

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

**The 644<sup>th</sup> Meeting of the Board of Governors**  
**Wednesday, December 4<sup>th</sup>, 2024 at 3:00 p.m.**

**AGENDA**

**OPEN SESSION**

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

**2. DECLARATION OF CONFLICT OF INTEREST**

**3. APPROVAL OF OPEN AGENDA**

- The agenda was circulated with the meeting material.

**4. OPEN CONSENT AGENDA**

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

**5. OPEN – ITEM(S) FOR APPROVAL**

5.1 Framework for the 2025/2026 Operating Budget (A. Hamdani & P. Rankin)

- Executive summary and presentation were circulated in advance.

**6. OPEN – ITEM(S) FOR INFORMATION**

6.1 Overview of Carleton University's Capital Renewal and Deferred Maintenance (A. Tremblay & Gordian)

- Executive summary and presentation were circulated in advance.

6.2 Research Update (R. Goubran)

- A presentation was circulated in advance.

6.3 Report from the Chair (B. Creary)

- A verbal report will be given.

6.4 Report from the President (J. Tomberlin)

- A written report was circulated in advance.

6.5 Committee Chair Updates

- Building Program (A. Tremblay)
- Finance (A. Hamdani)

**7. OPEN – OTHER BUSINESS**

**8. OPEN - QUESTION PERIOD**

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

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# **AGENDA ITEM**

## **5.1**

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 29 October 2024
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 4 December 2024
<b>Subject:</b>	<b>Planning Framework for the 2025-26 Operating Budget</b>	
<b>Responsible Portfolio:</b>	Provost and Vice-President (Academic)	

## 1.0 PURPOSE

For Approval    For Information    For Discussion

## 2.0 MOTION

On the recommendation of the Finance Committee, move to approve Carleton’s operating budget planning framework for fiscal year 2025-26, as presented.

## 3.0 EXECUTIVE SUMMARY

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

The traditional approach to planning and resource management needs to be supplemented in order to respond effectively to the current and anticipated fiscal climate. As a result, the Financial Sustainability Framework has been developed, which aims to take a programmatic approach to institutional change and consists of the following four components:

- Cost Containment Measures
- Revenue “Win-Back”
- Breaking the Academic Cost/Quality Tradeoff
- Evidence-Based Approach to Organizational Excellence and Optimization

Each of these components consists of projects that will be undertaken over the short, medium and long-term to collectively work towards financial sustainability. During 2024-25, the institution plans to introduce many new cost containment measures, which will impact 2024-25 and beyond, while developing and launching projects linked to the remaining three programs. This work complements existing processes:

- From October 2024 to February 2025, the 2025-26 operating budget will be in development. Resource Planning Committees (RPCs) will continue to align their planning with the University’s Strategic Integrated Plan.
- In January 2025, a SIPC Planning Retreat will be held to provide a forum for the senior leadership team to discuss ways in which progress can continue to be made on strategic priorities in times of financial constraint.
- In March 2025, Resource Planning Committee (RPC) Chairs will meet to present their proposed budgets, promoting transparency and fostering discussion and collaboration across units.
- In April 2025, the Provost will present the 2025-26 operating budget to the Finance Committee and seek a recommendation for approval by the Board of Governors. Final operating budgets are expected to be communicated to Resource Planning Committees at the end of April.

- The planning and budgeting review process continues throughout the fiscal year through monthly PBWG meetings.
- In concert with the University's annual Financial Report, which includes consolidated financial statements and a management discussion, the President's annual report completes the planning and budgeting cycle, highlighting progress on our plans and priorities.

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

The 2025-26 planning framework has been prepared with the support of the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Finance and Administration), the Office of the Deputy Provost (Academic Operations and Planning), the Office of Institutional Research and Planning, Financial Services, and the participation of the President and all Vice-Presidents.

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

The planning framework is designed to make progress on priorities connected to the Strategic Integrated Plan. The additional work of the projects associated with the new Financial Sustainability Framework are guided by the following principles:

- The goal is financial sustainability;
- Short-term solutions create long-term problems;
- Cuts cannot be the sole solution; we need to encourage revenue growth;
- Intentional about the mix of programs the University offers; and
- Integrate financial, academic and service goals in assessing programs and activities.

#### **6.0 FINANCIAL IMPLICATIONS**

The current financial projections points to a need to make large-scale institutional change. Not making this change jeopardizes the University's ability to continue operating as a going-concern. If significant changes are not made, Carleton projects fully depleting its reserves by late 2028-29 as current reserve balances cover 54% of the current projected cumulative deficits over the planning horizon. This analysis includes the use of available and potentially available reserves to address operating deficits.

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

The risk is that the University may not generate enough revenue and/or cost savings necessary to meet financial requirements due to changing student enrolment. Factors include:

- Limited capacity to increase revenues due to the corridor model which caps funded domestic students, as well as frozen government grants and domestic tuition fees and a cap on international student intake
- Rising inflation, labour costs, supply chain constraints
- Decreasing interest rate effects on investment income
- Fluctuations within the mix of full-time and part-time students, which affects revenue
- Potential for increased government oversight due to deteriorating university-sector finances
- Increasing competition for students in Ontario, across Canada and international
- Heightened competition for funding from alternative revenue sources, such as charitable donations, sponsorships, research and foundation grants due to economic uncertainty

This risk is being mitigated through:

- The development of budget scenarios that reflect the current and changing environment and can adjust discretionary fiscal funding to maintain the balanced budget mandate of the Board of Governors.
- The University has issued a 40-year bond with a very favourable, locked-in interest rate. The bond offers the University flexibility to help offset current inflationary pressures.
- The introduction of a Financial Sustainability Framework.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

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

Internal communications are crucial to the success of the implementation of the Financial Sustainability Framework. An internal communications strategy is being developed to support this work.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

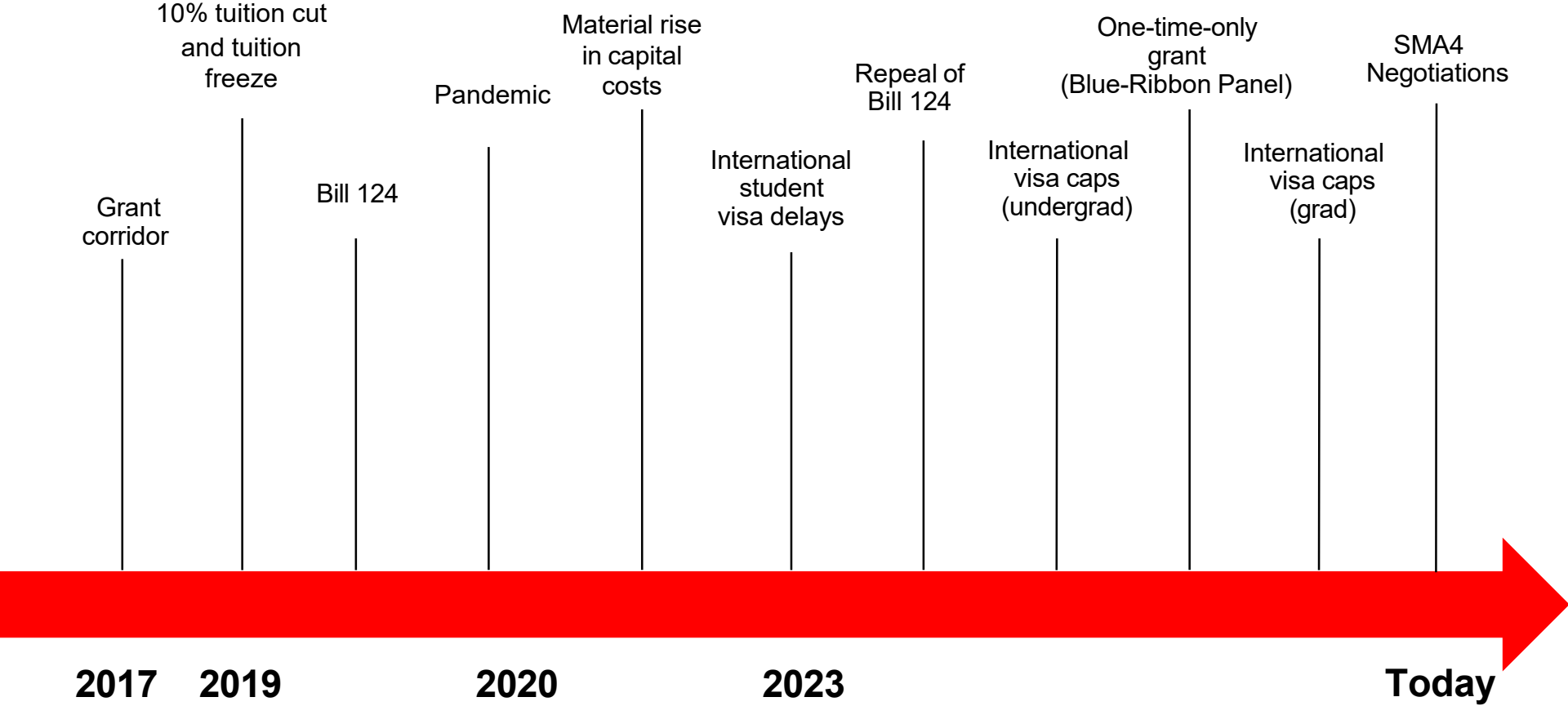
# Planning Framework for the 2025-26 Operating Budget

L. Pauline Rankin  
Board of Governors Finance Committee  
November 12, 2024

# Contextual Trends and Pressures



# Environmental Change Impacting Higher Ed



# Summary of Blue Ribbon Panel on Postsecondary Education Financial Sustainability

## Recommendations

- A one-time increase of 10% in per student grant funding applied in 2024-2025
- Subsequent increases equal to the consumer price index or 2%, whichever is greater;

- Review the Ontario Student Assistance Program (OSAP) assessment processes and policies to increase grants for low income students

- Confirm a multi-year tuition framework:
  - 5% increase starting in 2024-2025
  - Subsequent increases equal to consumer price index or 2%, whichever is greater;
  - An additional increase of 3% for professional programs.

- Consider increasing funding levels for deferred maintenance

## Government Action Taken to Date

Received a one-time grant of \$7.2 million to account for previously unfunded growth in the STEM disciplines in 2023-24.

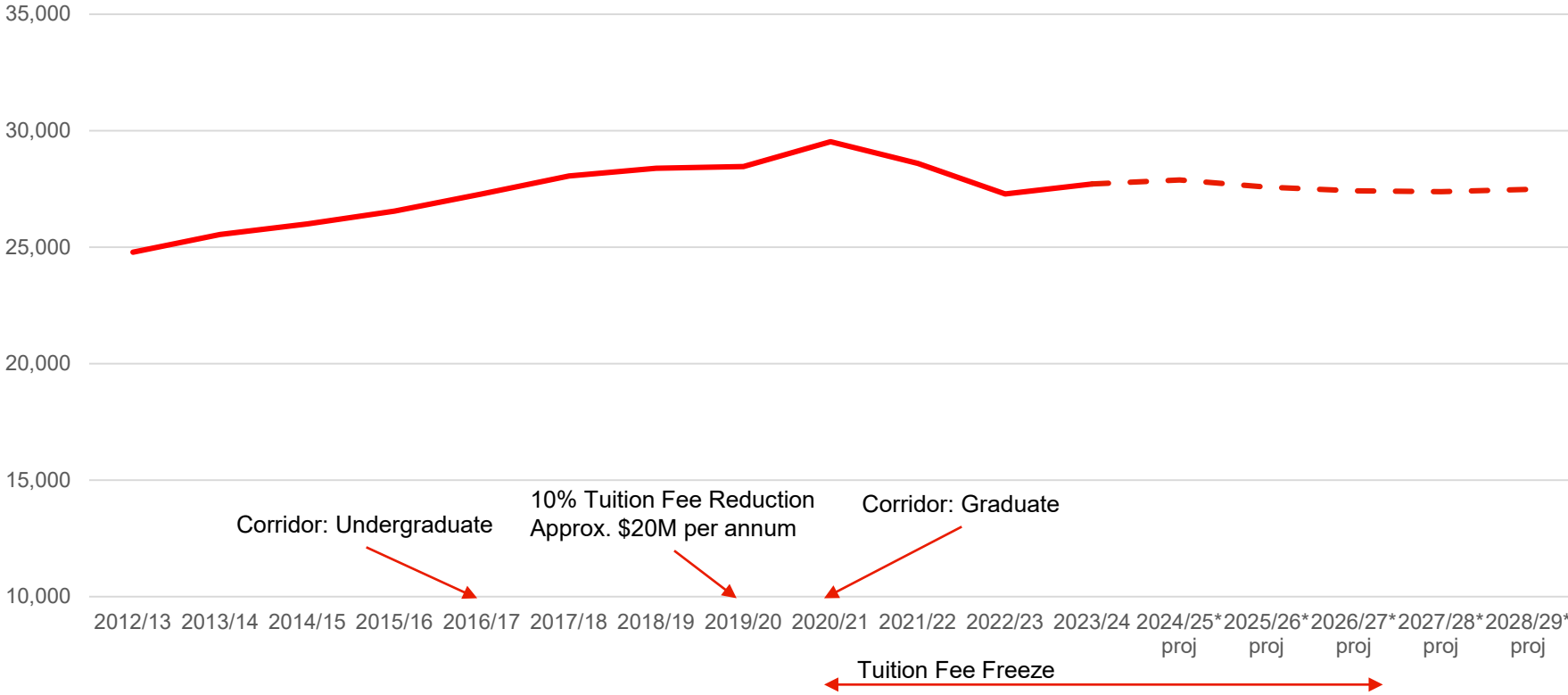
The Province has announced an additional increase in the operating grant between 2024-25 and 2026-27. It is anticipated that this increase will fall short of the panel's recommendation.

No action

Announced continued tuition fee freeze for 2024-25 through to 2026-27.

No action

# Total Enrolment: Annualized Full-Time Equivalent



Source: Historical, OIRP datacubes. Projected based on projection models (October 16, 2024). UG growth after 2024: 1% domestic, 0% international. Excludes incoming exchange students, and work-term only co-op students in FTE calculation.



# 2024-25 Operating Budget to Projected Actuals

	\$ '000's
Budgeted 2024-25 Operating Deficit	(\$26,155)
Adverse Tuition Revenue Variance	(16,700)
Additional Miscellaneous Income	700
In-year Spending Reductions	3,500
<b>Projected 2024-25 Operating Deficit *</b>	<b>(\$38,655)</b>

\* Before mitigation responses

## Exogenous Factors Affecting 2024-25

- International intake decline (55% undergraduate; 35% graduate)
- Repeal of Bill 124
- Term-limited Provincial Operating Grant Increase

## Response

- Investment returns
- Accelerated implementation of cost containment measures
- Operating reserves

# 2025-26 Base Operating Budget Projection: Internally Reported

Expenses	\$ millions
Faculty Operating Budgets	\$265
Non-Faculty Operating Budgets	114
University Budgets	176
Provisions & Contingencies	16
<b>Total</b>	<b>\$571</b>

90% to 95% of Faculty operating budgets consist of salary expense.

