

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

**The 638<sup>th</sup> Meeting of the Board of Governors**  
**Tuesday, December 5<sup>th</sup>, 2023 at 3:00 p.m.**  
**Richcraft Hall 2440R**

**AGENDA**

**OPEN SESSION**

**1. CALL TO ORDER AND CHAIR'S REMARKS**

**2. DECLARATION OF CONFLICT OF INTEREST**

**3. APPROVAL OF OPEN AGENDA**

- The agenda was circulated with the meeting material.

**4. OPEN CONSENT AGENDA**

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

**5. OPEN – ITEM(S) FOR APPROVAL**

5.1 Framework for the 2024-2025 Operating Budget (P. Rankin)

- Executive summary and presentation were circulated in advance.

5.2 Borrowing Resolution – RBC Credit Agreement (L. Dyke)

- Executive summary was circulated in advance.

**6. OPEN – ITEM(S) FOR INFORMATION**

6.1 Report from the Chair (G. Farrell)

- A verbal report will be given.

6.2 Report from the President (J. Tomberlin)

- A written report was circulated in advance.

6.3 Committee Chair Updates

- Building Program (C. Tessier)
- Finance (A. Hamdani)
- Governance (B. O'Connor)

**7. OPEN – OTHER BUSINESS**

**8. OPEN - QUESTION PERIOD**

**9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK**

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# **AGENDA ITEM**

## **5.1**

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 2 November 2023
<b>From:</b>	Finance Committee	<b>Date of Meeting:</b> 5 December 2023
<b>Subject:</b>	<b>Framework for the 2024-25 Operating Budget</b>	
<b>Responsible Portfolio:</b>	Provost and Vice-President (Academic)	

### 1.0 PURPOSE

For Approval    For Information    For Discussion

### 2.0 MOTION

On the recommendation of the Finance Committee, move to approve Carleton's operating budget planning framework for fiscal year 2024-25, as presented.

### 3.0 EXECUTIVE SUMMARY

Carleton's planning and budget framework is based on a five-year forecast, updated annually, with the Strategic Integrated Plan providing direction for the development of individual unit plans and priorities. University-wide, long-term planning is informed by the Strategic Integrated Planning Committee (SIPC). These unit-level plans, converted to a series of goals and initiatives, are then assessed by the Provost's Budget Working Group (PBWG), which is tasked with recommending the allocation of resources in line with institutional priorities.

In March, Resource Planning Committee (RPC) Chairs meet to present their proposed budgets, promoting transparency and fostering discussion and collaboration across units. This approach ensures that proposed initiatives are aligned with the needs of the academic enterprise and service units, spending priorities are established, and that alignment and efficiency of service delivery is considered. As a result, budgetary allocations are informed not only by the overall financial situation of the university, but also by the values and priorities of individual units.

Annual allocations also are affected by the University's Enrolment Linked Budget Allocation (ELBA) model, which provides Faculties with a share of additional revenue associated with growth in enrolment. The ELBA funds are built into Faculty base budgets over time and are intended to cover increased teaching costs, lab infrastructure and equipment, as well as student initiatives associated with increases in enrolment. The academic and administrative RPCs are permitted to carry forward unspent budgets as a contingency against unexpected change in future revenues and expenses, for short-term planning and development needs and for longer-term strategic initiatives.

The planning and budgeting review process continues throughout the fiscal year. A mid-year contingency reserve is available to respond to off-cycle budget requirements presented by RPC Chairs.

In concert with the University's annual Financial Report, which includes consolidated financial statements and a management discussion, the President's annual report completes the planning and budgeting cycle, highlighting progress on our plans and priorities.

Resource Planning Committees will continue to align their planning with the University's Strategic Integrated Plan. To guide the development of operational plans and priorities, Carleton's Strategic Integrated Planning Committee has established the following areas of focus for 2024-25:

- Undergraduate Recruitment & Retention
- Program Refresh
- New Online Markets
- Service Rationalization
- Process Modernization

Additionally, the committee has identified a need to focus on the Serve Ottawa, Serve the World strategic direction of the Strategic Integrated Plan.

The Provost's Budget Working Group will present the 2024-25 operating budget to the Finance Committee in April and will seek a recommendation for approval by the Board of Governors. Final operating budgets are expected to be communicated to Resource Planning Committees at the end of April.

#### **4.0 INPUT FROM OTHER SOURCES**

The 2024-25 planning framework has been prepared with the support of the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Finance and Administration), the Office of the Deputy Provost (Academic Operations and Planning), the Office of Institutional Research and Planning, Financial Services, and the participation of the President and all Vice-Presidents.

#### **5.0 ANALYSIS AND STRATEGIC ALIGNMENT**

##### Revenue

Given the unpredictable and competitive post-COVID recruitment landscape, the University is taking a conservative approach when projecting new student enrolment. We forecast new domestic enrolment to increase by 1% annually and international enrolment by 2% in 2024-25 and beyond. There are also unknowns with respect to potential tuition increases. For domestic students, tuition is regulated by the Ministry of Colleges and Universities, which has not yet announced a new tuition framework for 2024-25 or beyond. With this uncertainty in mind, we have made a conservative assumption when projecting revenue that in 2024-25, grant-eligible Ontario resident student tuition fees will remain frozen at 2019-20 levels, and then increase modestly (2%) thereafter. International tuition is not regulated by the Ministry. While competitive analysis and consultations are ongoing regarding international tuition increases, a proposal has not yet been decided on for 2024-25. While increases historically have varied by program (from 0% to 8%), the assumption used in the revenue projection model at this time is a 3% increase across all programs.

Concerning our Strategic Mandate Agreement, the Government agreed to delay the activation of performance-based funding for the first three years of the agreement (2020-21 to 2022-23) to help universities address the effects of the COVID-19 pandemic. The Ministry has assessed the sector's readiness for activation in Year 4 (2023-24) at a system-wide proportion of 'at-risk' grant at 10% increasing to 25% in Year 5 (2024-25). Early indications are that there will be no material impact on Carleton's grant due to the activation of the performance-based funding in 2023-24. The proportion of provincial operating grant being provided to universities via the Differentiation Envelope in 2023-24, however, will remain at a system-wide proportion of 55% and move to 60% by 2024-25 as originally planned, with the expectation of being back on the original track to begin the next round of SMAs. Carleton's total planned operating grant continues to be \$175 million.

## Expenses

During 2024-25, the majority of the University's collective agreements will not be subject to the provincial government's Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act 2019*, which aims to limit public sector employee salary increases to 1% per year over a three-year period. New CUPE 4600 Units 1 and 2 agreements were ratified during 2023. CUPE 2424 and the University are currently engaged in active collective bargaining. CUASA collective bargaining is expected to begin during the 2024-25 academic year. These new collective agreements will not be subject to Bill 124. Wage related costs, however, remain the largest driver of annual cost increases in our budgets.

