

CONSENT AGENDA
to the Open Agenda of the 647th Meeting of the Board of Governors

Wednesday, June 4th, 2025
Richcraft Hall 2440R

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes

MOTION: That the Board of Governors approves the open minutes of the 646th meeting of the Board of Governors, as presented.

4.1.2 Dissolution of the Faculty of Graduate and Post-Doctoral Affairs

MOTION: On the recommendation of Senate, move to approve the dissolution of the Faculty of Graduate and Post-doctoral Affairs, effective July 1, 2024 due the restructuring of Graduate Studies at Carleton University, as presented.

4.1.3 Cost of Educational Materials Implementation Report

MOTION: Move to approve the annual report on the implementation of the cost of educational materials directive, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 University Secretariat Annual Report – June 2025

4.2.2 Cyclical Review Program Summary for 2024 – 2025

4.2.3 Minutes of Senate

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

Minutes of the 646th Meeting of the Board of Governors
Tuesday, April 29th, 2025 at 3:00 p.m.
Richcraft Hall Room 2440R

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|-----------------|-------------------------|------------------------|----------------------------|
| PRESENT: | B. Creary (Chair) | J. Devoe (Virtual) | D. Maseko (Virtual) |
| | C. Tessier (Vice-Chair) | P. Dion (Virtual) | S. Mingie |
| | W. Tettey | G. Farrell | G. Morris |
| | H. Babb | K. Furlong (Virtual) | J. Muthukumar (Virtual) |
| | Y. Bizuneh | D. Greenberg (Virtual) | L. Newton Miller (Virtual) |
| | L. Breen (Virtual) | J. Greenberg | J. Nelson |
| | J. Camelon | L. Grussani | B. O'Connor (Virtual) |
| | J. Carr | N. Laporte | J. Simpson |
| | A. Chan | M. Main (Virtual) | P. Wolff |
| | | | |
| REGRETS: | Y. Baltacioğlu | A. Hamdani | J. Taber |
| | M. Shea | A. Tremblay | |
| STAFF: | M. Bright (Virtual) | R. Goubran | D. McNair |
| | S. Blanchard | C. Khordoc | A. Mullin |
| | E. Chezick (Virtual) | P. Leland | P. Rankin |
| | T. Frost | A. Marcotte | K. Solomon |
| | C. Hobin | N. Macdonald | A. Urquhart (Virtual) |
| | A. Goth (R. Secretary) | J. Mihalik | |
| | | | |

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the fourth meeting of the 2024/25 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located and provided a land acknowledgement. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members and observers in person and virtually.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. None were declared.

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by A. Chan and seconded by S. Mingie that the open agenda of the 646th meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the 645th Board Meeting, Board Award for Outstanding Community Achievement Recipient, Founders Award Recipient, Statement of Investment Policies and Procedures for the Retirement Fund, Statement of Investment Policies and Procedures for the Non-Endowed Funds, *Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act*, Investment Committee Terms of Reference, Capital Planning Policy, Endowment & Non-Endowment Funds Responsible Investing Policy, Retirement Fund Responsible Investing Policy, 2025/2026 Miscellaneous Administrative Fees, and 2025/2026 Student Association Fees.

The following items were circulated in the open consent agenda for information: Coordinated Accessibility Strategy Annual Report, Update on University Financial Accountability Framework/Action Plan, Capital Renewal (Deferred Maintenance) Plan for 2025/2026 Kinàmagawin Strategy Progress Update, Department of University Communications Update, Advancement Strategy 2024/2025 Update, Government Relations Update, and minutes from Senate.

It was moved by H. Babb and seconded by J. Nelson that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 2025/26 Tuition Fees

An executive summary and presentation were circulated in advance.

S. Mingie, Vice-Chair of the Finance Committee, advised that the domestic tuition fees were constrained under the Ontario Tuition Framework. Upon review, the Finance Committee was satisfied that the executive team had taken into consideration the financial position of the University and ensuring that they were balanced compared to other universities.

P. Rankin, Provost and Vice-President (Academic), advised that Carleton's flexibility on domestic fees was restricted by ongoing Provincial Government policy on domestic tuition for Ontario residents. The policy was implemented in 2019/20 and the University was informed that the framework would remain in place until 2027. The framework allowed for a 5% increase in out-of-Province domestic students. For 2025/26, Carleton

proposed a 5% increase for out-of-province domestic students and noted that tuition adjustments were available for select anomaly programs where tuition was 15% below similar programs. For 2025/26, the tuition anomalous programs would be raised by the maximum of 7.5%. There were no new increases proposed for international students as the Board approved a two-year framework for international tuition in 2023/24, which would continue for 2025/26.

Full cost recovery program tuition was proposed for programs to which the provincial tuition framework did not apply, noting that these programs were not Ontario Student Assistance Program (OSAP) eligible and had higher tuition to offset the regular grant revenue. A list of the full cost recovery programs for 2025/26 was shared. The programs were all at the graduate level and increases were based on market comparisons and input from the Deans.

The meeting was interrupted by demonstrators and the meeting resumed after an approximately 10-minute delay.

On the recommendation of the Finance Committee, it was moved by S. Mingie and seconded by J. Camelon to approve domestic tuition for 2025/26, as per the 2025/26 Ontario Tuition Framework, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by S. Mingie and seconded by J. Camelon to approve the proposed increases to the Full Cost Recovery program fees as presented for 2025/26, as presented. The motion carried unanimously.

5.2 2025/26 Operating Budget

An executive summary, report, and presentation were circulated in advance.

S. Mingie introduced the item, advised that Carleton's 2025/26 operating budget reflected the considerable efforts of the executive team and wider University community to manage costs in a difficult financial climate. She acknowledged that the budget was not balanced but emphasized that it aligned with current expectations. She also noted that a long-term strategy, consistent with the University's mission, would be developed moving forward.

P. Rankin provided a presentation on the 2025/26 operating budget in the context of financial uncertainty. The projected actuals for the 2024/25 operating budget were shared with a net operating deficit of \$54 million, driven primarily by lower tuition and higher salaries and benefits. Investment income was expected to be \$20 million to \$30 million higher than the budget, reducing the deficit. The major drivers of the 2024/25 deficit included a higher than projected decline in international student enrolment, the retroactive salary increases related to the repeal of Bill 124, salaries and benefits, and the Voluntary Retirement Incentive Program (VRIP) payout.

The 2025/26 revenue assumptions were shared, anticipating a decrease of 50% in international undergraduate and 10% international graduate student enrolment resulting in \$3.4 million of lost revenue. Domestic tuition fees were expected to remain flat with undergraduate enrolments stable and a slight increase in graduate enrolments. New programs and program renewal were expected to have a material impact on enrolment projections. There was a need for the investment equalization fund to manage market volatility and reserves may be required to address the cash needed to absorb budget deficits until stability is reached. There had been a limited response from the Provincial government regarding funding. Overall, expenditures were planned to decrease in 2025/26 due to the net effect of the spending reduction campaign launched in 2024/25 against obligatory cost increases and investment decisions. Salaries and benefits continued to be the largest expense and staffing levels would be examined; however, it was noted that collective agreements limit flexibility. Plans to review capital and IT needs would be reviewed with short-term adjustments and the undergraduate scholarship grid would also be reviewed, with reductions anticipated in 2026/27.

Details of the proposed 2025/26 operating budget were shared with a \$32 million structural base budget deficit and a \$23 million operating base budget deficit on the fiscal side. The base operating deficit was projected to remain flat from 2024/25 to 2025/26, despite the efforts made to cut \$24 million from the base budget for the coming year. The major drivers of the 2025/26 included the continued impacts of international student intake decline, the ongoing increases to staffing costs, increased government operating grant, and the University's spending reduction campaign. A position review committee was being created and would effectively freeze hiring at the University except for mission-critical roles. The interventions to the operating budget were shared including the previously noted VRIP, vacant position claw back, adjusted class sizes and offerings, general and administrative cuts and cost recovery from non-operating sources for a total base budget reduction of \$30.3 million. With allocations to programs and position requests, a net base budget reduction of \$24.2 million was expected.

D. McNair, Vice-President (Finance and Administration) provided an update on the status of the reserves, as at April 2024 (\$404 million), April 2025 (\$326 million), and projected for April 2026 (\$294 million), split out by available, potentially available, and committed reserves. He noted the drawdown on the reserve towards the operating budget in 2024.

P. Rankin reviewed the key risks presented by the current financial projections to operational, human capital, strategic risks for innovation, reputation, and potential increased government oversight and influence over the University's operations. Carleton was working to mitigate those risks with enhanced communication with the community. Without intervention, the base budget deficit could increase to over \$90 million by 2029/30. There were several unknowns for the institution as management prepared the long-term financial forecast, including uncertainty around international recruitment trends, a lack of clarity regarding the government's operating grants, and whether

changes to domestic tuition would be permitted after the current Tuition Fee Framework expired at the end of 2026/27 fiscal year.

A taskforce had been convened to plan and implement projects within the Financial Accountability Framework including developing recommendations for service level and spending reductions and completing the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) Efficiency and Accountability Review. The position review committee continued to implement a hiring freeze, except for mission-critical roles. A cross-functional international enrolment strategy working group was established with the mandate of regaining international student market share. The guiding principles for decision-making were shared.

MCURES mandated an Efficiency and Accountability Review of Carleton's operations and the third-party for the review had been selected for the following areas: governance, administrative and student services, academic programming, physical assets and facilities, collaborative procurement opportunities, and revenue-generating opportunities. The timeline for review deliverables to the Ministry and the Board from April 2025 to December 2025 was shared.

A member asked if there would be an obligation by the University to implement all the recommendations from the Efficiency and Accountability Review. P. Rankin responded that Carleton would need to implement the plan, and they were looking for a consulting firm with deep experience with the higher education sector.

The member also asked if there was an increase in international students from the United States. S. Blanchard advised that there had not been an uptick in applications from the United States but added that there may be more next year, given the timeline for applications and acceptances.

A member commented that the Chairs of Finance and Audit and Risk Committee provided management with support in the process of selecting the consulting firm and they found the briefing helpful.

A member noted that there were a number of universities that were in the middle of the review and asked if they were able to communicate about that process. P. Rankin responded that there were 12 universities that had already gone through the process and Carleton was one of five for 2025. Carleton was in weekly communication with those other institutions.

A member commented on the statements that Carleton would need to "do less with less" and that being true across the sector and asked what the new normal would be. P. Rankin responded that a culture shift would be needed for both academics and administration. The member followed up asking if there was a target number of students over the medium term. P. Rankin responded that it is not just about the number of students but also ensuring that there is the structure to support those students' learning experience.

On the recommendation of the Finance Committee, it was moved by S. Mingie and seconded by H. Babb to approve the 2025/26 Operating Budget, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Report from the Chair

The Chair noted that May is Asian Heritage Month, and a time to reflect on and celebrate the diverse contributions of Asian-Canadians to the Carleton Community and Canada more broadly.

She reminded Board members of the upcoming spring convocation ceremonies to be held from June 16 to 20, 2025 and invited members to attend to celebrate the achievements of Carleton's students. W. Tetley would be installed as the 17th President and Vice-Chancellor at the 9:00 am ceremony on June 16th. Other upcoming campus events included the third Carleton Challenge Conference on May 13, 2025, which would focus on Artificial Intelligence, and the Council of Ontario University Chairs would be hosting a virtual workshop on June 19, 2025.

6.2 Report from the President

A written report was circulated in advance.

W. Tetley, President and Vice-Chancellor, began his report by providing some event highlights since the March 2025 meeting of the Board, including the 6th Annual Kinàmàgawin Symposium and the April 28, 2025 Townhall with the President and a focus on the budget.

He spoke to Carleton's commitment to sustainability, which remained a key focus for the University, with a recent \$1.6 million funding announcement to replace a natural gas steam boiler with an electric boiler. This upgrade was expected to reduce emissions by over 2,900 tonnes by 2030. Additionally, the opening of the Abilities Living Lab marked a milestone in accessibility research, providing an interdisciplinary environment for co-creation and experimentation aimed at fostering an inclusive Canada.

W. Tetley highlighted a number of recent appointments including that H. Nemiroff appointed Dean of the Sprott School of Business effective July 1, 2025 and that J. Clements would be starting as the new Associate Vice-President (Facilities Management and Planning) (AVP FMP) on June 2, 2025. He thanked P. Leland for taking on the role of interim AVP FMP during the search.

Carleton's faculty, staff, and students continued to excel, and he highlighted community achievements such as the Future Learning Innovation Fellowship, Optica's Robert E. Hopkins Leadership Award, and the SPIE Maria Goeppert Mayer Award in Photonics. The University also welcomed four new Canada Research Chairs, focusing on areas such as multigenerational trauma, accessibility, and net-zero energy systems. He reiterated Carleton's commitment to accessibility with the refreshed Student Support Certificate and the new Guide to Understanding and Dismantling Ableism. The Therapy Dog Program had expanded, providing vital mental health support to students through over 300 campus visits.