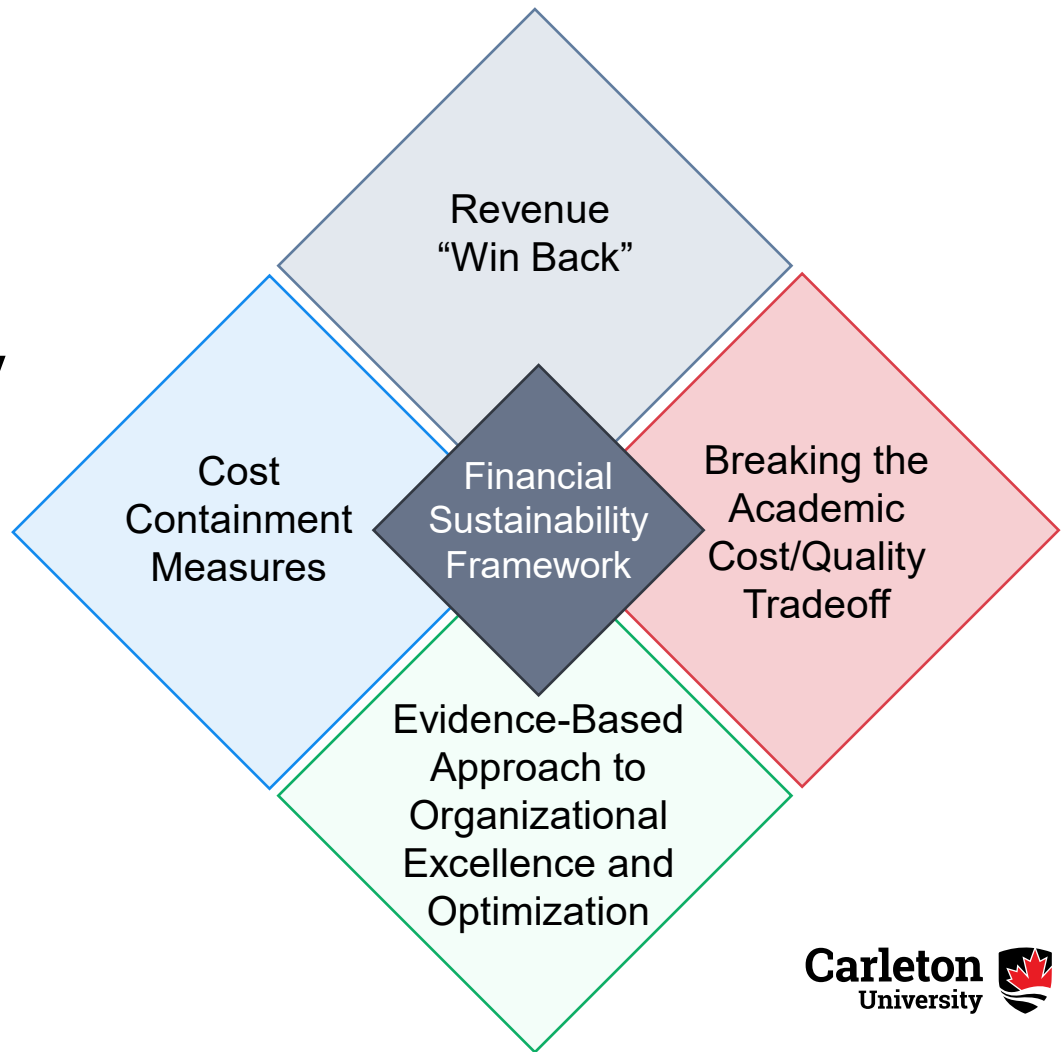
85% to 90% of Non-Faculty operating budgets consist of salary expense.

# Financial Sustainability Framework

# Guiding Principles

- ✓ The goal is financial sustainability;
- ✓ Short-term solutions create long-term problems;
- ✓ Cuts cannot be the sole solution; we need to encourage revenue growth;
- ✓ Intentional about the mix of programs the University offers;
- ✓ Integrate financial, academic and service goals in assessing programs and activities.

# Financial Sustainability Framework





# Cost Containment Measures

- Activity-Specific Drill Down:
  - Marketing and Communications
  - Recruitment
  - Scholarships \*
  - Teaching Assistants \*
  - Contract Instructors \*
  - Memberships
  - Library Acquisitions \*
- Hiring Freeze
- Position Review Committee
- Early and timely retirement incentive program for faculty and staff \*
- Reserve need assessment and drawdown plan \*
- Graduate student application to registration project \*
- Capital project review \*
- Procurement policy review \*
- Cost recovery overhead charges \*
- Investment portfolio construction
- Targeted base budget cuts \*
- Fiscal-only budget cuts \*
- Divisional spending controls



\* In progress

# Revenue Win-Back

1. Undergraduate, graduate and international enrolment strategies \*
2. Graduate student application to registration project \*
3. Creation of new academic programs and opportunities \*



\* In progress

# Breaking the Academic Cost/Quality Tradeoff

1. Implement quarterly progress reports for the following projects:
  - a) Academic Program Financial Assessment \*
  - b) Program Redevelopment \*
  - c) Proliferation of Specializations \*
  - d) Class Size \*
  - e) Faculty Workload \*
  - f) Program Closure, Enrolment Suspension \*
  - g) DFW Analysis \*
  - h) TA Needs Assessment \*
2. Integrate outcomes into budget reduction strategy



\* In progress

# Evidence-Based Approach to Organizational Excellence and Optimization

Administrative services and processes:

1. Continuous improvement program design
2. Data collection and analysis
3. Continuous improvement program implementation and monitoring



# Implementing the Financial Roadmap to Recovery

- Action plans with milestones are in place for each component of the Financial Sustainability Framework over a 24-month horizon
- Component action plans using a whole-of-campus approach will be undertaken by cross-functional teams involving Vice-Presidents and Deans
- Regular progress updates will be incorporated into the Budget Update reports that are presented to the Board throughout the year

# Risk Management

The key risks presented by the current financial projections are:

- Operational
- Human Capital
- Strategic
- Reputational
- Government Oversight

# Planning Framework

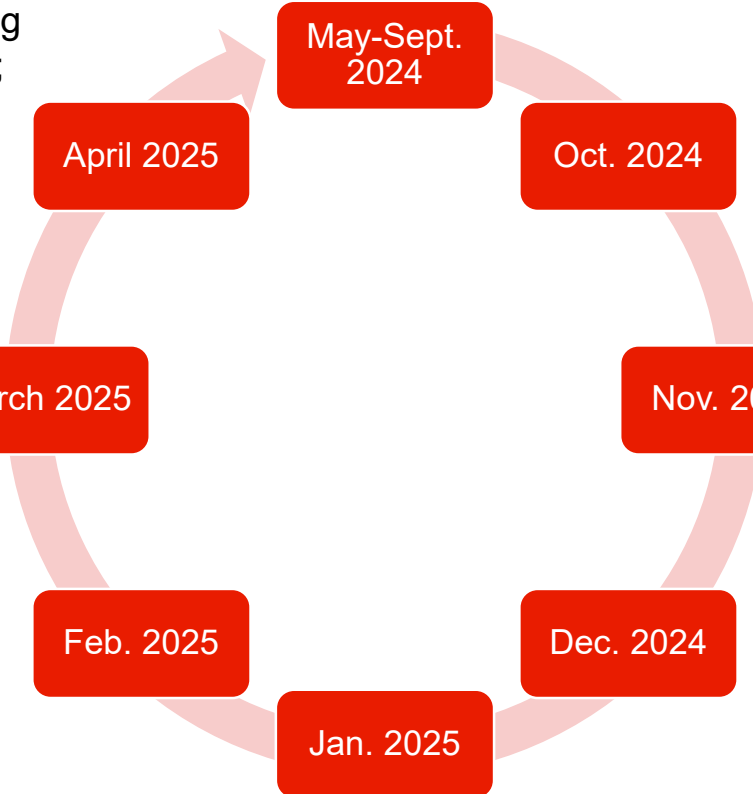
New internal budget fora: Strategic Financial Group; Planning Enhancement Meetings; Program Assessment Meetings; Additional RPC Chair Budget Meetings

Approval of 2025-26 Operating Budget (BOG Finance; BOG); Domestic Tuition Framework (BOG Finance)

FSF Update

Proposed Allocation Decisions (PBWG)

Planning Framework Update (BOG Finance); FSF Update



Implementation of Financial Sustainability Framework (FSF)

Approval of Planning Framework; Introduction of FSF (BOG Finance)

Approval of Planning Framework; Introduction of FSF (BOG)

Planning Retreat (SIPC); SMA4 Submission

# Recommendation

On the recommendation of the Finance Committee, move to approve Carleton's operating budget planning framework for fiscal year 2025-26, as presented.



# **AGENDA ITEM**

## **6.1**



# Carleton University FY22 ROPA+ Presentation

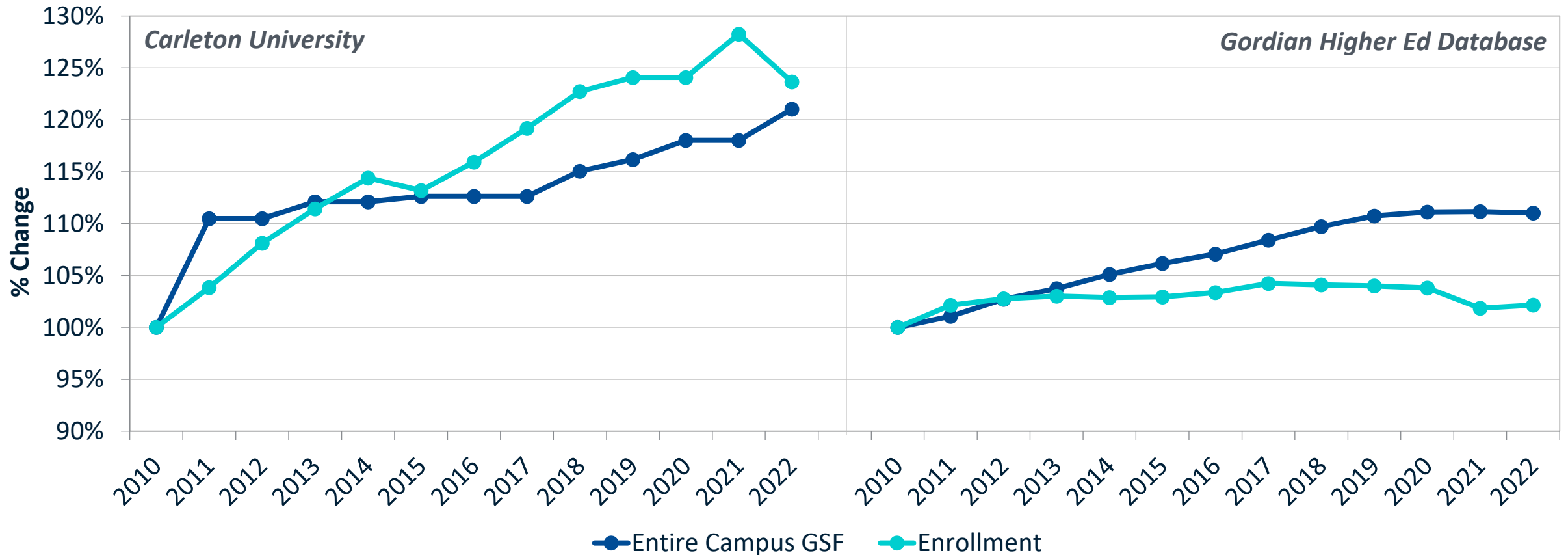
*Sophie Mason & Stephen Stanley*

# Carleton Has Grown More Than Most Institutions

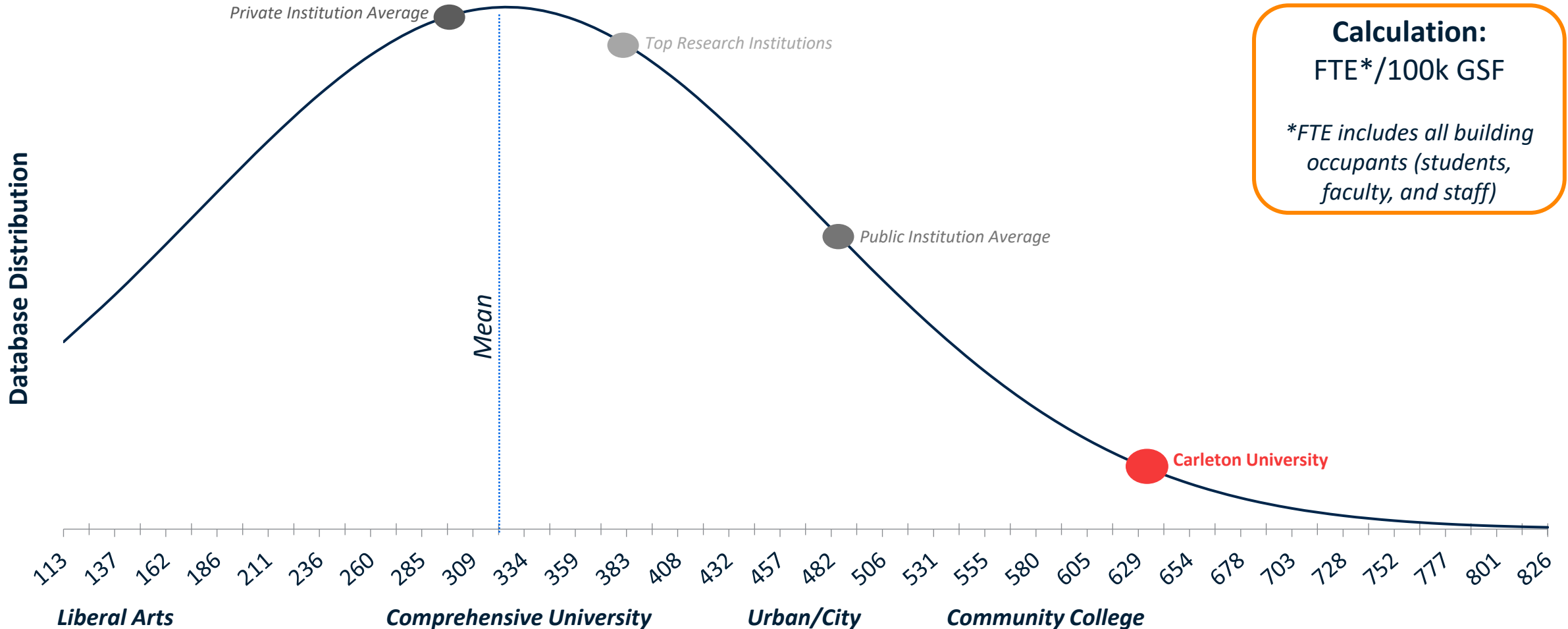
Enrollment growing faster than campus space leads to campus density increasing

