auditor findings report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Carleton's financial reporting requirements includes externally audited financial statements, internal financial statements and analysis for management purposes, and reports prepared for various external users. These users cover, amongst others, the Ministry of Colleges and Universities, the Council of Ontario Finance Officers (COFO), Canadian Association of University Business Officers (CAUBO), and the non-profit Canadian information return for the Canada Revenue Agency. The university is in full compliance with its external reporting requirements. The risk associated with financial statement findings by the auditor relates to material misstatements in the annual financial statements and/or ineffective controls over financial reporting. The report from KPMG suggests that these risks have been properly mitigated and the university's internal controls over financial reporting are appropriate.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Reputational risks relate to reporting (material) misstatements or non-disclosure in the university's audited Consolidated Financial Statements or annual Financial Report. The independent audit of the Consolidated Financial Statements and resulting unqualified auditor's opinion serve to minimize that risk.

Reputational risk may also arise from the statements themselves, particularly if large deficits are perceived to be the result of mismanagement. On the contrary, large surpluses may be viewed as ineffective use of public funds. The Financial Report to the Board of Governors, which accompanies these statements, provides in-depth analysis and explanations regarding the results and should assure the board members and public that all financial activity of the university is done to ensure financial stability of the university.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Audited Financial Statements 2023-2024

Sept. 24, 2024

Auditor's Report

- Auditor's opinion received without reservation
- No differences (adjusted or unadjusted) observed
- Audit work conducted on time and on budget
- No control deficiencies identified during audit

Highlights of Changes (Year-over-Year)

- Deficit of Revenue over Expenses of \$50.1 million compared to a deficit of \$13.8 million in previous year
 - In addition to the settlement of Bill 124 retroactive compensation expenditures, the current year deficit is a result of the use of reserves accumulated in prior years for planned capital and operational expenditures.
- Net Assets had a minor decrease from \$1.175 billion to \$1.16 billion
 - This decrease reflects the \$50 million deficit offset by \$6 million endowment investment growth and \$29 million positive adjustment for employee future benefits.

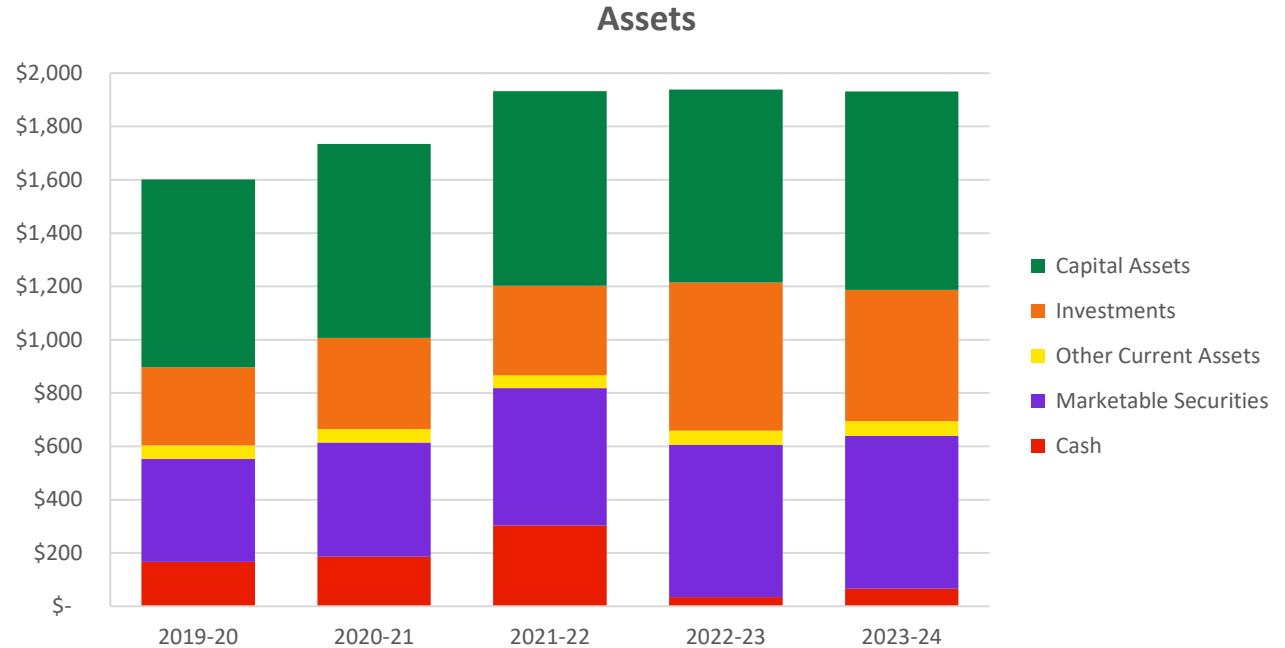
Reconciliation of Operating Results

	2024	2023
Operating result, before appropriation of surplus	\$ 14 M	\$ 13 M
Deduct: Additional expenditures funded from appropriation	\$ (66) M	\$ (34) M
Deduct: Calculated expenses in excess of cash outlay	\$ (13) M	\$ (13) M
Addback: Internal contributions to endowment & sinking funds	\$ 4 M	\$ 6 M
Addback: Ancillary surplus	\$ 6 M	\$ 13 M
Addback: Research surplus	\$ 5 M	\$ 4 M
Adjust: Plant (deficit)/surplus	\$ (1) M	\$ (4) M
Other	<u>\$ 1 M</u>	<u>\$ 1 M</u>
Operating results per audited statements*	\$ (50) M	\$ (14) M

*Operating result per audited statements includes amounts from all operations (Operating, Ancillary Research, Capital), plus different recognition standards as defined by CPA Canada

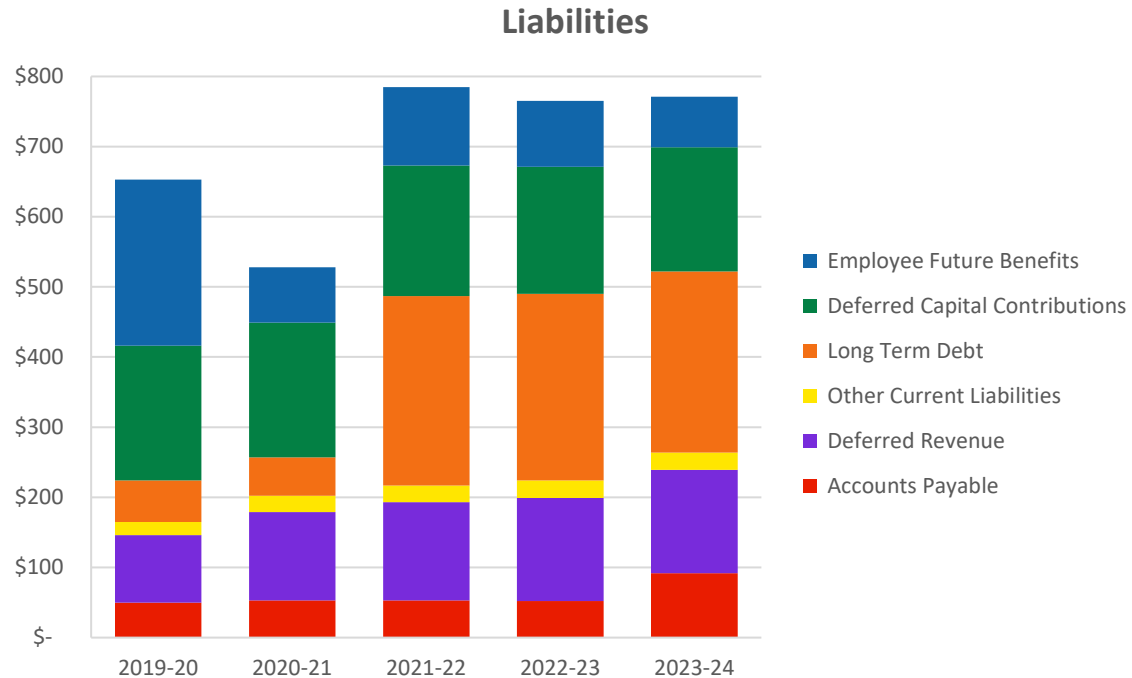
Assets by Type: Five-Year Trend (\$Million)

- Cash & Marketable Securities
 - Decrease of \$26 million
- Investments
 - Increase of \$31 million
- Capital Assets
 - Decrease of \$5 million
 - Additions of \$39 million less \$44 million of amortization



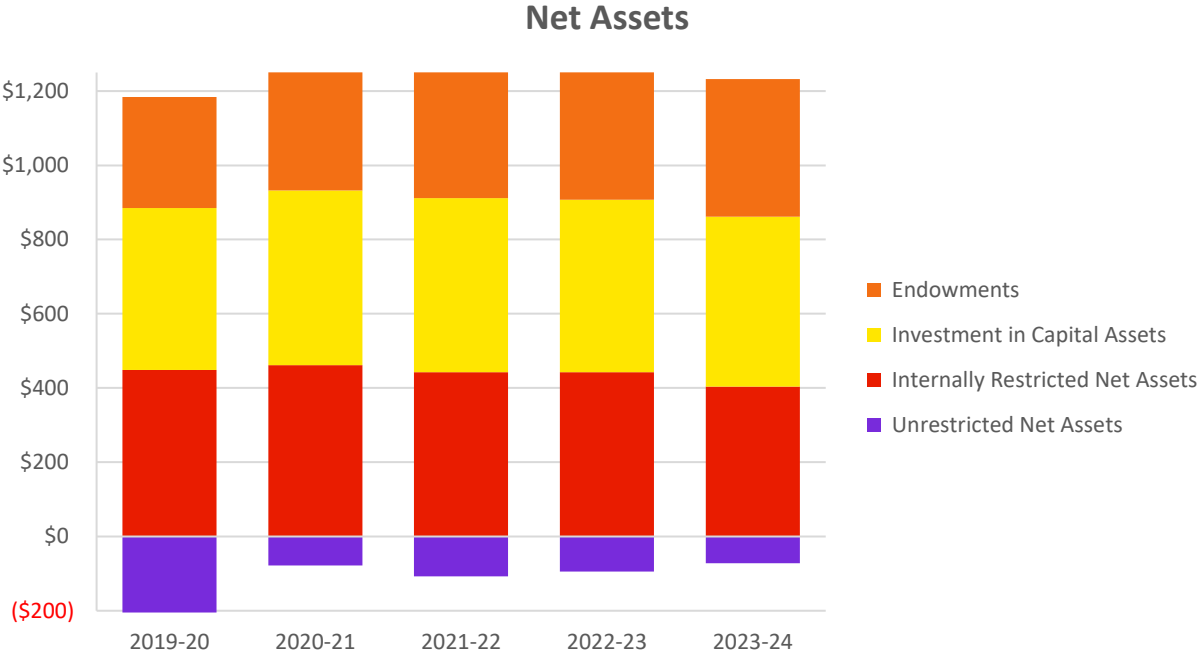
Liabilities by Type: Five-Year Trend (\$Million)

- Long-term Debt
 - Decrease of \$8 million
- Employee Future Benefit Liability
 - Decrease of \$22 million
- Accounts Payable
 - Increase of \$40 million



Net Assets by Type: Five-Year Trend (\$Million)

- Endowments
 - Increase of \$18 million
- Investment in Capital Assets
 - Decrease of \$5 million
- Internally Restricted Net Assets
 - Decrease of \$39 million
- Unrestricted Net Assets
 - Increase of \$13 million



Internally Restricted Net Assets: Five-Year Trend (\$Million)

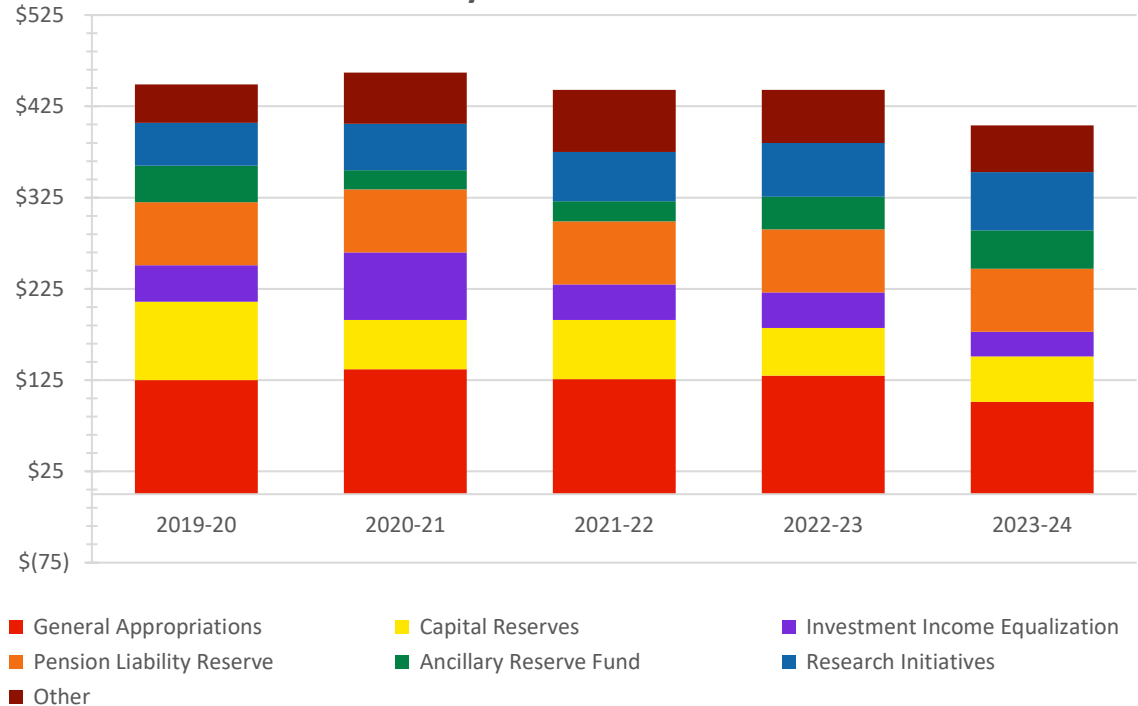
Capital Reserve (\$50 million) covers future commitments or plans for the following projects:

- Campus Transportation Strategy
 - \$3 million
- Electric Boiler
 - \$2.5 million
- Potential Wellness Hub

Pension reserve stands at \$69 million, to mitigate against risks associated with market impact on plan assets

General & Ancillary reserves were utilized for Bill 124 retro payments and will continue to be used to meet future strategic goals, as well as operational needs not met by the current funding framework

Internally Restricted Net Assets





Carleton University

**Audit Findings Report
for the year ended April 30, 2024**

Prepared as of August 22, 2024 for presentation to the Audit and Risk
Committee on September 24, 2024

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement



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Table of contents

Digital use information

This Audit Findings Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

4	Highlights	6	Status	7	Significant changes	8	Risks and results
10	Misstatements	12	Control deficiencies	13	Policies and practices	14	Additional audit-related work
15	Independence	16	Appendices				

The purpose of this report is to assist you, as a member of the Audit and Risk Committee, in your review of the results of our audit of the financial statements. This report is intended solely for the information and use of Management, the Audit, and Risk Committee, and the Board of Trustees and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit highlights




No matters to report




Matters to report – see link for details


Status


We have completed the audit of the consolidated financial statements of Carleton University, with the exception of certain remaining outstanding procedures, which are highlighted on the 'Status' slide of this report. 


Significant changes

Significant changes since our audit plan 
 There were no significant changes to our audit plan which was originally communicated to you in the audit planning report.


Risks and results


Significant risks 
 There were no significant changes to our identified significant risks which were originally communicated to you in the audit planning report.

Other risks of material misstatement 


Going concern matters 

Policies and practices & Specific topics


Accounting policies and practices 

Other financial reporting matters 


Uncorrected misstatements

Uncorrected misstatements 
 Professional standards require that we request of management and the Audit and Risk Committee that all identified audit misstatements be corrected.
 We did not identify any misstatements that remain uncorrected.


Corrected misstatements

Corrected misstatements 
 We did not identify any misstatements that were communicated to management and subsequently corrected in the consolidated financial statements.

Control deficiencies

Significant deficiencies 
 We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

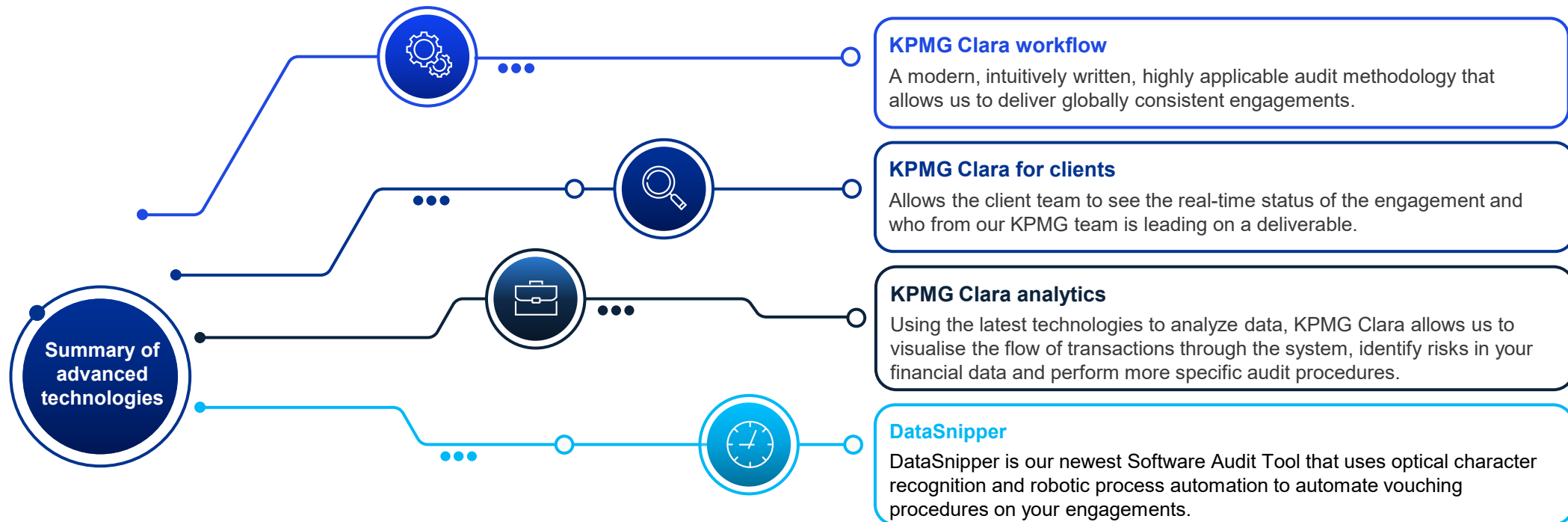
Independence

Independence 
 We are independent with respect to the University, in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada.



Technology highlights

As previously communicated in our audit planning report, we have utilized technology to enhance the quality and effectiveness of the audit.





Status

As of August 22, 2024, the remaining audit procedures to be completed include the following:

- Receipt and review of confirmations from external legal counsels;
- Completing certain audit and file review procedures, including our quality control procedures;
- Completing our discussions with the Audit and Risk Committee;
- Completing our subsequent events review procedures up to the date of the Board of Governor's meeting date;
- Obtaining evidence of the Board of Governor's approval of the financial statements; and
- Obtaining the signed management representation letter.

We will update the Audit and Risk Committee, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditor's report, will be dated upon the completion of all remaining procedures.















Significant changes

We have not made any significant changes to our audit plan which was communicated to you in the audit planning report, and note that:

Audit strategy

 Management and the KPMG audit team	 Management were available as needed to assist the Audit Team. The senior audit team remained consistent from the team presented in the Audit Plan.
 Materiality	 Materiality was set at \$11.8M, which represents approximately 1.48% of the current year total expenses benchmark. This falls within the acceptable range of our required benchmark of between 0.5% - 3.0%. Materiality did not change from the amount presented in the Audit Planning Report.
 Fraud risk	 We performed our required audit procedures in professional standards over fraud risk as communicated to the Audit and Risk Committee in the Audit Plan and did not identify any additional fraud risks from our audit work.
 Other areas of audit focus	 We identified certain areas of audit focus in our Audit Plan. We did not identify any additional areas of audit focus and have no significant findings to report as a result of these procedures.
 Newly effective accounting standards	 In the Audit Plan, we highlighted that there were no new significant NPO accounting standards or auditing standards noted effective for this year end. We continued to have active conversations with management with respect to the adoption of future standards impacting financial reporting.



Significant risks and results

We highlight our significant findings in respect of **significant risk**.



Presumed fraud risk from management override of controls

RISK OF



FRAUD

Significant risk

Estimate?

Presumption of the risk of fraud resulting from management override of controls

No

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Our response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. We took the following steps to address this risk as required under professional standards:

- Evaluated the design and implementation of controls surrounding journal entries and other adjustments;
- Determined criteria to identify high-risk journal entries and other adjustments; and
- Tested high-risk journal entries and other adjustments made at the end of the reporting period.

We also make enquiries of upper Management and the Audit and Risk Committee related to their awareness of fraud risk factors of the organization and whether the organization is currently dealing with any suspected, alleged or known fraudulent activity.

Findings

We did not uncover any issues during the performance of the procedures described above.



Other significant findings and results

We highlight **other significant findings**, including such findings in other areas of focus as identified in the Audit Plan as follows:



Employee Future Benefit Liability

RISK OF



FRAUD

Other Significant findings

Estimate?

Management is required to disclose information in the financial statements about the assumptions it makes about the future, and other major sources of estimation uncertainty at the end of the reporting period, that have a significant risk of resulting in a material adjustment to carrying amounts of assets and liabilities within the next financial year. Generally, these are considered to be “critical accounting estimates.”

Yes

We have summarized our assessment of the subjective areas.

Our response

We obtained the actuarial valuations and/or actuarial accounting updates for the post-employment/post-retirement benefits.

KPMG specialists assessed that an acceptable model was used, key assumptions were reasonable and that the value calculated by the actuary was accurate based on the inputs.

Significant findings

- The University uses accounting valuations to account for its liabilities associated with all employee future benefits. The valuation for the post-employment benefits is completed annually as of April 30, 2024. The most recent valuation for the non-pension other retirement benefits was performed as of April 30, 2024. The date of the next required valuation is April 30, 2027.
- As management utilized an expert in preparing the actuarial valuation, KPMG assessed the professional competence and objectivity of management’s expert.
- KPMG specialists assessed that an acceptable model was used, key assumptions were reasonable and that the value calculated by the actuary was accurate based on the inputs. Key assumptions included the rate of compensation increase, discount rate and demographic assumptions.
- The employee data provided to the actuary was tested as the University obtained a full actuarial valuation in the current fiscal year for the non-pension benefit obligation. KPMG reviewed the disclosures in the notes to the financial statements.
- We believe management’s process for estimating the Employee Future Benefit Liability is appropriate. Based on our audit procedures, KPMG believes that the account balances are reasonable in the context of the financial statements as a whole.



Audit misstatements

Audit misstatements include financial presentation and disclosure omissions.



As outlined in our Audit Plan, materiality for fiscal 2024 was set at \$11.8M (2023 - \$11.5M) which translated into an audit misstatement posting threshold of \$590,000 (2023 - \$575,000). As such, all misstatements identified during the audit greater than \$590,000 have been recorded on our summary of adjustments and differences.

Materiality is established to identify risks of material misstatements, to develop an appropriate audit response to such risks, and to evaluate the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors. Adjustments and differences identified during the audit have been categorized as “Corrected adjustments” or “Uncorrected differences”. These include disclosure adjustments and differences.

Professional standards require that we request of management and the Audit and Risk Committee that all identified adjustments or differences be corrected, if any.

Uncorrected differences

We did not identify any differences that remain uncorrected in the financial statements.

Corrected adjustments

We did not identify any differences that were communicated to management and subsequently corrected in the consolidated financial statements.



Control deficiencies

Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to the Entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting

A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.



Other financial reporting matters

We also highlight the following:



Financial statement presentation - form, arrangement, and content



The presentation and disclosure included in the consolidated financial statements is in accordance with the required standards as disclosed in the notes to the consolidated financial statements.



Concerns regarding application of new accounting pronouncements



No matters to report.



Significant qualitative aspects of financial statement presentation and disclosure



No matters to report.



Additional audit-related work

KPMG performed the following services in addition to the audit of the consolidated financial statements of the University, either as a required deliverable per the engagement letter, management, or per request from the Audit and Risk Committee.

Matter

Finding

KPMG has completed the additional audits for the:

- Account reconciliation Report of the Attendant Care Services Program
- Carleton University Foundation (US)
- Carleton University Pension
- Facilities Renewal Program
- Schedule of Revenue and Expenditures of the Jean Monnet Fund
- European Commission Jean Monnet Centres of Excellence

Other audits

In-progress:

- The William D. Ford Federal Direct Loan Program
- Summary Enrolment Report – Bachelor of Information Technology Program
- Summary Enrolment Report
- Operational review – Research Financial Services
- Advancing Accessibility Standards Research
- European Commission Jean Monnet Network on Transatlantic Trade Politics

Information Technology

KPMG has performed risk assessment procedures over the IT environment including obtaining a detailed understanding of the general IT controls ('GITC') in support of our evolution towards data and analytics enabled and controls-reliant audit approach. There were no issues identified as a result of the work performed.

Data & Analytics

As part of the move to a data and analytic enabled audit approach, data and analytics was used to support the work around journal entries and the risk assessment process. Additionally, we utilized our new KPMG Clara AI Transaction Scoring tool to enhance the quality and effectiveness of the audit. AI Transaction scoring simultaneously tested each operating expense transaction through a mix of control points, machine learning algorithms, and statistical scenarios to assign a risk score and bucket the entire relevant population. This allowed our team to focus primarily on transactions with the highest risk, while giving you positive assurance over the remaining population.





Independence

As a firm, we are committed to being and being seen to be independent. We have strict rules and protocols to maintain our independence that meet or exceed those of the IESBA Code¹ and CPA Code. The following are the actions or safeguards applied to reduce or eliminate threats to an acceptable level:



Dedicated ethics & independence partners



Process for reporting breaches of professional standards and policy, and documented disciplinary policy



Ethics, independence and integrity training for all staff



International proprietary system used to evaluate and document threats to independence and those arising from conflicts of interest



Operating policies, procedures and guidance contained in our quality & risk management manual



Mandated procedures for evaluating independence of prospective audit clients



Restricted investments and relationships



Annual ethics and independence confirmation for staff

Statement of compliance

We confirm that, as of the date of this communication, **we are independent** of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada.

¹ International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards)

Appendices

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Required communications

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Management representation letter

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Audit and assurance insights

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Environmental, social and governance (ESG)

7

Continuous Evolution

8

Higher Education thought leadership and insights





Appendix 1: Draft auditor's report

Appendix 1: Draft auditor's report

INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of Carleton University

Opinion

We have audited the consolidated financial statements of Carleton University (the Entity), which comprise:

- the consolidated statement of financial position as at April 30, 2024
- the consolidated statement of operations for the years then ended
- the consolidated statement of changes in net assets for the years then ended
- the consolidated statement of cash flows for the years then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at April 30, 2024, its consolidated results of operations, consolidated changes in net assets and its consolidated cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor's Responsibilities for the Audit of the Financial Statements**” section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada



Appendix 2: Other required communications



Engagement terms

A copy of the engagement letter and any subsequent amendments has been provided to the Audit and Risk Committee.



CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2021 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)



Appendix 3: Management representation letter

Appendix 3: Management representation letter

KPMG LLP
Suite 1800
150 Elgin Street
Ottawa, ON K2P 2P8

DATE

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as “financial statements”) of Carleton University (“the Entity”) as at and for the period ended April 30, 2024.

General:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in [Attachment I](#) to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Responsibilities:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated February 15, 2024, including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements (“relevant information”), such as financial records, documentation and other matters, including:
 - the names of all related parties and information regarding all relationships and transactions with related parties;
 - the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
 - c) providing you with unrestricted access to such relevant information.
 - d) providing you with complete responses to all enquiries made by you during the engagement.
 - e) providing you with additional information that you may request from us for the purpose of the engagement.
 - f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
 - g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or

error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.

- h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

Internal control over financial reporting:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

Fraud & non-compliance with laws and regulations:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - otherswhere such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements or illegal acts, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Subsequent events:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

Related parties:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

Estimates:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition,

measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Going concern:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.
- 10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

Other information:

- 11) We confirm that the final version of the annual report will be provided to you when available, and prior to issuance by the Entity, to enable you to complete your required procedures in accordance with professional standards.

Non-SEC registrants or non-reporting issuers:

- 12) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).
- 13) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Approval of financial statements:

- 14) Dr. Jerry Tomberlin, Interim President and Ms. Angela Marcotte, Interim Vice-President (Finance and Administration) have the recognized authority to take, and have taken, responsibility for the financial statements.

Yours very truly,

Dr. Jerry Tomberlin, Interim President

Angela Marcotte, Interim Vice-President (Finance and Administration)

cc: Audit and Risk Committee

Attachment I – Definitions

Materiality

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

Fraud & error

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.



Appendix 4: Audit quality - How do we deliver audit quality?

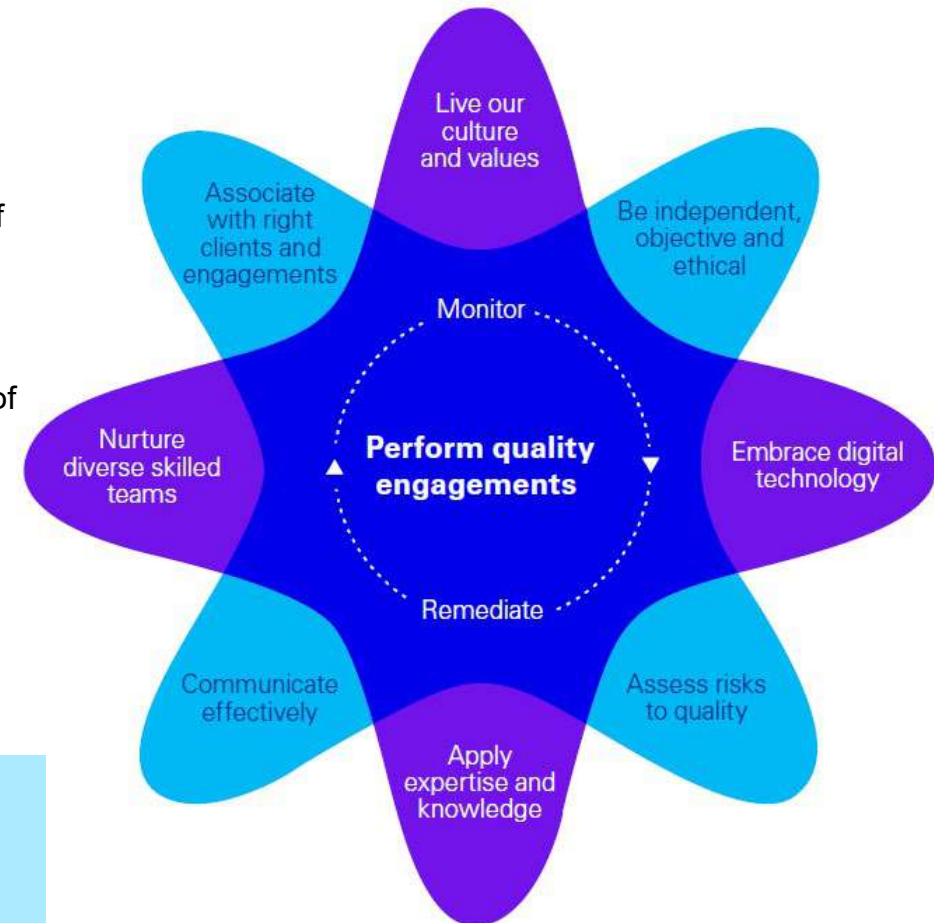
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

[▶ KPMG 2023 Audit Quality and Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.



Appendix 4: Audit quality - Indicators (AQIs)

The objective of these measures is to provide the Audit and Risk Committee and management with more in-depth information about factors that influence audit quality within an audit process. Below you will find the current status of the AQIs that we have agreed with management are relevant for the audit.



Audit team composition

Experience of the team

- Experience, commitment and knowledge of the broader public sector.
- A combination of continuity and fresh perspectives.
- Access to specialist resources with public sector experience.



Technology in the audit

Implementation of Technology in the Audit

- Increase in use of technology in the audit year over year.



Independence

We will not audit our own work

- We will not put ourselves in a situation where we would audit our own work.
- We apply the most rigorous standards to our professional services in order to ensure our continued independence in our role.



Timing of prepared by client (PBC) items

Timeliness of PBC items

- The financial records are closed and ready on the first day of audit work.
- Client-prepared documentation is prepared accurately and is provided on a timely basis.
- Participation of all client personnel as required in the audit process, such as IT, HR, Legal, etc.



Audit and Risk Committee

Interactions with those charged with governance

- Committee members participate fully in the discussion with auditors, including meeting in camera with the auditors.
- KPMG provides current industry trends and updates to accounting and audit standards.



Voice of the client

Measure our success from your perspective

- Take deep personal accountability, individually and as a team, to fulfill our commitments to you.
- Measure our success from the only perspective that matters—yours.



Nothing to report



Some matters to report



Specific matters to report



Appendix 5: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.

Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

Accelerate 2024

The key issues driving the audit committee agenda in 2024.

Momentum

A quarterly newsletter with the latest thought-leadership from KPMG's subject matter leaders across Canada and valuable audit resources for clients.

KPMG Climate Change Financial Reporting Resource Centre

Our climate change resource center provides insights to help you identify the potential financial statement impacts to your business.

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.



Appendix 6: ESG - Global regulatory reporting standards

ISSB¹ and CSSB

Canadian regulators (CSA)

US (SEC^{2,3} and California⁴)

EU^{5,6}

Recent Activity

- On March 13, 2024 the Canadian Sustainability Standards Board (CSSB) released proposals on its first two Canadian Sustainability Disclosure Standards (CSDS): Exposure Draft CSDS 1 (proposed general requirements standard) and Exposure Draft CSDS 2 (proposed climate standard).
 - The proposed standards are aligned with the global baseline disclosure standards IFRS S1 and IFRS S2 with the exception of a Canadian-specific effective date for annual reporting periods beginning on or after January 1, 2025 and incremental transition relief.
 - In June 2023, the International Sustainability Standards Board (ISSB) issued its first two IFRS Sustainability Disclosure Standards – IFRS S1 (general requirements standard) and IFRS S2 (climate standard).
 - The ISSB standards are effective for annual periods beginning on or after January 1, 2024 – subject to local jurisdiction adoption.
- In parallel with the CSSB's release of its proposals on March 13, 2024, the Canadian Securities Administrators (CSA) issued a statement noting that they will seek consultation on a revised climate-related disclosure rule following the finalization of CSDS 1 and 2.
 - In October 2021, the CSA issued their original proposed rule, proposed National Instrument 51-107 *Disclosure of Climate-related Matters*.
 - Bill S-211, Canada's new Act on fighting against forced labor and child labour will take effect on January 1, 2024. Canadian and foreign businesses impacted by the Act will be required to file a report on their efforts to prevent and reduce the risk of forced labour and child labour in their supply chain, by May 31st of each year.
- The SEC's final climate rule was issued on March 6, 2024.
 - The final rule will generally apply to all SEC registrants; *including* foreign private issuers (Form 20-F filers); *excluding* Canadian issuers reporting under the Multijurisdictional Disclosure System (Form 40-F filers) and asset-backed issuers.
 - The earliest compliance date is the fiscal year beginning in Calendar year 2025 for large accelerated filers.
 - The SEC also issued its final rules on cybersecurity in July 2023 and expects to release proposed disclosure rules on human capital management in spring 2024 and corporate board diversity in fall 2024.
 - On October 7, 2023, the California Governor signed two climate disclosure laws that will shape climate disclosure practices beyond the state's borders. The laws will apply to US businesses (including US subsidiaries of non-US companies) that meet specified revenue thresholds and do business in California. The Governor also signed the California voluntary carbon market disclosures bill.
- The European Financial Reporting Advisory Group (EFRAG) was mandated to develop European Sustainability Reporting Standards (ESRSs) setting out the detailed disclosure requirements under the Corporate Sustainability Reporting Directive (CSRD).
 - On July 31, 2023, the European Commission published the final text of its first set of twelve ESRSs as delegated acts
 - The ESRSs will become effective as early as 2024 reporting periods for some companies.
 - There are potentially considerable ESG reporting implications for Canadian entities – as most EU-listed companies and large subsidiaries of Canadian companies with significant operations in the EU are in scope. Non-EU parent entities with substantial activity in the EU may also be in scope, with separate standards to be developed for these entities, with an effective date of 2028 reporting periods
- Refer to our [ISSB Resource Centre](#) for resources on implementing the IFRS Sustainability Disclosure Standards
 - Refer to our [Defining Issues](#) publication for more information on the SEC's final climate rule
 - Refer to our [Defining Issues](#) publication for more information on the SEC's cybersecurity rules
 - Refer to our [publication](#) on California's introduction of climate disclosures and assurance requirements
 - Refer to our [ESRS Resource Centre](#) for resources on implementing the ESRSs
 - Refer to our [publication](#) on the impact of EU ESG reporting on non-EU companies



Appendix 7: Continuous evolution

Our investment: \$5B

We are in the midst of a five-year investment to develop our people, digital capabilities, and advanced technology.

Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

Result: A better experience

Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.



Appendix 8: Higher Education thought leadership and insights

Note: Click on images to visit document link.



AI in Higher Education

Artificial intelligence (AI) is changing how higher education institutions can deliver services, manage operations, and engage faculty to stay relevant in the market. Historically faced with barriers to quick adoption of emerging technologies, institutions must intentionally redesign their processes to keep pace and integrate with the fast-evolving capabilities that AI continues to present. While initial interest in AI in higher education has been focused on assessment, its potential applications extend to various use cases, such as streamlining administrative processes, powering student services, predicting and monitoring student success, and identifying student attrition risk. Dive into our first of a series of thought leadership articles as we explore the trends, challenges and opportunities shaping academia's digital transformation.



Student Experience

The broader context in which students live and work has influenced how they learn and engage with higher education institutions. Research conducted by KPMG revealed 5 key trends in student demographics and behaviors that have become driving forces behind changes in student needs. Students are increasingly diverse, digital, discerning, demanding, and debt-averse.

KPMG's approach to working with higher education institutions combines sector knowledge and leading global practices to provide a blueprint for institutions to enhance student experiences during the "moments that matter" in their journey from being candidates to alumni.



Higher education cybersecurity survey

As we navigate an era marked by rapid digital evolution, our daily lives, academic pursuits, and institutional operations are becoming increasingly interwoven with technology. While the transformative power of innovation brings unprecedented opportunities, it also exposes us to new challenges, particularly in the realm of cybersecurity. KPMG in Canada recently invited higher education institutions from both Canada and the United States to participate in a benchmarking survey to identify the areas where institutions are thriving, and where there is opportunity to improve.



Decarbonization

Decarbonization and infrastructure resiliency is becoming central to ESG programs across Canada, and higher education institutions are no exception. Building decarbonization and climate resiliency strategies that account for evolving priorities from diverse stakeholders is key. When considering the need for standardized decarbonization initiatives and enhanced climate resiliency, institutions must consider the operational needs of their facilities and departments with decarbonization targets. A campus-level approach to developing solutions that can be applied across various assets and infrastructure is critical to accommodate competing requirements in a multi-stakeholder environment. Institutions should implement initiatives that move the needle toward emission targets early, while protecting against the impacts of extreme weather.



<https://kpmg.com/ca/en/home.html>

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Consolidated Financial Statements of

CARLETON UNIVERSITY

Year ended April 30, 2024

DRAFT

Carleton
University



CARLETON UNIVERSITY

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Year ended April 30, 2024

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DRAFT

INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of Carleton University

Opinion

We have audited the consolidated financial statements of Carleton University (the Entity), which comprise:

- the consolidated statement of financial position as at April 30, 2024
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements, present fairly, in all material respects, the consolidated financial position of the Entity as at April 30, 2024, and its consolidated results of operations, and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “***Auditor’s Responsibilities for the Audit of the Financial Statements***” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

(date)

CARLETON UNIVERSITY

Consolidated Statement of Financial Position

April 30, 2024, with comparative information for 2023
(in thousands of dollars)

	2024	2023
Assets		
Current assets:		
Cash	\$ 66,352	\$ 33,884
Short term investments (note 3)	573,076	573,046
Accounts receivable (note 4)	42,972	37,983
Prepaid expenses	9,525	9,787
Current portion of net investment in lease (note 5)	1,139	1,066
	<u>693,064</u>	<u>655,766</u>
Investments (note 3)	491,741	554,557
Net investment in lease (note 5)	2,536	3,675
Tangible capital and intangible assets (note 6)	718,932	700,414
Collections (note 7)	24,947	24,947
	<u>\$ 1,931,220</u>	<u>\$ 1,939,359</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 8)	\$ 91,669	\$ 51,540
Deferred revenue (note 9)	147,250	147,171
Accrued leave	21,315	20,496
Current portion of long-term debt (note 10)	4,080	4,858
	<u>264,314</u>	<u>224,065</u>
Long-term debt (note 10)	257,749	265,544
Deferred capital contributions (note 11)	177,240	180,699
Employee future benefits liability (note 12(a))	72,019	94,116
	<u>\$ 771,322</u>	<u>\$ 764,424</u>
Net assets:		
Unrestricted deficiency	(72,133)	(93,680)
Internally restricted (note 13(b))	403,959	442,715
Investment in tangible capital and intangible assets (note 14)	432,968	439,530
Investment in collections (note 7)	24,947	24,947
Endowments (note 15)	370,157	361,423
	<u>1,159,898</u>	<u>1,174,935</u>
Contingent liabilities and commitments (notes 16)		
	<u>\$ 1,931,220</u>	<u>\$ 1,939,359</u>

See accompanying notes to consolidated financial statements.

CARLETON UNIVERSITY

Consolidated Statement of Operations

April 30, 2024, with comparative information for 2023
(in thousands of dollars)

	2024	2023
Revenue:		
Government grants for general operations	\$ 180,354	\$ 176,680
Fees	354,124	348,309
Research grants and contracts	99,777	82,378
Sales and services	21,253	19,890
Donations	26,727	27,432
Investment income	27,286	37,940
Amortization of deferred capital contributions (note 11)	13,207	12,946
Other revenue (note 17)	24,846	21,204
	<u>747,574</u>	<u>726,779</u>
Expenses:		
Salaries	427,715	378,710
Benefits	47,760	40,139
Scholarships and bursaries	56,088	58,872
Amortization of tangible capital and intangible assets	41,926	44,191
Other expenses (note 18)	60,452	59,492
Externally contracted services and fees	41,958	34,423
Employee future benefits (note 12(b))	33,140	36,220
Renovations	31,241	31,343
Supplies	15,010	14,932
Utilities	13,747	14,389
Minor equipment and furnishings	14,100	16,309
Interest	2,195	2,383
Travel	12,370	9,144
	<u>797,702</u>	<u>740,547</u>
Deficiency of revenue over expenses	<u>\$ (50,128)</u>	<u>\$ (13,768)</u>

See accompanying notes to consolidated financial statements.

CARLETON UNIVERSITY

Consolidated Statement of Changes in Net Assets

Year ended April 30, 2024, with comparative information for 2023
(in thousands of dollars)

	Unrestricted	Internally restricted (note 13(b))	Investment in tangible capital and intangible assets (note 14)	Collections (note 7)	Endowments (note 15)	2024 Total	2023 Total
Net assets (deficit), beginning of year	\$ (93,680)	\$ 442,715	\$ 439,530	\$ 24,947	\$ 361,423	\$ 1,174,935	\$ 1,148,338
Change in accounting policy (note 2)	—	—	—	—	—	—	(9,610)
Revised net assets/(deficit), beginning of year	(93,680)	442,715	439,530	24,947	361,423	1,174,935	1,138,728
Deficiency of revenue over expenses	(50,128)	—	—	—	—	(50,128)	(13,768)
Employee future benefit re-measurements and other items (note 12(c))	28,646	—	—	—	—	28,646	36,549
Internally imposed restrictions	36,584	(38,756)	—	—	2,172	—	—
Internally endowed restrictions	(117)	—	—	—	117	—	—
Net change in investment in tangible capital and intangible assets (note 14)	6,562	—	(6,562)	—	—	—	—
Contributions to collections (note 7)	—	—	—	—	—	—	38
Endowment contributions and investment income (note 15)	—	—	—	—	4,687	4,687	8,203
Unrealized gain on endowment investments (note 15)	—	—	—	—	1,758	1,758	5,185
Net assets (deficit), end of year	\$ (72,133)	\$ 403,959	\$ 432,968	\$ 24,947	\$ 370,157	\$ 1,159,898	\$ 1,174,935

CARLETON UNIVERSITY

Consolidated Statement of Changes in Net Assets (continued)

Year ended April 30, 2024, with comparative information for 2023
(in thousands of dollars)

	Unrestricted	Internally restricted (note 13(b))	Investment in tangible capital and intangible assets (note 14)	Collections (note 7)	Endowments (note 15)	2024 Total	2023 Total
Details of year, end balance:							
Plant	\$ (114)	\$ —	\$ —	\$ —	\$ —	\$ (114)	\$ 436
Provision for employee future benefits (note 12(a))	(72,019)	—	—	—	—	(72,019)	(94,116)
Appropriations – Operating	—	282,611	—	—	—	282,611	335,187
Research	—	63,583	—	—	—	63,583	58,801
Appropriations – Ancillary (Schedule 1)	—	42,091	—	—	—	42,091	35,782
Entrepreneurial initiatives	—	5,839	—	—	—	5,839	5,132
Professional expense	—	4,130	—	—	—	4,130	4,181
Sinking Funds	—	5,678	—	—	—	5,678	3,622
Scholarships	—	27	—	—	—	27	10
Tangible capital and intangible assets	—	—	432,968	—	—	432,968	439,530
Collections	—	—	—	24,947	—	24,947	24,947
Endowment	—	—	—	—	370,157	370,157	361,423
Net assets (deficit), end of year	\$ (72,133)	\$ 403,959	\$ 432,968	\$ 24,947	\$ 370,157	\$ 1,159,898	\$ 1,174,935

CARLETON UNIVERSITY

Consolidated Statement of Cash Flows

Year ended April 30, 2024, with comparative information for 2023
(in thousands of dollars)

	2024	2023
Cash provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	\$ (50,128)	\$ (13,768)
Add (deduct) non-cash items:		
Amortization of tangible capital and intangible assets	41,926	44,191
Amortization of deferred capital contributions	(13,207)	(12,946)
Unrealized losses (gains) on investments and marketable securities	6,479	(4,090)
Net change in other non-cash operating working capital (note 19)	36,300	1,639
Changes relating to employee future benefits:		
Employee future benefits contributions (note 12(b))	(26,591)	(27,644)
Employee future benefits expenses (note 12(b))	33,140	36,220
Net cash provided by operating activities	27,919	23,602
Financing activities:		
Decrease in loans payable (note 10(a))	(8,573)	(4,582)
Capital contributions received (note 11)	9,748	7,318
Endowment contributions and investment income	6,445	8,203
Net cash used in financing activities	7,620	10,939
Investing activities:		
Net change in investments	56,307	(264,608)
Decrease in net investment in lease	1,066	1,000
Tangible capital and intangible assets additions	(60,444)	(39,506)
Net cash used in investing activities	(3,071)	(303,114)
Increase (decrease) in cash and cash equivalents	32,468	(268,573)
Cash, beginning of year	33,884	302,457
Cash, end of year	\$ 66,352	\$ 33,884

See accompanying notes to consolidated financial statements.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements

Year ended April 30, 2024
(in thousands of dollars)

1. Description:

Carleton University (the “University”) was incorporated as a university in 1943 under the laws of the Province of Ontario. The University is dedicated to providing post-secondary and graduate education and to conducting research.

The University is a registered charity and therefore is, under section 149(1)(f) of the Income Tax Act (Canada), exempt from payment of income tax.

The consolidated financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all of the operations and organizations controlled by the University. Accordingly, these consolidated financial statements include the academic, administrative and other operating expenditures funded by fees, grants and other general revenue; restricted purpose endowment funds and ancillary operations. These consolidated statements also include the assets, liabilities, deficit and operations of the University’s subsidiary and joint ventures as follows:

Sudbury Neutrino Observatory Institute is a joint venture of the University and four other Canadian universities, which performs research in sub-atomic physics. The University’s proportionate share of the Institute’s operations has been included in these consolidated financial statements.

The University is a member, along with 20 other universities, of TRIUMF, which performs research in particle and nuclear physics and is located on the campus of the University of British Columbia (UBC). Prior to June 1, 2021, TRIUMF was a joint venture and was an unincorporated registered charity. On June 1, 2021, TRIUMF transferred all of its assets and liabilities to TRIUMF Inc., a not-for-profit corporation and the University became a member of the corporation with the 13 other universities. On March 6 2023, 7 universities joined TRIUMF increasing the membership to 21 universities. Each university has an undivided 1/21 interest 4.76%. (2023 – 4.76%) in its assets, liabilities and obligations. The land and buildings it occupies are owned by UBC. The facilities and its operations are funded by federal government grants, and the University has made no direct financial contribution to date. TRIUMF’s net assets are not contemplated to be and are not readily realizable by the University. The University’s proportionate share of TRIUMF’s operations has been included in these consolidated financial statements.

Carleton University Foundation (U.S.) (the “Foundation”) was incorporated without share capital on February 12, 1996 under the District of Columbia Non-Profit Corporation Act. The Foundation is not included in these consolidated financial statements. The objects of the Foundation, as established by the Internal Revenue Code of 1986, are to accept, receive, manage and distribute money and other property to support education and research at the University. The Foundation had minimal activity in the year.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

2. Summary of significant accounting policies:

The consolidated financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations, and include the following significant accounting policies.

(a) Basis of presentation:

The University uses the deferral method of accounting for contributions for not-for-profit organizations.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the University, or the Foundation.

(b) Financial instruments:

(i) Investments:

Investments are recorded at fair value. The fair value of investments recorded in the financial statements is determined as follows:

- a. Short term investments include investments that can be withdrawn without prior notice or penalty. Guaranteed Investment Certificates, are stated at cost which together with accrued interest income approximates fair value.
- b. Equities and Fixed Income are valued at year end quoted market prices
- c. Pooled fund investments are valued at the unit values supplied by the pooled fund administrator, which represent the University's proportionate share of underlying net assets at fair value.
- d. Infrastructure investments are held in open or closed-ended pooled funds. They are valued at their estimated fair values by external investment managers using appropriate industry valuation techniques or independent appraisals.

(ii) Derivative and other financial instruments:

The University is party to certain derivative financial instruments, principally interest rate swaps. The University accounts for interest rate swaps as hedges. The University uses the accrual basis of accounting for hedges. At the inception of the hedging relationship, the University designated that hedge accounting would be applied and formally documented the hedging relationship between the swap and the loan. At inception and throughout the loan period, the critical terms of the swap and the loan are the same.

Gains or losses realized on settlement are deferred until the settlement of the swap. Payments and receipts under the interest rate swaps are recognized as adjustments to interest expense on long-term debt. The fair value of the swap is not recorded on the consolidated statement of financial position, but is disclosed in note 10(d).

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

2. Summary of significant accounting policies (continued):

(b) Financial instruments (continued):

(ii) Derivative and other financial instruments (continued):

Other financial instruments, are recorded a fair value upon initial recognition, which represents cost and are subsequently recorded at cost, net of any provisions for impairment unless management has elected to carry the instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(c) Tangible capital and intangible assets:

Purchased tangible capital and intangible assets are recorded at cost. Donated tangible capital and intangible assets are recorded at an appraised value established by independent appraisal in the period received by the University. Land acquired prior to May 1, 2011 are recorded at deemed cost, being its fair value at May 1, 2011, the transition date to Canadian accounting standards for not-for-profit organizations. All subsequent purchases are recorded at cost.

Amortization is provided on a straight-line basis over the estimated useful life of the asset. When components of a capital asset have different useful lives, they are accounted for as separate items of capital assets and depreciated separately.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

2. Summary of significant accounting policies (continued):

(c) Tangible capital and intangible assets:

The estimated useful lives of assets are as follows:

Asset	Useful life
Tangible capital assets:	
Buildings and its components	20 to 40 years
Cogeneration facility	25 years
Equipment and furniture	10 years
Computer equipment	4 years
Automobiles	5 years
Library holdings	10 years
Intangible assets:	
Software	4 years

Construction costs are capitalized as work progresses and amortization commences in the period that the asset is available for use.

When a tangible capital or intangible asset no longer contributes to the University's ability to provide services, its carrying amount is written down to its residual value.

(d) Art collection:

Purchases of items to be included in the collection are expensed. Donations of items to be included in the collection are recorded as direct increases in net assets at an appraised value established by independent appraisal in the period received by the University.

(e) Deferred capital contributions:

Contributions received for tangible capital and intangible assets are deferred in the accounts and amortized over the same term and on the same basis as the related capital asset.

(f) Recognition of revenue and other contributions:

(i) Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(ii) Contributions and investment income externally restricted for purposes other than endowment are deferred and recognized as revenue in the period in which the related expenses are recognized.

(iii) Endowment contributions and restricted investment revenue earned for re-endowment are recognized as direct increases in net assets in the period in which they are received or earned.

(iv) Student fees are recognized as revenue in the period that the courses and seminars are held. Sales revenue is recognized at point of sale.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

2. Summary of significant accounting policies (continued):

(f) Recognition of revenue and other contributions (continued):

(v) Contract revenue is recognized as the service is provided.

(g) Internally imposed restrictions on net assets:

The University internally restricts the use of portions of its externally unrestricted net assets for specific future uses. When incurred, expenses are charged to operations, and the balance of internally restricted assets is reduced accordingly.

(h) Contributed services:

Volunteers, as well as members of the staff and faculty of the University, contribute an indeterminable number of hours per year to assist the University in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in these consolidated financial statements.

(i) Employee benefit plans:

The University accrues its obligations and related costs for funded employee future benefit plans as the employees render the service necessary to earn the pension and other retirement benefits, based on the latest going concern funding valuation. The actuarial determination of the accrued benefit obligations for pensions and other employee future benefits uses the projected method on service (which incorporates management's assumptions used for funding purposes, other cost escalation, retirement ages of employees and other actuarial factors). The actuarial valuation is performed at least every three years. In the years between valuations, pension plan results are prepared based on extrapolations of the latest available funding valuation results. Assets of the employee future benefit plans are valued using fair values at the date of the consolidated financial statements.

The benefit plan expense for the year consists of the current service and finance costs. Re-measurements and other items are recorded directly on the consolidated statement of changes in net assets.

(j) Use of estimates:

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the consolidated financial statements in the period in which they become known.

Significant management estimates include assumptions used in determining the employee future benefits liability.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

3. Investments:

Fair value details of investments are as follows:

	2024	2023
Current:		
Short term	\$ 573,076	\$ 573,046
Non-current:		
Pooled Endowment Fund	357,323	360,041
Restricted Pooled Investment Fund	4,285	4,489
Fixed Income	130,133	190,027
	491,741	554,557
	\$ 1,064,817	\$ 1,127,603

4. Accounts receivable:

	2024	2023
Student	\$ 11,996	\$ 11,644
Research	15,374	13,051
Government	2,664	1,704
Other	14,902	13,438
	44,936	39,837
Less allowance for doubtful accounts	(1,964)	(1,854)
	\$ 42,972	\$ 37,983

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

5. Net investment in lease:

Carleton University has entered into an agreement with Environment Canada under which Carleton University built the National Wildlife Research Centre (NWRC) on its property and leased the building to Environment Canada. The lease term is for 99 years starting May 1, 2002. The University can terminate the lease after 25 years, with no penalty, with the final payment April 2027.

Carleton University's net investment in the direct financing lease consists of:

	2024	2023
Minimum lease payments receivable	\$ 3,900	\$ 5,200
Unearned financing revenue	(225)	(459)
	<u>3,675</u>	<u>4,741</u>
Less current portion of net investment in lease	(1,139)	(1,066)
Net investment in lease	<u>\$ 2,536</u>	<u>\$ 3,675</u>

At April 30, 2024, future minimum lease payments receivable under the direct financing lease are as follows:

2024-25	\$ 1,300
2025-26	1,300
2026-27	1,300
	<u>\$ 3,900</u>

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

6. Tangible capital and intangible assets:

Tangible capital and intangible assets consist of the following:

			2024	2023
	Cost	Accumulated amortization	Net book value	Net book value
Tangible capital assets:				
Land	\$ 93,300	\$ –	\$ 93,300	\$ 93,300
Buildings and its components	954,074	402,809	551,265	529,437
Cogeneration facility	21,892	4,301	17,591	18,466
Equipment and furniture	93,124	49,265	43,859	44,430
Computer equipment	16,168	10,373	5,795	6,665
Automobiles	943	491	452	459
Library holdings	15,957	9,396	6,561	7,287
Intangible assets:				
Software	1,045	936	109	370
	<u>\$ 1,196,503</u>	<u>\$ 477,571</u>	<u>\$ 718,932</u>	<u>\$ 700,414</u>

Cost and accumulated amortization at April 30, 2023 amounted to \$1,150,968 and \$450,554, respectively. In the year, \$14,909 (2023 - \$23,253) of cost and accumulated amortization was removed from the respective balances for assets that had been fully-amortized and no longer in use.

Included in buildings and its components is \$62,505 (2023 - \$24,019) of construction in progress. As construction in progress is not yet in use, these assets are not amortized.

7. Collections:

The University has an art collection comprised of approximately 30,000 works of art. The collection focuses on three main areas. The first is twentieth-century Canadian art, in particular prints, drawings and photographs created since 1950. The second is European works on paper, in particular French prints from the 18th and 19th centuries. The third is Indigenous (Inuit, Métis and First Nations) art in all forms, including prints, drawings, sculptures and textiles. In 2024, there were no additions of donated pieces of art (2023 - \$38).

8. Accounts payable and accrued liabilities:

As at year end, the University had \$6,025 (2023 - \$5,784) payable for government remittances, including harmonized sales tax/goods and services tax and payroll remittances.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

9. Deferred revenue:

Deferred revenue includes deposits, prepayments on contracts and deferred contributions received by the University. Deferred contributions are unspent externally restricted grants and donations received in the current and prior years for expenditures in a future year.

Details of the year-end balances are as follows:

	2024	2023
Research	\$ 74,120	\$ 75,401
Donations	10,322	11,121
Student fees	14,489	9,649
Grants	11,969	11,251
Student aid	11,113	12,887
Other	25,237	26,862
	<u>\$ 147,250</u>	<u>\$ 147,171</u>

Research includes the unexpended portion of restricted research grants and prepayments on research contracts.

Donations are the unexpended portion of donor restricted gifts to be spent on specific items in future years.

Grants are unexpended restricted grants to be spent on specific items in future years.

Student aid is the unexpended donations and interest to be spent on student aid and other special purposes.

Student fees are tuition and related amounts received for courses beginning after April 30.

Other deferred revenue includes deposits and prepayments on contracts.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

10. Long-term debt:

As at April 30, 2024, the University has principal outstanding of \$257,749 (2023 - \$265,544) under long-term debentures and loans.

(a) Details of long-term debt:

	Maturity	Interest rate	2024 Principal outstanding	2023 Principal outstanding
Unsecured debenture, Series A Interest payable in equal semi-annual payments	2061	3.264%	\$ 220,000	\$ 220,000
Loans payable:				
Leeds Residence	2027	6.487%	3,461	4,786
Prescott Residence	2029	6.844%	5,845	6,958
Frontenac Residence	2039	4.855%	10,258	10,691
Lennox & Addington Residence	2042	2.815%	22,265	23,197
NWRC loan			–	4,770
			41,829	50,402
			261,829	270,402
Less current portion of long-term debt			(4,080)	(4,858)
			\$ 257,749	\$ 265,544

(b) Long-term debt repayments:

Principal repayments under the mortgage and loan agreements are as follows:

2024-25	\$ 4,080
2025-26	4,267
2026-27	2,979
2027-28	2,928
2028-29	2,303
Thereafter	245,272
	<u>\$ 261,829</u>

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

10. Long-term debt (continued):

(c) Debenture:

The University established a sinking fund investment by purchasing units in the endowment fund to provide funding to repay the Series A senior unsecured debenture maturing on July 5, 2061. The value of the sinking fund investment at April 30, 2024 is \$5,678.

(d) Interest rate swaps:

The University has entered into interest rate swap agreements to manage the volatility of interest rates. The University converted a net notional \$82,258 of floating rate debt for fixed rate debt. In 2024 the University terminated one swap and updated the rate on the remaining swap agreements from CDOR to CORRA with rates ranging from 2.815% to 6.844%. The related derivative agreements are in place until the maturity of the debts in 2027, 2029, 2039, and 2042.

These interest rate swaps qualify, and have been designated by the University, as cash flow hedging items against the floating rate long-term debt. The University has assessed the hedging relationship as effective. The fair value of the interest rate swaps at April 30, 2024 is estimated to be \$(1,981) (2023 - \$440) which represents the amount the University would be owed if the swap agreements were terminated on that date. The University is current with respect to the required payments under the loan and swap agreements.

11. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase of tangible capital and intangible assets. The amortization of the deferred capital contributions is recorded as revenue in the consolidated statement of operations. The changes in the deferred capital contributions balance are as follows:

	2024	2023
Balance, beginning of year	\$ 180,699	\$ 186,327
Less amortization of deferred capital contributions	(13,207)	(12,946)
Add capital contributions received:		
Contributions for equipment and buildings	8,766	7,197
Donated assets	982	121
	9,748	7,318
Balance, end of year	\$ 177,240	\$ 180,699

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

12. Employee future benefits:

Post-employment and post-retirement benefit plans:

The University has defined post-retirement benefit plans (other than pensions) and defined post-employment benefit plans covering substantially all of its employees. These plans provide health, dental and severance benefits to eligible employees. The most recent full actuarial valuation of employee future benefits was completed as at April 30, 2024.

Similar to many non-pension benefit plans in Canada, the University's plans are not pre-funded, resulting in plan deficits equal to the accrued benefit obligation.

Pension plan and pension plan liability:

The University contributes to the Carleton University Retirement Plan which is a defined contribution pension plan with a defined benefit minimum guarantee, covering substantially all full-time employees of the University.

An actuarial valuation of the Plan as of June 30, 2022 determined that the Plan is funded on a going concern basis with a surplus of \$51,447 and the plan is funded on a solvency (hypothetical wind up) basis with a surplus of \$70,547. The Plan is now fully funded and no special payments are required. The next actuarial valuation for funding purposes is required June 30, 2025, which will determine the minimum funding requirement commencing July 1, 2025.

An actuarial valuation roll-forward for funding purposes was performed as at April 30, 2024, the measurement date for financial reporting purposes.

Accrued benefit asset:

The reconciliation of the funded status of the Plan to the amounts recorded in the consolidated financial statements is as follows:

	2024	2023
Accrued benefit obligation	\$ 1,601,518	\$ 1,543,182
Less: fair value of Plan assets	1,694,816	1,615,010
Accrued benefit asset	\$ (93,298)	\$ (71,828)

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

12. Employee future benefits (continued):

(a) Employee future benefits liability:

	2024		2023	
Post-employment and post-retirement benefit plans	\$	165,317	\$	165,944
Pension plan asset		(93,298)		(71,828)
	\$	72,019	\$	94,116

(b) Employee future benefits expense:

	Current service cost	Carrying amortization	2024		2023	
Post-employment and post-retirement benefit plans	\$	7,051	\$	8,127	\$	15,178
Pension plan		22,344		(4,382)		17,962
	\$	29,395	\$	3,745	\$	33,140
					\$	36,220

During the year, the University made cash contributions included in the total above of \$4,665 (2023 - \$4,728) and \$21,926 (2023 - \$22,916), respectively.

(c) Re-measurements and other items:

	2024		2023	
Post-employment and post-retirement benefit plans	\$	11,140	\$	21,855
Pension plan		17,506		14,694
	\$	28,646	\$	36,549

During the year, post-employment and post-retirement benefit plans had re-measurements of \$11,140 in actuarial gains (2023 - \$21,855 gains) on its obligation. The pension plan had re-measurements of \$17,506 (2023 - \$14,694 gains) related to actuarial gains and return of plan assets.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

13. Net assets:

(a) Capital management:

The University's overall objective for its capital is to fund tangible capital and intangible assets, future projects and ongoing operations. The University manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies and other capital requirements. These allocations are disclosed in note 13(b).

The University also considers its endowments, as disclosed in notes 4(b) and 15 as part of its capital. The University's objective with regards to endowments is to grow the endowment principal such that it preserves the original capital investment and provides the prescribed distribution rate described in note 15.

The University is not subject to any other externally imposed capital requirements and its approach to capital management remains unchanged from the prior year.

(b) Internally restricted net assets:

Internally restricted net assets are funds restricted by the University for future commitments and projects to improve and invest in the University's campus facilities, information systems, equipment, programs and student aid.

Internally restricted net assets have been designated for the following purposes:

	2024	2023
General appropriations	\$ 128,247	\$ 169,108
Pension liability reserve	69,212	69,212
Capital reserve	49,988	52,373
Student aid funds	1,778	1,500
Other projects and initiatives	33,386	42,994
Total operating appropriations	282,611	335,187
Research initiatives	63,583	58,342
Ancillary reserve fund	42,091	35,782
Entrepreneurial initiatives	5,839	5,591
Professional expense fund	4,130	4,181
Sinking funds	5,678	3,622
Scholarship funds	27	10
	<u>\$ 403,959</u>	<u>\$ 442,715</u>

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

13. Net assets (continued):

(b) Internally restricted net assets (continued):

- (i) General appropriations represent funds held centrally and within units to support long-term strategic initiatives and provide stability for economic uncertainties such as changes to student enrolment due to geopolitical events or government policy and salary cost escalations.
- (ii) Capital reserve funds relate to operating funds that have been allocated to capital improvements and additions, as well as for addressing the university's deferred maintenance.
- (iii) Pension liability reserve represents funds set aside to cover future pension liabilities.
- (iv) Student aid funds relates to funds available to provide financial support to students.
- (v) Other projects and initiatives relates to funding set aside to support various initiatives, including improvements to campus facilities and infrastructure, as well as other initiatives aimed at improving the quality of the university's activities and programs.
- (vi) Research initiatives relates to funds that have been internally restricted for research activities.
- (vii) Ancillary reserve fund relates to funding available for improving ancillary programs and physical facilities.
- (viii) Entrepreneurial initiatives represents funds earmarked for the continuation of providing entrepreneurial activities at the university, including professional development services and seminars, non-credit course offerings, and contract services.
- (ix) Professional expense funds are funds reserved for the professional expenses of faculty members.
- (x) Sinking funds have been established to fund the principal repayments of the bullet debenture held by the University, as disclosed in note 10.
- (xi) Scholarship funds relates to funds that do not have donor placed restrictions on them, but have been internally earmarked for student support in future years.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

14. Investment in tangible capital and intangible assets:

The investment in tangible capital and intangible assets consists of the following:

	2024	2023
Tangible capital and intangible assets	\$ 718,932	\$ 700,414
Less amounts financed by:		
Deferred capital contributions	(177,240)	(180,699)
Debenture	(43,250)	(7,312)
Loans payable (Leeds, Prescott, Frontenac Lennox & Addington residences)	(41,829)	(45,632)
Other short-term financing	(23,645)	(27,241)
	<u>\$ 432,968</u>	<u>\$ 439,530</u>

The net change in investment in tangible capital and intangible assets is calculated as follows:

	2024	2023
Tangible capital and intangible assets additions:		
Total additions	\$ 60,444	\$ 39,506
Less:		
Donated assets	(982)	(121)
Additions financed with grants	(8,766)	(7,197)
	<u>50,696</u>	<u>32,188</u>
Financing:		
Debenture	(35,938)	(3,385)
Loans payable	3,803	3,594
Other short-term financing	3,596	(5,701)
	<u>(28,539)</u>	<u>(5,492)</u>
Amortization of deferred capital contributions	13,207	12,946
Amortization of tangible capital and intangible assets	(41,926)	(44,191)
	<u>(28,719)</u>	<u>(31,245)</u>
Net change in investment in tangible capital and intangible assets	<u>\$ (6,562)</u>	<u>\$ (4,549)</u>

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

15. Endowments:

Contributions restricted for endowment consist of monies received primarily as benefactions and which either the donor or the Board of Governors has designated as endowment. The annual income earned from funds designated as endowment by the donor may be expended only for the purpose designated. If no purpose is designated by the donor, then the income is expended at the direction of the Board. Monies designated as endowment by the Board are unrestricted and the principal and annual income may be expended at its direction.

Investment income earned on endowed investments is distributed at a rate of 4% (2023 - 4%) of the moving average market value over four years of the endowment fund investments. Actual investment income earned in excess of the distributed amount is accumulated in the endowment fund for future distribution and to maintain capital.

	Externally endowed	Board designated	Total 2024	Total 2023
Donations and bequests	\$ 4,628	\$ —	\$ 4,628	\$ 4,242
Internal contributions	2,172	—	2,172	3,684
Realized gains on sale of investment	9,512	262	9,774	14,539
Investment income	5,200	229	5,429	4,766
Income distributions	(14,653)	(371)	(15,024)	(14,401)
	6,859	120	6,979	12,830
Unrealized gains (losses) on investments	1,758	(3)	1,755	5,327
Net change in year	8,617	117	8,734	18,157
Fund balance, beginning of year	351,127	10,296	361,423	343,266
Fund balance, end of year	\$ 359,744	\$ 10,413	\$ 370,157	\$ 361,423

The endowment balance consists of:

	2024	2023
Cumulative endowment principal	\$ 234,297	\$ 227,497
Cumulative undistributed investment income	123,592	123,413
Cumulative unrealized gains	12,268	10,513
Endowment balance on endowment investments	\$ 370,157	\$ 361,423

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

16. Contingent liabilities and commitments:

(a) Litigation:

The nature of the University's activities are such that there may be litigation pending or in prospect at any time. With respect to claims at April 30, 2024, administration believes that the University has valid defenses and that appropriate insurance coverage is in place wherever it is possible to do so. In the event any claims are successful, administration believes that such claims are not expected to have a material effect on the University's financial position. Accordingly, no provision has been made in the financial statements.

(b) Insurance:

The University is a member of the Canadian University Reciprocal Insurance Exchange (CURIE), a self-insurance co-operative comprised of Canadian universities and colleges. CURIE insures general liability, university property, cyber and errors and omissions risks. Annual premiums paid by the University are determined by the CURIE Board, on the advice of the actuary. There is a provision under the agreement for assessments to all member universities if these premiums are not sufficient to cover losses. As of December 31, 2023, the date of the latest financial statements available, CURIE had subscribers' equity of \$107,548 (2023 - \$99,851). Additional insurance for automobiles, artwork, miscellaneous property, and major construction projects is purchased through commercial insurers to provide coverage for losses not insured by CURIE.

(c) SNOLAB - Asset retirement obligation:

As stipulated within the Constitution for SNOLAB, this joint-venture research project's assets and liabilities are to be divided among the member institutions. The agreements also indicate decommissioning costs for the former Sudbury Neutrino Observatory as well as SNOLAB facility expansions are the responsibility of member institutions based on their proportionate share. Currently, new experiments are being developed using the facility. There are no immediate plans for decommissioning of the facilities or a reasonable estimate of when such decommissioning may occur.

(d) TRIUMF - Asset retirement obligation:

The members of TRIUMF and the Canadian Nuclear Safety Commission (CNSC) approved a decommissioning plan which requires all members to be severally responsible for their share of the decommissioning costs, as well as provide financial covenants to the CNSC for the amount of these costs. While there are no current intentions of decommissioning the facilities, TRIUMF has complied with federal legislation by putting in place a decommissioning plan, including a funding plan. This decommissioning plan does not require any payments from the members. All decommissioning costs are expensed in the period in which the costs are incurred.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

16. Contingent liabilities and commitments:

(e) Capital commitments:

As of April 30, 2024, commitments for future acquisitions, construction and renovations amount to approximately \$65,149 (2023 - \$74,815). These costs will be financed by a combination of debt, gifts, grants, and allocations from operations.

(f) Other:

In addition to the capital commitments disclosed in note 16(e), the University has issued letters of credit totaling \$14,698 (2023 - \$14,765) related to capital and other obligations.

17. Other revenue:

	2024	2023
Commissions and sponsorships	\$ 9,403	\$ 8,276
Medical insurance recoveries	1,178	1,747
Salary and benefit recoveries	1,096	809
Miscellaneous	13,169	10,372
	<u>\$ 24,846</u>	<u>\$ 21,204</u>

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

18. Other expenses:

	2024	2023
Equipment rental	\$ 9,442	\$ 8,338
Licensing and membership fees	18,324	22,160
Minor repair and upkeep	6,453	6,196
Support services	7,485	5,445
Property taxes and insurance	4,654	4,446
Banking and bad debts	2,828	3,303
Advertising and promotion	4,104	3,678
Communication	1,608	1,670
Miscellaneous	5,554	4,256
	<u>\$ 60,452</u>	<u>\$ 59,492</u>

19. Net change in non-cash operating working capital:

	2024	2023
Increase in accounts receivable	\$ (4,989)	\$ (6,037)
Decrease in prepaid expenses	262	413
Increase (decrease) in accounts payable and accrued liabilities	40,129	(1,331)
Increase in deferred revenue	79	7,246
Increase in accrued leave	819	1,348
	<u>\$ 36,300</u>	<u>\$ 1,639</u>

20. Financial risks:

The University, through its financial assets and liabilities, is exposed to various risks.

(a) Credit risk:

Credit Risk is the risk of financial loss to the University if a counterparty to a financial instrument fails to meet its contractual obligations. The University is exposed to credit risk with respect to its accounts receivable and fixed income investments. The University assesses on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. In 2024, \$1,964 (2023 - \$1,854) is recorded as allowance for doubtful accounts.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

20. Financial risks (continued):

(a) Credit risk (continued):

To manage credit risk related to fixed income investments the University's Statement of Investment Policies and Procedures defines permitted investments and limitations are established on credit ratings, maturity term and fixed income products. The majority of the University's fixed income investments are highly rated securities. The University monitors the financial health of the investments included in its fixed income portfolio on an on-going basis with the assistance of the Investment Committee and its external investment managers.

