OPEN SESSION

CONSENT AGENDA

to the Open Agenda of the 631st Meeting of the Board of Governors

Thursday, June 9th, 2022
Via videoconference

4.1 ITEM(S) FOR APPROVAL

4.1.1 Approval of minutes of the previous meeting

MOTION: That the Board of Governors approves the open minutes of the 630th meeting of the Board of Governors, as presented.

4.1.2 Approval of Special Appointments to Senate

MOTION: That the Board of Governors approves the nomination of Kim Hellemans as Senate COU Academic Colleague, to serve a 3-year term of service beginning July 1, 2022.

MOTION: That the Board of Governors approves the nomination of Margaret Haines as Senate Alumni Representative, to serve a 3-year term of service beginning July 1, 2022.

4.1.3 Approval of Use of the External Auditor for Non-Audit Services Policy

MOTION: On the recommendation of the Audit and Risk Committee and Governance Committee, that the Board of Governors approves the Use of the External Auditor for Non-Audit Services Policy, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 University Secretariat Annual Report - June 2022

4.2.2 Cyclical Review Program Summary for 2020/2021

4.2.3 Minutes from 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 630th Meeting of the Board of Governors

Thursday, April 28th, 2022 at 3:00 p.m.
Via Videoconference

PRESENT:  D. Fortin (Chair)  G. Garland  S. Mingie
D. Alves  D. Greenberg  N. Nanos
B.A. Bacon  L. Hayes  B. O'Connor
B. Creary  L. Honsberger  B. Örmeci
P. Dion  N. Karhu  E. Sloan
G. Farrell (Vice-Chair)  A. Keung  P. Smith
K. Furlong  C. Khordoc  C. Tessier
K. von Finckenstein  A. Lettieri  A. Tremblay
  A. Ullett

REGRETS:  Y. Baltacioğlu  M. Fraser  H. Khalsa
A. Brown  H. Heppler  J. Taber

STAFF:  G. Aulenback  A. Goth (R. Secretary)  L. Ralph
S. Blanchard  R. Goubran  K. Schwartz
A. Chan  M. Korgh  K. Solomon
J. Conley  S. Levitt  J. Tomberlin
L. Dyke  K. McKinley  K. Tousignant
T. Frost  C. Malcolm Edwards  B. Vukovic

OPEN SESSION

1. CALL TO ORDER AND CHAIR’S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed all governors and attendees to the virtual Board of Governors meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He welcomed observers, staff members and board members to the meeting.
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 proposed agenda was circulated in advance. It was moved by P. Dion and seconded by P. Smith that the open agenda of the 630th 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 629th Board meeting, Statement of Investment Policies and Procedures for the Retirement Fund, and the commemorative naming of the Mary Ann Shadd Centre of Journalism and Belonging.


It was moved by S. Mingie and seconded by G. Garland, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. **ITEMS FOR APPROVAL**

5.1 **Board Award for Outstanding Community Achievement**

An executive summary was circulated in advance.

The Chair advised that the Board Award for Outstanding Community Achievement is an award given annually, recognizing the spirit of student volunteerism and substantial community contribution while at Carleton. This award aims to increased student financial support by granting $2,000.

K. Furlong, chair of the Advancement and University Relations Committee, advised that the committee unanimously recommends Valentina Vera Gonzalez as the award recipient, a fourth-year honours international business student. She has an outstanding GPA and built a humanitarian network for students from Latin America.
On the recommendation of the Advancement and University Relations Committee and Board Award Jury, it was moved by A. Keung and seconded by A. Tremblay to approve Valentina Vera Gonzalez as the recipient of the Board of Governors Award for Outstanding Community Achievement for the 2021/22 academic year, as presented. The motion carried unanimously.

5.2 Founders Award

An executive summary was circulated in advance.

The Chair advised that the Founders Award is Carleton’s highest non-academic honour and is given to individuals who have made a significant contribution to the advancement of the University through their dedication and generosity and commitments to the values of the University.

K. Furlong advised that the committee unanimously recommends Dr. Carl McMillan as the Founders Award recipient for 2022. Dr. McMillan started at Carleton in 1968 and was one of the first Directors of what is now known as the Institute for European and Eurasian Studies. He has been engaged with the University for 55 years and established the funding of the Pushkin Endowment Fund and the McMillan Chair for Russian Studies.

On the recommendation of the Advancement and University Relations Committee and Founders Award jury, it was moved by D. Greenberg and seconded by N. Karhu to approve Dr. Carl McMillan as recipient of the 2022 Founder’s Award, as presented. The motion carried unanimously.

5.3 2022/2023 Tuition Fees

An executive summary and presentation were circulated in advance.

J. Tomberlin, Provost and Vice-President (Academic), presented the framework for 2022-23 tuition fees for domestic students, both in province and out of province, as well as 2022-23 and 2023-24 international student fees. In 2019, the Ontario government announced a 10% tuition fee reduction on all grant-eligible tuition fees for the 2019-20 academic year, followed by a freeze in 2020-21. Grant-eligible tuition fees for Ontario residents continue to remain fixed at the 2019-20 level. However, the provincial government has permitted domestic tuition fees for out-of-province students to increase by 3% in 2021-22 and 5% in 2022-23.

When setting international tuition fees, Carleton considers other universities as comparators, based on comparison, another increase would be appropriate for 2022-23. The proposal includes a two-year framework, with an increase of 5% in international tuition for the B.A., Bachelor of Commerce, and most undergraduate degrees, an 8%
increase for the Bachelor of Engineering, Bachelor of Architectural Studies, and Industrial Design, and Computer Science. Most masters programs would increase by 3% with the exception of the Master of Engineering, Computer Science, and MBA. Carleton is not looking to increase PhD tuition fees and an effective rate of charging international PhDs the same as domestic by offering tuition bursaries. The Deans of each of the faculties have been consulted.

The Chair asked for clarification of the two-year increase in international fees. J. Tomberlin confirmed that it will be the same increase in each of 2022-23 and 2023-24.

J. Tomberlin also clarified the wording of the motion for the out-of-province domestic tuition advising that phrasing it as “up to a 5% increase” allows for flexibility.

On the recommendation of the Finance Committee, it was moved by G. Farrell and seconded by D. Alves to approve a freeze in domestic tuition fees for Ontario residents in 2022-23, as per the 2022-23 Ontario Tuition Framework, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by A. Tremblay and seconded by C. Khordoc to approve up to a 5% increase in domestic tuition fees for out-of-province students in 2022-23, as per the 2022-23 Ontario Tuition Framework, as presented. The motion carried unanimously.

On the recommendation of the Finance Committee, it was moved by D. Greenberg and seconded by G. Garland to approve the proposed increases to the international tuition fees for 2022-23 and 2023-24, as presented. The motion carried unanimously.

5.4 2022/2023 Miscellaneous Administrative Fees

An executive summary was circulated in advance.

P. Dion advised that the approval of the miscellaneous administrative fees is part of the process for the approval of the annual operating budget. These proposed fees are in line with the Consumer Price Index (CPI) or in tandem with the University of Ottawa.

L. Dyke, Vice-President (Finance and Administration), noted that these are administrative fees, many of which are optional to students, are being increased with CPI and while the graduate application fee is not being increased as it is in collaboration with University of Ottawa.

On the recommendation of the Finance Committee, it was moved by D. Alves and seconded by S. Mingie to approve the Miscellaneous Administrative fees to be charged beginning in May 1, 2022, as presented. The motion carried unanimously.
5.5 **2022/2023 Student Association Fees**

An executive summary was circulated in advance.

P. Dion advised that Student Associations charge fees for their activities and the University collects those fees on the Associations’ behalf. Charges are reviewed annually by the Finance Committee. It was noted that these are existing fees that have either remained unchanged or have increased as a result of student referenda or the Ancillary Fees Protocol.

L. Dyke advised that these are fees that are determined by student associations for their activities and go through a referendum process for any changes.

A member inquired about the career and placement fee that starts May 1, 2022. S. Blanchard, Vice-President (Students and Enrolment), responded that for the most part, these fees are implemented as of September 1st with the exception of the career and placement fee, which has an effective date of May 1st. The member followed up on the nature of the fee, how it relates to the career levies, and the services that the University provides. S. Blanchard advised that as part of the Student Choice Initiative, the students wanted to have more options including career supports. The Fee does not duplicate what the University is doing and it makes it more transparent for the students in terms of what the Student Association is there to deliver for their services.

On the recommendation of the Finance Committee, it was moved by C. Tessier and seconded by D. Greenberg to approve the 2022-2023 Student Association fees, as presented. The motion carried unanimously.

5.6 **2022/2023 Operating Budget**

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

P. Dion advised that the operating budget represents the resources available for core activities such as teaching, research, student services, academic and administrative support. For the 2022-23 operating budget, the Finance Committee is recommending the approval of an operating budget with revenues and expenses of $521 million, up $6 million from the previous year.

J. Tomberlin reviewed the budget planning cycle and process, starting with the Strategic Integrated Planning Committee, guidelines for the budget, attending a planning retreat, and then the Resource Planning Committee Chairs (RPCs) present requests. The Provost Budget Working group reviewed those plans and requests against the university's budget priorities and considered the feedback received from the RPCs in their presentations before making recommendations for resource allocations for 2022-23.
The 2022-23 Operating priorities are similar to 2021-22. As all decisions are guided by the Strategic Integrated Plan (SIP), the University is looking at investing in initiatives that help Carleton move forward on the three strategic directions of that plan. The hope is to no longer be in the pandemic next year and Carleton is investing in initiatives that would lead to the University’s success following the public health crisis. The university continues to seek diversity in its sources of revenue, and to make investments in cost-containment strategies that promote the smart use of resources.

