



**Board of
Governors**

Chair's Report

2022-2023

**Carleton
University**





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MESSAGE FROM YOUR CHAIR

Stepping into the role of Board Chair amid a worldwide pandemic would, for many, be cause for pause. Yet through the unyielding demonstrations of my community and colleagues I am assured, 'No problem is so great that it cannot be dealt with successfully.'

Coming out on the other side, I am astounded by the incredible spirit of resilience, tenacity, and innovation Carleton has shown in the face of considerable uncertainty.

While the pandemic highlighted our adeptness to change, the full reopening of campus in Fall 2022 was a sobering reminder of what was lost, but more importantly, the promise of what stands to be gained.

As we adjust to a new way of normal this has meant incorporating solutions borne from the challenges of the last two years. Whether that be through embracing hybrid work and learning models, keen oversight of our university's operations and ancillary budgets, or improving the delivery of student services – as an institution, we are continuously listening, learning, and moving forward.

Year over year, and month over month, Carleton's positioning as a national leader in higher education continues to grow. Showcasing our prowess in the areas of research, athletics, and community building – we have emerged as a force for good, serving Ottawa and the world.

This success is thanks to the formidable leadership that governs our institution and the community members that uphold it.

Throughout the past year, much attention has been on restoring our beautiful campus – both in look and feel. Through the update of a sustainability-focused Campus Master Plan, implementation of Carleton's Equity, Diversity, and Inclusion (EDI) Plan, New Names for New Times Initiative, and more inclusive spaces – we are creating an environment entrenched in our values.

With multiple projects on the horizon, including a new 456-bed student residence, work continues between building on an ever-increasing momentum and our top priority: ensuring the continued well-being of all staff, students, and faculty.

Sincerely,

Greg Farrell, FCPA, FCA

Chair, Carleton University Board of Governors

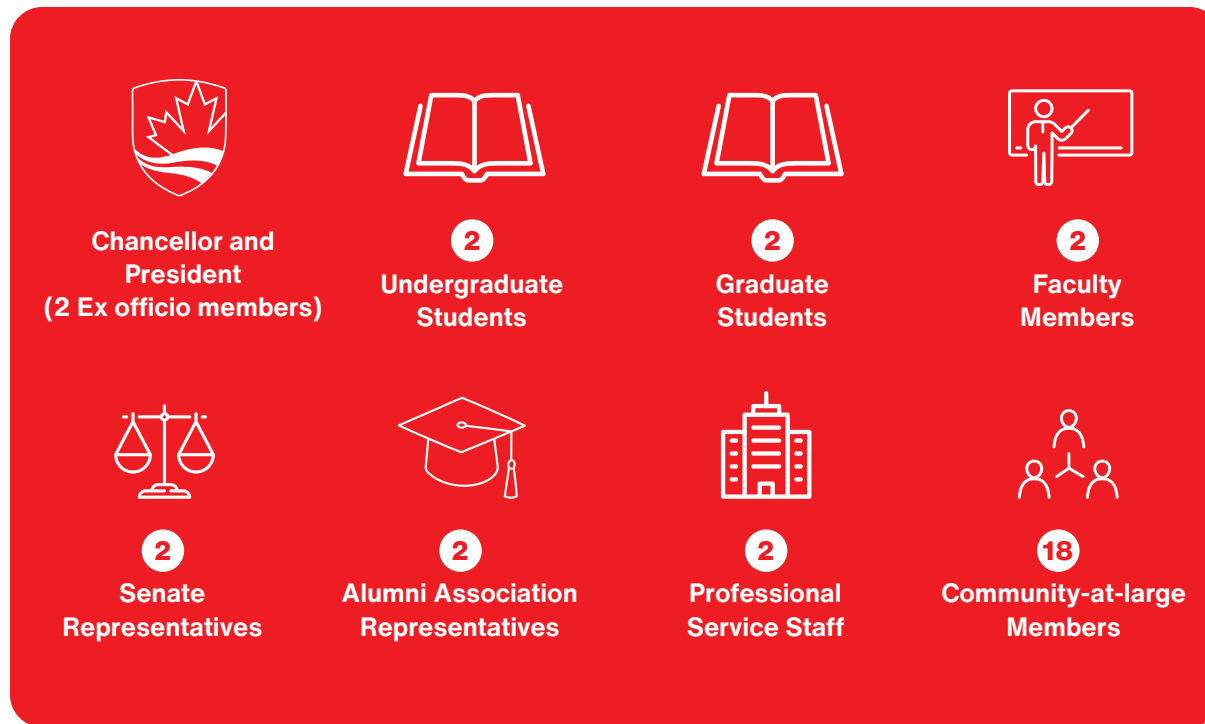
About the Board

Carleton University's Board of Governors is a diverse group of volunteers, each with a unique understanding of higher education and its mission for good. As the corporate body of the university, the Board provides oversight and guidance on University operations to the senior executive team. To help execute its duties, the Board has formalized six standing committees:

- Advancement and University Relations
- Audit and Risk
- Building Program
- Executive
- Finance
- Governance

Board Composition

The Board is composed of 32 members representing the Carleton community:



BOARD OF GOVERNORS 2022/2023



Benoit-Antoine Bacon
President & Vice Chancellor



Yaprak Baltacıoğlu
Chancellor



Adrian Chan
Faculty



Beth Creary
Community



Puja Dabas
Graduate Student



Patrick Dion
Community



Greg Farrell
Chair, Community



Konrad von Finckenstein
Community



Dan Fortin
Past Chair, Community



Marion Fraser
Community



Kim Furlong
Community



Mira Gillis
Undergraduate Student



Dan Greenberg
Community



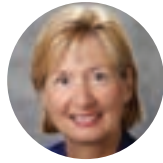
Linda Grussani
Alumni



Al Hamdani
Community



Louise Hayes
Alumni



Lynn Honsberger
Community



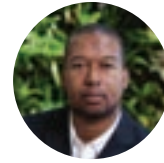
Nina Karhu
Staff



Alice Keung
Community



Abhishek Khoyani
Graduate Student



Dudley Maseko
Community



Susan Mingie
Community



Laura Newton Miller
Faculty



Brenda O'Connor
Community



Jonathan Ojangole
Undergraduate Student



Patrice Smith
Faculty - Senator



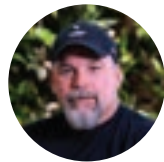
Jane Taber
Community



Christina Tessier
Community



Ann Tremblay
Community



Art Ullett
Community



Pamela Wolff
Faculty

The Board

As an institution committed to upholding the values of Equity, Diversity, and Inclusion, we endeavor to comprise a Board that reflects the totality of talent and expertise within our community. This commitment is made further in our pledge to the [Government of Canada's 50-30 Challenge](#). Since joining the initiative in January 2021, the Board has achieved representation of 56% women and 31% other equity-deserving groups.

Diversity and inclusion drive our excellence, furthering the institution's reputation as a leader across Canada and increasing our capacity to effectively address and serve the interests of its global community.

Incoming Governors

The Carleton Board of Governors welcomed three new members, whose roles commence July 1, 2023:



Howard Babb, Community

Howard works as a Director, Project Management at Tiree Facilities Management, a professional services company focused on providing innovative infrastructure solutions, real property management, and more. Howard is a Professional Engineer and Project Management Professional with experience in capital project delivery, project management, building engineering design, and construction.



Jennifer Camelon, Community

Jennifer is the Chief Financial Officer and Vice-President, Corporate Services at Canadian Blood Services. Jennifer brings extensive executive-level leadership experience in finance, corporate planning, procurement and supply chain, and enterprise risk management. She is a chartered professional accountant (CPA, CA) and holds an ICD.D designation.



Jim Devoe, Community

Jim Devoe has been Chief Executive Officer at Congress of Aboriginal Peoples for 11 years, a national Indigenous organization that represents and advocates for the rights and interests of off-reserve status and non-status, Southern Inuit and Métis Indigenous Peoples living in urban, rural, remote, and isolated areas throughout Canada. Jim has also served on several Boards including The White Ribbon Campaign, Crime Prevention Ottawa, Mothercraft Ottawa, and the Ottawa Food Bank.



Mathew Main, Alumni

Mat is Vice-President, Corporate Development and Senior Project Manager at Dymech Engineering. As a Mechanical Engineer, Mat is responsible for all aspects of mechanical design, review and verification of components, systems and programs at Dymech Engineering. A licensed Engineer in the province of Ontario since 2011, Mr. Main leads a team of designers and EITs to deliver design, prototype, and fabrication projects covering a wide range of classical mechanical disciplines. Mat also serves as the President of the Carleton University Alumni Association.