We remain committed to student employment opportunities on campus through teaching assistantships and casual work opportunities, and will maintain our scholarship grid as a means to attract students and grow our net revenue. General and administrative costs are forecasted to increase at a rate of 3% per annum.

## Financial Outlook & Base Budget Cuts

Carleton's planning and budgeting team refreshes the university's five-year financial plan in the fall to assess our financial health and ability to maintain a balanced budget. The team engages with subject matter experts across campus to prepare enrolment and tuition projections, and project compulsory cost increases. We remain confident in Carleton's overall financial health, as is supported by our provincial metric ratios. Slowed growth in revenue and increasing costs, however, are expected to place financial pressure on the University in the short term and until government policies allow for revenue growth.

As a result, a 3% base expenditure budget cut is planned for all operating RPCs with an effective date of May 1, 2024 – a value of approximately \$10 million. The aim is to reduce discretionary spending and leverage the significant amount of appropriated reserves within the units to maintain operations and invest in new growth strategies. Centrally appropriated reserves are expected to be drawn upon to maintain operating service levels. Planning estimates signal a possibility for the need to implement additional base budget cuts in the near term.

## **6.0 FINANCIAL IMPLICATIONS**

The University plans to support RPC resource requirements through a combination of centralized investments and remaining committed to its carry forward policy, allowing units to maximize the use of existing carry forward reserves. The University will continue to maintain a balanced operating budget over the planning horizon by investing very strategically, controlling costs, and drawing down on some internal reserves.

## **7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

The main risks associated with being unable to meet a balanced operating budget relate to: i) missing projected enrolment growth; ii) additional government funding reductions; iii) reduction in tuition fees; and, iv) poor investment returns. Uncertainty remains regarding the current economic conditions, the effect on government financing, the government's future commitment to funding the post-secondary sector, the unknown tuition framework, and the outcome of upcoming collective agreement negotiations and Bill 124 litigation. Using a conservative budgeting approach and assumptions assist the University with mitigating the risk of not achieving a balanced budget as well as ensuring its continued financial sustainability. In addition to mitigating the risk, Carleton is using existing reserves to help deal with potential unexpected expenditures and changes in regulations or market conditions in the short term.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Carleton's financial health is critical to it being able to achieve its institutional priorities and is a significant contributor to its reputation. To support and sustain Carleton's strong financial record and health, the planning and budgeting process is supported by a robust framework that involves communicating to, between, as well as engaging with, managers at all levels and is reviewed through a well-defined governance process by including the Board of Governors and Senate. To ensure transparency and accessibility, the final budget report, which describes the University's priorities and resource allocations, is also available to the Carleton community.

## 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>

# Framework for the 2024-25 Operating Budget

Board of Governors  
December 5, 2023

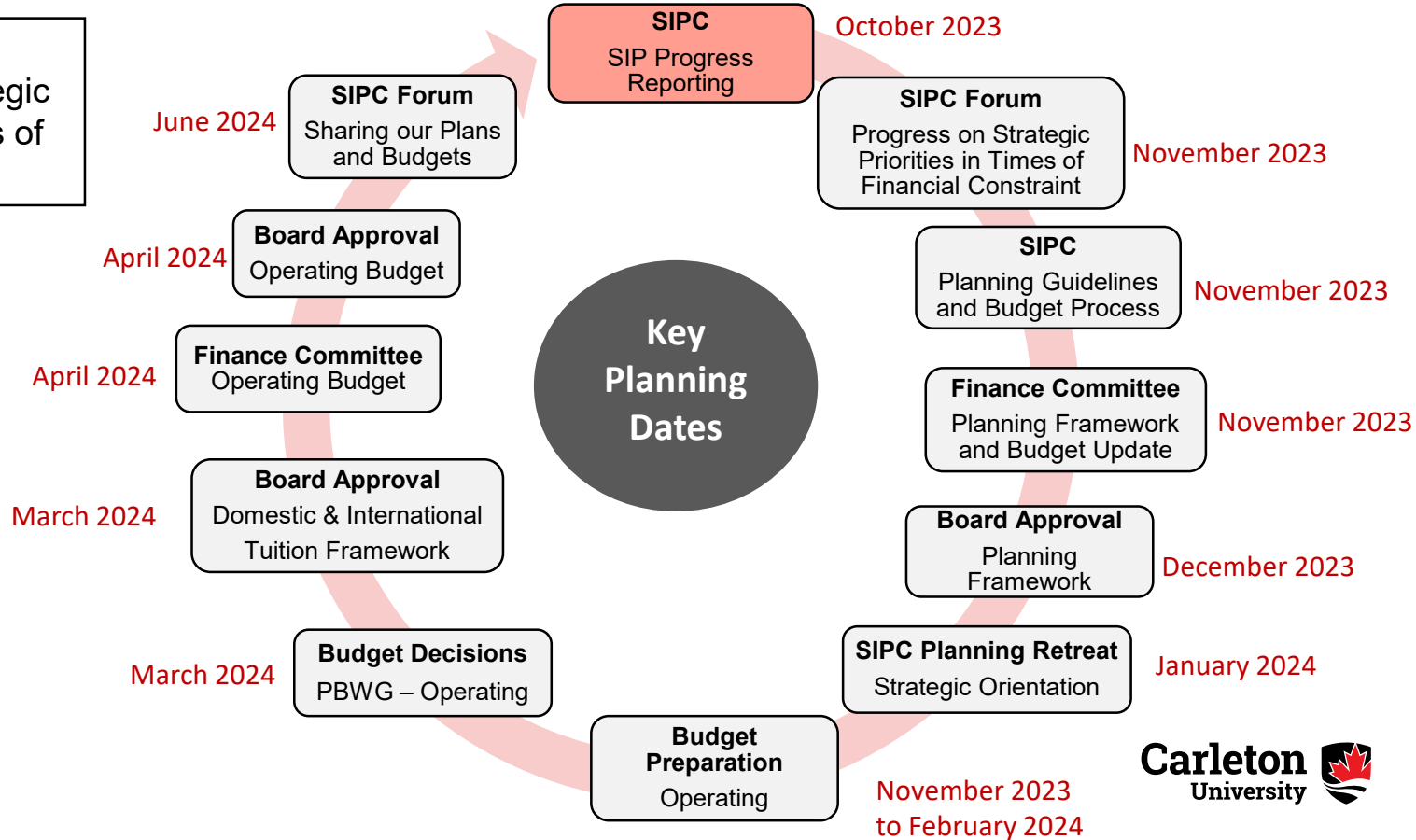


# Linked Planning Exercises

- Strategic Integrated Plan
- Strategic Mandate Agreement Metrics
- 2024-25 Operating Budget
  - **To be presented to the Board of Governors in April 2024**
- Resource Planning Committee (RPC) Plans

