

Board of Governors

Chair's Report

2023-2024

Carleton
University





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MESSAGE FROM YOUR CHAIR



I am delighted to present the annual report for the 2023-2024 academic year, marking a period of significant milestones, challenges, and strategic advancements for Carleton University.

A highlight of our year was the successful conclusion of our presidential search. As the Chair of the Board of Governors, I was thrilled to announce in April that Dr. Wisdom Tettey has been appointed as Carleton University's 17th President and Vice-chancellor, bringing with him a wealth of experience and a deep commitment to academic excellence, community engagement and proven experience in implementing strategic and operational plans at major Canadian universities.

I would like to say a heartfelt thank you to Jerry Tomberlin whose depth of experience and robust institutional knowledge have been pivotal in his role as our interim president and to Benoit-Antoine Bacon for his strong and visionary leadership.

Throughout this past year, the Board has remained steadfast in its dedication to upholding our institution's values while fostering a dynamic academic environment for our students, faculty, and staff. Despite the prevailing global challenges, Carleton has demonstrated remarkable resilience and adaptability, continuing to thrive amidst adversity.

As we look ahead, the Board remains committed to advancing Carleton's mission and strategic priorities amid the evolving higher education landscape. We are dedicated to fostering a culture of excellence, innovation, and inclusivity that empowers all members of our community to thrive and succeed.

In closing, I extend heartfelt gratitude to my fellow Board members, university leadership, faculty, staff, students, alumni, and partners for their unwavering dedication and contributions to Carleton's ongoing success. Together, we will continue to chart a path towards a brighter future for our university and the communities we serve.

It has been an honour and a privilege to serve as Carleton's Board Chair these past two years. I will continue to serve on the Board of Governors as a Past Chair and I would like to congratulate Beth Creary, who will begin her role as Board Chair for the 2024-2025 Board Year.

Sincerely,

Greg Farrell, FCPA, FCA

Chair, Carleton University Board of Governors

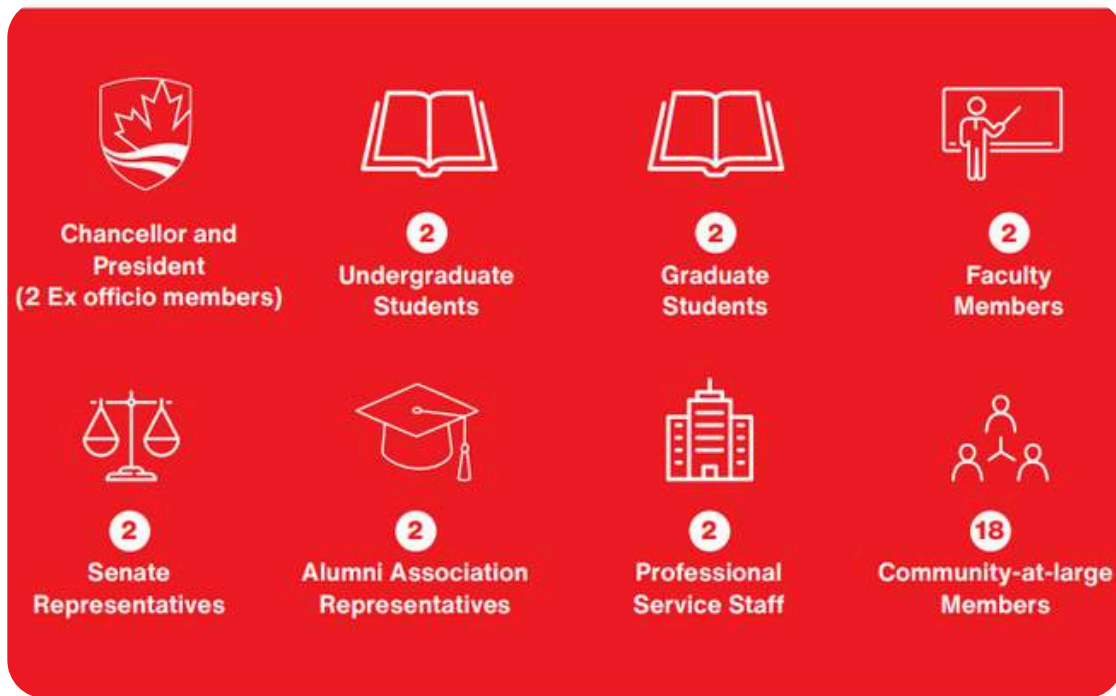
Board Insights

The Board of Governors (BoG) is responsible for overseeing the administrative and financial operations of the institution. It consists of volunteers who are equipped with various expertise backgrounds, and a unique understanding of higher education and its force for good.

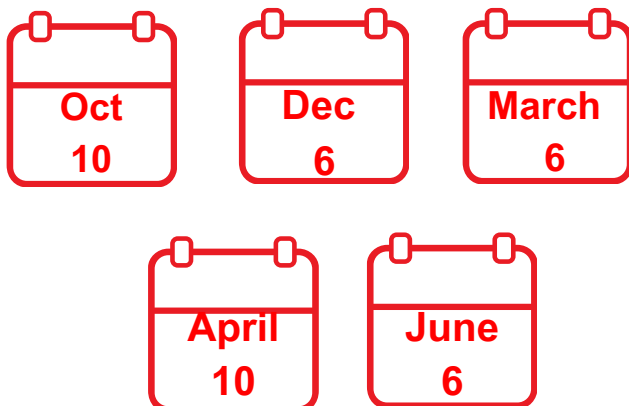
The objective of this body is to set strategic priorities and to ensure the university's resources are managed effectively, aligning with Carleton's mission and academic goals. The Board of Governors plays an integral role in long-term planning, including university budgets, capital projects and initiatives that shape the future of Carleton University. 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



6 FULL BOARD MEETINGS



25
Committee Meetings

1550+
Volunteer Hours

22
Observers Welcomed

BOARD OF GOVERNORS 2023/2024



Howard Babb
Community



Yaprak Baltacıoğlu
Chancellor



Jennifer Camelon
Community



Adrian Chan
Faculty



Beth Creary
Community



Jim Devoe
Community



Patrick Dion
Community



Greg Farrell
Chair, Community



Konrad von Finckenstein
Community



Dan Fortin
Past Chair, Community



Kim Furlong
Community



Mira Gillis
Undergraduate Student



Dan Greenberg
Community



Linda Grussani
Alumni



Al Hamdani
Community



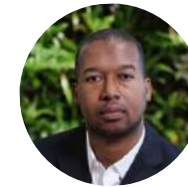
Nina Karhu
Staff



Alice Keung
Community



Mat Main
Alumni



Dudley Maseko
Community



Susan Mingie
Community



Georgette Morris
Graduate Student



Janakan Muthukumar
Graduate Student



John Nelson
Staff



Laura Newton Miller
Faculty



Brenda O'Connor
Community



Jonathan Ojangole
Undergraduate Student



Patrice Smith
Faculty - Senator



Jane Taber
Community



Christina Tessier
Community



Jerry Tomberlin
President & Vice Chancellor



Ann Tremblay
Community



Pamela Wolff
Faculty

Incoming Governors

The Carleton Board of Governors welcomes seven new members in July 2024.