The five-year financial plan was based on stable enrolment over the planning horizon. It assumes frozen grant-eligible tuition fees in 2022-23 and 2023-24 followed-by modest increases thereafter, and increases in international fees was based on the approved framework. The Provost noted that the increase to out-of-province domestic tuition was not included in these assumption. Salaries and benefits increases are anticipated taking into account legislated salary cap of 1% per year, inflationary non-salary central cost increase, and no special payments to the Pension Reserve required.

In terms of risk mitigation, the proposed 2022-23 operating budget conservatively allocated base budget to RPCs in an effort to maintain an appropriate level of base budget surplus over the planning horizon. RPCs were encouraged to use existing carry-forward funds to support one-time initiatives. This was reinforced through conservative fiscal budget allocations. Lastly, the fiscal component of base use to support new hires is held centrally until the new hires’ start date, a move that provides additional financial flexibility centrally for the university.

A summary of the 2022-23 Operating Budget was provided highlighting that budgeted revenue and expenses are set at $521 million. The Provost elaborated that government grants are expected to remain flat over the planning horizon, tuition fees may see modest growth in the coming years, and that the university conservatively forecasts investment income.

He summarized the 2022-23 Allocations, indicating that $1.5 million was allocated in base and $11.2 in fiscal to RPCs. University Budgets were allocated from $5.9 million in base and $7.7 million in fiscal and that $2.4 million base and $3.0 million fiscal were allocated to contingencies. Total allocations for 2022-23 are recommended to be $9.8 million in base and $21.9 million in fiscal.

A large portion of RPC funding is going to the academic side of the university including: the Provost’s Office, all of the Faculties, and the Library. Other areas in the budget include mandated student support, IT, utilities, fringe benefits, library acquisitions, campus operations etc.

There is $22.9 million base and $23.4 million fiscal allocated toward provisions and contingencies. This does not include the material amount of carry-forward residing with each of the RPCs.
A member asked what percent of annual increases, on average, have the proposed framework for international tuition corresponded to and if the University expects to see similar annual increases in the future. J. Tomberlin responded that tuition was modeled at 1% increase based on a two-year period. B.A. Bacon the long-term projections are conservative and it is a challenge to make predictions three or four years ahead. As the University set up all the assumptions over the long term, they were conservative, in terms of student enrolment and tuition fees. J. Mihalic, Planning Manager, advised that the assumption of 0%-8% was held throughout the planning horizon. If there are changes two years after the framework, that may have a material impact on the operating budget.

A member commented that there has been low inflation over the past five to ten years and expressed a concern about budget sensitivities given that we are in a period of heightened inflation and, at the same time, constrained by the provincial government.

On the recommendation of the Finance Committee, it was moved by A. Keung and seconded by D. Greenberg to approve the 2022-2023 operating budget, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Student Mental Health Framework 2022-2026 (S. Blanchard)

An executive summary, presentation, draft framework, and feedback summary were circulated in advance.

The Chair advised that the Student Mental Health Framework was launched in 2016 and the 3.0 framework has been reviewed by the Carleton community. He commented on the depth of collaboration and listening resulting in a richer framework.

B. A. Bacon advised that this updated framework will cover the period of 2022 to 2026. A draft was brought to the Board in March 2022 but there was one more round of discussions and revisions resulting in an enhanced text. The version is final with respect to the text but a professionally designed version will be shared with the Board in June 2022.

S. Blanchard introduced her team: Lisa Ralph (Associate Vice President, Student Affairs), Kristie Tousignant (Director, Health and Counselling Services), Greg Aulenback (Director, Strategic Initiatives), and Michaela Korgh.

She noted that a comprehensive consultation process was undertaken to reshape the Student Mental Health Framework, which has four areas of focus, 12 objectives, and 30 recommendations to support student mental health and wellness at Carleton.

The Framework is its final phase after a comprehensive process which began in October 2021. From the feedback, new areas of focus were incorporated such as safe substance use and harm reduction, cyber bullying and social media use, increasing access to
services, increased support in navigating those services, investigating best practices for supporting mental health in the curriculum and in the classroom, and striving to include equity, diversity, inclusion, and accessibility which are woven into the framework.

The main themes from the feedback included a focus on framework implementation, pedagogy and academic structures, community building and knowledge sharing, increased support, and Indigenous perspectives on mental health.

The draft framework was circulated and the following enhancements were made:

- Adjusting the wording of recommendations to be more intentional in the inclusion of Indigenous students and Indigenous perspectives;
- Increased emphasis on substance use health in the guiding values and framing section of the Framework; and
- Grammatical updates and strengthening language.

The final framework will be released to the Carleton community and they will engage the Student Mental Health Advisory Committee on developing work plans for implementation.

A member commented how proud they are as a member of the Board that the University is taking a leadership role on issues like mental health and substance use disorder. This framework and the additional supports will help keep students in school.

6.2 Coordinated Accessibility Strategy Annual Report

An executive summary and presentation were circulated in advance.

The Chair introduced the Carleton’s Coordinated Accessibility Strategy (CAS) which was officially launched in June 2020. This report was provided to the Board as an update on the ongoing projects and part of CAS’s commitment to transparency within the Carleton community.

S. Blanchard advised that CAS undertook a comprehensive consultation process and significant strides have been made in this strategy. The implementation of the strategy is being led by Research Education Accessibility Design (READ) Initiative which supports a number of accessibility initiatives, research projects, and offers training across campus. During the first year of the implementation of the accessibility strategy, different voices and perspectives were brought together to draft action plans and over the past year, have moved into the implementation phase.

C. Malcolm Edwards, Lead of the CAS Implementation, provided a presentation, noting Carleton aspires to be an inclusive university and she started by anchoring the discussion in the “why” of the CAS initiative existence. She shared the story of a student, Rebecca,
who faced barriers on campus due to disabilities but was able to find her voice and advocate for change.

Since the launch of CAS, significant action has been taken on 30 out of the 40 recommendations. The majority of the activities since the April 2021 Report are either underway or continuing, receiving more than $15.8 million in funding. She noted that accessibility is not an end state, it is constantly evolving.

Highlights from the seven areas of focus included:

- Coordination and Leadership: Theory of Change, proposed standards for the Accessibility for Ontarians with Disabilities Act and updating the Accessibility Services website, and strategic communications;
- Education and Training: in coordination with the Paul Menton Centre (PMC), supports for instructors, understanding barriers, and the Accessibility and Wellness Series;
- Information and Communication: accessible events guide with Conference Services, relaunch of accessibility landing page, and accessible procurement literacy;
- Physical Campus: formalized audit agreement with the Rick Hansen Foundation and up to five buildings can be submitted for assessment per quarter, and partnership development with Key2Access;
- Employment and Employee Supports: benchmarking completed with recommendations for improving culture, implementation plan developed;
- Student Support Services: increase focus on graduate students and post-doctoral fellows, accessibility literacy and skillsets, challenging ableism;
- Research and Development: increased awareness and profile, David C. Onley Initiative, $3.3 million in funding through READ and partners on campus.

Intermediary outcomes (2020-2025) include creating system changes for the internal recognition of culture, embedded roles and resources, policy reviews, greater representation, and improved workplace accommodations and supports. Longer term outcomes (2025+) include acceptance of culture, going beyond the minimum standards, updated policies, and international reputation. CAS will continue to reflect, listen, and learn, and will continue to engage the Carleton community.

The Chair noted the progress that has been made in the two years of CAS and reflected on C. Malcolm Edwards’ comment that there is not an end point to accessibility, it is continuous. He inquired if Carleton will continue in its current leadership role in this field. C. Malcolm Edwards responded that this report reflects on the achievements and gives perspective on all the progress that Carleton has made. There are now more than 30 people across different units that are committed and working around accessibility. There is a desire at Carleton to move beyond just compliance.
A member commented that when they first came to Carleton, they heard that it was accessible because it had tunnels but thought that there had to be more than just tunnels for accessibility. Since coming to campus, they are seeing that campus is more than compliant and are more than complacent. C. Malcolm Edwards responded that this is a reflection of the community at Carleton.

B. Vukovic, Director, READ Initiative and National Director, Canadian Accessibility Network responded that Carleton’s leadership role is recognized domestically and internationally. In the last few months, there have been outreaches from Australia and the United States recognizing the position that Carleton has in terms of accessibility.

6.3 International Strategy Annual Report

A presentation was circulated in advance.

The Chair noted that the International Strategic Plan (2020-2025) sets a path to further enhance Carleton’s international impact and to better support the capacity of faculty and students to engage internationally with the mission to enhance Carleton’s international reputation for research and teaching and anticipate the needs of the future.

R. Goubran, Vice President (Research and International), introduced the International Strategic Plan which was launched in 2020, after extensive consultations with all stakeholders. The objective is to position Carleton International as the central hub for coordinating international activities across campus.

K. Schwartz, Associate VP (Research and International), provided an update on the progress that is being made on the International Strategic Plan. The COVID-19 pandemic has impacted the plan, but the community has been able to pivot. A review of the plan has been conducted and one of the goals has been to establish baselines that can be used as a point of comparison for the final evaluation of the plan in 2025.

The Strategic Vision of the plan is “Serve the World” and “Nurture Global Citizens”, which aligns with the University’s overarching Strategic Integrated Plan. Carleton’s global presence includes more than 176,000 alumni worldwide, 4,580 international undergraduate and graduate students, and 127 student exchange agreements worldwide.