# Carleton Planning Framework

**Theme for the year:**  
Progressing on strategic priorities during times of financial constraint.



# 2024-25 Areas of Focus

- Undergraduate Recruitment & Retention
- Program Refresh
- New Online Markets
- Service Rationalization:
  - Where do we look for efficiencies?
  - How do we respond to the changing societal expectations of universities?
- Process modernization

## **SIP Focus:**

Serve Ottawa, Serve the World

# Challenges in Maintaining a Balanced Operating Budget

## Pressures

- Tuition freeze
- International markets and international student visa delays
- Changes in domestic enrolment patterns
- SMA – Corridor Model & Performance-Based Funding
- Deferred building and infrastructure maintenance
- Rising capital project costs
- Exiting Bill 124
- Information technology needs
- Increased research productivity

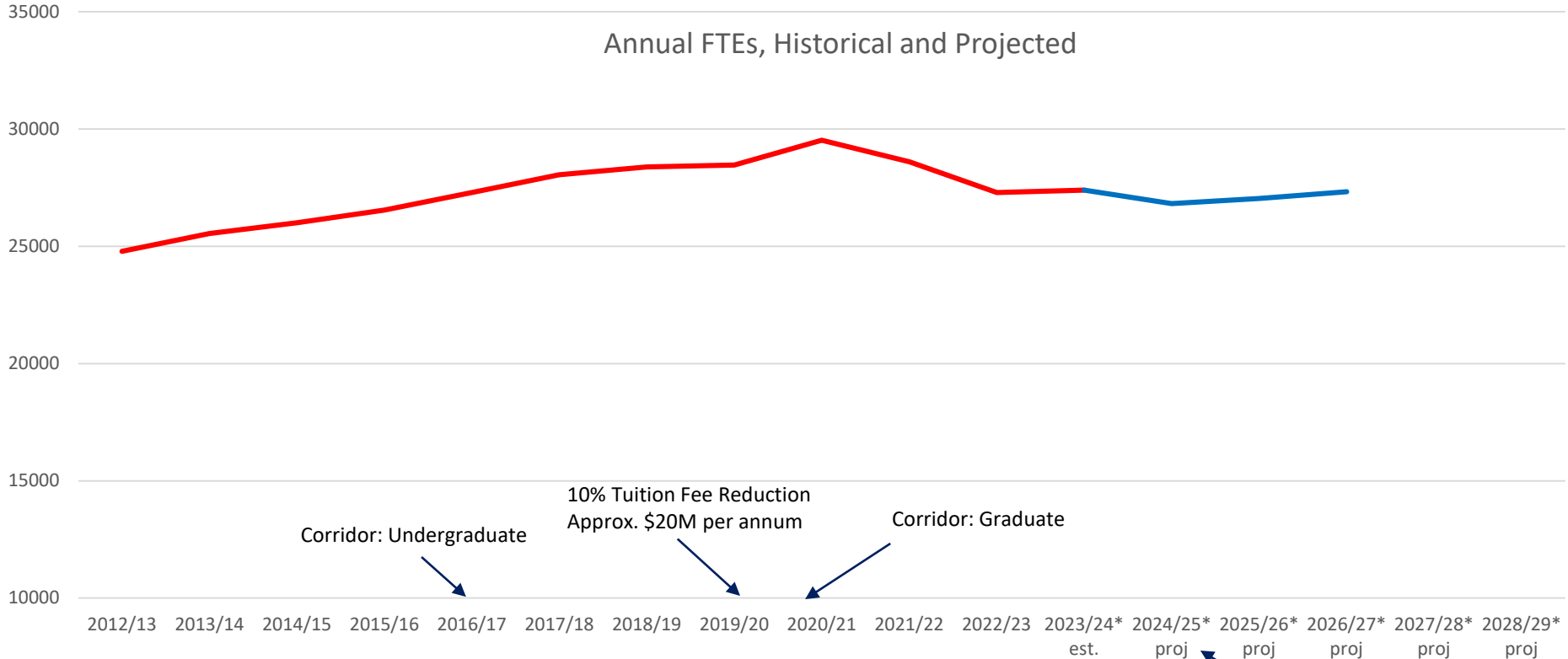
## Opportunities

- Returning to in-person recruitment
- Reputational enhancement
- Program innovation and renewal
- Internally restricted reserves
- Blue Ribbon Panel

## Base Expenditure Budget Cut

- At this time, projecting a 3% base expenditure budget cut for 2024-25

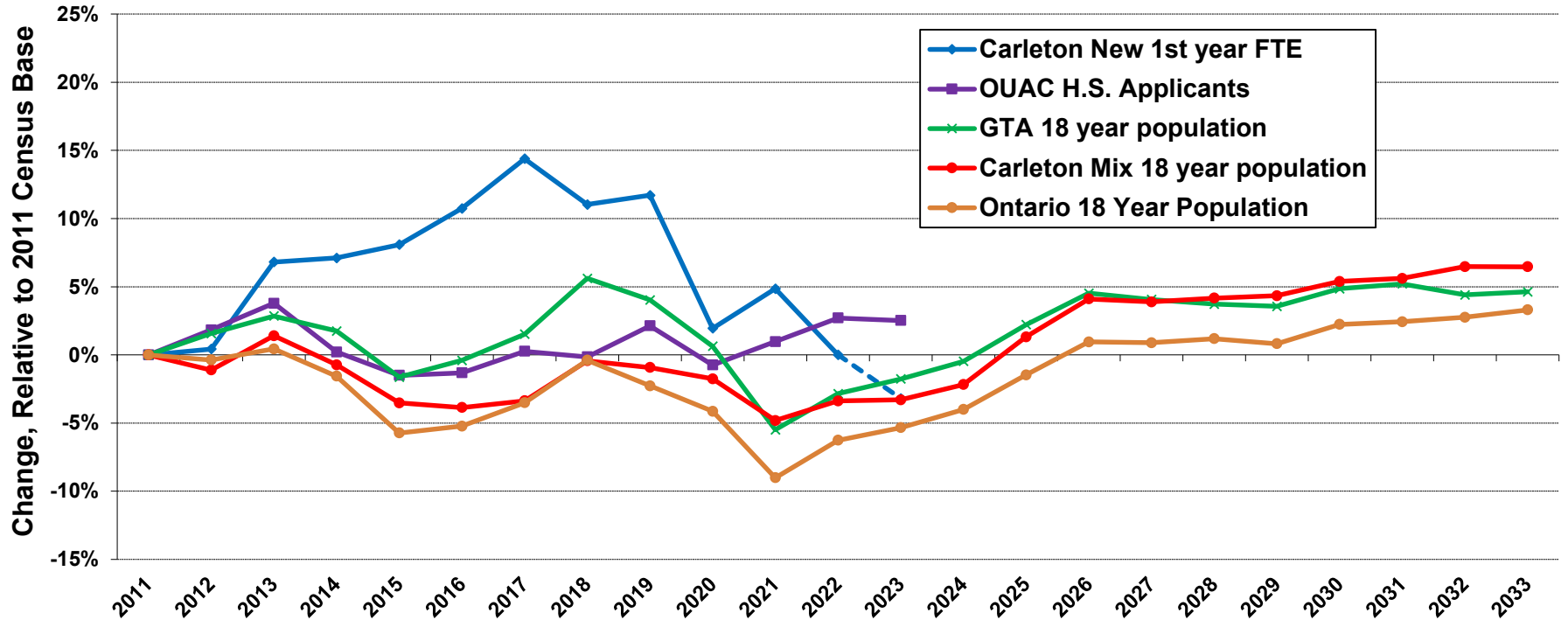
# Total Enrolment: Annualized Full-Time Equivalent