Logan Breen, Undergraduate Student



Logan Breen, previously serving as the Vice President Internal of the Carleton University Students' Association (CUSA), has significantly influenced policy development and managed over 200 student groups. His leadership at CUSA notably includes spearheading a successful referendum to support the university's food bank directly addressing student food insecurity. Additionally, Logan also has administration insights from over two years of experience in the House of Commons, enhancing his governance skills.

Yafet Bizuneh, Undergraduate Student



Yafet Bizuneh brings a distinctive blend of international and local experiences to his role. Raised between a developing country and Canada, Yafet has been an active leader within the Carleton community, notably serving as Vice President Finance of the Eritrean and Ethiopian Student Association and as a member of the Carleton Residence Peer Conduct Board.

Julie Carr, Community



Julie Carr, CPA, is a business professional, currently serving as the Director of Investment Governance at the Bank of Canada. With extensive experience in both the private and public sectors, Julie has a proven ability to drive results across financial, business development, sales, and other executive roles. A Chartered Professional Accountant, Julie holds an MBA and is highly skilled in change management, strategy development, and cross-functional leadership. Her leadership style, which blends integrity with accountability, has made her a respected member of the executive teams she has served.

Josh Greenberg, Faculty



Josh Greenberg, Professor of Communication and Media Studies at Carleton University, has been elected as faculty representative to the Board of Governors for a three-year term. An expert in health risk communication, Josh's research delves into media representations of infectious diseases while his recent work explores Canada's vinyl music scenes. Josh also serves on the editorial boards of the Canadian Journal of Communication and the Journal of Professional Communication and has offered his expertise to organizations such as the World Health Organization and Health Canada. Recognized for his impactful public commentary, he received the Faculty of Public Affairs "Public Commentary Excellence Award" in 2020 for his contributions to public discourse and policy development in Canada.

Nathalie Laporte, Community



Nathalie Laporte, CPA/CA, an Executive with nearly 30 years of experience in higher education administration, has contributed significantly to the sector, particularly through her role as the Executive Director of CAUBO. Nathalie has also been actively involved in various volunteer roles, including board memberships and teaching English in Vietnam. Her dedication to enhancing governance, and strategic planning aligns with her desire to enable excellence in Canadian higher education administration and support universities in achieving success. She is motivated by her commitment to upholding the core values of community, curiosity, and impact, which she aims to bring to her role on the Board of Governors at Carleton University.

Melissa Shea, Community



Melissa Shea is an Architect and Senior Associate based in Toronto. With a diverse background in architecture, Melissa has held several executive positions, including Director of Architecture at Mattamy Homes and Production Development Manager at Brookfield Properties. Her expertise spans real estate development, project management, and marketing strategy. Melissa holds a Master of Architecture and an Honours Bachelor of Architectural Studies from the University of Waterloo, along with certifications such as the Project Management Professional (PMP) and Passive House Design and Construction. Active in community service, Melissa serves as Vice President on the Board of Directors at St. Matthew's Bracondale House, which provides housing for seniors and families in Toronto.

James Simpson, Administrative Staff



James Simpson has been working for Carleton for over 20 years bringing a wealth of experience to his role as Administrative Staff Representative to the Board of Governors, starting July 2024. Throughout his tenure at Carleton, James has held various administrative roles focusing on budget preparation and submission, financial reporting, and software implementation. He has also contributed significantly as a trustee on the university's pension committee for the past five years.

Outgoing Governors

We would like to extend our heartfelt gratitude to the departing members of the Board of Governors for their committed tenure and insightful perspectives, which have contributed substantially to the advancement of Carleton University. We extend our sincere appreciation for your lasting legacy and your work for the greater good.

- Konrad Von Finckenstein
- Dan Fortin (past Chair of the Board of Governors)
- Mira Gillis
- Nina Karhu
- Alice Keung
- Jonathan Ojangole
- Patrice Smith



CELEBRATING NEW LEADERSHIP

Wisdom Tettey

The Board of Governors announced Dr. Wisdom Tettey as Carleton University's 17th President and Vice-Chancellor. Dr. Tettey will begin his five-year tenure on January 1, 2025.



Dr. Tettey is an inclusive and authentic leader who will build on the university's reputation for teaching, learning and research excellence. He impressed the advisory committee with an ambitious vision of Carleton as a top-tier university on both a national and international scale.

Dr. Tettey, formerly Vice-President and Principal of the University of Toronto Scarborough campus, brings proven experience in implementing strategic and operational plans at major Canadian universities. Prior to his current role, Dr. Tettey was Dean of the Irving K. Barber School of Arts and Sciences and the Faculty of Creative and Critical Studies, both at the Okanagan Campus of the University of British Columbia, and Interim Dean of the Faculty of Communication and Culture at the University of Calgary. He began his academic career at Queen's University.

Jerry Tomberlin

The Board of Governors appointed Dr. Jerry Tomberlin as Interim President and Vice-Chancellor at Carleton University, in addition to Professor in the Supply Management Group at the Sprott School of Business. Prior to his appointment, Dr. Jerry Tomberlin served as the Provost and Vice-President (Academic) as well as Dean of the Sprott School of Business at Carleton University.

Following Dr. Benoit-Antoine Bacon's departure and the appointment of Dr. Jerry Tomberlin as the Interim President, Carleton University formed a Presidential Search Advisory Committee after a university-wide call. The Presidential Search was officially launched in September 2023 involving a diverse range of university stakeholders and was assisted by the executive search firm Boyden. The eight-month long process culminated in the appointment of Dr. Tettey as Carleton's new president, announced on April 16, 2024. This critical search was marked by meticulous attention to detail to secure a promising future for the university.



Pauline Rankin

Carleton University concluded its search for a new Provost and Vice-President (Academic) in June 2023, following a search that began in January 2023. Dr. L. Pauline Rankin was appointed to the role for a five-year term starting August 14, 2023. Since assuming her role as Provost and Vice-President, Dr. L. Pauline Rankin has been instrumental in shaping Carleton University's academic and budgetary direction leveraging her extensive background in academic leadership to enhance interdisciplinary collaboration and innovation across the university.



Susan Phillips

In early April 2024, Susan Phillips was named Interim Chief Advancement Officer at Carleton University. As a two-time alumna with three decades of expertise in philanthropy and nonprofit leadership, Susan is ideally equipped to direct the university's advancement efforts. Her extensive experience will be instrumental in strengthening Carleton's relationships with key stakeholders and expanding its reach both locally and globally. Additionally, her leadership is expected to set a solid foundation for her successor.

Sustained Commitment to Diversity and Inclusion

As part of the Federal Government's 50-30 Challenge, which aims at enhancing diversity, inclusion, and representation in Canadian boards and senior management, Carleton University continues to demonstrate its dedication. In the 2023/24 academic year, our Board has a composition of 56% women and 28% individuals from visible minority groups, reflecting our ongoing commitment to these crucial values.

Honoring Dr. Lorraine Dyke: A Legacy of Leadership

Lorraine Dyke, retiring Vice-President of Finance and Administration, leaves a lasting mark on Carleton University. Since April 2022, she has helped in shaping Carleton's strategic and operational direction, earning recognition as one of Canada's Top Employers during her tenure and spearheaded the Finance and Administration Strategic Plan 2023-2028, setting a solid foundation for the future. Previously a Deputy Provost and a leader in the Sprott School of Business, her work in academic planning and diversity has garnered numerous accolades, including the Leading Women Building Communities Award. As she prepares to depart on August 31, 2024, we extend our heartfelt gratitude for her dedicated service and unwavering commitment.