Carleton’s international goals include:

1) International Research and Funding: create research collaborations, expand student research mobility, and increase research funding;
2) International Students: diversify student population, enhance student experience, and celebrate international students’ contributions;
3) International Teaching, Knowledge, and Expertise: expand international programs, attract international scholars, and expand online academic offerings;
4) Internationalization at Home: leverage Carleton’s location in the national capital, promote intercultural learning events, and develop global engagement certificate; and

5) International Mobility and Experiential learning: increase international mobility and experiential learning opportunities and showcase Carleton’s successes.

International activities are diversified across campus with international research and funding being under the Office of the Vice President Research and International while international students is the prevue of the Vice President (Students and Enrolment).

Progress towards Goal 1 (International Research and Funding): Research funding grew 48% between 2017-18 and 2021-22 and $17.3 million in research funding was awarded with 204 research grants and contracts over that same time period. There has been a steady upward trend in funding and a new source of funding is coming from foundations.

Progress towards Goal 2 (International Students): goals include attaching students from a diverse group of countries with the potential for strong academic research and performance. The percentage of new international students with a GPA of greater than or equal to 80% has steadily been on the rise and was on average 86% in Fall 2021. Students are feeling integrated into the Carleton community and based on a comparative report, Carleton students feel more satisfied with the services offered than the average of other institutions. Students have come from 165 countries over the past 5 years. The top six countries from which Carleton draws its students are China, Nigeria, India, the United Arab Emirates, the United States, and Iran.

Progress towards Goal 3 (International teaching, knowledge, and skills transfer): includes the visiting scholars program with 35 virtual visiting scholars on 30+ research projects between April 2020 and February 2022, and 115 students placed in virtual international internship programs. There was a 246% increase in participation in Summer 2021 compared to Summer 2020.

Progress towards Goal 4 (Enhance Awareness and reduce barriers for international mobility and experiential learning opportunities): Enhanced student support to engage in international mobility through two Global Skills Operating Grants targeted for Indigenous students, low income students, and students with disabilities. Carleton’s successes in international mobility were showcased at the International Research Mobility Symposium and this virtual event was attended by approximately 200 people.

Progress toward Goal 5 (Internationalization at home): Liaising with embassies to collaborate on cultural and education activities.

Response to international crises have been coordinated across the campus. As the Afghan crisis arose, a researcher put in an application to the International Development Research Centre and received a $1.1 million grant for Scholars at Risk. Work was undertaken with Heads of Mission Spouses Association (HOMSA) to develop a grant for female Afghan refugees and Carleton is working with HOMSA to welcome students and offer ongoing
support. In response to the conflict in Ukraine, across campus there have been contributions to Scholars at Risk. The Institute of European, Russian, and Eurasian Studies hosted a series of teach-in forums with experts to help educate attendees on the ongoing crisis.

In terms of the international priorities going forward, the first is recovering from the pandemic pivoting back to face-to-face learning and meetings. The department is tracking outcomes in relations to baselines to make data-driven decisions. Additionally, they are seeking partnerships in countries with few or no linkages, and partnering on important international projects.

A member inquired about the student exchange program, noting that there are 127 exchange agreements in place and wondered how this number compares to other universities of a similar size. K. Schwartz responded that some universities target specific countries and would have fewer agreements by design whereas Carleton has a policy of diversifying so it is hard to compare to other universities. One issue is that across the country only 11% of students have some sort of international experience and Carleton is trying to increase the number of students that have this experience.

6.4 Report from the Chair (D. Fortin)

The Chair started his report by noting for new Board members that the Board meeting are not aligned uniformly across the calendar year. The meetings are lined up with the rhythm of the University and this is a particularly busy time of year. He thanked all of the committees and the committee chairs, and vice chairs for their work.

6.5 Report from the President (B.A. Bacon)

A written report was circulated in advance.

B.A. Bacon started his update noting that it has been a challenging but successful year. Classes ended in mid-April and April 28, 2022 is the last day for exams closing out the 2021-22 academic year. Carleton is prepared for the summer term, there is strong enrolment (11,000), and the majority of classes are scheduled to be in-person.

Regarding the ongoing challenges of the COVID-19 pandemic, several weeks ago the University announced that the mask mandate would be lifted as of May 1, 2022, along with the vaccine mandate which was a decision across all Ontario universities. The vaccine mandate will still be lifted but due to a sixth-wave of the pandemic in Ottawa, the mask mandate will remain in place until further notice. The situation will continue to be monitored and adjustments will be made in real time.

Plans to host spring convocation ceremonies are moving forward starting on June 13, 2022 with one week for the 2020 and 2021 graduates and a second week for the 2022 graduates for a total of 40 ceremonies. He invited everyone to join and celebrate the success of Carleton’s graduates.
On April 1, 2022, L. Dyke started her new role as Vice President (Finance and Administration). He thanked C. Taylor for her work as the interim Vice President and noted she has returned to her role as Assistant Vice-President (Human Resources). M. DeRosa has been appointed as the Dean of the Faculty of Science. B. Appel Kuzmarov has been appointed to Associate Vice President (International), P. Leland is joining Carleton as Executive Director of Risk Management to take over for Tony Lackey who is retiring.

Earth Day was celebrated on April 22nd and Carleton announced that the University has achieved a STARS gold rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education.

Admissions are on target for the fall and are in line with the proposed operating budget. Carleton is heading towards another successful fundraising year and congratulated J. Conley, Chief Advancement Officer, and her team for their work. The Carleton men’s basketball team won the national championship for the 16th time in the last 19 years.

A member inquired with respect to the pandemic and the mask mandate and why the University chose to keep this mandate but suspend the vaccine mandate. B.A. Bacon responded that the vaccine mandate has not been lifted rather it has been paused. Faculty, staff, and students are still being required to attest to their vaccination status and are strongly recommended to get vaccinated. The decisions was a sector decision and Ontario universities decided to move in this direction following public health advice. The University is trying to balance the legal, political, and health considerations.

The member followed up asking if incoming new students will need to be vaccinated in September and B.A. Bacon responded that the decision is not known at this time.

6.6 Committee Chair Updates

6.6.1 Advancement and University Relations Committee

K. Furlong, Chair of the Advancement and University Relations Committee, noted that the committees for both the Board Award and the Founders Award met in April 2022. The committee heard from J. Conley on the fundraising and the Advancement Strategy with the goal of a rolling average of $35 million annually and Carleton has surpassed this with fundraising of over $40 million in 2021-2022. The committee also received an update on the Brand Awareness campaign which was launched by University Communications in February 2022. The geographic targets for this campaign are Ottawa, the Greater Toronto Area, Calgary, Edmonton, and Vancouver with influencers, business, and government leaders. The early metrics from this campaign are very positive with more than 44 million impression. The Committee also oversees government relations and A. Mullin, Director of Government Relations, presented a plan and initiatives with the municipal, provincial, and federal governments. Lastly, the committee oversees the work being done on the
Community Engagement Strategy, advising that internal consultations have been completed with over 600 participants.

6.6.2 Building Program Committee

A. Tremblay, Chair of the Building Program Committee, provided an update advising that the Committee received a status report on the Campus Master Plan renewal project being undertaken by Brook McIlroy Consultants. The consultation process has started with an announcement to the Carleton community for virtual consultation. The second phase will start in June 2022 with design and development visioning will been conducted over the summer, utilizing parametric models for design development. A Capital Planning Policy summary was provided and a planning module will be developed for Board training purposes. The policy describes three milestone approval touchpoints: the Capital Proposal Form, the Project Planning Report, and the Project Implementation Report.

The total value of projects currently underway on campus was $257.3 million and the value of the work completed up to the end of February 2022 was $126.7 million, with a forecasted spending of $129.9 million. Ongoing capital projects include the Engineering Design Centre which should be finished by April 2022, the construction of the new residence building started in March 2022, the schematic designs for the Wellness Hub project has been completed but is on hold pending the results of the RFI from the City of Ottawa, the Sustainability Research Centre is moving forward to design development and an RFP for construction services will follow shortly. The Loeb Building is having work done to address the stairs and a Building Condition Assessment Report for Patterson Hall is complete. For Capital Renewal and Deferred Maintenance, there is a $14 million annual allocation plus the funding from the Province’s Faculties Renewal grants, and a number of projects are underway.

6.6.3 Finance Committee

P. Dion, Chair of the Finance Committee, provided an update from the April Finance Committee meeting which included an approval of the Investment Policies and Procedures for the Retirement Fund, reflecting the new Responsible Investing Policy. Items for Information included the Investment Report on the Endowment, Provincial Matrix Ratios, and the Report for the ongoing Capital Projects budget. P. Dion advised that D. Alves has been unanimously approved as an external member for the Investment Committee.

7. OPEN-OTHER BUSINESS

No additional business was brought forward.
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 5:05 p.m.
MEMORANDUM
From: Senate
To: Board of Governors
Date: May 25, 2022
Subject: Special Appointments to Senate - Recommendations

According to the *Academic Governance of the University*, nominations for special appointments to Senate, including the COU Academic Colleague and the Alumni Association Representative, are brought to Senate by the Senate Executive Committee. Senate then votes to recommend these nominations to the Board of Governors for approval. (AGU Article 3, Section 3). At its meeting on April 22, 2022, the Senate approved the recommendation of the two nominees below, for approval by the Board of Governors.

Motions for the Board of Governors:

MOTION: That the Board of Governors approves the nomination of Kim Hellemans as Senate COU Academic Colleague, to serve a 3-year term of service beginning July 1, 2022.