Source: Historical, OIRP datacubes. Projected enrolment based on projection models. UG growth after 2023: 1% domestic, 2% international, flat UG. Excludes incoming exchange students, and work-term only co-op students in FTE calculation.

Anticipated Further Tuition Fee Freeze

# Projected Change in the 18-Year-Old Population in Ontario: Carleton Impact



Source: Ontario Ministry of Finance: *Ontario Population Projections Update, 1986-2046* (Summer 2022)  
 Ontario University Application Centre (OUAC) yearly statistics, OIRP Data cubes  
 "Carleton Mix" is calculated based on actual Ontario enrolment mix Ontario intake (Fall 2023).  
 OUAC data from 2023 is as at September 6, 2023.  
 Office of Institutional Research and Planning: 2023-10-23

# Looking Forward

The university cannot cut its way out of financial pressure; revenue growth is required.

- Recruitment, enrolment, and retention at the undergraduate level must be prioritized
- Program innovation and renewal is a necessity

We are planning for financial constraint in the coming years. In response, it is expected that base budget cuts will be applied to all RPCs for 2024-25. This will require us to rationalize our services, find efficiencies, and automate processes.

Financial constraint, however, should not discourage longer-term planning and opportunity seizing. We will continue to encourage initiatives aimed at improving recruitment and incubating new programming.

We must remain mindful of our special responsibility to serve the public good and contribute to the overall well-being of society.

# Recommendation

On the recommendation the Finance Committee, move to approve Carleton's operating budget planning framework for fiscal year 2024-25 as presented.



# **AGENDA ITEM**

## **5.2**

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 19 October 2023
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 5 December 2023
<b>Subject:</b>	<b>Borrowing Resolution – RBC Credit Agreement</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

## 1.0 PURPOSE

For Approval    For Information    For Discussion

## 2.0 MOTION

On the recommendation of the Finance Committee, move to approve the borrowing resolution with reference to the Frontenac Residence credit agreement with the Royal Bank of Canada, as presented.

## 3.0 EXECUTIVE SUMMARY

The university has 3 credit facilities with the Royal Bank of Canada (RBC) related to our residences. In August 2023, the Board of Governors approved an interim extension for the credit facility related to the Frontenac Residence from August 2023 to December 31, 2023, to allow the new renewal agreement to use the newly established Canadian Overnight Repo Rate Average (CORRA) as its financial benchmark. The expiring agreement used the Canadian Dollar Offered Rate (CDOR) pricing rate, which is being discontinued as it was no longer viewed as best-practice.

In 2008, a total of \$14.75 million was borrowed for the Frontenac Residence, and the current loan balance is \$10.5 million. Prior to the extension in August, the credit arrangement was last renewed in 2018.

To align with the other two RBC credit facilities, those being for the Leeds and Lennox & Addington Residences, the non-fixed interest term for this agreement will end in August 2026. Thereafter, all three credit agreements will have a 5-year renewal term.

## 4.0 INPUT FROM OTHER SOURCES

The credit renewal is prepared by Royal Bank of Canada

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

When the university originally entered the credit rate agreement for the Frontenac residence in 2008, we hedged our variable rate agreement with a fixed interest rate swap. Such arrangements, also known as derivatives, are used when an organization such as the university wants to mitigate the risk of a variable rate credit instrument with a fixed rate one. The other party involved is willing to accept the risk of a variable rate and the two parties swap the interest payments.

Derivative-related credit agreements were originally priced using the Canadian Dollar Offered Rate (CDOR), however the CDOR will cease to exist by June 2024 and will be replaced with the Canadian Overnight Repo Rate Average (CORRA). The CORRA benchmark is based on large volumes of underlying transactions which is considered a global best practice, rather than on judgement as the CDOR was determined.

We have one credit agreement with the RBC, for our Frontenac residence, that is expiring in December 2023. The normal renewal term for the non-fixed interest component of the interest rate swap is 5 years. To align this renewal date with our other two RBC credit facilities for the Leeds and Lennox & Addington Residences, this agreement's term will be from January 2024 to August 2026.

Prior to renewal, the all-in interest rate for the Frontenac Residence was 4.93%, of which 4.56% was fixed and 0.37% was variable. The renewal variable rate will be 0.59%, for an all-in interest rate of 5.15%.

## 6.0 FINANCIAL IMPLICATIONS

There will be a minor increased cost to the ancillary housing operations due to the 22-bps increase in the credit spread. This translates to approximately is \$55,000 over the agreement period, or \$22,000 per year, which is not material within the housing budget. This will be partially offset by the savings in renewal fees due to the alignment of the three expiry dates.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no significant risks or legal issues associated with the renewal of an existing credit agreement.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are not any reputational issues associated with the renewal of an existing credit agreement.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

# **AGENDA ITEM**

**6.2**

# PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

December 5, 2023



## REPUTATION AND COMMUNITY HIGHLIGHTS



Carleton alumnus Greg Fergus (BA Honours '02).

### Alumnus Greg Fergus Elected House of Commons Speaker

On Oct. 3 in a historic mid-session vote, the [Honourable Greg Fergus](#) became the first Black Canadian to be elected as a Speaker in the House of Commons. Fergus is a proud Carleton University alumnus, graduating with an honours degree in Political Science (International Relations) in 2002. He returned to Carleton last May as a key panelist at the university's inaugural Challenge Conference.



Carleton students took centre stage at fall convocation.