Georgette Morris, Graduate Student

Georgette is pursuing a Ph.D. at Carleton University in Law and Legal Studies. She holds an Honours BA in Human Rights and Equity Studies, a BA in Social Science, and an MA in Public Policy Administration and Law from York University. She also holds certificates in Law and Society, Public Policy Analysis, and graduate diplomas in Democratic Administration and Ethics and Public Affairs. Her primary research interests have been labor, policy, equity, human rights (im)-migration, citizenship, government, political debate, public reason, and agenda setting.





Janakan Muthukumar, Graduate Student

Former humanitarian worker, Janakan is pursuing his Ph.D. at Carleton's Department of Law and Legal Studies in the Faculty of Public Affairs. He has experience representing diverse communities and has worked alongside policymakers, government and non-government officials, and administrative and expert groups to gather knowledge and expertise in setting priorities and working toward the common good.



John Nelson, Administrative Staff

John is a higher education administrator and coach with more than 17 years of professional experience in student affairs, international education, and international partnership development. For thirteen of the last fourteen years, John has worked in two of the five-line faculties and three of the four VP portfolios at Carleton. He now occupies the role of Acting Director of Carleton's Innovation Hub and sits on the Advisory Committee on University Records (ACUR), and Cross Faculty Initiatives Committee.



Outgoing Governors

We express our profound gratitude to this year's outgoing Board Members, whose commitment to service and the advancement of our institution's governance has led to the betterment of Carleton and its community.

- Puja Dabas, Graduate Student
- Lynn Honsberger, Community
- Meredith Porter, Community
- Marion Fraser, Community
- Abhishek Khoyani, Graduate Student
- Art Ullet, Staff
- Louise Hayes, Alumni



L to R: [Figure 1] Board of Governor, Lynn Honsberger (Community); [Figure 2] Board of Governor, Adrian Chan (Faculty) and XXXX; [Figure 3] Board of Governor Meeting in Richcraft Hall. All images can be found on brand website if you search "Richcraft"



CELEBRATING RENEWED LEADERSHIP

Jerry Tomberlin's Provost and Vice-President (Academic) Term Extended

The Board approved the extension of Jerry Tomberlin's mandate as Provost and Vice-President (Academic) until June 30, 2024.

Since 2017, Jerry has excelled in his role as Provost, leading and serving the Carleton community through challenging circumstances. Notably, he revitalized the

Provost portfolio, renewed a strong Decanal team, ensured continued academic excellence through the ongoing pandemic, skillfully led the development of the annual operating budgets in a very challenging fiscal context, steered several successful collective agreement renewals, and played an important role in the development and implementation of Carleton's Strategic Integrated Plan, Kinàmàgawin Indigenous Initiatives Strategy, and Equity, Diversity and Inclusion Action Plan.

Carleton Launches Provost and Vice-President (Academic) Search

In January 2023, Carleton University embarked on the process of selecting a Provost and Vice-President (Academic).

In accordance with the appointment guidelines of the Board of Governors, an Advisory Committee was struck comprising 13 members, including senior leadership, staff, faculty, and students. To begin its work, the committee issued a brief questionnaire to the Carleton community requesting consultation on the process.

The Advisory Committee continues its work with assistance from consultants Laverne Smith & Associates Inc. The appointment will commence between July 2023 and January 2024, depending on the availability of the successful candidate.

MAINTAINING FINANCIAL STABILITY

2023/24 Operating Budget Approved

The Board approved a balanced operating budget for the 2023/24 year, in April 2023, with total revenues and expenses of \$525 million. The Board also approved the Ontario Tuition 2023/24 Framework, alongside student association and miscellaneous administrative fees. Carleton's 2023/24 budget allocations continue to support the direction of the university's 2020-25 Strategic Integrated Plan, ensuring the institution's forward momentum and ongoing success.

2023/24 Ancillary Budget Approved

Despite the challenges presented over the last few years, the Board is pleased to report Carleton's ancillary portfolio is expected to end the 2022/23 fiscal year with a small operating surplus.

In March 2023, the Board approved the university's ancillary budget for 2023-24, outlining projections of expected revenues, anticipated costs, and increased rates and fees where applicable. The proposed budget also includes a plan for deferred maintenance and capital projects for the year.



Carleton University Pension Plan is Fully Funded

An actuarial valuation, prepared for the period ending June 30, 2022, by Mercer, the plans' actuary, showed that the financial position of the Carleton University Retirement Plan has improved since its last valuation.

Presently, the Plan is funded therefore there are no special payments required of the university to fund a deficit for the next three years. The next actuarial valuation will be required by June 30, 2025.