## Change in Campus Size versus Student Enrollment

*Indexed to 2010*



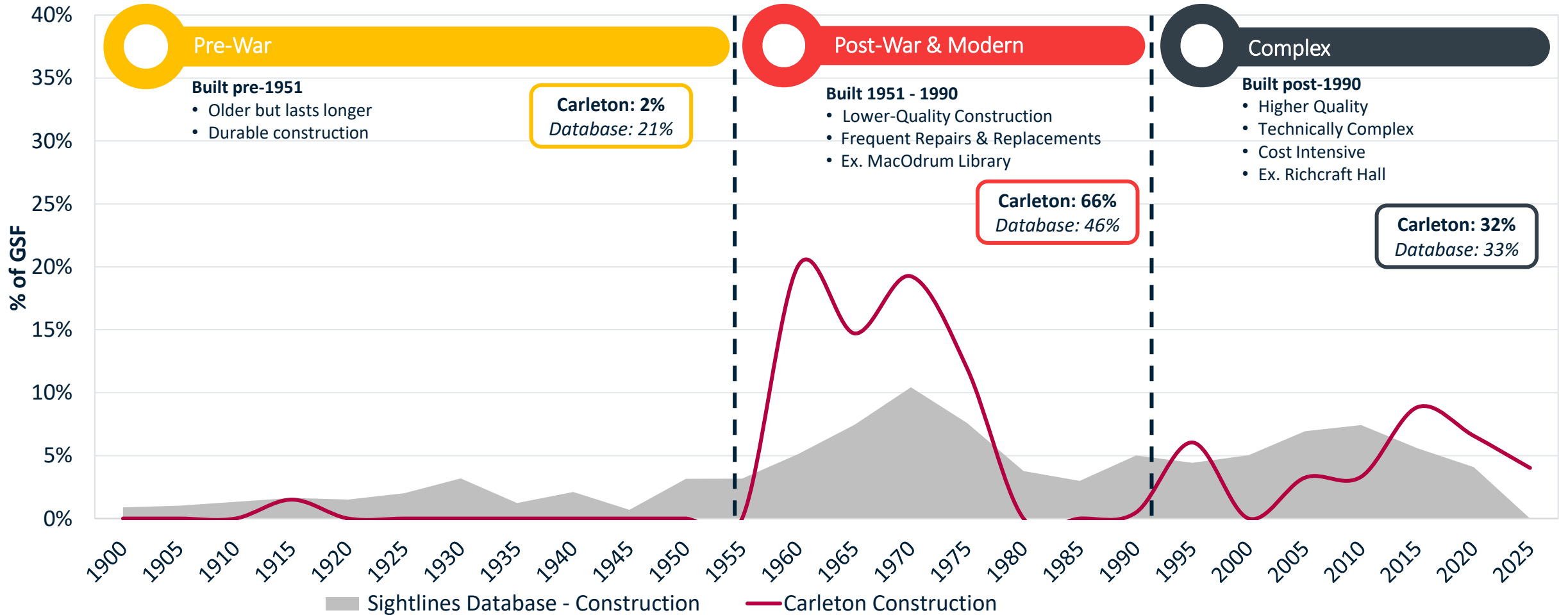
# FY22 Density Factor Across Higher Education



# Putting Carleton's Building Age in Context

Campus age drives the overall risk profile

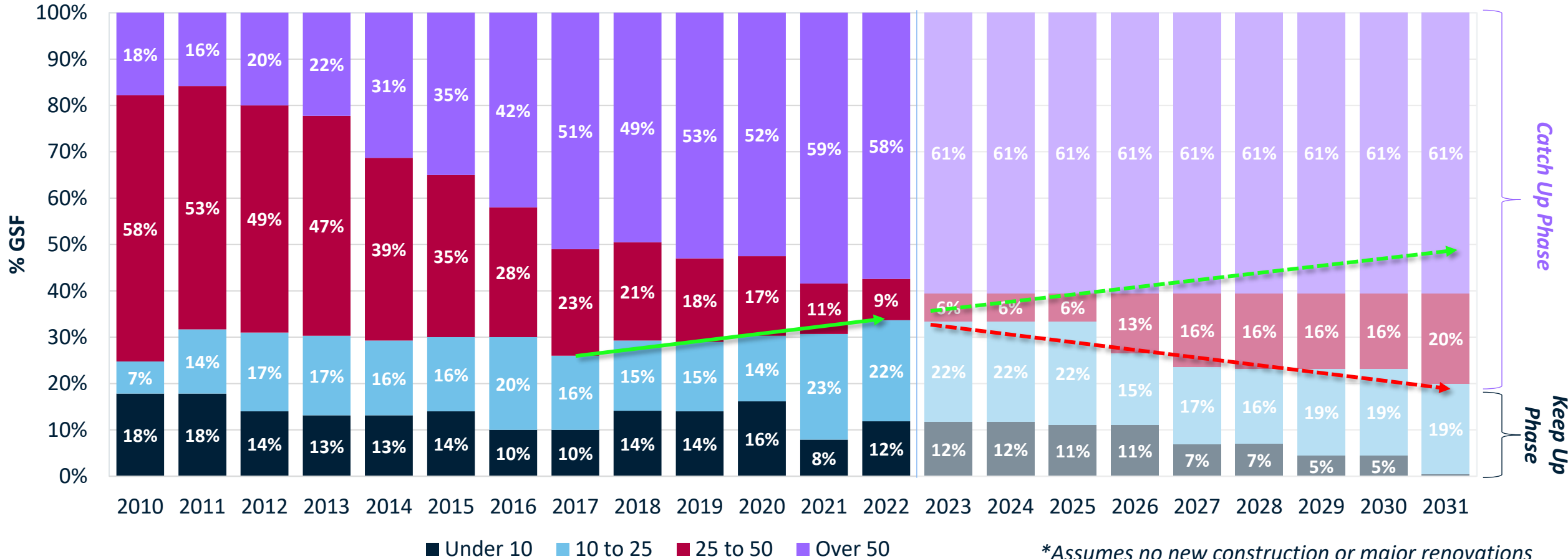
## Carleton's Construction Eras



# Campus Becomes Increasingly High Risk Without Intervention

81% of campus space will be in a high risk-category by FY31 without continued investment

**Carleton Renovation Age Projection**

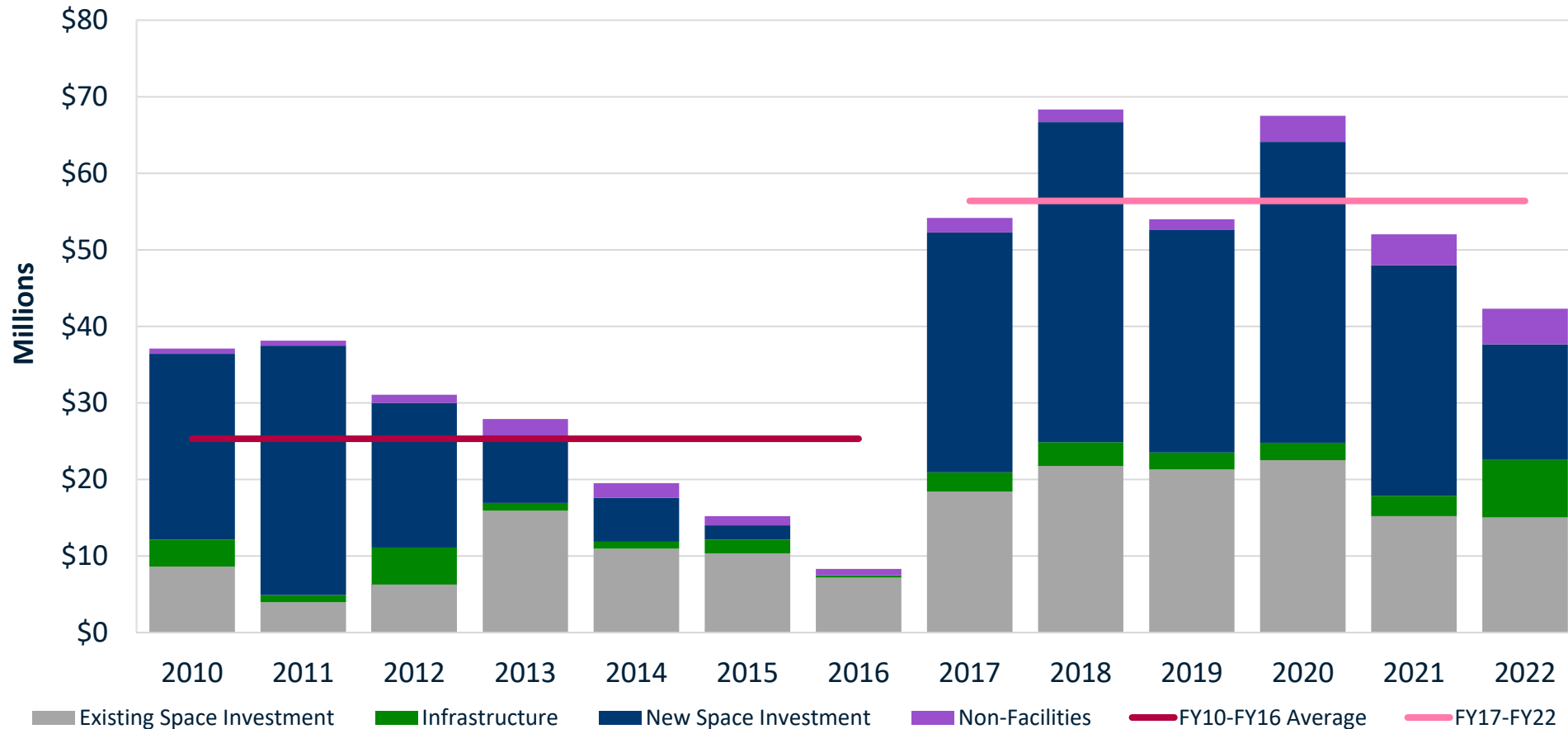


\*Assumes no new construction or major renovations

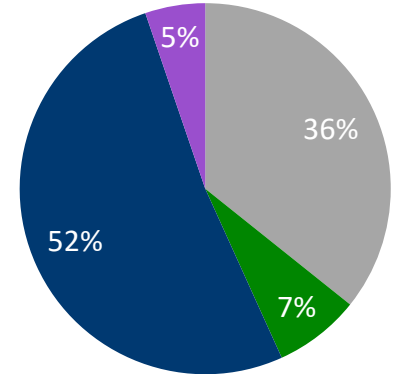
# Recent Investments are Balanced Between Existing & New Space

Overall level of investment has been much higher since FY17, especially into Existing Space

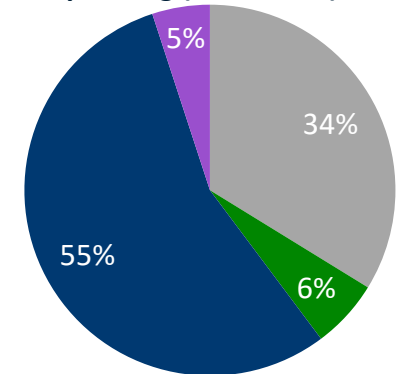
### Total Capital Investment



Carleton's Project Spending (FY10-FY16)



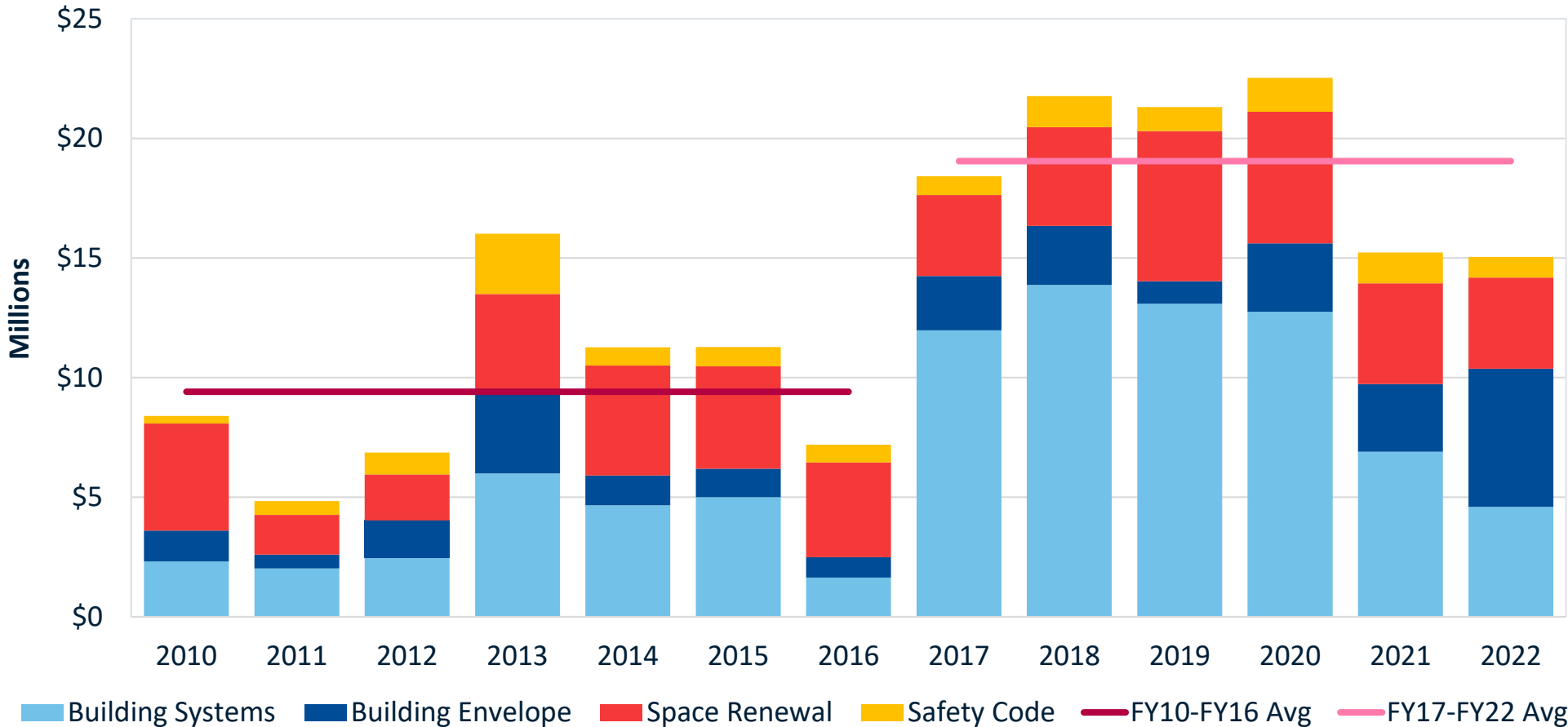
Carleton's Project Spending (FY17-FY22)



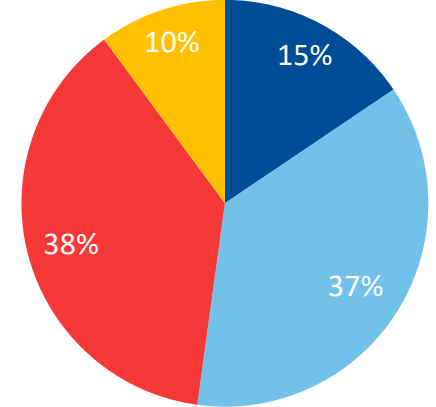
# Carleton's Investment Mix is Well Balanced

Investing more into envelope and mechanical projects improves buildings' reliability

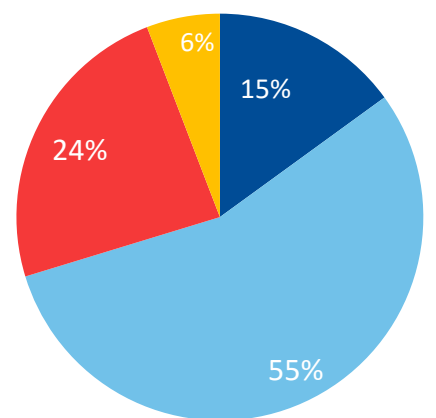
### Existing Space Investment by Package



Carleton's Existing Spending (FY10 – FY16)



Carleton's Existing Spending (FY17 – FY22)