MOTION: That the Board of Governors approves the nomination of Margaret Haines as Senate Alumni Representative, to serve a 3-year term of service beginning July 1, 2022.
Policy Name: Use of External Auditor for Non-Audit Services and Related Fees

Originating/Responsible Department: Vice-President (Finance and Administration)

Approval Authority: Board of Governors

Date of Original Policy: September 2017 (Protocol established)

Last Updated: March 2022

Mandatory Revision date: March 2027

Contact: Vice-President (Finance and Administration)

Policy:
The Audit and Risk Committee of the Board of Governors shall ensure the External Auditor remains independent and free from conflicts of interest or an appearance thereof. This can be achieved by reviewing and pre-approving all non-audit services and related fees being proposed by the External Auditor. External auditors shall not be engaged in any consulting services that could impact the University’s internal controls over financial reporting (ICFR).

Purpose:
The policy establishes best practice for quantitative and qualitative parameters used to monitor and ensure that the objectivity and independence of the External Auditor is maintained while providing non-audit services. The policy outlines the principles and parameters under which the external auditor can be engaged for non-audit services.

Scope:
The approval of services other than statutory audits that the External Auditors might be called upon to perform, as outlined in Appendix A, will apply. This policy applies to all situations where the external auditor is retained to perform non-audit services. A non-audit service is defined as a service for which an external audit opinion is not issued and for which an additional fee is charged by the audit firm. The Vice-President (Finance and Administration) is responsible for overseeing the administration and interpretation of this policy.

Roles and Responsibilities:
The University will not engage its external auditor to carry out any prohibited services as determined by the Chartered Professional Accountants of Canada.

The external auditor is required to comply with auditor independence rules as set out in the Rules of Professional Conduct of the Chartered Professional Accountants of Ontario.

The external auditor may refuse any engagement for non-audit services deemed to be an infringement on its independence without negative consequence.

The Audit and Risk Committee is responsible for reviewing the independence and scope of services for the external auditor and has the authority to approve or deny the engagement of the external auditor for non-audit services (appendix A). The aggregate value of the non-audit services performed by the external auditor may not exceed three times the total cost of statutory and other audit services provided by the External Auditor, calculated on a three-year rolling average.

The Vice-President (Finance and Administration) is responsible for providing an annual report to
the Audit and Risk Committee detailing the payments made to the external auditor for non-audit services.

**Procedure:**

**Total Cost of Advisory/Consulting Services Provided by the External Auditor**

The Audit and Risk Committee will monitor the total cost of advisory/consulting services provided by the External Auditor. The University’s protocol is that as a general rule, the total cost of advisory/consulting services provided by the External Auditor shall not exceed three times the total cost of statutory and other audit services provided by the External Auditor, calculated on a three-year rolling average. In exceptional circumstances, the Audit and Risk Committee may approve advisory/consulting services above this threshold, with the expectation that the External Auditor would return to be within the threshold within a reasonable amount of time.

**Reporting to Audit and Risk Committee by the External Auditor**

In order to assist the Audit and Risk Committee in performing its duties, the External Auditor is required to present a summary of invoices and engagements to the Audit and Risk Committee. The summary will be presented to the Audit and Risk Committee twice annually in conjunction with the Audit Plan and the Audit Findings Report. This will allow the Audit and Risk Committee to ensure the independence of the External Auditor in a timely manner.

**Contacts:**
Vice-President (Finance and Administration)
Assistant Vice-President (Financial Services)
General Counsel
University Secretary

**Related Policies/Documents:**
Signing Authorities Policy
Procurement Policy
Rules of Professional Conduct – Chartered Professional Accountants of Ontario
Chartered Accountants Act
Audit and Risk Committee Terms of Reference
<table>
<thead>
<tr>
<th>Type of service</th>
<th>Description of Example Services</th>
<th>Approval Level</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other Audit Services:</strong></td>
<td>Audits of financial information, non-financial information, or internal controls/processes, performed using Canadian Auditing Standards</td>
<td>AVP, Financial Services or VP, Finance &amp; Administration</td>
<td>These audits are usually a requirement of government contribution agreements providing funding to the University for research, capital projects or other specific programs, and are performed concurrently with the financial statement audit.</td>
</tr>
<tr>
<td><strong>Tax-related services</strong></td>
<td>Services relating to GST/HST, Payroll Taxes, Registered Charity Status, U.S. Tax, International Tax, etc.</td>
<td>AVP, Financial Services or VP, Finance &amp; Administration</td>
<td>Because the University is a registered charity, tax-related services impose little risk on an External Auditor’s independence</td>
</tr>
<tr>
<td></td>
<td>Contingency Fee Arrangements</td>
<td>Chair of the Audit and Risk Committee</td>
<td>Contingency fee arrangements have an increased risk to auditor independence</td>
</tr>
<tr>
<td><strong>Advisory/Consulting Services with a cost of $50,000 or less</strong></td>
<td>Services relating to governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc.</td>
<td>Chair of the Audit and Risk Committee</td>
<td>Provision of advisory/consulting services may jeopardize the independence of the External Auditor; consequently, prior approval shall be sought to ensure that independence (free from conflict of interest or an appearance thereof) is preserved and that the cost of such services does not exceed the amount indicated.</td>
</tr>
<tr>
<td><strong>Advisory/Consulting Services with a cost greater than $50,000.</strong></td>
<td>Services relating to governance, risk, financing, valuations, costing, human resources, information technology, forensic, actuarial, management consulting, etc.</td>
<td>Audit and Risk Committee</td>
<td>Provision of advisory/consulting services may jeopardize the independence of the External Auditor; consequently, prior approval shall be sought to ensure that independence (free from conflict of interest or an appearance thereof) is preserved.</td>
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</tbody>
</table>
University Secretariat Annual Report

June 2022

Prepared by Amanda Goth, University Secretary
May 18, 2022
A Message from the University Secretary

Despite the last few years presenting an assortment of challenges, the Office of the University Secretariat is not only growing but thriving.

Having operated half the year working remotely, we’ve managed to meet the expectations of our mandate while implementing best practices and setting new goals. Like many, we’ve learned to adapt amid ongoing change, including staff shuffles, process updates, renovations, and overseeing the online execution of Carleton’s governance. Our staff remains committed to the priorities of the Board, Senate, and Corporate Records and Archives, ready to serve and support wherever the need is present.

With the office now open, we look forward to the full resumption of in-person Board and Senate activities – a chance to once again commune and exchange vis-à-vis.

Amanda Goth
University Secretary
Mission

Our mission is to manage and support the university’s bicameral governance system in accordance with legal requirements and obligations, the Carleton University Act, the bylaws and regulations of the Senate and Board of Governors, and accepted best practices in governance. The University Secretariat also assists Corporate Archives and Records in ensuring the management and preservation of the university’s records and corporate memory.

Our role is:

1. Ensuring that decisions of the Senate, Board, and their committees are made appropriately in accordance with legal requirements and obligations established in law and by the policies, procedures, and regulations approved by the Board and Senate.
2. To ensure that Senate, Board, and their committees are duly constituted and that their members receive the information and assistance they require to make good decisions and that the decisions taken are available to the university community.
3. To provide support, advice, and assistance to Governors, senior administration, and Senators so that the process of decision-making is clear, efficient, and effective.
4. To oversee the administration and establishment of appeals, elections, ratifications, senior executive searches, appointments, and review committees.
5. To oversee a records management program and associated policies and procedures.
6. To establish, coordinate renewal, and communicate university policies.
Secretariat

Staffing Update
The University Secretariat now comprises eight full-time staff, welcoming two new team members, Kerry Solomon, Administrative Assistant, in November 2021 and Maryanne Bright, Communications Officer, in February 2022. Kerry supports the work of the University Secretariat, and Maryanne supports the communications needs of the University Secretariat, Board of Governors, and Senate.

Former employees Jaclyn Chandler took a career development assignment as Administrative Coordinator, Corporate Engagement in University Advancement, in October 2021, and Alysha Cunningham accepted a permanent full-time role in the Department of University Communications in January 2022. The Office of the University Secretariat congratulates them both on this new chapter and thanks them for their contributions.

With an ever-expanding portfolio, the office participated in the Carleton Co-op program, hiring student, Grace Girotte, to work as a Communications Assistant from January to April 2022. This opportunity provided invaluable support toward the execution of both Board and Senate communications.

Corporate Records and Archives also participated in the ACT to Employ and Young Canada Works and Work-Study Programs, hiring Katherine Ellis and Emma Legere to work as an Archives assistants for the 2021/22 academic year.

Return to Campus
In 2022, the Office of the University Secretariat began its gradual return to campus, transitioning to a hybrid working model in February. The office officially re-opened in April with the operating hours of Monday to Friday, 8:30 am – 4:30 pm, allowing for the facilitation of more in-person functions.
Renovations
The Office of the University Secretariat has completed the renovation and update of the Board of Governor’s room located in Richcraft Hall. With an emphasis on creating a design that is bright, inviting, and functional, the room now boasts additional monitors, improved audio-visual technology, accessible plugs, and more.

Renovation of the Senate room is also moving ahead steadily following plan approval of the modernized interior. The revamped space will feature refreshed flooring, ceiling treatments, increased lighting, and added video conferencing capabilities. The tentative date for completion is January 2023.

While the pandemic has disrupted how we conduct business, it has provided the opportunity to update our meeting spaces in preparation for the eventual return to in-person and hybrid activities.

Policy Administration
Since June 2021, upwards of 22 policies have been approved by the Senior Management Committee (SMC). Following each SMC meeting, monthly policy updates are posted on the Secretariat’s website and database. New policies included:

- Administrative Data Collection, Access, and Usage Policy
- Flexible Work Arrangement Policy
- COVID 19 Mandatory Vaccine Policy
- COVID-19 Mask Policy
- Endowment Fund Responsible Investing Policy
- Retirement Fund Responsible Investing Policy
- Non-Endowed Funds Investing Policy

These updates outline changes or introduce new policies shared with the Carleton community via the daily Top 5.
New Policy Template

In addition to updating, and maintaining the policies database, the University Secretariat developed a policy template to improve the consistency, efficiency, revision, and communication of Carleton policies.