(b) Interest rate risk:

The University is exposed to interest rate risk with respect to its fixed income investments. To manage this risk, the University's Statement of Investment Policies and Procedures provides guidance and restrictions on the maturity term of these investments to manage the interest rate sensitivity with the capital requirements of the University.

The University is also exposed to interest rate risk with respect to its floating rate debt. This risk is mitigated by entering into interest rate swap agreements for its floating rate debt that fixes the interest rate over the term of the debt. Long-term debt and interest rate swaps are disclosed in the consolidated statement of cash flows and note 10.

(c) Currency risk:

The University is exposed to foreign currency risk from direct and indirect investments that are denominated in currencies other than the Canadian dollar. Fluctuations caused by changes in currency rates applied to these investments can result in a positive or negative effect on the fair value of these investments and on the cash flows from these investments. The University's overall currency positions are monitored by the Investment Committee and its external investment managers. In 2024, the equity investments remained unhedged and the majority of the fixed income investments are Canadian. There has been no material change to the risk exposure from 2023.

(d) Liquidity risk:

Liquidity risk is the risk that the University will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The University manages its liquidity risk by monitoring its operating and capital requirements. The University prepares capital and operating budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. The University invests its capital in accordance with the University's Statement of Investment Policies and Procedures which aligns risk tolerance with the liquidity requirements of the University's obligations.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

20. Financial risks (continued):

(e) Other price risk:

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk). The University is exposed to these risks in connection with its holdings of domestic and foreign equities (including pooled funds), as well as through its investments in real estate and infrastructure. This risk is managed by the University's Statement of Investment Policies and Procedures which sets limits on asset class allocation and the University monitors the financial health of its investments on an on-going basis with the assistance of its Investment Committee and its external investment managers.

21. Ontario Student Opportunity Trust Fund (Phase I and Phase II) and Ontario Trust for Student Support:

The restricted endowment fund includes funds granted by the Government of Ontario for Phase I and Phase II of the Ontario Student Opportunity Trust Fund (OSOTF) and the Ontario Trust for Student Support (OTSS), as these programs provide for the matching by the Province of Ontario of the endowment contributions received by the University. The investment revenue earned on those funds must be used to provide financial aid to Ontario Students.

CARLETON UNIVERSITY

Notes to Consolidated Financial Statements, continued

Year ended April 30, 2024
(in thousands of dollars)

21. Ontario Student Opportunity Trust Fund (Phase I and Phase II) and Ontario Trust for Student Support (continued):

As per Ministry of Colleges and Universities policies, the transactions related to the Ontario Student Opportunity Trust Fund and to the Ontario Trust for Student Support must be presented in these consolidated financial statements, for the year ended March 31, 2024.

Endowment Fund	Ontario Student Opportunity Trust Funds		Trust for Student Support	Total 2024	Total 2023
	Phase I	Phase II			
Fund balance, beginning of year	\$ 17,429	\$ 6,996	\$ 17,324	\$ 41,749	\$ 40,176
Schedule of changes in expendable funds available for awards:					
Balance, beginning of year	\$ 325	\$ 1,138	\$ 110	\$ 1,573	\$ 1,467
Realized investment income net of direct investment-related expenses and preservation of capital contributions	1,695	296	903	2,894	2,873
Bursaries awarded	(1,620)	(233)	(921)	(2,774)	(2,767)
Balance, end of year	\$ 400	\$ 1,201	\$ 92	\$ 1,693	\$ 1,573
Endowment total book value	\$ 17,829	\$ 8,197	\$ 17,416	\$ 43,442	\$ 41,749

22. Comparative information:

Certain comparative figures have been reclassified to conform with the current year's presentation.

CARLETON UNIVERSITY

Schedule 1 - Consolidated Schedule of Changes in Ancillary Net Assets

Year ended April 30, 2024
(in thousands of dollars)

	Residence & Conference Services	Dining Services	Physical Recreation & Athletics	Parking Services	Health & Counselling Services	Other Ancillary Units	2024 Total	2023 Total
Unrestricted								
Revenues	\$ 28,674	\$ 7,164	\$ 15,733	\$ 5,985	\$ 3,562	\$ 3,503	\$ 64,621	\$ 60,013
Expenses	25,318	5,066	14,133	5,983	5,089	3,012	58,601	51,207
Excess (deficiency) of revenues over expenses	3,356	2,098	1,600	2	(1,527)	491	6,020	8,806
Net assets, beginning of year	–	–	–	–	–	–	–	677
Transfer from non-ancillary unrestricted net assets	(385)	4	(253)	(225)	816	332	289	3,905
Appropriated to internally restricted net assets	(2,971)	(2,102)	(1,347)	–	–	(1,251)	(7,671)	(13,724)
Return of funds from internally restricted net assets	–	–	–	223	711	428	1,362	336
Unrestricted net assets, end of year	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –
Internally restricted								
Net assets (deficit), beginning of year	\$ 13,720	\$ 1,823	\$ 16,026	\$ (1,187)	\$ 1,950	\$ 3,450	\$ 35,782	\$ 22,394
Appropriated from unrestricted net assets	2,971	2,102	1,347	–	–	1,251	7,671	13,724
Return of funds to unrestricted net assets	–	–	–	(223)	(711)	(428)	(1,362)	(336)
Net assets (deficit), end of year	\$ 16,691	\$ 3,925	\$ 17,373	\$ (1,410)	\$ 1,239	\$ 4,273	\$ 42,091	\$ 35,782



**FINANCIAL REPORT
TO THE BOARD OF GOVERNORS**

2023-2024

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FINANCIAL HIGHLIGHTS OF THE YEAR

The university's audited financial statements, prepared in accordance with Canadian accounting standards for non-profit organizations, received an unqualified opinion from the external auditors (KPMG), and no differences (adjusted or unadjusted) were identified. The highlights from Carleton's Statement of Operations and Financial Position are detailed below.

Statement of Operations

The university's general operating budget faced significant financial pressure from both stagnant fee revenues, the university's largest revenue stream at 47% of all revenue, and escalating compensation costs, the university's largest expenditure at 59.6% of all expenses. While the province has offered limited grant support, it is insufficient to offset the ongoing domestic tuition freeze after the 10% domestic fee rollback of 2019-20. In addition, government policy changes have impacted international student enrollment. Coupled with the overturning of the province's "Protecting a Sustainable Public Sector for the Future Generation Act" of 2019, commonly referred to as Bill 124, the university accrued \$35M of retroactive salary liability to staff and faculty whose compensation was limited to 1%. To manage these financial pressures, the university is strategically utilizing its reserves to address their immediate impact.

The long-term impact of increased interest rates has had an adverse impact on the university's short-term investments. Although cautious in its approach to investing, the unforeseen and lengthy duration of high interest rates has created a permanent impairment of short-term bond investments made by the university in prior years. In accordance with university's practice for short-term investments, these investments have been marked down to their current fair value in 2023-24. On an overall basis, this resulted in a \$6.6M variance in investment income compared to budget.

On a positive note, 2023-24 saw continued growth for both the ancillary and research enterprises. The collective ancillary results contributed \$6.3 million in annual surplus. Except for Parking Services and The Print Shop, all ancillary units ended the year with an accumulated surplus.

Awarded research funding remains comparable, with \$115.6 million received in 2023-24 while \$116.1 million was received in the previous year. Actual sponsored research expenditures of \$116.6 million in 2023-24 supports Carleton's research in the areas of the

humanities, public and global affairs, science, engineering, and business. While sponsored research does not directly affect the surplus or deficit on the financial statements, as restricted research revenue can only be recognized to the same level as incurred research expenditures, our growing profile in this area attracts students, partnerships and worldwide recognition, which ultimately impacts positively on our revenues.

The audited financial results, presented in accordance with Canadian accounting standards for non-profit organizations, indicates a deficit on a consolidated basis of \$50.1 million, as compared to a \$13.8 million deficit in 2023-24. This consolidated deficit is the result of the planned use of reserves, accumulated from prior year surpluses, to fund additional expenditures in the current year, most notably, the settlements of Bill 124 retroactive compensation payments.

Statement of Financial Position

The university continues to be in a strong cash position with \$638.3 million in operating cash and current investments, compared to \$605.9 million one year earlier.

During the year, \$60.4 million was invested in capital assets, which includes substantial construction work on the new student residence. The university also continues to address its deferred maintenance backlog, with \$31.2 million spent on renovating facilities, which is comparable to the previous year.

Unrestricted net assets almost exclusively represent the liability associated with employee future benefits. The non-pension future benefit liability has decreased slightly by \$0.6 million to \$165.3 million, while the main decrease is due to changes in the equity markets that increased the pension asset, on an accounting basis, by \$21.5 million to \$93.3 million as at April 30, 2024.

Internally restricted net assets, at \$403.9 million, represent reserves available to faculties and departments, as well as specific centrally established reserves, including reserves for capital expenditures, and future pension liabilities. While net assets related to ancillary operations and internally sponsored research have collectively grown by \$11.1 million, total net assets are down \$38.8 million from last year, with the main contributor being the accrual of liabilities for Bill 124 retro settlements.

Overall, the university's assets, and combined liabilities and net assets remained comparable to prior year at \$1.93 billion (2023 - \$1.94 billion).

OPERATING ENVIRONMENT

Full-time equivalent (FTE) students attending Carleton during 2023-24 totaled 27,786, an increase of 1.5% over 2022-23. Overall, graduate FTEs increased by 7.4%, undergraduate levels increased 0.2%, while new first year students were down 3.6%.

Enrolment patterns since the pandemic, including 2023-24, have been less predictable than historical patterns. Notably, the impact of government services and policy on international student enrolment has been significant. The existing provincial tuition fee framework, which froze domestic fees at 2019-20 rates, remained unchanged for 2023-24. This, coupled with the pressure on international student enrolments, resulted in tuition revenue falling short of budget by \$1 million.

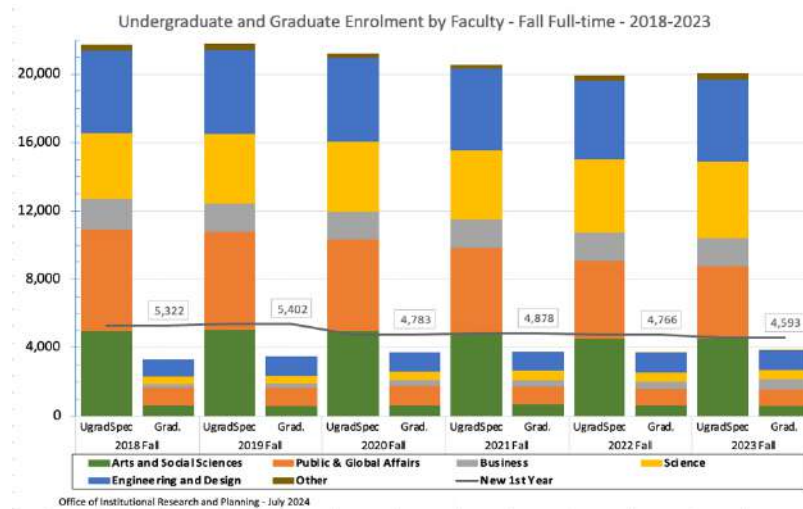
In August 2020, Carleton and MCU signed the current Strategic Mandate Agreement (SMA3), which covers a period of five years (2020-25) and includes the introduction of performance-based funding built on metrics that are meant to reflect priorities of the government in areas of skills development, job outcomes, and economic and community impacts. The goals and priorities identified by the government for the post-secondary sector already occupy an important part of Carleton's priorities, such as improving graduation rates, skills development towards higher employability, and research.

In the current year, government funding has remained comparable to prior year; funding increased slightly by \$3.7M to \$180.4 million in 2023-24. For the first three years of SMA3, funding was decoupled from the performance metrics due to the pandemic. The Ministry has now assessed the

sector's readiness for activation in Year 4 (2023-24), at a planned system-wide proportion of 10% increasing to 25% in Year 5 (2024-25). Carleton met all but one metric in the Year 4 evaluation, related to enrolment levels. However, given how close Carleton was to achieving the target, the slip-year impact is minimal, resulting in a decrease of the 2024-25 grant of roughly \$250. Additionally, the university's grant income is affected by the Ministry's International Student Recovery (ISR) claw back and the requirement to defer restricted grants until the corresponding expenditures are made. In addition to closely monitoring the final year metrics (Year 5), in 2024-25 Carleton will be working with MCU to develop the next Strategic Mandate Agreement.

The other key regulatory provision that affected Carleton's financial performance in 2023-24 was the repeal of the Ontario government's Protecting a Sustainable Public Sector for Future Generations (Bill 124). This legislation effectively capped broader public sector wage increases to an average of 1% annually for a three-year period, starting in 2019. Since the overturning of Bill 124, Carleton has settled the retroactive and prospective impact of this wage freeze with most employee groups, resulting in an aggregate 5.5% increase in compensation costs in all instances. While the majority of these agreements were settled just after April 30, 2024, an appropriate accrual has been reflected in the 2023-24 financial results of the university.

With the settling of Bill 124, the university must now turn its attention back toward planning and developing a sustainable financial model. Financial pressures will continue if restrictions on domestic tuition fees remain in place. On a positive note, the university's reserves will provide the necessary funding for strategic operational initiatives that will allow us to move forward.



AUDITED CONSOLIDATED FINANCIAL STATEMENTS AT A GLANCE

Consolidated Statement of Operations

The audited Statement of Operations combines all activities of the university (general operating, ancillary, research, capital, and trust) into one column, and should be read in conjunction with the Financial Report, which highlights key operating income and expenses as compared to the approved 2023-24 Operating Budget.

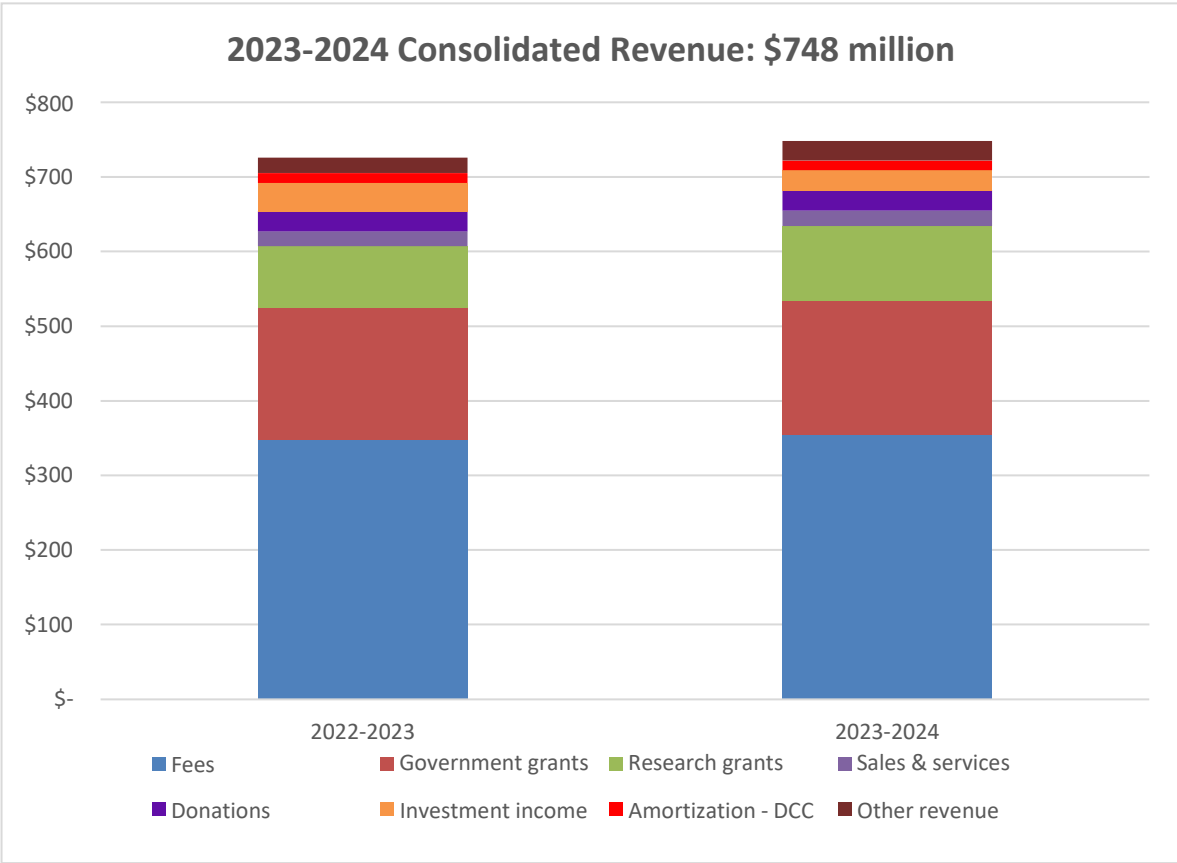
As shown in the Consolidated Financial Statements, the university experienced a shortfall in revenue over expenses of \$50.1 million in 2023-24. This deficit is the result of government policies placing restrictions on university revenue growth and the accrual of retroactive Bill 124 compensation adjustments. The university was able to bridge this deficit by employing its existing reserves.

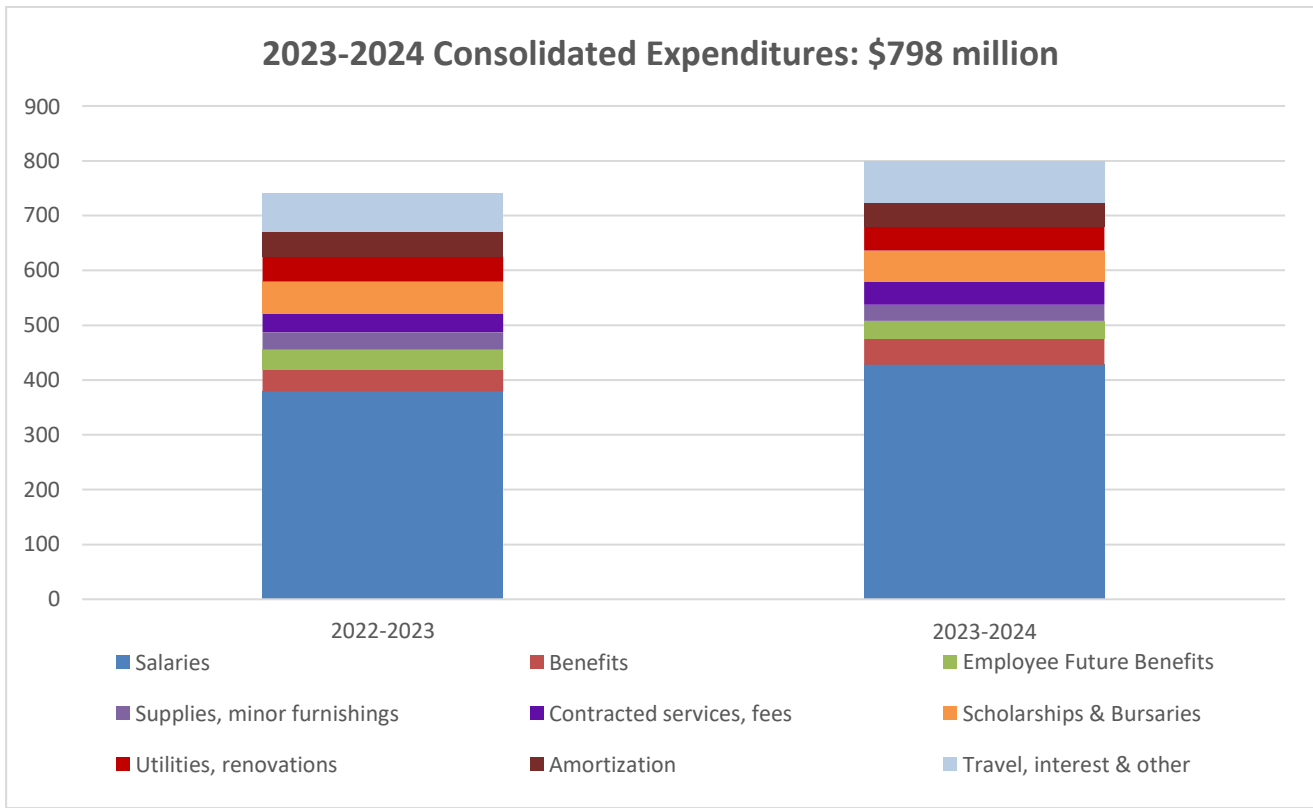
The university’s consolidated revenue of \$747.6 million increased \$20.8 million (2.9%) from the previous year, while consolidated expenses increased

\$57.1 million to \$797.7 million (7.7%). The growth in revenue was a result of increased research grants and contracts (\$17.4 million), increased fees (\$5.8 million), increased government grants for operations (\$3.7 million), and other miscellaneous increases (\$4.5 million). These increases were offset by decreased investment income (\$10.6 million).

Carleton has continued its success in expanding its research profile. Research grants and contracts recognized in the financial statements totaled \$99.8 million. Additionally, the research enterprise also received \$13.7 million in donation revenue, most of which was industry in-kind support.

The following charts illustrate the sources of consolidated revenue and expenditures for 2023-24.





Salaries and benefits, at \$508.6 million, form the largest part of the university’s consolidated expenditures, accounting for 63.8% of total expenses. This represents an increase of \$53.5 million (11.8%) over 2022-23. More than half of this is can be attributed to the settlement of Bill 124, while normal provisions for scale and progress through the ranks within our collective agreement account for the rest.

In 2023-24, Externally contracted services and fees increased from \$34.4 million in the prior year, to \$41.9 million. A large part of this increase is due services for

our growing partnerships related to our Online MBA and joint BIT programs.

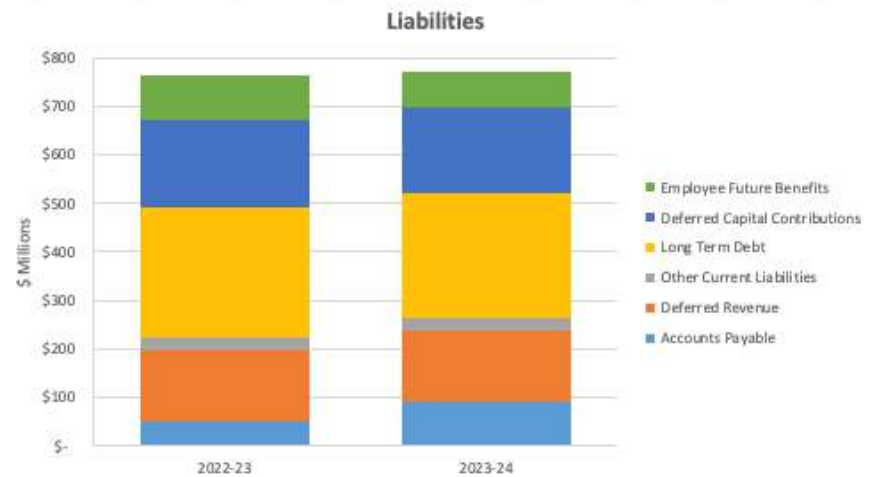
Student support, in the form of scholarships and bursaries remained relatively stable at \$56.1 million in 2023-24. In addition to this form of support, the university also employs thousands of students as teaching and research assistants, academic mentors, athletic facilitators and in various other positions across campus. Including employment, Carleton University provided almost \$111 million in financial support to its students in 2023-24.

Student Support and Employment (\$000)	Employment	Support	Total
Scholarship, bursary, grant	-	56,087	56,087
Teaching assistantship	26,868	-	26,868
Research assistantship	20,306	-	20,306
Other student employment	7,442	-	7,442
Total	54,616	56,087	110,703

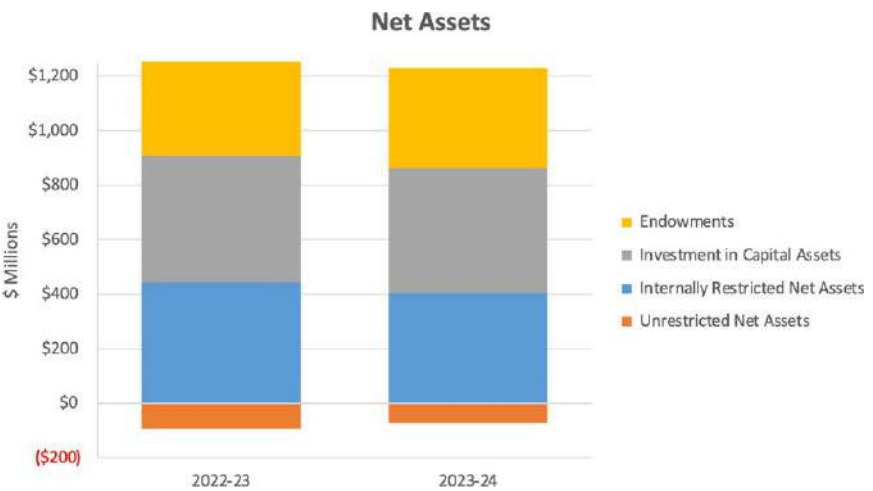
Consolidated Statement of Financial Position



The university's assets remained relatively consistent with the prior year, decreasing by \$8.1 million to \$1.931 billion. Cash and short-term investments increased by \$32.4 million while long-term investments decreased by \$62.7 million. Accounts receivables also increased by \$5.0 million, mostly due to the increase in the research enterprise and increases in advances related to resumption of university travel.



The university's liabilities have increased \$6.9 million (0.9%) from the prior year to \$771.3 million. Due to positive market activity and remeasurement gains, our employee future benefit obligation has decreased by \$22.1 million. Normal repayment of long-term debt accounts for \$8.6 million of the decrease.

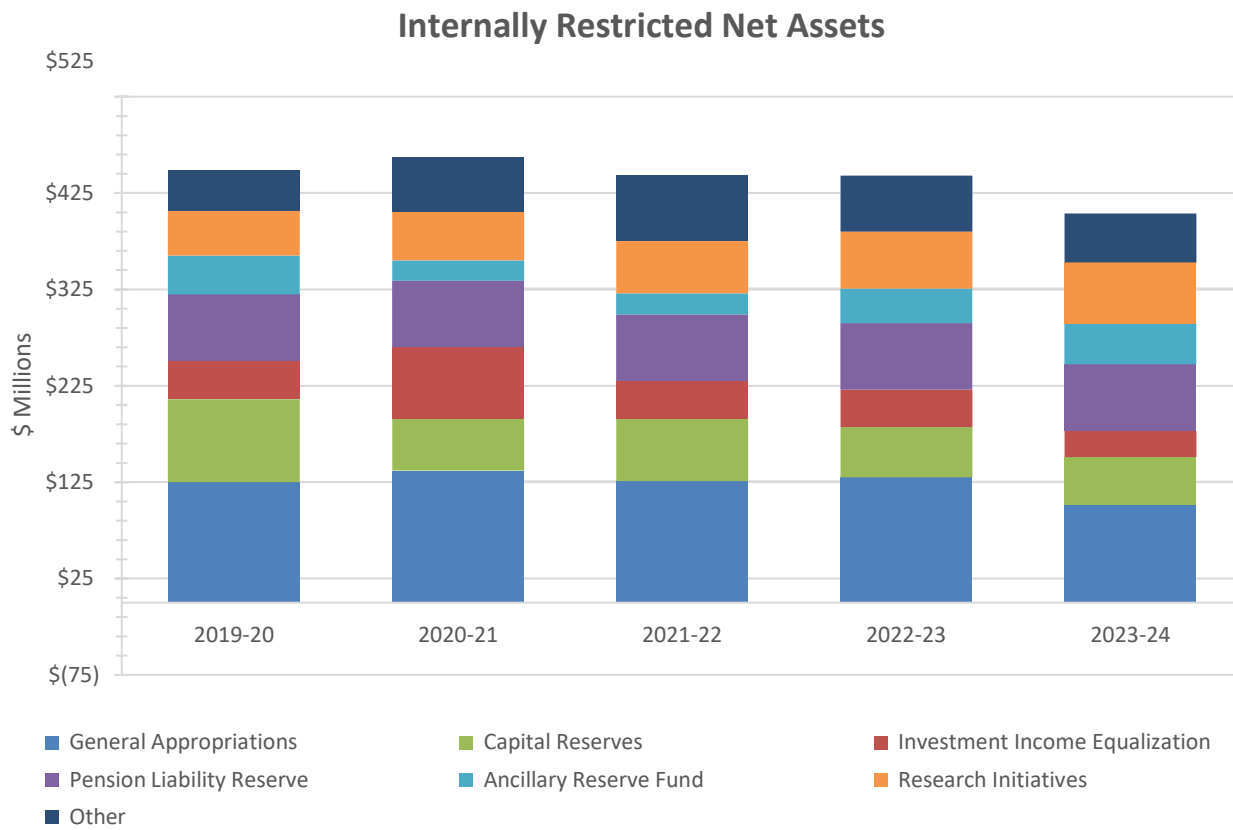


The university's net assets increased by \$15.0 million to \$1,159.9 million. This decrease reflects the \$50.1 million shortfall in revenues over expenses, offset by \$6.4 million in endowment investment growth and a \$28.7 million positive adjustment for employee future benefits.

Investment in Capital Assets remained relatively unchanged, as additions of \$60.4 million for projects such as the new student residence, building additions, deferred maintenance, and normal equipment requirements were offset by amortization costs. Endowed net assets were \$370.2 million on April 30, 2024, after income distributions of \$15.0 million. Most income distributions were to support student initiatives.

A substantial part of the university's net assets are internal reserves and are shown on the Consolidated Statement of Financial Position as internally restricted assets. The chart below shows the change in these reserves over the last five years, with the largest change being associated with the

planned drawdown of operating reserves for capital and renovation projects, and the increase in the reserves for research initiatives and ancillary operations. The current balance of internally restricted net assets is \$404 million.

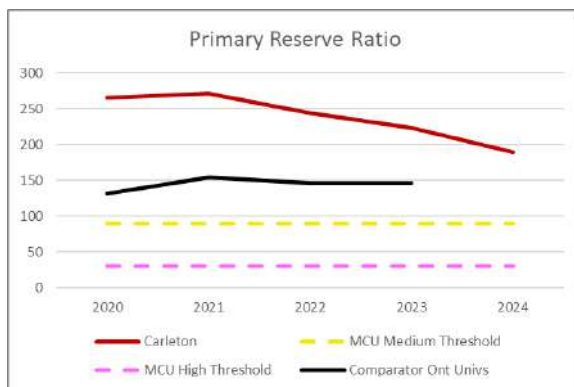


FINANCIAL HEALTH

The Ministry of Colleges and Universities and Carleton University recognize that financial sustainability is critical to ensure a healthy post-secondary education system. To that end, certain system-wide financial metrics have been developed and are being tracked as part of the government SMA framework. Keeping in mind that there will

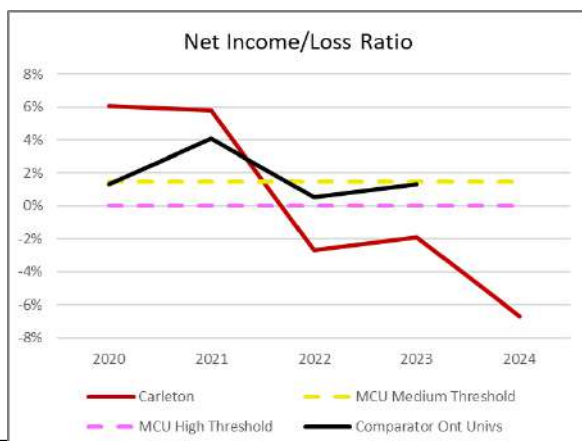
Primary Reserve Ratio

The primary reserve ratio is a viability measure that compares expendable net assets to total expenses. It provides an indication of an institution's financial strength and flexibility by determining how many days it might operate using only its existing available financial resources. A higher number is desirable and for 2024, Carleton's metric was 190 days, compared to sector averages closer to 150 days.



Net Income/Loss Ratio

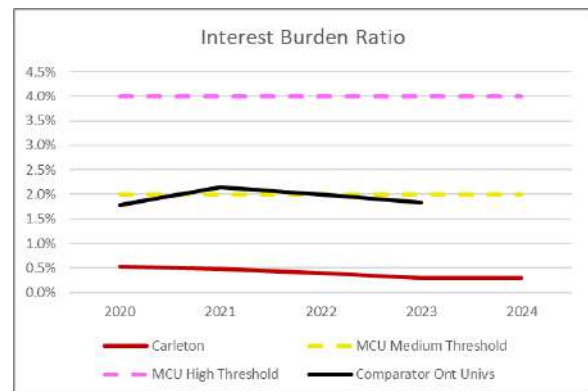
The net income/loss ratio is an indication of the extent an institution's revenues contribute to its net assets. The objective of this metric is to identify trends in net earnings and should be viewed in conjunction with the primary reserve ratio. In Carleton's case, the period of large positive ratios followed by some negative years demonstrates our reinvestment of resources into strategic initiatives.



always be volatility due to how investment gains and losses impact results, and the strategic use of reserves, these financial metrics demonstrate that Carleton is still in good financial health, and well positioned to address strategic opportunities and external funding disruption. Below we compare our metrics with the Ministry's thresholds, as well as our comparator universities, where available.

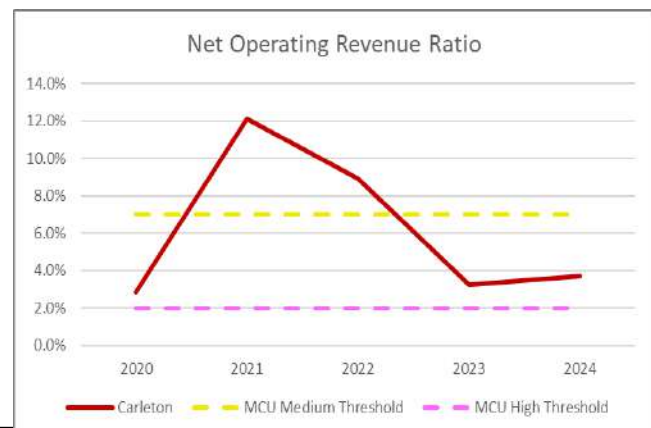
Interest Burden Ratio

The interest burden ratio is a measure of debt affordability. It compares the cost of servicing the university's debt to the total expenses. A lower percentage is desirable and the university's 2024 ratio of 0.3% is well below the sector average and MCU's suggested medium-risk threshold of 1.8%.



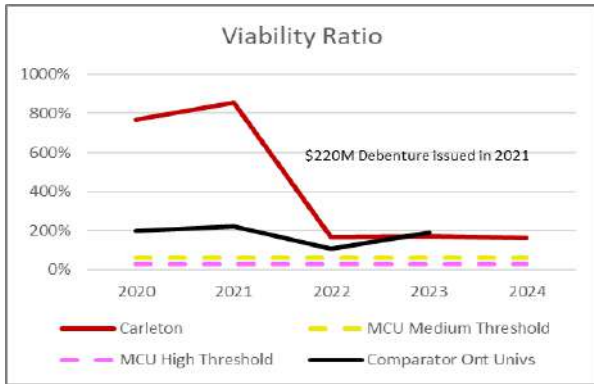
Net Operating Revenues Ratio

The net operating revenues ratio is a financial performance metric that indicates the extent to which an institution can generate positive cashflows. Positive ratios are an indication of strong financial health, while ongoing negative ratios are an indication of financial pressures. A positive ratio is desirable, and Carleton's 2024 ratio was +3.7%.



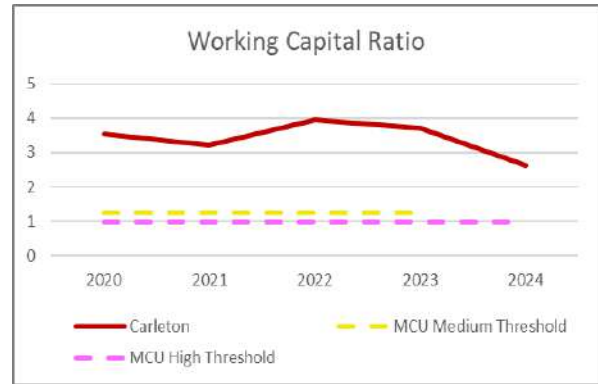
Viability Ratio

The viability ratio provides a measure of an institution’s financial health as it indicates the funds on hand that can be used to settle long-term debt immediately, should they be required to. A higher percentage is desirable. The drop in 2022 reflects our \$220 million debenture issuance. The 2024 ratio of 160% is comparable to the recent sector average.



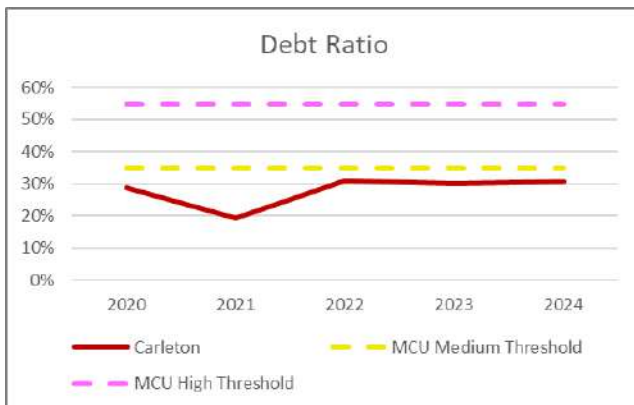
Working Capital Ratio

The working capital ratio provides an indication of financial health and liquidity as it measures an institution’s ability to settle immediate debts with current assets. Carleton has consistently held low amounts of short-term debt relative to its cash and liquid investments.