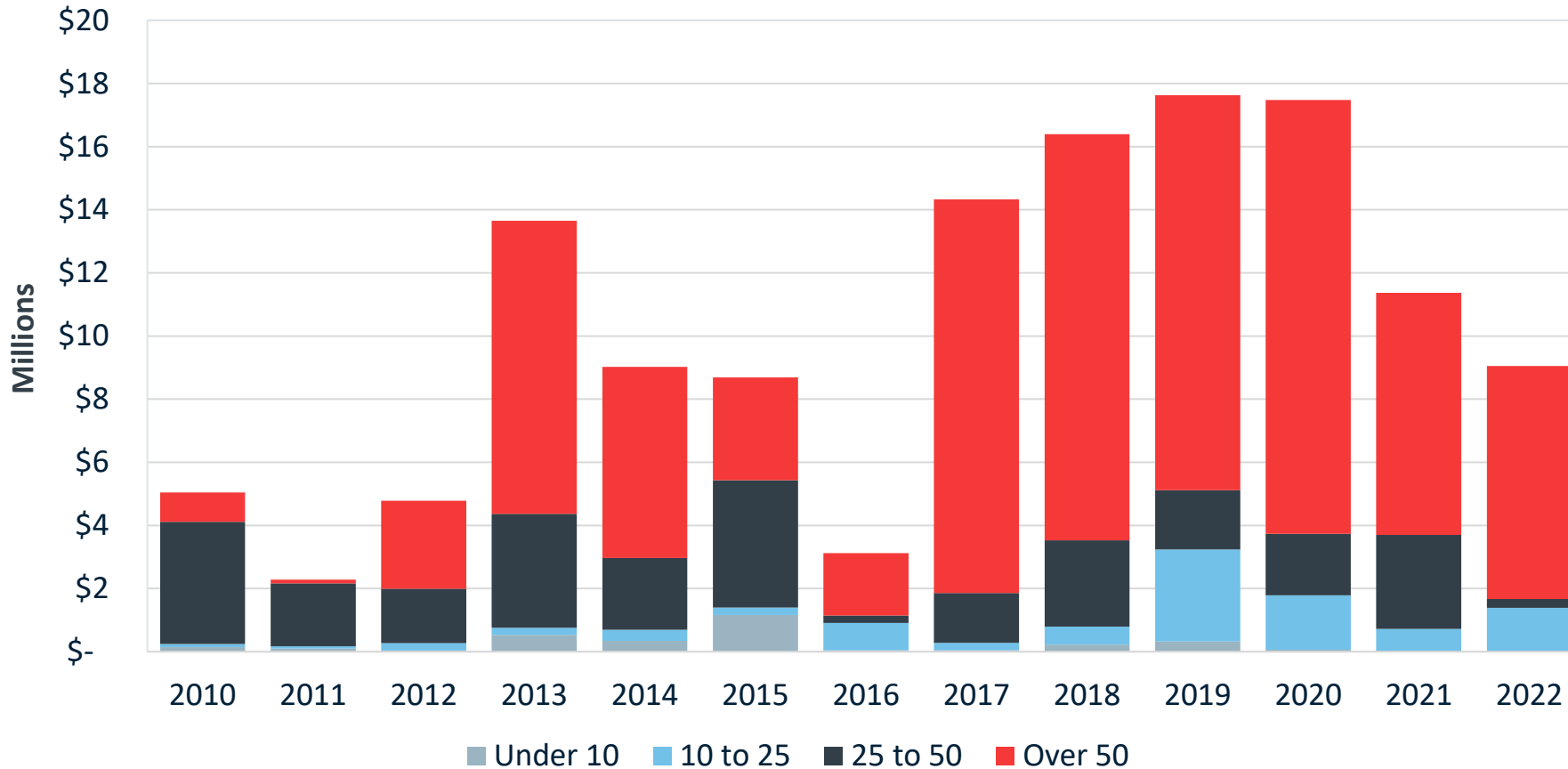




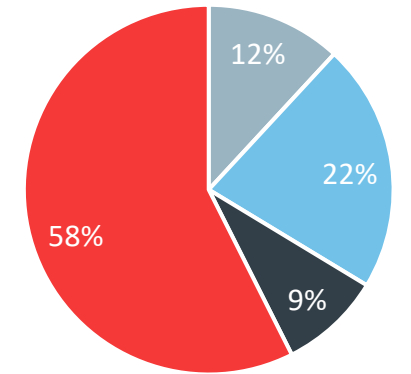
# Majority of Projects Have Targeted Highest Risk Spaces

From FY10-FY22, 68% of existing space spending went into buildings over 50, which comprise 58% of campus GSF today

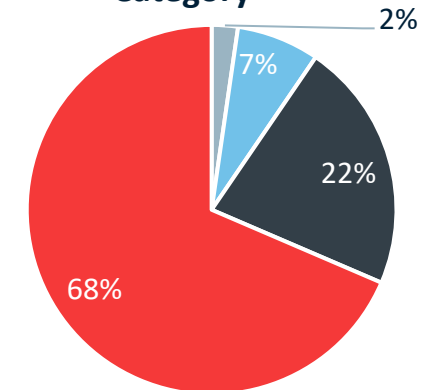
**Existing Space Spending by Building Age Category**



**Current Campus GSF By Age Category**



**FY10-FY22 – Spending by Age Category**

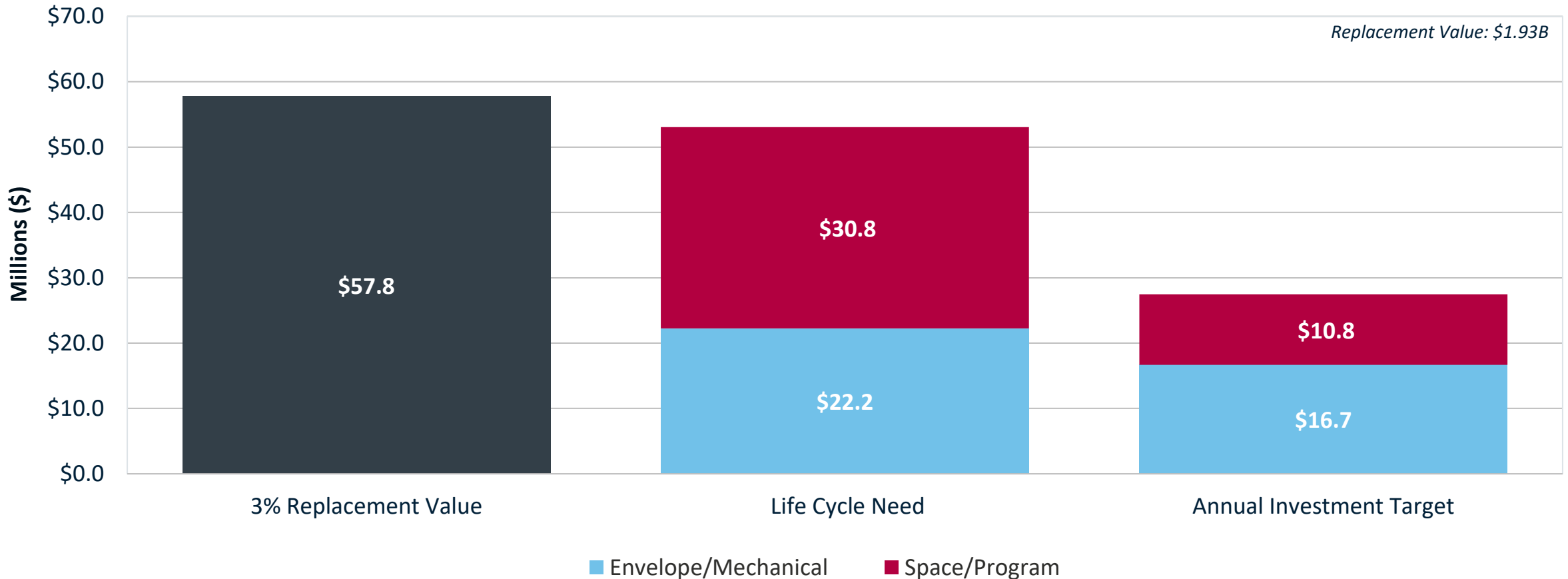


\*Some project dollars not included in graph because they were not tagged to a specific building

# Defining an Annual Investment Target

**FY22 Investment Target: \$27.5M**

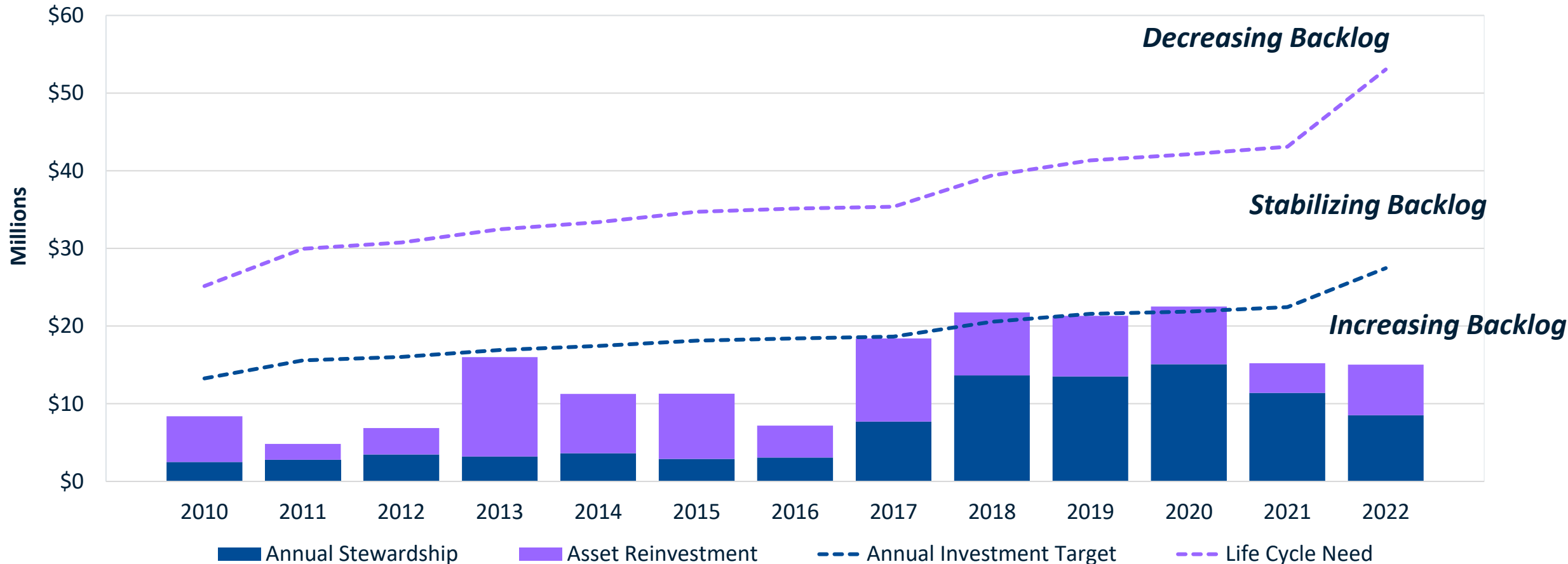
**FY22 Annual Investment Target**



# Chasing a Moving Target

After several years of meeting the investment target, Carleton fell short in FY21 & FY22 due to pandemic

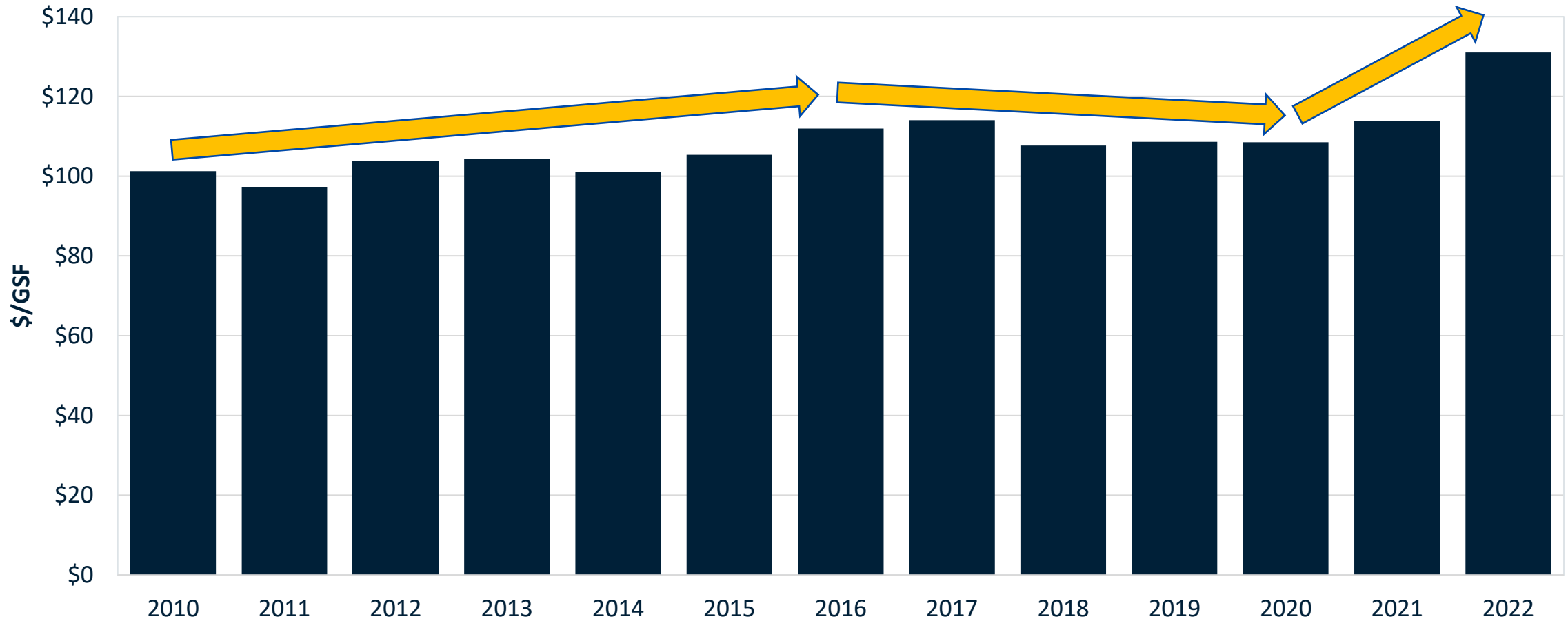
**Total Capital Investment vs. Funding Target**



# Falling Short of Target Recently Led to Backlog Growth

Funding was reallocated to urgent pandemic response initiatives in recent years

**Carleton's Asset Reinvestment Need**



# Summary

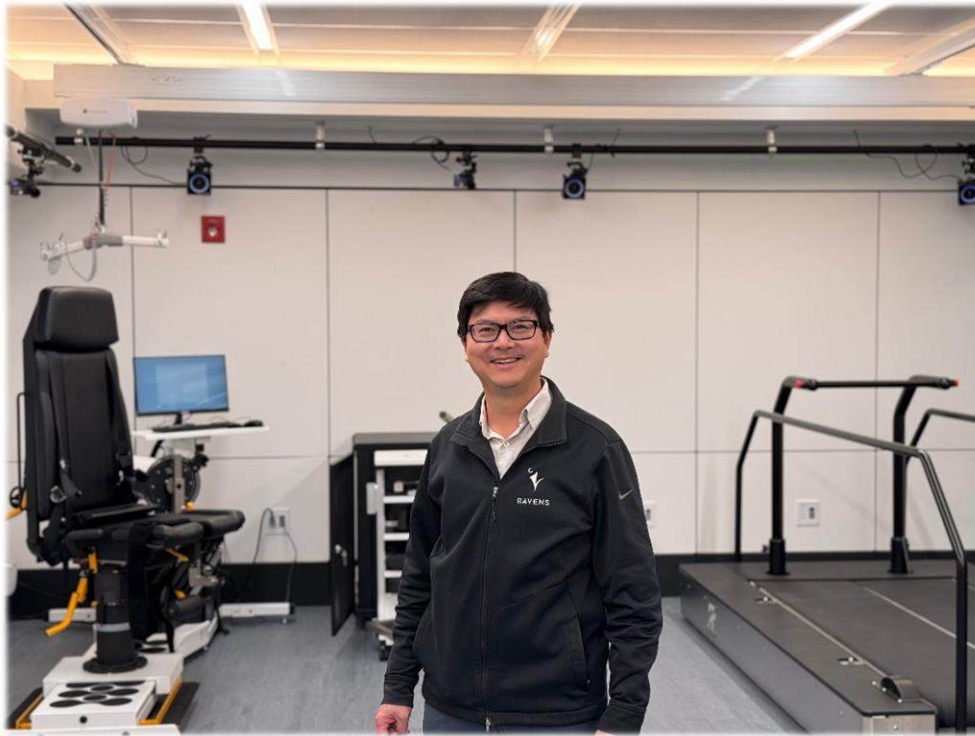
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- Carleton has responsibly spent available capital funds
- More funding is needed to fully address the needs of Carleton's high-risk campus
  - Current funding: \$14M in CRDM, plus ~\$5M in FRP (which fluctuates)
  - FY22 target: \$27.5M (this will continue to grow with inflation and with campus expansion)
- In the event of future emergencies or strategic initiatives, reallocation of these resources would impact the continued ability to steward facilities needs

# Questions & Discussion

# **AGENDA ITEM**

## **6.2**



# Research Update

Rafik Goubran

December 04, 2024



# Research Mission

**Carleton's core mission is: “teaching and learning, research, student experience and organizational excellence”.**

Therefore, research is central to our mission as a university and is one of the main differentiators between colleges and universities.