Carleton had raised over \$35 million through philanthropic gifts, sponsorships, and research partnerships. With the Campus Community Campaign concluded, W. Tettey thanked the Carleton community for its support. Since the last campaign, 490 gifts were made through FutureFunder.ca with 175 of those providing ongoing support through monthly donations. The Ravens women's basketball team had an outstanding season, finishing with an undefeated record and winning the U SPORTS silver medal. Other sports teams and individual athletes also achieved significant successes, contributing to Carleton's vibrant student life.

Enrolment and recruitment efforts had seen positive results, with a slight increase in total applications and successful events like open-houses and high school visits. These initiatives helped prospective students, and their families, connect with the Carleton community and explore the University's offerings.

6.3 Committee Chair Updates

6.3.1 Advancement and University Relations Committee

K. Furlong, Chair of the Advancement and University Relations Committee, advised that the Committee met on April 22, 2025. The Committee recommended the nominations of Artur Estrela da Silva for the Board Award for Outstanding Community Achievement and Edward Bruggink for the Founders Award, which were included in the Open Consent materials. She spoke to the strong pool of candidates for both awards. Both recipients would be honoured at Convocation. She thanked the juries for their work in the selection process.

The Committee received a number of items for information including updates on the Kinàmàgawin Progress Report, Department of University Communications, Department of University Advancement, and Government Relations.

The Board Chair thanked K. Furlong for serving as Advancement and University Relations Chair as she would be retiring from the Board at the end of the board year.

6.3.2 Building Program Committee

H. Babb, Vice-Chair of the Building Program Committee, advised that the Committee met on April 14, 2025. The Committee reviewed the 2025/26 Capital Renewal Plan, emphasizing the need to update aging infrastructure to reduce risks and costs from unexpected failures, ensuring support for future needs, and academic programs, speaking to the importance of addressing deferred maintenance. Ongoing Projects, Capital Projects, and Deferred Maintenance projects totaled over \$255 million currently underway, with forecasted expenditures of \$107 million. Notable project updates included the decarbonization incentive and electric boiler replacement, the generator replacements of the Central Heating Plan, grading of the P9 Parking Garage post-demolition, and mechanical projects. A brief update was provided on the new student residence move-in dates, which was expected to open in August 2025 and the Loeb Building remediation project.

The Capital Planning Policy was reviewed and approved by the Committee, with a focus on the Board's oversight role in the process for projects over \$5 million.

6.3.3 Finance Committee

S. Mingie, Vice-Chair of the Finance Committee, advised that the Committee met on April 14, 2025 with 10 items for approval and two items for information. Approved items included the 2025/26 Tuition Fees (domestic, and out-of-province domestic), Miscellaneous Administrative Fees, and, Student Association Fees.

The majority of the meeting was dedicated to the 2025/26 Operating Budget and the Financial Accountability Framework update, presented in detail earlier at the meeting. The 2023/24 Financial Accountability Framework Report was received and Carleton remained in the "Medium" action category, with performance issues attributing to the University's financial position. A third-party advisor would be hired to assist in a review and developing an action plan and next steps were outlined.

Other items for approval included Private Equity Investments for the Retirement Plan, the Investment Committee terms of reference, and the Responsible Investing policies.

7. OPEN-OTHER BUSINESS

There was one item raised under other business.

J. Greenberg advised that the 2025 Bell Lecture with the Hon. L. Raitt, hosted by the Faculty of Public and Global Affairs, would be taking place on May 6, 2025 at the Carleton Dominion-Chalmers Centre and he invited members to attend.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:30 p.m.



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| To: | Board of Governors | Date of Report: 20 May 2025 |
| From: | University Secretary | Date of Meeting: 4 June 2025 |
| Subject: | Dissolution of Faculty of Graduate and Postdoctoral Affairs | |
| Responsible Portfolio: | University Secretary | |

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Senate, move to approve the dissolution of the Faculty of Graduate and Post-doctoral Affairs, effective July 1, 2024, due to the restructuring of Graduate Studies at Carleton University, as presented.

3.0 EXECUTIVE SUMMARY

In Winter 2021, the Faculty of Graduate and Post-doctoral Affairs (FGPA) was reviewed by external assessors with the focus on looking at best practices and models across Canada and to assess the role and mandate of FGPA, including administrative and leadership functions, curricular role, Teaching Assistant assignment and management, registration functions and staffing. The central recommendation was to reconceptualize FGPA as an administrative unit (Graduate Studies) with academic decisions to be made primarily by the line Faculties.

The catalyst for the reconceptualization was the expansion of graduate programs and enrolments that necessitated a review of procedures designed when Carleton has much smaller graduate enterprise.

In 2023, Senate struck an ad hoc committee to review the impact of the transfer of approved authority for graduate curricula. On March 1, 2024, Senate approved to proceed with the devolution of curricular matters to the relevant Faculty boards and the development of a process for handling cross-Faculty programs; and to move forward with governance changes.

In June 2024, the Board of Governors approved the revised Joint Policy on the Academic of the University (AGU) as well as revised General Operating By-laws which removed references to FGPA and Graduate Faculty Board.

As part of the FGPA restructuring process, Senate has recommended to the Board of Governors the dissolution of the Faculty of Graduate and Postdoctoral Affairs. This is the final step in a process that began at Senate in 2023.

It should be noted, following the Board's approval of revised By-laws and AGU, Graduate Studies was established and FGPA was dissolved therefore the motion presented has a retroactive date.

4.0 INPUT FROM OTHER SOURCES

Senate has been approving all academic governance changes as a result of the dissolution of FGPA since 2023. The Office of the Provost and Vice-President (Academic) has been leading changes to operations as a result of the dissolution of FGPA and the establishment of Graduate Studies.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Carleton is a bicameral institution, meaning governance is shared by the Board of Governors and Senate. Providing periodic and timely updates to the academic structures helps us to support our academic mission, and is in alignment with the Strategic Integrated Plan's strategic direction of Share Knowledge, Shape the Future.

6.0 FINANCIAL IMPLICATIONS

This report has no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

As per the Carleton University Act, "The University shall have power to establish and maintain such faculties, schools, institutes, departments, chairs and courses of instruction as shall be deemed meet by the Board." The approval of this item aligns with the duties and responsibilities of the Board of Governors.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Reputational implications are not anticipated. A full communications strategy has already been implemented.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



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| To: | Board of Governors | Date of Report: 28 May 2025 |
| From: | Provost and Vice-President (Academic) | Date of Meeting: 4 June 2025 |
| Subject: | MCURES Directive on the Costs of Educational Material | |
| Responsible Portfolio: | Provost and Vice-President (Academic) | |

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

Move to approve the annual report on the implementation of the cost of educational materials directive, as presented.

3.0 EXECUTIVE SUMMARY

This report responds to the Directive on the Costs of Educational Material under the *Ministry of Training, Colleges and University Act* (MTCU Act) issued in August 2024. The directive requires that publicly assisted colleges and universities ensure that students are informed of the costs of all textbooks and other learning materials that are mandatory and optional in the course syllabus for each course. After the report has been approved by the Board, the university is required to provide a compliance report to the Ministry of Colleges, Universities, Research Excellence and Security. The compliance rate is calculated as the number of compliant course syllabi received divided by the total number of valid courses in the audit. Under this measurement, Carleton's compliance rate was 59% for the Winter 2025 term. In the summer of 2025, a message will be sent to all teaching staff from the Office of the Provost and Vice-President (Academic) to remind them of the compliance requirement of the Ministry's directive. Compliance will continue to be measured and reported as required.

4.0 INPUT FROM OTHER SOURCES

To achieve an understanding of compliance across the university, five academic departments (one from each Faculty) were selected as a representative cross-section of the university to complete an audit of the data and reach a measure of compliance.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Ministry directive stipulates that the Board of Governors approve the attached annual report before it is submitted to MCURES.

6.0 FINANCIAL IMPLICATIONS

There are no new financial implications outlined in this report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

As a publicly funded university, Carleton has a duty to comply with the Ministry directive. There is an expectation that the university's compliance rate will increase to 100% by September 2025. Failure to comply could have reputational risk if the institution does not meet the expected standard. To mitigate this risk, an annual process has been established to measure compliance with the directive and to remind course instructors of the requirements.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Carleton's reputation could be negatively impacted if we are not compliant with this directive.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

| | VERY LOW | LOW | MEDIUM | HIGH | VERY HIGH |
|---------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| STRATEGIC | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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| REPUTATIONAL | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

MCURES Directive on the Costs of Educational Material

Annual Report

**Office of the Provost and Vice-President (Academic)
June 4, 2025**

Introduction

This report responds to the Directive on the Costs of Educational Material under the *Ministry of Training, Colleges and University Act* (MTCU Act) issued in August 2024. The directive requires that publicly assisted colleges and universities ensure that students are informed of the costs of all textbooks and other learning materials that are mandatory and optional in the course syllabus for each course.

This requirement was made effective for all courses beginning in or after January 2025. The directive also includes a requirement for annual reporting to the Board of Governors. In alignment with the directive's requirement, this report outlines the method used to communicate learning material costs, compliance with the directive and plans to ensure 100% compliance. After the report has been approved by the Board, the university is required to provide a compliance report to the Ministry of Colleges, Universities, Research Excellence and Security.

This report covers the Winter 2025 term. In future years, this document will be presented annually to the Board of Governors in June to report on the preceding Summer, Fall and Winter terms.

Ancillary Fees

Compulsory ancillary/miscellaneous fees include classes, U-Pass (Ottawa public transportation), academic, administrative and career support, lab and project resources, library access, athletic facilities, and a supplemental health plan. Students can view program-specific tuition and compulsory ancillary/miscellaneous fees on the [tuition fees website](#). Students are also encouraged to use the [Tuition Fee Estimator](#) to view the tuition and ancillary fees they can expect to pay.

Methods Used to Communicate Learning Material Costs

In Fall 2024, the Provost and Vice-President (Academic) wrote to all instructional staff to inform them about the Directive on the Costs of Educational Material and to request that they update course syllabi to reflect the directive's requirements. A new page was created on the [Provost's website](#) to provide teaching staff with a central resource for course syllabus development, which includes an explanation of the directive's requirements. In cases where the Deans' Offices provide teaching staff with Faculty-specific templates, the Deans' Offices updated their templates accordingly.

As an additional measure, a webpage was developed for students that outlines the [estimated cost of textbooks and other learning materials by degree program](#).

Compliance Measurement

To achieve an understanding of compliance across the university, five academic departments (one from each Faculty) were selected as a representative cross-section of the university to complete an audit of the data and reach a measure of compliance. Of the five departments, three were 100% compliant with the Ministry directive.

The compliance rate is calculated as the number of compliant course syllabi received divided by the total number of valid courses in the audit. Under this measurement, Carleton's compliance rate was 59%.

Of the 41% courses that were deemed non-compliant, two-thirds failed to produce a syllabus for review and thus were considered non-compliant, while the other third did not meet all requirements of the Ministry's directive.

Compliance Plan

In the summer of 2025, a message will be sent to all teaching staff from the Office of the Provost and Vice-President (Academic) to remind them of the compliance requirement of the Ministry's directive. Compliance will continue to be measured and reported as required.

UNIVERSITY SECRETARIAT ANNUAL REPORT

2024-25



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Completed University Secretariat
Staff Training & Development

A MESSAGE FROM THE UNIVERSITY SECRETARY



Reflections on a Year of Transition and Progress

The 2024/25 year has been characterized by significant change and adaptation. Despite the ongoing challenges facing Ontario's post-secondary sector, the Office of the University Secretariat has remained steadfast in its commitment to supporting the mandates of Carleton University's Board of Governors, Senate, and Corporate Records and Archives.

In addition to maintaining the effective daily operations of the office, several key milestones were achieved:

- The successful transition of Carleton University's new **PRESIDENT & VICE-CHANCELLOR, DR. WISDOM TETTEY**
- The commencement of **BETH CREARY'S** term as Chair of the Board of Governors
- The successful search and appointment of Carleton's new Chancellor, **NIKITA (NIK) NANOS**
- The appointments of **DUANE MCNAIR** as Vice-President (Finance and Administration) and **RICHARD SINCLAIR** as General Counsel

Strong and visionary leadership is essential to the continued success and sustainability of the institution. We are confident that these new leaders will guide the Carleton community through a period of renewal and opportunity.

Our Commitment to Excellence

The University Secretariat remains agile and forward-looking in its pursuit of best practices and continuous improvement. Through the evolution of internal processes, the streamlining of operations, and the enhancement of service delivery, the team continues to uphold the highest standards of governance and institutional support.

As we conclude another successful fiscal year, we reaffirm our dedication to excellence, transparency, and service. We look forward to continuing our work in support of Carleton's mission, sharing knowledge, and advancing strategic goals.

A handwritten signature in cursive script that reads "Amanda Goth".

Amanda Goth, B.Ed., M.Sc., GPC-D
University Secretary

MISSION

The University Secretariat at Carleton University is essential in managing the institution's bicameral governance system, ensuring compliance with legal requirements and adherence to the bylaws of the Senate and Board of Governors. By following best practices in governance, the Secretariat promotes transparent decision-making aligned with the university's strategic objectives.

Additionally, the Secretariat supports Corporate Records and Archives, ensuring the comprehensive management and preservation of the university's records. This role is vital for historical accuracy, legal compliance, and efficient administration, preserving the university's history and facilitating informed decision-making.