Carleton Launches Vice-President Finance and Administration Search

In accordance with the appointment guidelines of the Board of Governors, an Advisory Committee was formed, comprising nine members, including senior leadership, staff, faculty, and students.

The Advisory Committee will commence its work in early Summer of 2024 and will be active throughout the search process, which is set to last for approximately six months. The appointment is expected to commence in November 2024, depending on the availability of the successful candidate.

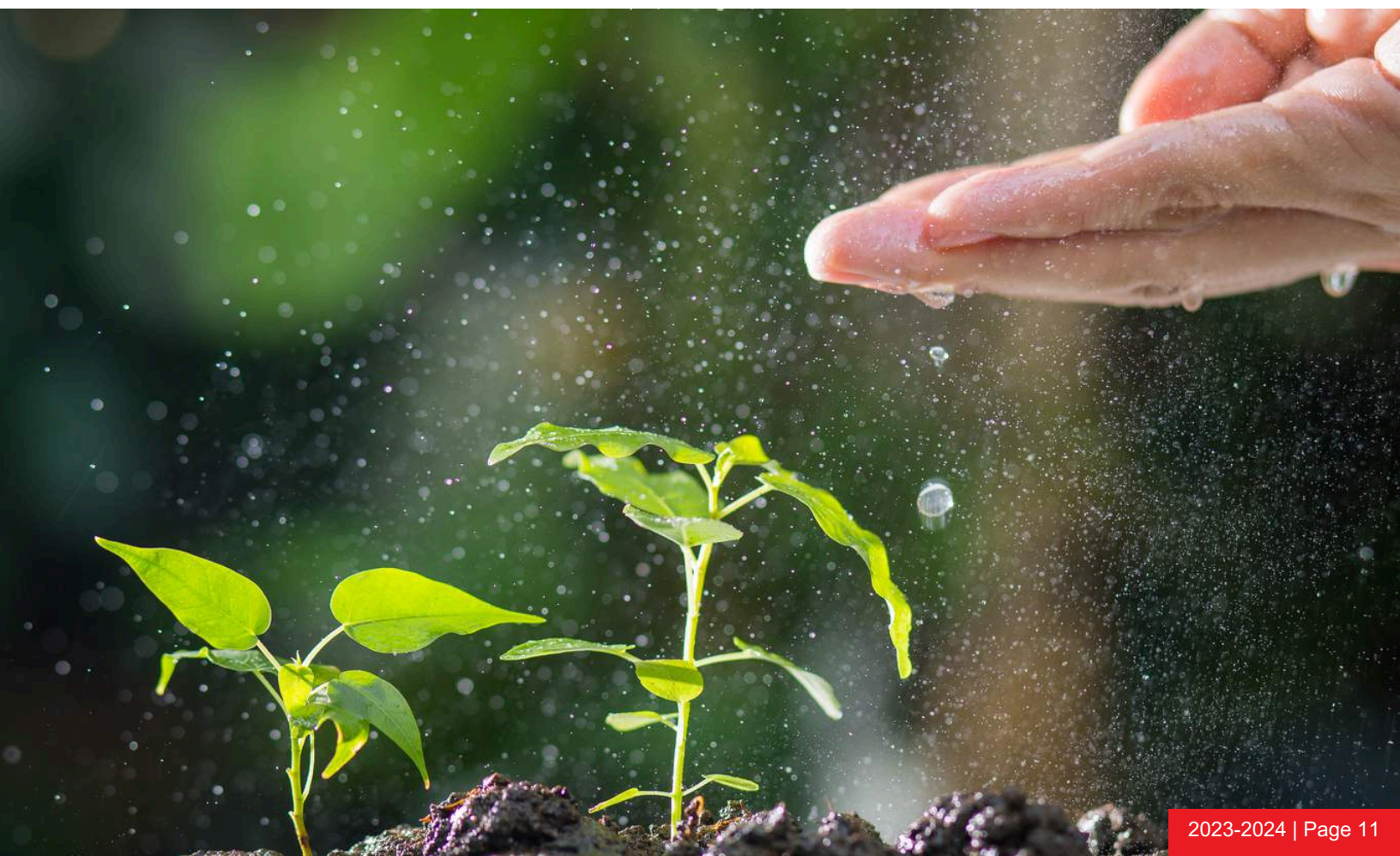
FINANCIAL RESILIENCE

2024/2025 Operating Budget Approved

The Board of Governors has approved the 2024/25 operating budget, which allocates \$560 million towards expenditures and transfers, against anticipated revenues of \$534 million. The shortfall of \$26 million will be covered by previously allocated reserves. This budget adheres to the Ontario Tuition 2024/2025 Framework for domestic students and is adjusted for international students based on market comparisons, incorporating student associations and various administrative fees. Set amidst financial challenges such as the freeze on domestic tuition fees, modest increases in government grants, and rising operational costs, this budget supports strategic priorities including enhancing student recruitment and success, expanding online education offerings, and service modernization, incorporating a five-year forecast.

Ancillary Budget 2024/2025 Approved

The Board approved the university's Ancillary Budget for the 2024/2025 fiscal year which has been prepared with a focus on sustaining the financial health of ancillary services that significantly enhance the student experience on campus. The \$72.5 million budget reflects a strategic alignment with projected needs and anticipated revenues, ensuring that all ancillary operations—including housing, dining, parking, and recreational services—continue to support the university's broader mission while establishing reserves to cover future capital improvements of buildings and infrastructure.