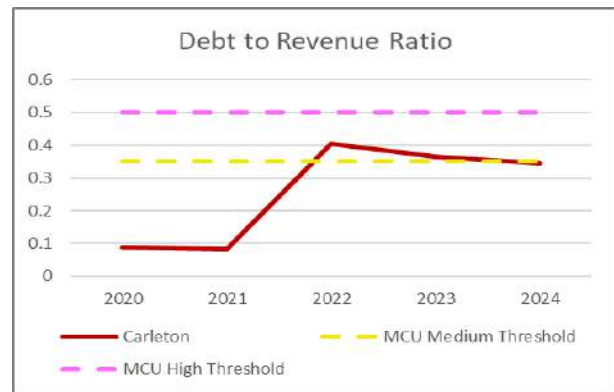
Debt Ratio

The debt ratio indicates the percentage by which an institution’s assets are provided through debt. A higher ratio indicates that there may be a higher risk of default on loans, while a lower ratio indicates available borrowing capacity and greater financial flexibility. Since the issuance of the \$220 million debenture in 2021, Carleton has continued to maintain a healthy debt ratio in the 30% range.



Debt to Revenue Ratio

The debt to revenue ratio provides an indication of an institution’s ability to repay debt and settle long-term commitments. While the university’s ratio increased significantly in 2021 with the bond issuance, our ratio is currently just below the medium threshold.



CAPITAL INVESTMENTS AND FACILITY RENEWAL

Carleton continues to invest in renewing the campus infrastructure and fund new projects to meet the growing needs of its community. Our most recent report on deferred maintenance estimated its value at \$124 million for non-ancillary buildings and another \$44 million for general campus infrastructure. Deferred maintenance on ancillary buildings, such as residence and athletic facilities, accounted for an additional \$84 million. These costs are funded solely by ancillary operations.

During 2023-24, the university spent \$31.2 million on

various non-capital renovation and infrastructure projects, including projects addressing the campus-wide deferred maintenance issue.

Major capital projects underway this year totalled \$60.4 million and include the new student residence, building improvements to Tory Building, MacOdrum Library, Southam Hall, Loeb Building, expansion of the residence dining hall and the P7 Parking Lot.

The follow table outlines the capital additions for the year:

Capital Asset Additions (\$000)	2024	2023
Building projects, construction in progress	47,498	22,441
Equipment and furnishings	11,893	15,609
Other asset additions	1,053	1,496
	60,444	39,546

USING THIS FINANCIAL REPORT

As noted earlier, the annual Financial Report needs to be read in conjunction with the associated Audited Financial Statements.

The accumulated balances for the operating, ancillary and plant funds described in the Financial Report match those shown in the Audited Financial Statements - Consolidated Statement of Changes in Net Assets. However, the financial information related to operating results is presented on a separate basis from the financial statements - Consolidated Statement of Operations. This complementary basis of reporting provides management with information needed to support operating decisions and assess financial performance against budgets approved by the Board of Governors. The significant differences between information provided in the Financial Report and the Consolidated Statement of Operations relates to the treatment of capital expenditures, internal appropriations, and contributions to the university's endowment funds.

For capital acquisitions, the university internally accounts for the expenditures on a cash basis, as this provides a better link between funding sources and budgets. However, under generally accepted accounting principles, the audited financial statements include only the calculated amortization expense for capital assets, based on the expected life of the asset.

Appropriations represent commitments that are internally recognized as charges against the current operating results in the Financial Report, whereas they are excluded from expenditures in the Consolidated Statement of Operations (income statement) and instead are shown as internally restricted assets on the

Consolidated Statement of Financial Position (balance sheet). Internally restricted assets cover specific reserves for future commitments such as pension, capital projects, ongoing research initiatives, or carry-forward budget balances available for future purposes. This is seen as an effective institutional policy in the management of financial resources, as it allows managers to plan expenditures over a period that extends beyond the fiscal year.

Internal matching contributions to any endowment (externally restricted or Board designated) are not included as expenditures in the Consolidated Statement of Operations, but as direct increases to endowed net assets offset by decreases to unrestricted net assets. For internal purposes, and as reported in the Financial Report, the university considers these as expenditures. Similarly, income or losses on Board designated endowments are not included in the Financial Report's operating results but are on the Consolidated Statement of Operations.

A reconciliation of the Financial Report internal operating results to the audited Consolidated Statement of Operations is shown below.

Section 4 of this report provides further details on the differences between the audited Consolidated Statement of Operations and the Financial Report. In addition, Schedule 1 of the Financial Report provides specific financial analysis of operating income and expenses as compared to the 2023-24 operating budget approved by the Board of Governors.

	2023-24	2022-23
Operating budget result, before appropriation of surplus	\$ 13.7 M	12.8 M
Decrease in operating appropriations	\$ (66.3 M)	(33.5 M)
Investment in capital assets	\$ (6.6 M)	(4.6 M)
Employee future benefits	\$ (6.6 M)	(8.6M)
Internal contributions to endowment and sinking funds	\$ 4.2 M	5.8 M
Research surplus	\$ 4.8 M	4.4 M
Ancillary surplus	\$ 6.3 M	12.7 M
Plant (deficit)/surplus	\$ (0.5 M)	(4.2 M)
Other minor adjustments	\$ 0.9 M	1.4 M
Excess of revenue over expense per audited statements	\$ (50.1 M)	(\$13.8 M)

The Internal Statement of Operations, following this Management Discussion and Analysis section provides a more detailed analysis of the key revenue and expenditures that impact the university's consolidated results.

CONCLUSION

Despite ongoing frozen domestic tuition fees and operating grants, and the enrolment challenges presented by government policies and actions affecting international students, Carleton University continues to have a stable financial position within the Ontario university sector. Our commitment to planning while still adhering to conservative budget practices, enabled the university to offset large increases in compensation costs related to Bill 124 and allocate strategic funds for new and expanding initiatives in the coming years.

Though the pandemic stalled the government's

original plan to activate performance-based funding, the Ministry assessed the sector's readiness for activation in Year 4 (2023-24), at a system-wide proportion of 10% increasing to 25% in Year 5 (2024-25). Carleton met all but one metric in the Year 4 evaluation related to enrolment levels and the impact is immaterial.

With ancillary financial performance being strong, sufficient reserves to manage unexpected costs, and remarkable growth in our research enterprise, Carleton University will continue to successfully meet the financial challenges ahead.

Dr. Lorraine Dyke, PhD
Vice-President (Finance & Administration)
August 2024

Angela Marcotte, CPA, CA
Associate Vice-President (Financial Services)
August 2024

1. INTERNAL STATEMENT OF OPERATIONS

The Consolidated Statement of Operations presented in the audited financial statements records income and expenses in accordance with Canadian accounting standards for not-for-profit organizations, as defined by the Chartered Professional Accountants (CPA) of Canada. These statements combined all the activities of the university into one statement, whereas the management and internal review of such activities are segregated into “funds”.

As management requires specific financial information for budgeting and monitoring purposes, operating income and expenses are accounted for differently for internal uses, as shown in Schedule 1 of this report.

These internal management statements provide a comparison of actual results to the 2023-24 operating budget, as approved by the Board of Governors. A reconciliation of internal management statements to the audited financial statements is provided in Section 4.

Sections 1.1 and 1.2 below provide a review of Schedule 1 operating income and expense variances as compared to the approved 2023-24 operating budget. A similar review is provided in sections 2 and 3 for ancillary services, plant, and research activities.

1.1 Operating Income

Operating income totaled \$538,430,000 in 2023-24, compared to the opening budget of \$526,340,000 and previous year income of \$524,799,000. Total operating income was therefore \$12,090,000 (2.3%) above budget and \$13,631,000 (2.6%) above the previous year. If we excluded the additional \$5,730,000 in income restricted to specific expenditures such as student aid, accessibility, and Indigenous education and training, operating income was above budget by \$6,330,000.

	<i>2023-2024 Actual \$000</i>	<i>2023-2024 Budget \$000</i>	<i>Variance from Budget \$000</i>	<i>2022-2023 Actual \$000</i>
Revenues	538,430	526,340	12,090	524,799
Less: Items offset by expenditures (section 1.2.1)	(5,760)	-	(5,760)	(6,993)
Net Revenues	532,670	526,340	6,330	517,806

Each category of income is reviewed in more details below, with a summary provided in Schedule 1.

1.1.1 Government Operating Grants

Government operating grants of \$184,579,000 were \$9,836,000 (5.6%) above original budget, and \$4,988,000 (2.8%) above the previous year. A comparison to the budget is provided below:

	<i>2023-2024 Actual \$000</i>	<i>2023-2024 Budget \$000</i>	<i>Incr/(Decr) from Budget \$000</i>	<i>2022-2023 Actual \$000</i>
<u>Items Affecting the Operating Result</u>				
Core Operating Grant	67,241	67,860	(619)	85,910
Performance Funding	98,320	97,901	419	79,832
Research Overheads	5,066	5,579	(513)	5,292
Other government grants	8,999	1,999	7,000	1,981
Subtotal	179,626	173,339	6,287	173,015
<u>Items offset by expenses</u>				
Student Aid & Support Funds	2,703	-	2,703	2,761
Access for the Disabled	1,608	1,074	534	2,092
Other Government Grants	640	328	312	1,721
Subtotal	4,951	1,402	3,549	6,574
Total Government Grants	184,577	174,741	9,836	179,589

Omitting special purpose grants, the operating revenue from MCU was \$6,287,000 higher than budget. The increase over budget is mainly attributed to \$7.2M of new STEM funding provided in response to the Blue Ribbon Panel on university funding, offset by a small portion of research overheads that were directed to specific initiatives rather than central university grants.

1.1.2 Tuition Fees – Credit Programs

Tuition income totaled \$303,364,000 in 2023-2024, a decrease of \$1,043,000 (0.3%) from budget. This shortfall is driven by international enrolments being lower than planned, offset by positive domestic growth in both undergraduate and graduate programs. Details of the decrease are as follows:

	<i>2023-2024 Actual \$000</i>	<i>2023-2024 Budget \$000</i>	<i>Incr/(Decr) from Budget \$000</i>	<i>2022-2023 Actual \$000</i>
<u>Items Affecting the Operating Result</u>				
Undergraduate - Domestic	158,613	152,407	6,206	155,395
Undergraduate - International	92,130	98,301	(6,171)	96,752
	250,743	250,708	35	252,147
Graduate - Domestic	26,407	23,299	3,108	21,934
Graduate - International	26,214	30,400	(4,186)	24,221
	52,621	53,699	(1,078)	46,155
Subtotal	303,364	304,407	(1,043)	298,302
<u>Items offset by expenses</u>				
Online MBA program	-	-	-	1,419
Total Tuition Fee Revenue	303,364	304,407	(1,043)	299,721

Tuition fees vary based on the discipline of study, as well as the residency status of the student. The 1.5% increase in enrolment from the previous year is detailed below:

	<i>Enrolment (F.T.E.)</i>		<i>Increase/Decrease</i>	
	<i>2023-2024</i>	<i>2022-2023</i>	<i>#</i>	<i>%</i>
Undergraduate - Domestic	19,907	19,617	290	1.5%
Undergraduate - International	2,482	2,734	(252)	-9.2%
	22,389	22,351	(38)	0.2%
Graduate - Domestic	4,066	3,732	334	8.9%
Graduate - International	1,331	1,292	39	3.0%
	5,397	5,024	373	7.4%
Total	27,786	27,375	411	1.5%

The decrease in overall tuition revenue is a result of the constraints on international recruitment due to government policy. Although the university has made some gains in domestic enrolment, they are insufficient to address the ongoing domestic tuition pressures due to frozen fees. In addition, it is expected that stalling international tuition revenues will continue as the current cohort of students work through the education cycle and government policies make international recruitment more competitive.

1.13 Miscellaneous Income

Miscellaneous income totaled \$16,289,000 in 2023-24, exceeding budget by \$1,839,000, and the previous year by \$1,891,000. Miscellaneous income consists mostly of non-tuition related administrative fees and charges, and recoveries from ancillary services, external parties, and certain non-credit operations. Details are as follows:

	<i>2023-2024</i> <i>Actual</i> <i>\$000</i>	<i>2023-2024</i> <i>Budget</i> <i>\$000</i>	<i>Incr/(Decr)</i> <i>from Budget</i> <i>\$000</i>	<i>2022-2023</i> <i>Actual</i> <i>\$000</i>
<u>Items affecting the operating result</u>				
Application and admission fees	3,379	3,193	186	3,366
Deferred payment and processing fees	3,077	2,792	285	2,936
Omnibus fee	1,276	1,185	91	1,189
Overhead charges	4,503	4,397	106	4,283
Facility rentals	943	791	152	901
Career Placement Services	324	310	14	301
Other miscellaneous	1,950	1,667	282	1,259
Subtotal	15,452	14,335	1,117	14,235
<u>Items offset by additional expenditures</u>				
Insurance proceeds	618	-	618	-
Other	219	115	104	163
Subtotal	837	115	722	163
Total Miscellaneous Income	16,289	14,450	1,839	14,398

1.14 Investment Income

Investment income amounted to \$17,496,000 in 2023-24, below budget by \$6,587,000 and \$5,054,000 below the previous year. The decrease in investment returns relates to a \$12 million impairment within the university's short-term bond investment portfolio. This was required due to past interest rate increases and it was determined the fund was unlikely to recover in the appropriate timeframe for a short-term asset. The \$12 million write down was partially offset by other unrealized gains.

	<i>2023-2024</i> <i>Actual</i> <i>\$000</i>	<i>2023-2024</i> <i>Budget</i> <i>\$000</i>	<i>Incr/(Decr)</i> <i>from Budget</i> <i>\$000</i>	<i>2022-2023</i> <i>Actual</i> <i>\$000</i>
Investment income - realized	25,254	23,708	1,546	18,495
Unrealized gains/(losses)	(8,311)	-	(8,311)	3,639
Internal interest and endowment revenue	1,382	1,225	157	1,252
Investment management fees	(829)	(850)	21	(836)
Total Investment Income	17,496	24,083	(6,587)	22,550

To mitigate the risks associated with market returns fluctuation, the Finance Committee approved the creation of an Investment Income Equalization Fund in 2017-18. Investment returns in excess or below budgeted investment income are appropriated to/from this fund. Based on analysis of historical market losses, with the approval of the Board, the reserve was capped at \$39 million in March 2022. In 2023-24, on the recommendation of the Executive Committee of the Board, \$12 million was redistributed to the operating fund for the impairment noted above, and the reserve now stands at \$27 million.

1.15 Departmental Income

Departmental income relates to sales, rentals and fees that are under the responsibility of departmental managers. Generally, any shortfalls in income as compared to budget must be matched by a corresponding decrease in expenditures in the department concerned, while any income in excess of budget is available for additional expenditure. Variations in departmental income should not therefore generally affect the overall operating results of the university.

During the year, departmental income totaled \$16,704,000 and exceeded the original budget by \$8,659,000. This was comprised of \$8,076,000 of income that was used to support additional expenditures, while a shortfall of \$32,000 in central benefit recoveries affected the operating results.

1.2 Operating Expenditures, Transfers, and Appropriations

The Operating Fund expenditures and transfers, before appropriations, totalled \$591,006,000 in 2023-24, and were \$64,666,000 (12.3%) above the opening budget, and \$45,425,000 more than the previous year. Including the net return of additional prior year appropriations of \$52,576,000, expenditures exceeded budget by \$12,090,000.

A breakdown of the expense variances to budget are shown below.

1.2.1 Operating Expenditures and Transfers

Expenses and Transfers above the original budget are calculated as follows:

	<u>\$000</u>
Actual operating expenditures and transfers	591,006
Opening operating budget	<u>526,340</u>
Expenditures above budget	<u>64,666</u>

The items making up the \$64,666,000 increase in expenditures and transfers were:

	<u>\$000</u>	<u>\$000</u>
a) Salary Increases		
Current year cost	12,135	
Less: Contingency in opening budget	<u>13,782</u>	
Additional cost/(savings)		(1,647)
b) Mid-Year Allocations		
Total allocations	2,074	
Less: Opening contingency	<u>1,611</u>	
Additional cost/(savings)		463
c) Enrolment Incentive		
Current year cost	90	
Less: Opening contingency	<u>1,139</u>	
Additional cost/(savings)		(1,049)
d) Bond Financing		
Current year cost	5,729	
Less: Opening contingency	<u>5,729</u>	
Additional cost/(savings)		-
e) Other Contingencies		
Current year cost	(4,840)	
Less: Opening contingency	<u>1,409</u>	
Net		(6,249)
Total additional contingency costs/(savings)		<u>(8,482)</u>

	<u>\$000</u>	<u>\$000</u>
Overspent (unspent) balances not appropriated:		
f) Utilities	754	
g) Benefits	(372)	
h) Joint program costs	418	
k) Student support	318	
l) Other minor balances	(5)	
Subtotal		1,113
Expenditures funded by additional income:		
Government grant (section 1.1.1)	3,549	
Tuition income (section 1.1.2)	-	
Miscellaneous fees & income (section 1.1.3)	722	
Investment income (section 1.1.4)	(6,587)	
Departmental income (section 1.1.5)	8,076	
		5,760
Prior year unspent budget returned to units	156,041	
2023-24 unspent budget appropriated from units	(103,464)	
Net spending of appropriations (section 1.2.2)		52,577
Add: New appropriations (section 1.2.2)		13,698
Total expenditures and transfers above budget		64,666

Notes:

- a) Salary Increases: The cost of original salary and benefit increases for 2023-24, prior to settlements related to the repeal of Bill 124, were under budget by \$1,647,000.
- b) Mid-Year Allocations: Allocations from the mid-year contingency fund totaled \$2,074,000 in 2023-24, as compared to the budget of \$1,611,000. The allocations include:

Allocations from the Mid-Year Contingency Fund:

	<u>\$000</u>
Labour relations compliance	932
Bachelor of Nursing program	251
Grant matching	266
Kanata North	200
BGINS	125
Examination services staffing	100
Other	200
Total allocations	2,074
Opening contingency	1,611
Allocation in excess of budget	(463)

The Provost's Budget Working Group, co-chaired by the Provost and the Vice-President (Finance and Administration), manages the Mid-Year Contingency Fund.

- c) Enrolment Incentive Plan: The Enrolment-Linked Budget Allocation (ELBA) was initiated in 2010-11 whereby faculties receive 40% of the net revenue from enrolment growth in their area. In 2023-24, \$1,049,000 set aside for this purpose was not required.

- d) Bond Financing: In June 2021, the university issued a \$220 million, 40-year debenture which requires interest-only payments during that time. In accordance with the university's Capital Debt policy, annual contributions to a sinking fund must also be made to accumulate sufficient funds to retire the principal due at the end of 40 years. Contributions to both the interest and sinking fund are shared proportionately between the operating and ancillary funds. During the year, the operating fund contributions of \$5,729,000 toward both interest and sinking fund payments, which were fully budgeted for.
- e) Other Contingencies: Included in the opening budget are annual amounts set aside for international recruiting agent fees and revenue sharing estimates for special programs. This year the \$4,472,000 revenue share for online MBA was charged against this contingency, which was offset by the return investment equalization reserve funding, neither of which was included in the opening budget. Total allocations and changes to this contingency amounted to a savings of \$6,249,000.
- f) Utilities: The increased costs are attributed to higher than anticipated water costs due to failed water main on campus; these costs are being negotiated with the city. In addition, electricity costs were higher than planned while recoveries from ancillaries are lower than anticipated as a result of successful sustainability initiatives in these units.
- g) Benefits: Savings due to a variety of incremental items that were budgeted conservatively, the largest being long-term disability costs. As this item had escalated since the pandemic, the university took a conservative approach when establishing the budget to ensure there are no funding shortfalls.
- h) Joint program costs: These costs relate to joint programs offered with Algonquin College and related revenue sharing. Increased costs relate to increased enrollment in these programs, which has an overall positive impact on the university's finances.
- i) Student support: This increased cost is due to payment of retroactive holiday pay related to labour agreements settled.

1.22 Appropriations

Appropriations, also known as internally restricted net assets, represent commitments that are recognized as charges against the operating results in the current year, although the expenditure has not yet taken place. The commitment can either be to an outside supplier (i.e., an outstanding encumbrance may exist based on a purchase order which has not yet been fulfilled), or an internal commitment to a departmental manager that budgetary balances available in the current year can be used for specific projects in the future.

Generally, unspent budgetary balances are carried forward into the next year. This is seen as an effective institutional policy as it allows managers to plan expenditures over a period that extends beyond the fiscal year and deters any potentially wasteful spending towards the year-end that may arise if budgetary funds were no longer available.

The net decrease in the general operations appropriated fund balance for the year is as follows:

	<u>\$000</u>
Returned to units from 2022-23 appropriated fund balance	(156,041)
Unspent budget from units appropriated to fund balance 2023-24	<u>89,766</u>
Net appropriations utilized by units	(66,275)
New appropriation of for strategic future use	<u>13,698</u>
Total decrease in appropriated fund balance	<u>(52,577)</u>

Details of the returned and new appropriations are as follows:

	<i>Returned</i>	<i>Appropriated</i>	<i>Difference</i>
	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>
RPC			
Faculties	64,067	62,430	(1,637)
Academic Administration	2,639	2,475	(164)
Students and Enrolment	7,789	5,738	(2,051)
Library	2,779	1,880	(899)
President	2,212	2,513	301
Research and International	1,920	2,319	399
Finance and Administration	8,434	6,953	(1,481)
Computing infrastructure	5,552	6,019	467
Renovations	37,064	27,045	(10,019)
Advancement	3,806	1,792	(2,014)
Student Support	3,307	1,778	(1,529)
Pending commitments	1,687	1,946	259
Bill 124 Retro	-	(33,505)	(33,505)
Investment Equalization	12,017	-	(12,017)
Capital reserves	2,768	383	2,385)
Subtotal	156,041	89,766	(66,275)
New appropriations	-	13,698	13,698
	156,041	103,464	(52,577)

New appropriations represent allocations of unspent funds to reserves, over and above those included in the original budget. For 2023-24, new appropriations totaling \$13,698,000 will be used for strategic initiatives.

In addition, \$179,147,000 of prior year appropriated funds were not returned during 2023-24, as the planned or possible expenditures will occur in future fiscal years.

	<i>\$000</i>
Capital reserves	49,605
Pension liability reserve	69,212
Investment income equalization fund	26,983
Strategic Initiatives fund	32,686
Future project commitments	513
Self-insurance fund	148
Total appropriations not returned	179,147

Current commitments against the capital reserve include \$3 million for the campus transportation strategy and \$2.5 million for a new electric boiler. The balance will be used in tandem with the \$220 million of bond proceeds received in July 2021 for future capital projects, which may include a Wellness Hub.

While the pension fund is currently fully funded on an actuarial basis, the plan remains top of mind for the university when assessing future risks. On an accounting basis, the plan improved from a \$71.8 million asset position as of April 30, 2023, net of obligations, to an increased asset position of \$93.3 million at April 30, 2024, as a result of the market's impact on the assets backing the pension plan. Given the market's ability to impact the position of the pension plan, the university continues to hold \$69.2 million reserved for pension obligations.

1.3 Operating Results

As noted in section 1 above, net actual results show revenues, which equal expenditures and appropriations. The increases in income and expenses have been reviewed in detail. Many of the items are offsetting, in that additional income was directed to specific areas of expense. In the analysis below, we have excluded these offsetting items to provide a variance analysis against the mid-year projections, for the major categories.

Final Operating Budget Results vs Projection			
	<i>Actual</i>	<i>Projected</i>	
	<i>Incr/Decr</i>	<i>Incr/Decr</i>	<i>Variance</i>
	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>
Income Variations			
Government grants (section 1.1.1)	6,287	-	6,287
Tuition fees (section 1.1.2)	(1,043)	(1,000)	(44)
Miscellaneous income (section 1.1.3)	1,117	200	917
Investment income (section 1.1.4)	-	-	-
Departmental income (section 1.1.5)	(32)	-	(30)
Total income variations	6,329	(800)	7,129
Expenditure Variations			
Expenditures less than contingencies (sec 1.2.1)	8,482	1,700	6,782
Expenditures less/(more) than allocations (sec 1.2.1)	(1,113)	(900)	(213)
Total expenditure variations	7,369	800	6,569
Change in results	13,698	-	13,698
New appropriation of surplus (section 1.2.2)	(13,398)	-	(13,698)
Net change in results	-	-	-
Original surplus included in budget	-	-	-
Total change in accumulated surplus	-	-	-

1.4 Accumulated Unrestricted Surplus

The prior year's accumulated operating surplus was \$nil and therefore remains unchanged. The university continues its practice of appropriating unrestricted operating surplus and holding them in Internally Restricted Net Assets for future strategic future purposes.

2. Ancillary Operations - Operating Result and Fund Balance

Schedule 2 of this report details the 2023-24 operations of each ancillary as compared to the opening budget. Overall, the ancillary results can be summarized as follows:

	<i>2023-24 Actual \$000</i>	<i>2023-24 Budget \$000</i>	<i>2022-2023 Actual \$000</i>
Revenue and internal recoveries	72,853	72,474	67,578
Expenses and transfers	46,991	48,775	39,068
Surplus (deficit) from operating activity	25,862	23,699	28,510
Major renovations and capital debt	19,553	21,826	15,799
Surplus (deficit) for the year	6,309	1,873	12,711

Ancillary operations ended the year with a combined surplus of \$6.3 million compared to a budgeted surplus of \$1.9 million. The surplus can primarily be attributed to strong revenues and less expenditures incurred on operating expenses (\$1.6 million) and major renovations (\$2.3 million).

All individual ancillary units have successfully eliminated any accumulated deficits developed during the pandemic, apart from Parking Services and The Print Shop. The strong financial results for all ancillaries have increased the overall accumulated surplus to \$42.1 million as of April 30, 2024.

The change in the fund balances are as follows:

	<i>Balance at April 2024 \$000</i>	<i>Balance at April 2023 \$000</i>	<i>Variance \$000</i>
Accumulated Surplus - Unrestricted	-	-	-
Accumulated Surplus - Internally Restricted	42,091	35,782	6,309
	42,091	35,782	6,309

3. Other Income and Expenditures

As explained in section 1 above, the 2023-24 audited financial statements include all the activities of the university which, for management purposes, are segregated into separate funds. The following sections highlight the more significant non-operating activities from the Consolidated Statement of Operations.

3.1 Capital Investments, Plant Income and Expenses

The accounting for investments in capital assets is one of the major differences in how the university accounts for expenditures internally, versus those in the audited financial statements. Included here is a high-level view of capital investments, as well as operating results for the non-capital portion of renovation projects, known as plant income and expenses.

Although the university has undertaken work in several operating buildings (Tory Building, MacOdrum Library, Southam Hall, and Loeb Building), and additions to capital assets totalled \$60.4 million in 2023-24, a cautious approach to future construction has led to the pause of major renovations to Paterson Hall. To maintain existing buildings in acceptable condition, the university has worked to address its considerable backlog of deferred maintenance projects. In the current year alone, \$31.2 million was spent on building modernization and maintenance projects. In the current year, projects funded by ancillaries include the expansion of the residence dining hall, the expansion of P7 Parking lot, and the construction of a new student residence (slated to be opened in fall of 2025).

The plant income and expenses included here represent non-capital and renovation projects, which are specifically funded from external sources, as well as those non-capital expenditures being funded from operations (e.g. general, ancillary, research) over a period of time.

The following summarizes the Plant income and expenses for 2023-24:

	2023-2024 <i>Actual</i> \$000	2022-2023 <i>Actual</i> \$000	<i>Increase</i> <i>(Decrease)</i> \$000
Income and Transfers			
Government grants, other income	1,722	1,829	(107)
Transfers from/(to) operating & ancillary	840	(2,089)	2,929
Net income	2,562	(260)	(2,822)
Expenses			
Additions	3,112	3,951	(839)
Surplus (deficit)	(550)	(4,211)	(3,661)
Opening fund balance	436	4,647	(4,211)
Closing fund balance	(114)	436	(550)

In addition to government grants for non-capital projects, \$840,000 in funding was provided by the operating fund for projects. During the year, \$3,112,000 in expenditures was incurred, leaving a small deficit of \$114,000 in the fund as of April 30, 2024.

32 Research Funding and Expenditures

The table below provides a summary of externally sponsored and internally funded research activity.

Externally sponsored research funding is considered restricted revenue and is not recognized as revenue on the audited financial statements until matching expenditures are made. Funding received but not spent during the year is shown as deferred revenue. Internally funded research revenue does not have external restrictions placed on it and is recognized as revenue when received. Unspent funds at year-end are shown as internally restricted balances on the financial statements.

	<i>Balance</i>	<i>2023-24</i>	<i>2023-24</i>	<i>Balance</i>
	<i>April 30, 2023</i>	<i>Funding</i>	<i>Expenditure</i>	<i>April 30, 2024</i>
	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>
<u>Tri-Agency Sponsored Research</u>				
CIHR	3,265	3,283	3,283	3,265
NSERC	20,448	20,887	20,887	20,448
SSHRC	17,602	18,849	20,708	15,743
	41,315	43,019	44,878	39,456
<u>Other Sponsored Research</u>				
Federal Government Agencies	7,246	16,050	14,224	9,072
SNO and TRIUMF	-	9,353	9,353	-
CFI / Ontario Research Fund	2,870	9,641	9,445	3,066
Provincial, municipal governments	2,939	3,431	3,236	3,134
Businesses and foundations	16,108	27,192	27,192	16,108
Research partnership agreements	2,978	6,006	6,202	2,782
Other sponsored research	1,945	943	2,386	502
	34,086	72,616	72,038	34,664
<u>Total Sponsored Research</u>	75,401	115,635	116,916	74,120
Internally funded research	58,342	10,521	5,279	63,583
<u>Total Research</u>	133,743	126,156	122,195	137,703

Notes: Acronyms

CFI	Canadian Foundation for Innovation
CIHR	Canadian Institutes for Health Research
NRC	National Research Council
NSERC	Natural Science and Engineering Research Council
SNO	Sudbury Neutrino Observatory Institute
SSHRC	Social Science and Humanities Research Council
TRIUMF	National Laboratory for Particle and Nuclear Physics

Sponsored research funding received during the year decreased by \$431,000 (0.4%) from \$116,066,000 in 2022-23 to \$115,635,000 in 2023-24. Corresponding expenditures on these projects increased by \$6,360,000 from \$110,556,000 to \$116,916,000. The sponsored research fund balance decreased by \$995,000 from \$75,401,000 to \$74,120,000 as of April 30, 2024. This balance is included in deferred revenue.

Funding of internally restricted research projects was slightly higher in 2023-24 at \$10,521,000, compared to \$9,711,000 in 2022-23. Related expenditures were lower, at \$5,279,000, compared to \$5,327,000 in the prior year, and resulted in the internally funded research balance increasing from \$58,342,000 to \$63,584,000.

4. Reconciliation of Operating Results

The accumulated balances for the operating, ancillary and plant funds described in the previous sections match those shown on the Consolidated Statement of Changes in Net Assets. The operating results discussed above, however, vary from those shown on the Consolidated Statement of Operations. The following explains the differences in presentation:

	<u>\$000</u>
Operating budget result, before appropriation of surplus (section 1.3)	13,698
Adjustments:	
a) Decrease in operating appropriations (section 1.2.2)	(66,275)
b) Investment in capital assets	(6,562)
c) Employee future benefits	(6,559)
d) Internal contributions to endowments and sinking fund	4,228
e) Research surplus (internally restricted) increase (section 3.2)	4,782
f) Ancillary surplus (section 2)	6,309
g) Plant deficit (section 3.1)	(550)
i) Other minor adjustments	342
Operating results per audited consolidated financial statements	<u>(50,128)</u>

Notes:

- a) Decrease in appropriations: As noted in Section 1.2.2, there was a reduction of \$66,275,000 in internal reserves for the general operating budget, before the appropriation of the \$13,698,000 surplus. Under Canadian accounting standards, appropriations, or the use of reserves for budgetary purposes, are not accounted for within the audited Statement of Operations but are shown as a change in internally restricted net assets on the Consolidated Statement of Changes in Net Assets.
- b) Net change in investment in capital assets: For the purposes of managing general operations, the university accounts for funds received for, and expended on the purchase of capital assets in the year the purchase is made. However, under Canadian accounting standards, the receipts and costs must be amortized over the life of asset (i.e. 10 to 40 years). The result of this is that expenditures incurred during the year for capital assets are removed from those shown in the statements of operations and a calculated amount for amortization expenditure is recognized. Similarly, any restricted funds received during the year for capital purchases are removed from revenues and brought into income over the life of the asset. The prescribed, calculated expenditure on our audited operating statement

was \$6,562,000 higher than the actual net cash outlay during the year and included as an expense in our internal operating budget.

- c) Employee future benefits: The liability for future benefits owing to employees must be accrued as service is rendered to earn that benefit. Legislation requires that pension obligations must be funded, however non-pension future benefits, such as health care, are generally handled on a ‘pay as you go’ basis in the university sector. For both pension and non-pension future benefits, actuarial assumptions are used to calculate the accrual-based expense that must be recognized in the statement of operations and the related contributions that have been paid must be removed. During 2023-24 the following entries were made:

	<u>\$000</u>
Employee future benefits, non-pension	15,178
Employee future pension benefits	17,962
Less: 2023-24 contributions removed from expenditure	<u>(26,581)</u>
Difference – calculated expense more than cash outlay	<u>6,559</u>

- d) Internal contributions to endowments and sinking fund: Unrestricted contributions are recognized as revenue in the period in which they are received. When they are subsequently reallocated to the endowment fund or the sinking fund, the transfer is considered an expenditure within our internal operating budget. However, in our audited financial statements, these amounts are shown on the Statement of Changes in Net Assets as a reduction in unrestricted net assets, rather than as an expenditure within the Statement of Operations. Internal contributions to the endowment amounted to \$2,172,000 while \$2,056,000 was contributed towards the sinking fund. As per the university’s Capital Debt policy, a sinking fund was established for the \$220 million, 40-year debenture issued in June 2021. As of April 30, 2024, the balance in the sinking fund was \$5,678,000.
- e) Research funds: As shown in section 3.2 above, internally restricted research balances increased by \$5,241,000 during 2023-24. As these funds are earmarked for the continuation of the research activity being funded, this \$5,241,000 (\$63,583,000 - \$58,342,000) is shown as an increase to the internally restricted amounts on the Consolidated Statement of Changes in Net Assets.
- f) Ancillary surplus: As presented in section 2, the ancillary operations resulted in a surplus of \$6,309,000 in 2023-24.
- g) Plant deficit: As presented in section 3.1, the plant fund for non-capital and renovation projects resulted in a deficit of income over expenditures of \$550,000 in 2023-24.
- h) Other minor adjustments: The audited Statement of Operations also includes the results of other university operations, such as entrepreneurial activities, that are not detailed in this report. The net surplus of those activities included in the audited financial statements is \$342,000.

General Operating Fund 2023-24
Income, Expenses and Accumulated Surplus
Comparison To Budget (May 2023) and 2022-23 Actual

	2023-24	2023-24	Actual to Budget		2022-23	Actual to Prior	
	Actual	Budget			Actual	Year	
	\$000's	\$000's	\$000's	%	\$000's	\$000's	%
<u>INCOME</u>							
Government Grant	184,577	174,741	9,836	5.6	179,589	4,988	2.8
Tuition Fees	303,364	304,407	(1,043)	(0.3)	299,721	3,643	1.2
Miscellaneous Income	16,289	14,450	1,839	12.7	14,398	1,891	13.1
Investment Income	17,496	24,083	(6,587)	(27.4)	22,550	(5,054)	(22.4)
Departmental Income	16,704	8,659	8,045	92.9	8,541	8,163	95.6
Total Operating Income	538,430	526,340	12,090	2.3	524,799	13,631	2.6
<u>EXPENSES</u>							
Faculty of Arts & Social Sciences	66,845	69,322	(2,477)	(3.6)	63,874	2,971	4.7
Faculty of Public Affairs	45,015	46,612	(1,597)	(3.4)	43,842	1,173	2.7
Sprott School of Business	21,299	17,341	3,958	22.8	18,353	2,946	16.1
Faculty of Science	52,268	51,317	951	1.9	49,323	2,945	6.0
Faculty of Engineering and Design	53,623	50,347	3,276	6.5	49,636	3,987	8.0
Provost and Vice-President (Academic)	23,894	16,785	7,109	42.4	17,694	6,200	35.0
Vice-President (Students and Enrolment)	30,952	26,531	4,421	16.7	29,848	1,104	3.7
Library	12,240	11,755	485	4.1	11,348	892	7.9
Vice-President (Research and International)	6,299	6,898	(599)	(8.7)	5,398	901	16.7
Vice-President (Finance & Administration)	56,240	49,507	6,733	13.6	51,750	4,490	8.7
Advancement	6,098	5,588	510	9.1	6,031	67	1.1
President	6,411	6,911	(500)	(7.2)	6,102	309	5.1
University Budgets and Provisions	191,550	151,411	40,139	26.5	172,212	19,338	11.2
Interfund Transfers (net)	18,272	16,015	2,257	14.1	20,170	(1,898)	(9.4)
Sub-Total Operating Expenses	591,006	526,340	64,666	12.3	545,581	45,425	8.3
Net Appropriations, before appropriation of surplus	(66,274)	-	(66,274)	-	(33,548)	(32,726)	
Appropriation of surplus	13,698	-	13,698	-	12,766	932	
Total Expenses	538,430	526,340	12,090	2.3	524,799	13,631	2.6
Increase/(Decrease) in Unrestricted Surplus	-	-	-		-	-	

AGENDA ITEM

6.1

To:	Board of Governors	Date of Report: 1 October 2024
From:	Clerk of Senate	Date of Meeting: 10 October 2024
Subject:	Senate Annual Report	
Responsible Portfolio:	University Secretariat	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

The report is for information only.