The Secretariat also oversees Senior executive searches, manages policy administration, and provides governance advice to the Board of Governors, the Senate, and senior administration. This ensures Carleton University is led by well-informed leaders within a robust governance framework, supporting its mission of academic research excellence and community engagement.

OUR ROLE IS TO:

1. Ensure decisions of the Senate, Board, and committees comply with legal requirements and approved policies.
2. Ensure Senate, Board, and committees are duly constituted, and members are provided the necessary information to make sound decisions, and that decisions taken are communicated to the Carleton community.
3. Provide support and advice to Governors, senior administration, and Senators for efficient decision-making.
4. Oversee the administration of appeals, elections, ratifications, executive searches, appointments, and review committees.
5. Manage records program and related policies.
6. Help establish, renew, and communicate university policies.

SECRETARIAT

UNIVERSITY SECRETARIAT TEAM UPDATE

The Office of the University Secretariat comprises eight full-time staff members, each contributing to the university's effective governance and administrative operations.

Following a distinguished career at Carleton, **Barbara Steele** retired from her role as Secretariat Administrator. Her dedication and service over the years have been deeply valued and appreciated.

Nonna Afouxenidou, who joined the Secretariat in 2022, assumed the position of Secretariat Administrator after completing a one-year parental leave placement as the team's Communications Officer.

Upon her return from parental leave, **Maryanne Bright** resumed her duties as Communications Officer in August 2024.

Kerry Solomon moved from the role of Administrative Assistant and Event Coordinator to Assistant University Secretary (Board) as of June 17, 2024. The new role will help support the Board of Governor's administration.

To support the expanding scope of the Secretariat's portfolio, **Poonam Das** joined the team through the Carleton Co-op Program in January 2023, serving until December 2024. As Governance Communications Assistant, she worked closely with Assistant University Secretary, Kathy McKinley, and Interim Communications Officer, Nonna Afouxenidou, providing essential support for Board and Senate communications.

Corporate Records and Archives (CU-CRA) Student Workforce

Each year, CU-CRA hires students to help manage the university's backlog collections and process newly acquired archival materials. In the current reporting period, CU-CRA employed one Work Study student, and one Act to Employ student to support key initiatives, including digitization, metadata management, and web archiving.

POLICY ADMINISTRATION

Policy Approvals and Updates

Since June 2024, the Senior Management Committee (SMC) has approved a total of 32 institutional policies, reflecting the university's ongoing commitment to effective governance and operational excellence.

Following each SMC meeting, policy updates are published on the University Secretariat's website and integrated into the university's policy database. To further enhance transparency and awareness, a monthly "Top 5" summary of key policy changes is also circulated to the broader Carleton community.

Notable policy updates include, but are not limited to:

- Hiring Policy for Positions Limited to Indigenous Candidates (*new*)
- Accumulated Annual Leave Policy (*new*)
- Student Mental Health Policy (*new*)
- Campus Parking and Traffic Policy
- Student Housing Policy (*new*)
- Workplace Harassment Prevention Policy
- Co-operative Education Option Policy (*Senate*)

Several policies repealed in the 2024-25 year, include:

- Code of Conduct for Apparel Supplies and Trademark Licenses (*replaced with Supplier Code of Conduct Policy*)
- Vulnerable Sector Screening Policy
- Distribution of News and Information Publication Policy

One of the key policies that was revised was the **Human Rights Policy** in January 2025.

This update was undertaken in response to the enactment of Bill 166 and the Minister's Anti-Racism and Anti-Hate Directives issued by the Ontario Ministry of Colleges and Universities. The revised policy ensures institutional compliance with these new legislative and regulatory requirements.

The updated Human Rights Policy reaffirms Carleton's commitment to the prevention of discrimination and harassment and outlines the university's responsibilities in addressing racism and hate in accordance with the Ministry's directives. It also reinforces the university's dedication to upholding the dignity and human rights of every member of the Carleton community.

Accompanying the policy, the revised procedures establish a clear and accessible process for addressing complaints of harassment and/or discrimination. These procedures are grounded in the principles of natural justice and procedural fairness, ensuring a fair, impartial, and respectful mechanism for asserting and protecting individual rights.

These updates reflect the university's responsiveness to the evolving needs of our community and its commitment to fostering a safe, inclusive, and supportive environment for all members.

WEB ACCESSIBILITY AND CONTENT MANAGEMENT

As a primary channel of communication with the Carleton community, ensuring the accessibility and accuracy of the websites managed by the University Secretariat—including those for the Secretariat, Senate, Board of Governors, and Corporate Records and Archives—remains a top priority.

An annual review is conducted across all public-facing websites and internal platforms to identify and replace outdated content. This process also focuses on improving the information architecture, enhancing navigability, and ensuring compliance with accessibility standards.

Our commitment to maintaining accessible, user-friendly, and up-to-date digital resources is ongoing, reflecting our dedication to transparency, inclusivity, and effective communication.

EXECUTIVE SEARCH LEADERSHIP AND OVERSIGHT

The University Secretariat plays a central role in leading and overseeing senior executive search processes at Carleton University. This responsibility ensures that all searches are conducted with a strong emphasis on governance, transparency, inclusivity, and alignment with institutional values.

In support of the Board of Governors, the Secretariat organizes search committees, manages nominations and elections, and provides comprehensive administrative oversight. This structured approach ensures that leadership appointments are strategically aligned and inspire confidence among stakeholders.

In the 2024/25 academic year, the Secretariat supported two major executive searches:

Vice-President (Finance and Administration)



Initiated in June 2024, the search for a new Vice-President (Finance and Administration) was conducted with robust support from the University Secretariat. The process concluded successfully in October 2024 with the appointment of Duane McNair, who officially began his tenure on December 2, 2024.

Chancellor



Following the announcement by Chancellor Yaprak Baltacioğlu that the 2024/25 academic year would be her final term after eight years of distinguished service, the Secretariat launched the search for her successor.

An advisory search committee was established in January 2025, and after a comprehensive review of nominated candidates, **Nikita (Nik) Nanos** was unanimously appointed as Carleton's 13th Chancellor, effective July 1, 2025.

BOARD OF GOVERNORS ADMINISTRATION

BOARD MEMBER ONBOARDING

In June 2024, the Board of Governors ratified the appointment of seven new members and the renewal of 25 returning members for the 2024/25 term.

Newly appointed members:

- **Logan Breen**, Undergraduate Student Representative
- **Yafet Bizuneh**, Undergraduate Student Representative
- **Julie Carr**, Community-at-Large Representative
- **Josh Greenberg**, Faculty Representative (Senate)
- **Nathalie Laporte**, Community-at-Large Representative
- **Georgette Morris**, Graduate Student Representative
- **Janakan Muthkumar**, Graduate Student Representative
- **Melissa Shea**, Community-at-Large Representative
- **James Simpson**, Administrative Staff Representative

Returning members:

- **Beth Creary**, Board Chair
- **Greg Farrell**, Returning Past Chair
- **Linda Grussani**, Alumni
- **Susan Mingie**, Community

Following ratification, new and returning members were welcomed at the Annual Board Dinner on June 6, 2024, and formally introduced to their roles during the Annual Board Orientation held on September 5, 2024.

Board Orientation

Board Orientation is a cornerstone event in the governance calendar, designed to welcome new members and provide all Governors with strategic insights into the university's priorities and operations.

The 2024 session commenced with opening remarks from Interim President **Jerry Tomberlin**, followed by presentations from members of the Senior Leadership Team, offering updates on key institutional developments.

A highlight of last year's orientation was a keynote address by **Steve Orsini**, President and CEO, Council of Ontario Universities. His presentation explored critical issues facing the post-secondary sector, including:

- The importance of strategic partnerships in fostering prosperity
- Effective cost management practices
- Ensuring long-term financial sustainability
- The role of universities in preparing job-ready graduates and driving economic growth

Annual Strategy Session

On October 10, 2024, the Board reconvened for its annual Strategy Session, a full-day event focused on institutional planning and risk management.

Peter Leland, Executive Director of the Office of Risk Management, delivered an introductory presentation on Enterprise Risk Management (ERM), outlining the university's structured approach to identifying, assessing, and mitigating institutional risks.

The session also featured a Risk Profile Tour, which highlighted emerging risks and key indicators in areas such as:

- Cybersecurity
- Internationalization activities
- Recruitment Retention & Fostering Talent
- Community wellness
- Students & Enrolment
- Financial stability
- Technology enablement

Two interactive workshops further explored the university's risk appetite, the interconnectivity of various risk domains, and the importance of effective risk reporting to support long-term planning and decision-making.

These onboarding activities are designed to foster engagement, build institutional knowledge, and ensure that all members are well-prepared to contribute effectively to the governance of Carleton University.

Board Mentorship Program

During the 2024/25 academic year, seven newly appointed governors participated in the Board Mentorship Program, now in its tenth year of operation.

This longstanding initiative pairs incoming Board members with experienced governors to ensure that new members are well-equipped to contribute meaningfully to the university's governance and strategic direction from the outset of their term.

Mentors are encouraged to maintain regular engagement with their mentees, offering guidance, institutional context, and insights drawn from their own governance experience. This peer-to-peer support model fosters a collegial and informed environment, reinforcing the Board's commitment to effective leadership and continuity.

BOARD MEMBER RECRUITMENT AND ELECTIONS

As part of its annual governance cycle, the Office of the University Secretariat oversees the recruitment and election process for new members of the Carleton University Board of Governors. This process includes the delivery of several Board 101 information sessions, designed to engage and inform prospective candidates from the faculty, staff, and student communities.

In early 2025, one election was conducted, resulting in the following nominations:

Undergraduate Student Representatives:

- **Julie Armstrong**
- **Allan Buri**

The following roles were acclaimed, resulting in the following nominations:

Graduate Student Representatives

- **Gina Malaba**
- **Georgette Morris**

Academic Staff Representatives

- **Adrian Chan**
- **Jonathan Malloy**

These nominations are scheduled for ratification at the Board of Governors meeting on June 4, 2025, with terms of service commencing on July 1, 2025.

This annual process reflects the university's commitment to inclusive and representative governance, ensuring that diverse voices contribute to the strategic direction of Carleton University.

Community-at-Large Recruitment

For the upcoming 2025/26 academic year, the Board of Governors was tasked with filling five community-at-large vacancies. This year's recruitment cycle attracted a record number of applicants—over 30 individuals—reflecting strong interest in contributing to Carleton University's governance.

The recruitment strategy prioritized candidates with demonstrated expertise in the following areas:

- Government Relations
- Cybersecurity
- Strategic Use of Artificial Intelligence in Business
- Capital Planning

To ensure a broad and inclusive outreach, promotional efforts included advertising through the Institute of Corporate Directors, targeted outreach to internal and external BIPOC networks, and engagement with Carleton's Alumni Association.

Following a rigorous review process, the Governance Committee recommended the appointment of five highly qualified candidates.

These appointments are scheduled for ratification at the Board of Governors meeting on June 4, 2025, with terms commencing on July 1, 2025:

- **Philip Cartwright**, Community Representative
- **John Casola**, Community Representative
- **Jackie Choquette**, Community Representative
- **Lisa Samson**, Community Representative
- **Brett Tackaberry**, Community Representative

Recruitment of Alumni Representative

Pamela Fralick was nominated to the Board as Alumni Representative, effective July 1, 2025 for a two year term.

Senate Faculty Representative Election

In accordance with its governance responsibilities, the Senate is tasked with electing faculty representatives to serve on the Board of Governors.

A call for nominations was issued in April 2025, resulting in the submission of three eligible nominations. Elections were held April 15–16, 2025, and concluded with the appointment of **Kevin Graham** as the Faculty Senate Representative.

Professor Graham will serve a three-year term, commencing on July 1, 2025.

ASSESSMENT SURVEYS

Board and Presidential Assessment Surveys

Each year, the University Secretary administers two key governance surveys: the Board Self-Assessment Survey and the Presidential Assessment Survey. These instruments are designed to gather feedback from governors regarding their experiences on the Board and its standing committees, as well as to evaluate the performance of the President.

The results of the Board Self-Assessment Survey are used to identify areas for improvement in governance practices and to inform decisions related to committee composition and development priorities for the upcoming year.

A summary of the survey findings was presented during the closed session of the June Board meeting. All responses are treated with strict confidentiality and are reviewed exclusively by the University Secretary, Board Chair, and Vice-Chair.

BOARD AND COMMITTEE MEETING ADMINISTRATION

Since June 2024, the University Secretariat has successfully organized five full meetings of the Board of Governors and 31 committee meetings, ensuring the effective operation of Carleton's governance framework.

As University Secretary, Amanda Goth is responsible for overseeing all aspects of meeting administration. Her duties include managing procedural compliance, preparing and maintaining official meeting minutes, communicating decisions following each meeting, and fulfilling her role as an officer of the Board of Governors.

The Secretariat team also provides comprehensive support to facilitate the smooth execution of all meetings. This includes:

- Distributing meeting materials in advance
- Preparing briefing notes for committee and Board chairs
- Conducting pre-meeting coordination and check-ins
- Managing post-meeting communications and follow-up
- Coordinating guest speaker participation
- Providing audiovisual and technical support

BOARD MEETING SUMMARIES

Following each meeting of the Board of Governors, the University Secretariat's Communications Officer prepares and circulates a summary of key highlights from the open session, including major approvals and presentations.