Carleton University's Pension Plan

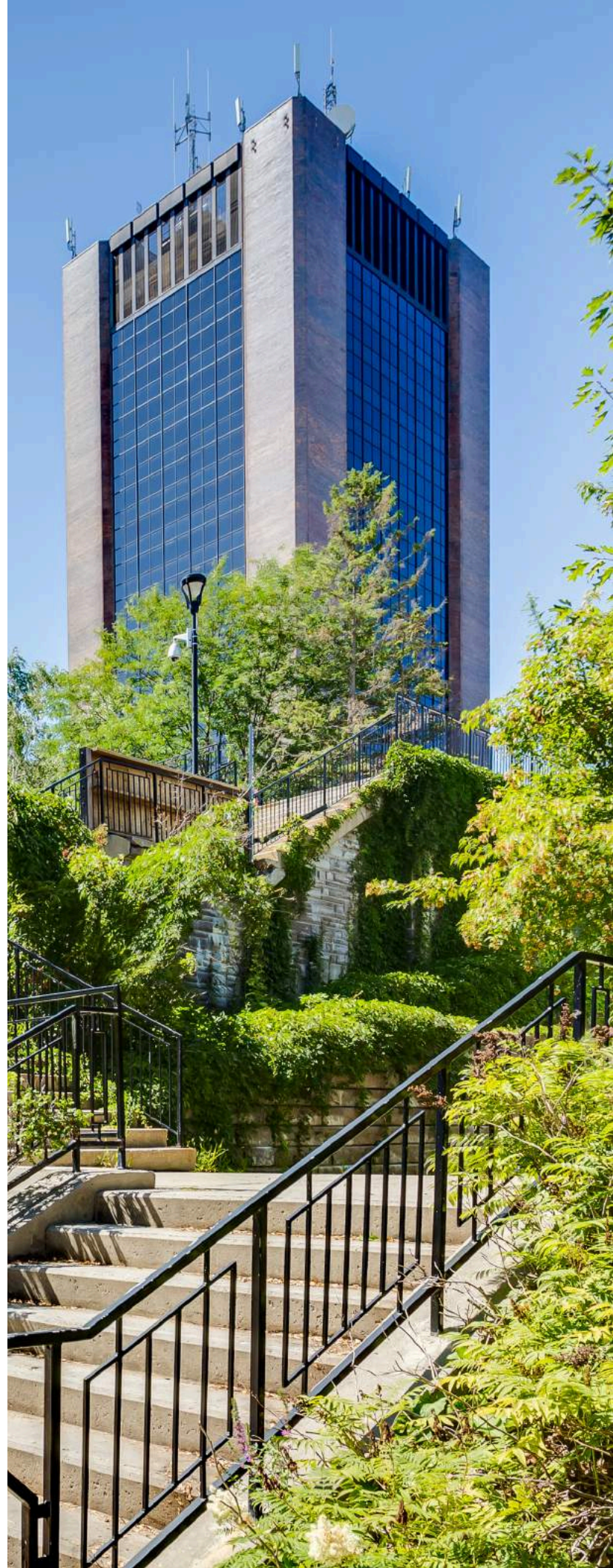
The Pension Committee has been actively managing the university's retirement plans, focusing on maintaining the financial health of the pension funds and ensuring compliance with regulatory requirements. Over the 2023-2024 year, the Pension Committee reviewed the investment strategies and performance of the funds and worked on enhancing the governance structures around pension management, ensuring that decisions are made in the best interests of all plan beneficiaries. The Fund's Fiscal Year net return was 11.8 % as of June 30, 2023 and on a going-concern ratio was 104 % funded and has a solvency ratio of a robust 119 %. The Plan continues to be fully funded.

Stewardship of University Infrastructure

An analytic framework was developed with external consultants Gordian to review Carleton's capital renewal investments over the last ten years to determine and optimize future investments through the development of an actionable facilities maintenance plan. Based on historical university data, peer comparison, risk and age of Carleton's buildings the Board approved a three-year extension of a \$14 million per annum budget allocation to provide an environment where students, faculty and the community can thrive and continue our sound stewardship.

University Operating & Capital Reserves Policy

The University Operating & Capital Reserves Policy underwent a review at the beginning of the 2023-2024 Board Year, with updates aimed at refining the management and utilization of reserves. The policy, originally established to guide the creation, maintenance, and use of reserves for future operational needs or liabilities and capital asset acquisitions, was amended to include a specific reference to ancillary operating reserves. These changes aim to enhance financial planning capabilities across university units and ensure that funds are available for strategic initiatives and capital purposes. The revisions promote financial stability and allow for continued investment in the university's growth and development.



A SUSTAINABLE APPROACH TO CAMPUS MAINTENANCE

Strive for Sustainability

Carleton University's sustainability initiatives are deeply integrated into its capital projects. The university's efforts to reduce carbon emissions and enhance energy efficiency are evident in its new constructions and renovations. Our climate commitment is demonstrated through the design of new buildings and renovations that feature energy-saving features and materials that align with Carleton's Sustainability Plan. Projects such as the Energy Master Plan and the implementation of green building standards in the Loeb Building renovations are testaments to this ongoing commitment. These initiatives are strategically aligned to meet environmental sustainability goals by 2030 and beyond.

Evolving Strategies to Carbon Reduction

Carleton's targets commit the university to reducing Scope 1 (direct) and Scope 2 (indirect) emissions. The goal is to have a carbon-neutral campus by 2050, following a 50% reduction by 2030. In 2023, the university focused on developing low-capital investment projects that will reduce Carleton's greenhouse gas emissions and our energy footprint. Facilities Management and Planning (FMP) has employed retrofits for lighting, and wider HVAC improvements. Carleton has also begun to estimate emissions to improve our awareness of the impacts of various activities including travel, procurement, and investments.

Over the past year, Carleton has been working to strengthen our carbon reduction commitments. This has led to Carleton becoming a signatory to the Net-Zero Challenge, set by the Government of Canada, which builds upon our existing pledges to promote sustainability. We have also become a Nature Positive University, which will help us enhance biodiversity on the campus and review activities towards broader upgrades.

Terranga Commons Dining Hall and Kitchen Expansion

The Terranga Commons Dining Hall and Kitchen Expansion began as a direct response to the growing demand for residence beds and meal plan holders due to the construction of a new 450-bed student residence. From the initial proposal in 2023, the project aimed to expand dining and kitchen facilities to accommodate an additional 450 meal plan holders. The project, approved with a budget of \$8.5 million, aims to modernize the dining hall to enhance student experience and manage increased traffic effectively. Construction started in November 2023, focusing on expanding seating capacity and food service stations to efficiently serve an increased number of students. The project is on schedule, with substantial completion expected by Fall 2024, ensuring readiness for the 2024/2025 academic year.



Parking Lot 9 Demolition

The P9 Parking garage has been continually assessed and monitored by Williams Sale Partnership Engineers since 2012. Engineering reports in 2020 called for the 55-year-old structure to be decommissioned in May 2024. Due to the state of deterioration including cracking and corrosion of the structure and the need to address safety for the community, the Board of Governors approved the demolition plan at its April 2024 meeting. Once the demolition is completed, basic landscape will be put in place.

New Student Residence Update

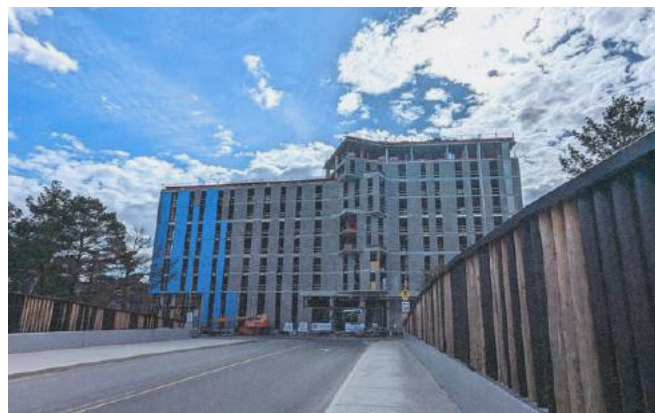
The construction of Carleton University's new 456-bed student residence building is moving ahead. Completed key construction milestones include masonry on the first two levels and ongoing exterior and interior work up to the fifth level, with cladding initiated in March 2024. Originally scheduled for occupancy in April 2025, the date has been moved to May 2025 to accommodate a re-tendering of landscaping next spring and optimize resources.

Loeb Building Envelope Remediation and Replacement

The Board approved the Project Planning Report for the Loeb Building Envelope Remediation and Replacement. This project, guided by the Campus Master Plan, aims at modernising the building while addressing safety and maintenance issues, enhancing the building's aesthetic appeal, and achieving energy efficiency and sustainability goals. The building currently houses various faculties and programs and the 3rd floor lobby refurbishment will aim to create a focus point and gathering space for the community. The installation of pressure-equalized rain-screen insulated structure technique technology and building-integrated photovoltaic panels will reduce annual energy consumption and enhance Carleton's commitment to sustainable practices.