3.0 EXECUTIVE SUMMARY

The report outlines the work Senate completed between July 1, 2023 and June 30, 2024. As the highest academic body at Carleton, Senate is responsible for making decisions that pertain to students and faculty, including: approving graduates, new programs, revising curricula, and endorsing or approving university strategies or reports etc. This year, Senate held eight in-person meetings on campus. Over the course of the academic year, Senate received eight community presentations and approved: 6,470 graduates, 257 medalists, eight honorary degrees, 8 new programs, 3 new minors, concentrations, streams & specializations, 16 cyclical reviews, and two revised policies.

4.0 INPUT FROM OTHER SOURCES

This report was developed by the University Secretariat to outline the work of Senate over 2023/2024 academic year.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Carleton is a bicameral institution, meaning governance is shared by the Board of Governors and Senate. As part of this structure, it is important that the Board receives an annual report from Senate. This report will provide Governors with an overview and understanding of the various initiatives completed or underway by Carleton's Senate. These initiatives align with the Strategic Integrated Plan's strategic direction of Share Knowledge, Shape the Future.

6.0 FINANCIAL IMPLICATIONS

This report has no financial implications and is for the Board's information only.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risk or legal implications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The work of Senate is communicated through its annual report and monthly meeting summaries (Inside Senate). Inside Senate is a high-level summary that ensures Senate's key decisions are accessible to the Carleton community just days after each meeting. The annual report compiles these meeting summaries into one cohesive public facing document. Both are distributed to the university community through Carleton's Top 5 newsletter and are posted on Senate's external website: www.carleton.ca/senate

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Senate Annual Report

July 1, 2023 – June 30, 2024

Carleton
University





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Year in Review

The 2023-2024 academic year at Carleton University saw significant progress and achievements within the Senate. Starting in September, new members, including Provost and Vice-President Academic Pauline Rankin, were welcomed. Key developments included the renaming of the Faculty of Public Affairs to the Faculty of Public and Global Affairs, the successful restructuring of the Faculty of Graduate and Postdoctoral Affairs, initiated last year, and the revision of the Academic Governance of the University (AGU), streamlining roles and membership. Other significant highlights from the year include the approval of:

- 6,470 graduates
 - UG 722, G 510 (Fall 2023)
 - UG 926, G 408 (Winter 2024)
 - UG 3263, G 641 (Spring 2024)
- 257 medals and prizes
- 3 honorary degrees
- 8 new programs
- 3 new minors, concentrations, streams & specializations
- 16 cyclical reviews

About Senate

Senate is the highest academic body at Carleton University. As steward over the university's academic governance, Senate makes decisions of importance to students and faculty. Regular work of the Senate includes awarding degrees, approving medalists and scholarships, approving new programs and revising curricula, and establishing regulations concerning students' academic work. Additionally, Senators oversee and provide feedback on important university policies and strategies.

Senate Membership 2023/24

To help exercise its powers, Senate has 14 standing committees and is comprised of 82 members representing the Carleton community. Voting members include:

- 41 faculty members
- 2 contract instructors
- 10 elected undergraduate students
- 3 graduate students
- 21 ex-officio members
- 2 members of the Board of Governors
- 1 Academic Colleague
- 1 Alumni Representative
- 1 Clerk of Senate

Ex Officio Members

- Jerry Tomberlin, Interim President, Vice-Chancellor and Chair of Senate
- Elinor Sloan, Clerk of Senate
- Suzanne Blanchard, Vice-President (Students & Enrolment) & University Registrar
- Rafik Goubran, Vice-President (Research and International)
- L. Pauline Rankin, Provost and Vice-President (Academic)
- Lorraine Dyke, Vice-President (Finance and Administration)
- David Hornsby, Vice-Provost & Associate Vice-President (Academic)
- Maria DeRosa, Dean, Faculty of Science
- Larry Kostiuik, Dean, Faculty of Engineering & Design
- Anne Bowker, Dean, Faculty of Arts & Social Sciences
- Patrice Smith, Dean, Faculty of Graduate & Postdoctoral Affairs
- Brenda O'Neill, Dean, Faculty of Public Affairs
- Howard Nemiroff, Interim Dean, Sprott School of Business
- Amber Lannon, University Librarian
- Wonjoon Chung, Director, School of Industrial Design (Served until April 30, 2024)
- Chantal Trudel, Director, School of Industrial Design (from May 1, 2024)
- Michel Barbeau, Director, School of Computer Science
- Anne Bordeleau, Director, Azrieli School of Architecture & Urbanism
- Omair Shafiq, Interim Director, School of Information Technology
- Elie Abou Zeid, President, GSA, term ends April 30, 2024
- Sahil Rajput, Vice-President (Academic), GSA, term ended April 30, 2024
- Mohamed "Faris" Riazuddin, President, CUSA, term ended April 30, 2024
- Francesca Lepore, President, CASG, term ended April 30, 2024
- Jayesh Kundu, GSA President, term began May 1, 2024
- Mahsa Abarghouei, GSA VP Academic, term began May 1, 2024
- Sarah El Fitori, CUSA President, term began May 1, 2024
- Allan Buri, CASG President, term began May 1, 2024

Board of Governors Representatives

- Howard Babb
- Brenda O'Connor
- Jane Taber

Special Appointments

- Margaret Haines, Alumni Representative (term ends June 30, 2025)
- Kim Hellemans, COU Academic Colleague (term ends June 30, 2025)

Elected Faculty Senators

Terms end June 30, 2024

- Bernadette Campbell, Arts and Social Sciences
- Jonathan Malloy, Public Affairs
- Paul Mkandawire, Arts and Social Sciences
- Julie Murray, Arts and Social Sciences
- Augustine Park, Arts and Social Sciences

Terms end June 30, 2025

- Jeni Armstrong, Public Affairs
- Hilary Becker, Sprott School of Business
- François Brouard, Sprott School of Business (Secretary of the Faculty Board)
- Sean Burges, Public Affairs
- Amanda Clark, Public Affairs
- Edward Cyr, Engineering and Design
- Sarah Everts, Public Affairs
- Root Gorelick, Science
- Kevin Graham, Science
- Tim Haats, Engineering and Design / Industrial Design
- Douglas Howe, Science/Computer Science
- Lynn Marshall, Engineering and Design
- Lisa Moffitt, Engineering and Design / Architecture
- Matthew Pearson, Public Affairs
- Rebecca Renfroe, Sprott School of Business
- Daniel Siddiqi, Arts and Social Sciences
- Christopher Smelser, Engineering and Design
- Karen Taylor, Engineering and Design (Secretary of the Faculty Board)
- Christian Viau, Engineering and Design
- Julia Wallace, Science (Secretary of the Faculty Board)
- Pamela Wolff, Science

Terms end June 30, 2026

- Manuel Baez, Engineering and Design / Architecture
- Jean-Pierre Corriveau, Science / Computer Science

- Shane Hawkins, Arts and Social Sciences
- Beth MacLeod, Arts and Social Sciences (Secretary of the Faculty Board)
- Laura Madokoro, Arts and Social Sciences
- Jody Mason, Arts and Social Sciences
- David Mendeloff, Public Affairs (Secretary of the Faculty Board)
- David Sprague, Engineering and Design / Information Technology
- Gabriel Wainer, Engineering and Design
- Paul Williams, Arts & Social Sciences

Elected Contract Instructors

- Morgan Rooney, Arts and Social Sciences (term ends June 30, 2026)

Elected Student Senators

Graduate Students - Terms end June 30, 2024

- Mehrnaz Taghavishavazi
- Robert Nelson

Undergraduate Students - Terms end June 30, 2024

- Benjamin Albright-Peakall, Arts and Social Sciences
- Davin Caratao, Public Affairs
- Yash Gandhi, Sprott School of Business
- Nir Hagigi, Public Affairs
- Mackenzie Huckvale, Science
- Alexandria MacDonald, Engineering and Design
- Aaron North, Arts and Social Sciences
- Gabriella Pickton, Public Affairs
- Shaun Seneviratne, Engineering and Design

Nominations and Elections

The Senate Office is responsible for managing the membership of Senate and its committees. The Senate Office also manages the elections for academic staff and student positions on Advisory Committees. To this end, Senate held two elections for advisory committee members, three elections for Senate membership positions, and one election for the Senate faculty-member representative on the Board of Governors:

- August 29 – 30, 2023: Advisory Committee on the President & Vice-Chancellor (election for academic staff and student positions)
- September 12 – 13, 2023: Contract Instructor Representative on Senate
- March 12 – 13, 2024: Sprott Faculty Representative on Senate
- March 12 – 13, 2024: FED Undergraduate Student Representative on Senate
- April 30 – May 1, 2024: Senate Faculty member Representative on the Board of Governors
- May 21 - 22, 2024: Advisory Committee on the Vice-President Finance & Administration (election for student positions)

New Senator Ratifications

Between September 2023 and January 2024, Senate ratified four Senators for service beginning immediately upon approval.

Between April 2024 and May 2024, Senate ratified thirteen new Senators for service beginning July 1, 2024.

New Senate Committee Members

Between September 2023 and March 2024, Senate ratified twenty-seven committee members for service beginning immediately upon approval.

In May and June of 2024, Senate ratified nineteen committee members for service beginning July 1, 2024.

Each Call for Nominations required development and implementation of a strategic communications plan. For outreach to faculty members, the University Secretariat employed the aid of the Provost's office and Carleton Top 5, while connecting with the Office of the Vice-President (Students and Enrolment) and Faculty of Graduate and Postdoctoral Affairs to engage students; email campaigns were also developed for the entire community of students and faculty. The use of department newsletters, Twitter, and direct emailing were also integral features that helped to increase applicant interest and response.

2023/2024 Senate Meetings

Orientation

An orientation session was held September 22, 2023, in the Senate Room with the option for Senators to attend either in-person or virtually. The session, led by Elinor Sloan, Clerk of Senate, and Kathy McKinley, Assistant University Secretary, gave incoming Senators an overview on the role of the Senate and Senators as well as Motions Frequently Used.

For those unable to attend, Orientation materials were distributed via email and individual Q&A sessions were offered to Senators who requested more information.

Hybrid Meetings

The Senate Office held eight scheduled meetings during the 2023-24 academic year. Senate meetings were held in person; a hybrid option via Zoom videoconferencing was available for those unable to attend in person.

- 2023: Sept. 22, Oct. 20, Nov. 24
- 2024: Jan. 26, Mar. 1, Apr 5, May 3, June 7

Assistant University Secretary, Kathy McKinley is responsible for the scheduling of Senate meetings, oversight of meeting procedures, distribution of meeting materials, the creation of the official minutes of the meetings, and communication of decisions following meetings.

The Senate Office also provides additional support on items related to distribution of meeting materials, preparation of chair notes, on-site meeting support, post-meeting communications, guest speaker coordination, AV, and tech support.

Senate Standing Committees

Senate's Standing Committees met throughout the Fall 2023 and Winter 2024 semesters to conduct Senate business as needed.

The Assistant University Secretary provides administrative support to five of these committees and is responsible for scheduling meetings, distributing meeting binders, minute taking, and communicating key decisions to stakeholders following the meetings. The Secretariat Office in collaboration with Corporate Records and Archives also oversees records management practices of all Senate committees and provides guidance and assistance regarding records retention procedures and administration best practices.

Clerk of Senate

Senate approved the extension of Clerk of Senate Elinor Sloan's term of service for one year, to provide governance stability during the on-boarding of a new President and to support the work of the Academic Governance Committee in the FGPA restructuring process.

Governance and Policies

Academic Consideration Policy for Students in Medical or Other Extenuating Circumstances

Senate approved the Academic Consideration Policy for Students in Medical or Other Extenuating Circumstances. With an online self-declaration form, this policy will aid the equitable provision of academic consideration to all students for a range of medical or other extenuating circumstances.

Academic Accommodations During Labour Disputes Policy

Senate voted to repeal the Policy on Academic Accommodations During Labour Disputes. The policy was created by Senate in 2020 to provide a framework for bringing recommendations to Senate for academic accommodations for students during labour disputes. The motion to repeal the policy was brought forward by Senators concerned that the policy prevents Senate from remaining neutral during labour disputes.

Senate Ad-Hoc Committee on Graduate Academic Governance

Carleton University has made significant strides in improving its graduate curriculum processes, prompted by the rapid expansion of graduate programs and enrollments. This necessitated a re-evaluation of procedures initially designed for a smaller graduate enterprise. In Winter 2021, external assessors conducted a thorough review of the Faculty of Graduate and Postdoctoral Affairs (FGPA), examining best practices and models from across Canada to recommend continuous improvement.

A key recommendation was to reconceptualize the FGPA as an administrative unit, allowing academic decisions to be primarily made by the line Faculties. Following this, all Faculties passed motions to support the transfer of responsibility for graduate curriculum to their respective departments, establishing new in-house procedures. In Summer 2023, the Senate formed an ad hoc committee to evaluate the impact of this transfer. By January 2024, the committee's final report was

presented to the Senate, which then referred it to the Senate Academic Governance Committee (SAGC) for further action.

On March 1, 2024, the Senate approved a motion to devolve curricular matters to the relevant Faculty Boards and develop processes for managing cross-Faculty programs. The motion also included delegating specific responsibilities to the line Deans for a set period. The SAGC, along with the Senate Quality Assurance and Planning Committee, were tasked with implementing certain recommendations and supporting the Provost in acting on others. The full implementation of these changes is expected to be completed by June 2025, marking a pivotal step in enhancing Carleton's graduate academic governance.

Revised Academic Governance of the University

Carleton University made significant revisions to its academic governance in the 2023-2024 academic year, aimed at enhancing institutional oversight, transparency, and inclusivity. These changes were primarily driven by the university's commitment to aligning governance structures with evolving academic needs and stakeholder expectations. Hence, Senate approved a revised version of the Academic Governance of the University (AGU), notable revisions of which include:

- Removal of the FGPA Dean from Senate membership, and removal of the Graduate Faculty Board from the Faculty Boards section, as per recommendations from the Ad Hoc Committee on Graduate Academic Governance
- The readjustment of the term of service for Contract Instructors which will now run from October 1 – September 30, instead of July 1 – June 30
- The removal of the Special Appointment membership category, to make the COU Academic Colleague and Alumni Representative regular and permanent elected positions on Senate
- The readjustment of the Clerk of Senate position from ex officio category to elected category
- A reduction in total Senate membership, from “up to” 86 members to a set 82 members, and an increase in the number of elected faculty members from 40 to 41.

Senate Rules of Order

Senate approved revised Senate Rules of Order. Sections were reorganized for clarity, and the classification and rules of motions have been edited to align with the AIP Standard Code of Parliamentary Procedure, which is the standard reference guide for Carleton's Senate.

Graduation & Convocation

Senate's responsibilities include the approval of graduates, medal and prize recipients, and honorary degree candidates in preparation for Convocation. The University Secretariat office supports this process by posting the graduate lists, and assisting with Convocation tasks including logistics, communications, convocation booklets, script planning, and securing volunteers.

Over 6,000 strong

Senate was pleased to approve the graduation of 4,911 undergraduate and 1,559 graduate students during the 2023/2024 academic year.

On November 4, 2023, more than 1,200 students from the Class of 2023 received degrees recognizing their hard work and commitment to education. Similarly, the week of June 12-16, 2023, Carleton hosted its Spring convocation to celebrate the excellence and accomplishments of over 5,000 graduates.

Medals and Prizes

In the 2023/24 academic year, Senate was pleased to approve 257 medalist nominations. The medals and prizes awarded include:

Fall 2023

1 Governor General's Gold Medal at the PhD Level

1 University Medal at the PhD Level

5 Senate Medals at the PhD Level

1 University Medal at the Masters Level

7 Senate Medals at the Masters Level

1 Governor General's Silver Medal at the Undergraduate Level

1 Chancellor's Medal at the Undergraduate Level

1 President's Medal at the Undergraduate Level

10 University Medals at the Undergraduate Level

27 Senate Medals at the Undergraduate Level

Spring 2024

1 Governor General's Gold Medal at the PhD Level

1 University Medal at the PhD Level

5 Senate Medals at the PhD Level

1 University Medal at the Masters Level

7 Senate Medals at the Masters Level

2 Governor General's Silver Medals at the Undergraduate Level

5 Chancellor's Medals at the Undergraduate Level

1 President's Medal at the Undergraduate Level

45 University Medals at the Undergraduate Level

134 Senate Medals at the Undergraduate Level

Honorary Degree Recipients

Six honorary degrees were awarded to the following individuals for the 2023/24 academic year:

- David Sinclair, D. Sci.

- Frank Graves, LL.D.
- Mallik Tatipamula, D.Eng.
- David Morley, LL.D.
- Theresa Tam, LL.D.
- Jean-Paul Gladu, LL.D.

Academic Programs & Curricula

Major Modifications

Major modifications are integral to the continuous improvement of Carleton's programs. Over the course of the academic year, Senate approved 34 major modifications. The following are highlights of new programs, certificates, minors, and concentrations:

New PhD Programs

- PHD program in Canadian Studies

New Graduate Programs:

- Master of Science in Clinical Trials and Regulatory Affairs

New Undergraduate Programs:

- Bachelor of Accounting
- Bachelor of Data Science
- Bachelor of Science in Nursing
- BA General Studies
- Mechatronics Engineering (BEng)
- Bachelor of Cybersecurity

New School and New Institute

Senate approved proposals by the Faculty of Science to create the Institute for Data Science (IDS) and the School of Nursing. These units will house the new undergraduate programs in Data Science and Nursing, respectively.

FPA Name Change

Senate approved the proposal to rename the Faculty of Public Affairs (FPA) to the Faculty of Public and Global Affairs (FPGA), pending final approval from the Board of Governors. The new name, effective July 1, 2024, reflects the whole range of scholarly activities undertaken by faculty members in different countries and with global partners, as well as the global dimension of many of the academic programs.

Academic Unit name Change: School of Canadian and Indigenous Studies

Senate recommended that the Board of Governors approves the name change of School of Indigenous and Canadian Studies (SICS) to The School of Canadian Studies. The change is a result of the relocation of the Indigenous Studies faculty and programs to the Institute of Interdisciplinary Studies, which took place on July 1, 2023. The adjustment will enable the school to solidify its position as a leader in Canadian Studies, and broaden its faculty, pedagogical approaches, and research priorities. The Board of Governors approved the change in the June 6, 2024, Full Board Meeting.

New Concentrations and Specializations:

- New collaborative specialization in African Studies to the PHD program in English
- New collaborative specialization in African Studies to the PHD program in Architecture
- New collaborative specialization in African Studies to the PHD program in Political Science
- New concentration in Criminal Law and Social Order to the undergraduate programs in Law
- Introduction of the Concentration in Environmental Geosciences

Minor Modifications

Senate approved 33 minor modifications and received over 250 additional minor modifications for information. Minor modifications are the most common type of academic change. They involve a wide variety of academic changes to existing programs such as calendar and regulation modifications, the addition or deletion of courses, revisions to existing concentrations or minors, assigning course requirements, and course modifications.

Cyclical Reviews

As part of Carleton University's Institutional Quality Assurance Process, all undergraduate and graduate programs are reviewed on a seven-year basis and the outcomes are brought to Senate for approval.

Senate approved 16 final assessment reports and executive summaries arising from the cyclical reviews of the following programs:

- Undergraduate and Graduate Programs in Geography and Environmental Studies
- Undergraduate Programs in Criminology and Criminal Justice
- Undergraduate Programs in Art History and The History and Theory of Architecture, and Graduate Programs in Art and Architectural History
- Undergraduate and Graduate Programs in Sociology
- Graduate Programs in the School of Public Policy and Administration
- Undergraduate Programs in Humanities
- Undergraduate and Graduate Programs in Religion
- Graduate programs in Philanthropy and Nonprofit Leadership
- Undergraduate and Graduate programs in Psychology

- Undergraduate programs in Greek and Roman Studies
- Undergraduate and Graduate programs in European, Russian and Eurasian Studies
- Undergraduate and Graduate programs in History
- Undergraduate and Graduate programs in Cognitive Science
- PhD program in Canadian Studies
- Graduate programs in Political Economy
- Undergraduate programs in Health Sciences

Community Presentations

Senate encourages consultations and presentations from the Carleton community. During the academic year, Senate received eight presentations:

- Strategic Integrated Plan (SIP) Implementation Report (September 2023)
- Working Group on the Use of Artificial Intelligence (AI) in Teaching and Learning (September 2023)
- Enrolment Report (January 2024)
- Ad Hoc Committee on Graduate Academic Governance Report to Senate (January 2024)
- Graduate Academic Governance Presentation (March 2024)
- Budget Preview (April 2024)
- Research Update (April 2024)
- Operating Budget 2024/25 Presentation (May 2024)

Communications

Inside Senate

Eight issues of [Inside Senate summaries](#) were distributed to the community through Carleton's Top 5 newsletter and posted on the Senate website. These high-level summaries ensure that Senate's key decisions are made accessible to the Carleton community shortly after each meeting.

Senate Survey

The Senate Office conducts a Senate Survey on an annual basis in the spring, to gather feedback from Senators on their experience of serving on Senate. The survey helps the Senate Office identify areas of strength and improvement.

The 2024 Senate Survey was conducted from April 1 to May 1, 2024. The survey consisted of several questions regarding orientation, communication efforts, and service on standing committees. The results of the survey will be shared in September 2024.

AGENDA ITEM

6.2

To:	Board of Governors	Date of Report: 16 August 2024
From:	Vice-President (Students and Enrolment)	Date of Meeting: 10 October 2024
Subject:	2023-2024 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 9, 2022, following an extensive consultation and review process with the Carleton community. The Policy and related legislation requires that an annual report be presented to the Board for information. The reporting period for this report is based on the academic year (May – April) beginning with May 2023 to April 2024. Comparable statistics from May 2022 to April 2023 have been provided in this report. From May 2023 to April 2024, the Carleton University Sexual Assault Support Centre (CUSASC) provided 87.5 hours of sexual violence prevention and response training to more than 1,580 members of the community. Between May 2023 and April 2024, there have been 109 disclosures seeking support services. Of the 109 disclosures, 8 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 109 total disclosures, 80 are based on incidents that occurred within a year of the disclosure and 29 are considered to be based on historical incidents. Finally, Equity and Inclusive Communities completed a strategic review of Honouring Each Other, implementing several new prevention initiatives for the coming years. A separate report on these initiatives will be presented to the Board of Governors at its October 10, 2024 meeting.

4.0 INPUT FROM OTHER SOURCES

Equity and Inclusive Communities, Office of the Vice President (Students and Enrolment), Centre for Indigenous Support and Community Engagement, Health and Counselling Services, Department of Housing and Residence Life, Office of Student Affairs, Student Experience Office (SEO), Campus Safety Services, the Carleton University Students' Association (CUSA), and the Department of Recreation and Athletics have collaborated in the creation and delivery of prevention, education, and awareness initiatives and communications. Annual Statistics have been 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. 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.

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 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, has developed a multi-faceted communications strategy to highlight the University's commitment to sexual violence prevention and education. This strategy uses social media assets, mobile app notifications, student newsletters and website collateral to convey multiple key messages to the Carleton community about sexual violence prevention and support in addition to consent. The messaging ensures members of the Carleton community and survivors on campus are aware of the supports available, how to take action or access resources as a survivor and reinforces the commitment to prevention and consent as University values. The plan identifies optimal timeframes for relevant messaging to ensure prevention and education themes are present throughout the year. Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website, in the Carleton360 Student Portal and the Carleton Mobile app as a supplement to other ongoing promotions. Electronic documents on Responding to Disclosures of Sexual Violence and Formally Reporting an Experience of Sexual Violence are available online and printed copies continue to be provided through interoffice mail to all faculty and staff upon request. Following the presentation to 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. It is also shared with the Ministry of Colleges and Universities. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant reputational risk.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2023-2024 Annual Report on Sexual Violence

Board of Governors

October 10, 2024

Prevention, Education and Awareness Initiatives

- More than 1,500 members of the campus community were trained in 2023-2024
- Partnerships with on-campus units and community organizations in Ottawa
- Various awareness programs including #CUrious and Sexual Assault Awareness Week
- A multi-faceted annual communications strategy has been implemented
- Resources available in Carleton Mobile and Carleton360
- Responding to Disclosures of Sexual Violence and Formally Reporting an Experience of Sexual Violence are available upon request
- Additional initiatives included in the Honouring Each Other Annual Report

Annual Statistics (May 2023 to April 2024)

- Between May 2023 to April 2024 there were a total of 109 disclosures seeking support services compared to 150 disclosures between May 2022 to April 2023.
- Of the 109 disclosures between May 2023 to April 2024:
 - 8 cases went to a formal investigation process as requested by the respective complainants
 - 80 are based on incidents that occurred within a year of the disclosure
 - 29 were considered to be based on historical incidents
 - 47 disclosures involve a respondent who is a member of the Carleton community
 - 82 incidents took place on campus
- There were 9 sessions offered on consent education. 2 were mandated by the SVRC and 7 were voluntary conversations.

Annual Statistics Breakdown

The breakdown of disclosure statistics that are based on the six broad categories of sexual violence required by the Government of Ontario are as follows with some disclosures falling into two or more categories:

- 72 cases of sexual assault
- 28 cases of sexual harassment
- 2 case of stalking
- 3 cases of indecent exposure
- 0 cases of voyeurism
- 4 cases of sexual exploitation

Wrap Up

- The past academic year has been highlighted by a number of impactful programs, campaigns and trainings
- Survivors are offered support either in-person or virtually
- The Sexual Violence Policy will undergo a mandatory review beginning in Fall 2024
- We will continue to innovate on new initiatives, continue supporting survivors and continuing to promote a culture of consent

Thank you!

Questions?

Carleton University 2023-2024 Report on Sexual Violence

Presented to the Board of Governors



Office of the Vice-President (Students and Enrolment)
Equity and Inclusive Communities
October 10, 2024

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 support and resources](#).

Executive Summary

The Board of Governors approved the revised Carleton Sexual Violence Policy for a three-year period on June 9, 2022, following an extensive consultation and review process with the Carleton community. The Policy and related legislation requires that an annual report be presented to the Board for information. The reporting period for this report is based on the academic year (May – April) beginning with May 2023 to April 2024. Comparable statistics from May 2022 to April 2023 have been provided in this report. From May 2023 to April 2024, the Carleton University Sexual Assault Support Centre (CUSASC) provided 87.5 hours of sexual violence prevention and response training to more than 1,580 members of the community. Between May 2023 and April 2024, there have been 109 disclosures seeking support services. Of the 109 disclosures, 8 cases proceeded to a formal investigation process as requested by the respective complainants. Of the 109 total disclosures, 80 are based on incidents that occurred within a year of the disclosure and 29 are considered to be based on historical incidents. Finally, Equity and Inclusive Communities completed a strategic review of [Honouring Each Other](#), implementing several new prevention initiatives for the coming years. A separate report on these initiatives will be presented to the Board of Governors at its October 10, 2024 meeting.

Prevention, Education and Awareness Initiatives

From May 2023 to April 2024, multiple campus partnerships were continued in order to provide sexual violence education and awareness initiatives. Partners included:

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

Carleton was also proud to partner with a number of organizations in the broader Ottawa community that seek to end gender-based violence in our city, including:

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

Training Statistics and Highlights

From May 2023 to April 2024, the Carleton University Sexual Assault Support Centre (CUSAC) provided 87.5 hours of sexual violence prevention and response training to 1,580 members of the campus community. These trainings were a combination of online and in-person and were offered to staff, students and faculty members across all departments at Carleton University.

Some of the trainings offered to the Carleton community include:

- Responding to Disclosures of Sexual Violence
- Community Approaches to Sexual Violence Prevention
- Creating Consent Cultures on Campus
- Champions for Change
- Alcohol and Sexual Violence Prevention
- Sexual Violence Prevention Training
- Bystander Intervention Training

Communications

The Office of the Vice-President (Students and Enrolment), in collaboration with Equity and Inclusive Communities, has developed a multi-faceted communications strategy to highlight the University's commitment to sexual violence prevention and education. This strategy uses social media assets, mobile app notifications, student newsletters and website collateral to convey multiple key messages to the Carleton community about sexual violence prevention and support in addition to consent. The messaging ensures members of the Carleton community and survivors on campus are aware of the supports available, how to take action or access resources as a survivor and reinforces the commitment to prevention and consent as University values. The plan identifies optimal timeframes for relevant messaging to ensure prevention and education themes are present throughout the year.

Information on Carleton's Sexual Violence Policy – including how to disclose an experience of sexual violence (in both an emergency and a non-emergency situation) and how to file a formal complaint – continues to be posted on the Current Student website, in the Carleton360 Student Portal and the Carleton Mobile app as a supplement to other ongoing promotions. Electronic documents on Responding to Disclosures of Sexual Violence and Formally Reporting an Experience of Sexual Violence are available online and printed copies continue to be provided through interoffice mail to all faculty and staff upon request.

Following the presentation to 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.

Programming Updates and Awareness Programs

The following key awareness campaigns were held during the reporting year as part of Carleton University Sexual Assault Support Centre's (CUSASC) commitment to providing responsive programming to the Carleton community. Additional support, awareness campaigns, and public education initiatives are highlighted in the 2024 Honouring Each Other Annual Report, which will be presented to the Board of Governors on October 10, 2024.

#CURiousAbout Campaign 2023

The 2023 #CURiousAbout campaign was very successful, with twelve featured events throughout the first six weeks of the fall term. The initiatives included training programs, public awareness and education events, and programming for new and returning students. Many of these events also featured community or provincial partnerships, such as #WeBelieveYou Day, in which universities and colleges across Ontario took part.

Sexual Assault Awareness Week 2024

Equity and Inclusive Communities (EIC), along with campus and community partners, hosted seven events, activities and workshops for Sexual Assault Awareness Week. The lineup of events included a collaboration with the Student Experience Office and Campus Safety Services entitled, "Expressions of Survivors and Allies Art Exhibit," a weeklong art exhibition capturing the themes of strength, resilience and community of art created by survivors. In addition to a Queer Survivors Panel on student voices navigating sexual violence while identifying as a member of the 2SLGBTQIA+ community, an art affirmation workshop, a self-care day with the CUSA's Gender and Sexuality Resource Centre and more.

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 109 disclosures seeking support services based on these categories from May 2023 to April 2024. Of the 109 disclosures, 8 cases went to a formal investigation process as requested by the respective complainants. Of the 109 total disclosures, 80 are based on incidents that occurred within a year of the disclosure and 29 were based on historical incidents. Furthermore, 47 of the 109 involve a respondent who is a member of the Carleton community, and 82 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 2022 – April 2023	May 2023 – April 2024
Sexual Assault	73	72
Sexual Harassment	64	28
Stalking	1	2
Indecent Exposure	3	3
Voyeurism	4	0
Sexual Exploitation	5	4

We also collect statistics on consent education meetings as part of our alternative resolution work. In the reporting timeframe, EIC provided nine sessions for consent education, two of which were mandated by the Sexual Violence Review Committee and seven that were voluntary conversations.

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

Table 2: Total Disclosures

Measure	May 2022 – April 2023	May 2023 – April 2024
Informal disclosures	138	101
Formal reports	12	8
Total	150	109

Table 3: Disclosure Breakdown

Measure	May 2022 – April 2023	May 2023 – April 2024
Recent cases	102	80
Carleton University Respondent	74	47
On-campus incidents	72	82
Consent education	7	9

Policy Review Process

As required by the Policy and related legislation, the Sexual Violence Policy is scheduled for revision and renewal in 2025. Carleton is committed to implementing another [holistic and transparent consultation process](#) as conducted in 2018-19 and 2021-2022. Consultations have already begun and will continue through the winter 2025 term in order to meet the approval deadline of June 4, 2025. The Board of Governors will be provided with updates throughout this process.

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

Following the strategic review of *"Honouring Each Other: Building consent cultures on campus, together"* in early 2023, the Equity and Inclusive Communities implemented several new prevention initiatives for the coming three years. Highlights of the 2023-2026 strategy include greater training opportunities, the establishment of new community collaborations, the implementation of a Peer Educator Program and the expansion of intersectional prevention programs. A companion report on *Honouring Each Other* will be presented with more detail to the Board of Governors at its October 10, 2024 meeting.

What Has Been Learned

The past academic year has been highlighted by a number of impactful programs, campaigns and trainings. The campus community's enthusiasm for in-person programming was evident in the number of requests and attendance. This has been balanced by continuing to provide survivors with the option of in-person and virtual support. Prevention efforts will continue to be adapted to meet the evolving needs of the Carleton community. As we look ahead to the 2024-2025 academic year, we anticipate introducing new initiatives and programs while maintaining our commitment to supporting survivors and continuing to promote a culture of consent.

Formally Reporting an Experience of Sexual Violence

Do you want to formally report under the Sexual Violence Policy?

Throughout the process, confidentiality must and will be maintained at all times. Whichever option you choose, there is always support.

If no: If you choose not to file a formal complaint, a full range of support services and alternative options remain available to you. Please contact the Department of Equity and Inclusive Communities for additional information and to discuss your options. carleton.ca/equity

If yes: If you choose to file a formal complaint, the process is as follows,

1. Filing a report

To file a formal complaint, students need to send a statement to the AVP (Student Affairs and Student Life). Academic employees need to send a statement to the Director, Labour Relations (Academic), Office of the Deputy Provost. Professional services employees need to send a statement to the Director, Labour Relations, Human Resources. The Department of Equity and Inclusive Communities can support you through this process.

2. Initial assessment

The Sexual Violence Review Committee (SVRC) will assess the formal complaint and determine if the complaint appears to fall within the definition of sexual violence as set out in the Sexual Violence Policy.

If the Policy does not apply: You can appeal the SVRC's assessment to the University Secretary within 10 business days.

If the Policy applies: The SVRC will appoint an investigator who has competence in conducting investigations related to allegations of sexual violence to investigate the complaint.

3. Investigation

The investigator conducts the investigation in a fair, impartial and timely manner. During the investigation, the complainant and respondent may prepare written statements that are shared with each party.

4. Report

After the investigation is finished, the investigator sends a written confidential report of the findings of the investigation to the SVRC, the complainant and the respondent.

5. Review

The final report is reviewed by the SVRC. The complainant and respondent are provided the opportunity to address the SVRC in writing and orally.

6. Decision

Following review of the report and any representations, the SVRC will make its decision and can recommend consequences or measures as appropriate.

7. Appeal

The complainant and/or the respondent can choose to appeal the decision made by the SVRC within 15 days to the University Secretary. The Appeal Board is convened to review the appeal.

In case of doubt or differences of interpretation, the Sexual Violence Policy will take precedence.

Resources

Disclosure in an Emergency

In an emergency (i.e., imminent threat of sexual violence or sexual violence actually occurring, and/or of harm to a person) a report can be made in the following ways:

On-campus: 613-520-4444
(4444 from any on-campus phone)

Off-campus: 911
(Notify Campus Safety Services)

In person: Campus Safety Services
203 Pigiavik (ΛΓ<9δ^b)

When a person discloses an incident of sexual violence to **Campus Safety Services**, they will inform the survivor of the supports available through **Equity and Inclusive Communities**.

Disclosure in a Non-Emergency

If the individual is comfortable with you doing so, contact Equity and Inclusive Communities regardless of whether the sexual violence has occurred on or off campus.

Equity and Inclusive Communities will provide information about available supports and services, including information about interim measures that may be available to address immediate needs.

Equity and Inclusive Communities is the point of contact for a person affected by sexual violence to request academic, employment or other accommodations.

On-Campus Support Services

Sexual Assault Support Centre
613-520-5622
carleton.ca/equity

Counselling Services
613-520-6674 (press 2)
wellness.carleton.ca/counselling

Campus Safety Services
General inquiries: 613-520-3612
Emergencies: 613-520-4444
carleton.ca/safety

Off-Campus Support Services

Ottawa Police Service
General inquiries: 613-236-1222
ottawapolice.ca

Ottawa Rape Crisis Centre
24 hour crisis line: 613-562-2333
General inquiries: 613-562-2334
orcc.net

Sexual Assault Support Centre of Ottawa
24 hour crisis line: 613-234-2266
General inquiries: 613-725-2160

Sexual Assault and Partner Abuse Care Program at the Civic Campus of the Ottawa Hospital
613-798-5555 ext. 13770

Additional Information

For additional information about supporting students and for a comprehensive list of all resources, please visit our website: carleton.ca/equity

Equity and Inclusive Communities

3800 Carleton Technology & Training Centre

carleton.ca/equity
equity@carleton.ca
613-520-5622

Office Hours: Monday to Friday 8:30 a.m. to 4:30 p.m.