### Carleton Students Cross the Stage at Fall Convocation

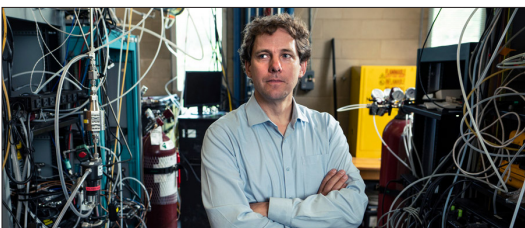
At the start of November, the community came together in the Carleton University Fieldhouse, to celebrate [fall convocation](#). The one-day ceremony honoured the 1,229 students (719 undergraduates and 510 graduates) graduating this semester, as well as physicist [David Sinclair](#), who received an honorary degree in recognition of his outstanding contributions to the field of experimental sub-atomic physics and for his leading role as founding director of SNOLAB.



Carleton is one of Canada's Top Employers for the second year in a row.

### Carleton Maintains Title as a Top Canadian Employer for 2024

Carleton University has been named one of Canada's Top 100 Employers for the second consecutive year – a testament to the institution's commitment to career growth and satisfaction, inclusivity and connectedness. The announcement comes just a few weeks after Carleton launched its comprehensive [Finance and Administration Strategic Plan](#) for 2023-2028, which will guide the university over the next five years in fostering a healthy work environment that enables everyone to thrive.



Matthew Johnson heads Carleton's Energy & Emissions Research Lab.

### Carleton Lab Completes Canada's First-Ever Methane Census

As the national hub for the study of methane, Carleton University's Energy and Emissions Research Lab (EERL) [recently completed](#) the country's first-ever upstream oil and gas methane census. Led by engineering professor Matthew Johnson, EERL is collecting vital data to help Canada meet its ambitious target of reducing 75% of all methane emissions produced by our oil and gas industry by 2030.

# REPUTATION AND COMMUNITY HIGHLIGHTS



The Carleton Challenge Conference will return for 2024.

## 2nd Carleton Challenge Conference to Explore Climate Solutions

Planning for the 2024 Challenge Conference is in full swing, this year focusing on one of the most significant challenges of our time: Climate Change. On May 8, business, government, community and academic leaders from across Canada will come together to have an important conversation on “Climate Solutions for a Sustainable Future”.



Visitors take in the art at CUAG’s Norval Morrisseau exhibition.

## Norval Morrisseau Exhibit Brings Healing Art to CUAG

This fall, the Carleton University Art Gallery (CUAG) is home to an extraordinary exhibition celebrating the art of Norval Morrisseau (Copper Thunderbird), a renowned Anishinaabe artist. [Norval Morrisseau: Medicine Currents](#) showcases an exclusive collection of Morrisseau’s paintings, drawings and objects co-curated by Carmen Robertson, Carleton’s Canada Research Chair in North American Indigenous Visual and Material Culture, and Danielle Printup, CUAG’s Indigenous cultural engagement coordinator.



Carleton’s all-star Ravens Women’s Basketball team at Homecoming.

## Homecoming Celebrates Ravens History, Community and Future

The early fall sun was shining on Carleton University as returning Ravens flocked to campus to celebrate Throwback – Carleton’s homecoming celebration. [From Sept. 23 to 29](#), the 2023 edition of Throwback welcomed more than 3,000 enthusiastic attendees to 30 different alumni and community events, ranging from academic symposiums to networking meetups to varsity games.



Shane Gero is a scientist-in-residence at Carleton.

## Carleton Scientist Decodes Whale Communication with AI

Shane Gero, a scientist-in-residence in Carleton’s Department of Biology who’s spent 20 years studying a pod of whales in the Eastern Caribbean Sea, recently made history by witnessing the world’s first filmed and recorded birth of a sperm whale calf. As the lead biologist of Project CETI, Gero’s team studies the [incredible sounds of whale communication](#) by developing drones that fly over oceans and attach wearable tracking devices onto whale backs as they surface.



Veronika Melkozerova gave this year’s Peter Stursberg Foreign Correspondents Lecture.

## Ukrainian Reporter Speaks at Foreign Correspondents Lecture

On Nov. 14, Ukrainian journalist [Veronika Melkozerova](#) delivered the School of Journalism and Communication’s 2023 Peter Stursberg Foreign Correspondents Lecture at the Canadian War Museum in Ottawa. Moderated by Carleton journalism professor and award-winning CBC reporter [Duncan McCue](#), Melkozerova’s powerful and moving lecture marked the first instance that a correspondent shared about their complicated experiences covering a conflict at home in their own country.



# ACADEMICS

## Recognizing Academic Excellence

The Royal Society of Canada welcomed Odaei Al About (Mathematics and Statistics) and Kifah Gharzeddin (Biology) to the [College of New Scholars](#).

Mehmet Akif Demircioglu (Public Policy and Administration) and James Meadowcroft (Political Science; Public Policy and Administration) appear on the list of the [World's Top 2% Scientists](#) published by Stanford University.

Pavel Cheben (Electronics) was elected to the [International Fellow of the Royal Academy of Engineering](#).



Mehmet Akif Demircioglu (Public Policy and Administration) and James Meadowcroft (Political Science; Public Policy and Administration).

## Academic Spaces

On Oct. 11, [Teaching and Learning Services](#) hosted the official opening of the [Experiential Learning Hub \(ELH\)](#), Carleton's dedicated space for students and instructors to engage and experiment with emerging immersive technologies.

The [School of Computer Science](#) celebrated the reopening of its state-of-the-art [Teaching Assistant laboratory](#). The School now proudly hosts the world's fastest Graphics Processing Unit (GPU), ensuring it remains at the forefront of technological advancements.



The Experiential Learning Hub (ELH) in Southam Hall.

## Academic Updates

The Faculty of Arts and Social Sciences welcomed Tyler Pennock, a Cree two-spirit poet, as the inaugural [FASS Indigenous Artist-in-Residence for Fall 2023](#).

The Faculty of Graduate and Postdoctoral Affairs launched Carleton's first digital [Custom Viewbook](#), a concierge service which offers prospective graduate students the ability to select what information they would like to receive about the university's master's, doctoral and graduate diploma programs.

The Faculty of Engineering and Design announced the return of its [Women in Engineering & IT \(WiE&IT\) Program](#) supported by 20 industry partners.

CityStudio Ottawa — a collaboration between Carleton University, the City of Ottawa, University of Ottawa and Algonquin College — was officially approved this October. CityStudio is a proven experiential learning model that brings innovation, engagement and experimentation to the classroom by uniting students, faculty, researchers and community members with municipal government.

The Faculty of Science released its [strategic plan](#), which addresses key questions related to knowledge sharing, wellness, sustainability and community service.