Research is an integral part of our teaching and learning mission, especially for PhD, Master's, and senior undergraduate students (e.g. capstone projects).

According to our collective agreement with CUASA, the workload of faculty members is: 50% Teaching; 35% Research; and 15% Service.

All levels of government expect faculty members to be engaged in research.

## **Research generates significant direct & indirect benefits to the University.**

- Research impacts our reputation and ranking.
- It enables us to attract top faculty, students & staff.
- It generates resources such as the Research Support Fund – RSF (\$5.3M), Incremental Project Grant - IPG (\$0.6M), Overhead (\$3.6M), Canada Research Chairs, Canada Foundation for Innovation envelope (\$14.8M) and associated Ontario Research Fund, and multiple scholarships, ...
- It supports graduate students (RA).

**Base Budget of \$6.8M  
(1.21% of Total Expenditures)**

**Carleton International (CI)**

- Coordinates our international activities that are distributed across the University.
- Total of 8 staff members



**Betina Appel Kuzmarov**  
AVP (International)

**Office of Research Ethics**

- Supports our Research Ethics Boards, manages compliance, controlled goods, and training.
- Total of 5 staff members



**Gordon Duval**  
Director

**Carleton Office for Research  
Initiatives and Services  
(CORIS)**

- Supports researchers throughout the research process from pre to post award (Tri-Agency, awards)
- Total of 15 staff members



**Andrea Lawrance**  
Director

**Industry and Partnership  
Services (IPS)**

- Supports & manages our research collaboration with government, industry and other partners (IP, agreements, tech transfer).
- Total of 10 staff members



**Sandra Crocker**  
AVP (SI & Operations)

Four additional central OVPRI staff members handle data management, events, and outreach.

# Multidisciplinary Research Strength



**Wellness**



**Connectivity**



**Sustainability**



**Mental Health**



**Accessibility**



**Sustainable Communities**



**Energy Efficiency**

# Entrepreneurship      Equity, Diversity, and Inclusion      Reconciliation with Indigenous Peoples



**Entrepreneurship**

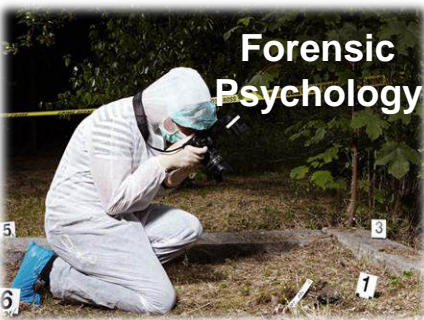


**Equity, Diversity, and Inclusion**



**Reconciliation with Indigenous Peoples**





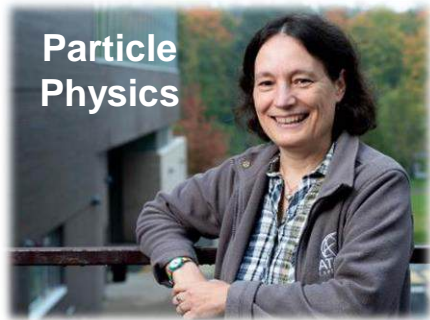
**Forensic Psychology**



**North Permafrost**



**Aerospace**



**Particle Physics**



**Work-Life Balance**



**Refugees**



**Autonomous Systems**



**Big Data**



**African Studies**



**International Affairs**



**Public Policy**



**Conservation Biology**



**ICT - Wireless & Cybersecurity**

**Core Research Strength  
Impact on Society**

# Research Performance Metrics

**Each research field has its own research impact metrics:**

- Humanities
- Science
- Social Sciences
- Engineering
- Policy
- Business

**Ultimate goals:** Knowledge Creation, Knowledge Mobilization, Impact on Society.

**The most common research performance metrics used by governments (SMA), granting agencies, and ranking agencies are:**

- External research funding (e.g. tri-agencies, government, corporate, foundations).
- Publications, impact on the field (e.g. citations), and impact on society.
- San Francisco Declaration on Research Assessment - DORA  
(a more inclusive approach)

# External Research Funding

## Why and How?

### **External research funding is used to:**

- Pay graduate students and researchers; fund research labs; collect data.
- Cover cost of publications, conferences, travel, and knowledge dissemination.

### **Tri-Agency funding (NSERC, SSHRC, CIHR):**

- Successes in national competitions are a testament to the excellence of our researchers and the outstanding quality of our research projects.
- Tri-agency funding has a direct impact on our resources such as:
  - Funding to support central research infrastructure through the Research Support Fund (RSF) Program: IT, Research Financial Services, Library
  - Number of CRCs and CFI Envelope.

## Researchers' Success (1 of 2)



**LENORE FAHRIG:** Won the Royal Society of Canada Flavelle Medal for outstanding contributions to biological science. Lenore was awarded the 2022 NSERC Gerhard Herzberg Canada Gold Medal for Science and Engineering, Canada's top science and engineering honour, only one of which is awarded each year. Lenore also holds a Guggenheim Fellowship and was elected to the US National Academy of Sciences.



The **ABILITIES LIVING LABORATORY (ALL)** was launched in October 2024. This is an integrated, interdisciplinary research environment for co-creation, iterative prototyping, experimentation, and knowledge mobilization to pursue a fully inclusive and accessible Canada. The **\$6M** ALL Lab is lead by **ADRIAN CHAN**. It was funded by the Canada Foundation for Innovation (CFI), the Ontario Research Fund (ORF) and other partners.



**RIANNE MAHON:** A Distinguished Research Professor Emerita, Mahon was honoured with the Royal Society of Canada Ursula Franklin Award in Gender Studies.



# Researchers Success (2 of 2)



**JO-ANN LEFEVRE:**

Elected as a Royal Society of Canada (RSC) Fellow



**SARAH CASTEEL:**

Elected as a RSC Fellow



**MARIA ROGERS:**

Named to the College of New Scholars, Artists, and Scientists of the RSC



**HUBERT JEAN-RUEL:**

Canada Research Chair (CRC) in Advanced Photonic Sensing Components



**ELIE AZAR:**

Canada Research Chair (CRC) in Sustainable Buildings and Communities

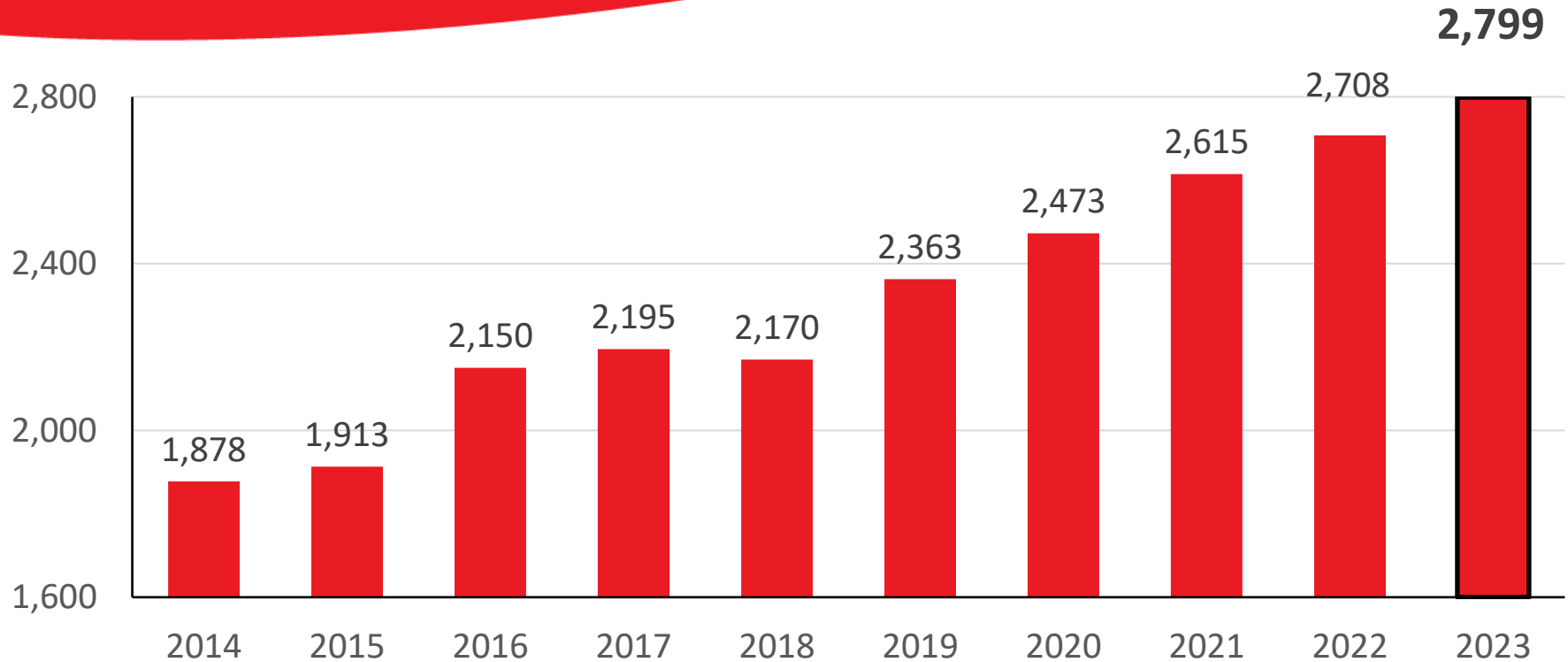


**DANIEL ROSENBLOOM:**

Rosamond Ivey Research Chair in Sustainability Transitions

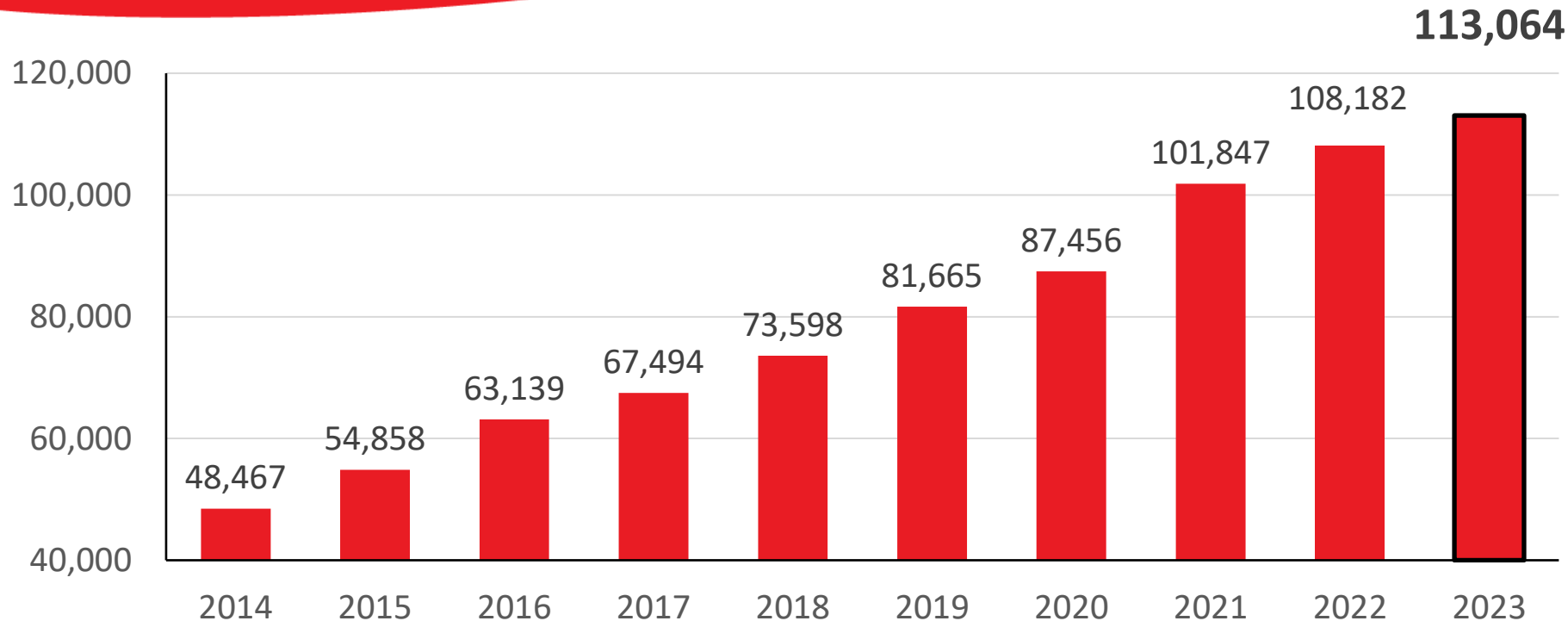
# Publications

(Source: Sci-Val)