Audited Financial Statements & Findings Report Approved

The Board approved the 2021/22 consolidated financial statements and the audit findings report, audited by KPMG LLP in October 2022. The report was issued without qualification, and the related findings report explains the audit process, pinpoints risk results, and highlights internal control observations.

The report indicated no significant changes or differences requiring adjustment, and the statements were presented fairly in all material respects.



A REVITALIZED CAMPUS

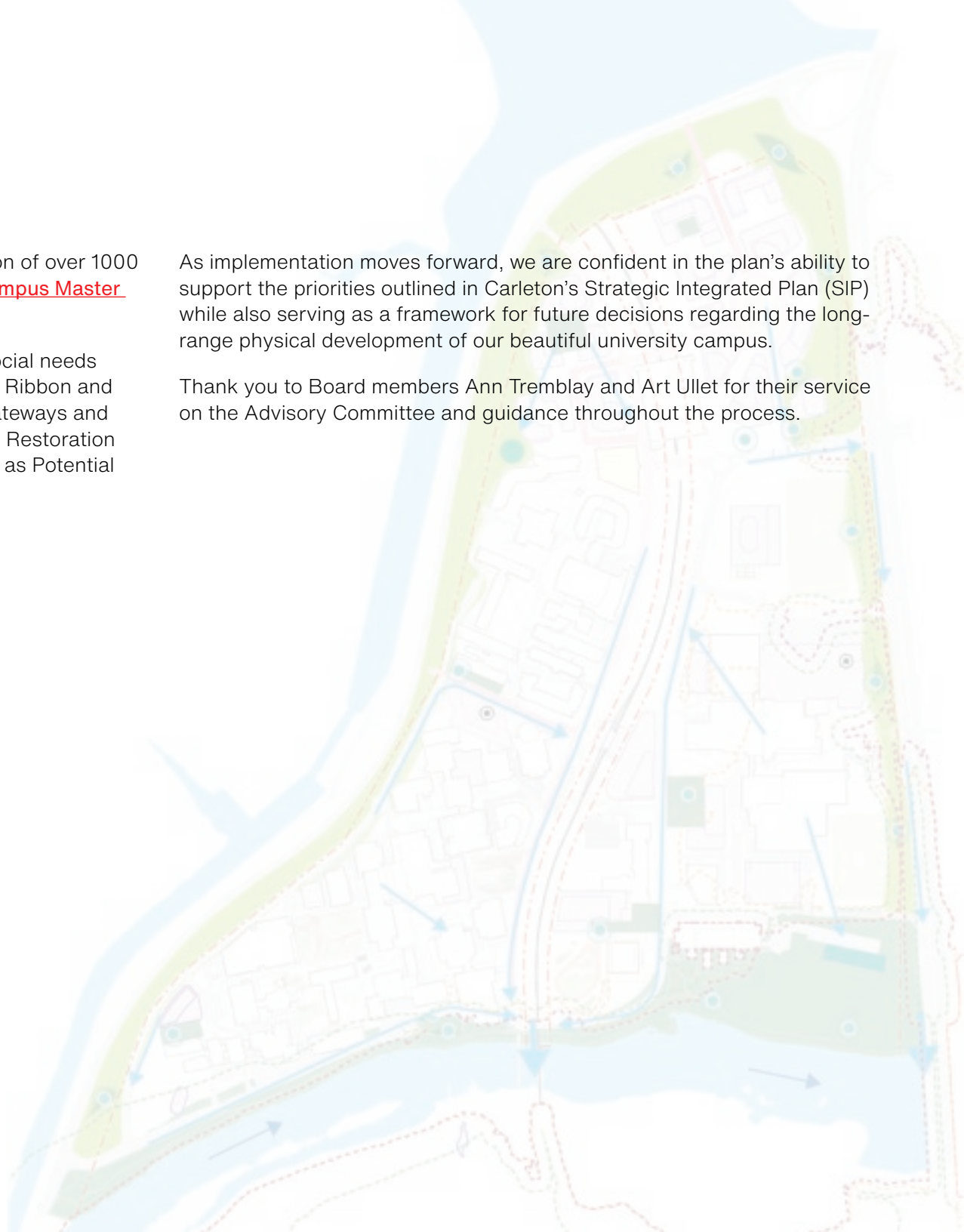
Campus Master Plan

Following the collaborative and community-wide consultation of over 1000 Carleton members, the Board approved the [2022-2027 Campus Master Plan](#), developed by consultants Brook McIlroy (BMI).