The University Secretariat will be collaborating with the Office of Quality Initiatives and the Vice President (Finance and Administration) to map the policy review process to find administrative efficiencies in 2022/23.

Web Accessibility

To ensure accessibility of the Secretariat, Senate, Board of Governors, and Corporate Records and Archives websites, a review was undertaken to improve webpage navigation and remove outdated information. This task remains an ongoing priority.

Search Committees

The search for a new Vice-President (Finance and Administration) (VPFA) launched in September 2021 and was supported closely by the University Secretariat. Following a rigorous process, an appointment of Dr. Lorraine Dyke was approved by the Board in December 2021. The renewal process for the Vice-President (Research and International) also took place and was completed in April 2022 with the successful reappointment of Dr. Rafik Goubran.

Each process required committee and governance support such as the drafting of communications, development of a dedicated website, oversight of community consultation, and a summary of the collected feedback.

Training and Development

The University Secretariat team is dedicated to continuous learning. In addition to the mandatory COVID-19 webinar, important training highlights include:

- Restorative Justice Training
- Procedural Fairness Training
- 2021 Council of Ontario University Secretaries (COUS) Conference*
- The NEW Ontario Non-Profit Corporations Act: What Ontario Non-Profit and Charity Organizations Need to Know About the ONCA
- Kinàmâgawin Indigenous Learning Certificate
- Canadian University Board Association Conference
- Accessibility in Higher Education Workshop
• Building a Reconciliation Framework for Canada’s Archives Description/Steering Committee, Canada’s Archive Response to the Truth and Reconciliation Commission Taskforce
• Association of Canadian Archivists Workshop – Incorporating Indigenous Ways in Archival Policy and Procedure Development
• Risk Management 101

*Amanda served as Vice-Chair of COUS as well as part of the planning committee for the COUS Conference
**See the attached appendix for a full list of completed training and development courses.
Board of Governors Administration

Onboarding

In June 2021, the Board of Governors ratified the appointment of seven new Board members and five returning.

New members:
- Alice Keung, Community-at-Large
- Susan Mingie, Community-at-Large
- Anastasia Lettieri, Undergraduate student
- Holden Heppler, Undergraduate Student
- Allison Brown, Graduate Student
- Harjit Kaur Daljit Singh Khalsa, Graduate Student
- Catherine Khordoc, Faculty

Renewals:
- Beth Creary, Community-at-Large
- Konrad von Finckenstein
- Patrice Smith, Faculty-Senator
- Louise Hayes, Alumni
- Nina Karhu, Staff

Following ratification, all Governors attended a virtual Board Orientation on September 2, 2021, reviewing the intranet modules in preparation. In addition to a general overview, networking, and committee breakouts, Board members heard presentations from Senior Leadership and guest speaker Steve Orsini, President & CEO, Council of Ontario Universities.

Incoming Board members were also paired with experienced Governors as part of the Board Mentorship Program. Board mentors provided resources to their mentees, helping acclimatize each of the new Governors to Board culture.

Similarly, a committee chair orientation was held in August 2021 to support newly appointed Chairs and Vice-Chairs of the Board’s standing committees. The successful session was complemented by additional resources available on the Board intranet portal.
2022/23 Elections and Board Recruitment

The Office of the University Secretariat hosted two successful elections from January 2022 to March 2022, resulting in the nomination of:

- Adrian Chan, Faculty
- Puja Dabas, Graduate Student
- Mira Gillis, Undergraduate Student
- Abishek Khoyani, Graduate Student
- Laura Newton-Miller, Faculty
- Jonathan Ojanole, Undergraduate Student

In addition, Linda Grussani, alumni, was recommended by the Alumni Association Executive. Ratification will take place at the June 9, 2022 meeting of the Board of Governors. Their terms of service commenced on July 1, 2022.

Community-at-large Recruitment

The Board of Governors (BOG) was responsible for filling three community-at-large vacancies for the 2022/23 academic year. Beginning on December 3, 2021, the Office of the University Secretariat advertised internally and externally for community-at-large nominations.

These promotion efforts included: advertising on Carleton’s LinkedIn, direct outreach to internal and external BIPOC groups, and contacting Carleton’s Alumni Association. The Governance Committee selected three highly-qualified candidates to join Carleton’s Board for terms of service commencing on July 1, 2022 – a decision which will be later ratified at the June BOG’s meeting:

- Al Hamdani, Community-at-Large
- Dudley Maseko, Community-at-Large
- Meredith Porter, Community-at-Large

In preparation for the 2022/23 Board year, Amanda Goth, University Secretary, began meeting with incoming governors in May 2022.
Assessment Surveys
Annually, the University Secretary administers the Board Self-Assessment Survey and the Presidential Assessment Survey. The former garners individual governor’s experience on both the Board and standing committees, while the latter is a Board evaluation of the president’s performance. The responses are confidential and reviewed only by the University Secretary, Board Chair, and Vice-Chair.

The summary findings were shared at the closed session of the June 9 Board meeting. Results of the Board assessment help to inform areas of improvement for 2022/23 as well as committee membership.

Meetings and Events
All meetings of the Board continued to be held via Microsoft Teams per Carleton’s safe meetings and social distancing guidelines. Training, along with the implementation of protocols developed by the University Secretariat, ensured the Board and its committees were able to effectively fulfill their objectives without disruption.

Since June 2021, five full Board meetings and 27 committee meetings have been organized by the University Secretariat. This included oversight and distribution of meeting materials, preparation of chair notes, pre-meeting check-ins, post-meetings communications, guest speaker coordination, AV, and tech support.

Virtual Board Planning Session
The University Secretariat hosted The Board of Governors’ Annual Strategy Session virtually on October 15, 2021 – an opportunity to provide relevant updates on the university’s strategic direction. The primary focus was an update of the Student Mental Health Framework 3.0 alongside guest speaker Gail Beck, Clinical Director of Youth Psychiatry from the Royal Ottawa Mental Health Centre, and Board education in support of the Kinàmâgawin: Learning Together Indigenous Strategy.
**Board Meeting Summaries**

Following each meeting of the Board of Governors, a summary is drafted by the Communications Officer and University Secretary highlighting relevant approvals and presentations from the meeting’s open session. The President and Chair-approved summaries are then posted to the Board website and distributed to the Carleton community via the daily Top 5 and Twitter.

**Board and Founders Award**

Applications for the Board of Governors Award for Outstanding Community Achievement and Founders Award opened on December 12, 2021. The Office of the University Secretary created a communications strategy to amplify both calls for nominations. The awards were advertised through a variety of campus channels, including the daily Top 5, Twitter, the Board website, and faculty and student newsletters.

Following the March 2022 deadline, the University Secretariat provided ongoing support to the corresponding juries by drafting rationales, preparing applicant packages, contacting candidates, and developing communications for convocation.

Upon reviewing the twelve applications for the Board Award, unanimous agreement was met by the Jury to present fourth-year International Business student, Valentina Vera Gonzalez, as the recipient of the 2022 Board Award.

Among the three applicants nominated for the Founders Award, Dr. Carl H. McMillan Jr was named this year’s honorable recipient. Both jury recommendations were approved at the April 28 BOG meeting.
Board Chair Support
The Office of the University Secretariat continues to support the Board Chair with oversight of the Chair’s Twitter account, meeting preparations, development of speaking notes, and drafting reports.

The University Secretariat also coordinated the planning, drafting, and execution of the Chair’s Annual report. The report highlights Dan Fortin’s final term as Chair, the continued success of Carleton throughout the pandemic, and achievements from the 2021/22 year.

Resources & Newsletter
The Board of Governors’ intranet site features several resources and events for Board members, including higher education resources, governance resources, and upcoming learning and professional development workshops.

Additionally, the Secretariat continues to issue its monthly newsletter to Governors, highlighting upcoming meetings, training opportunities, important reminders, and other items of interest.

Board Member Training and Development
A series of Training and Development courses were offered to the Board of Governors, including the Kinâmàgawin Indigenous Learning Certificate, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.

As part of the Board and Carleton’s commitment to fostering Equity, Diversity and Inclusion on campus and beyond, members also attended sessions during Black History Month, International Women’s Day, the third annual Kinâmàgawin Symposium, and Sprott Sustainable Accounting and Finance Conference.
Senate Administration

Nominations and Elections
Throughout the 2021/22 academic year, Senate held four elections and released multiple Calls for Nominations to fill both Senate and Standing Committee vacancies.

Elections
- August 25 – 26, 2021: Undergraduate Student Representative on the Advisory Committee on the Vice-President (Finance & Administration)
- October 13 – 14, 2021: Contract Instructor Election for a three-year term
- January 19 – 20, 2022: Academic Staff and Student Positions on the Advisory Committee on the Vice-President (Research & International)
- March 15 – 16, 2022: Faculty of Public Affairs Undergraduate Student Representatives For Senate 2022/23

Committees
- April 22, 2022: Senate ratified 21 new committee appointments for terms of service beginning July 1, 2022.

Each Call for Nominations required a strategic communications plan built around the target audience. For outreach to Faculty, the University Secretariat employed the aid of the Provost’s office and Top 5, while connecting with the Office of the Vice-President (Students and Enrolment) and Faculty of Graduate and Postdoctoral Affairs to engage students. The use of department newsletters, Twitter, and direct emailing were also integral features of each campaign. The return to campus may present more opportunities in the future to promote upcoming vacancies through more innovative and traditional (campus bulletins, booths, etc.) means.