These summaries are posted on the Board of Governors website and shared with the broader Carleton community through the university's daily Top 5.

This practice supports transparency, promotes awareness of Board activities, and reinforces the university's commitment to open and accountable governance.

SUPPORT TO THE BOARD CHAIR

The Office of the University Secretariat continued to provide comprehensive support to the Chair of the Board of Governors throughout the 2024/25 term. This support included the management of the coordination of meeting logistics, preparation of speaking notes, and drafting of formal reports.

Additionally, the Secretariat led the planning, development, and publication of the Chair's Annual Report. The 2024/25 edition reflects on a year not only marked by the sector-wide financial challenges of post-secondary institutions but also the remarkable achievements of the Carleton community. The report also serves to highlight the conclusion of Beth Creary's first term as Chair, highlighting her leadership qualities and anticipated contributions during this pivotal period.

BOARD AND FOUNDERS AWARD

Each year, the Board of Governors, through the Office of the University Secretariat, issues a call for nominations for two of Carleton University's most prestigious honours: the *Board of Governors Award for Outstanding Community Achievement* and the *Founders Award*.

To maximize engagement and visibility, a comprehensive communications strategy is developed to promote both awards. For the 2024/25 cycle, outreach efforts included targeted communications through multiple campus channels, such as the Top 5, the Board of Governors website, direct email campaigns, and faculty and student newsletters, including State of the Raven.

Following the close of the nomination period in March 2025, all submissions were forwarded to the respective award juries for review and evaluation.

After assessing 11 applications, the jury unanimously selected **Artur Estrela da Silva** as the recipient of the 2024/25 Board of Governors Award. This award recognizes a student who exemplifies exceptional volunteerism and has made a meaningful contribution to the Carleton community.

Similarly, the Founders Award jury unanimously selected **Edward Bruggink**, a long-serving staff member of the HHJ Nesbitt Biology Building, as the 2024/25 recipient. This award honours individuals who have significantly advanced the mission of Carleton University through their dedication, generosity, and unwavering commitment to the institution's values.

Throughout both award processes, the University Secretariat provided essential administrative support, including the preparation of applicant profiles, drafting of jury rationales, candidate communications, and the development of convocation materials.

BOARD MEMBER TRAINING AND DEVELOPMENT

Throughout the year, members of the Board of Governors were offered a range of training and professional development opportunities designed to deepen their understanding of key institutional and societal issues.

These offerings included:

- Kinàmàgawin Indigenous Learning Certificate
- Indigenous Cultural Awareness Workshop
- Accessibility in Higher Education
- Cross-Cultural Competence Training

These programs support the Board's commitment to inclusive, informed, and culturally responsive governance by enhancing members' knowledge and competencies in areas critical to Carleton University's mission and values.

CUBA Conference 2025 Participation

In 2025, Beth Creary, Chair of the Board, and Amanda Goth, University Secretary, represented Carleton University at the Canadian University Boards Association (CUBA) Conference. Hosted by Saint Mary's University in Halifax, Nova Scotia from May 1 to 3, 2025, the conference brought together governance professionals and board leadership to discuss key issues in higher education governance.

Key themes of this year's conference included fostering effective board conditions, aligning governance with institutional mission, and navigating financial pressures, leadership transitions, and societal change. Additionally, sessions highlighted the importance of purpose-driven governance, ethical leadership, and inclusive stakeholder engagement.

MONTHLY BOARD NEWSLETTER – PURPOSE AND IMPACT

To support ongoing communication and transparency, a monthly newsletter is distributed to members of the Board of Governors. This publication provides timely updates on key university activities, developments in the post-secondary education sector, strategic initiatives, and notable achievements from departments across campus.

The newsletter is a vital tool for keeping Board members informed of significant institutional and sector-wide developments. It enhances informed decision-making, fosters cohesive governance, and equips members with relevant insights and resources to effectively serve as ambassadors of Carleton University.

SENATE ADMINISTRATION

MEMBERSHIP AND ELECTIONS FOR THE 2024–25 ACADEMIC YEAR

The Senate Office is responsible for overseeing the composition and membership of the Senate and its associated committees. Additionally, the Office administers elections for academic staff and student representatives on various Advisory Committees.

For the 2024–2025 academic year, the Senate Office conducted several elections to fill key positions within the Senate and its affiliated bodies. These included two elections for Senate membership and one for the Senate-appointed faculty representative to the Board of Governors.

The elections were held as follows:

- May 21-22, 2024: Election for Student Positions on the Vice-President, Finance and Administration (VPFA) Search Committee
- November 12-13, 2024: Election for Student Position on the Chancellor Search Committee
- March 11-12, 2025: Election to Senate of faculty representatives from the Faculty of Engineering and Design for terms beginning July 1, 2025
- April 15–16, 2025: Election of the Senate Representative to the Board of Governors for the 2025–26 academic year
- March 11-12, 2025: Election to Senate of faculty representatives from Faculty of Public and Global Affairs (FPGA) for terms beginning July 1, 2025

SENATE RATIFICATIONS AND COMMITTEE APPOINTMENTS 2024-25

New Senator Ratifications

Between September and December 2024, the Senate ratified 11 new Senators. Each appointment took effect immediately upon Senate approval.

New Senate Committee Appointments

- From September 2024 to March 2025, the Senate ratified 11 new committee members, with service commencing immediately upon ratification.
- In April 2025, an additional 19 committee members were ratified for terms beginning July 1, 2025.

NOMINATION AND OUTREACH STRATEGY

Each Call for Nominations was supported by a targeted strategic communications plan to maximize outreach and engagement:

- The University Secretariat collaborated with the Office of the Provost and utilized the Carleton *Top 5* newsletter to reach faculty members.
- For student engagement, the Secretariat partnered with the Office of the Vice-President (Students and Enrolment) and the Faculty of Graduate and Postdoctoral Affairs to run weekly promotions in the *State of the Raven* and *The Graduate*.
- Broad-based email campaigns were distributed to both faculty and student communities.
- Additional outreach channels included departmental newsletters, direct email communications, and social media platforms such as Instagram.

These coordinated efforts contributed to increased awareness, interest, and participation in Senate and committee nominations.

MEETINGS, EVENTS, AND LOGISTICS

Senate Orientation Session – September 2024

An orientation session for incoming Senators was held on September 13, 2024, in Pigiavik Room 617. The session was co-facilitated by Dr. Elinor Sloan, Clerk of Senate, and Kathy McKinley, Assistant University Secretary.

The session provided an overview of the Senate's governance structure, outlined the roles and responsibilities of Senators, and reviewed commonly used motions and procedural practices. For those unable to attend, orientation materials were distributed electronically. Furthermore, individualized orientation sessions—conducted in person or via Zoom—were provided to 14 Senators who joined after the September session and were unable to attend the initial orientation.

The Secretariat also introduced extended governance support by adding regular Senate Office Hours.

Senate Meeting Format and Operations 2024-25

At the outset of the 2024–25 academic year, Senate meetings were conducted in person, with a hybrid attendance option available via Zoom videoconferencing for those unable to attend.

However, due to persistent technical issues with the audio system in the Senate Room, a decision was made to transition all subsequent meetings to a fully in-person format. This change was implemented to eliminate recurring technical disruptions, enhance the quality of deliberations, and foster a more collegial and engaged environment among Senators.

In support of accessibility and inclusivity, the Secretariat also arranged for American Sign Language (ASL) interpreters to accommodate the needs of Senators requiring interpretation services.

The Senate convened for eight scheduled meetings during the academic year:

- 2024: September 27, October 18, November 29
- 2025: January 31, March 28, April 25, June 6

Meeting Administration and Support

Kathy McKinley, Assistant University Secretary, is responsible for the overall administration of Senate meetings. Her duties include:

- Scheduling meetings and managing procedural logistics
- Distributing meeting materials in advance
- Preparing official meeting minutes
- Communicating decisions and outcomes following each meeting

The University Secretariat provides additional support in the following areas:

- Preparation of Chair's notes
- On-site logistical and technical support
- Coordination of guest speakers
- Audio-visual and IT support
- Post-meeting communications and documentation

Senate Standing Committees – Activities and Administrative Support

Throughout the Fall 2024 and Winter 2025 semesters, Senate's 13 Standing Committees convened regularly to carry out their respective mandates. While some committees resumed in-person meetings, others continued to operate in virtual or hybrid formats, depending on their specific needs and preferences.

The Assistant University Secretary provides direct administrative support to the following five Standing committees.

- Senate Executive Committee
- Senate Academic Governance Committee
- Senate Honorary Degrees Committee
- Senate Medals & Prizes Committee
- Senate Review Committee

This support includes the development of an annual work plan in collaboration with each committee Chair, scheduling and coordinating meetings, preparing and distributing meeting materials, recording and maintaining official minutes, and managing committee records. Additional responsibilities include tracking committee membership, facilitating orientation and succession planning, and offering governance support as required.

The Assistant University Secretary also oversees, monitors, and coordinates the membership renewal process for all Senate committees. This includes issuing calls for nominations and managing the election process.

In addition, the University Secretariat, in collaboration with Corporate Archives, oversees the record management practices of all Senate committees. This includes offering guidance on records retention protocols and promoting best practices in administrative documentation and compliance.

Senate Ad Hoc Committees 2024-25

During the 2024–25 academic year, the Assistant University Secretary provided direct administrative support to two Senate Ad Hoc Committees: the Academic Integrity Policy Committee and the Petitions and Appeals Committee.

Key responsibilities included developing committee work plans, scheduling and coordinating meetings, preparing and distributing meeting materials, recording official minutes, and managing committee records. Additionally, the Assistant University Secretary established and maintained Microsoft Teams sites to facilitate secure document sharing and collaboration.

Chair and Secretary Retreat - September 2024

Chair and Secretary Retreat – October 2024

The Assistant University Secretary coordinated the annual Senate Committee Chair and Secretary Retreat in October 2024. The retreat served as a forum for committee leaders to exchange best practices and address shared challenges.

Agenda highlights included succession planning, orientation strategies, records retention practices, and the development of a Confidentiality Agreement and/or Code of Conduct. In preparation for the retreat, the Assistant University Secretary also revised and updated relevant resources, guides, and toolkits to support committee operations and governance practices.

Major SAGC Initiatives – 2024–25

The Assistant University Secretary provided direct administrative and governance support for several significant initiatives undertaken by the Senate Academic Governance Committee (SAGC) during the 2024–25 academic year. Key activities included:

- **Faculty Board Constitution Revisions:** Supported the revision of Faculty Board Constitutions for the Faculties of Arts and Social Sciences (FASS), Public and Global Affairs (FPGA), Sprott School of Business, Science, and Computer Science. These revisions aligned with the restructuring of FGPA and utilized a standardized Faculty Board Constitution template developed by the University Secretariat.

- **Ad Hoc Committee Terms of Reference:** Development of Terms of Reference for two Senate Ad Hoc Committees—one tasked with reviewing and revising the Academic Integrity Policy, and the other with developing a new Senate Policy on Petitions and Appeals.
- **Graduate Student Awards Oversight:** Established a new procedure for the oversight of graduate student awards, ensuring alignment with the restructuring FGPA.
- **Senate Committee Structure Review:** Recommended to Senate the disestablishment of the Senate Library Committee.
- **Senate Committee Terms of Reference Updates:** Continued the revision of Terms of Reference for several Senate committees impacted by the FGPA restructuring, including the Senate Medals and Prizes Committee, the Senate Review Committee, and the Senate Student Awards Committee.

SENATE COMMUNICATIONS AND REPORTING

Inside Senate

Inside Senate is a high-level summary developed by the University Secretariat that highlights key decisions, presentations, and consultations received by Senate.

Since June 2024, eight editions of Inside Senate have been circulated to the Carleton community via the Top 5 newsletter, following each Senate meeting. These summaries are also publicly available on the Senate website, ensuring transparency and accessibility of Senate activities.

Annual Report to the Board of Governors

The 2023–2024 Senate Annual Report was presented to the Board of Governors at its meeting on September 27, 2024.

The report outlined a year of significant progress and institutional development. Highlights included:

- The welcoming of new Senate members, including Dr. Pauline Rankin, Provost and Vice-President (Academic)
- The renaming of the Faculty of Public Affairs to the Faculty of Public and Global Affairs
- The successful restructuring of the Faculty of Graduate and Postdoctoral Affairs
- Revisions to the Academic Governance of the University (AGU) document, which streamlined roles and clarified membership structures

These developments reflect Senate’s ongoing commitment to responsive governance and academic excellence at Carleton University.

SUPPORT FOR THE CLERK OF THE SENATE

The Office of the University Secretariat provides comprehensive administrative and operational support to the Clerk of Senate in fulfilling the governance responsibilities of the Senate.

Working in close collaboration with the Clerk, the Assistant University Secretary is responsible for maintaining the official records of the Senate. This includes the preparation and preservation of minutes of proceedings, meeting schedules, records of nominations, motions, and amendments.

In addition to recordkeeping, the University Secretariat oversees the planning and execution of various Senate-related elections and recruitment initiatives throughout the academic year. This includes the development of strategic communication plans, coordination of outreach and promotional activities, and administration of voting processes.