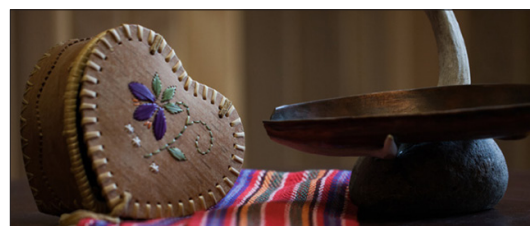


The School of Computer Science's revamped teaching assistant lab.

## Indigenous Initiatives

On Sept. 30, the Carleton community took part in [Orange Shirt Day](#). The Every Child Matters flag was raised and Carleton community members were encouraged to wear orange, meaningfully reflect on the harmful impact of residential and day schools, and seek opportunities toward conciliation.

Carleton added more than [40 pre-approved smudge-friendly spaces on campus](#) to further reduce the barriers to engaging in Indigenous spirituality and ceremony on campus.



Carleton marked Orange Shirt Day on Sept. 30.



There are now 46 smudge-friendly spaces on campus.

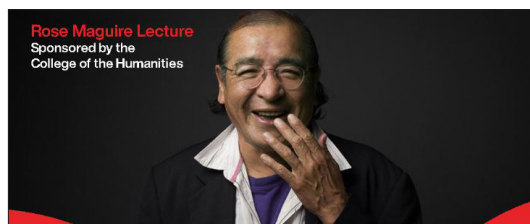
# ACADEMICS



Carleton's Self-Identification Survey went live in November.



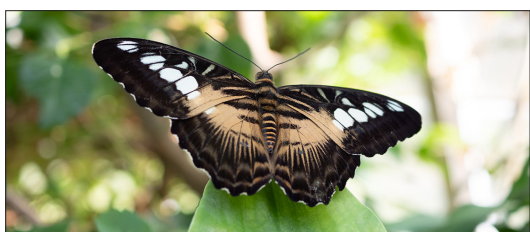
2023 Student EDI Research Award recipients Shadea Nance, Aanya Baidur, Olivia Little, Senai Debebe and Cosette Arsenault-Deraps.



Cree author and playwright Tomson Highway.



Carleton's HeLa Event pays tribute to Henrietta Lacks.



Insect-lovers swarm campus for the annual Biology Butterfly Show.

## Equity, Diversity and Inclusion

Carleton has launched a [Self-Identification Survey](#) to better understand the representation, experiences and perspectives of students and employees. The data gathered from this survey will help the university understand more fully the diversity of the Carleton community, dismantle systemic barriers faced by equity-deserving groups and foster an environment where everyone can experience a sense of belonging.

During the week of Oct. 16, Carleton celebrated [Inclusion Week](#) with a series of events centered on the theme of "Doing the Work: Reflecting, Relinquishing and Reclaiming Power in Inclusion". The week included 17 events covering a range of topics, such as Indigenous sciences, neurodiversity in the classroom, inclusive course design, dignity and disability, Black student supports and events in support of the 2SLGBTQ+ community at Carleton.

The [2023 Student EDI Research Award recipients](#) presented their innovative EDI-related research projects during Carleton's Inclusion Week. Recipients shared key findings from the research they conducted over the summer. Their projects produced insightful cross-disciplinary findings that will benefit the Carleton community and beyond.

## Special Events

The Faculty of Science held its [Celebrate Science: 60 Years of Discovery](#) anniversary event commemorating the faculty's six decades of achievements featuring keynote speaker Sean MacKinnon, an esteemed alumnus and chief scientist at Loop Energy.

The College of the Humanities presented the [2023 Rose Maguire Lecture](#) featuring Tomson Highway, a Cree author and playwright who overcame great adversity to shape the development of Indigenous theatre in both Canada and around the world.

The Faculty of Science hosted the [HeLa Celebration event](#) to pay tribute to the legacy of Henrietta Lacks and raise awareness around the student-led, faculty-supported [Carleton HeLa Initiative](#).

During Fall Break, the Sprott School of Business, in partnership with the Hogeschool Rotterdam Business School, hosted 16 student teams representing universities from 10 countries for the [Rotterdam-Carleton International Case Competition](#) (ROCA). The competition featured cases involving local organizations that emphasize sustainability, innovation and responsible leadership.

This fall, the Department of Biology held its [24th annual Biology Butterfly Show](#). The sold-out event featured guided tours provided by Let's Talk Science Ottawa alongside engaging "STEM Storytime" sessions and various educational online activities.

On Oct. 18, the Honorable Rechie Valdez, Minister of Small Business, and Arielle Kayabaga, Carleton alumna and Member of Parliament for London West, met with members of Carleton's [Black Entrepreneurship Knowledge Hub](#). The hub is funded by the Government of Canada as a key component of the [Black Entrepreneurship Program](#) and is led by the Sprott School of Business in partnership with the [Dream Legacy Foundation](#).

The [Canadian Accessibility Network \(CAN\)](#), under the leadership of the Accessibility Institute, has reached 94 CAN Collaborators and more than 170 individual members supporting the work of advancing accessibility across Canada, recently partnering with Transport Canada to host a CAN Connect Forum on Oct. 26. The forum reviewed ongoing initiatives aimed at improving inclusive and equitable transportation options for all Canadians, as well as showcased findings from a joint Accessibility Institute/Transport Canada research project.



# RESEARCH

## NPSIA PhD Candidate Receives Prestigious SSHRC Talent Award

Jessica Davis, a PhD candidate in Carleton's Norman Paterson School for International Affairs, has been named the recipient of the Social Science and Humanities Research Council's (SSHRC) 2023 Impact Award in the Talent Category for her research into the effects and outcomes of counter-terrorism policy, specifically counter-terrorism financing legislation, policies and practices. This is Carleton's first successful nomination to this program. The award is prestigious and competitive, being given to only one individual each year.



Jessica Davis, International Affairs PhD candidate.

## NSERC Awards \$50K to Carleton Quantum Science Researchers

Carleton researchers have received [\\$50K in Natural Sciences and Engineering Research Council of Canada \(NSERC\) grants](#) in support of Canada's National Quantum Strategy. Through the Alliance International Quantum grant, Carleton researchers Connor Kupchak (Electronics) and Jason Crann (Mathematics and Statistics) will each receive \$25K to advance their quantum science and technology research over the next year.



Connor Kupchak (Electronics) and Jason Crann (Mathematics and Statistics).

## Winnie Ye Elected Chair of IEEE Women in Engineering Committee

Winnie Ye (Electronics) was recently [elected chair of the IEEE Women in Engineering \(WiE\) Committee](#) for the 2025-2026 term. IEEE WiE is a global network that connects over 40,000 members in over 125 countries to advance women in technology at all points in their lives and careers. Through their programming, they help members network, acquire influential mentors and address some of the world's most pressing problems.