Maintenance Projects

Maintenance projects within the university have focused on critical infrastructure upgrades, including the HVAC systems in Southam Hall and the MacOdrum Library's cooling tower replacement. These projects started in 2023 and are aimed at improving the functionality and efficiency of building systems, contributing to a better campus environment and reducing operational costs. The careful coordination of these projects ensures minimal disruption to campus activities while enhancing the overall safety and comfort for students and staff.



CARLETON'S COLLABORATIVE IMPACT

Reputational Enhancement Project

Carleton University's Reputational Enhancement Project represents a strategic initiative aimed at elevating the university's standing and influence both nationally and internationally.

This multifaceted endeavor encompasses various aspects, including enhancing brand visibility, strengthening stakeholder relationships, and amplifying Carleton's distinctive strengths and achievements. Through targeted marketing campaigns, impactful storytelling, and proactive media engagement, the project seeks to highlight Carleton's academic excellence, research prowess, and commitment to innovation and inclusivity. Additionally, the project includes initiatives to cultivate a vibrant online presence, leverage alumni networks, and showcase the university's contributions to addressing global challenges. By effectively communicating Carleton's values, achievements, and impact, the Reputational Enhancement Project plays a vital role in enhancing the university's reputation and positioning it as a leader in higher education and research.

This foundational work has set the stage for a dynamic campaign that ran in two phases, each tailored to different stages of the student recruitment cycle. Impressions soared to nearly 100 million during the campaign, with a significant increase in clicks and engagement, demonstrating the project's substantial impact on enhancing Carleton's brand recognition and attracting prospective students.

Carleton Challenge Conference – Year Two Success

The May 8, 2024, Carleton University Challenge Conference, themed "Climate Solutions for a Sustainable Future," was a dynamic gathering that brought together diverse stakeholders to address pressing environmental challenges. This annual event united leading scholars, practitioners, policymakers, and community leaders in interdisciplinary dialogue and innovative problem-solving. Through keynote presentations, panel discussions, workshops, and interactive sessions, participants engaged in critical conversations and knowledge exchange aimed at generating actionable solutions to combat climate change and promote sustainability.

The conference served as a pivotal platform for fostering new insights, partnerships, and approaches to address the urgent environmental issues of our time. By harnessing the collective expertise and creativity of participants, the Carleton Challenge Conference of 2024 played a crucial role in advancing solutions that contribute to a more sustainable and resilient future while building Carleton University's national profile and reputation.



[Figure 1] (L to R) Mat Main, Linda Grussani, Beth Creary, Dan Greenberg



[Figure 2] Jerry Tomberlin

A Force for Good - Advancement Strategy

Carleton University's Advancement Strategy for 2023/2024 underwent significant evolution, with a strong emphasis on purpose-based fundraising, incorporating platforms like FutureFunder, and fostering Holistic Integrated Partnerships. This approach, firmly grounded in the university's strategic objectives, commenced the year with a clear focus on deepening partnerships that resonate with Carleton's mission to tackle societal challenges. Throughout the year, these endeavors maintained a fundraising momentum, evident in a notable four-year rolling average of \$40 million, showcasing the resilience of the advancement framework. Additionally, the strategy prioritized operational readiness for upcoming campaigns, ensuring Carleton's leadership in innovative educational funding. This steadfast commitment facilitated sustained growth in donor relationships and international engagements, further solidifying the university's standing in the global educational arena.

Holistic Integrated Partnerships

The Holistic Integrated Partnerships initiative has been a cornerstone of Carleton's strategy to merge academic research with real-world applications. This year, the initiative has seen significant advancements in securing and fostering partnerships that leverage Carleton's research capabilities to meet industry needs. Starting with the identification of strategic partners through a detailed mapping process, the initiative has successfully launched several collaborative projects that are expected to yield substantial benefits for both the university and its partners. Partners like Ross Video, Ericsson, the Government of Canada and more not only support innovative research but also enhance Carleton's educational offerings, providing students with practical, impactful learning opportunities.

Building Strong Relationships with the Government

Carleton University's Government Relations Strategy is characterized by proactive engagement, strategic advocacy, and meaningful partnerships with government entities at all levels. Recognizing the critical role that government policies and funding play in advancing the university's mission, Carleton has developed a comprehensive approach to building and maintaining strong relationships with elected officials, government agencies, and regulatory bodies. The strategy aims to effectively communicate Carleton's priorities, initiatives, and contributions to key decision-makers, while also staying abreast of legislative and policy developments that may impact the university. Through targeted outreach, advocacy campaigns, and participation in relevant forums, Carleton seeks to influence policy decisions that support higher education, research, innovation, and student success. By fostering collaborative partnerships and demonstrating the value of its activities to the broader community, Carleton University's Government Relations Strategy contributes to the institution's overall success and impact. Over the year, these initiatives have seen fruitful discussions, such as those regarding new academic programs and community facilities, which are pivotal for Carleton's growth. The approach has fostered a clearer and more distinct Carleton voice in governmental circles, promoting innovation.

Centre for Community Engagement

The Centre for Community Engagement has played a pivotal role in translating Carleton University's academic and social goals into actionable community impacts. Beginning the year with an aim to enhance societal engagement, the Centre has successfully implemented several initiatives that have not only supported Carleton's mission but have also facilitated direct involvement with the local and broader communities. These initiatives have grown substantially, driven by a commitment to creating sustainable impacts through educational and volunteer programs. This strategic approach has enabled students and faculty to contribute meaningfully to societal challenges, reinforcing Carleton's role as a community-focused institution.

In 2023/2024, achievements included the development of a university-wide placement agreement template and partnerships with organizations like the World Health Organization for the Campus to Community Expo.

Moving forward, priorities include finalizing the terms of reference for the Centre's steering committee, focusing on pedagogy, research policies and resources, and preparing for the official launch of the Canadian Carnegie Classification application in Spring 2024, aiming to reduce complexity and improve experiences across its programs.



Figure 2: Inuk throat-singer, songwriter, and artist Qattuu, performing for audiences.

Advancing Reconciliation: Progress Toward the Kinàmàgawin Strategy

Carleton University has demonstrated commendable strides in addressing the Calls to Action outlined in the Kinàmàgawin: Learning Together report. The university's dedicated efforts have yielded notable progress across various fronts, including curriculum development, Indigenous student support services, faculty recruitment, and community engagement initiatives. Notably, the report highlights the implementation of the Indigenous Strategic Initiatives Fund, which has provided crucial support for Indigenous programming, research, and cultural activities.

Through collaborative partnerships and meaningful engagement with Indigenous communities, Carleton has made significant advancements in integrating Indigenous perspectives, knowledges, and traditions into its academic programs and institutional practices. Additionally, the university's commitment to fostering a supportive and inclusive learning environment for Indigenous students, including the establishment of the Indigenous Learning Centre and expansion of Indigenous student scholarships, reflects a tangible commitment to reconciliation and decolonization efforts. Furthermore, the report emphasizes ongoing efforts to enhance Indigenous representation among faculty and staff, with initiatives such as targeted recruitment strategies and the creation of Indigenous hiring committees. These comprehensive initiatives underscore Carleton University's dedication to fulfilling its responsibilities towards reconciliation and advancing Indigenous education and empowerment.