The plan, which aims to serve the diverse academic, and social needs and interests of the university community, features a Green Ribbon and Geological Time Trail, Flexible Campus Streets, Campus Gateways and Pedestrian Network, Tunnel Improvements and Expansions, Restoration of Riparian Habitats and Storm Water Management, as well as Potential Building Enhancements and Developments.

As implementation moves forward, we are confident in the plan's ability to support the priorities outlined in Carleton's Strategic Integrated Plan (SIP) while also serving as a framework for future decisions regarding the long-range physical development of our beautiful university campus.

Thank you to Board members Ann Tremblay and Art Ullet for their service on the Advisory Committee and guidance throughout the process.



New Student Residence Update

Progress on Carleton's new 456-bed student residence is moving ahead. The 188,000 sq. ft. space aims to support the housing demands of the Housing and Residence Life Services department while promoting and enhancing a student-focused residential community experience. In addition to the modernized look and feel, the residence also incorporates Passive House Design principles to achieve a high level of sustainability, aligning with Carleton's [Sustainability Plan](#) and [Energy Master Plan](#).

Due to rising construction costs in the market, the Board approved a new projected construction cost of \$98 million plus a recommended contingency of \$8 million, if required, for the student residence. Over time, these costs will be covered by the revenues of the residence precinct. The current project schedule indicates April 2025 for the building occupancy.

Carleton Completes New Engineering Student Design Centre

Following its January 2023 completion, Carleton's Faculty of Engineering and Design's (FED) vision for an all-new Engineering Design Centre is now a reality.

The \$16-million, 25,000-square-foot facility, which connects to Carleton's existing Mackenzie Building on Library Road, provides a dedicated space for students to collaborate, a maker space lab, workshop bays, and design rooms.

In keeping with a commitment to sustainability and accessibility, the entire Centre is accessible throughout, including barrier-free clearances that meet or exceed the Ontario Building Code, and energy-efficient building systems and strategies for electricity conservation.



OUR COMMUNITY HARD AT WORK

The Board was pleased to welcome several campus and community leaders throughout the Board year to discuss a variety of topics:

Strategic Plan for Community Engagement (SP4CE)

In October 2022, Carleton released its first-ever [Strategic Plan for Community Engagement](#) (SP4CE) - an initiative that serves to strategically align community engagement across the university and with partners.

An event was held in celebration on October 28 at the Carleton Dominion-Chalmers Centre (CDCC). The CDCC is the university's first downtown Ottawa building, providing groups from Carleton and the community with a welcoming, professional, and safe environment for multi-generational, diverse, and inclusive programming.

As implementation of the plan rolls out, the Centre for Community Engagement will collaborate with key stakeholders, including community partners, Carleton's Community Engagement Steering Committee, and senior leadership.

Implementation of Carleton's Equity, Diversity, and Inclusion Action Plan

Following its launch in March 2021, the Board has kept abreast of the ongoing implementation of [Carleton's Equity, Diversity, and Inclusion \(EDI\) Action Plan](#). In November 2022, Noël Badiou, Associate Vice-President, Equity and Inclusive Communities, provided an update on the plan's ten interconnected strategic actions, alongside highlights on the continuous efforts to integrate and embed EDI principles into the core activities and academic mission of our institution. [Learn more.](#)



[Figure 1] (L to R) Benoit Antoine-Bacon, CU President, Chantal Trudel, Director, Jerry Tomberlin, Provost, VP Academic; [Figure 2] SP4CE Launch attendees; [Figure 3] Carleton's Dominion-Chalmers Center (CDCC).



New Names for New Times Initiative

In November 2022, the Board proudly approved new, meaningful names for three main campus buildings – a consultative process led by those within the Algonquin; Inuit; and African, Caribbean, and Black communities.

Since its approval, the Carleton community has celebrated the renaming of Nideyinàn, formerly the University Centre, and Teraanga Commons,

formerly Residence Commons. Celebrations for the renaming of Pigiavik, formerly Robertson Hall, will be held later this year. In each instance, the university will go beyond the naming itself and commit to additional inclusion initiatives that will accompany and complement the new names.



Reputational Enhancement Project (REP) Update

Following the launch of Phases 1 and 2, Carleton's Reputational Enhancement Project has exceeded its goals of engagement, further bolstering the university's reputation at the regional, national, and international levels.