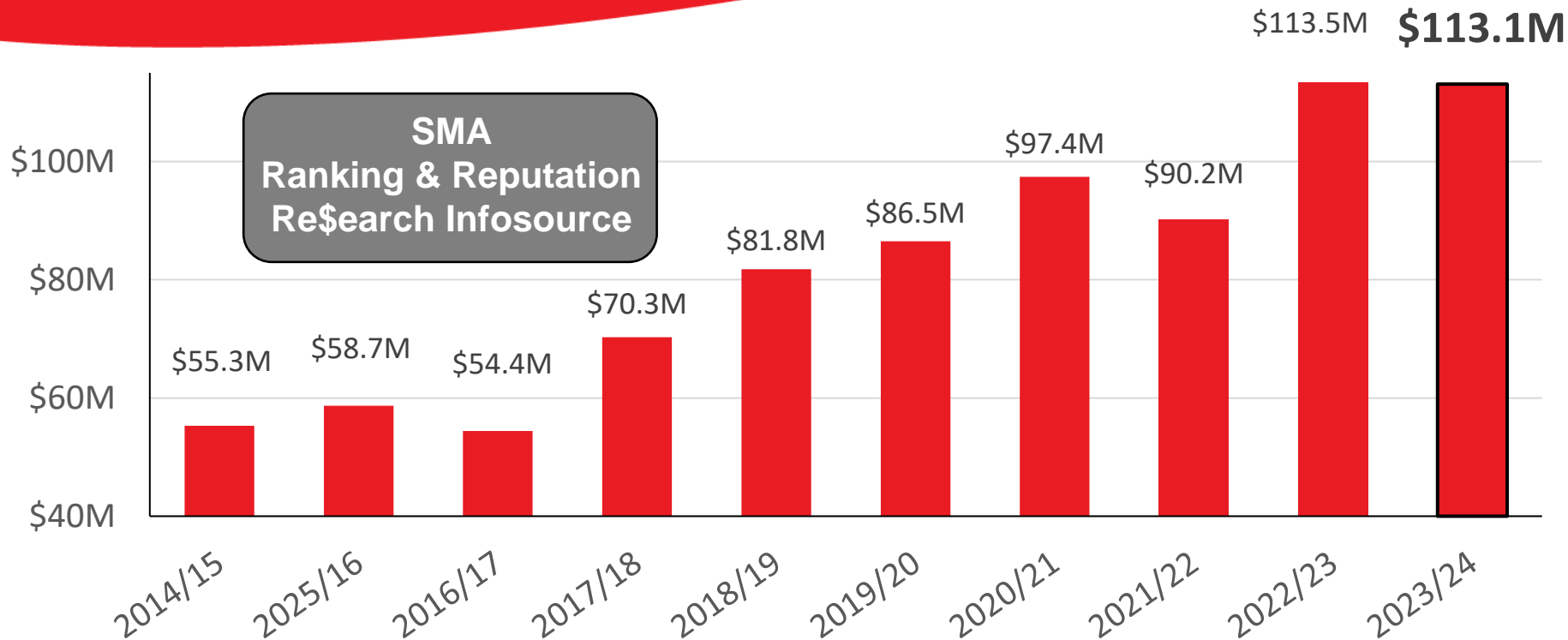
# Citations

(Source: Sci-Val)



# External Research Revenue

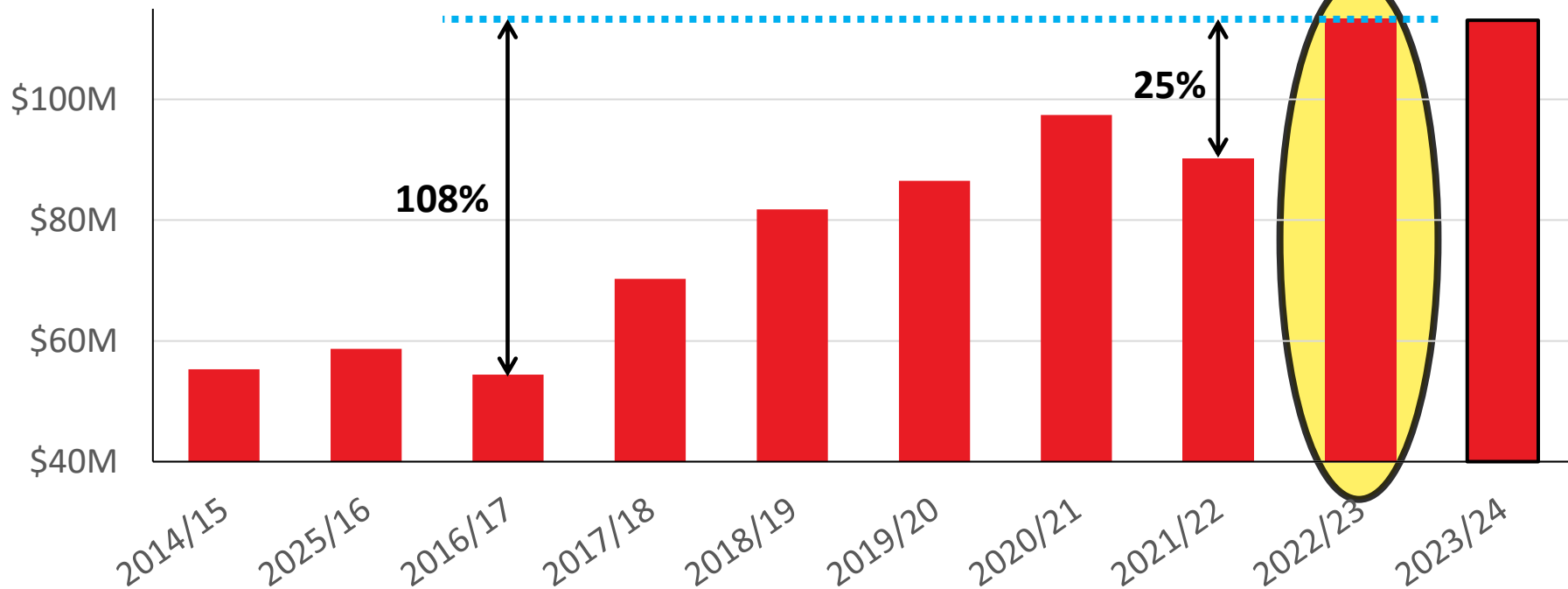
Annual (Source: COFO)



# External Research Revenue

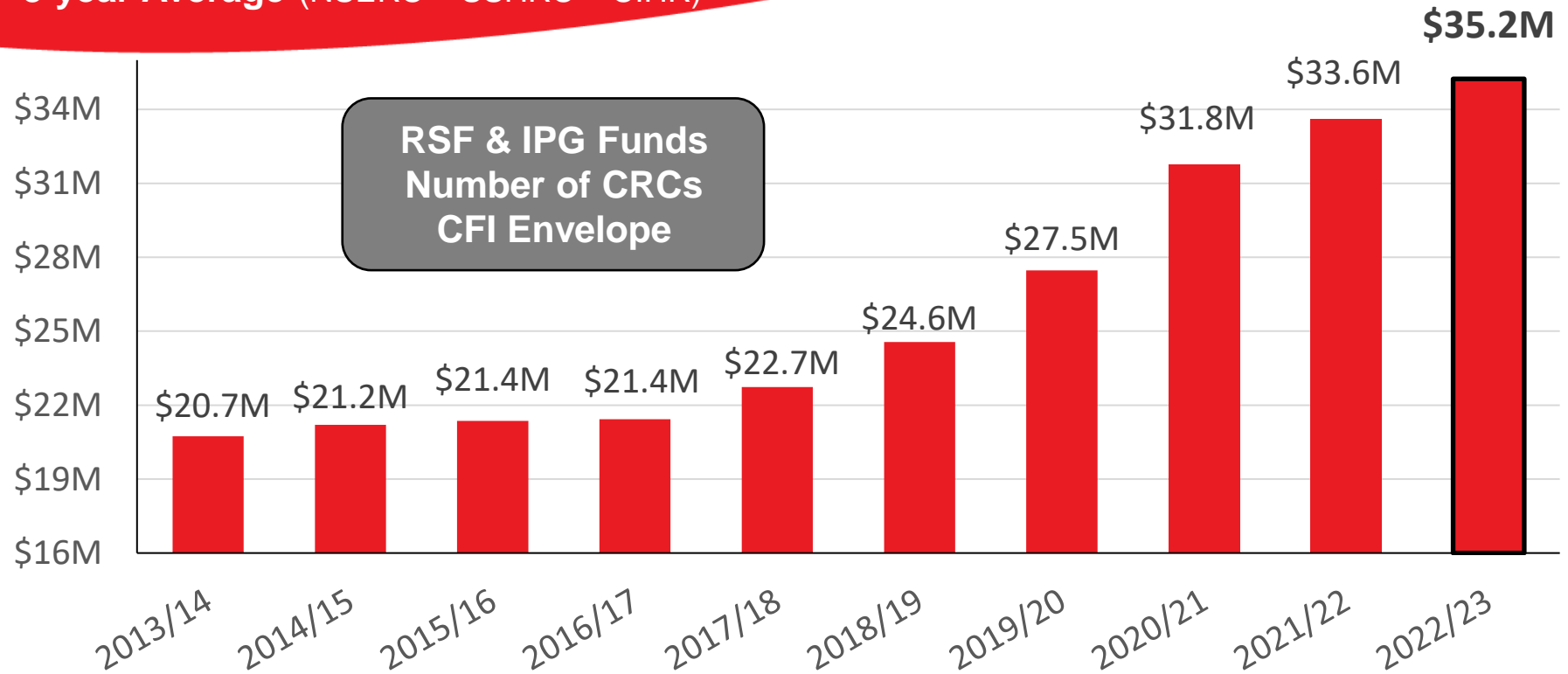
Annual (Source: COFO)

To be announced by Research InfoSource  
on 05 December 2024



# Tri-Agency Funding

3-year Average (NSERC – SSHRC – CIHR)



# Carleton-Led SSHRC Partnership Grants

(15 to 18 are awarded annually)

**\$2.5M each**

**149 partners  
over 8 projects**



**Prison Transparency Project**  
Dawn Moore (FGPA)



2023

**New Paradigm / New Tools  
for Heritage Conservation**  
Stephen Fai (FED)



2015

**Global Media and Internet  
Concentration Project**  
Dwayne Winseck (FGPA)



2021

**Youth Futures**  
Kim Matheson (SCI)



2016

**Rebuilding First  
Nations Governance**  
Frances Abele (FGPA)



2020

**Modern Treaty Implementation  
Research**  
Stephanie Irlbacher-Fox (FGPA)



2017

**Canadian Defence and  
Security Network**  
Stephen Saideman (FGPA)

2019



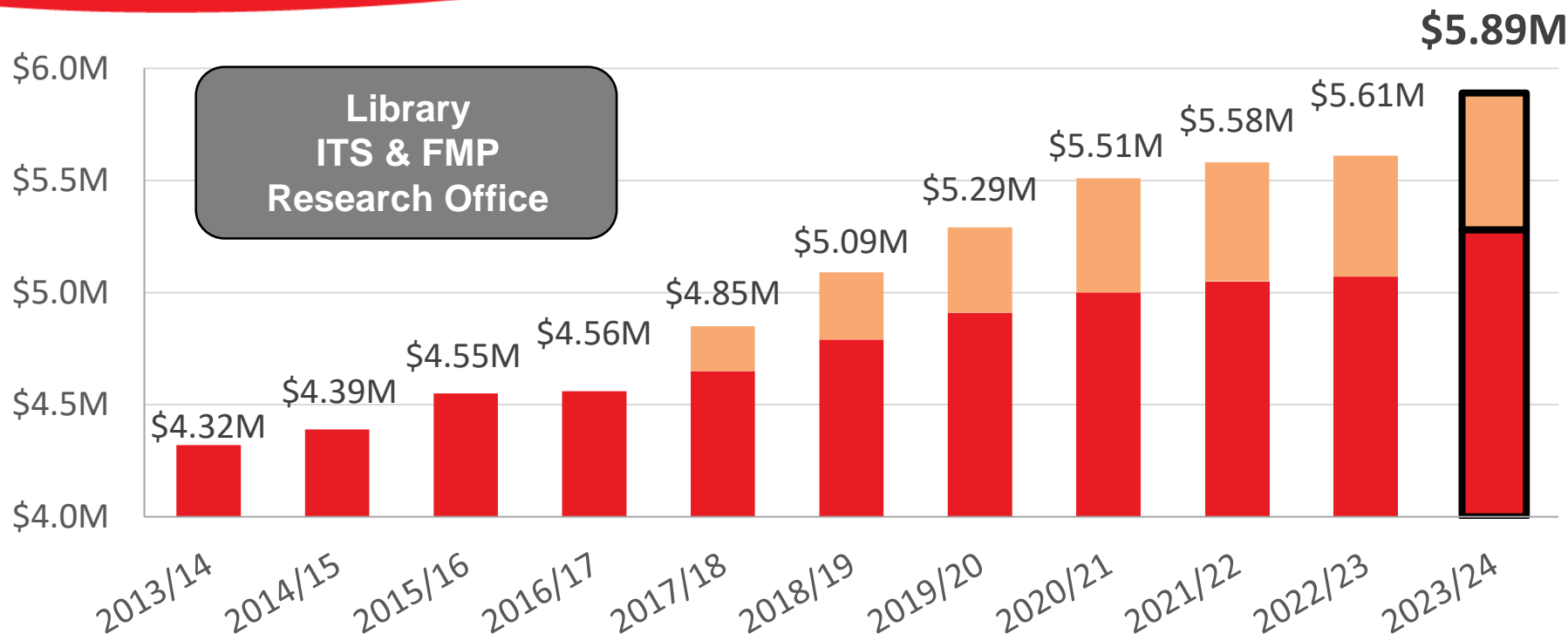
**Civil Society and the  
Global Refugee Regime**  
James Milner (FGPA)

2018



# Research Support Fund (RSF) and Incremental Projects Grant (IPG)

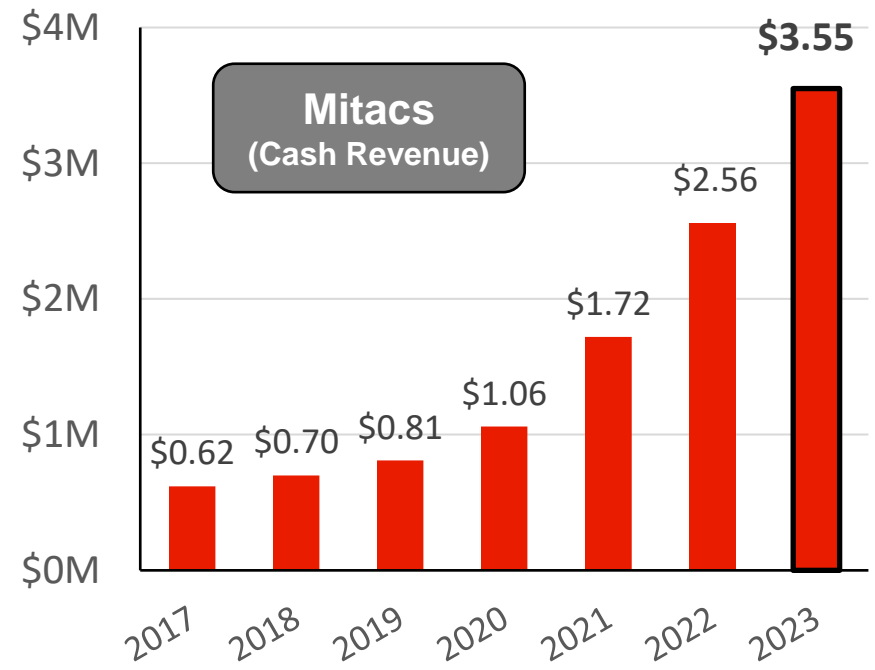
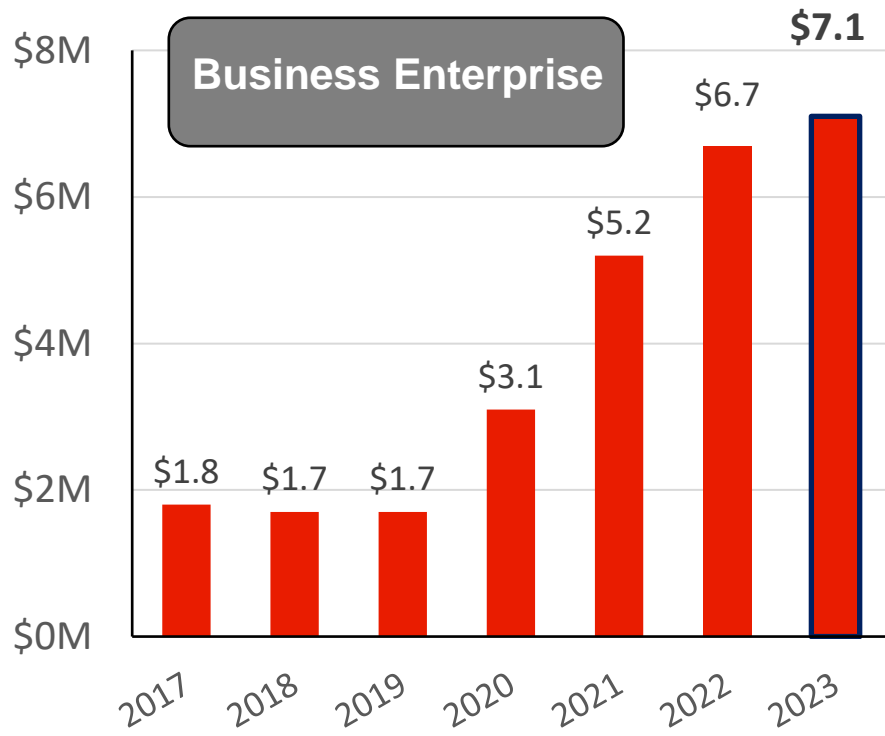
■ RSF ■ IPG