Fostering Safe Spaces: Strategies Against Sexual Violence

Sexual Violence Report

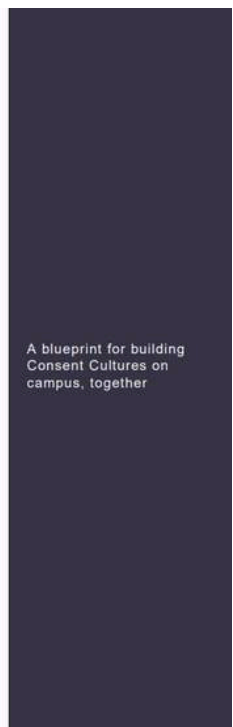
In the 2023/2024 academic year, Carleton University's Sexual Assault Support Centre conducted extensive training, reaching over 1,300 members of the campus community, as part of its ongoing commitment to prevent sexual violence and raise awareness. The Centre maintained robust partnerships with both on-campus units and community organizations across Ottawa, enhancing its outreach and educational efforts implementing a comprehensive communications strategy which facilitated resources availability. In addition, detailed guides on "Responding to Disclosures of Sexual Violence and Reporting an Experience of Sexual Violence" were distributed to all faculty and staff in August 2023, and copies were also provided to the Board.

As Carleton continues to address and support survivors of sexual violence, the Sexual Violence Policy is set for a mandatory review in Fall 2024, ensuring the university's initiatives remain responsive and effective in supporting its community.

Honouring Each Other

Developed as part of the Sexual Violence Policy review initiated in 2019, "Honouring Each Other" is a living document serving as a blueprint for fostering consent cultures at Carleton University. Approved in April 2020, it details a responsive three-year plan co-created by the campus community, integrating both online and in-person elements with the 2022 return to campus. It includes strategic goals such as developing "Consent Champions," formalizing training for new members, engaging men in ending campus sexual violence, and continuing the existing three-year work plan.

Over the past year, significant progress has been made, expanding program reach to instructors, assistants, and students, and setting up a Measurement Working Group to evaluate new peer education and prevention efforts, set to launch in the 2023-2026 Sexual Violence Prevention Strategy. Updates from Fall 2023 include streamlining initiatives and meeting frequencies to better meet post-pandemic needs, reflecting a continued commitment to education on preventing sexual violence and enhancing training on consent and bystander intervention.



Research and International

Advancing Research Excellence: A Year of Growth and Ambition

Over the past four years, Carleton's research funding, productivity, and impact have all witnessed a remarkable rise and this year is no exception. The research portfolio, having an ambitious revenue plan worked with universities, governments, and gathered an impressive \$113.4 million in externally sponsored research funding to facilitate the research needs of our faculty and students, an increase in research funding of 108% since 2017.

Carleton University is well set to advance its Research portfolio in the coming academic year and aims at sustaining the increase in research productivity and external funding. Key priorities of the research portfolio are enhancement of post-award support to researchers, building its reputation and strengthening international activities, expanding community engagement, partnerships, and societal impact while supporting multidisciplinary collaboration on impactful and strategic projects. Additionally, Carleton is committed to promoting and embodying its core values across all activities, ensuring a holistic integration of its academic and research ambitions.

Enhancing Global Engagement

With a backdrop of navigating geopolitical instability and immigration challenges the international strategic plan (2020-2025) reflects the university's commitment to fostering global engagement and enhancing its international presence. Through strategic initiatives and partnerships, Carleton aims to expand its global footprint, attract top-tier international talent, and promote cross-cultural collaboration. Key objectives of the plan include strengthening international recruitment efforts, enhancing student mobility programs, fostering research collaborations with global partners, and increasing the visibility and reputation of Carleton's international activities. By prioritizing internationalization, Carleton University seeks to enrich the academic experience, promote diversity and inclusion, and prepare students to thrive in an interconnected world.





L to R (Handler and Dog): Jessie Hargreaves and Porter, Beau Welter and Finley, Rylee Oram and Kya, Karla Creech and Bauer, Sue Pilling and Loki, Lynn Murphy and Bennie

Progress in Advancing and Implementing the Student Mental Health Framework

The Carleton University Student Mental Health Framework (SMHF) 2022-2026, launched in May 2022 and has now completed its second year of implementation. The progress report showcases significant momentum in meeting its areas of focus. Through collaborative efforts with the Student Mental Health Advisory Committee and various stakeholders, Carleton has focused on supporting the diverse needs of its student population. Notably, all 30 recommendations have seen definitive action, with two considered continuous, four complete, and 24 underway. These efforts span four areas of focus: Student Engagement, Building Skills and Strengthening Resilience, Coordinated Student Supports and Services, and Campus Culture of Wellness. Ongoing collaboration with internal and external partners has been integral to Carleton's progress, reflecting the university's commitment to holistic support for its community.

Cultivating Inclusivity

The Coordinated Accessibility Strategy (CAS) Annual Report provides a comprehensive overview of the university's efforts to enhance accessibility across its campus and community. Through the implementation of targeted initiatives and collaborations with key stakeholders, Carleton University has made significant strides in promoting inclusivity and removing barriers for individuals with disabilities. The report highlights achievements, ongoing initiatives, and future goals related to infrastructure improvements, technological advancements, policy development, and awareness campaigns. By prioritizing accessibility as a core value, Carleton University demonstrates its commitment to creating an environment where all members of the community can fully participate and thrive.



[Figure 1] (L to R) Jerry Tomberlin, Greg Farrell, David Sinclair, Elinor Sloan, Yaprak Baltacioğlu

[Figure 2] (L to R) Adam Saulis, Elder Barbara Dumont-Hill, Michaella Michaud-Hunter

CONVOCATION HIGHLIGHTS

During six days of convocation celebrations, marked by pageantry, pride, and emotion more than 6,500 Carleton graduates received their degrees in Spring Convocation between June 12-16, 2023, and Fall Convocation on November 4, 2023.

The celebrations took place at the university's Athletics Fieldhouse, where the newly minted alumni marked a significant milestone in their Carleton journey alongside their peers, family, and friends. Eight Honorary Doctorate recipients were also recognized:

- **Liban Abokor** was awarded the degree of Doctor of Laws in recognition of leadership in making philanthropy more justice-oriented and better prepared to serve Black communities.
- **Janice Charette** was awarded the degree of Doctor of Laws in recognition of outstanding dedication and distinguished service to Canadians as Clerk of the Privy Council, diplomat, and humanitarian.
- **Barbara Dumont-Hill** was awarded the degree of Doctor of Laws in recognition of her outstanding contributions as an advisor and community volunteer working to improve the lives of Indigenous peoples.
- **Ibrahim Gedeon** was awarded the degree of Doctor of Laws in recognition of a distinguished career in the Canadian and international telecommunications and engineering industries.
- **Gray Merriam**, professor emeritus at Carleton University, was awarded the degree of Doctor of Laws in recognition of outstanding contributions to establishing and promoting the field of Landscape Ecology through teaching, research and outreach.
- **David Sinclair** was awarded the degree of Doctor of Science in recognition of his outstanding contributions to the field of experimental sub-atomic physics and for his leading role as founding director of SNOLAB.
- **Katharine B. Stevenson** was awarded the degree of Doctor of Laws in recognition of a distinguished career as a corporate director and for extensive service to the health and education sectors.
- **Vikas Swarup** was awarded the degree of Doctor of Laws in recognition of a distinguished career as both a high-ranking diplomat and award-winning author of fiction.