Using a narrative strategy to highlight Carleton's contributions to the areas of Health and Wellness, Tech for Good, The New Economy, Sustainability, and Social Innovation, the project aims to engage more broadly with the Carleton community and external stakeholders to ensure our culture and values are well understood and well represented in the resulting work.

Senate Annual Report

Elinor Sloan, Clerk of Senate, presented the 2021/22 Senate Annual Report on the Senate's work to approve a mixed delivery model of learning for both the winter and spring terms and introduction of compassionate grading options. In addition to these significant updates, Senate also received nine community presentations and approved:

- 6,664 graduates
- 260 medals and prizes
- 7 honorary degrees
- 2 new programs
- 11 new minors, concentrations, streams & specializations
- 12 cyclical reviews
- 1 policy

Digital Strategy

Following two years of development and consultation from more than 1000 faculty, staff, and students, Carleton launched its inaugural [Digital Strategy and Roadmap](#) in January 2023.

Aligned with the university's Strategic Integrated Plan (SIP), the plan supports the university's mission pillars: Teaching and Learning, Student Experience, Research, and Organizational Excellence.

Key elements of the strategy include a new IT Policy Framework that enhances the digital governance structure with a better configuration of the digital planning cycle with the university's overall budget and planning cycle; and strengthening the digital culture at Carleton to further amplify the ingenuity and potential of our students, staff, researchers, instructors and community partners.

CU Research Update

Carleton's research portfolio continues to see an unprecedented rise, garnering a record \$97.4 million in funding this past year alone.

Building on this momentum, key research priorities for the upcoming year will be sustaining the increase in research productivity and external research funding, enhancing post-award support to researchers, cementing our reputation, strengthening international activities, expanding community engagement, partnerships, and impact on society, supporting multidisciplinary collaboration, impact, and large strategic projects, and promoting Carleton's core values across all activities.

Coordinated Accessibility Strategy (Update)

Since its launch in 2020, Carleton's Coordinated Accessibility Strategy (CAS) has brought together diverse voices and perspectives while making internal recognition of accessibility part of Carleton's culture.

To this end, this past year alone there are:

- Seven recommendations in the planning phase;
- 13 recommendations underway;
- 16 recommendations classified as continuous, meaning that key targets have been accomplished although work continues; and
- Four recommendations upcoming in the near-to-mid term.

Efforts continue on extending support to graduate students and ensuring that accessibility is embedded more formally in the roles and policies that guide our institution.

Figures from top to bottom: Prof. Elyn Humphreys studies the carbon cycle at Ottawa's Mer Bleue bog; Prof. Ian Beausoleil-Morrison showcases innovative experimental research on building sustainability & energy conservation; Prof. Cynthia Cruickshank works to create greener buildings; Prof. Tyler J. Avis and team team of researchers are tackling food security.



International Strategic Plan (Update)

Despite the global instability of the last two years, Carleton's International Strategic Plan continues to see increased growth and expansion in the primary areas of international mobility and experiential learning, internationalization at home, international teaching, knowledge, and expertise, international students, and international research and funding.

With two years remaining on the plan's rollout, the focus will be on benchmarking international operations, building geopolitical risk frameworks, using benchmarking to support regional strategies, incorporating community feedback, and preparing for the next iteration of the plan.

Continuous Improvement Through Capital and Facility Renewal

Capital Renewal and Deferred Maintenance project investments improve campus space and the built environment to facilitate collaboration, enhance the student experience, and support academic programming to align with the initiatives outlined in the [Strategic Integrated Plan](#). The Board of Governors commits \$14 million annually to capital and facility renewal.

The Building Program and Finance Committees received updates throughout the year from Facilities Management and Planning on various projects including:

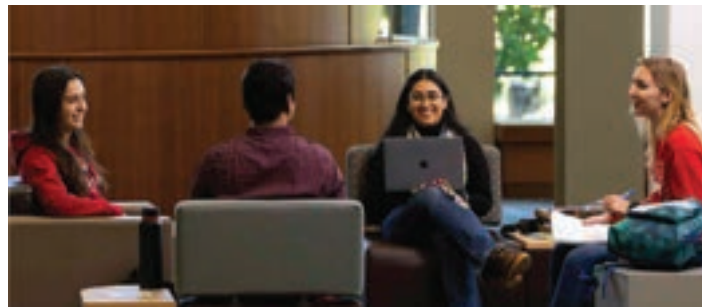
- Campus Perimeter Security Upgrades
- MacOdrum Library Cooling Tower Replacement
- Roof Replacements including Azrieli Pavilion and Theatre, Tory Building, and Nideyinàn
- Paterson Hall Quad Area Infrastructure Improvements
- Richcraft Hall Theatre Seating Replacement

Student Mental Health Framework Update

The first year of implementing the Student Mental Health Framework (SMHF) 2022-2026 ended in April 2023, with definitive actions taken on 26 out of 30 recommendations.