Meetings, Events, and Logistics
Virtual Orientation
In place of an in-person orientation session, a series of videos were posted to the Senate intranet site alongside resources titled the Role of Senators, Meeting Logistics and Communications, and Motions Frequently Used. A virtual orientation session was also led by Elinor Sloan, Clerk of Senate, and Kathy McKinley, Assistant University Secretary on August 20, 2021.
Virtual Meetings
As Carleton University continues to follow its safe meetings and social distancing guidelines, the Office of the Senate has remained hosting its meetings virtually. Since June 2021 there have been seven Senate meetings.

- 2021: September 24, October 22, November 26
- 2022: January 28, February 25, March 25, April 22

Senate Standing Committees
Senate’s 11 Standing Committees met virtually throughout the Fall 2021 and Winter 2022 semesters to conduct Senate business as needed.

Communications
Inside Senate
Inside Senate continues to be circulated to the Carleton community via the Top 5 following each meeting. Drafted by the Communications Officer in collaboration with the Clerk of Senate and Assistant University Secretary, this high-level summary outlines key decisions, as well as presentations and consultations received by Senators. Since June 2021, eight Inside Senate summaries have been circulated.

Annual Report
The 2020/21 Senate Annual Report to the Board was circulated and presented at the September 2021 Board of Governors meeting. The report highlighted Senate’s achievements from July 1, 2020, to June 30, 2021, including its approval of continued remote learning and compassionate grading options. The report is available on the Senate website.

Speaking Notes
For the June 2021 convocation celebrations, the Communications Officer wrote speaking notes for the Carleton University Board of Governors Chair and the Chancellor.
Clerk of Senate Support
The Office of the University Secretariat works to support the Clerk of Senate in managing the administrative needs of the Senate. The Assistant University Secretary works collaboratively with the Clerk to keep legislative records of the Senate, such as minutes of proceedings, calendars of business, nominations, motions, and amendments. The University Secretariat also oversees several election and recruitment campaigns throughout the year, assisting with the development of communication plans, outreach, promotions, and voting.

Senate Survey
The Senate Survey was conducted from April 6 to April 30, 2022, using Opinio to gather feedback and commentary on Senate members’ experiences. The survey consisted of several questions regarding orientation, communication efforts, and service on standing committees.

The survey garnered 24 replies for a response rate of approximately 30%. The collated responses and summary will be presented to Senate in Fall 2022, without attribution, for information and discussion. The survey serves as a key opportunity to assess the strengths and weaknesses of current practices and further enhance the member experience.

Convocation Support
In 2021, Carleton congratulated 6,729 graduates in two virtual convocation celebrations, held June 21 – 25 and November 13.

For the former, congratulatory messages from the Clerk of Senate, Board Chair, President, Chancellor, Indigenous Elder, and others were recorded and posted on Carleton’s convocation website alongside an interactive social media wall with graduation stories.

For the Fall, a university-wide celebration was hosted by over 20 departments and units across campus, congratulating the remaining graduates.

In June 2022, Carleton will welcome back its in-person convocation to celebrate the graduating classes of 2020, 2021, and 2022. In preparation, the University Secretariat is working diligently to provide support on logistics, communications, convocation booklet planning, and securing volunteers.
Corporate Records and Archives
Corporate Archives Activites

Backlog Processing Project
The Corporate Archives’ backlog of permanent materials awaiting appraisal, arrangement, and description has continued to increase significantly over 2021/22. This growth is the result of:

- Increase in major transfers of archival materials (200+ boxes total) from various departments.
- Campus renovations necessitated quick transfers of potentially permanent records from the Office of the President, Office of the Provost and Vice-President (Academic), Facilities Management and Planning, and Teaching and Learning Services.
- Increase in smaller transfers from academic departments to ease space restrictions upon returning to campus.
- Remote work orders for Carleton University Corporate Records and Archives (CUCRA) staff, for most of 2021/22, severely restricted the processing of archival materials.

These factors continue to force CUCRA to push intended 2021/22 goals for the Corporate Archives into the upcoming year.

Senate Minutes Digitization and Motions Database
Digitization of historic Senate and Senate Executive minutes as well as accompanying reports and working documents continued steadily through the year. In addition to full digitization, motions from the aforementioned minutes (1949-1970) are complete. Completion for the remainder of the work is expected for Fall 2022.

Like the public Board of Governors minutes, the Senate minutes will be made available through the Corporate Archives’ AToM ([https://corparch.library.carleton.ca](https://corparch.library.carleton.ca)) database; however, as the early minutes of the Senate included potentially private and/or confidential information on specific persons, each set of minutes must be reviewed and redacted before upload into the database.

Corporate Archives Vault
Due to the increase in transfers, the Corporate Archives Vault in the lower level of Robertson Hall is now at overcapacity. CUCRA staff will be prioritizing appraisal and backlog reduction through the Summer of 2022; however, as several departments are
waiting to transfer archival materials to the Vault, available shelf space is unlikely to increase.

Third-party vendor storage, such as Iron Mountain, is not an appropriate solution to relieve space restrictions as regular retrieval and return of high-use historical materials is costly and risks damage to potentially delicate items.

In addition to pressing space restrictions in the Vault, preservation concerns persist. Continued overhead leaking due to humidity build-up and seasonal fluctuations remain urgent issues in the Vault.

**Records Management Program**

**Records Management Assessments**

Corporate Records and Archives launched a campus-wide Records Management Assessment in August 2020. CUCRA completed targeted assessments with departments in Spring 2021, having conducted approximately 100 detailed assessments with 80 work units. The continued assessments further solidified identification of records management issues within specific departments – issues potentially widespread at the university – as well as risk and gap areas in the Carleton University Retention Schedule.

These assessments will be rolled into the records management profiles of every work unit CUCRA supports. With these profiles, CUCRA can track records retention and disposition issues in and across work units, detail records management advising, and schedule regular and proactive liaison with departments.

**Planning Summit**

From November 22-26, 2021, CUCRA staff held a planning summit to summarize and prioritize the work on campus-wide records management issues and procedures identified through the Records Management Assessments. Sessions were held with staff from Information Technology Services (Client Services, IT Security, and Strategic Initiatives), the Privacy Office, and the Secretariat to identify points of collaboration and support. As a result of the Summit, and follow up meetings throughout the year, procedure and workflow creation was prioritized for the upcoming year to address:

- Email retention and disposition
- Appraisal and description of corporate materials
- Records retention issues in MS 365, particularly in the use of MS Teams
- Standards for inclusive and conscientious description in corporate materials
Records Management Assessments
To expand upon the records management webinars created during remote work measures, CUCRA, in consultation with members of the Advisory Committee on University Records, developed more detailed on-demand records management training targeting specific roles at Carleton. Accessible at any time, these Records Management (RM) Toolkits – which include webinars, tip sheets, and guides – provide the foundation for the developing Information Management Champion certificate. By April 30, 2022, the following toolkits are available:

- RM Toolkit for New Employees
- RM Toolkit for Committees
- RM Toolkit for Department Administrators
- RM Toolkit for Unit Heads

Carleton University Retention Schedule Review
As an extension of information reviewed from the Records Management Assessments, the Corporate Archivist also reviewed the Carleton University Retention Schedule (CURS). The purpose is to:

- Identify risk and gap areas in CURS.
- Assess the accessibility and usability of CURS.
- Develop a new structure to promote general usability of CURS by university staff and allow integration of common records rules directly into Electronic Document Records Management Systems used on campus.

In addition to completing a new structure design, CUCRA collaborated with the Privacy Office to integrate the Privacy Information Banks classifications into CURS.

The next steps are:

- Revising sections of the common records rules in CURS.
- Development and documentation of function-specific rules for gap areas, and
- Construction and launch of the new CURS structure.
Advisory Committee on University Records
The Advisory Committee on University Records (ACUR) met on November 5, 2021, and May 25, 2022. The following records management issues were:

November Meeting:
- Records Management Assessment project
- Update on Digital Archives program
- Return-to-campus shredding procedures
- Records Management toolkit rollout

May Meeting:
- Review of Department RM Profiles structure
- Presentation of Carleton University Retention Schedule review
- Committee Terms of Reference registration
- Records Management toolkit rollout

Records Management Advisory
This year saw an approximate 40% increase in records management advisory with work units at the university. This increase was largely due to the rise in profile and contact with departments provided by the Records Management Assessments project.

Records Management Advisory Provided in 2021/22:
- Network drive clean-up and file classification
- Functional analysis and auditing of department records
- Use of Carleton University Retention Schedule
- Records management of sensitive or high-risk materials
- Best practices for digitizing current records
- Managing records while working from home
- Secure shredding procedures
Digital Archives Program

Digital Archives Vault
The Digital Archives Vault (DAV) grows steadily, ingesting permanent digital materials from selected university departments. Using the Archivematica system and stored within the Ontario Library Research Cloud, the DAV provides long-term dispersed digital preservation of Carleton’s permanent records. The system is managed by ScholarsPortal and is an initiative of the Ontario Council of University Libraries.

The DAV ingests, preserves, and makes accessible over time electronic materials, regardless of format and software. The Digital Archivist implemented the system in two phases: first, for low-risk collections such as photographs or materials already publicly available, and second, security and privacy clearance for ingestion of all university records, including any confidential materials. New collections of materials preserved in the DAV include permanent materials from the Office of Research Initiatives and Strategies, the Senate, the Office of the Provost, and Athletics.