RESOURCES AND DEVELOPMENT

Board Orientation and Strategy Session

This year's Board Orientation session on September 5, 2023, held at the Carleton Dominion Chalmers Centre, provided a comprehensive overview of the university's strategic goals and operational frameworks. New and returning Board Members received presentations from Interim President Jerry Tomberlin and senior leadership. The presentations were centered around Carleton's Strategic Integrated Plan, goals and strategic directions for 2023/2024 year.

The session also featured a guest speaker; Rob Clayton, KPMG Partner and leader of the firm's Public Sector Audit Practice in Ottawa, who shared his expertise in public sector audits, emphasizing the importance of operational efficiency, sound financial stewardship, and risk management.

In follow-up, the Board of Governors met again on October 10 for the annual Strategy Session during which governors were presented with a living gallery comprised of Carleton Faculty Deans, University Librarian, Vice-President, Teaching and Learning Services, and Advancement through which governors were introduced to each unit's achievements as well as primary goals and objectives towards implementation of the Strategic Integrated Plan.

The session also featured the Mayor of Ottawa, Mark Sutcliffe, as a guest speaker, who provided insights into municipal collaboration and community engagement, offering perspectives that align with Carleton's community-focused initiatives. The afternoon session focused on a facilitated discussion with Boyden Executive Search on the Profile to recruit our 17th President and Vice-Chancellor.

Educational Modules

The Board Office at Carleton University has redesigned its Resources and Development page, enhancing support for board members with the introduction of six new video learning modules, bringing the total to 21. These modules are designed to aid governors in effectively fulfilling their fiduciary duty. The newly developed educational resources include:

- The Committee Chair Orientation Module, which provides essential guidance for leading board committees;
- The Investment Committee Governance Module;
- The Retirement Plan Governance Module, both of which ensure informed decision-making in financial oversight;
- The Cybersecurity Module, which addresses security protocols;
- The Office of Risk and Management Module, aimed at navigating institutional risks; and
- The Campus Master Plan Module, which assists in strategic campus planning and development.

CUBA Conference 2024 Participation

In 2024, Beth Creary, Vice-Chair of the Board, and Amanda Goth, University Secretary, represented Carleton University at the Canadian University Boards Association (CUBA) Conference. Held from May 2 to 4 at Western University in London, Ontario, the conference brought together governance professionals and board leadership to discuss key issues in higher education governance.

This year's conference theme was "Leadership, Strategic Thinking and Impact", which included discussions on fostering inclusive campus environments to strategies for enhancing academic excellence. Attendees engaged with pressing issues facing Canadian higher education institutions. Sessions explored innovative approaches to advancing equity and diversity, as well as the role of technology in transforming teaching and learning. Additionally, the conference addressed the challenges and opportunities presented by global trends in education, emphasizing collaboration and adaptability in navigating uncertain times.

Board Mentorship Program

We continue to bolster governance effectiveness through our established Board Mentorship program. This initiative pairs seasoned board members with newly elected members, ensuring that newcomers are well-equipped to contribute to the university's strategic objectives from the beginning of their tenure on the board. Throughout the board year, the experienced mentors actively engage with their mentees, providing essential guidance and sharing insights from their own board experiences to cultivate a supportive and informed governance environment. In 2023/2024, seven new governors participated in the program.

Professional Development

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

Board Newsletter

To ensure ongoing communication and keep our Board members well-informed, the University Secretariat distributes a monthly newsletter which provides updates on significant university activities, upcoming events, strategic initiatives, and highlights from various departments across the campus. It serves as a critical tool for ensuring that all board members are up to speed with developments and achievements, facilitating informed decision-making, cohesive governance and equipping our members with resources they can use as ambassadors of Carleton University.



CELEBRATING CARLETON VALUES IMPACT

Board of Governors Award

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.

2024 Award Receptient Christopher Pratt

This year, Christopher Pratt stood out and was unanimously chosen as this year's recipient. Christopher who is graduating this spring with a Bachelor of Global and International Studies, has demonstrated an extraordinary commitment to community service, amassing over 2,150 volunteer hours. His involvement ranges from serving as a Junior Curling Coach to significant contributions at the Calgary Food Bank and bi-weekly service at the Ottawa Mission, where he prepared and served breakfast to those in need.

In addition to his volunteer efforts, Christopher has shown remarkable leadership within Carleton University. As President of the Bachelor of Global and International Studies Students' Society and Vice-President Operations of the Carleton Academic Student Government, he has effectively managed a \$40,000 budget and spearheaded several initiatives that foster community spirit and promote accessible education. He hopes his innovative projects, including virtual academic and social events during the COVID-19 pandemic, BGInS Film Night, study sessions, and embassy tours, have greatly enhanced the student experience and engagement and will leave a legacy of compassion and empathy.

Praised for his ability to inspire, motivate and foster an inclusive environment, Christopher is described as someone who genuinely cares for others. Christopher's impact exemplifies the true values of our smart and caring community.



Put yourself out there and become involved in everything!



Founders Award

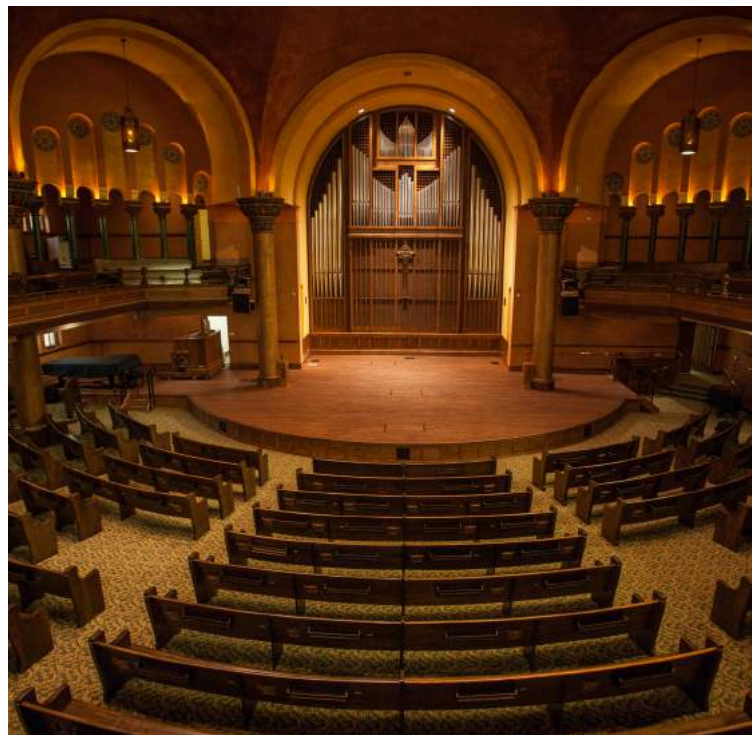
Carleton University's Founders Award is the institution's highest non-academic award recognizing individuals who have made exceptional contributions to the advancement of our university community through philanthropy, leadership, and volunteerism. Remarkably, in 2023, the award was not bestowed, underscoring the selectivity and significance of this honour.