Winnie Ye (Electronics) is the next chair of the IEEE WiE Committee.

## Steve Ulrich Named AIAA Associate Fellow

Steve Ulrich (Mechanical and Aerospace Engineering) has been [named as an Associate Fellow by the American Institute of Aeronautics and Astronautics \(AIAA\)](#) for his "original contributions to the area of guidance, navigation, and control systems for spacecraft formation flying, proximity operations, and space robotics." Among the 130 newly elected AIAA Associate Fellows that make up the Class of 2024, Ulrich is one of only two recipients from Canadian institutions.



Steve Ulrich (Mechanical and Aerospace Engineering) is now an Associate Fellow of the AIAA.

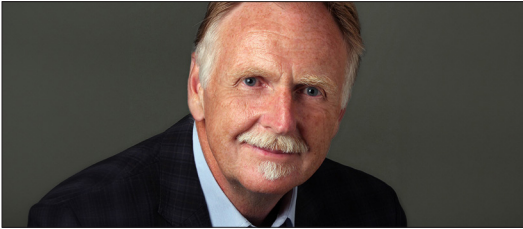
## Carleton Scientist Studying Effects of Workplace Exposure to Radiation

New research from scientist Paul Villeneuve (Neuroscience) is examining the potential health effects of radiation exposure for people who work in radiology clinics, nuclear power plants, uranium mines and other workplaces. The project is funded thanks to a [\\$560,000 grant from the Canadian Institutes for Health Research \(CIHR\)](#) and conducted in collaboration with Health Canada, the Canadian Nuclear Safety Commission, Statistics Canada and the Ontario Occupational Cancer Research Centre.



Paul Villeneuve's (Neuroscience) research studies the health effects of radiation exposure.

# ADVANCEMENT



Carleton alumnus Barry Hobin (BArch 74).



The Ottawa Chapter of the Canadian Federation of University Women.

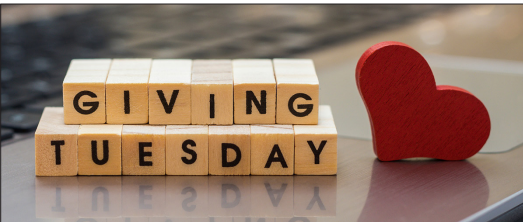
## Revenue (May 1, 2023 – Oct. 31, 2023):

Philanthropic	\$3,784,104
Gifts in Kind	\$3,872,400
Sponsorships	\$942,268
Research & Partnerships	\$6,859,770
<b>Total</b>	<b>\$15,458,542</b>

As the end of the first semester approaches, University Advancement continues its focus on planning and preparation for the next fundraising campaign. Through engagement, strategic donor stewardship and innovative fundraising activities, Advancement is able to maintain progress towards its annual \$40M revenue goal and expand volunteer, corporate and philanthropic partnership opportunities.

## Celebrating Donors

Carleton was proud to successfully nominate two of its long-standing donors for awards from the Ottawa Chapter of the Association of Fundraising Professionals. Hobin Architecture, led by founder and alumnus Barry Hobin (BArch 74), was selected as Outstanding Small Business Philanthropist — a recognition of their long-standing commitment to Carleton, the field of architecture and numerous community organizations in Ottawa. Meanwhile, the Ottawa Chapter of the Canadian Federation of University Women was selected as the Outstanding Philanthropic Group, in honour of their dedication to providing financial aid and educational opportunity for women and girls. The organizations were honoured at a ceremony in Ottawa on Nov. 16.



Carleton celebrated Giving Tuesday on Nov. 28.

## Giving Tuesday and Thank You Thursday

The annual Giving Tuesday fundraising tradition continued at Carleton on Nov. 28. Donors and partners were invited to visit our award-winning [FutureFunder.ca](https://www.futurefunder.ca) website and support one of dozens of student-led campaigns or other Carleton priorities. All gifts made in those 24 hours were matched, raising substantial funds to enhance Carleton's teaching and learning, research and community engagement activities. Two days later, Carleton renewed its "Thank You Thursday" tradition, devoting a day to celebrating philanthropy on campus and in the community. FutureFunder project champions participated in the Race for Good — a fun Amazing Race-style challenge throughout the city — then joined donors and partners in person for an inspiring on-campus event.

## Snapshots from Throwback 2023

In the last week of September, Carleton hosted its 11th annual Throwback — a week-long celebration of school spirit, connections and our enduring sense of community, co-chaired by Advancement and Recreation and Athletics.



The Faculty of Engineering and Design held an alumni networking meetup at Throwback 2023.



Throwback 2023 included the community launch of the MacOdrum Library's Wellness Desk, supported by the Carleton Alumni Association.



# STUDENT LIFE

The Carleton Ravens men's soccer team are [2023 OUA Champions](#) following a 3-1 win over the York Lions. The victory marks the Ravens' fourth OUA Championship and first since 2019.

Carleton's Students and Enrolment division has earned the [Canada Awards for Excellence \(CAE\) Gold level certification](#) and received the award at the Canada Awards for Excellence ceremony on Nov. 17 in Toronto. The Gold level indicates we have "achieved a comprehensive approach to excellence, innovation and wellness with positive results and quantifiable improvement." The division earned an overall score of 87% across all criteria with an impressive 96% score in the "Customers" area.

In honour of National Day for Truth and Reconciliation, Housing and Residence Life Services commissioned an art piece from Anishinaabe Bodewadmi/Nehiyaw artist Kevin George to display in our residence neighbourhood. The piece highlights different aspects of Indigenous culture while honouring both historic and ongoing loss.

Housing and Residence Life Services launched the [Black Students Hub](#) in 209 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.

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 our revitalized Pride crosswalk, a panel discussion on intersecting identities and a drag show.

The Student Experience Office's First Year Connections mentorship program supported over 500 first-year students in their transition to Carleton during the Fall 2023 term. Over 2,000 meetings were facilitated by 150 peer mentors who supported students in connecting with the Carleton community, adjusting to post-secondary education and developing comprehensive plans for success focused on the seven dimensions of wellness: mental, physical, social, financial, spiritual, environmental and vocational.

Career Services hosted its first in-person Career Fair since the pandemic on Oct. 18, with 1,876 students and alumni attending. Over 185 representatives from 79 employers from various industries across Canada and the United States were present, marking a 52% increase in employer attendance.

The [Wellness Services Navigator](#) has been updated to recognize additional impacts on students' well-being such as gambling addiction and homelessness. This includes providing additional information to relevant on and off-campus support. Additionally, the Wellness Services Navigator is now a permanent widget in Brightspace.