Work includes progress in a wide variety of initiatives, including engaging students through workshops, committees and initiatives; strengthening resilience through programming and events; coordinating student supports and services by updating resources and launching new projects; and creating a campus culture of wellness by committing to the Okanagan Charter and offering ongoing development opportunities.

The first SMHF Annual Report, highlighting the numerous actions taken in pursuit of our student's wellness, was presented to the Board of Governors in June 2023.





A TIME FOR CELEBRATION

Super Convocation

After two long years, the Carleton community proudly welcomed the resumption of in-person convocation activities, hosting its largest celebration from June 13 to June 24, 2022.

Aptly dubbed “Super Convocation,” the 40-ceremony event saw over 6,700 students from the graduating classes of 2020, 2021, and 2022 cross the stage to the affirming applause of family, friends, and faculty.

Seven Honorary Doctorate recipients were also recognized:

- **Roger Greenberg**, Executive Chairman, Board of The Minto Group and Minto Apartment REIT, Executive Chairman and Managing Partner, Ottawa Sports, and Entertainment Group
- **John ApSimon**, Professor Emeritus of Chemistry, Carleton University

- **Helen Branswell**, Senior Writer, STAT
- **The Right Honourable Jean Chrétien**, Canada’s 20th prime minister and member of the Liberal Party of Canada
- **Claudette McGowan**, Global Executive Officer, Protect Fusion and Cyber Experience, TD Bank Group
- **Bill Namagoose**, Executive Director, Cree Nation Government, Chair, First Nations Bank of Canada
- **Janice McDonald**, Chief Executive Officer and Founder of The Beacon Agency

Thank you to the Carleton community for rallying together to make last year’s Spring convocation an unforgettable experience.

Fall Convocation

On November 12, more than 1,200 students from the Class of 2022 received degrees recognizing their hard work and commitment to education.

An Honorary Doctorate was also presented to astronaut, aquanaut, pilot, physician, scientist, and CEO, Dafydd Rhys (Dave) Williams in recognition of his contributions to space medical research and exploration and leadership in promoting and enhancing the health of astronauts.



RECOGNIZING SERVICE IN COMMUNITY

Every year the Board of Governors recognizes the outstanding voluntary efforts of a remarkable student within the Carleton community through its Board Award for Outstanding Community Achievement.

2023 Award Recipient Dakota Livingston



Cultivating an ethos of community is foundational in how we lead; recognizing those who help advance this mission is how we endure.

Dakota is a Bachelor of Global and International Studies graduate, with a focus in Global Law and Social Justice and a Minor in Political Science. During her time at Carleton, she has served as the 2022/23 President of the Carleton Academic Student Government, Senator on Carleton Senate, Vice President of Research at the Carleton Human Rights Society, and volunteer for Ausome Ottawa Community Partnership Project.

However, it is not only Dakota's extracurricular pursuits that evidence her excellence. Dakota has also demonstrated her profound achievement by receiving multiple awards and scholarships for outstanding academic performance. This success has seen Dakota achieve Dean's Honour List status in 2020 and 2021, the Murdoch Maxwell MacOrдум Scholarship, and the David A. Golden Scholarship for Academic Achievement.

Described as a hard worker by her peers, Dakota has consistently dedicated herself to enriching the lives of those around her and enhancing the student experience. Cited as someone who is compassionate and committed to helping others, Dakota is a shining example of what it means to be a Raven and an invaluable member of the Carleton community.



CONTINUOUS LEARNING

Board Orientation and Strategy Sessions

The Board resumed its in-person annual orientation session on September 7, providing new and returning members the opportunity to (re)familiarize themselves with the role of the Board. The session featured updates from senior leadership, a presentation from guest speaker Cheryl Foy, author of *An Introduction to University Governance*, and committee and network break-out sessions.

As part of the Board mentorship program new members were paired with experienced governor mentors who provided resources, helping acclimatize the incoming governors. Ten new members participated in the program for the 2022/23 year.

In follow-up, the Board of Governors met again on October 4 for the annual Strategy Session - an opportunity to discuss topics relevant to the university's strategic direction, including the Campus Master Plan Renewal and the Strategic Plan for Community Engagement (SP4CE).