2024 Award Recipient Jean Teron

This year Jean Teron, an alumna with a Bachelor of Arts in Psychology from 1956, was unanimously selected as a most deserving recipient of this award. Jean's longstanding relationship with Carleton, marked by her commitment and multifaceted involvement, epitomizes the university's core values of philanthropy and volunteerism. Over six decades, she has served in pivotal roles, including as the first female Chair of the Board of Governors and as a proactive member of the 75th Anniversary Steering Committee and the Alumni Fund Council.

Jean's philanthropic contributions through the William and Jean Teron Foundation have left a profound impact on Carleton University as she established the Teron Scholars Program in the Azrieli School of Architecture and Urbanism and contributed significantly to the Carleton Dominion-Chalmers Centre, showcasing her dedication to enhancing educational and cultural facilities. Jean's generous contributions have benefitted various university departments, from Architecture to Health Sciences and the CU Art Gallery, enriching the academic and research environment for students, faculty and staff.

Beyond her financial support, Jean's active participation in university events and her promotion of arts and education reflect her deep commitment to student welfare and community enrichment. Her involvement with institutions like the National Gallery of Canada and the Ottawa Hospital Foundation further demonstrates her influence in creating a vibrant, involved cultural and academic landscape. Recognized with an Honorary Doctorate of Laws and a Leadership in Philanthropy Award, Jean's unwavering support, positive energy, and endless generosity mark her as a shining example of what it truly means to serve Ottawa and serve the World and impacting the lives of thousands of people for the better.



OVERSIGHT



- Board Award Criteria, Jury Selection, and Recipient Approval.
- Founders Award Criteria and Jury Selection, and Recipient Approval.
- University Operating and Capital Reserves Policy.
- Teraanga Commons Dining Hall & Kitchen Expansion – Project Implementation Report.
- Audited Financial Statements for the year ended April 30, 2023, and Audit Finding Report.
- Overview of Major Capital Projects.
- Ongoing Capital and Deferred Maintenance Project Status Report.
- Update on Transportation Plan & Parking Strategy.
- Membership on the Investment Committee.
- Investment Report on the Endowment.
- Update on 2023/2024 Operating Budget.
- Update on 2023 Credit Rating.
- Undergrad Recruitment Marketing/Campaign Overview and Results.
- Advancement Update – Overview and Strategy 2023/2024.
- Government Relations Overview & Update.
- Signing Authorities Policy.
- Major Capital Plan.
- Strive for Sustainability Annual Report 2022/2023.
- ArcGIS and Building Information Modeling – 3D Visualizations.
- Pension Plan Report.
- Responsible Investment Report.
- Student Governor Handbook and Election Process.
- Administrative Staff Governors Handbook and Election Process.
- Paterson Hall Renovations – Capital Proposal Form.
- P9 Parking Garage Decommissioning – Project Planning Report.
- Carleton Energy Master Plan Update & GHG Update.
- Audited Financial Statements for the Carleton University Retirement Fund.
- Update on the 2023/2024 Operating Budget and Status of Reserves.
- 2024/2025 Miscellaneous Administrative Fees.
- 2024/2025 Student Association Fees.
- Statement of Investment Policies and Procedures for the Retirement Fund.
- Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act.
- Academic Unit Name Change: School of Canadian and Indigenous Studies to School of Canadian Studies.
- Loeb Building Renovations – Project Planning Report.
- Capital Renewal Annual Funding.
- 2024/2025 Tuition Fees.
- 2024/2025 Operating Budget.
- Update on Transportation Plan and Parking Strategy.
- Kinàmàgawin Strategy Progress Update.
- Reputational Enhancement Project Update.
- Senior Executive Appointment Guidelines.
- Academic Unit Name Change: Faculty of Public Affairs to Faculty of Public and Global Affairs.
- Academic Governance of the University.
- Amendment to Carleton University General Operating By-laws No. 1.
- University Secretariat Annual Report – June 2024.
- Cyclical Review Program Summary for 2024/2025.
- Student Mental Health Framework 2022-2026 Annual Report.
- Equity Diversity and Inclusion Action Plan: Progress Report.
- Strategic Integrated Plan Progress Update 2024.
- Senate Annual Report.
- Senate Minutes.
- Report from the Chair.
- Report from the President.

In Memoriam

Remembering Robert (Bob) Wener



Robert (Bob) Wener, former Carleton University Board of Governors member (2012 – 2019) and former member of the Investment Committee (until 2022), passed away on September 1, 2023. Bob made significant contributions to Carleton University, serving with distinction as Chair of both the Finance Committee and Audit Committee as well as serving on the Building Program Committee, Executive Committee and Pension Committee. His dedicated leadership and financial acumen played a pivotal role in guiding the university's fiscal management and strategic planning processes. Bob provided invaluable oversight and stewardship, ensuring the responsible allocation of resources to support Carleton's academic mission and institutional goals. Additionally, he had a deep commitment to transparency and accountability, safeguarding the university's financial integrity and ensuring compliance with regulatory standards. Bob's legacy of service on the Carleton University Board of Governors reflects his unwavering dedication to advancing the institution's mission and fostering its continued success.

STRATEGIC OUTLOOK

Incoming Chair: Beth Creary



Beth Creary joined the Board of Governors as a Community-at-Large representative in 2018. After her first term ended in June 2021, she was re-elected to serve on the Board for another three-year term commencing July 1, 2021, and ending on June 30, 2024, and was elected to serve as Vice-Chair for the 2023/24 Board Year. Beth, now retired, has served as Senior Vice-President of Legal & Compliance at Ligado Networks and has led diverse initiatives, including mergers, acquisitions, and regulatory compliance.

Her governance experience extends to roles on several boards, including Big Sister's Board of Directors and Centertown Citizens Ottawa Corp. Having served on all standing committees of the Board, Beth's tenure as Chair will commence on July 1, 2024.

Incoming Vice-Chair: Christina Tessier

Christina Tessier, President and CEO of Ingenium, will be the incoming Vice-Chair of Carleton University's Board of Governors, with her current term as Community-at-Large representative ending in June 2026. Since joining the Board in July 2020, Christina has drawn on her extensive experience in cultural heritage and museum management, including leading the Canada Science and Technology Museum's major renewal.

She also actively contributes to several national and community boards, such as the Royal Society of Canada. Christina also holds a degree from the University of British Columbia and a diploma in Applied Museum Studies from Algonquin College.



The Board looks forward to the 2024/2025 academic year, which will focus on:

- Financial sustainability and stewardship;
- Infrastructure development and maintenance;
- Renewed leadership and welcoming of Dr. Wisdom Tettey;
- Commitment to Carleton's Sexual Violence Prevention and Policy Review; and
- Recognition of excellence in our community members with the Board and Founders Awards.

STAYING CONNECTED



Board Summaries

Following each full Board meeting the University Secretariat prepares and distributes a summary of each discussed open meeting agenda. These summaries offer an overview of the key discussions, decisions, and directives, and are distributed to community stakeholders and are also accessible on the Board of Governors website. This practice ensures that all parties are well-informed and aligned with the board's strategic actions as well as with our commitment to transparency and clear governance.

Inside Senate

Nine 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 account on X remains a vital tool for enhancing community engagement and visibility. Managed by the University Secretariat's communications team, this account keeps the community updated on the latest Carleton Board news and activities. The account continues to grow in engagement, followers and interactions underscoring its effectiveness as a channel for distributing important information of Carleton Board news, events and activities.







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