ANNUAL SENATE SURVEY

Each spring, the Senate Office administers an annual Senate Survey to gather feedback from Senators regarding their experience serving on Senate. The purpose of the survey is to assess areas of strength and identify opportunities for improvement in Senate operations and support.

The 2025 Senate Survey was conducted from April 1 to May 1, 2025. It included questions related to the orientation process, communication strategies, and participation on Senate Standing Committees.

The results of the survey will be compiled and shared with the Senate in September 2025 to inform future planning and enhance the overall effectiveness of Senate engagement.

CONVOCATION SUPPORT

During the 2024 convocation season, Carleton University celebrated the academic achievements of over 5,100 graduates across eighteen ceremonies held over six days.

Spring Convocation took place from June 17 to 21, 2024, followed by Fall Convocation on November 9, 2024. These ceremonies recognized the dedication, perseverance, and accomplishments of Carleton's graduating students.

In preparation for these milestone events, the University Secretariat played a key role in supporting convocation planning and execution. The team contributed to:

- Logistical coordination
- CWG support
- Faculty support - regalia registration, seating, training, etc.
- Development of communications and event materials
- Planning and production of the convocation booklet and ceremony scripts
- Recruitment and coordination of volunteers

These efforts ensured the smooth delivery of convocation ceremonies and a memorable experience for graduates, their families, and the broader university community.

CORPORATE RECORDS & ARCHIVES

This report provides an overview of **Carleton University Corporate Records and Archives' (CU-CRA)** activities and achievements for the 2024-2025 period. It highlights the ongoing efforts to enhance the university's digital presence, improve staff understanding of their role in records management, and preserve historical records.

2024-25 IMPACT

Steering responsible retention and defensible disposition on all university platforms.

- Completion of major revisions to Human Resources section of Carleton University Retention Schedule (CURS)
- Creation of new section of CURS to cover university Safety and Security
- Continued collaboration with Information Technology Services (ITS) on retention and disposition of licensing, abandoned Teams sites, disposition of backup media, decommissioning of systems and databases, and more.

Rescue and preservation of university history before it's lost.

- Appraisal and rescue of historical department records
- Negotiation of transfer of historical records from retired faculty
- Continued collection of oral history interviews from current and retired staff, alumni, and Board members

Advancing digital preservation processes and procedures for university records.

- Identification and appraisal for permanence of born-digital records across campus
- Creation of metadata structures for audio-visual material and legacy technologies
- Leadership in Council of Universities' use of the Permafrost digital archives system

CORPORATE ARCHIVES

Archival Space

Proper archival space remains the most pressing issue facing CU-CRA. The Archives Vault located in Pigiavik does not meet industry standards for archival preservation and is currently approximately 300% over capacity. The lack of space means that departments are paying for off-site storage while awaiting our ability to take in and process materials fully. While CU-CRA has utilized space provided by MacOdrum Library in the Library Storage Facility, this arrangement will be completed in 2025-2026.

Arrangement, Description and Backlog

CU-CRA built on last year's successes in completing processing (full arrangement and description) of both backlog and new archival materials. Large amounts of this work was moved along by two student positions. Unfortunately, due to budget constraints, CU-CRA will lose at least one of these positions. As a result, it is estimated that our backlog numbers will increase back to at least 2022 numbers especially if increases in new accessions continue.

Loss of additional student labour will further compact the severe space constraints that CU-CRA is under. Without the additional help, identification and weeding of non-archival material will slow down considerably thus providing less room for materials awaiting transfer. To offset this anticipated issue for the new fiscal year, CU-CRA staff will be closing to new requests for assistance from the university community for the summer while the full-time staff push on outstanding processing work.

This year also saw an increase in donations of archival materials from external sources, specifically from alumni and retired faculty. These donations included yearbooks, memorabilia, and sports gear from the former St. Patrick's College, promotional materials and photographs from various schools and departments of the university, and photographs of special events of the university. Of note was a donation accepted in collaboration with Athletics that provided Carleton with several 16mm films of the 1968-1969 football season.



Left: Still from digitized 16mm film, Carleton vs. Windsor, 1969.

Selections - New Archival Acessions and Processed Collections

| Collection | Materials Preserved |
|---|---|
| Athletics | Uniforms and other textiles, historical summer camp materials, audio-visual recordings of varsity games, photographs of athletes and events |
| Centre for Research on Inclusion at Work (CRIW) | Historical documentation of program operations |
| Convocation and Installation Collection | Historical regalia, photographs and audio-visual materials of speeches and ceremonies |
| Faculty of Graduate & Postdoctoral Affairs | Historical minutes and documentation, program reviews |
| Institute of Criminology & Criminal Justice | Historical documentation of program, anniversary materials, oral history interviews with faculty and alumni |
| Institute of Political Economy | Historical documentation of program's development, photographs of faculty |
| ITV and CUTV Broadcasting History | Broadcasting tapes of programming, histories of program |
| Nunavut Public Service Studies | Promotional and operational documentation of program |
| School of Industrial Design | Historical documentation of operations and program |
| School of Computer Science | Faculty, staff, and student photographs, yearbooks |
| School of Social Work | Earliest documentation of School at Carleton, photographs of students, materials from Swithun Bowers |
| Science Technology Centre | Staff photograph, centre photographs |

RECORDS MANAGEMENT

Carleton University Retention Schedule

As part of the ongoing Carleton University Retention Schedule (CURS) renewal work, CU-CRA continued review and revisions on major sections of retention and disposition scheduling. For 2024-2025, this work resulted in:

Human Resources (HUM)

- Completion of revisions and new rules for the entire section.
- Adoption of revised section by Advisory Committee on University Records in May 2024.

Safety and Security (SAS)

- Completion of full review of retention and disposition requirements with Campus Safety and Security senior staff.
- Consultation with Ottawa Police Services records management directors.
- Creation of new CURS section on Safety and Security and adoption and implementation by the Advisory Committee on University Records in May 2024.

Teaching and Learning (TEA)

- Advising on rescinding of Teaching and Learning Systems policy with stronger retention and disposition rules and procedures.
- Initial consultations with key partners on revisions required for teaching and learning materials and systems.
- Anticipated implementation of revisions in CURS for 2025-2026.

Major Records Management Projects and Collaborations

Staff in CU-CRA continue to work through major projects and collaborations to improve use and management of university data and records. Priorities for work this year focused on efforts to reduce storage capacity through stricter application of CURS in all departments across campus, identifying and addressing risk in poor records organization, and assisting departments in best use of records repositories available to them (e.g. Teams, network drives, OneDrive, etc.).

Governance and Compliance

- Completion of reorganization of Senate drive
- Completion of reorganization of Secretariat and Board of Governor drives
- Completion of digitization of Senate minutes from 1949-current

Information Technology Services

- Participated in Copilot AI readiness training with ITS (Summer 2024)
- Participated in MS Acceleration training for Purview (Spring 2025)
- Continued collaboration in addressing retention and disposition of data and records and how this relates to storage capacity.
- Retention and disposition in the MS365 environment.

Provost and Faculty Offices – Faculty Personnel Records

- Launch of working group to map and assess faculty personnel record creation, sharing, and use from departments to Dean's offices to Provost office.
- Currently summarizing records mapping with recommendations to be delivered by Fall 2025.
- The Archives and Records Analyst also continued an ongoing project to assess retired faculty files and repatriate department copies with the official file.

Sprott

- Initial advising and project design for major functional re-organization of all faculty records.
- CU-CRA will continue to facilitate this work through 2025-2026

Advisory Committee on University Records

The Advisory Committee on University Records (ACUR) met on November 5th, 2024 and May 22nd, 2025. The following records management issues were reviewed:

November 5th, 2024 Meeting

1. CURS revision approvals to the Communications, Advancement, and Community Engagement section
2. CURS revision updates to the Human Resources, Students, and Teaching sections
3. New retention and disposition procedures for Microsoft Licenses, MS Teams, and Chats
4. Review of AI and Co-Pilot

May 22nd, 2025 Meeting

1. CURS revision approvals to the Human Resources section
2. CURS adoption of a new section dedicated to university Safety and Security
3. CURS revision updates to Teaching and Learning section
4. Update on disposition of abandoned Teams sites

DIGITAL ARCHIVES

Digital Archives Vault

Now in its fourth year of full operations, the Digital Archives Vault (DAV) continues to expand its holdings and structural capacity. This year the Digital Archivist also prioritized business continuity of the system by documenting digital archiving procedures and providing in-depth training on the system for the entire CU-CRA staff.

Continuing work on the system was focused on improving the integration of DAV with the Corporate Archives' front-facing database (AToM – Access to Memory). The Digital Archivist is developing this integration in collaboration with the Scholar's Portal team at the Ontario Council of University Libraries. Carleton leads in this integration and will be the first OCUL institution to fully implement this work.

Holdings Expansion

Accessioning and preservation of approximately 60 new digital packages of varying size and content from across campus:

- Textual records, images, and audio-visual records from academic departments
- Digitized surrogates of hard copy materials already in Corporate Archives, including legacy technology (e.g. 16mm films)
- Research Contracts appraised as permanent/historical

Digital Records Advising

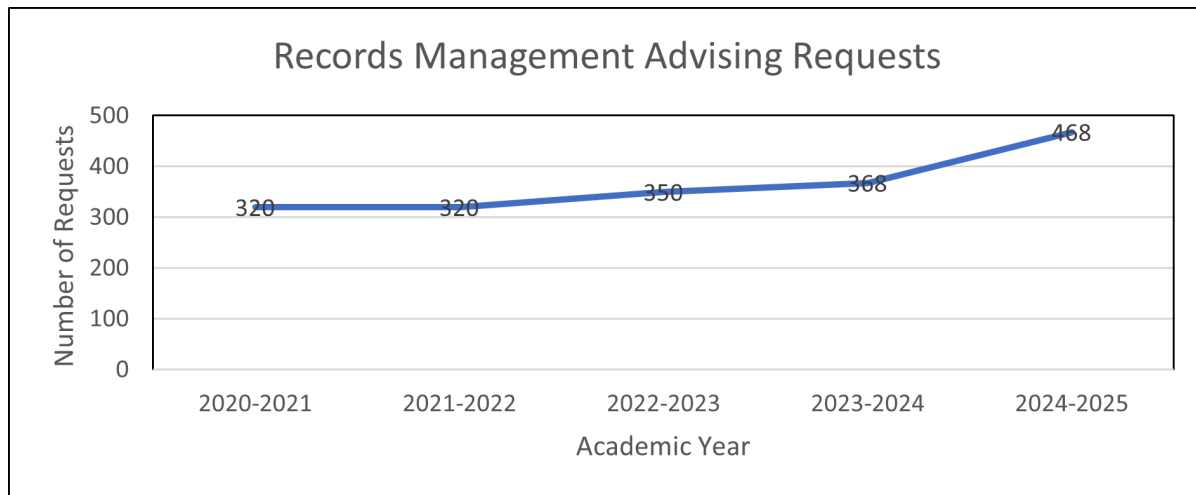
The Digital Archivist continues to advise on specific digital preservation issues, this year including:

- Format preservation of audio-visual materials
- Digitizing hard copy materials for access purposes
- Photograph metadata creation and capture
- Organization of digital records in university repositories

ADVISING AND REFERENCE REQUESTS

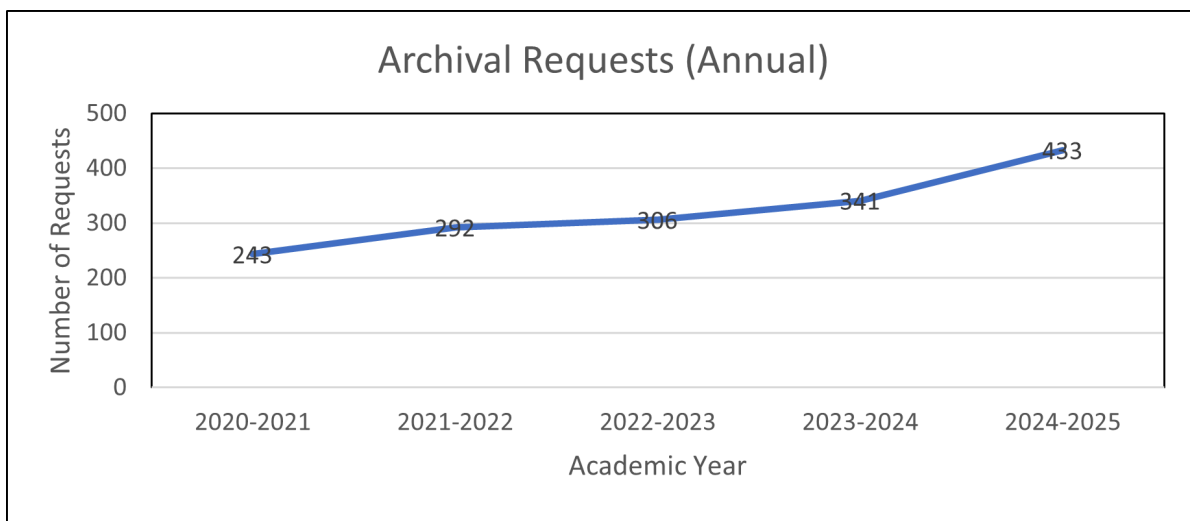
Records Management

On-demand records management advising is provided regularly to departments across campus. This year, the majority of these requests were focused on: disposition reviews for large deposits of records in units, network drive clean-ups, file classifications, auditing of department records, and records management of sensitive or high-risk records. As has been the trend since 2018, there was an increase in requests for records management assistance and service from the campus community. This year posted a 27% increase from the previous year in requests made and completed.