Board Educational Modules – Indigenous Learning Bundles

In keeping with its commitment to fostering a culture that values equity,

diversity, and inclusion through learning, the Board received access to Carleton's Collaborative Indigenous Learning Bundles - an educational resource conceived by Kahente Horn-Miller as a way to gather Indigenous ways of knowing and make them available to the Carleton learning community.

Professional Development

A series of training and development courses were available to Board members throughout the year, including the Kinàmàgawin Indigenous Learning Certificate, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.

Capital Planning Policy Module

This module presented an overview of the Capital Planning Policy, which provides the framework for all major capital projects on campus. The Building Program and Finance committees oversee the life cycle of major capital projects, infrastructure renewal programs, departmental / faculty projects, or projects from dedicated government funding valued at \$5M or more. Major approvals include the Capital Proposal Form, Project Planning Report, and Project Implementation Report.





STAYING CONNECTED

Board Meeting Summaries

Post-meeting Board summaries are provided to the Carleton community through Carleton's Top5 and the Board website. The summaries serve as a high-level recap of key decisions made until the official meeting minutes become available.

Inside Senate

Eight issues of Inside Senate summaries were distributed to the community through Carleton's Top5 newsletter and posted on the Senate website. These high-level summaries ensure that Senate's key decisions are accessible to the Carleton community shortly after each meeting.

@CU_BoardChair

The @CU_BoardChair Twitter account continues to grow in engagement and prominence. Run by the University Secretariat's communications team, the account is used to garner greater interaction with the community, enhance transparency and promote Carleton Board news and activities.

OVERSIGHT

Board members either reviewed or approved the following reports, presentations, and policies at the committee level:

- 2021-2022 Year in Review Information Technology Services
- 2022 Credit Rating
- 2022/2023 Status of Reserves
- 2023/2024 Operating Budget
- Academic Governance of the University Joint Policy
- Advancement Overview and Strategy 2022/2023
- Audited Financial Statement for the Carleton University Retirement Fund
- Board of Governors Travel and Related Expense Policy
- Campus Master Plan 2022-2027
- Capital Renewal (Deferred Maintenance) Plan for 2023 – 2024
- Carleton Dominion Chalmers Centre – Community Engagement Update
- Carleton University Energy Master Plan Update
- Centre for Community Engagement Progress Report
- Commemorative Naming – Pius Adesanmi African Studies Resource Centre
- Commemorative Naming – Steve Wilson and Leonard Librande Reading Room
- Coordinated Accessibility Strategy Annual Report
- Cybersecurity Update
- Decommissioning of P9 Parking Garage – Capital Proposal Form
- Digital Strategy
- Enterprise Risk Assessment Report
- Equity, Diversity and Inclusion Action Plan – Progress and Update
- Government Relations Overview and Update
- Greenhouse Gases and Carbon Budget
- Internal Audit Report – Capital Project Management
- Internal Audit Report – Travel and Expense Management
- International Strategy Annual Report
- Investment Report for the Endowment
- Loeb Building Renovations – Capital Proposal Form
- Major Capital Projects Overview
- New Student Residence Update
- Ongoing Capital and Deferred Maintenance Project Status Report
- Pension Plan Report
- Project Conclusion Report – Co-generation Facility
- Project Conclusion Report – Engineering Student Design Centre
- Provincial Metric Ratios 2020/2021 & 2021/2022
- Reputational Enhancement Project and Brand Campaign
- Research Update
- Responsible Investment Policies for the Endowment, Non-Endowed Funds and Retirement Fund
- Risk and Insurance Annual Report
- Short-term Parking Strategy
- Status of Implementation of Internal Audit Recommendation
- Strategic Integrated Plan Annual report
- Strive for Sustainability Annual Report
- Transportation Plan & Parking Strategy Update

THE YEAR AHEAD

The Board looks forward to the 2023/24 academic year, which will focus on:

- Increasing student recruitment, retention, and engagement;
- Continued fiscally sustainable stewardship
- Demonstrating Carleton's continued commitment to fostering equity, diversity, and inclusion through on-campus initiatives and EDI action plan;
- The development of a safe, sustainable, and inclusive campus via the implementation of Carleton's 2022-2027 Campus Master Plan; and
- Recognizing the continued excellence of Carleton community members and students through the Board Award for Outstanding Community Achievement and Founders Award.



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carleton.ca/boardofgovernors