Responding to Disclosures of Sexual Violence



Definitions

Carleton recognizes that anyone can be harmed by sexual violence and that it is a violation of human rights. Racialized and marginalized groups are disproportionately affected by sexual violence (i.e. trans women, Indigenous women, racialized women, women with disabilities, sex workers, members from the 2SLGBTQ+ community, etc.)

These identities impact how someone experiences sexual violence, their access to support and how others may respond to these disclosures. Regardless of one's identity, all survivors who disclose their experience should be supported and treated with compassion.

Disclosure

A disclosure is when someone shares information about an incident of sexual violence, to learn about and/or receive support in their experience. A person affected by sexual violence is not required to make a formal complaint in order to obtain support, services or accommodations for their needs.

Sexual Violence

Sexual violence is any unwanted sexualized act, which can be physical or psychological in nature. Sexual violence is not about passion: it is an abuse of power and includes threats or acts of sexual assault, harassment, indecent exposure or voyeurism.

Impacts

There is no single "right" way to respond to an experience of sexual violence. Responses may include:

- shock, disbelief or fear
- flashbacks or memory loss
- isolation or loss of interest in regular activities
- sleeping difficulties, nightmares or easily startled
- anger or self-blame
- inability to concentrate or focus

Sexual Harassment

Sexual harassment means engaging in a pattern of sexualized behaviour that is known, or ought to be known, to be unwanted.

This includes:

- unwanted sexual attention
- a promised (implied or explicit) reward for engaging in sexual behaviour
- a threat (implied or explicit) of reprisal for not engaging in sexual activity

Sexual Assault

Sexual assault is any unwanted touching or physical contact of a sexual nature imposed on one person by another. This includes coerced or physically forced touching or a sexual act.

Consent

Consent is an active, direct, voluntary, unimpaired and conscious choice to engage in sexual activity.

Consent:

- cannot be given when impaired under the influence of drugs or alcohol
- cannot be assumed or implied
- cannot be given by silence or the absence of "no"
- can be revoked at any point

Intoxication does not excuse a failure to get consent.

Implications for the Classroom

The impacts of sexual violence are likely to affect a student's academic performance including:

- inability to concentrate, affecting completion of assignments or ability to study for exams/tests
- experiencing fear when in group settings or in close proximity to others, deterring attendance
- flashbacks or intrusive thoughts affecting all aspects of a student's life
- absenteeism, decreased quality of school work, skipping or dropping classes, or dropping out entirely

Being willing to accommodate a student's needs and enabling them to complete their academic obligations is crucial to their educational success.

How to Respond to a Disclosure

If someone discloses an experience of sexual violence to you, your reaction can impact what they choose to do next.



Believe

No one ever deserves to be sexually assaulted. It does not matter what the survivor did or did not do before, during or after the assault.

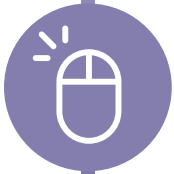
- Tell them that what happened is not their fault.
- Avoid asking “why” questions.
- Validate the feelings they are expressing (i.e., “It is normal to feel this way”).



Listen

It takes tremendous courage to speak out. Give the survivor space to talk and try not to interrupt.

- Reassure them that the information will remain confidential.
- Silence is okay. People need time to process an overwhelming situation.
- Actively listen through body language (i.e., nodding, maintaining eye contact, etc.) and through your words (i.e., “It took a lot of courage for you to tell me this”).

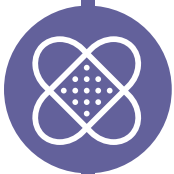


Explore Options

Let the survivor know that supports are available to them, if they want them. If it is an emergency, refer them to Campus Safety Services. If it is not an emergency, refer them to Equity and Inclusive Communities.

- Give them back as much control as possible to make decisions regarding what to do next. Survivors are the experts in their own lives.
- Remember, the student may or may not access the supports that you have suggested.

Remind them that your door is always open if they need additional support.



Self-Care For You

If you have received a disclosure, practice self-care by seeking support if you need it.

Equity and Inclusive Communities can assist in referring you to supports and to debrief if needed. Do not share the story with your colleagues, friends or family members. Confidentiality is important for the safety and well-being of the survivor.

For more information and to view Carleton’s Sexual Violence Policy please visit: carleton.ca/sexual-violence-policy

Resources

Disclosure in an Emergency

In an emergency (i.e., imminent threat of sexual violence or sexual violence actually occurring, and/or of harm to a person) a report can be made in the following ways:

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3800 Carleton Technology & Training Centre

carleton.ca/equity
equity@carleton.ca
613-520-5622

Office Hours: Monday to Friday 8:30 a.m. to 4:30 p.m.

AGENDA ITEM

6.3

To:	Board of Governors	Date of Report: 26 September 2024
From:	Associate Vice-President (Equity and Inclusive Communities)	Date of Meeting: 10 October 2024
Subject:	2023-2024 Honouring Each Other Annual Report	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Department of Equity and Inclusive Communities has updated the *Honouring Each Other: Building Consent Cultures on Campus, Together* document to reflect new and evolving initiatives for the years 2023 to 2026. This update ensures that sexual violence prevention programming and education remain intersectional, innovative, and inclusive, while optimizing the use of limited resources. Every 90 days, Equity and Inclusive Communities (EIC), in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), will continue to review the strategy and update the workplan. Moving forward, the work plans for Honouring Each Other will correspond to the academic year rather than the calendar year.

4.0 INPUT FROM OTHER SOURCES

The Honouring Each Other work plans are reviewed continually throughout the year and updated in response to community feedback.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As part of the Sexual Violence Policy review process, and for the approval of that document in April 2019, the Board of Governors committed to the creation of a sexual violence strategy to further the goals of the Sexual Violence Policy. The objectives and strategies laid out in *Honouring Each Other: Building Consent Cultures on Campus, Together* are based on a timeline of approximately three years but are subject to continuous review and updating to meet with the best practices and current culture surrounding the prevention and education of sexual violence, as well as supporting survivors of sexual violence.

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 objectives and strategies laid out in *Honouring Each Other: Building Consent Cultures on Campus, Together* assist the university with meetings 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. Failure to have sufficient initiatives to address sexual violence on campus could expose the University to significant reputational and legal risk. The objectives and strategy that have been implemented help mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

A copy of this annual report will be posted on the Department of Equity and Inclusive Communities website. Failure to have the initiatives to address sexual violence on campus outlined in this report could expose the University to significant reputational risk.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Honouring Each Other: *A Blueprint for Building Consent Cultures on Campus, Together*

2023-2024 Annual Report (May 1, 2023 to April 30 2024)

Department of Equity and Inclusive Communities

Background



- *Honouring Each Other: Building Consent Cultures on Campus, Together* was approved in April 2020
- Three-year overview of actions, campaigns and programming that was co-created by the campus community is reviewed every 90 days

Sexual Violence Prevention and Education Committee (Task Force) Membership

- Noël Badiou (Chair), Associate Vice-President, Equity and Inclusive Communities
- Jeremy Brzozowski, Associate Vice-President, Student Affairs and Student Life
- Kyla Reid, Assistant Director, Research Development, Carleton Office for Research Initiatives and Services
- Dillon Brady, Manager, Student Conduct and Harm Reduction
- Bailey Reid, Senior Advisor, Gender and Sexual Violence Prevention and Survivor Support, Equity and Inclusive Communities
- Amal Elmi, Equity Advisor, Education and Services, Equity and Inclusive Communities
- Kristina Epifano, Equity Education and Services Coordinator, Equity and Inclusive Communities
- Evgenia Mamina, Coordinator, Residence Community Development and Student Engagement
- Beau Welter, Sexual Assault / Trauma Counsellor, Health and Counselling Services
- Donna Mailloux, Contract Instructor, Psychology
- Member from Carleton University's Students Association
- Member from the Graduate Students' Association
- Member from the Carleton Academic Student Government

Overview of 2023-24 Strategic Goals

1. Peer-education program
2. Learning outcomes and assessments
3. New prevention programming
4. Cross-city and cross-provincial collaborations

Year One Progress: Adapt and Refocus

Updates to Honouring Each Other

Key revisions:

- Discontinuation of the Enhanced Assess, Acknowledge, Act (EAAA)
- Ending the Carleton University Sexual Assault Support Centre (CUSASC) Chat peer support program

Additions to the SVPEC Composition

- Expanded membership for the Sexual Violence Prevention and Education Committee (SVPEC)
- New peer-led consent education program.

Support Initiatives

Expansion of intersectional support systems for survivors:

- Creative Writing Workshop
- An embodiment workshop
- *We Deserve Healing Not Harm* Speaker Series
- Support Groups for Survivors

Public Education Initiatives

Fostering a Culture of Consent for Carleton

1. #CUriousAbout Campaign 2023
2. Sexual Assault Awareness Week 2024
3. Consent Educator Program

Looking Forward

Honouring Each Other: Building Consent Cultures on Campus - 2023 to 2026.

- A rebrand of our #CUrious Campaign to Consent Awareness Week,
- Expanding services to match the intersectional needs of survivors
- Provincial and citywide collaborations
- Fostering a culture of consent

Thank you



Honouring Each Other: Building Consent Cultures on Campus, Together

2023-24 Annual Report

May 1, 2023 – April 30, 2024

Prepared by the Department of Equity and Inclusive Communities in support of the Sexual Violence Policy and Carleton's commitments in the prevention and elimination of sexual violence

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Executive Summary

In response to evolving needs and new initiatives for the upcoming academic years, the Department of Equity and Inclusive Communities (EIC) has updated the *Honouring Each Other: Building Consent Cultures on Campus, Together* strategy for the 2023-2026 period.

This update ensures that our sexual violence prevention programming and education remain intersectional, innovative, and inclusive, while optimizing the use of our limited resources. Key revisions, developed in collaboration with the Sexual Violence Prevention and Education Committee (SVPEC), include the:

- Discontinuation of the Enhanced Assess, Acknowledge, Act (EAAA) Sexual Assault Resistance program;
- Reduction of SVPEC meeting frequency from monthly to quarterly;
- Ending the Carleton University Sexual Assault Support Centre (CUSASC) Chat peer support program, replaced with a new peer-led consent education program; and the
- Discontinuation of Sexual Violence Prevention subcommittees/working group.

These adjustments have enabled us to better leverage the time and efforts of volunteers, committee members, and partners. In the first year of implementing the updated strategy, EIC's CUSASC introduced several strategic priorities, including the Consent Peer Educator Program, expanded city-wide partnerships, and the implementation of successful university-wide campaigns.

Background on Honouring Each Other: Building Consent Cultures on Campus, Together

As part of the review of the Sexual Violence Policy in 2019, *Honouring Each Other: Building Consent Cultures on Campus, Together* was created as a living document to provide responsive, adaptable and innovative strategies to build campus consent culture. The document provided a three-year overview of actions, campaigns and programming that was co-created by the campus community. Every 90 days, EIC, in partnership with the members of the Sexual Violence Prevention and Education Committee (SVPEC), review the strategy and update the workplan to reflect the actions required for the next 90 days of work.

The strategy and workplan are available online at carleton.ca/equity.

2023-24 Update

We observed a shift from hybrid programming in 2023-2024 toward in-person programming. We were able to adjust and implement the strategic objectives we had initially outlined in *Honouring Each Other: Building Consent Cultures on Campus, Together* as the community was eager to be back in person. In order to create new preventative activities that would be innovative, relevant, efficient, and inclusive, we evaluated the existing prevention programs this year and collaborated alongside students and campus partners.

2023-24 Strategic Goals

Our 2023-2024 strategic goals included:

- Create a peer-education program for continually responsive and innovative public education programming;
- Create learning outcomes and assessments in collaboration with evaluation professionals; and
- Create new prevention programming to engage with newly entering community members and discontinue out of date programming.

We also continued much of the work that began in the first iteration of *Honouring Each Other: Building Consent Cultures on Campus, Together* such as cross-city and cross-provincial collaborations, including #IBelieveYou Day and the *We Deserve Healing Not Harm* speaker series events, as well as partnerships with the local Sexual Assault Support Centre of Ottawa.

Year One Progress: Adapt and Refocus

Sexual Violence Prevention and Education Steering Committee (SVPEC)

Throughout the academic year, one of the SPVEC's priorities was to continue expanding the committee by representing the perspectives and expertise of the wider campus community. The committee had worked diligently the previous year to recruit additional faculty and student union leaders, and it is now looking to extend its membership to include more staff and student representatives. The SVPEC is also responsible for updating the most recent iteration of the prevention strategy and approving the 90-day work plans before releasing them to the community.

Support Initiatives

De-Stress and Journal, A Creative Writing Workshop

In Spring of 2023, EIC's CUSASC hosted a journaling workshop series led by illustrator and writer, Hana Shafi. Hana led students through various creative writing exercises and journaling prompts which was therapeutic and educational. Carleton students became more comfortable with journaling and learned to use it as a tool to cope and relieve stress.

Your Good Body, You're Good Body: An Embodiment Workshop Series

EIC's CUSASC organized an embodiment workshop as part of an annual series called *Your Good Body, You're Good Body*. The session was centred on socially constructed myths about our bodies, learning to closely listen to what our bodies are trying to tell us, and radical self-love. The session involved students learning to connect with their bodies through gentle movement, reflection and discussion.

We Deserve Healing Not Harm Speakers Series

CUSASC co-hosted a speakers series called *We Deserve Healing Not Harm* in partnership with Wilfrid Laurier University's Consent is Golden and Toronto Metropolitan University's Consent Comes First Office. The series focuses on building collective action in response to sexual violence and has been an ongoing success over the years, with hundreds of participants attending. The past years' webinars have focused on community accountability, toxic masculinity, and developing greater skills to respond to the needs of survivors.

Support Groups for Survivors of Sexual Violence

After four years of virtual support groups, EIC's CUSASC organized in-person peer support groups for survivors of sexual violence facilitated by the Sexual Assault Support Centre of Ottawa. We ran closed groups during both the fall and winter semester for eight weeks and reached capacity at 20 students who signed up each term. This group was a safe space for survivors to listen, learn and share with one another regardless of where each member is at in their healing journey.

Public Education Initiatives

#CUriousAbout Campaign 2023

The 2023 #CUriousAbout campaign was very successful, with 12 featured events throughout the first six weeks of the Fall semester. The initiatives included training programs, public awareness and education events, and programming for new and returning students. Many of these events also featured community or provincial partnerships, such as #WeBelieveYou Day, in which universities and colleges across Ontario took part. Some of the highlighted events included an Instagram Live Q&A around Reproductive Rights, Consent Trivia, and a craft and board game night in our new space to ensure students know where to find our office.

Sexual Assault Awareness Week 2024

Along with campus and community partners, EIC hosted seven events, activities and workshops for Sexual Assault Awareness Week. The lineup of events included a collaboration with the Student Experience Office and Campus Safety Services entitled, "Expressions of Survivors and Allies Art Exhibit," a week-long art exhibition capturing the themes of strength, resilience and community of art created by survivors. A Queer Survivors Panel was also hosted, which focused on student voices navigating sexual violence while identifying as a member of the 2SLGBTQIA+ community. Other activities included an art affirmation workshop and a self-care day with the CUSA's Gender and Sexuality Resource Centre.

Consent Educator Program

EIC's CUSASC employed four students to develop innovative programming and education for the campus community. Throughout the academic year, the students successfully organized a number of educational events and campaigns, with an emphasis on consent education, bystander intervention, and survivor support. Consent educators used social media to raise awareness about sexual violence prevention and foster a consent culture. They launched online campaigns for Halloween to promote safe night life and harm reduction. During the exam period, they created resources that promoted self-care, boundary-setting, and supporting each other.

While supporting our annual campaigns, they also led new initiatives, such as a CUSASC book club, a self-love zine-making workshop, supportive study sessions, and an International Women's Day movie night.

Looking Forward

EIC has updated the *Honouring Each Other: Building Consent Cultures on Campus, Together* document to reflect new initiatives for the years 2023 to 2026.

Looking ahead to the 2024-2025 academic year, EIC's CUSASC intends to expand on the foundation provided by the most recent updates to *Honouring Each Other: Building Consent Cultures on Campus, Together*. With a focus on momentum and capacity-building for the second year of the updated strategy, several strategic priorities will be implemented, including a rebrand of our Curious Campaign, continuing to expand our services to match the intersectional needs of survivors, strengthening our provincial and citywide collaborations, and launching critical university-wide programs that foster a culture of consent.

These strategic goals will be supported by an expanded Sexual Violence Prevention and Education Committee, now meeting quarterly to more effectively coordinate and execute our initiatives. Through these efforts, we aim to advance our commitment to creating a safe and inclusive campus environment for all.

Appendix A: 2023-24 Workplan Implementation Update

Task	Actions	Status
Formalized training with new CU community members	Developed an online learning module in partnership with EIC for Brightspace	In Progress
Create a peer-education program for continually responsive and innovative public education program	Hired four consent peer educators to create relative and innovative programming and sexual violence prevention education	Complete
Create new prevention programming to engage with newly entering community members and discontinue out of date programming	Ended the EAAA program and worked with campus partners and new peer educators to develop a new prevention program, intended to be inclusive of all gender expressions and identities	Complete
Create learning outcomes and assessment in collaboration with evaluation professionals	Worked with an external evaluator to create two education evaluation tools for EIC's CUSASC: a pre-learning assessment and a post-training evaluation	Complete
Continue community partnerships beyond campus	Continue to work with community partners to increase cross-sectoral collaboration, raise awareness of community resources, and collaborate with other post-secondary institutions to host online programming such as the We Deserve Healing Not Harm keynote series	Ongoing

Appendix B: Three-Year Workplan Implementation Outcomes

Strategic Goal	Actions	Status
Creating a space for ongoing, responsive education on campus	Implemented “Champions for Change” to engage varsity athletes in ending campus sexual violence and completed two 12-hour sessions with 30 athletes (2019 and 2023)	Complete
	Create a Brightspace module on consent and the Sexual Violence Policy for new students (in progress)	In Progress
	Create a peer-education program for continually responsive and innovative public education programming and discontinue out of date programming	Complete
Engaging the campus community to become “Consent Champions”	Training for campus staff and volunteers that support “mass gatherings” ¹ with responsive bystander intervention training (2019-2023)	Ongoing
	Collaborated with the Women’s Events Network for the Clothesline Project as part of Sexual Assault Awareness Month, Take Back the Night, and the Dec. 6 Vigil to build connections with the broader Ottawa community	Ongoing
	Collaborated provincially for #WeBelieveYou Day with post-secondary institutions across Ontario	Ongoing
	Partnership with Toronto Metropolitan University and Wilfrid Laurier University on the “We Deserve Healing Not Harm” series to address systems that criminalize and harm survivors (2023-2024)	Complete
Building individualized, intersectional support systems	Collaborated with Sexual Assault Support Centre of Ottawa for an eight-week peer support group for survivors during both fall and winter semesters	Complete
Systematic measurement and review of what works	Worked with an external evaluator to create two education evaluation tools for EIC’s CUSASC: a pre-learning assessment and a post-training evaluation	Complete
Fostering a Consent Culture for Carleton	Continued and increased the impact of Sexual Assault Awareness Week and CUrious Campaigns through campus and community collaborations	Ongoing
	Rebrand the Curious Campaign to Consent Awareness Week 2024 to strategically align with post-secondary institutions across Canada	In Progress
	Work closely with the Student Experience Office to continue training for orientation leaders and volunteers and support with consent messaging throughout fall orientation week	In Progress

¹ Research completed by the Ottawa Hospital shows that “mass gatherings” hold particular risk factors for sexual violence and stranger assaults. ([Sampsel, 2014](#))

Appendix C: Sexual Violence Prevention and Education Committee (Task Force) Membership

- Noël Badiou (Chair), Associate Vice-President, Equity and Inclusive Communities
- Dillon Brady, Manager, Student Conduct and Harm Reduction
- Jeremy Brzozowski, Associate Vice-President, Student Affairs and Student Life
- Amal Elmi, Equity Advisor, Education and Services, Equity and Inclusive Communities
- Kristina Epifano, Equity Education and Services Coordinator, Equity and Inclusive Communities
- Donna Mailloux, Contract Instructor, Psychology
- Evgenia Mamina, Coordinator, Residence Community Development and Student Engagement
- Bailey Reid, Senior Advisor, Gender and Sexual Violence Prevention and Survivor Support, Equity and Inclusive Communities
- Kyla Reid, Assistant Director, Research Development, Carleton Office for Research Initiatives and Services
- Beau Welter, Sexual Assault / Trauma Counsellor, Health and Counselling Services
- Member from the Carleton Academic Student Government
- Member from the Carleton University Students' Association
- Member from the Graduate Students' Association

AGENDA ITEM

6.4

To:	Board of Governors	Date of Report: 26 September 2024
From:	Associate Vice-President (Equity and Inclusive Communities)	Date of Meeting: 10 October 2024
Subject:	EDI Action Plan Progress Report 2024	
Responsible Portfolio:	Provost and Vice-President (Academic)	

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 Faculties and administrative units continue to show great commitment to implementing the Equity, Diversity and Inclusion (EDI) Action Plan that was adopted in 2021. This report highlights the collective actions the Carleton community has taken since the release of the 2023 EDI Action Plan Progress Report – Phase One. In particular, it highlights increased commitment in the following areas: creation of faculty specific EDI Action Plans; developments in research opportunities; integrating EDI into day-to-day programming; and the launch of the Self-Identification Survey.

4.0 INPUT FROM OTHER SOURCES

This report was developed in a consultative manner and includes input from all Faculties and several departments and units across the university.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The EDI Action Plan is Carleton's inaugural institutional EDI plan. The EDI Action Plan is complementary and supports the Kinàmagawin Strategic Plan and the Coordinated Accessibility Strategy and this is evident within the progress report as there are various programs and initiatives that align all three strategic plans.

6.0 FINANCIAL IMPLICATIONS

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

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

While there are no risk or legal implications in this progress report itself, ensuring that the University continues to make progress on strategic initiatives and on the implementation of the EDI Action Plan is critical to the University's reputation. In addition, pursuant to Bill 166 enacted by the Ontario Government last spring, the Ministry has recently issued directives to Universities on anti-racism and anti-hate that require minimum standards be met by January 31, 2025. As a result, the University will need to update and revise its Human Rights Policy by no later than January 31, 2025 to ensure compliance. In addition, given the increasing government, media and public scrutiny of the University sector and how EDI is being implemented on campuses, it will be important that policies, procedures and practices are implemented in a manner that emphasizes pluralistic diversity and inclusion while ensuring that policies and procedures regarding complaints comply with legal requirements, including the Human Rights Code, OSHA and procedural fairness. As a result, failure to appropriately recognize, implement and advance on EDI could be a reputational, legal and compliance risk and continuing to implement the EDI Action Plan is a part of mitigating the potential risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Failure to advance EDI in university operations, comply with government directives and awareness of same could result in reputational harm. Following the presentation of this report to the Board, the Department of Equity and Inclusive Communities will collaborate with the Office of the Provost and Vice-President (Academic) and the Department of University Communications (DUC) on communication efforts to promote the collective progress made by the Carleton community in relation to the EDI Action Plan.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EDI Action Plan: Progress and Updates

October 2024

Noël A. J. Badiou (him/lui)

Associate Vice-President

Equity and Inclusive Communities (EIC)

Purpose of the EDI Action Plan

An institutional strategic vision for EDI at Carleton that proposes an operational framework of essential actions that will build upon efforts to integrate and embed EDI principles into the core activities and academic mission of the university to accelerate positive institutional and societal outcomes.

EDI Action Plan Themes

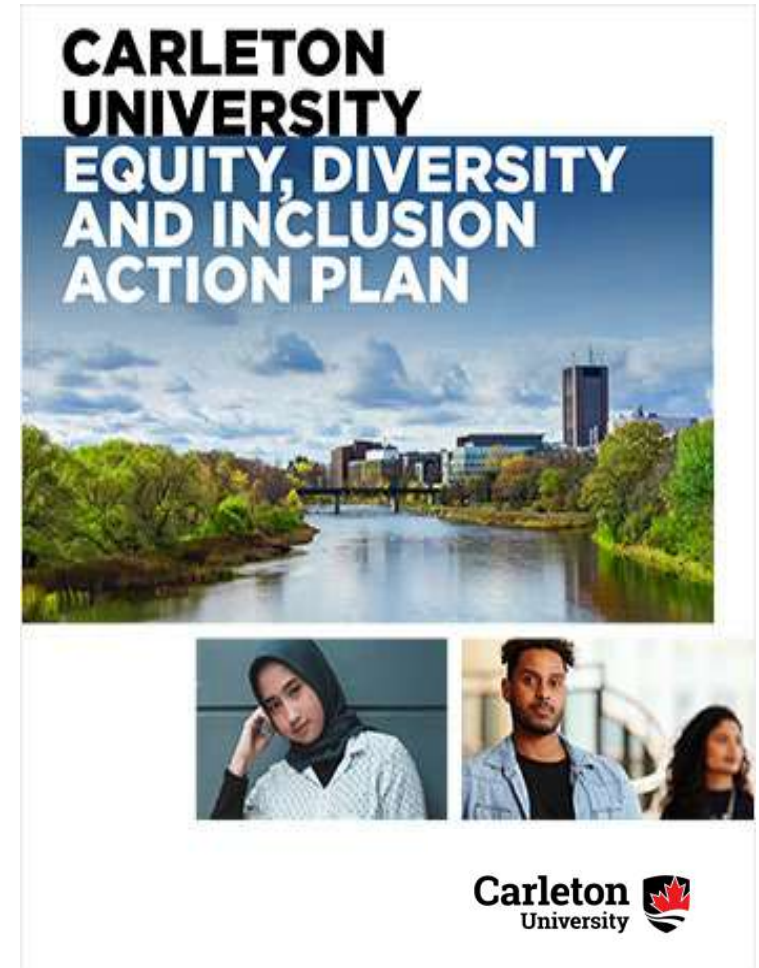
Innovative

Integrated

Holistic

Flexible

Ambitious



<https://carleton.ca/edi-plan/wp-content/uploads/Carleton-University-EDI-Action-Plan-Full.pdf>

EDI Action Plan: Phase Two

SA 1
Curriculum
and Pedagogy

SA 2 *

Student
Supports

SA 3
Research

SA 4 *

Senior
Leadership
and Board of
Governors

SA 5
Leadership
Development
(Non-
Academic)

SA 6
Leadership
Development
(Academic)

SA 7
Disaggregated
Demographic
Data

SA 8
Representation
and Outreach

SA 9
Culture

SA 10
EDI Planning
Infrastructure
and Reporting

*Please note that Phase 2 of the EDI Action Plan did not include new strategic actions for SA2 & SA4, and the initiatives developed in Phase 1 continue to be fulfilled.

SA 1: Curriculum and Pedagogy

- ✓ The Faculty of Science is revising Unit Standards for Tenure and Promotion to integrate best practices in EDI
- ✓ Faculty of Public and Global Affairs (FPGA) is implementing a curriculum, and programs review to incorporate Equity, Diversity, Inclusions and Decolonization (EDID)
- ✓ Sprott School of Business Faculty is committed to inclusive course development and classroom practices

SA3: Research

- ✓ Faculty of Engineering and Design (FED) and the Faculty of Science are collaborating to address EDI challenges in STEM disciplines
- ✓ Social Sciences and Humanities Research Council (SSHRC) Impact Awards nominations pilot launched to invite suggestions from underrepresented groups
- ✓ Office of the Vice-President (Research and International) (OVPRI) held *EDI in Research* sessions to share expertise from EIC and Indigenous Teaching, Learning and Research with researchers
- ✓ Ānako Indigenous Research Institute - Indigenous Research Ethics Board (IREB) Pilot
- ✓ The *Black, Indigenous and Racialized Students Fund* was launched at the Mary Ann Shadd Cary Centre for Journalism and Belonging.

SA 5: Leadership Development (Non-Academic)

- ✓ Facilities Management and Planning (FMP) is engaging in EDI training for staff
- ✓ FMP is implementing a system to encourage feedback and suggestions related to EDI

SA 6: Leadership Development (Academic)

- ✓ FED appointed an inaugural Associate Dean of EDI
- ✓ A \$50,000 Canada Research Chairs Program EDI stipend was granted to the EIC to produce an online module for hiring committees titled *Equitable and Inclusive Hiring Practices*.

SA 7: Disaggregated Demographic Data Collection

- ✓ Launch of the *Carleton University Self- Identification Survey*
- ✓ Development of the *Carleton University Self-Identification Survey Data Usage Protocol*

A promotional poster for the Carleton University Self-Identification Survey. The background features a stylized cityscape with buildings in shades of red, orange, and yellow, set against a bright sun. Silhouettes of trees and a flock of birds are also visible. The text is white and black, providing clear information about the survey.

Be You @CU
Complete the Carleton University
Self-Identification Survey!

Your participation will:

- Build a picture of the diversity and representation on campus
- Identify gaps and inequities across campus, helping to inform future inclusive programming
- Foster an environment where everyone feels they belong

 **Carleton University** | Equity and Inclusive Communities

SA 8: Representation and Outreach

- ✓ FED hosted Breakthrough Breakfast event for women in graduate level research at Carleton
- ✓ The ACT to Employ Program supported more than 250 student placements
- ✓ The Accessibility Institute and the Canadian Council on Rehabilitation and Work collaborating to improve school-to-work transitions
- ✓ The Student Experience Office partnered with the Ottawa Community Housing Foundation and City of Ottawa through the Youth Futures Program
- ✓ Carleton Office for Research Initiatives and Services (CORIS) incorporated a double-blind review of test materials into their hiring process

SA 9: Culture

- ✓ FED provided students, faculty and staff with financial support for EDI-related activities
- ✓ Athletics established a departmental EDI Council and a Racism Equity, Diversity and Gender Equity Subcommittee (Varsity Council)
- ✓ Athletics created an *End of Year Environment Survey* reporting mechanism
- ✓ Information Technology Services (ITS) is evaluating and implementing personal pronouns into IT systems
- ✓ Health and Counselling Services hired an additional counsellor for racialized students.

SA 10: EDI Planning Infrastructure and Reporting

- ✓ Faculty of Arts and Social Sciences (FASS) is committed to developing and implementing a centralized EDI Action Plan to compliment existing and ongoing EDI activities, initiatives and leadership on EDI hiring
- ✓ FED released a 2023-2026 EDI Action Plan
- ✓ FGPA's strategic plan for 2024 to 2029 sets the next stage for EDID planning, infrastructure building and reporting.
- ✓ The Faculty of Science developed a Science Indigenous Initiatives Plan, and the Faculty of Science Strategic Integrated Plan contains many EDI-focused initiatives
- ✓ The Sprott EDI Action Group developed an EDI Action Plan, and has published the *Strategic Plan - Vision 2025: Business for a Better World*

Next Steps



- ✓ With continued support and guidance by the EIC, Carleton will follow through with further enhancements and implementation of the EDI Action Plan
- ✓ EIC will continue to support all departments and faculties to fulfil the strategic actions
- ✓ During Year 5 we will be looking at renewing the EDI Action Plan

Thank You !



EDI Action Plan Progress Report Phase Two (2023-24)



Department of Equity and Inclusive Communities

Dear Colleagues,

This latest progress report on the EDI Action Plan highlights the efforts made to achieve equity, diversity and inclusion (EDI) at Carleton University. As we review our progress on the EDI Action Plan, we are heartened by the strides we have made together in implementing the Plan's priorities and strategic actions. Our collective dedication and efforts are making a tangible difference in fostering a more inclusive campus community.

Over the past year, the Carleton community has continued its commitment to fostering a campus environment that values and celebrates diversity. Through concerted efforts and collaborative initiatives across departments and Faculties, we continue to progress towards creating a more inclusive community.

As we continue to navigate challenges and opportunities in this journey, the dedication and innovation demonstrated by our community underscore our collective commitment to advancing EDI at Carleton.

Our journey, however, is far from complete. We urge all Faculties and departments to maintain this momentum at every opportunity. Together, we can create a university where everyone feels valued, empowered and a sense of belonging.

Thank you for your ongoing commitment.

Sincerely,

L. Pauline Rankin
Provost and Vice-President (Academic)

Noël Badiou
Associate Vice-President (Equity and Inclusive Communities)

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Strategic Action 1: Curriculum and Pedagogy

Carleton University is committed to enhancing the student experience and to creating a high-quality learning environment that fosters student success in the classroom and beyond. An integral component of this is recognizing that the experiences, backgrounds and understandings of our students are diverse and matter in how they engage and experience their time at Carleton. We also acknowledge that opportunities for innovative learning are missed when perspectives that expand or disrupt conventional understandings are left out or marginalized. In this light, this section seeks to advance ways to be welcoming and inclusive through our curricular and pedagogical choices.

MacOdrum Library

- The Library is responsive to purchase requests from students and faculty, ensuring that acquisitions align with curriculum changes and an increased focus on EDI. In addition, the Library actively seeks content related to EDI themes. Notable additions to the collections include the following databases: Disability in the Modern World; Queer Pasts; Indigenous Newspapers in North America; and Archives of Sexuality and Gender.
- World Children's Day is celebrated on Nov. 20 in recognition of the anniversary of the adoption of the UN Convention on the Rights of the Child. It is an annual day of action for children, by children. This year's theme is *For Every Child, Every Right*. The Library will be highlighting a collection of children's literature, which was developed in collaboration with Childhood and Youth Studies. It focuses on key themes of disability and childhood, Indigenous children and communities, 2SLGBTQIA+, race, sex, education and transnational childhood.
- The Library has introduced a *Cataloguing Code of Ethics* and strives to ensure the principles outlined in the Code are carried out for all resource descriptions (e.g., the application of inclusive subject headings and accessibility fields in MARC records). This work aims to avoid bias and support diversity and equity for access and discovery of the Library collections.
- The Library is collaborating with staff from the University of Ottawa to address problematic language and descriptions in catalogues. Testing is taking place on subject headings using a sample collection donated by Professor Emerita Ruth Phillips, Fellow of the Royal Society of Canada and co-founder of the Great Lakes Research Alliance for the Study of Aboriginal Arts and Cultures. Cataloguing staff are individually cataloguing items in this collection as a learning opportunity to integrate inclusive description practices into everyday workflows.
- The Library is updating specific problematic terminology used in bibliographic records. In particular, the Library of Congress subject heading "Indigenous Peoples" will replace the existing term "Indians of North America". This will be completed as new titles are acquired and as existing records are re-catalogued.
- The Library is a member of the National Indigenous Knowledge and Language Alliance (NIKLA), an association working to unify and amplify the voices of Indigenous Peoples (First Nations, Métis and Inuit) and nurture a community of practice related to Indigenous

knowledge, cultural memory, language and Indigenous ways of knowing as they relate to culture memory and heritage. They are participating in NIKLA's work to build an open, online platform that will enable a dynamic, multilingual set of terminologies applied to Indigenous Peoples, places, heritage, tradition, knowledge and cultures. These terminologies and vocabularies will replace outdated and inappropriate terminologies used currently in cultural memory sectors such as museums, libraries, archives centres and galleries.

Faculty of Arts and Social Sciences

The Institute of African Studies held a discussion on *Re-Storying African Studies Pedagogies: Exploring the Potential of Epistemic Decolonization to Nurture Black Agency*.

Faculty of Public and Global Affairs

- The Faculty of Public and Global Affairs (FPGA) disciplines are deeply concerned with the causes and effects of social inequalities. Instructors are encouraged to incorporate a diversity of topics, readings and pedagogical approaches within their courses on an ongoing basis. Integral to this process is a curriculum and programs review to incorporate Equity, Diversity, Inclusion and Decolonization (EDID). In addition, the Faculty has developed workshops for improved course design.

Many FPGA units have engaged in initiatives and activities during the 2023-2024 academic year, including:

- The Department of Political Science has held events on *Conducting Difficult Conversations in the Classroom* to better aid students' learning experiences.
- The Institute of Political Economy has stocked the Institute's library with literature that speaks to and reflects authorship and subject matter emanating from Black, Indigenous, racialized, immigrant, disabled and 2SLGBTQIA+ communities, while simultaneously ensuring that gender and gender identity, as well as authors from the Global South, are represented.
- The Institute of Criminology and Criminal Justice has designated a specific fund to develop a Collaborative Indigenous Learning Bundle.
- The School of Social Work has updated and renamed the *Decolonization, Reconciliation and Indigenization Committee* to the *Relational Resurgence Committee*. Additionally, they are working on an Indigenous (First Nations, Métis and Inuit) Identities form for Bachelor of Social Work admissions to better serve these students.
- The School of Journalism and Communication Permanent Working Group organized a half-day Trans and Non-Binary Inclusion workshop that explored matters of identity and the lived experiences of 2SLGBTQIA+ folks, a segment of which is on teaching pedagogy.
- Units completing cyclical program reviews are now asked to address decolonization, equity, diversity and inclusivity in their self-studies. From that process, several FPGA units have examined their curriculum to ensure EDI issues are incorporated. Altogether,

FPGA added five new courses to their curriculum, namely, Indigenous Politics in North America; Economic Policy and Indigenous Peoples; Indigenizing the Arctic; Gender, Race and International Relations; Race and the Law.

- The Communication and Media Studies Program has established a new 0.5-credit curriculum requirement for undergraduate degree programs to formalize competency in anti-oppressive frameworks and approaches and the School of Social Work is in the process to design and implement a community-based Indigenous Bachelor of Social Work Program.