Archival Reference

CU-CRA continues to support various projects and events at Carleton through promotion and use of the university's historical archival collections. Reference requests related to Carleton's history from the public also continue to increase. As has been the trend since 2018, there was an increase in archival reference and research requests. This year posted a 27% increase (internal and external requests) from the previous year. Similarly, CU-CRA is experiencing an increase in archival research conducted by students working on the history of the university.



Archival Reference Solutions

Athletics history

Carleton University Press

Carleton Coat of Arms and logos

CUTV / ITV Broadcasting history

Contributions of faculty and researchers

History of the CU Art Gallery and CU art

History of various academic departments

Socks n' Buskin history

Dominion Chalmers United Church (use of space by community groups)

History of buildings on campus

History of research ethics at Carleton

Architectural & social history of St. Patrick's

MacOdrum Library development

Panda Game

Student referenda

Dominion Chalmers United Church (Pipe Organ)

Dominion Chalmers United Church (United Church Women)

University governance development

COMMUNITY ENGAGEMENT ACTIVITIES

PRIMA – Privacy, Records and Information Management

In May 2024, CU-CRA and the Privacy Office launched a joint newsletter to highlight issues of privacy and records and information management. While the newsletter subscription base mainly targets department administrators and professional staff, it is available for the entire campus community.

Issues this year covered:

- MS Teams ownership and management
- When and when not to digitize hard copy records
- Cybersecurity
- Which records become archival
- Updates to the Carleton University Retention Schedule and policies
- Offboarding and records management
- Storage capacity of OneDrive

Professional Community Participation

CU-CRA staff provided leadership and support to several different projects and organizations over 2024-25.

| | |
|---|---|
| Manager, Corporate Records and Archives | <ul style="list-style-type: none">• Board member, Association of Canadian Archives (ACA) Foundation• Adjunct professor, CU Department of History• Chair, Host Team for the 2025 national ACA conference• Co-Chair, Nominations and Awards Committee (ACA)• Member, COU Records Managers |
| Digital Archivist | <ul style="list-style-type: none">• Member, Building and Creating a Digital Twin for Preservation research project (InterPARES Trust AI)• Member, CU Data Administration Working Group• Member, Host Team for the 2025 national ACA Conference |
| Archives and Records Analyst | <ul style="list-style-type: none">• Member, Financial Review Committee (ACA)• Member, Archival Management Working Group (Rise Up! Feminist Digital Archive)• Member, COU Records Managers• Member, ARCHIVESCANADA.ca Working Group (Council of Canadian Archivists) |
| Student Archives Assistant | <ul style="list-style-type: none">• Member, Host Team for the 2025 national ACA Conference |

Professional Advancement

CU-CRA staff expanded their professional skills to support services in the department with a variety of training and workshops, including:

- Interpares I Trust AI Symposium: Smart Archives? Harnessing AI for Archival Excellence
- Joint US-Canada AtoM (Access to Memory) Users Session
- Library of Congress: Federal Agencies Digitization Guidelines Initiatives
- @Risk North 3: Safeguarding the Canadian Digital Record
- Open Preservation Foundation: Demystifying Digital Preservation Risk
- Ownership, Access, Control, Possession Workshop – First Nations Information Governance Centre
- Digital Preservation Coalition: Digital Preservation Workflow Webinar Series
- Sustainable Preservation Workshop – RIT Image Permanence Institute
- Process Improvement Workshop Series – Carleton Office of Quality Initiatives

Priorities 2025-26

- Completion of revisions to the Campus Operations section of CURS
- Collaboration with TLS and completion of revisions to the Teaching section of CURS
- Repository design for faculty personnel records with Office of the Provost and the Deans' Offices
- Continued guidance and implementation of the reorganization of the Sprott records repository
- Reorganization of the Environmental Health and Safety records repository
- Ongoing collaboration with ITS on records retention and disposition and storage capacity.
- Carleton 85th Anniversary preparation

COMPLETED UNIVERSITY SECRETARIAT STAFF TRAINING AND DEVELOPMENT

| | |
|---|---|
| <p>Amanda Goth, University Secretariat</p> | <ul style="list-style-type: none"> • Program Director, Shad Carleton 2024 • Ottawa Network for Education Board of Directors and Governance and HR Committee, Chair • Participated in the Ottawa Network for Education Board of Directors Retreat Fall 2024 • Member of the Council of Ontario University Secretaries • Member of the Canadian University Board Association Board of Directors & Board Secretary • Attendance at Carleton Challenge Conference 2025 • Attendance at Governance Workshop for University Board Members 2024 Hosted by Cheryl Foy • Member of President Advisory Committee • Chair of the Advisory Committee on University Records • Member of Convocation Working Group • Member of the Strategic Integrated Plan Committee (SIPC) and SIPC Forum • Member of Senior Management Committee • Attendance at Fall & Spring Shad Program Directors Meeting • Member of the Presidential Transition Team • Commenced Professional Master of Business • Completion of ISO37000 Certification with Fluidrock Governance Academy - Governance Expert |
| <p>Nonna Afouxenidou, Administrator</p> | <ul style="list-style-type: none"> • Dealing with difficult behaviours Workshop • Emotional Intelligence in the Workplace workshop • Microsoft® OneNote workshop • Supporting a Colleague Workshop • Microsoft Planner workshop |

| | |
|--|---|
| Kerry Solomon, Assistant University Secretary (Board) | <ul style="list-style-type: none"> • Completed a Micro Certificate: Governance in Canadian Universities through the University of Manitoba (4 month course, September-December, 2024) • Became a member of the Council of Ontario University Secretaries, with monthly participation • Attended the COUS Conference (November 1, 2024) • Member of the COUS Working Group on Leading Practices in University Board Governance • CUBA Conference (May 2025) • Attended numerous Carleton Healthy Workplace Events as the Healthy Workplace Champion for the department |
| Kathy McKinley, Assistant University Secretary (Senate) | <ul style="list-style-type: none"> • Professional Education for Accessibility Competence - Certificate of Completion – June 2025 • COUS Conference – November 2024 – attended • COUS Calls – monthly participation • University Secretaries List-Serve – participant and regular contributor • CUBA Conference – May 2025 – attended |
| Maryanne Bright, Communications Officer | <ul style="list-style-type: none"> • MarComm Network Fall Session, October 8, 2024 • MarComm Network Winter Session, February 11, 2025 • How to Make and Break Habits, February 4, 2025 • Managing the Writing Process, January 16, 2025 • Introduction to Knowledge Mobilization, January 27, 2025 • The Editing Process, January 29, 2025 • Writing in Plain Style, February 12, 2025 • Copywriting, February 18, 2025 • Writing Academic Articles, February 19, 2025 • Writing Grant Proposals, February 28, 2025 • Introduction to Report Writing, March 7, 2025 • AI and the Knowledge Economy, March 20, 2025 • Writing in the Workplace, March 26, 2025 • Completed Trajectories Certificate in Professional Writing |
| Shannon Hodge, Corporate Archivist | <ul style="list-style-type: none"> • Archives Association of Ontario, annual conference (virtual) – May 8-10, 2024 • Archives and Education, Training and Research – Library and Archives Canada and the International Council of Archives – May 15, 2024 • Association of Canadian Archives, annual conference (virtual) – June 10-13, 2024 • Microsoft Copilot Workshops – July and August, 2024 • Carleton Leader 2 – October-May, 2024 • Ownership, Control, Access, Possession Workshop – First Nations Information Governance Centre – December 10, 2024 • Digital Detox Webinar – December 18, 2024 • AI Fundamentals – University of Pennsylvania – March-May, 2024 |

| | |
|---|--|
| Travis Kinnear, Digital Archivist | <ul style="list-style-type: none"> • Jun 4 – Interpares I Trust AI Symposium: Smart Archives? Harnessing AI for Archival Excellence in Dubrovnik • Sept 24- Joint US-Canada AtoM Users Group Meet • Nov 10 – Library of Congress: Federal Agencies Digitization Guidelines Initiavies • Nov 21-22 - @Risk North 3: Safeguarding the Canadian Digital Record • Nov 27 – Open Preservation Foundation: Demystifying Digital Preservation Risk • Jan 21 – TLS Presents: Discussing the Ethical use of AI • Feb 3-7 – Digital Preservation Coalition: Digital Preservation Workflow Webinar Series 2025 |
| Jennifer Nangreave, Archives and Records Analyst | <ul style="list-style-type: none"> • ABCs of Appraisal and Deaccessioning (AABC; April 16) [1.5 hours] • CERT Training (Graham Forrester, CU Fire Protection Coordinator; April 30) [1 hour] • ACA Virtual Conference 2024, various sessions over 3 days (June 11-13) • DT Digitization 101: Intro to Modern Digitization (Digital Transitions Heritage; September) [2 hours] • Effective Minute-Taking Workshop (Amanda Goth, offered via Office of Quality Initiatives; Oct 9) [1 hour] • Digital Detox webinar (Iron Mountain; December) [1 hour] • Sustainable Preservation: Quick Tips and Approaches for Museums, Libraries, and Archives (RIT Image Permanence Institute; Feb 13) [1 hour] • Learn About RiC: Webinar Series on Records in Contexts (International Council on Archives; March 20) [2 hours] • Process Improvement Workshop Series (Office of Quality Initiatives; March-May) [5 hours total] |



| | | |
|-------------------------------|---|--|
| To: | Board of Governors | Date of Report: 28 May 2025 |
| From: | Provost and Vice-President (Academic) | Date of Meeting: 4 June 2025 |
| Subject: | 2024-25 Annual Report – Academic Program Modifications | |
| Responsible Portfolio: | Provost and Vice-President (Academic) | |

1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

The Office of the Vice-Provost and Associate Vice-President (Academic) works closely with academic units across campus to prepare proposals for new academic programs and modifications to existing programs, and to support the cyclical review process for all academic programs. This report outlines a summary of the new academic programs, completed cyclical program reviews, program/departmental governance changes and the 70 major modifications, approved in 2024-25, that have a more substantial impact on the affected program.

4.0 INPUT FROM OTHER SOURCES

The information included in this report is sourced from a collaborative process led by the Office of the Vice-Provost and Associate Vice-President (Academic) which includes several academic units across campus and Senate.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The activities that support the report presented are aligned with the Strategic Integrated Plan which outlines a need for continuous improvement of our academic programs and degrees. It also fulfils the requirements of Carleton's Institutional Quality Assurance Process (IQAP). Engaging in a thorough and comprehensive review of new degree program proposals ensures a high level of quality and sustainability, while also ensuring the development of new programs is consistent with Carleton's missions and goals outlined in the Strategic Integrated Plan.

6.0 FINANCIAL IMPLICATIONS

There are no new financial implications outlined in this report.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no legal or compliance risks related to the annual report. Ensuring new academic programs, completed cyclical program reviews and having a robust quality assurance process are critical to meeting the University's missions and goals. Failure to conduct such process could have operational, reputational and financial risk if programs do not meet expected standards or requirements. Having a robust quality assurance process is the risk mitigation for academic programing.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

A communications strategy is not required for this internal report.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Academic Program Modifications

2024-25 Annual Report

Prepared for the Board of Governors by the
Office of the Vice-Provost and Associate Vice-President (Academic)
May 2025

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Introduction

The Office of the Vice-Provost and Associate Vice-President (Academic) works closely with academic units across campus to prepare proposals for new academic programs and modifications to existing programs, and to support the cyclical review process for all academic programs.

The information in this report outlines academic program modifications that were approved from June 2024 to May 2025. These include new academic programs, completed cyclical program reviews, departmental governance changes and modifications that have had a substantive impact on the affected program. In total, 70 major modifications were completed this year.

New Academic Programs

The Office of the Vice-Provost is responsible for supporting units in their new program development process as outlined in the Institutional Quality Assurance Process. Engaging in a thorough and comprehensive review of new degree program proposals ensures a high level of quality and sustainability, while also ensuring the development of new programs is consistent with Carleton's missions and goals outlined in the Strategic Integrated Plan. The following programs have been approved by the Ministry of Advanced Education and Skills Development and will welcome their first cohorts of students in September 2025:

- BSc (Nursing)
- BSc (Data Science)
- BSc (Cybersecurity)
- Online BA (General Studies)
- BEng (Mechatronics)

The Bachelor of Accounting has been approved by the Quality Council and is awaiting Ministry approval.

Major Modifications

The Office of the Vice-Provost is responsible for supporting units with the development of their major modifications and bringing them through the quality process as outlined in the Institutional Quality Assurance Process.