The Digital Archivist continues to develop collections and promote the transfer of digital materials to the DAV for preservation. This work extends to advising departments on descriptive metadata schemas and best practices for transferring materials to the Corporate Archives.

Web Archiving
Using the Conifer web archiving service, the Digital Archivist continued to appraise and preserve significant Carleton web pages and social media. Archiving web communications and events continued to be especially vital in 2021/22 in order to preserve virtual programming and communications for Throwback and Fall and Spring Convocations. This work was done in consultation with the Convocation Working Group and following schedules for events within faculties and departments.

As university branding and web themes are updated in 2022/23, the Digital Archivist will continue to appraise and schedule the preservation of appropriate web materials as part of regular operations.

Email Retention and Disposition Procedures
Stemming from the Planning Summit in November 2021, the Digital Archivist mapped initial procedures for the appraisal and disposition of terminated and inactive email accounts that are not permanent records. These procedures will provide implementation steps to support the current university Email Use Policy. The Email...
Retention and Disposition Procedures include collaboration from IT Services and the Privacy Office, with additional input from the Data Administration Working Group.

**Digital Record Consulting**
When requested, the Digital Archivist consults on digital records management practices, particularly when departments are investigating potential enterprise systems. In addition to this on-demand service, the Digital Archivist also sits on the university’s Data Administration Working Group.

In December 2021, the Digital Archivist joined the Building and Creating a Digital Twin for Preservation project, which is part of InterPARES Trust AI: a multi-national interdisciplinary initiative that focuses on the use of artificial intelligence in records and archives. This particular project concerns the creation, preservation, and access of “digital twins” with a case study focusing on the Carleton University campus. Other members of this team include Carleton faculty and professors from Sweden and Italy.

**Community Engagement Activities**

**Student Hiring**
Corporate Records and Archives again participated in the ACT to Employ program, hiring a student to work as a Digital Archives Assistant for the 2021/22 academic year. A second student assistant was also hired through the Work-Study program. These students are valued members of the CUCRA team and have contributed by digitizing and indexing Senate minutes, transcribing oral history interviews, and researching aspects of university history for archival arrangement and description.

**Carleton Community Oral History Collection**
The Carleton Community Oral History Collection project was launched in Summer 2020 and has recorded 40 interviews with former staff, faculty, administrators, and alumni to date. The project seeks to document and preserve accounts of participants’ experiences at Carleton. Information gathered will help build a more fulsome and diverse narrative of Carleton’s development and be used to study and celebrate the university’s history. The project will become a regular operation within the department and be used to help recognize long-serving staff and faculty as they retire as well as potentially support knowledge management during personnel transitions.
## Appendix: Completed University Secretariat Staff Training and Development

| Amanda Goth, University Secretary | • Discovering Strengths-Based Development  
• From Truth to Reconciliation: Reflections From Residential School Survivors  
• Introduction to Change and Transition Workshop  
• Restorative Justice Training  
• Speaker Spotlight – Indigenous and Queer – The 2-Spirit Experience  
• Psychology Mental Health Day  
• Strengths-Based Development Workshop – Part 2  
• Change Leadership Styles Workshop  
• Procedural Fairness Training  
• Recruiting and Retaining a Diverse Talent Pool Webinar  
• Leading Change Communications  
• 2021 Council of Ontario University Secretaries (COUS) Conference  
• The NEW Ontario Non-Profit Corporations Act: What Ontario Non-Profit and Charity Organizations Need to Know About the ONCA  
• Anti-Indigenous Racism in Canada – Cohort A  
• Lead, Motivate and Inspire!  
• Governance Roundup and Outlook for 2022  
• Psychology Let’s Talk Lecture 2022 – Dr. Tina Montreuil  
• Institutional Anti-Indigenous Racism and Education – Cohort A  
• Accessibility & Wellness: Assistive Technology for You  
• MPPA – Leadership Styles  
• Kinàmàgawin Symposium  
• Kinàmàgawin Indigenous Learning Certificate  
• Awareness, Collaboration, and Engagement to advance Equity, Diversity, and Inclusion (ACE EDI) Event – BreakTheBias in Science  
• Carleton University Safer Space Program (CUSSP) Virtual Workshop  
• Carleton University Safer Space Program (CUSSP) Virtual Workshop  
• Board Orientation Best Practices – Let’s Talk Governance Webinar Series by DiliTrust Group  
• Practicing Allyship and Righting Relations – Cohort A  
• Canadian University Board Association (CUBA) Conference |
| Kerry Solomon, Administrative Assistant | • Effective Communication and De-Escalation Skills Workshop  
• Managerial Skills for Administrative Assistants Workshop |
| Kathy McKinley, Assistant University Secretary | • Indigenous Cultural Awareness Workshop  
• Accessibility in Higher Education Workshop  
• Dealing with Difficult Behaviors/Building Effective Relationships  
• Intermediate Course on Excel |
| Shannon Hodge, Corporate Archivist | - Building a Reconciliation Framework for Canada’s Archives Description/Steering Committee, Canada’s Archive Response to the Truth and Reconciliation Commission Taskforce  
- Archivematica Boot Camp/Artefactual Systems and Concordia University  
- Breaking It Down: Best Practices for Simplifying Your Retention Schedule  
- ACA Workshop – Incorporating Indigenous Ways in Archival Policy and Procedure Development  
- Kinâmågawin Indigenous Learning Certificate  
- Decolonizing Research Methods: A Nehiyaw Perspective/Maskwacis Cultural College Microlearning Series  
- Archives Association of Ontario 2022 Virtual Conference  
- Board Member, Association of Canadian Archivists Foundation  
- Co-Chair, ACA Nominations and Awards Committee |
| Travis Kinnear, Digital Archivist | - New Digital Research Infrastructure Organization (NDRIO) – Town Hall Governance and Policy  
- Archivematica Boot Camp and Advanced Training/Artefactual Systems and Concordia University  
- ACA Workshop – Digital Transfer App and the National Accession Standard  
- ACA Workshop – Description and Access for Anti-Black Archival Materials  
- Kinâmågawin Indigenous Learning Certificate  
- Wrapping Up the Review, Appraisal, and Triage of Mail (RATOM) Project  
- Archives Association of Ontario Virtual Conference |
| Jennifer Nangreave, Archives and Records Analyst | - Privacy Office Presentation  
- Permafrost Preservation Onboarding/Ontario Council of University Libraries (OCUL)  
- Risk Management Workshop  
- A Hands-On Introduction to Digital Preservation/Professional Development Committee, Archives Association of Ontario (AAO)  
- Archivematica Boot Camp/Artefactual Systems & Concordia University  
- Breaking It Down: Best Practices for Simplifying Your Retention Schedule  
- Outlook 2019 Essential Training (LinkedIn Learning)  
- OneNote for Windows 10 Essential Training (LinkedIn Learning)  
- OneDrive for Business Essential Training (LinkedIn Learning)  
- Microsoft Teams Essential Training (LinkedIn Learning)  
- Using Microsoft Teams and Outlook Together (LinkedIn Learning) |
| Barbara Steele, Secretariat Administrator | • Microsoft Teams: Working with Files (LinkedIn Learning)
• Archives Association of British Columbia (AABC) – Managing Plans and Drawings
• Kinàmågawin Indigenous Learning Certificate
• Bystander Intervention Training – How to be an Ally When You Witness Online Abuse (presented by AAO, facilitated by Right To Be)
• Archives Association of Ontario Virtual Conference |
| Maryanne Bright, Communications Officer | • COUS Conference – Policy Administrator
• Mental Health 101 – Wellness – Stress & Anxiety
• Healthy Workplace – Guide to Low Back Pain
• Healthy Workplace – Caring for Aging Loved Ones with Dementia
• Risk Management 101
• Let’s Talk – Hope-Forward Steadying our Steps after a Challenging Season
• Association of College and University Policy Administrators (CUPA) Conference |
• Dealing with Difficult Behaviours/Building Effective Relationships
• Effective Communication and De-Escalation Skills: Virtual Edition
• Why don’t those people show up at my meetings? Public participation, equity, and inclusion (Dept PoliSci – Talk) |
Report to the Board of Governors
From the Office of the Vice-Provost & Associate Vice-President (Academic)
May 2022

The charts below list new academic programs, completed cyclical program reviews, program/departmental governance changes and those of the 39 major modifications, approved in 2021-22, that have a more substantial impact on the affected program.

New Academic Programs

<table>
<thead>
<tr>
<th>New Program Approval</th>
<th>Approved by Senate</th>
<th>Approved by the Quality Council</th>
<th>Submitted to MAESD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Programs in Data Science and Analytics</td>
<td>June 18, 2021</td>
<td>July 20, 2021</td>
<td>April 2022</td>
</tr>
<tr>
<td>Graduate Programs in Building Engineering</td>
<td>April 30, 2021</td>
<td>August 20, 2021</td>
<td>April 2022</td>
</tr>
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</table>

Cyclical Program Review

<table>
<thead>
<tr>
<th>Cyclical Program Review</th>
<th>Approved by Senate (June 2021-April 2022)</th>
<th>Approved by the Quality Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Science (UG)</td>
<td>June 18, 2021</td>
<td>August 20, 2021</td>
</tr>
<tr>
<td>Biology (GR)</td>
<td>September 24, 2021</td>
<td>October 29, 2021</td>
</tr>
<tr>
<td>Computer Science (GR)</td>
<td>October 22, 2021</td>
<td>November 26, 2021</td>
</tr>
<tr>
<td>Communication &amp; Media Studies (UG)</td>
<td>October 22, 2021</td>
<td>November 26, 2021</td>
</tr>
<tr>
<td>Social Work (PhD)</td>
<td>October 22, 2021</td>
<td>November 26, 2021</td>
</tr>
<tr>
<td>Environmental Science (UG)</td>
<td>October 22, 2021</td>
<td>November 26, 2021</td>
</tr>
<tr>
<td>Earth Sciences (UG)</td>
<td>October 22, 2021</td>
<td>November 26, 2021</td>
</tr>
<tr>
<td>French (UG &amp; GR)</td>
<td>November 26, 2021</td>
<td>December 15, 2021</td>
</tr>
<tr>
<td>Cultural Mediations (GR)</td>
<td>November 26, 2021</td>
<td>December 15, 2021</td>
</tr>
<tr>
<td>Indigenous &amp; Canadian Studies (UG &amp; MA)</td>
<td>November 26, 2021</td>
<td>December 15, 2021</td>
</tr>
<tr>
<td>Biochemistry (UG)</td>
<td>January 28, 2022</td>
<td>February 25, 2022</td>
</tr>
<tr>
<td>Social Work (UG)</td>
<td>January 28, 2022</td>
<td>February 25, 2022</td>
</tr>
</tbody>
</table>

Governance Changes
Pauline Jewett Institute of Women’s and Gender Studies name change to Feminist Institute of Social Transformation.