Program-specific activities include:

- Arthur Kroeger College of Public Affairs:
 - Examined its curriculum to ensure EDI issues are incorporated into first-year classes.
 - Incorporated a positionality and power reflection in some core courses.
 - Coordinated with the Department of Political Science to make it possible for their students to take Indigenous Politics in North America, a special topics course on decolonization/inclusion in politics.
- Department of Economics:
 - Developing initiatives to make the program and courses more accessible to students from diverse backgrounds.
 - Added a new course called Economic Policy and Indigenous Peoples.
- Department of Law and Legal Studies:
 - Hired Research Assistants to conduct a curriculum survey to identify areas in need of updated content on Indigeneity and on race, racism or racialization.
 - Developed a workplan with the Undergraduate Curriculum Committee to Indigenize the curriculum.
 - Developed a third-year undergraduate course called *Race and the Law*.
- Institute of European, Russian and Eurasian Studies (EURUS):
 - Designed the *Indigenizing the Arctic* course packet through Brightspace.
- Department of Political Science:
 - Developed an EDI checklist for syllabi with 13 ideas for a more inclusive course design.
 - Created the *Why Integrate Equity, Diversity and Inclusion (EDI) into the Curriculum* annotated bibliography.
 - Added a new Indigenous Politics in North America course.
- School of Journalism and Communication:
 - Held workshops on equity-driven pedagogical frameworks and on course design and course descriptions to incorporate EDID.
 - Established a new 0.5-credit curriculum requirement for undergraduate degree programs to formalize a competency in anti-oppressive frameworks and approaches.
 - Updating and migrating a Brightspace page featuring anti-oppressive resources for teaching to make it more accessible to faculty and instructors.

- Institute of Criminology and Criminal Justice:
 - Conducted a survey on curriculum to identify areas to improve EDID.
- Institute of Political Economy:
 - Reviewed course syllabi to ensure readings draw on a diversity of topics and a diversity of readings from authors in equity-deserving communities and the Global South.
- Norman Paterson School of International Affairs:
 - Added a new Gender, Race and International Relations course.
- School of Social Work:
 - Designing and implementing a community-based Indigenous Bachelor of Social Work Program, which can be used as a framework for other community partners.
- School of Public Policy and Administration
 - Held an Indigenous Awareness Session to promote decolonization, Indigenization and conciliation.

Faculty of Science

- The Faculty of Science’s toolkit, *Science is for everyone: Integrating equity, diversity, and inclusion in teaching*, is a living document that is revised annually and used across the Faculty and beyond to address inequities in the classroom and in course contexts.
- Each unit in Science has agreed to revise their Unit Standards for Tenure and Promotion to integrate best practices in EDI for their field and discipline, including the adoption of inclusive teaching practices.
- The Nursing and Data Science programs that are being developed are actively taking decolonization, equity, diversity and inclusivity into consideration in their planning.

Sprott School of Business

- Faculty have demonstrated their commitment to inclusive course development and classroom practices through participation in Sprott forums and university workshops. Led by Carleton’s EDI Learning Specialist, 66 per cent of Sprott faculty members have engaged in workshops; eight per cent of faculty members have engaged in individual consultations since 2021.

Program learning goals and objectives dedicated to advancing EDI include:

- Bachelor of Commerce: BC1 Knowledge – (1.2) Graduates will demonstrate knowledge of EDI practices within the context of the globalized business environment; BC2 Collaboration – Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members; BC3 Critical Thinking – Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions and draw conclusions based on analysis and evaluation.
- Bachelor of International Business: BI1 Knowledge – (1.2) Graduates will demonstrate knowledge of EDI practices within the context of the globalized business environment;

BI2 Collaboration – Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members; BI3 Critical Thinking – Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions and draw conclusions based on analysis and evaluation; B15 Global Awareness – (5.2) Graduates will demonstrate an understanding of their intercultural competencies as they apply to business interactions.

- Master of Business Administration: MB5 Global Awareness – (5.3) Graduates will demonstrate an understanding of their intercultural competencies as they apply to business interactions; MB6 Ethics and Responsible Leadership – (6.3) Graduates will apply principles of EDI when developing new ideas or addressing business issues.
- Employability Passport (Four-year career development program and graduation requirement for the Bachelor of Commerce and Bachelor of International Business): Global Perspectives Badge (Required in BUSI 2995 and BUSI 4995). Students are assigned to either attend or observe a cultural event/seminar that they consider to be outside of their own or attend or observe an event/seminar that celebrates or discusses issues pertinent to equity-deserving groups and communities and to respond to a series of reflection questions to develop greater understanding of the experiences of people belonging to other cultures and/or equity-deserving groups.

Strategic Action 3: Research

Carleton University is committed to supporting, funding and disseminating research that advances Equity, Diversity and Inclusion. Such a commitment requires us to recognize that research excellence demands time, resource opportunities and an enabling environment. We also acknowledge that EDI-informed research stretches the boundaries of knowledge and opens new pathways to discovery regardless of the field of inquiry. In particular, Carleton recognizes the opportunities within our research landscape to address gaps relating to issues of racialization and racial inequality across disciplines.

Faculty of Arts and Social Sciences

The Institute of African Studies held EDID-related academic events, including:

- Ruling Emancipated Slaves and Indigenous Subjects
- Reuniting Black LGBTQ+ People and African-Centered Thought: A Talk with Prof. Michele K. Lewis – In Conversation with Prof. Adrian Harewood
- Convening Black Intimacy: Christianity, Gender, and Tradition in Early Twentieth-Century South Africa
- Epistemic Justice and the Postcolonial University

Faculty of Engineering and Design

The Faculty of Engineering and Design held a panel discussion on how to foster an inclusive and equitable research environment with speakers from different units within the Faculty. The event was open to everyone and addressed how to incorporate EDI principles in day-to-day lab operations, foster an inclusive lab culture, overcome challenges in promoting EDI, build and maintain diverse teams and evaluate the success of EDI initiatives in research practice.

Faculty of Public and Global Affairs

While not explicitly interdisciplinary in nature in their efforts to promote EDID-related research, many FPGA units have been promoting student EDID scholarship and organizing events on EDID-related topics, which advance our understandings of EDI. Examples include:

FPGA held numerous EDID-related academic events, including:

- Department of Political Science:
 - Roundtable: Thinking About Research in Marginalized Communities with a Short-Annotated Bibliography “Marginalized Groups: Research Challenges, Dilemmas and Possibilities”
 - Public talk: Neither Free nor Slave: “Stranded” Migrant Domestic Workers, the Employment Agency and Reproductive Labor under Capitalism
 - Republicanism and Imperialism at the Frontier: International Relations Post-Black Lives Matter, with Robbie Shilliam as speaker (Professor and Chair, Department of Political Science, John Hopkins)

- Norman Paterson School of International Affairs:
 - Talking Freely—A Chinese Canadian Conversation
 - Beyond Borders: Black History Month Perspectives from the Foreign Service
 - Celebrating International Women's Day with four women ambassadors/diplomats respectively from Canada, Türkiye, the Philippines and Honduras
- Institute of Criminology and Criminal Studies:
 - Questioning the Carceral: Prison Resistance and Indigenous Life
- Institute of European, Russian and Eurasian Studies:
 - Anti-Genderism in Today's Europe
 - Displacement from Russia's Invasion of Ukraine: Local Impacts, Canada's Role and Global Consequences
 - Conversation on Diversity (LGBTQ+) and Race in Ukraine
- School of Social Work:
 - Black History is Every Month: A Love Letter to the African, Caribbean and Black Community
 - Hosted an event with keynote speaker Kimberly Murray, Independent Special Interlocutor for Missing Children and Unmarked Graves and Burial Sites associated with Indian Residential Schools in Canada
 - Hosted a panel discussion with Residential School Survivors and Senator Mary Jane McCallum
 - Hosted the annual September 30 "Every Child Matters" event to bring awareness and dialogue to the student and faculty bodies
 - Held unveiling ceremony for the "Journey of the Baby Vamps" to honour the lives of the missing children from Indian Residential Schools. The Commemorative piece is permanently installed in Dunton Tower.
- Department of Law and Legal Studies:
 - A Conversation on the Calls to Action related to Justice for National Truth and Reconciliation Day featuring Willie Littlechild, former Commissioner of the Truth and Reconciliation Commission, as the guest speaker
 - Juristalks: Reflections on the Black Experience with Race, Crime and Criminal Justice in Canada with Akwasi Owusu-Bempah
 - Chet Mitchell Memorial Lecture: A Discussion on the Employment Equity Act Review Task Force Report featuring Adelle Blackett
 - Two Spirit, Trans, Non-Binary and Gender Nonconforming (2STNBGN) Access to Justice Symposium
 - Chet Mitchell Memorial Lecture: A Conversation about Law and Disability Justice with Michael Gottheil, Canada's First Accessibility Commissioner
 - Hosted a half-day workshop for graduate students, staff and faculty on Kinàmàgawin and the EDI Action Plan
- School of Public Policy and Administration:
 - Anti-Racism Symposium (centered on anti-racist knowledge mobilization and honours the lived experiences of Black, Indigenous and People of Colour)

Faculty of Science

Researchers in the Faculty of Science and the Faculty of Engineering and Design are collaborating to address EDI challenges in science, technology, engineering and mathematics (STEM) disciplines. The Faculty of Science also continues to host the ACE-EDI event series to foster interdisciplinary collaboration within the Faculty.

Sprott School of Business

- In 2022, the Sprott School of Business, in partnership with Dream Legacy Foundation, was awarded a \$5M investment in the Black Entrepreneurship Knowledge Hub (BEKH) from Innovation, Science and Economic Development Canada. One of the three pillars of the Government of Canada's Black Entrepreneurship Program, BEKH serves as a collaborative, co-generated and high-quality national data and knowledge platform that reflects the state of Black entrepreneurship in Canada. This large-scale endeavour is a critical contribution to Canada's greater acceptance, support and understanding of the challenges and gaps that Black entrepreneurs and the community face. Milestones include:
 - Established six regional hubs including:
 - North (University of Northern British Columbia)
 - West (Simon Fraser University)
 - Central (University of Alberta)
 - Ontario (Carleton University)
 - Quebec (Concordia University)
 - East (Saint Mary's University)
 - Hosted annual community-led symposiums for community engagement, ideation and knowledge sharing: Researching Black Entrepreneurship in Canada (2022), and Energizing and Advancing Black Entrepreneurship in Canada (2023).
 - In 2024, the national qualitative study was launched to provide a more nuanced understanding of the Black entrepreneurship community by employing evidence-based personas as a methodology and a national quantitative study that aims to create a detailed profile and portrait of Black entrepreneurship across Canada, ensuring regional representation and capturing diversity within the community.
 - Also in 2024, the Black entrepreneurship ecosystem map was launched. It is an interactive, community-built map to connect Black-owned businesses and community-members to services, funding and resources for Black entrepreneurs across Canada.
- The Centre for Research on Inclusion at Work (CRIW) continues to grow. Its focus is on conducting, supporting and sharing research that advances EDI at work. By bringing scholars together and connecting academia with the broader community, CRIW aims to advance knowledge and drive change towards more inclusive workplaces that welcome and support the participation of all people. The Centre promotes community engagement and research collaboration through seminars, writing retreats, conferences and community events such as the successful *Inclusion My Muse* art exhibition organized in

Fall 2023. The Centre also provides funding for research that advances EDI through grants for knowledge mobilization, collaborative research and graduate student research.

Research and International Division

- In November 2020, the Office of the Vice-President (Research and International) (OVPRI) provided \$50K in seed funding for the Racialized and Indigenous Faculty Alliance (RIFA), a cross-Faculty interdisciplinary research initiative.
- Seed funding from the Faculty of Science and Faculty of Engineering and OVPRI was invested in a multidisciplinary collaboration to support EDI in STEM. This initiative has progressed, and two large-scale externally sponsored research grants are currently being supported in this area.
- EDI-informed practices in OVPRI:
 - Canada Research Chair Recruitment: In collaboration with the Office of the Provost and Vice-President (Academic), an invitation that includes detailed instructions has been sent to all CRC positions to provide additional information on special circumstances and career interruptions so that all candidates are aware they can provide this information and how to limit disclosing personal information as part of it.
 - Prize Selection Processes: A pilot process was launched to solicit and select nominations for the SSHRC Impact Awards to explicitly invite and encourage suggestions from underrepresented groups. Given the success, a similar process will be implemented for other honours and distinctions.
 - EDI in Research Information Sessions: OVPRI held an EDI-focused information session for Canada Foundation for Innovation's Innovation Fund program and have integrated EDI expertise from the Department of Equity and Inclusive Communities and the Office of the Associate Vice-President, Indigenous Research, Teaching and Learning. This complements other EDI in Research sessions, such as the *NSERC Discovery Grants: Writing EDI Sections* workshop organized by the Faculties of Science and Engineering and Design.
 - Internal Grant Applications: In addition to crediting leaves, there are now dedicated sections for special circumstances in the application itself rather than as a section in the CV to ensure committee members see and consider these circumstances.
- With the co-operation and support of the Office of Research Ethics, Carleton's Anako Indigenous Research Institute has established an Indigenous Research Ethics Board (IREB) to ensure research involving Indigenous Peoples and communities is conducted respectfully and the benefits of research are shared fairly with affected communities. Further, the IREB will promote respect for Indigenous culture, traditions, interests and ways of knowing, ensuring Indigenous communities' research priorities are reflected in Carleton studies and that Ownership, Control, Access and Possession (OCAP) principles are respected.

Department of University Advancement

- In 2023/2024, established two new EDI awards.
- Prof. Nana aba Duncan established the Black, Indigenous and Racialized Students Fund at the Mary Ann Shadd Cary Centre for Journalism and Belonging. The purpose of this fund is to support the activities of Black, Indigenous and racialized students. Students will work with Prof. Duncan to launch the Centre and assist in managing its research projects.

Strategic Action 5: Leadership and Development (Non-Academic)

Carleton commits to ensuring EDI elements are valued and integrated throughout its leadership programming as well as in its processes of recruitment, retention, appointment and promotion.

Finance and Administration

- Leaders in the Finance and Administration division have completed the Kinàmàgawin Indigenous Learning Certificate and staff across the division are encouraged to complete the training.
- Facilities Management and Planning has engaged EIC in training for staff in the values and expectations around EDI.
- Facilities Management and Planning is investigating opportunities to hire a consultant to further develop training programs which will be directly related to staff development and hiring practices.
- Facilities Management and Planning will create and implement a system that will encourage feedback and suggestions related to EDI and will partner with EIC to reach out to different campus populations to better understand their needs.

Strategic Action 6: Leadership and Development (Academic)

Carleton commits to ensuring EDI elements are valued and integrated throughout its leadership programming as well as in its processes of recruitment, retention, appointment and promotion.

Faculty of Engineering and Design

FED appointed an inaugural Associate Dean of EDI, who will serve a three-year term and oversee the implementation of the EDI Action Plan and the EDI Council.

Research and International Division

- For the third year in a row, the Canada Research Chairs (CRC) Program EDI stipend was applied to support projects that address systemic barriers identified within Carleton's CRC program and serve the University as a whole.
- A \$50,000 Canada Research Chair EDI stipend was granted to the Department of Equity and Inclusive Communities to produce the *Equitable and Inclusive Hiring Practices* online module for hiring committees. This responds directly to a systemic barrier identified in the CRC EDI Action Plan and reported to EIC by members of hiring committees across the University. The module will be accessible through Brightspace, making it easily accessible to all in Fall 2024.

Strategic Action 7: Disaggregated Demographic Data

“Good data leads to good decisions,” remarked The Honorable Navdeep Bains, Minister of Science, Innovation and Industry during Carleton University’s 2nd Annual Inclusion Week. In order to understand the representation, experiences and perspectives of employees and students needed to inform the design of equitable and inclusive services, build supports and enhance outcomes, Carleton will collect disaggregated demographic data.

Department of Equity and Inclusive Communities and the Office of Institutional Research and Planning

In October 2023, after extensive community-wide consultation, the *Carleton University Self-Identification Survey* was officially launched and has since been collecting disaggregated data. EIC has created an accessible feedback survey to gather continuous feedback on the experience and content of the survey. Promotion through various forms across campus continue.

As part of this process, the *Carleton University Self-Identification Survey Data Usage Protocol* was developed to safeguard this important and highly sensitive information disclosed to the University acknowledging the assurances made to survey participants that data would be kept confidential, while committing to using the information to inform equity initiatives in support of Carleton’s EDI Action Plan. EIC and OIRP will collaborate to analyze and report on the data.

Strategic Action 8: Representation and Outreach

Attention to EDI in the form of equitable and inclusive representation throughout Carleton University, its students, staff, and instructors, heightens student success and enhances a sense of belonging and community. But this effort does not stop at the borders of our campus and requires the university to actively reach out to the broader communities to support change, to learn and to dismantle structural underrepresentation.

MacOdrum Library

Together with eight Ontario university libraries, the Library co-hosted the Association of Research Libraries' Inclusion, Diversity, Equity and Accessibility in Libraries and Archives (IDEAL) Conference. The conference theme was Sustainable Resistance and Restoration in Global Communities.

Faculty of Engineering and Design

- FED recommitted to hosting its Women in Engineering and IT Program for a minimum of another three academic years. The program is for women students in engineering and IT and connects them with mentorship, networking, career development and peer connection opportunities. The program is backed by 21 industry and government professionals.
- FED continues to support the ELITE Program for Black youth in STEM, connecting Black students with career development and networking opportunities, in partnership with the University of Alberta.
- FED continues to support the IBET PhD Project, an initiative in collaboration with other engineering Faculties in Canada to increase the number of Indigenous and Black academics in STEM.
- FED hosts an annual Breakthrough Breakfast event, a chance to showcase Carleton's women graduate level researchers to industry and government partners and donors and celebrate the accomplishments of our community.
- FED continues to offer programming for equity-deserving youth and kids. This includes programming (e.g., events and workshops) for girls to learn about coding and engineering, Indigenous youth to learn about Indigenous and Local Knowledge, and Indigenous ways of knowing in STEM and Black youth to learn about the career possibilities in STEM.
- Every winter FED invites prospective women students to Carleton for a weekend of programming. The event is geared towards women in high school who have received an offer of admission to an engineering or IT program at Carleton.

Students and Enrolment Division

- EDI practices are considered in all aspects of the hiring process across the division, such as using inclusive language in job postings, having diverse hiring panels, as well as hiring staff and students who identify with different communities.

- The ACT to Employ program continues to support students with disabilities with their job search, as well as during their work-integrated learning opportunities. From May 2023 to April 2024, the ACT to Employ team has supported 279 placements in academic and service departments on campus, as well as in private enterprises and government departments within the community.
- Co-operative Education updated the Co-op Job Search materials to include the specific challenges of international students, students with disabilities and 2SLGBTQIA+ individuals in finding positions. Furthermore, two co-op events were held to address and provide resources for international students' barriers to employment.
- The Accessibility Institute is collaborating with the Canadian Council on Rehabilitation and Work to help inform the development of future accessibility standards and improve school-to-work transitions for graduates with disabilities.
- The David C. Onley Initiative is collaborating with all four post-secondary institutions in Ottawa and three institutions across Ontario, which are each piloting a comprehensive model for student services to improve employment skills and pathways for students with disabilities.
- The Undergraduate Recruitment Office invited the Centre for Indigenous Support and Community Engagement and the Equity Advisor from Student Affairs to participate in their annual recruitment training. In addition, all high school presentations during the undergraduate recruitment cycle start with a land acknowledgement. All staff in the Undergraduate Recruitment Office have received training on how to deliver a meaningful and respectful land acknowledgement.
- The Student Experience Office partnered with the Ottawa Community Housing Foundation and City of Ottawa through the Youth Futures Program. Through this partnership, a Post-Secondary Experience Day welcomed 35 high-school students from equity-deserving groups to Carleton to introduce them to the possibility of attending university. A high-school student was also hired for a summer placement to provide valuable work experience and facilitate a pathway for the student to attend post-secondary education after high school.

Research and International Division

The Carleton Office for Research Initiatives and Services (CORIS) incorporated a double-blind review of test materials into their hiring process.

Finance and Administration Division

- Facilities Management and Planning will liaise with facilities departments in peer institutions to benchmark their activities and gain further insights into programs or plans to further support EDI initiatives as they relate to facilities management.
- Procurement Services participated in the Social Procurement Working Group led by the Centre for Social Enterprise Development Ottawa. Two team members were certified as Social Procurement Professionals in 2023 by Buy Social Canada.

- The Campus Safety Engagement and Inclusion Officer (EIO) expanded participation and outreach with various student groups that support EDI awareness, including, but not limited to, CU Pride and Capital Pride; Residence Life International Women’s Day panel discussion; collaboration with Centre for Indigenous Support and Community Engagement and exploring student awareness about EIO programs.

Strategic Action 9: Culture

Strengthening our shared values and beliefs and learning to increasingly manifest these in our individual behaviours and institutional practices will grow the trust and sense of belonging so critical for success at the university. As we expand our ability to create environments free from discrimination and harassment, Carleton will build spaces of psychological safety, enabling all to fulfill their emotional, educational, and professional potential.

MacOdrum Library

- The Library Exhibits Committee curated several exhibits that explore different issues related to EDI.
 - *Baby Vamps* - To commemorate and honour each First Nation, Métis and Inuit child who never returned home from residential schools. Social Work PhD student Deborah Young launched a communal beading project inviting community, faculty, staff and students to join together to create beaded baby vamps for eventual display in the School of Social Work.
 - *Designing Dining* - This exhibit features stories about food, domestic space and memory from members of Anatolian communities living in Canada.
 - *Stigmatized (M)Others* - This exhibit features self-captured images from 14 sex workers across Canada, showcasing their daily lives navigating sex work, stigma and motherhood. These images aim to provide visual insight to broader audiences of the daily practices, routines and obstacles that these womxn face, and further, demystify cultural images and stereotypes that reproduce stigmas surrounding sex work and broader social inequalities. The exhibit showcases auto-photographic research conducted by Sociology PhD candidate Michelle Lesley Annett.
 - *Unissued Diplomas* - This exhibit commemorates the memory of Ukrainian students who will never graduate because their lives were taken by the Russian invasion. Organized by students for students, *Unissued Diplomas* reminds the world about the ongoing war in Ukraine and the price Ukrainians pay daily in their fight for freedom.
 - *Wellness Desk: How are you feeling about the new school year?* - This interactive display welcomes new and returning students.
 - *Confluency* - A Canada-South Africa coproduction, *Confluency* is an interactive and mobile art exhibit that seeks to address the growing global water crisis with the very marginalized populations who are the most impacted while collaboratively (re)framing water rights as an intersectional social justice issue.

- *Canada-Chile solidarity posters* - This poster exhibition produced in collaboration with the Embassy of Chile highlights examples of Canadian solidarity with Chile during a pivotal period in the country's history.
- In collaboration with the CUSA Book Arts Society, the Library hosted Douglass Day as part of the annual Black History Month celebration in February 2024. The event paid homage to Frederick Douglass, a formerly enslaved man who became a prominent activist, author and defender of freedom and women's rights. Students gathered to help transcribe his archival letters and celebrate his birthday.
- The Library regularly hosts therapy dogs as part of Carleton's Therapy Dog Program. In December 2023, they also welcomed Eliot the pig and Eclipse the rabbit, who provided stress relief and joy to students during exam season. While visiting the animals, students were also provided information about Library services and the Centre for Student Academic Support to assist them in their studies.

Faculty of Engineering and Design

- Every December, FED leads Carleton's commemoration for National Day of Remembrance and Action on Violence Against Women, which is a chance to remember, reflect and respond to gender based violence in our community.
- FED launched an EDI Request for Funding form to provide financial support to students, faculty and staff for EDI activities, such as conferences, events and programs. This year's supported activities included the National Engineers Conference and IEEE Women in Engineering networking events.

Students and Enrolment Division

- The Department of Recreation and Athletics established a Council with a mandate to review various EDI directives for implementation within the department.
- The Department of Recreation and Athletics created a reporting mechanism for student-athletes and staff in the form of an End of Year Environment Survey (temperature test) of racialized student-athletes and EDI-specific content has been added to the survey.
- The *Racism Equity, Diversity and Gender Equity Subcommittee* was created to work within the Department of Recreation and Athletics and provides a voice for student athletes to collaborate and share ideas.
- The Diversity in Sport Conference hosted coaches, administration and student leaders from Carleton and the Department of Recreation and Athletics.
- Staff from the Department of Recreation and Athletics participated in the Kinàmàgawin Learning Certificate. In addition, the Department offered additional training through the winter for part-time staff. The training was well-attended and provided another glimpse into how to continue to develop our inclusive spaces.
- The Department of Recreation and Athletics developed an Inclusion Speaker Series where presenters shared lived experiences on their journey in sports and the challenges

faced in relation to EDI. The events were attended by student athletes, staff and members of the Carleton and Ottawa Community.

- Ravens hosted the following speakers:
 - 2SLGBTQIA+ Activist Brock McGillis: The first openly gay men's professional hockey player and a leading activist in the 2SLGBTQIA+ space. His continuous work to shift the conversation around sports and the 2SLGBTQIA+ community earned him recognition as one of the Hockey News 100 most influential people in hockey for 2022 and 2023. Brock outlined tangible ways to create safe and comfortable spaces in the workplace, schools, sports teams and more.
 - Osvaldo Jeanty spoke about his time playing in Usport professionally in Europe and the experiences he faced as he transitioned to a professional career as a Black athlete. Jeanty discussed the challenges and experiences that shaped his journey and the role that Carleton and the community have played in his life. He is one of the all-time greats of the Carleton University Ravens men's basketball team and a member of the Ravens Hall of Fame.
 - Nadia Decoure became the second woman in the history of the Canadian Football League to earn a full-time coaching job when the REDBLACKS named her Offensive Quality Control Coach in 2023. A native of Paris, France, she had previously worked as a scout with the team, also serving as Offensive Assistant and Receivers Coach with the Carleton Ravens.
- EDI Orientation Information Session – A fulsome review is underway for the development of an EDI orientation for the Department of Recreation and Athletics.

Finance and Administration Division

- All Finance and Administration departments consider EDI practices and how best to incorporate learning opportunities, through training or other means, in their staff development plans.
- As part of the Finance and Administration's dedication to continuous improvement, all employees are encouraged to complete staff surveys to provide their insights into the work environment.
- Campus Safety Services and Facilities Management and Planning will continue to support the university community to ensure that the campus is free of any offensive activities and/or materials, such as graffiti or posters.
- Information Technology Services will evaluate and implement (where feasible) personal pronoun and chosen name in our IT systems.
- Facilities Management and Planning will update its mission to include and reflect the Strategic Integrated Plan and EDI initiatives to ensure that activities and operations reflect these values and principles (e.g., standards of behaviour for on-campus contractors for inclusion and equity).
- In collaboration with the EIC, Campus Safety Services, Facilities Management and Planning and the Department of Human Resources are working to develop a framework for recruitment and retention to align with university practices.

- Facilities Management and Planning will also develop a plan to increase the representation of Indigenous, Racialized, Women, Differently enabled, and 2SLGBTQIA+ persons in the workplace.

Department of University Communications

- DUC staff have participated in various EDI training programs to support development, including: Accessibility in Higher Education; Anti-Indigenous Racism in Canada; Carleton University Safer Spaces Program (2SLGBTQIA+); Cross-Cultural Competence Training; Indigenous Cultural Awareness Workshop; Indigenous Student Experiences and the Centre for Indigenous Support and Community Engagement; Institutional Anti-Indigenous Racism and Education; Kinàmàgawin Indigenous Learning Certificate; Practicing Allyship and Righting Relations; Student Support Certificate; Trans and Gender Diverse Inclusion; and Website Accessibility. DUC will continue to seek internal and external learning opportunities.
- DUC strives to apply an equity lens to all assets produced. Throughout 2023-24, DUC has actively engaged in marking significant dates and campaigns through various platforms including webpages, social media and media outreach.
- Campaigns and dates of significance that the University has marked include: 16 Days of Activism to End Violence against Women and Girls, Asian Heritage Month, Black History Month, Capital Pride, Emancipation Day, Holocaust Remembrance Day (Yom HaShoah), Human Rights Day, Indigenous Veterans Day, International Day Against Homophobia, International Day for People of African Descent, International Day for the Elimination of Racial Discrimination, International Day to Combat Islamophobia, International Holocaust Remembrance Day, International Transgender Day of Visibility, International Women's Day, National Day of Remembrance and Action on Violence Against Women, National Day of Remembrance of the Québec City Mosque Attack and Action Against Islamophobia, National Indigenous History Month, National Indigenous Peoples Day, Orange Shirt Day and Pride Month.

Strategic Action 10: EDI Planning, Infrastructure and Reporting

To fulfill promises made to our community and ensure our ambitious and critical plans are implemented, Carleton recognizes the need for human and financial resources, the assignment of accountabilities and regular reporting from all faculties and VP portfolios to measure progress. Each Faculty and VP portfolio will be invited to design and implement individual EDI Area Action Plans that reflect area circumstances. In the final years, Carleton will assess our institutional successes and opportunities through an Employment Systems and Culture Review.

Faculty of Arts and Social Sciences

- The Faculty of Arts and Social Sciences (FASS) is committed to developing and implementing an EDI Action Plan that is substantive, comprehensive and fully in line with current debates and theoretical emphases in this field, which is fully and productively aligned with Carleton's broader strengths and challenges in this area, and which reflects a clear sense of the needs of our students, faculty and staff.
- FASS is recruiting for a CRC appointment in Disability Social Justice. This role will bring a strong research background to these issues and support the development of a FASS EDI Action Plan.

Faculty of Engineering and Design

- FED published its 2023-2026 EDI Action Plan with eight broad categories: Curriculum and pedagogy; student supports; research; non-academic and academic leadership development; disaggregated demographic data collection; representation and outreach; culture; and EDI planning, infrastructure and reporting.

Faculty of Public and Global Affairs

- At the Faculty level, the Dean of FGPA has continued her commitment to funding the full-time Associate Dean, Equity and Inclusion position, appointing Dr. Yanling Wang to a three-year term. In addition, the Manager, Administration and Operations works closely with the Associate Dean and unit heads within FPGA on issues related to EDID. The Manager is involved with all staff recruitment and selection processes, ensuring that inclusive hiring best practices are followed throughout the process.
- FPGA has been making ongoing efforts to incorporate EDID in its core functions and services. EDID emerged as a major theme in FPGA's strategic plan for 2024 to 2029, which sets the next stage for EDID planning, infrastructure building and reporting. Specifically:
 - The Justice, Equity, Diversity and Inclusion (JEDI) Working Group, with one representative from each unit, convenes meetings regularly during the academic year to disseminate EDID best practices across units and to advise on policy and programming. JEDI is also tasked to develop an EDID fact sheet to promote its benefits across FPGA.

- Developed a “Unit Tenure and Promotion Review: Seeking Equity in Tenure & Promotion—A Review of FPGA Unit Standards” report. Units are encouraged to reflect EDID in reviewing their tenure and promotion standards.
- Designated an EDI fund that supports EDID initiatives and activities, including teaching, research and student classroom learning experiences.
- Established an EDI Excellence Award in 2023 that recognizes significant contributions by an individual or group of faculty, staff and students towards EDID.
- Held a Spring EDID retreat that formulated the Faculty’s EDI Action Plan to identify and implement EDID priority areas for the next five years set by its Strategic Plan.
- Working to develop an Accessible Event Tool Kit and explore options for gender-inclusive bathrooms in Richcraft Hall.
- In November 2023, the Dean’s Office launched the Inclusive Campus Community Campaign to promote awareness, generate conversations and make inclusion on campus more visible. It features members of the Carleton community working on EDI, including EIC, the Centre for Indigenous Support and Community Engagement, the Student Experience Office, Carleton Trans Advocacy Group and Athletics. FPGA is in the process of building a selfie booth to be rotated at various locations on campus to encourage people to participate organically in this campaign, by taking selfies in support of 2SLGBTQIA+, using campaign hashtags and circulating them on social media.

At the unit level:

- Each unit within FPGA has established an EDI, anti-racism or social justice committee, or tasked other committees (Program Culture Committee in the case of the Communication and Media Studies Program) with responsibilities to make plans for the unit to incorporate and embrace EDID in their curriculum, program and culture.
- A few units have also established scholarships for equity-deserving students.
- The Master of Political Management program at the Arthur Kroeger College established 12 new entrance scholarships with EDI considerations and implemented ways to ensure that the student mentorship program incorporates EDI considerations when matching students and mentors.
- Migration and Diaspora Studies conducted a student survey in 2023 and as a result, developed an action plan to address EDID.
- Public Affairs and Policy Management established a scholarship for racialized students based on contributions to community and created a fellowship for community engagement.
- NPSIA launched an Indigenous Student Scholarship.
- The Department of Law and Legal Studies held an essay competition for undergraduate and graduate students writing papers on law and oppression. They started an Activist in Residence program (AiR Program), hosting a human rights activist in the Department of Law and Legal Studies each year.

- Additionally, a three-year LLS Transformation Scholarship was developed (two for undergraduate students and one for graduate students). These scholarships are for students who are Indigenous, Black or a member of a racialized group and are designed to recognize the important contributions of Indigenous, Black and racialized students to the project of law and transformation.

Faculty of Science

- Guided by Indigenous colleagues and students, members of the Faculty of Science developed a Science Indigenous Initiatives Plan which was launched in Fall 2023 and is currently being put into action. Activities have included adopting Collaborative Indigenous Learning Bundles and holding events, such as the ‘What do Indigenous Sciences look like?’ event.
- The Faculty of Science Strategic Integrated Plan contains several EDI-focused initiatives, including the Black and Indigenous Summer Research Internship (BISRI), which is being piloted and will offer paid research opportunities for Black and Indigenous science undergraduates. EDI student ambassadors have been established as part of the peer mentoring program in the Science Student Success Centre.

Sprott School of Business

- Sprott’s Associate Dean, Equity and Inclusive Communities, laid the foundation for continued initiatives leading to the incorporation of EDI in all Associate Dean portfolios for greater collaboration.
- The Sprott EDI Action Group, comprised of faculty, students and staff, identified opportunities to advance EDI within Sprott’s operations and community. The group is now focused on the development of an action plan to leverage these opportunities.
- There is now a requirement for faculty who are sitting on hiring committees to complete training on EDI.
- EDI perspectives, training and development have been incorporated for faculty and staff.
- EDI is emphasized throughout Sprott’s *Vision 2025: Business for a Better World* strategic plan.

Office of Graduate Studies

The Office of Graduate Studies is in the process of revising policies to better reflect the diverse interests and backgrounds of students moving forward with a revised vision for graduate studies that fully embeds and embraces EDI.

Students and Enrolment Division

- Strategic Initiatives (Students and Enrolment) continues to embed EDI within its social media strategy through @MyCarletonU by sharing EDI-specific resources on social media, such as the Indian Residential School Crisis Line and the Naseeha Muslim Youth Helpline. Additionally, they continue to amplify and support programs and events for

marginalized communities (such as Pride Festival and Orange Shirt Day). Further, the office ensures acknowledgement of all major holidays and dates of observance on its social media channels and ensures representation in photos shared on social media, websites and documents.

- Housing and Residence Life Services launched the Black Students Hub in Teraanga Commons. This new, vibrant hub aims to be a sanctuary where Black students can gather, connect and find support within a community that recognizes and celebrates their unique experiences and contributions.
- Housing and Residence Life commissioned two murals by local artist Jimmy Baptiste to celebrate the naming of Teraanga Commons. Baptiste is a regionally-based professional artist, curator and muralist who noted that the majority of his projects are related to his own identity. These murals, illustrating 'Teraanga', a Senegalese word from the Wolof language means sharedness, civility and honour where generosity of spirit is emphasized, and Afrofuturism, not only stand as a beacon of our campus's diversity and inclusivity but also as an ode to the richness of African culture and history.
- Health and Counselling Services (HCS) has hired a third counsellor for racialized students. In Fall 2023, a group session was held to build community and develop skills for racialized students within the residence community. HCS is planning to adapt this group session and offer it to the broader community.
- The Umoja Black Community Engagement Program, which seeks to address recruitment and retention through the academic, professional and personal empowerment of ACB students continues to be offered in consideration of student feedback on interests and needs for programming. Umoja offers programming for both current and prospective students to support recruitment and retention.
- The Student Experience Office continues to offer focused streams into the First Year Connections program and Community Connections program to encourage retention including an Afro-Caribbean and Black stream, Muslim stream and 2SLGBTQIA+ stream.
- The Student Experience Office partnered with 2SLGBTQIA+ students, staff and faculty to host the third Pride Festival at Carleton. Events throughout the week facilitated education on gender identity, sexual orientation and 2SLGBTQIA+ issues. Festivities included a ceremony to celebrate the revitalized Pride crosswalk, a panel discussion on intersecting identities and a drag show.
- Initiatives across the university are supporting trans, non-binary and gender non-conforming students, including plans to support washroom changes in Teraanga Commons, updating communications to reflect inclusivity by using chosen names and removing salutations, as well as capturing more holistic information in surveys and self-identification questions. In addition, 38% of events during Pride Festival were centered on trans, non-binary and gender non-conforming individuals.
- The Student Experience Office collaborated with students on various EDI initiatives, such as the Menstrual Product Program and the updated Pride Crosswalk.
- Student Systems Support worked with the Registrar's Office and Information Technology Services to introduce enhancements to the graduation application, allowing students to

provide the pronunciation of their names ahead of Convocation. The new application was released ahead of the June 2023 Convocation and helped to ensure that our graduates and guests felt welcomed and acknowledged.