Program Closures

- Canadian Studies: BA; BA Hons; BA Combined Hons
- Religion and Public Life: MA; MA with Collaborative Specialization in Digital Humanities
- Computational Biochemistry: BSc (Hons)
- Graduate Diploma in Conflict Resolution
- Graduate Diploma in Economic Policy

Closures of Minors, Streams, and Concentrations

- Canadian Studies: Minor in Quebec Studies; Mention Français in the BA, BA (Hons) and BA Combined Hons
- Political Science: Undergraduate Mention Français
- Undergraduate minor in Industrial Economics
- Undergraduate minor in Professional Writing
- Global and International Studies (BGInS) specializations and streams: Global Literatures; Global Migration and Transnationalism; French and Francophone Studies; and Teaching English in Global Contexts
- Undergraduate streams in Engineering: Structural; Environmental

- Undergraduate concentrations in Economics: International Political Economy; Natural Resources, Environment and Economy
- Graduate concentrations in Business: International Business; International Development Management; and Technology Management

Introduction of New Certificates, Minors, Streams and Concentrations

The following certificates, minors, streams and concentrations were introduced at the undergraduate level:

- Certificate in Journalism in Indigenous Communities
- Minor in Integrated Science
- Minor in Cognitive Science
- Business: Minors in Finance and Supply Chain Management
- Business: Streams and minors in Marketing; Information Systems; International Business
- Business: Stream in International Management
- Software Engineering: Stream in Artificial Intelligence
- Computer Science: Stream in User Experience and User Interfaces
- Earth Sciences: Concentration in Environmental Geoscience

Substantive Changes Made to Curriculum and Program Name Changes

| Faculty | Program Name | Program Level | Modifications Made |
|--------------------------------------|--|---------------|---|
| Faculty of Arts and Social Sciences | Music | Graduate | Changed a significant proportion of the program (33% or greater) |
| Faculty of Arts and Social Sciences | Music | Undergraduate | Changed a significant proportion of the program (33% or greater) |
| Faculty of Arts and Social Sciences | PhD Linguistics | Graduate | Changed the program name and a significant proportion of the program (33% or greater) |
| Faculty of Engineering and Design | Architecture | Undergraduate | Changed a significant proportion of the program (33% or greater) |
| Faculty of Engineering and Design | Engineering Practice | Graduate | Changed a significant proportion of the program (33% or greater) |
| Faculty of Public and Global Affairs | Graduate Diploma in European, Russian and Eurasian Studies | Graduate | Changed the program name |
| Faculty of Science | Biochemistry and Biotechnology | Undergraduate | Changed the program name and a significant proportion of the program (33% or greater) |
| Faculty of Science | Earth Sciences | Undergraduate | Changed a significant proportion of the program (33% or greater) |
| Faculty of Science | Health Sciences Hons | Undergraduate | Introduced a standard concentration program on admission |
| Sprott School of Business | Technology Innovation Management | Graduate | Changed the degree designation from MEng to MTech |

Governance Changes

The Office of the Vice-Provost supports the activities of the Senate Quality Assurance and Planning Committee (SQAPC) in its role of reviewing academic structures, including Faculties, Schools, Colleges, Departments and Institutes that offer academic programs and bringing changes to Senate.

After receiving approval through Senate and the Board of Governors, the Faculty of Science created the School of Nursing to house the new nursing program, and the Institute of Data Science to house the new undergraduate and pre-existing graduate programs.

Cyclical Program Review

As part of Carleton's Institutional Quality Assurance Process, and in accordance with the Quality Council's Quality Assurance Framework, all undergraduate and graduate programs are reviewed on a seven-year basis. This provides an opportunity for faculty, staff and students to identify program strengths and areas for improvement. An annual report will be submitted to the Quality Council by July 25, 2025 for approval.

The following programs completed a Cyclical Program Review this year. The Final Assessment Report and Executive Summary (FARES) and implementation plans are available on [Carleton's Senate website](#) or upon request (apsi@cunet.carleton.ca).

| Program Name | Program Level | Senate Approval Date |
|---------------------------------|----------------------------|----------------------|
| Health Sciences | Undergraduate | June 7, 2024 |
| Human Rights and Social Justice | Undergraduate | September 27, 2024 |
| Political Science | Undergraduate and Graduate | January 31, 2025 |
| Business | Undergraduate and Graduate | February 28, 2025 |
| Journalism | Undergraduate and Graduate | February 28, 2025 |



Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.

**Carleton University Senate
Meeting of March 28, 2025 at 2:00 pm
PK608**

MINUTES – OPEN SESSION

Present: M. Barbeau, S. Blanchard, A. Bowker, F. Brouard, S. Burges, A. Buri, J. Chan, E. Cyr, T. Davidson, J. Debanne, M. DeRosa, R. Goubran, K. Graham, L. Grant, E. Gray, J. Greenberg, T. Haats, M. Haines, X. Haziza, K. Hellemans, D. Hornsby, D. Howe, P. Kouzovnikov, G. Lacroix, J. Lynch, A. MacDonald, B. MacLeod, L. Madokoro, G. Maracle, L. Marshall, J. Mason, D. McNair, D. Mendeloff, S. Monastero, H. Nemiroff, B. O’Neill, Y. Ono, M. Papineau, P. Rankin, R. Renfroe, M. Rivers-Moore, M. Rooney, O. Saloojee, A. Shotwell, S. Simpkin (acting for A. Lannon), E. Sloan (Clerk), C. Smelser, R. Teather, W. Tettey (Chair), C. Trudel, S. Viel, G. Wainer, J. Wallace, P. Williams
Regrets: J. Armstrong, M. Bahran, A. Bordeleau, J. P. Corriveau, S. El Fitori, R. Gorelick, N. Hagigi, L. Kostiuk, N. Laporte, D. Maseko, A. Masoumi, M. Nadeem, M. Pearson, S. Sadaf, R. Tfaily, C. Viau
Absent: M. Abarghouei, S. Hawkins, B. Heerspink, J. Kundu, A. Paiva, R. Treasure
Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

The meeting was called to order at 2:00 pm. The Chair began the meeting by acknowledging the passing of Fraser Taylor, Distinguished Research Professor in the Department of Geography and Environmental Studies, and Order of Canada recipient. The Chair expressed condolences to all who knew and loved him.

After reviewing the meeting protocols, the Chair noted that the meeting would begin with a Closed Session for a report from the Chair of the Honorary Degrees Committee.

It was **MOVED** (M. Haines, J. Lynch) that Senate move into the Closed Session of the meeting.

The motion **PASSED**.

(Minutes for the Closed Session of the meeting are in a separate document.)

Minutes after Open Session resumed:

Approval of open agenda:

It was **MOVED** (E. Gray, F. Brouard) that Senate approve the open agenda for the meeting of Senate on March 28, 2025, as presented.

The motion **PASSED**.

2. Minutes: February 28, 2025 – open session

It was **MOVED** (M. Haines, K. Hellemans) that Senate approve the minutes of the open session of the Senate meeting of February 28, 2025 as presented.

The recording secretary noted a change to the minutes under Question Period, to rephrase one discussion point under the discussion of the VRIP (page 5).

With this amendment to the minutes, the motion **PASSED**.

3. Matters Arising:

There were none.

4. Chair's Remarks

The Chair began his remarks noting the following recent achievements of members of the Carleton community:

- Eleven faculty members were recipients of the 2025 CU-CUASA Special Fund for EDI Research and Pedagogical Innovation, including Senator Azar Masoumi, who is examining the impact of prolonged temporary residencies on Iranian nationals in Canada. Other recipients include Angela Dionisi (Sprott School of Business), William Hebert (FPGA), and Xiao Huang (FED), among others. The Chair extended congratulations to all.
- Four new researchers have been appointed to newly created Canada Research Chair (CRC) positions. Amy Bombay (Neuroscience) is the CRC in Multigenerational Trauma and Resilience in First Nations Peoples, Janet Jull (Health Sciences) is the CRC in Accessibility and Person-centered Care, Kristen Schell (Mechanical & Aerospace Engineering) is the new CRC in Uncertainty-Informed Net-Zero Energy System Modelling, and M. Remi Yergeau (Journalism & Communication) is the new CRC in Critical Disability Studies and Communication. The Chair congratulated these researchers.
- Carleton Researchers Jenny Bruin and Laura Horak each have been awarded the prestigious Dorothy Killam Fellowship, one of Canada's highest academic honours. There are only 8 recipients chosen nationally; in receiving 2 of these awards, Carleton has demonstrated its leadership and excellence in research.

The Chair next commented on the following events:

- In early March, Carleton opened the new Abilities Living Laboratory, an integrated interdisciplinary research space for co-creation. Carleton University continues to lead in accessibility and inclusive design research and this new lab is a testament to that commitment. The Chair encouraged Senators who have not yet viewed the space to do so.
- On April 9, Senators are encouraged to attend the annual I-CUREUS and Students as Partners Program Showcase in the Future Learning Lab from 11:00 am to 2:00 pm, to celebrate students' achievements, and to learn about their projects.
- Registration for June 2025 Convocation is now open for faculty members who wish to join the academic procession for one or more ceremonies. This year's celebration will be held from June 16 – 20. Registration is open until May 23rd, and faculty members are encouraged to participate.

The Chair next shared with Senators his decision to move back to in-person meetings. He noted that as Senate is a deliberative body, it is important for discussions to take place without technical limitations, and in his view, this deliberative engagement is best achieved through in-person meetings without a hybrid option. While some Senators agreed that attending in person is the best scenario, they noted that it is not always possible to be

physically present, and the hybrid option provides options for greater accessibility and participation. The Chair thanked Senators for their feedback and noted that he would take these perspectives into consideration as the new arrangement is monitored and assessed.

5. Question Period

Questions were submitted in advance by 5 Senators:

Question from Senator Edward Cyr

Why do we restrict the co-op option to students who maintain a certain CGPA average?
Is a C+ CGPA student not deserving of this opportunity?

Response from VPSE Suzanne Blanchard: The co-op program is designed as an educational program for students. As such, it requires a significant amount of preparation on the part of students during the term in addition to their own coursework, and it is extremely competitive. Carleton is taking measures to gradually expand eligibility of students for this program while taking care not to compromise the success of the individual student. It is worth noting that other programs such as career fairs, internships and on-campus opportunities provide other options for students without the rigorous preparation that is required for co-op.

It was noted, in response to a follow-up question, that a CR notation on a student's record (due to the application of the First-Year Grading Policy) does not impact eligibility or decrease the student's average. A Senator asked if the cut-off GPA could be lowered to accommodate more students. The VPSE responded that options are still being discussed.

Questions from Senator Laura Madokoro

- a) Our department recently learned that starting in Fall 2025, the university plans to apply fees to deferred regularly scheduled exams. Could Senate please be provided with an explanation and rationale of this initiative, which seems highly inequitable? Given that deferred exams are often requested by students who are experiencing some kind of difficulty, applying a fee to this process is only going to exacerbate already stressful situations.

Response from VPSE Suzanne Blanchard: In our current financial climate, all university stakeholders are reviewing revenue and expenditure data to determine where adjustments can be made. Considering that other comparable universities

charge for deferred exams, that deferrals significantly impact staff, instructor and TA workload and expenses, and that deferrals are increasing, a fee structure was being considered for this service. However, the RO has decided to pause this action pending further assessment and consultations. VPSE Blanchard noted that there will be a charge of \$75 for a missed deferred exam (i.e. “no show”) but that this fee can be waived if extenuating circumstances apply and can be substantiated with documentation. A Senator asked why documentation would be required, considering that under new Academic Consideration Policy students do not need to provide a doctor’s note to receive accommodations during the semester for missed assignments or exams due to illness. Another Senator stressed that student well-being should be top of mind when considering this issue. VPSE Blanchard replied that the deferred exam is a special circumstance for which extra resources have been mobilized, unlike accommodations that would be applied under the policy for in-term work. She added that currently 15% of students who have a scheduled deferred exam do not show up for it.

- b) Relatedly, could Senate be provided with an explanation of the rationale for online proctoring fees, which were recently transferred to individual units. Will these fees potentially be downloaded on to students?

Response from VPSE Suzanne Blanchard: Online proctoring was an urgent need during the Covid pandemic, and funding was made available at that time for it. E-proctoring has continued post-pandemic for various reasons, but the resources from the Covid period are no longer available, and it is no longer an urgent requirement. Therefore, the university has returned to pre-Covid scheduling principles, which dictate that proctoring is a departmental responsibility. VPSE Blanchard noted that Scheduling & Exam Services (SES) is still willing to support online proctoring, but on a cost-recovery basis. A Senator asked why e-proctoring is not supported by SES as the university is expanding its online offerings. It was noted again that the responsibility for proctoring support lies with the department. The Dean of FASS also mentioned that budgetary support for online proctoring is available for departments within FASS. Senators discussed the cost factor of this service, who should be paying, and how to make the service less expensive, particularly for units that are heavy users.

Questions from Senator Jody Mason

In the Faculty Board Constitution template that was shared with Senators in June of 2024, faculties are instructed to list Standing Committees but not to “include their terms of reference”; however, it seems important for FB Constitutions to identify the terms of

reference for these committees. Currently, the FASS Constitution includes these terms of reference for the important work of these committees (the Academic Planning and Curriculum Committee, for instance, which oversees the creation of new programs, program closures, program modifications, etc.).

- a) What are the reasons for wanting to strike such language from the revised FB Constitutions?
- b) On what grounds can SAGC require faculties to revise their Constitutions according to a SAGC-generated template?