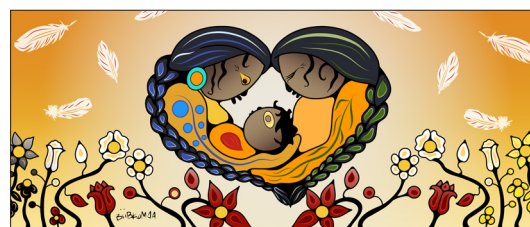
The Carleton Therapy Dog Program is bringing positive support to the Carleton community with its team of 10 dogs. The program has conducted over 30 visits, helping 650 students to reduce stress and connecting them to mental health and wellness resources.

The Health Promotion Team, CU Umbrella Project, Health and Counselling Services and the Mental Health Strategy team attended the Working on Wellness Festival this fall to talk about mental health, substance use health and how to connect students with community partners, community members and the City of Ottawa. The team interacted with over 300 people throughout the day and built positive relationships with the wellness community.

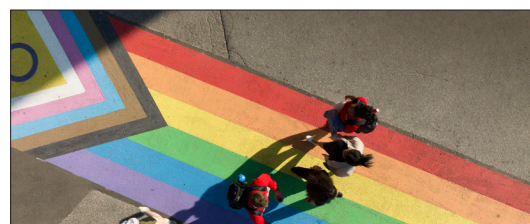
The Centre for Student Academic Support (CSAS) continues to provide evidence-informed programs and services that assist students in developing academic learning and writing strategies, leading to successful educational experiences. This September, CSAS supported a total of 1,375 students through their Learning and Writing Support workshops and had 701 visits within the first two weeks of Peer Assisted Study Sessions.



Carleton's men's soccer team. Photo by Marc Lafleur.



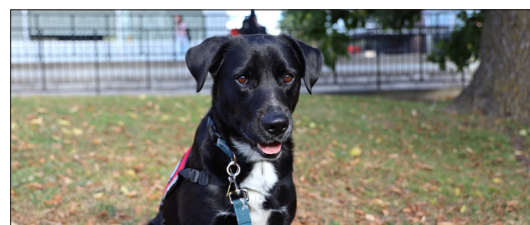
Art by Indigenous artist Kevin George.



The updated Carleton Pride crosswalk on campus.



1,876 students and alumni attended Carleton's Fall Career Fair.



Porter the three-year-old Retriever Mix is part of Carleton's therapy dog team.

# ENROLMENT AND RECRUITMENT UPDATE

## ENROLMENT UPDATE – PROVINCIAL COUNT DATE NOVEMBER 1, 2023

### Fall Full-Time, New Undergraduate 1st Year

	2022	2023	% Change
Domestic	4,280	4,170	-2.6
International	486	423	-13.0
Total Fall Full-Time New Undergraduate 1st Year	4,766	4,593	-3.6

### Fall New Graduate

	2022	2023	% Change
Domestic	1,342	1,789	33.3
International	478	566	18.4
Total Fall New Graduate	1,820	2,355	29.4

### Recruiting at Home and Abroad

In October, the Undergraduate Recruitment Office (UGR) participated in the Ontario Universities' Fair, a two-day in-person event. 3,825 names of prospective students were collected at the Carleton booth, and follow-up emails were sent to thank them for visiting the booth and invite them to join our on-campus Fall Open House on Nov. 4, which saw 1,515 students and 3,565 guests registered, representing a 44% increase in student registrations and the highest guest attendance numbers in Carleton's history.

Meanwhile, throughout this fall, the International Admissions and Recruitment team traveled to the Indian subcontinent, Southeast Asia, Latin America, the Caribbean, Turkey and the Middle East for international recruitment. The team also participated in various virtual events completing 151 visits and events and engaging directly with more than 1,433 prospective international students. The UGR also participated in a recruitment tour in New York this fall.

### Strengthening our Digital Presence

In September, Carleton launched its undergraduate student recruitment marketing campaign on a number of channels, including TikTok, SnapChat, YouTube and Spotify. Mirroring the student journey as they progress to the application deadline, to date Carleton ads have generated over 15.8 million impressions and campaign YOY performance is up over last year in terms of all KPIs.

The UGR continues to connect with prospective students through its social channels, "See You at CU" monthly e-newsletter, direct phone calls from telecounsellors, and a new online chat tool that promotes events, answers questions and encourages students to apply. The [Talking Raven podcast](#) also recently launched its fourth season, discussing how prospective students can find their way to their perfect post-secondary destination, highlighting events and deadlines, and providing insights into the Carleton community.

### High School Outreach

The UGR sent out its annual high school packages to approximately 2,400 schools. This year, the package included a general Carleton poster and either a poster with the date of UGR's upcoming visit to their school (if booked) or an invitation to join UGR on campus. Viewbooks and a letter for guidance counsellors detailing how to connect with Carleton this fall were also included.

Around 500 in-person high school visits have been booked across Canada, including post-secondary information evenings in the Greater Toronto Area and visits associated with the Ontario University Regional Fairs.

### Campus Tours

Both in-person campus tours and online virtual tours are being offered to prospective students and their families. Close to 140 prospective students joined a campus tour option from mid-September to mid-October. Additionally, prospective students are provided with the opportunity to connect one-on-one with a Recruitment Officer through the Next Step Appointment program.

### Building Connections with Guidance Counsellors

This fall, the UGR took part in an online guidance forum with universities from across Ontario. Over 1,000 guidance counsellors were in attendance and had the opportunity to visit Carleton's virtual booth.

The Ottawa Guidance Breakfast was held on Oct. 27, with 130 guidance counsellors from Ottawa and the surrounding areas in attendance. After a successful pilot of the Greater Toronto Area Guidance Breakfasts last year, UGR also hosted three breakfasts in November.

### Indigenous Student Recruitment

The UGR's Indigenous Initiatives Recruitment Coordinator is participating in the Aboriginal Post-Secondary Information Program (APSIP), a collective of Indigenous representatives from colleges, universities and Indigenous learning institutes in Ontario and Quebec. Carleton has participated in the Northwestern Ontario, Northeastern Ontario, North Bay/West Nipissing and Sudbury/Manitoulin APSIP weeks, in addition to participating at an APSIP booth at the Ontario Universities' Fair which was visited by close to 80 Indigenous students.

### Supporting Internal Stakeholders

The UGR is working closely with faculties and academic departments to offer program spotlights. Upcoming spotlight events include Health Science and Neuroscience, Journalism, Humanities, and the Sprott School of Business. UGR is also supporting events run by the Faculty of Engineering and Design, including their open houses and design program portfolio sessions.