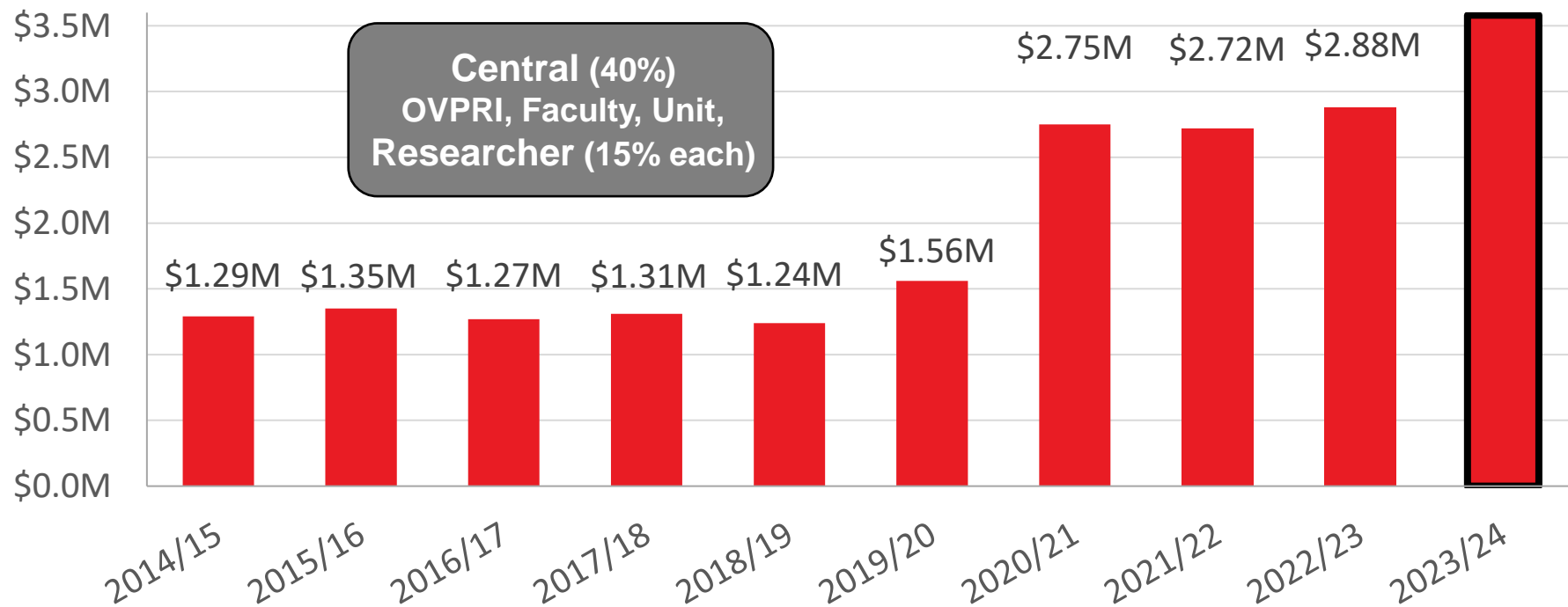


# Partnerships – External Funding

(3-Year Average)



# Indirect Cost of Research (Overhead)



# Holistic Integrated Partnerships

## ERICSSON

- Fourth year of a 4-year multi-million-dollar investment.
- 650 co-op work terms at Ericsson; 23 faculty members engaged.
- Ericsson Research Chair, 36 grad students, 7 Ericsson Fellows.
- \$1.8M leveraged funding received from government sources.



James  
Meadowcroft

## EFFICIENCY CANADA

- Fifth year of a multi-million-dollar program.
- Focuses on energy efficiency policy and implementation.
- Supported by McConnell, Ivey, Trottier, Global Affairs, and NRCan.
- Rosamond Ivey Research Chair in Sustainability Transitions.

# New Government Mandates

## **Commercialization:**

The Ontario Government issued its Commercialization Mandate Policy Framework, requiring each university to create a well-defined commercialization policy to improve its commercialization outcomes and realize net benefits to Ontario. A yearly detailed commercialization plan including metrics must be submitted.

## **Safeguarding Research:**

The Federal and Provincial Governments now require universities to assess external research funding applications for national security risks. Carleton was awarded \$280K per year for 5 years to administer this new program. We have hired Jessica Adam as our new Director, Research Security Risk.

# Research Key Priorities

- Sustain the increase in research productivity and external research funding by:
  - Improving support to researchers (application and post-award stages).
  - Empowering multi-disciplinary collaborations.
  - Strengthening international research activities (e.g. Horizon Europe).
  - Expanding community engagement, partnerships, and impact on society.
- Maintain full compliance with all existing and new government mandates.
- Build reputation through nominations to honors and awards, optimizing submissions to ranking agencies, and celebrating success.

# Contributions to Central Budget

OVPRI is a small RPC with a **\$6.8M** base budget (**1.21%** of total expenditures).

OVPRI is pleased to continue to contribute resources to address our serious central budget shortfall despite a significant increase in research productivity, and the need to support this research growth (increase of 108% in past 6 years).

In 2024-25 an additional **\$458K** was allocated to the central budget from research contracts overhead and the RSF/IPG programs due to the growth of our research.

OVPRI contributed an additional **\$2.1M** to offset the 2024-25 budget shortfall.

# Thank You!



# **AGENDA ITEM**

**6.4**



# PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

December 4, 2024



## REPUTATION AND COMMUNITY HIGHLIGHTS



Ontario Premier Doug Ford praised Carleton's new nursing program at an event in Richcraft Hall on Nov. 5.

### New Nursing Program at Carleton Launched with Premier Ford

Ontario Premier Doug Ford, Minister of Health Sylvia Jones and Minister of Colleges and Universities Nolan Quinn [came to Carleton on Nov. 5](#) to announce the launch of a new undergraduate nursing program, which was developed in partnership with Ottawa's Queensway Carleton Hospital. One of [five new programs](#) for high-demand careers launching in fall 2025, the [innovative program](#) will accelerate new nurses into the workforce to address a shortage and help transform patient care in the province.



Carleton also secured top-five rankings in Scholarships & Bursaries and Student Awards from Maclean's.

### Carleton Climbs in Maclean's Rankings

Carleton [rose to fourth in Canada](#) and second in Ontario in the annual *Maclean's* rankings. Success in the comprehensive university category is a testament to Carleton's overall excellence and its strengths in research and student experience in both its undergraduate and graduate programs. Carleton was also first in social sciences and humanities funding in the comprehensive category and its engineering program cracked the national top 10.



Carleton's recognition is due to professional development, employee benefits, work atmosphere and more.

### Carleton Named One of Canada's Top Employers

For the third consecutive year, Carleton has been named one of [Canada's Top 100 Employers](#). The recognition is a testament to the university's commitment to career growth and satisfaction, and its strong sense of community. With more than 1.3 million businesses and over 220 universities in Canada, Carleton can take great pride in this accomplishment. The university was honoured at an event in Toronto on Nov. 19.



Students celebrated with their families, friends and loved ones in the Fieldhouse on Nov. 9.

### Graduates Shine at Fall Convocation

More than 1,200 students crossed the stage at Carleton's annual [fall Convocation](#) on Nov. 9 to celebrate an important milestone in their lives. Musician and youth music educator Tina Fedeski was also celebrated with an honorary degree for her inspiring efforts and leadership, demonstrating the transformative power of music.

# REPUTATION AND COMMUNITY HIGHLIGHTS



"I look forward to contributing to an institution that's on the rise and has great momentum," says Duane McNair.

## Carleton Appoints New VP (Finance and Administration)

Duane McNair became [Vice-President \(Finance and Administration\)](#) on Dec. 2. A chartered professional accountant with an MBA and over 24 years of senior leadership experience in financial and administrative operations, McNair served as VP, Finance and Administration at Algonquin College since 2010. At Algonquin, he managed a \$96 million budget, led a team of over 500 staff and implemented strategic initiatives that significantly enhanced the college's financial health and operational efficiency.



Carleton's booth was in a prime spot at OUF, which was attended by more than 70,000 students and their families.

## Spreading the Word on Carleton

Carleton faculty and staff talked to hundreds of prospective students and their families about the university's programs and offerings at the [Ontario Universities Fair](#) in Toronto in early October, and at the end of the month welcomed hundreds more potential future Ravens onto the beautiful Carleton campus for the annual [Fall Open House](#). Both were opportunities for students to discover the program that is right for them and find out how to apply.



People attend the Butterfly Show because it's fun, free and to have an intimate experience with a beautiful insect.

## Butterfly Show Celebrates a Quarter Century of Natural Wonder

Carleton's annual [Biology Butterfly Show](#) took over one of the Nesbitt Building's greenhouses from Oct. 5 to 13, a wonderful example of the university's connection to the community. Almost 12,000 people attended, according to main organizer Ed Bruggink, Carleton's greenhouse manager, who will be retiring next spring after 44 years at the university. "Our butterflies," he says, "have brought so much positive attention to Carleton."



Carleton PhD student Krenare Recaj is leading research into the humanitarian response that saved her family.

## Reuniting Kosovar Refugees with Canadian Supporters

Krenare Recaj, a PhD student in history at Carleton, has helped develop a [special exhibition](#) for the Canadian Museum of Immigration at Pier 21 about the Canadian government actions that helped save her family 25 years ago. They were among thousands of Kosovar Albanians airlifted to Canada through [Operation PARASOL](#), a humanitarian mission to provide refuge for those displaced by the conflict.



The Students and Enrolment team accepted the Organizational Excellence Platinum award in Toronto.

## Students and Enrolment Division Wins Excellence Award

Carleton's Students and Enrolment Division earned Platinum in Excellence Canada's [Organizational Excellence Standard](#), receiving the award at the Canada Awards for Excellence in Toronto on Oct. 28. Reaching Platinum indicates that the division has "achieved a sustainable practice of excellence with the outcomes to prove it." The division earned an overall score of 94 per cent across all criteria, with an impressive 100 per cent score in the "Customers" category.

# ACADEMICS



Sprott is seeking an innovative, inclusive and collaborative leader to serve as its next Dean.



Mechatronics students will learn how to create, operate, test and maintain the next generation of “smart” machines.



Nurses who graduate from Carleton will help address a provincial shortage and transform patient care in Ontario.



An Orange Shirt Day event brought together speakers and panelists from across the university community.



On Sept. 30, Carleton honoured Orange Shirt Day by illuminating the north end campus bridge in orange.

## Executive Leadership

- The search for a Dean of the Sprott School of Business is underway. Carleton has engaged Boyden, a global executive search firm, to assist with this search and an advisory search committee has been formed.

## Academic Updates

- The Ministry of Colleges and Universities has approved several new undergraduate programs including Nursing, Data Science, Cybersecurity and Mechatronics Engineering. These programs, along with the Bachelor of Accounting and a new online Bachelor of Arts (General Studies), are set to launch in fall 2025.
- The Office of Graduate Studies is engaging faculties, departments and graduate programs to move to a continuous or “rolling” admissions framework. Rolling admissions enables programs to offer admission earlier in the admission cycle, enabling Carleton to offer early admission to strong applicants and convert a higher percentage of admission offers to registered students.

## Indigenous Initiatives

- On Sept. 30, nearly 200 Carleton faculty, staff and students gathered for [Walking Together in Allyship: A Panel Discussion in Honour of Orange Shirt Day](#). The event brought together speakers and panelists from across the university community, offering a space to reflect on the history and lasting impact of residential schools while encouraging participants to explore ways to contribute to Indigenous allyship.
- In collaboration with Teaching and Learning Services, the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) is developing a VR Longhouse Project in Ganondagan, NY, that will bring Indigenous knowledges and histories into classrooms through an immersive and accurate experience.
- Associate Vice-President (Indigenous Teaching, Learning and Research) Kahente Horn-Miller conducted a cultural exchange, inviting a Kanyen'kehà:ka cohort to Peru to engage with local Indigenous Peoples in Cusco and Paru Paru. This exchange helped to bridge dialogue regarding the upcoming Indigenous land-based learning partnerships.
- In November, the Centre for Indigenous Support and Community Engagement hosted the Sixth Annual Indigenous Winter Market.

## Equity, Diversity and Inclusion

- The Department of Equity and Inclusive Communities' Sexual Assault Support Centre participated in [Consent Awareness Week](#), a national campaign held annually during the third week of September to raise awareness about consent as a daily practice and commitment, sexual violence prevention and bystander intervention.
- In October, the Department of Equity and Inclusive Communities published the [EDI Action Plan Progress Report](#), which highlights the ongoing efforts to promote equity, diversity and inclusion at Carleton and the ways in which the community's collective dedication is making an impact in creating a more inclusive campus environment.
- In October, recipients of the 2024 Student Equity, Diversity and Inclusion (EDI) Research Awards presented key findings from their EDI-related research projects conducted over the summer. The award was established in 2021 as part of Carleton's commitment to support, fund and disseminate research that advances EDI.

## Special Events

- In October, business deans from 63 universities across Canada gathered at the Sprott School of Business for the annual Business Schools Association of Canada conference to discuss their current challenges and opportunities.



# RESEARCH



Chemistry researcher Amy Rand's work on "forever chemicals" is part of Carleton's research success.