Responses from Clerk of Senate Elinor Sloan: SAGC recommends removing committee Terms of Reference from the Constitution to give Faculty Boards the flexibility to revise their Terms of Reference without having to then bring their Constitutions to Senate for approval. The Clerk noted that the Terms of Reference for all Senate committees have been removed from the AGU for this reason. Committee TORs do not disappear if they are removed from the Constitution as they can easily live on and be accessible via a dedicated page of the Faculty website.

SAGC is involved in this work because it was mandated by Senate in 2023 to receive and review all Constitutions and bring them to Senate for approval. To assist with the review process and to align all constitutions in format and content, a Constitution template was developed by the Secretariat Office, approved by SAGC and brought to Senate for information. SAGC has been reviewing the Constitutions since the Fall of 2024, to ensure alignment with the AGU and consistency of language.

In a more general sense, SAGC also is mandated by Senate to advise Senate on matters of academic governance and to review academic governance practices and governing documents, making recommendations to Senate for changes where appropriate. The Clerk added that the membership of SAGC includes 6 elected faculty members and 2 students.

In response to a follow-up question regarding Senate's authority over Faculty Boards and their Constitutions, the Clerk noted that according to the AGU, "Faculty Boards are creatures of and report to Senate."

Question from Senator Ashley Paiva

The faculty consistently tell us not to use any form of generative AI for any of our assignments, tests, exams, etc. When it comes to assignments, I've been told that professors, both faculty members and Contract Instructors, use an AI Checker which is just another form of AI. However, we also have been told that AI Checkers can make errors. If AI can make mistakes, why are Instructors using it to check our assignments, which if flagged are then sent to the Dean's office?

Response from Vice-Provost and AVP Academic David Hornsby: The working group on AI Teaching & Learning has considered this specific issue extensively. They have determined that the viability and consistency of AI Checkers is questionable, as they often produce false positive results. The conclusion is that the use of AI Checkers should not be permitted in academic integrity circumstances and if these are coming forward as cases/allegations, they should be dismissed.

Question from Senator Megan Rivers-Moore

Is it possible to hold in abeyance the suspension of any programs until such time as a framework for guiding the assessment of program sustainability has been developed, reviewed, and endorsed by Senate?

Relatedly, would it be possible to provide a framework for assessing program sustainability to Senate for its consideration and endorsement before the end of session? This framework could include details regarding, for instance, enrolment figures over the past ten years, annual budgets, and staffing losses and gains over the same period.

Response from Vice-Provost and AVP Academic David Hornsby: Vice-Provost Hornsby noted that discussion on this issue at the previous Senate meeting prompted further considerations on program suspensions and how these are presented to Senate. As a result of feedback from Senators, a new procedural framework is being developed and will be brought to Senate in April for review and discussion. The framework will clearly lay out evidence points and thresholds for initiating a program suspension. It was noted that no additional program suspensions are anticipated for the remainder of this academic year.

The Chair thanked Senators for the questions and the responses.

6. Administration (Clerk)

a) Membership Ratifications

The Clerk presented a motion to approve faculty member James Brunet (FED – Information Technology) for a 3-year term on Senate, effective immediately upon approval.

It was **MOVED** (G. Wainer, R. Teather) that Senate ratify the new Senate appointment, as presented, for service beginning immediately upon approval.

The motion **PASSED**.

The Clerk also presented a motion to ratify 12 new faculty members and 10 undergraduate students for membership on Senate, with terms beginning July 1, 2025:

It was **MOVED** (F. Brouard, E. Gray) that Senate ratify the following new Senate appointments, as presented, for service beginning July 1, 2025.

The motion **PASSED**.

Faculty Members (3-year term)

| | |
|---|-------------------------------------|
| Computer Science: Ahmed El-Roby (acclaimed) | FED: Mostafa El Sayed (elected) |
| FPGA: Jeni Armstrong (elected) | FED: Cristina Ruiz Martin (elected) |
| FPGA: Sean Burges (elected) | FED: Niall Tate (elected) |
| FPGA: Achim Hurrelmann (elected) | FED: Winnie Ye (elected) |
| FPGA: Irena Knezevic (elected) | Science: Kevin Graham (acclaimed) |
| Sprott: Rebecca Renfroe (acclaimed) | Science: Inna Bumagin (acclaimed) |

Undergraduate Students (1-year term) - all acclaimed

| | |
|--------------------------|--------------------------------|
| Ashley Paiva (FASS) | Isabella Alma (FPGA) |
| Emma Peirce (FASS) | Stella Duncan (FPGA) |
| Kuma Nyediin Buoy (FASS) | Nir Hagigi (FPGA) |
| Nathan Bruni (FED) | Nolan Giroux-Laplante (Sprott) |

| | |
|---------------------|------------------------------|
| Xavier Haziza (FED) | Gabrielle Lachance (Science) |
|---------------------|------------------------------|

b) Senate Meeting Schedule 2025-26

The Clerk reminded Senators that the meeting schedule for 2025-26 has been circulated in the meeting binder. Senators continuing to serve in 2025-26 are encouraged to reserve these dates and times in their calendars.

c) Senate Survey

The annual Senate Survey will open on April 1st, 2025. Senators will receive an email invitation with a link to the survey, which will take approximately 10 minutes to complete. The Clerk encouraged Senators to participate before the deadline of May 3, 2025. Results of the survey will be presented at the September 2025 Senate meeting.

7. Reports:

a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)

Committee Chair Julia Wallace presented 9 items for Senate approval and 2 items for information.

Items for approval: These are mostly related to new programs.

Continuous registration requirement, 0000-level course prohibition

It was **MOVED** (M. DeRosa D. Hornsby) that Senate approves the revisions to Regulations TBD-2267 R-UG-Nursing, effective for the 2025/26 Undergraduate Calendar as presented.

A Senator asked why continuous enrollment is required in this program. The committee Chair responded that nursing is an accredited program, with metrics for student performance. If a student falls out of sequence in the program, they will not be able to progress, as courses must be taken in a prescribed order. This is common practice for nursing programs in our sector in Ontario.

The motion **PASSED**.

Senate Policy on Social Work Professional Suitability

It was **MOVED** (B. O'Neill, K. Hellemans) that Senate approves the revisions to Regulations R-UG-SW: R-UG-Social Work Professional Suitability Policy, effective for the 2025-26 Undergraduate Calendar as presented.
The motion **PASSED**.

Continuous registration for Nursing added as an exception to regularly scheduled breaks

It was **MOVED** (M. DeRosa, K. Graham) that Senate approves the revisions to Regulations TBD-1844: R-UG-2.1.2 Full and Part-time Study effective for the 2025/26 Undergraduate Calendar as presented.
The motion **PASSED**.

BAS Design non-Honours removed, 13.5 residence for Nursing added

It was **MOVED** (O. Saloojee, J. Mason) that Senate approves the revisions to Regulations TBD-1839: R-UG-2.2.2/3.4.1 Minimum Number of Residency Credits effective for the 2025/26 Undergraduate Calendar as presented.
The motion **PASSED**.

Restrictions on credit added for programs offered by Sprott, BScN

It was **MOVED** (J. Lynch, M. Papineau) that Senate approves the revisions to Regulations TBD-1868: R-UG-3.1.14 Restrictions on Credit for Certain Courses effective for the 2025/26 Undergraduate Calendar as presented.
The motion **PASSED**.

Adding Nursing Registration to Reg 3.1.3

It was **MOVED** (K. Graham, G. Wainer) that Senate approves the revisions to Regulations TBD-1853: R-UG-3.1.3 Absence from the University effective for the 2025/26 Undergraduate Calendar as presented.
The motion **PASSED**.

ACE Regulation for BCyber

It was **MOVED** (J. Lynch, M. DeRosa) that Senate approves the revisions to Regulations TBD-2308: R-UG-3.2.7 Bachelor of Cybersecurity effective for the 2025/26 Undergraduate Calendar as presented.
The motion **PASSED**.

ACE regulation for BDS

It was **MOVED** (M. Papineau, K. Hellemans) that Senate approves the revisions to Regulations TBD-2307: R-UG-3.2.7 Bachelor of Data Science effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

BPAPM advanced standing decision

It was **MOVED** (B. O'Neill, J. Chan) that Senate approves the revisions to Regulations TBD-1378: R-ADM-Program-B.P.A.P.M. effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Items for Information

- Graduate minor modifications for March 4, 2025
- Undergraduate minor modifications for March 18, 2025

There was no discussion of these items.

b) Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented 7 major modifications for Senate approval, plus one item for information.

To expedite business, the major modifications were combined into an omnibus motion.

It was **MOVED** (P. Williams, D. Mendeloff) that Senate approve the major modifications as presented below.

The motion **PASSED**.

Motions included in the Omnibus:

- THAT Senate approve the introduction of ACSE 4907 as presented, with effect from Fall 2025
- THAT Senate approve the major modification to the MSc in Management and MSc in Management with Collaborative Specialization in Climate change and the introduction of BUSI 5988 with effect from Fall 2025.
- THAT Senate approve the deletion of INAF 5919 as presented with effect from Fall 2025

- THAT Senate approve the major modification to the PhD program in International Affairs and the deletion of INAF 6700 and 6907 as presented with effect from Fall 2025.
- THAT Senate approve the major modification to the M. Eng Engineering Practice programs and the introduction of EWEX 5001 and 5002 and presented with effect from Fall 2025.
- THAT Senate approve the deletion of EARTH 4910 as presented with effect from Fall 2025.
- THAT Senate approve the major modification to the PHD comprehensive examinations in Communication as presented with effect from Fall 2025.

Item for Information:

The committee Chair noted that the establishment of the Bachelor of Accounting was approved by Senate in April of 2024. However, after a review by the Quality Council it was determined that the B. Acc be submitted as a new program proposal which resulted in additional process steps, including an external review. The site visit has been completed and the program will be submitted to the Quality Council and Ministry for approval. No additional motions for Senate are required.

c) Senate Academic Governance Committee (SAGC) (E. Sloan)

The Clerk presented a motion to ratify faculty member Cristina Ruiz Martin to fill an existing vacancy on the Senate Review Committee:

It was **MOVED** (E. Sloan, L. Marshall) that Senate ratify the nominee for the Senate committee indicated for service beginning immediately upon approval.

The motion **PASSED**.

The Clerk next presented a revised Terms of Reference for the Senate Review Committee.

The Clerk reminded Senators that in February 2025, Senate approved a motion to dis-establish the Senate Library Committee, with the provision that the Senate Review Committee include as one of their responsibilities a review of the annual Library Report. The revised TOR for the Senate Review Committee, with this added responsibility, was circulated in advance to Senators.

It was **MOVED** (E. Sloan, M. Haines) that Senate approve the revised Terms of Reference for the Senate Review Committee, as presented.

A Senator noted two small typos in the document.

With these corrections to the document, the motion **PASSED**.

d) Senate Medals & Prizes Committee (Medals Policy) (E. Sloan)

The Senate Medals & Prizes Committee met on February 27 to discuss revisions to the Senate Medals Policy. Several of the revisions were required due to FGPA restructuring and the suspension of Fall Convocation. Other updates included:

- The addition of a new Senate medal at the Master's level for research projects
- Removal of the Medals & Prizes Committee Terms of Reference from the policy
- Revision of criteria for evaluating candidates for university medals at the graduate level.

A track-change version of the updated policy was circulated to Senators in advance.

It was **MOVED** (E. Sloan, A. Bowker) that Senate approve the revised Senate medals Policy, as presented.

The motion **PASSED**.

8. Motion from Senator Jody Mason

This motion had been included in the February Senate binder, but was moved to the March meeting due to lack of time.

Motion:

Whereas the current practice for presenting motions related to program closures makes it difficult for Senators to know exactly what they are voting for (such motions tend to appear in omnibus motions and are presented with a limited rationale),

It is **MOVED** (J. Mason, M. Rivers-Moore) that any motion related to the closure of a program at the undergraduate or graduate level (major, minor, MA, or PhD program) be presented as a unique motion to Senate.

Discussion:

A Senator suggested as a friendly amendment that the section within parenthesis be removed from the motion. The mover agreed. The revised motion reads as follows:

It is **MOVED** (J. Mason, M. Rivers-Moore) that any motion related to the closure of a program at the undergraduate or graduate level be presented as a unique motion to Senate.

A Senator questioned the utility of this motion. They noted that an omnibus is not meant to hide any motion, but to facilitate business of Senate; Senators are free at any time to remove any item from an omnibus motion.

Some Senators suggested placing any motions for program closures at the beginning of an omnibus, or bolding them to make them more visible. Other Senators noted that the bigger concern behind this motion is that Senate should be thoroughly discussing any motions proposing closure of units. It was noted as well that even if motions are listed separately, the committee Chair can still propose combining them as an omnibus motion.

The discussion came to a conclusion and the question was called.

The motion **PASSED**.

9. Reports for Information

- a) Senate Executive Minutes (February 18, 2025)
- b) Report from COU Academic Colleague
- c) UPC and TPAC membership Reports for 2025

There was no discussion of these items.

10. Other Business

There was no other business.

19. Adjournment

The meeting was adjourned (D. Howe, J. Chan) at 3:51 p.m.