- Recreation and Athletics created EDI-themed games for students, including a Pink Football game, Pride Night and a Let's Talk Mental Health Awareness weekend.
- The 2024 SOAR Student Leadership Conference featured a keynote from The Right Honourable Adrienne Clarkson who spoke about inclusion, belonging and women in leadership.
- Students and Enrolment continues to collaborate internally and externally to enhance EDI practices. External collaborations include advocacy work by Health and Counselling Services with the TELUS Collaborative Health Record to ensure systems are not perpetuating barriers and creating unsafe spaces. Internal collaborations include the Paul Menton Centre for Students with Disabilities, the Office of Graduate Studies, Associate Deans and the Accessibility Institute increasing support for graduate students with disabilities and their supervisors.
- Staff are encouraged to participate in EDI-related professional development and public education campaigns, such as the Kinàmàgawin Indigenous Learning Certificate and the EDI-concentration of the Student Support Certificate, which continues to offer five workshops in a range of EDI topics.
- In compliance with accessibility legislation for websites, units within the Students and Enrolment division have access to web accessibility best practices through Strategic Initiatives (Students and Enrolment).
- The Paul Menton Centre for Students with Disabilities examined BUSI 2800 course material from a disability perspective to redesign the course to be more inclusive.
- The Coordinated Accessibility Strategy team, in collaboration with Housing and Residence Life, Conference Services and the Paul Menton Centre for Students with Disabilities, is developing Carleton's first edition of the Accessible Events Guide.
- The Paul Menton Centre has worked with the Department of Recreation and Athletics to promote parasport activities and has also helped Recreation and Athletics to access funding to purchase lifts to assist people with mobility disabilities to get in and out of the pool as well as assistance in the change rooms.
- Scheduling and Examination Services has two exam centres for students with disabilities, totaling 106 seats for students to write, with a combination of adaptive furniture and assistive technology. Staff work closely with the Paul Menton Centre and EIC to ensure services and supports meet the needs of our diverse student population.
- The Accessibility Institute is continuing their collaboration with Facilities Management and Planning to retrofit 140 door opener buttons across campus with wireless door opener technology as part of the Key2Access Project.
- Audits and registration are complete for 22 buildings with 18 additional audits to complete by the end of the 2024-2025 academic year. The Rick Hansen Foundation has completed an update of the assessment to version four, adopting the revised CSA/ASC B651:23 National Standard of Canada.

- Relevant strategic actions from the EDI Action Plan are embedded in our *Helping Ravens Soar: Students and Enrolment Strategic Plan 2021-2026*. Implementation is accomplished through the Annual Operating Plan process as identified in *Helping Raven's Soar*. Through these unit-level plans, the broad strategic directions of the university, such as those outlined in the EDI Action Plan, are cascaded into concrete, actionable and measurable tasks. Objectives are reported on annually through a mid-year and year-end reporting process. Strategic Initiatives (Students and Enrolment) facilitates this annual process to fulfil our division's reporting requirements. We publish highlights of our Strategic Plan each year in our *Helping Raven's Soar* Annual Report.
- The Office of the Associate Vice-President (Student Health and Wellness), which leads the implementation of Carleton's Student Mental Health Framework, reports annually on actions and outcomes.
- Housing and Residence Life completed their own EDI Residence action plan in summer 2023, which includes key performance indicators and milestones.
- The Carleton Athletics Anti-Racism and EDI Strategy saw us challenge how we celebrate and/or acknowledge marginalized groups.
- The Department of Recreation and Athletics developed an inclusion statement:

Within these walls of Carleton University Athletics you are welcomed, accepted and respected as your full self. We resist challenge and interrupt systems of oppression that marginalize any individuals and communities based on social identities. We envision an inclusive vibrant community in which everyone creates, shares and enjoys resources and relationships equitable and equally.

This statement has been added in a visible location in Alumni Hall where all patrons using our facilities can engage with it. It is also announced prior to all indoor and outdoor Varsity sport games. The intent is to expand viewership by including placement within our Ice House and explore placement opportunities in the Field House.

- The Department of Recreation and Athletics aims to be more inclusive by incorporating diverse panels for hiring processes and attracting a diverse base of candidates for critical leadership positions across management, administration, coaching and support staff. For example, there was an increase in diversity in full-time coaches this season, and additional female coaches have joined the Men's Football program. Carleton's Athletics department has one of the most diverse staff groups across the Ontario University Athletics and Usport.
- The Department of Recreation and Athletics continues to ensure inclusive language is used in its communications efforts and uses a clear statement of commitment to equity and equality practices within workspaces.

Finance and Administration Division

- In May 2023, Finance and Administration leaders committed to expanding engagement with EDID as a key sector goal. Each of the eight units identified up to three related goals for their units, which have now been actioned.
- An accessible procurement voluntary disclosure process was launched in eShop. Available resources were communicated, and information sessions were conducted to enhance alignment with the Co-ordinated Accessibility Strategy.
- The preliminary identification of diverse spending for the 2021-2023 fiscal years was completed; a strategy is being developed to classify suppliers in eShop to enhance visibility to end users (e.g., Indigenous-Owned Vendor/Business).
- During all renovation and new construction, Facilities Management and Planning will include accessibility and code requirements, such as barrier-free considerations, universal design practices and inclusive spaces. This will include, but is not limited to, following the Rick Hansen Accessibility Standards, inclusive washrooms and multi-faith prayer spaces.
- Facilities Management and Planning will ensure that furniture purchases take into consideration accessible and inclusive requirements, such as height-adjustable desks and ergonomic options.

Department of University Communications

- DUC has incorporated EDI considerations into all projects and processes to ensure that the University's diverse nature is communicated to internal and external audiences and offers each individual and diverse group within Carleton a voice and sense of belonging.
- In the past year, DUC facilitated meetings with various units to outline the content strategy for the academic year. These discussions resulted in creating strategic documents to guide our tactical plans or campaigns.
- As part of our planning cycle, similar meetings with key internal partners are planned for summer 2024 to develop strategies for the upcoming 2024-25 academic year. Input from the new president will also be sought to ensure alignment with organizational goals.

Next Steps

With the continued support and guidance by the Department of Equity and Inclusive Communities, Carleton University will follow through with further enhancements and implementation of the EDI Action Plan. EIC will continue to support all departments and faculties to fulfil the strategic actions and request annual EDI Action Plan progress to ensure the goals of the strategic actions are being met with continued commitment.



AGENDA ITEM

6.6

DATE: August 28, 2024
TO: Executive Committee
FROM: Jerry Tomberlin
COPIES: Amanda Goth
RE: President's Goals 2024-2025

Since the approval and launch of the Strategic Integrated Plan (SIP) in 2020, Carleton has enjoyed truly incredible successes under challenging fiscal and societal circumstances. This is the fifth and final year of the current SIP, a year to continue building and consolidate these accomplishments. A priority is to ensure a smooth leadership transition to a new president, beginning January 2025, which will include renewing or extending the SIP and launching a major fundraising campaign in 2026. In light of these challenges and opportunities, and the new president's start date we are committing to nine (9) ambitious goals:

- 1) SIP --- Accelerate the implementation of the existing SIP in this final year, to the extent possible, and extend or renew the SIP and associated operational strategies across the University for an appropriate period of time to allow for transition.
- 2) Ensure smooth and successful leadership transition for the new President and Vice-Chancellor in January 2025.
- 3) Enrolment is life – a strong recruitment year bolstered by the third year of our targeted brand campaign across the domestic recruitment cycle with renewed efforts to recover from recent challenges in international recruitment to ensure healthy new student enrolment for the 2025-26 academic year.
- 4) Student success – increase retention/progression rate by 1% annually to move graduation rate from 68% to 75% (currently 72.2%). This long-term goal (this is year 7) has been tracking as planned.
- 5) Research Excellence – aim for a research funding 3-year (2022-2025) rolling average of \$95M (up from \$75M, \$80M, \$85M, and then over \$90M).
- 6) Fundraising – begin recruitment of a new Chief Advancement Officer (CAO) in Fall 2024 and successfully recruit a new CAO in 2025 while maintaining a 3-year annual rolling average of \$40M and accelerating preparations for the next campaign.
- 7) Campus Infrastructure – advance the next phase of campus development including both retrofits and new builds. Specifically, complete construction of the new Rideau Residence, the renovation of the Teraanga Commons Dining Hall, the demolition of P9; and initiate work on the Loeb Building Renovation and planning for the renewal of Paterson Hall. Conclude discussions with the City of Ottawa regarding the feasibility of collaboration on a new aquatics facility.

- 8) Reputation, Reputation, Reputation – reputation supports numerous strategic goals and is linked to many measures of institutional success; enhancing one aspect positively impacts another. To raise visibility and profile, Carleton’s now three-year old brand campaign, *Challenge*, has highlighted how researchers, students and alumni are solving global challenges. To position the university as one of Canada’s best, starting in 2025 we will add a new dimension to the campaign that puts Carleton itself at the centre of tackling the world’s great challenges to create a strong, memorable and emotional connection with key audiences.
- 9) University financial planning -- Enhance university planning approaches, launch new programs, review program cost structures, and reduce expenses to bring Carleton’s financial metrics in line with Ministry of Colleges and Universities’ guidelines and address projected deficits.

AGENDA ITEM

6.7

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

October 10, 2024



REPUTATION AND COMMUNITY HIGHLIGHTS



William Janzen, Monique Forget Leroux and Jozef Straus are now in the Order of Canada.

Carleton Community Members Join the Order of Canada

Three members of the Carleton community were appointed to the [Order of Canada](#) in June for their leadership in public policy, finance and technology. William Janzen, a PhD and master's graduate, was named a Member of the Order. Monique Forget Leroux, who received an honorary degree from Carleton in 2021, was promoted to Companion of the Order. Jozef Straus, who received an honorary degree in 2010, was named an Officer of the Order.



Carleton alumna and former Olympian Waneek Horn-Miller was part of the CBC broadcast crew in Paris.

Carleton Alumni Shine at Paris Olympics

Four grads made their mark at the [Olympics in Paris](#) last summer, underscoring the career-readiness Carleton instills in its students. Political Science grad and former Olympic water polo star Waneek Horn-Miller was a CBC primetime broadcast panelist. Journalism grad and former Olympic sprint canoeist Thomas Hall was Team Canada's press chief while fellow journalism grads Mark Lee and Nathan White were the CBC's track-and-field broadcaster and swimming team's media attaché, respectively.



Nearly 4,200 undergrads and more than 1,000 grad students received their degrees last June.

Celebrating the Class of 2024

More than 5,200 Carleton students crossed the stage during 15 [convocation ceremonies](#) held between June 17 and 21, including 4,192 undergraduates and 1,049 graduate students. Friends and family assembled in the Fieldhouse to cheer on the class of 2024 and those who could not attend were able to watch a livestream broadcast. The ceremonies also saw [honorary degrees](#) awarded to Dr. Theresa Tam, JP Gladu, David Morley, Mallikarjun Tatipamula and Francis L. Graves.



The new pedestrian and cycling bridge over the Rideau River provides a great new way to reach campus.

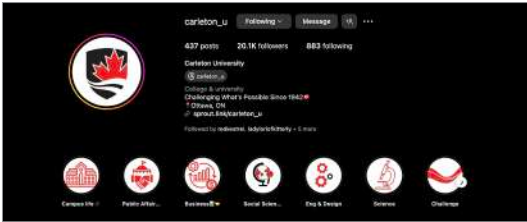
Campus Transformation

The Carleton campus continues to evolve. In mid-June, a stunning new pedestrian and cycling bridge over the Rideau River opened beside the O-Train bridge, which is expected to reopen soon. Meanwhile, construction to renew the main quad and its southeast staircase is underway, as is demolition of the P9 parking garage, the first building ever demolished at Carleton. Work has also started at the main gateways to campus, with new signs showcasing the university's current brand coming in October.

REPUTATION AND COMMUNITY HIGHLIGHTS



Engineering and tech educational program Virtual Ventures celebrated its 30th birthday last summer.



Carleton's social media channels are an important part of the university's outreach efforts.



Participants in the 2024 NAN Youth Leadership Program at Carleton last July.



Carleton engineering has been ranked in the top 30 per cent of engineering programs worldwide.



Carleton University Dining Services won a trio of prizes at the Loyal E. Horton Dining Awards.

Empowering Young Minds for 30 Years

Carleton's [Virtual Ventures](#) program, a not-for-profit that offers tech and engineering programs for youth, [celebrated its 30th anniversary](#). Over the decades the program has reached more than 100,000 youth through summer camps and a variety of concentrations in computers, IT, engineering and science. Managed by Carleton's Faculty of Engineering and Design and STEM outreach organization Actua, Virtual Ventures offers specialized programs for girls and Black and Indigenous students.

Carleton Social Media Channels

In today's interconnected, increasingly digital world, social media is an important tool for Carleton to create awareness, profile and reputation; shape perception; and bring people together across the globe. With a strong strategy and innovative creative execution, Carleton has established the fastest growing program in terms of followers and engagement in the Ontario sector and its methods are being copied by other universities.

Carleton Hosts Indigenous Leadership Gathering

In partnership with Nishnawbe Aski Nation (NAN), Carleton hosted the third NAN Youth Leadership Program from July 6 to 12. The program saw 11 young people from NAN territory in northwestern Ontario gather on campus and stay in residence to participate in a week-long series of Indigenous-focused learning sessions and various social excursions around Ottawa.

Recognizing Carleton's Award-Winning Faculties

The Sprott School of Business's [social impact and sustainability achievements](#) were celebrated at the [UN PRME](#) Global Forum in June. Sprott received level four honours in the [Positive Impact Rating](#) report. Meanwhile, the Faculty of Engineering and Design (FED) and its [electronics programs](#) were [recognized](#) by [U.S. News & World Report](#) over the summer. FED was ranked in the top 30 per cent of engineering programs worldwide and Carleton's electronics engineering programs ranked third in Canada.

High Marks for Dining Services

The Loyal E. Horton Dining Awards, presented by the National Association of College and University Food Services, are the ultimate professional tribute in college and university culinary arts. In 2024, Carleton University Dining Services was awarded bronze in Retail Sales, Residential Dining Facility of the Year and Residential Special Event for Traditions: Indigenous Storytelling Through Food.

REPUTATION AND COMMUNITY HIGHLIGHTS

Carleton Announces New Interim Chief Advancement Officer

Corrie Hobin took on the role of interim Chief Advancement Officer on Oct. 1, succeeding Susan Phillips. With 20 years of experience in fundraising and more than 10 years in leadership roles, Hobin was a key contributor to Carleton's most recent major fundraising campaign, which raised \$308 million — the largest at that time in both Ottawa and Carleton's history. As Director, Major Gifts and Strategic Partnerships, she led a large team of fundraisers and worked closely with Carleton executives.



Corrie Hobin has a long history of effective fundraising work at Carleton and beyond.

Carleton Leader Recognized as an International Best Practice

[Carleton Leader](#) has been named the category winning best practice in Education, Training, Development and Learning at the 10th annual [International Best Practice Competition \(IBPC\)](#), receiving a prestigious five-star rating. The IBPC invites organizations worldwide to showcase their outstanding operational and managerial practices through a rigorous application and adjudication process. Carleton was the only Canadian institution to achieve recognition among submissions from 10 countries.



Carleton Leader helps develop leadership capability to create and sustain positive work environments.

The Next Generation of University Students

The Mini-Course Program (MCP) ran at full capacity last spring at Carleton, with 1,226 students from school boards in and around Ottawa participating, an increase of 31 per cent from 2023. The MCP allows students from grades 8 to 11 to explore a field of study for one week in a university or college setting, providing students with knowledge and skills that will help them achieve academic success and promoting their interest in pursuing post-secondary studies.



The Mini-Course Program at Carleton promotes interest in post-secondary education.

A Busy Summer for Camps at Carleton

Registration in the popular Recreation and Athletics summer camps surpassed last year with a total of 7,679 registrations in summer 2024. New this year, a one-week podcast journalism and sports camp designed for teens 13 to 16 was launched in collaboration with the School of Journalism and Communication. Recreation and Athletics also graduated 86 lifeguards into the workforce, which is still dealing with significant shortages.



Carleton's popular summer camps welcomed more than 7,500 participants this year.

Canadian Accessibility Network Keeps on Expanding

The [Canadian Accessibility Network \(CAN\)](#) is a national collaboration, led by and hosted at Carleton, that is dedicated to advancing accessibility for persons with disabilities. The network continues to grow and has now reached 117 CAN collaborator organizations and 210-plus individual members supporting the work of advancing accessibility across Canada.



The Carleton-based Canadian Accessibility Network now has 117 collaborator organizations.

ACADEMICS



Larry Kostiuik was reappointed Dean of the Faculty of Engineering and Design.



Anne Bowker is Carleton's Dean of the Faculty of Arts and Social Sciences.



Daniel Siddiqi is now the Vice-Provost (Graduate Studies) at Carleton.



Nana aba Duncan (Journalism and Communication) won FGPA's equity and inclusion award.



Jennifer Evans (History) won FASS's Marston LaFrance Fellowship for research excellence.

Academic Leadership Appointments

- Effective July 1, Daniel Siddiqi was appointed [Vice-Provost \(Graduate Studies\)](#) for a five-year term.
- Effective July 1, Anne Bowker was appointed [Dean of the Faculty of Arts and Social Sciences](#) for a four-year term.
- Larry Kostiuik was reappointed as [Dean of the Faculty of Engineering and Design](#) for a second term, ending June 30, 2029.

Recognizing Academic Excellence

The Faculty of Public and Global Affairs (FPGA) announced the recipients of the [FPGA Excellence Awards](#): Community Engagement: Susan Phillips (Philanthropy and Nonprofit Leadership); Equity and Inclusion: Nana aba Duncan (Journalism and Communication); Public Commentary: Alexander McClelland (Criminology and Criminal Justice); Research, full professor: Achim Hurrelmann (Political Science); Research, assistant professor: Michael Manulak (International Affairs); Teaching, faculty: Aaron Ettinger (Political Science) and Katie Graham (Journalism and Communication); Teaching, CI: Eric Van Rythoven (Political Science); Staff Excellence: Tabbatha Malouin, interim departmental administrator, Religion.

The Faculty of Arts and Social Sciences announced the recipients of the [FASS Awards](#) recognizing excellence in research and teaching: Marston LaFrance Fellowship: Jennifer Evans (History); Research Excellence: Sarah Brouillette (English Language and Literature), Amrita Hari (Feminist Institute of Social Transformation), Marina Milyavaskaya (Psychology) and Kumiko Murasugi (Linguistics and Language Studies); Excellence in Teaching: Virginia Caputo (Sociology and Anthropology), Robin Norris (English Language and Literature) and Fady Shanouda (Feminist Institute of Social Transformation).

The [2024 Carleton University Teaching Award](#) recipients were announced: Provost's Fellowship in Teaching Award: Aaron Doyle (Sociology and Anthropology) and Kate Lucas (Environmental and Interdisciplinary Science); New Faculty Excellence in Teaching Award: Matthew Pearson (Journalism and Communication), Laura Pickell (Health Sciences) and Fateme Rajabiyazdi (Systems and Computer Engineering); Excellence in Learning Support Award: Larry Thompson (MacOdrum Library).

- Brian Greenspan (English Language and Literature, Humanities) was named the [2024 Carleton Chair in Teaching Innovation](#)
- Monique Frize (Systems and Computer Engineering) was inducted into the 2024 American College of Clinical Engineering Hall of Fame.
- Heather MacDonald (Health and Biosciences Librarian) is a recipient of the OCUFA Teaching and Academic Librarian Awards.
- Tom McSorley (Studies in Art and Culture) was decorated as Chevalier dans l'ordre des Arts et des Lettres by Michel Miraillet, France's ambassador to Canada.
- Kate Ruff (Sprott) has been honoured as a 2024 Association to Advance Collegiate Schools of Business (AACSB) Influential Leader.
- Ania Zbyszewska (Law and Legal Studies) was awarded the 2024 Feminist Legal Studies Editor's Article Prize and Mitacs Award.

ACADEMICS

Academic Updates

The Ontario Universities Council on Quality Assurance and the Ministry of Colleges and Universities have approved Carleton's Bachelor of Nursing program. This program is on track to accept its first class of students in September 2025. The council has also approved undergraduate programs in Mechatronics, General Studies, Data Science and Cybersecurity, also proposed to begin in fall 2025.

In June, the name of the Faculty of Graduate and Postdoctoral Affairs was updated to the Office of Graduate Studies, effective July 1.

Effective July 1, the Faculty of Public Affairs was renamed the Faculty of Public and Global Affairs (FPGA) to capture the global nature of its programs.

Teaching and Learning

Two graduates were the recipients of the Pathy Foundation Fellowship, a 12-month experiential learning opportunity to lead a self-directed project in a community with which they have a connection.

Carleton received \$75,000 from the Ontario Council on Articulation and Transfer to develop a new micro-credentials framework, making it easier for students to transfer credits between programs and institutions and offering flexible learning options. Stefania Maggi (Psychology, Interdisciplinary Studies) was awarded \$49,000 to develop a micro-credential on climate change and youth mental health.

Indigenous Initiatives

Carleton's Hiring Policy for Positions Limited to Indigenous Candidates was approved. This policy aims to protect positions intended to bring Indigenous lived experience and knowledge into Carleton's classrooms.

The Ānako Indigenous Research Institute welcomed [Indigenous visiting scholar Antonia Carcelén-Estrada](#) for the fall semester. As part of her residency, Carcelén-Estrada is teaching the Global Indigenous Knowledge-Adaptive Research Methods to Indigenous Communities course.

The Ānako Indigenous Research Institute has established an Indigenous Research Ethics Board, which will ensure research involving Indigenous Peoples is conducted respectfully and that the benefits of research are shared fairly with communities.

The [2024 Kinàmàgawin Progress Report](#) represents the collective actions that have been undertaken to address the 41 Calls to Action since the 2022 progress report.

Two new [Collaborative Indigenous Learning Bundles](#) are now available that share Indigenous ways of knowing on the topics of Indigenous sciences and engaging with land and water.

Equity, Diversity and Inclusion

In June, the department of Equity and Inclusive Communities hosted the annual Canadian Association for the Prevention of Discrimination and Harassment in Higher Education conference on campus.

The department is currently updating the "Honouring Each Other: Building Consent Cultures on Campus" sexual violence prevention strategy, which will include a robust engagement process.



**Carleton
University**

Graduate
Studies

Carleton's Faculty of Graduate and Postdoctoral Affairs officially became the Office of Graduate Studies on July 1.



Brenda O'Neill is Dean of the recently renamed Faculty of Public and Global Affairs.



Carleton graduates Ravia Dhaliwal and Chidera Onyegbule have won Pathy Foundation Fellowships.



Stefania Maggi is developing a micro-credential on climate change and youth mental health.



Antonia Carcelén-Estrada is an Ānako Indigenous Research Institute Indigenous visiting scholar.

RESEARCH



MP Yasir Naqvi announces support for Matthew Johnson's methane research.

MP Yasir Naqvi Announces \$2M for Methane Monitoring

Yasir Naqvi, the Member of Parliament for Ottawa Centre, announced a [\\$2-million investment](#) from Natural Resources Canada (NRCan) in May to fund Mechanical and Aerospace's [Matthew Johnson's](#) methane emissions inventory work in Carleton's [Energy and Emissions Research Lab](#). The announcement was made at the [2024 CanCH4 Symposium](#), a technical meeting to share research and measurement data on methane emissions to support Canada's [National Methane Strategy](#).



Earth Sciences researcher Hanika Rizo is looking for early signatures of life of Earth.

Ground-Breaking Projects Receive \$2M in Federal Funding

Carleton researchers Amy Rand (Chemistry), Hanika Rizo (Earth Sciences) and Elisabeth Gilmore (Environmental Engineering) [received a combined \\$2 million](#) from the [federal government's New Frontiers in Research Fund \(NFRF\)](#) in June. This support will advance projects that, respectively, explore how gut microbes can break down "forever chemicals," trace the earliest signatures of life on Earth, and foreground the voices of the precariously housed for equitable climate adaptation.



The Ericsson-Carleton 5G Drone Lab is exploring cutting-edge autonomous navigation technology.

Ericsson-Carleton University Partnership Unveils New Drone Lab

The [Ericsson-Carleton University Partnership](#) for Research and Leadership in Wireless Networks held an [official inauguration](#) event on June 24 announcing the opening of the Ericsson-Carleton 5G Drone Lab. The event included a first-hand tour of the cutting-edge technology shaping the future of advanced autonomous navigation for government, industry and media representatives.



Chris Joslin and Lesley Istead from Carleton's School of Information Technology do visual effects research.

\$1.65M in Funding for Visual Effects Research Hub

The Natural Sciences and Engineering Research Council of Canada (NSERC) awarded a [\\$1.65 million grant](#) to [Chris Joslin](#) from the School of Information Technology in May through the Collaborative Research and Training Experience (CREATE) program. Joslin and co-director [Lesley Istead](#) will use the funds for hands-on student experience and training in their Visual Effects and Animation Innovation and Simulation (VISION) program.



Biomedical engineering PhD student Hossein Sadat Hosseini and his supervisor Mojtaba Ahmadi.

New Carleton Lab Enhances Inclusion Research

The recently opened [Abilities Living Laboratory](#) is a [malleable, multidisciplinary space](#) in Carleton's [ARISE](#) Building. A diverse group of faculty, students and community collaborators are using the new facility to design, prototype and test solutions that enhance personal mobility for people with disabilities and support full inclusion in public and cultural life. Says director Adrian Chan, "Now we have an environment where we can move solutions from the benchtop to everyday use."

RESEARCH

Five Carleton Faculty Honoured by Royal Society of Canada

[Jo-Ann LeFevre](#) (Psychology and Cognitive Science) and [Sarah Casteel](#) (English Language and Literature) were elected as Fellows of the Royal Society of Canada on Sept. 3. Psychology's [Maria Rogers](#) was named to the [College of New Scholars, Artists and Scientists](#) at the same ceremony. Meanwhile, on Sept. 10, Biology's [Lenore Fahrig](#) was awarded the bi-annual Flavelle Medal, and SPPA's [Rianne Mahon](#) was awarded the [Ursula Franklin Award in Gender Studies](#).



Jo-Ann LeFevre (Psychology and Cognitive Science) is a new Fellow of the Royal Society of Canada.

Two Canada Research Chairs Renew for Another Term at Carleton

In June, [it was announced](#) that [Mark Boulay](#) and [Robin Chhabra](#) would have their respective Canada Research Chairs (CRC) renewed for another five years. Boulay is a world-leading expert in experimental particle astrophysics, specializing in the search for dark matter, while Chhabra is creating the next generation of fully autonomous and intelligent space robotic systems.



Carleton physics researcher Mark Boulay and robotics researcher Robin Chhabra has their CRCs renewed.

Ontario Invests in Three Carleton Early-Career Researchers

The Ontario government invested in three Carleton researchers, each receiving \$140,000 under the [Early Researcher Awards \(ERA\)](#) program. The funding will support projects including protecting endangered turtle populations, prostate cancer imaging and managing on-peak energy demands. This year's ERA recipients are Christina Davy (Biology), Carlos Rossa (Systems and Computer Engineering) and Burak Gunay (Civil and Environmental Engineering).



Christina Davy (Biology) and Carlos Rossa (Systems and Computer Engineering) are ERA recipients.

Two SSHRC Partnership Development Grants for Carleton

The Social Sciences and Humanities Research Council (SSHRC) announced [new funding](#) for two Carleton researchers through the [Partnership Development Grant](#) program. The funds went to research teams led by [Peter Andrée](#) (Political Science) and [Shelley Brown](#) (Psychology). The teams will receive nearly \$200,000 each over three years as they investigate challenging topics related to decolonizing food systems and parole and probation models, respectively.



Peter Andrée (Political Science) and Shelley Brown (Psychology) received new funding from SSHRC.

Carleton Geography Researcher Earns Medal for Mentorship

With three decades of experience mentoring graduate and undergraduate students, Geography and Environmental Science's [Chris Burn](#) was awarded the [2024 Mentorship Medal](#) from the Canadian Federation of Earth Sciences. Burn is dedicated to training researchers focused on the relationship between climate and permafrost, many of whom he helped pursue work in the North and have gone on to contribute to the research field.



Chris Burn (Geography and Environmental Science) has received a prestigious mentorship medal.

ADVANCEMENT



Ericsson's Aroosh Elahi guides a remotely controlled robot as part of a holistic partnership with Carleton.



Ross Video's CTO Troy English and Carleton VP Rafik Goubran sign a partnership to spark innovation.



Giving Tuesday is one of the biggest days on the annual fundraising calendar at Carleton.



Cheering on Carleton's varsity teams brings alumni together during Throwback.



Throwback, Carleton's homecoming celebration, ran from Sept. 28 to Oct. 5 this year.

Revenue (May 1, 2024 to Aug. 31, 2024):

Philanthropic	\$3,670,599
Gifts in Kind	\$3,713,998
Sponsorships	\$740,563
Research & Partnerships	\$9,378,095
Total	\$17,503,255

Advancement aims to sustain at least a three-year rolling average of \$40 million/year (including annual gifts, major gifts, principal gifts, planned gifts, sponsorship and research and partnership revenue). Fundraising and engagement will continue while assessing capacity for a new campaign and onboarding the new President and Chief Advancement Officer.

Advancement will enhance revenue strategies to support Carleton's mission:

- Grow annual giving revenue (gifts under \$25,000): \$750,960
- Secure 90 new major gifts and pledges over \$25,000: 21 (11 gifts totalling \$5,366,265, 10 pledges totally \$865,007)

Highlights:

- \$1,000,000 towards a chair in philanthropy
- \$675,000 to establish the International Student Pathways Program

Advancement will increase the number of new gifts by will and continue to enhance the profile of the planned giving program:

- \$2.5 million-plus in realized legacy gifts (May to August 2024) for a diversity of initiatives

Highlights:

- \$1.2 million from the estate of Gladie McQueen (BA/06) for student aid
- \$800,000 from the Estate of Cynthia Bled for the Yves & Cynthia Bled Future Achievers Scholarships for Women
- \$240,000 from the estate of Jane Hare for underfunded and new library priorities

Advancement will continue to broker, manage and celebrate partnerships with purpose:

- Multi-channel, year-long communications efforts were launched for retirees, recent alumni, faculty/staff and parents
- Confirm three new strategic partners through Holistic Integrated Partnership initiatives, focusing on sectors such as health, banking and insurance: a strategic agreement with March Networks is in progress, and discussions with Honeywell indicate potential growth from recent investments and research collaborations; efforts to engage with new organizations show promising early results

Through the One Carleton for Foundations initiative, Advancement will secure three grants over \$100,000:

- Identified high-capacity foundations to engage next year that promote Carleton's mission
- Collaboration with CORIS to streamline relationship management with these foundations
- On track to exceed target

Advancement will continue to implement innovative approaches to operational, strategic and systemic challenges:

- Engage the new President fully in Advancement's efforts and transition a new Chief Advancement Officer: Working with the President's transition team to brief the new President on Advancement priorities
- Hold conversations with each faculty, including the library and athletics, to identify opportunities for collaboration: met with all faculties, the library and athletics about their priorities and current initiatives
- Lead and participate in advancement-related thought leadership nationally by leading conversations, serving as volunteers and sharing knowledge: presented at the Canadian Council of Advancement Education, Canadian Association of Gift Planners and Philanthropic Foundations Canada national conferences

STUDENT LIFE

More students are choosing co-ops to enhance their experiential learning and career readiness. Since fall 2021, the number of students interested in the co-op option has increased by 31 per cent, with 5,810 students interested in fall 2024 compared to 4,440 students in fall 2021.

[ACT to Employ](#) has supported nearly 300 paid work placements for students with disabilities from fall 2023 to summer 2024. This program is instrumental in providing students with disabilities opportunities to gain employability skills, network connections and confidence with continuous, specialized support from career development professionals and in workplaces that value inclusivity and diversity. The program has maintained a 100 per cent satisfaction rate since its inception in 2018.

The Housing and Residence Life team supported over 3,000 students who successfully moved into Carleton's residences from Aug. 29 to Sept. 1. Carleton residences are more than a place to stay; they're vibrant communities that offer opportunities to connect, learn and thrive together.

The Student Experience Office reintroduced [Summer Orientation](#) in August. The program welcomed over 600 new students and their parents, guests or supports to Carleton, where they participated in a series of informative presentations, received a campus tour and learned from student leaders about their experience as students at Carleton.

[Fall Orientation](#) offers incoming Ravens the opportunity to meet and socialize with their peers and help gain the skills necessary to transition to university life. Every September, over 2,500 students register for dynamic programming offered in four different streams: EngFrosh, SciFrosh, Sprosh and Fall Orientation for all new first-year students. Students participate in interactive on-campus activities such as Carleton Expo, CUFest, a hypnotist show and a concert in the Ravens Nest to cap off the week.

Health and Counselling Services (HCS) has implemented single-session counselling, which focuses on finding solutions for current mental health concerns and linking students to additional resources if required. This service is bookable online and prioritizes students being seen quickly by a professional counsellor. HCS has also introduced a psychoeducation and groups counsellor to help students build skills, coping strategies and a support system by providing a safe and supportive environment where they can share their experiences and connect with others.

Carleton offers an exchange program with approximately 110 partner institutions in more than 30 countries around the globe. The [Outgoing Exchange Program](#) witnessed a significant boost in students interested in this international experiential learning opportunity, receiving 254 exchange applications for the 2024-25 academic year. This marks a notable increase compared to the previous year, reflecting the growing enthusiasm among students for global educational experiences.

The [Campus to Community](#) program allows students to develop skills, gain experience, learn about important issues and reflect on their experience by participating in a half day of community-engaged learning with a local non-profit organization. In 2023-24, the Student Experience Office ran 21 Campus to Community sessions with five different organizations. Over 125 students participated in these experiential learning opportunities, with 95% indicating they are interested in attending future sessions.

An international internship is an opportunity for students to work internationally for academic credit. Internships are a valuable way of gaining real-world work experience, developing contacts in their field and building their resume to market themselves for future career opportunities. In 2023-24, 150 students were placed abroad through this experiential learning program.



More than 3,000 students moved into Carleton's residences from Aug. 29 to Sept. 1.



School spirit was strong on campus during a series of fall orientation events.



Student volunteers were key to a fun and smooth start to the academic year.



Rodney the Raven, the energetic mascot for Carleton's varsity teams, was part of the festivities.



Carleton's residences are vibrant communities with opportunities to connect, learn and thrive together.

ENROLMENT AND RECRUITMENT UPDATE

Recruitment Update

Jen Sugar became Carleton's new Associate Vice-President (Enrolment Management) on Sept. 1. Sugar succeeded Janice O'Farrell, who worked at Carleton for 21 years and was AVP for the past seven years.

The [Undergraduate Admissions website](#) was refreshed and re-launched in July 2024 for the upcoming recruitment and admissions cycle. The new site features completely redesigned program pages, including expanded program descriptions; videos; featured courses; career outcomes; testimonials; trending program stories and more.

From May to August 2024, the International Admissions and Recruitment team undertook 35 in-person and virtual events, engaging with over 500 prospect students to both support existing applicants toward enrolment and begin early recruitment for 2025.

International Admissions and Recruitment ran a virtual spring open house to get international offer holders excited about Carleton, which was attended by 135 participants from 51 countries. The team also ran a series of workshops to support accepted students while collaborating closely with the International Student Services Office on sessions to support and engage with new incoming students.

This year, Future Raven Applicant Evenings were held in April instead of February to have a more consistent presence throughout the winter and spring. Several events were held across Ontario and in British Columbia, with close to 450 guests participating.

In April 2024, the Undergraduate Recruitment Office (UGR) held "Reading and Accepting Your Offer" online events for applicants. Approximately 100 students attended and asked questions about their offer package ahead of the deadline. Later in the month, UGR hosted four additional online "Future Raven Ask Us Anything" events for students to ask last-minute questions.

The UGR hosted the spring open house on May 11 for 754 guests, 310 of which were students. Applicants and their families participated in a faculty-specific networking brunch with professors, staff and students; attended presentations by each faculty; and joined a series of panels. The Recruitment Coordinator, Indigenous Initiatives also hosted an Indigenous student table, providing opportunities for prospective Indigenous students to connect.



Before becoming AVP (Enrolment Management) Jen Sugar had served as director of Admission Services since 2017.

Throughout June, the UGR partnered with the Registrar's Office to offer five registration preview sessions. Over 960 students and family members participated, an increase from the close to 830 students and family members who participated in 2023.

During summer 2024, the Recruitment Coordinator, Indigenous Initiatives participated in summer solstice and pow-wow events as well as the Soaring Indigenous Student Gathering.

Enrolment Update

New full-time undergraduate first year (Sept. 16, 2024, compared to Sept. 18, 2023)

	Domestic	International	Total
Sept. 18, 2023	4368	564	4932
Sept. 16, 2024	4495	229	4724
Percentage change	2.9%	-59.4%	-4.2%

All full-time undergraduates (Sept. 16, 2024, compared to Sept. 18, 2023)

	Domestic	International	Total
Sept. 18, 2023	19870	2512	22382
Sept. 16, 2024	19774	1947	21721
Percentage change	-0.5%	-22.5%	-2.9%