## ReSearch Infosource Rankings Confirm Continued Growth

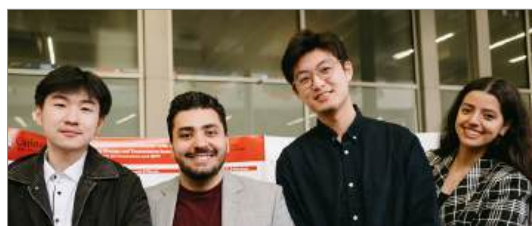
[ReSearch Infosource](#), an independent research and consulting firm, has once again ranked Carleton among Canada's fastest growing research-intensive universities. Carleton's external research income of \$113.5 million in 2022-23 represents an increase of 25.8 per cent over last year and 108.8 per cent since 2017. Carleton is also listed as first in international government research income growth and is featured for both its number and growth of AI publications, coming in third for both categories in the comprehensive tier.



Daniel Rosenbloom plans to develop a world-class hub for research and policy around sustainability transitions.

## New Research Chair in Sustainability Transitions

Enabled by a generous donation of the [Ivey Foundation](#) and Rosamond Ivey, Carleton announced the launch of the [Rosamond Ivey Research Chair in Sustainability Transitions](#), which will be held by [professor Daniel Rosenbloom](#). This is the first chair explicitly dedicated to deepening scholarship and practice surrounding the rapidly growing field of sustainability transition in Canada. The chair will be located in the School of Public Policy and Administration.



Carleton communications engineering students learn how to succeed in a world of rapidly changing technology.

## Communications Engineering Climbs in Prestigious Ranking

Carleton has once again been recognized as an international [leader in telecommunications engineering](#) by ShanghaiRanking in its [2024 Global Ranking of Academic Subjects](#) report. Carleton's communications engineering profile was ranked 32nd in the world (12 spots up from last year) and third in Canada, just behind the University of Waterloo and the University of British Columbia. ShanghaiRanking's 2023 [Global Ranking of Academic Subjects \(GRAS\)](#) ranked 55 subjects, including engineering, at 5,000 universities across 104 countries.



Alexander McClelland (Criminology and Criminal Justice) and Lynda A. Khalaf (Economics) received SSHRC funding.

## \$2.8 Million to Build Knowledge and New Initiatives

A total of [25 Carleton researchers](#) received \$2.8 million from the Social Sciences and Humanities Research Council (SSHRC) in [Insight Grants](#) and [Insight Development Grants](#). The Insight Grant program supports high-calibre research projects that build knowledge and understanding about people, societies and the world. The Insight Development Grants support research in its initial stages, enabling new research initiatives and experimentation with new methods, theoretical approaches and ideas.



Anil Somayaji (Computer Science) and Monique Sénéchal (Psychology) are two of Carleton's highly cited scholars.

## Carleton Researchers Among World's Most-Cited Scholars

Carleton has once again been recognized for its world-class research, contributing to its position as one of Canada's fastest growing research-intensive universities. For the second year in a row, 85 of its researchers have been recognized among the [world's most-cited scholars](#). The influential [Stanford-Elsevier list](#) has placed Carleton researchers in the top two per cent of most-cited scholars, showcasing the impact of their innovative work in science, engineering, business, public affairs and the arts.

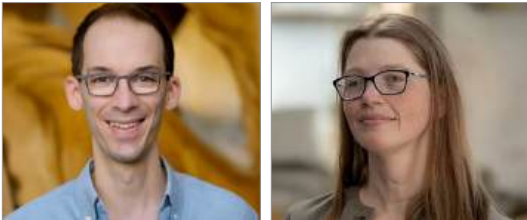
# RESEARCH



Hubert Jean-Ruel's research will help facilitate the quick provision of diagnostic tests in non-laboratory settings.

## New Funding and Canada Research Chair for Carleton

Carleton received \$6.8 million in federal funding, including an NSERC Tier II Canada Research Chair for [Hubert Jean-Ruel](#), named as the CRC in Advanced Photonic Sensing Components and Systems. Jean-Ruel's research will advance photonic sensing technology to enable rapid point-of-care testing for diseases and genetic conditions. He is developing devices that integrate multiple functions offering fast, cost-effective diagnostics outside of traditional laboratories. Funding was also received for the Research Support Fund, Incremental Project Grants and research security.



David Thue and Lesley Istead from Carleton's School of Information Technology are receiving CFI support.

## CFI Funding for Six Cutting-Edge Projects

[Researchers from Carleton](#) are receiving [new funding](#) from the Canada Foundation for Innovation's (CFI) [John R. Evans Leaders Fund \(JELF\)](#) for six cutting-edge research projects that will explore robots supporting the construction industry, enhancing motion data to eliminate road fatalities, and tracking ancient organisms on Earth. The JELF recognizes innovative leaders or researchers with great potential for excellence in their field who are engaged in high-quality research development that meets international standards.



Steven Cooke's research focuses on integrative biology, conservation science and natural resource management.

## Steven Cooke Named in Clarivate's Highly Cited Researchers List

For the fifth consecutive year, [Steven Cooke](#), a professor in Carleton's [Department of Biology](#) and director of the Institute of Environmental and Interdisciplinary Science, has earned a place on [Clarivate's annual highly cited researchers list](#) for his renowned expertise in fish ecology and conservation. This list identifies researchers who have demonstrated significant influence and rank in the top one per cent by citations for field and publication year in the Web of Science™ citation index.



The Key2Access project will make approximately 140 door openers on the Carleton campus more accessible.

## Expanding Accessibility Research at Carleton

The Accessibility Institute is currently [engaged in several research project collaborations](#) with fellow Carleton departments, partner post-secondary institutions and external organizations. Project topics range from making the standards development process more inclusive for deaf individuals, informing regulatory improvements and improving access to digital tools for people with disabilities, examining long-term affordable housing across Canada and assessing employment outcomes for students and new graduates with disabilities.

# ADVANCEMENT



Giving Tuesday, on Dec. 3 this year, is one of the biggest days on the annual fundraising calendar at Carleton.



With support from Carleton's FutureFunder platform, the Ravens Racing team wants to reshape the racing world.



A number of projects to support Carleton's varsity athletes are also active on the FutureFunder site.



FutureFunder features a diverse range of projects for donors to consider: [futurefunder.carleton.ca/explore/](https://futurefunder.carleton.ca/explore/)



The Carleton Planetary Robotics Team is fundraising to help it compete in national competitions next year.

## Revenue (May 1, 2024 to Nov. 1, 2024)

Philanthropic	\$4,742,592
Gifts in Kind	\$3,790,116
Sponsorships	\$1,079,287
Research & Partnerships	\$10,764,431
<b>Total</b>	<b>\$20,376,426</b>

Advancement aims to sustain at least a three-year rolling average of \$40 million/year (including annual gifts, major gifts, principal gifts, planned gifts, sponsorship, gifts in kind, and research and partnership revenue). Fundraising and engagement will continue while assessing capacity for a new campaign and onboarding the new President and Chief Advancement Officer.

### Advancement will enhance revenue strategies to support Carleton's mission:

- Grow annual giving revenue (gifts under \$25,000): \$1.29 million
- Highlights: Alumni, faculty, staff and retiree giving is up compared to last year; the 12th annual Giving Tuesday campaign was on Dec. 3

### Secure 90 new major gifts and pledges over \$25,000: 36

- 20 gifts (\$6,112,515), 16 pledges (\$3,911,206)
- Highlights: \$3,267,447 to increase the exposure and experience of practicing journalism amongst Indigenous youth; \$571,200 to establish the Canadian Women in Philanthropy initiative to explore why and how women make philanthropic decisions

### Increase the number of new gifts by will and continue to enhance the profile of planned giving program:

- \$2.5 million+ in realized legacy gifts were received from May to October 2024, supporting a variety of initiatives
- Seven new gifts by will have been confirmed so far this fiscal year
- Highlights: seven scholarships, five bursaries and three annual funds were supported through realized estate gifts including a major gift to the Northern Community Collaboration Initiative

### Advancement will broker, manage and celebrate partnerships with purpose:

- Launch targeted engagement programs to constituencies including faculty, retirees and recent alumni
- Rebuilding alumni and community engagement has been a focus, including growing convocation presence and creating opportunities for interaction with the Carleton University Alumni Association

### Modernize Advancement's digital presence for internal and external constituents:

- Launching three Power BI dashboards, maximizing use of Microsoft tools to support the modernization of the workplace, and continuing to integrate digital communications and fundraising tools
- Giving Insight is a philanthropy-focused newsletter offering expert, unbiased guidance to inspire strategic charitable giving, with a focus on gifts by will. The first fully digital edition — launched in fall 2024 — brings this resource to life with an engaging, interactive experience



# STUDENT LIFE



The theme of Carleton's fourth Pride Festival in early November was "Identity and Me."



More than 70 employers and over 1,800 students took part in the Fall Career & Networking Fair.



Connecting with a mentor helps students answer a range of questions and connect with campus resources.



Co-op work terms allow for the development of key employability skills and the exploration of career options.



As of Oct. 1, there were over 24,000 active users of Carleton's new U-Pass and Campus Card combo.

The Student Experience Office partnered with 2SLGBTQIA+ students, staff and faculty to host Carleton's fourth [Pride Festival](#) from Nov. 4 to 8. The theme was "Identity and Me" and the goal was to recognize the multitude of factors that represent one's identity and how different factions of life, experience and personality interact and intersect. Events included a student/faculty mixer, a student-centered event that included trivia and a drag show and an opportunity to learn from queer elders.

Carleton's [First Year Connections Mentorship Program](#) supported over 550 first-year students in their transition to university during the fall 2024 term. Meetings were facilitated by 120 trained peer mentors who supported students in connecting with the Carleton community, adjusting to post-secondary education and developing plans for success focused on the seven dimensions of wellness.

The new OneCard solution launched in September in collaboration with OC Transpo, integrating the U-Pass and Campus Card into a singular card. The new approach has simplified student mobility by eliminating the need for a separate U-Pass card, enhancing convenience, campus access and reducing costs for students. As of Oct. 1, there were over 24,000 active users.

Career Services launched the [International Student Employment Program](#) in September, which is designed to support international students in finding paid experiential learning opportunities and navigating the Canadian job market. With almost 550 students registered and over 70 students already completing the dedicated educational modules as of October 2024, the program is off to a strong start in positioning Carleton's international students for career success.

Career Services and Co-operative Education hosted the Fall Career & Networking Fair, with 71 employers participating and just over 1,800 students attending. It was a great opportunity for students to use their networking skills and make meaningful connections with employers regarding future employment. Employers always provide very positive feedback about how well-prepared Carleton university students are when they come to the fair.

Seven new Co-operative Education options have been developed and will be offered beginning in 2025-2026: Bachelor of Accounting; Bachelor of Arts, Human Rights and Social Justice; Bachelor of Cybersecurity; Bachelor of Data Science; Bachelor of Engineering, Mechatronics Engineering; Bachelor of Science, Psychology; and Master of Data Science, Analytics and Artificial Intelligence (DSAAI).

Over 1,500 students began their experiential learning journeys with Co-op in fall 2024 by embarking on the COOP1000 preparatory course. Most of these students will be seeking their first work terms in summer 2025.

The new single-session counselling model launched in Health and Counselling Services in fall 2024, prioritizing quick access to care when it is needed most. Feedback from students indicates that 73 per cent found single-session counselling mostly or very helpful in dealing with their problem(s), 76 per cent found single-session counselling mostly or very helpful in developing a plan to address their problem(s) and 86% per cent would refer a friend to try single-session counselling.

With the creation of a Psychoeducation and Group Therapy Counsellor position, HCS has been able to offer workshops, as well as open and closed therapeutic groups on a variety of issues identified by students. Fall 2024 workshop topics have included stress, emotional regulation and eating challenges, while groups have included neurodivergent women, queer students, graduate students, neurodivergent folks, eating disorder recovery (partnership with Hopewell Eating Disorder Centre), managing powerful emotions and anxiety.

# ENROLMENT AND RECRUITMENT UPDATE

## Recruitment Update

The university has launched ad campaigns for all six new programs (Accounting, Cybersecurity, Data Science, Mechatronics, Nursing and the online General Studies BA) and the Undergraduate Recruitment Office is supporting the new programs at all fall events and high school visits. New program brochures were handed out at the Ontario Universities' Fair, new tabletop solos were created to highlight the new programs at high school events and fairs and all new programs are highlighted in the high school presentation.

Close to 500 in-person high school visits have been booked across Canada, plus Carleton's participation in the Ontario University Regional Fairs across Ontario and the Post-secondary Information Evenings in the Greater Toronto Area. Out-of-province recruitment has also continued with tours in British Columbia, Alberta, Quebec, Nova Scotia, New Brunswick, Saskatchewan and Manitoba.

Carleton's Ottawa Guidance Breakfast was held on campus on Oct. 21, with 83 participants. Last year, the Undergraduate Recruitment Office expanded the counsellor breakfast series to three regions outside of Ottawa, and breakfast events were held in Mississauga, Durham and Kitchener/Waterloo in mid-October. Carleton also participated in the online Guidance Forum with universities from across Ontario. Over 1,000 guidance counsellors were expected to attend and have a chance to visit Carleton's virtual booth.

The Undergraduate Recruitment Office has finalized the Indigenous Recruitment Plan. This plan has six overarching categories, aligns with both the Kinàmàgawin Report and the EDI Action Plan and contains multiple action items to sustain and expand Indigenous student recruitment, both in targeted Indigenous student recruitment and mainstream recruitment initiatives. Many of the actions are already in progress with continued opportunities for ongoing growth.

The Undergraduate Recruitment Office has expanded the role of the EDI Outreach and Recruitment Officer. The role reflects the importance of reaching equity-deserving groups in undergraduate student recruitment initiatives. Starting fall 2024, the EDI Outreach and Recruitment Officer will be completing high school visits and connecting with community organizations.

To better support prospective students and applicants through the application process, the Undergraduate Recruitment Office collaborated with Admissions Services and International Recruitment and Admissions to create a new "[Considering Carleton: Before you Apply](#)" webpage and a refreshed "[I've Applied to Carleton: Applicant Information](#)" webpage. These new and updated resources were based on feedback received from prospective students and applicants in the last cycle and will help students navigate the different phases of the application process.

The Undergraduate Recruitment Office sent out its annual high school packages to approximately 2,400 schools. This year, it included a general Carleton poster and either a poster with the date of our upcoming visit to their school (if booked) or an invitation to join us on campus, in addition to viewbooks and a letter for Guidance Counsellors with all the ways to connect with Carleton this fall.

During September and October 2024, the International Admissions and Recruitment team traveled to the Indian subcontinent, Southeast Asia, Latin America, the Caribbean, Turkey and the Middle East. Activities included independent and collaborative school visits, as well as third-party and agent events hosted by in-country partners in a variety of regions. International recruiters also continued to participate in virtual events, altogether completing 121 visits and events, engaging directly with more than 732 prospective international students.

## Enrolment Update

**New undergraduate first year (preliminary Nov. 1, 2024, compared to Nov. 1, 2023)**

	Domestic	International	Total
2023	4,433	467	4,900
2024	4,533	208	4,741
<b>Percentage change</b>	<b>+2.3%</b>	<b>-55.5%</b>	<b>-3.2%</b>

**All undergraduates (preliminary Nov. 1, 2024, compared to Nov. 1, 2023)**

	Domestic	International	Total
2023	22,941	2,771	25,712
2024	22,852	2,257	25,109
<b>Percentage change</b>	<b>-0.4%</b>	<b>-18.5%</b>	<b>-2.3%</b>

**Fall new graduate**

	Domestic	International	Total
2023	1,776	568	2,344
2024	2,049	360	2,409
<b>Percentage change</b>	<b>+15.4%</b>	<b>-36.6%</b>	<b>+2.8%</b>