Substantial Graduate Major Modifications

<table>
<thead>
<tr>
<th>Major Modifications</th>
<th>Approved by Senate</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCl: change of degree designation</td>
<td>November 26, 2021</td>
</tr>
</tbody>
</table>
Report to the Board of Governors
From the Office of the Vice-Provost & Associate Vice-President (Academic)
May 2022

Substantial Undergraduate Major Modifications

<table>
<thead>
<tr>
<th>Major Modifications</th>
<th>Approved by Senate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian Studies: 33% change to the program</td>
<td>January 28, 2022</td>
</tr>
<tr>
<td>BComm: Introduction of new concentration and stream in Business Analytics, new stream in Entrepreneurship, and new stream and minor in Sustainability</td>
<td>February 25, 2022</td>
</tr>
<tr>
<td>Stream in AI and Machine Learning: Introduction of a new stream</td>
<td>April 30, 2021</td>
</tr>
</tbody>
</table>
Carleton University Senate
Meeting of March 25, 2022 at 2:00 pm
Via Videoconference

Minutes


Regrets: J. Kovalio,

Absent: V. Asi, C. Ayalogu, B. Campbell, C. Del Gaudio, A. Hashimi, F. Hosseinian, K. Keller, L. Kostiuk, D. Okoth, M. Rodney S. Sivathayalan, C. Young

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda
The meeting was called to order at 2:02 pm. The Chair welcomed Senators to the 2-year anniversary of Senate’s first virtual meeting.

Before turning to the agenda, the Chair spoke to the recent unprovoked invasion of Ukraine by Russian forces. Carleton University stands in solidarity with all victims of this conflict, and supports the broad array of international calls for the invasion to end. With ISSO support, Carleton has proactively reached out to
all international students from this area of the world to offer multiple levels of support. Mental health support is available as well to any members of the Carleton community who have been affected by this conflict.

As an institution, Carleton has long been a haven for Scholars at Risk, and has welcomed a number of scholars from war zones and areas where academic freedom is at risk, including Yemen, Syria, Afghanistan and soon, Ukraine. Carleton is also a member of the World University Service of Canada, and supports their student refugee program. Additionally, Carleton International has posted a list of resources on their website, to assist members of the Carleton community in making informed decisions on how best to support Ukraine during the ongoing conflict.

To close his opening remarks, the Chair acknowledged the recent passing of Frank Carter, one of the first professors to be hired at the School of Architecture in 1973, and Irvin Hill, an Indigenous Liaison Officer at Carleton from 2004 – 2018. The Chair offered condolences to all that knew and loved them.

It was MOVED (J. Sinclair-Palm, M. Haines) that Senate approve the agenda for the meeting of Senate on March 25, 2022, as amended. The motion PASSED.

2. Minutes: February 25, 2022 (Open Session)

It was MOVED (J. Taber, D. Deugo) that Senate approve the minutes of the Open Session of the meeting of Senate of February 25, 2022, as presented. The motion PASSED.

3. Matters Arising

There were none.

4. Chair’s Remarks

The Chair began his remarks with an update on the pandemic and its continuing impact on Carleton. Governments around the world have begun to lift public health measures as we move into a new phase of the pandemic. Carleton is consulting with public health officials and other COU member institutions regarding plans for the Summer term. Although a few universities in Ontario have announced the “pausing” of vaccination and mask mandates for the summer, most institutions are still considering the issues. Carleton will consult with public
health experts and COU partners, before announcing a decision within the next few weeks.

The Chair announced that, for the first time since 2019, Carleton is planning an in-person Convocation for June of 2022. Subject to public health guidelines, 40 in-person ceremonies will be held over a two-week period, from June 13 to June 24. The first week of ceremonies will be for returning 2020 and 2021 graduates, and the second week will be for 2022 graduates. A full schedule for both weeks has been posted on the Convocation website. Faculty members are encouraged to view the schedule and sign up for the academic procession for one or more ceremonies on both weeks.

The Chair next acknowledged several recent institutional and faculty achievements from within the Carleton community. Senator Maria DeRosa was congratulated for her appointment as the new Dean of Science, a role she assumed on an interim basis in the summer of 2021. The Chair also noted that former Clerk of Senate Betina Appel Kuzmarov has been appointed as the new AVP International. Betina served as Clerk from 2018 - 2021 before being appointed as Chair of the Department of Law and Legal Studies, where she has served as a faculty member since 2006.

Senator Cindy Taylor is concluding her term as interim Vice-President Finance and Administration this month and will be returning to her role as Assistant Vice-President Human Resources. The Chair thanked Cindy for her service and contributions to Senate. As of April 1st, Lorraine Dyke will begin her role as the new Vice-President Finance and Administration and will be joining Senate at the next meeting on April 22nd in that capacity.

The 2021-2022 Faculty Graduate Mentoring Awards were presented on March 9. These awards recognize faculty members who provide exceptional service to their graduate students as supervisors and research mentors. The Chair congratulated the 8 recipients, including Senator Winnie Ye.

Carleton has updated its Responsible Investment policies to include an immediate commitment to not hold any direct fossil fuel investments in its Endowment and its Non-Endowed Operating Funds. A strategy has been developed to achieve significant decarbonization of these portfolios by 2030. The updates align with Carleton’s strategic priorities, including continuous environmental and sustainable improvement in operations and policies.
In other news, Carleton broke ground on a new 450-bed student residence, which is scheduled to open in the Fall of 2024. This will be the first new residence on campus since 2011.

Finally, Carleton celebrated International Women’s Day on March 8 with several events, including #BreaktheBias in Science, a panel discussion moderated by Senator Kim Hellemans, and the 2022 Breakthrough Breakfast discussion on Women in STEM. The Chair thanked everyone who helped to make these events a success.

5. **Question Period**

Two questions were submitted in advance by Senator Morgan Rooney:

i.) Given the recent announcements from the Province of Ontario regarding the lifting of vaccine, masking, and most other COVID-19-related mandates, can Senate receive an update regarding plans for the conditions of teaching and learning on campus for the summer term? Will, for instance, Carleton maintain its policies around mandatory vaccinations, masking, and physical distancing for the summer terms? (If this is addressed by an existing agenda item, we can address the question at that time.)

This question was answered during the Chair’s Remarks (above). In a follow-up question, a Senator asked whether a protocol has been established for students, staff or faculty that test positive for Covid during the summer semesters. The Chair noted that Carleton would continue to follow public health guidelines in dealing with Covid cases. Current protocols require people with Covid to self-isolate for 5 days. Vice-President Students & Enrolment Suzanne Blanchard added that anyone experiencing symptoms should stay home, then report their symptoms through CU Screen, which will remain active throughout the summer. Health and Counselling and/or Campus Security will reach out to provide guidance on protocols at that time.

ii.) Can administration update Senate on its plans for Hyflex moving forward, given that those shifting provincial policies will likely allow for more students in our classrooms? Specially, will Carleton be maintaining its commitment to using Hyflex for small-size classes (<60 students) exclusively, or is there a plan to expand Hyflex for use in higher enrollment courses (>60 students)?

Response by AVP Teaching & Learning David Hornsby: As an institution, Carleton is committed to providing a range of modalities for course delivery. Where it makes sense in terms of pedagogical and technological
considerations, Hyflex should be considered as an option, particularly for class sizes of 45 and under, where interactive learning is still possible. Support and resources for instructors wishing to explore these options are available through Teaching & Learning Services.

In response to a follow-up question it was noted that departments will have the choice of which modality to use for their courses, and, may choose Hyflex for classes larger than 45 students if desired. AVP Hornsby also noted that Carleton is participating in a collaborative study on Hyflex with other universities across Canada. The study is currently in the data collection phase but preliminary results should be available by the end of summer or early fall.

6. Administration (Clerk)

a) Senate membership ratification
Twelve faculty members and five students were ratified as new Senators, with terms beginning on July 1, 2021. The Clerk thanked Senators renewing their terms for their engagement and continued support of Senate.

It was MOVED (S. Ajila, M. Lundy) that Senate ratify the following new Senate appointments as presented, for terms beginning July 1, 2022. The motion PASSED.

b) Update on Committee Renewal
The Clerk reminded Senators that the Call for Nominations for Senate committees closes on March 31st. Senators who have not yet served on a committee are encouraged to deepen their knowledge of academic governance by applying to serve on one or more of the standing committees. Details are available on the Senate website.

c) Senate Survey Call for Participation
The Clerk announced that the annual Senate Survey will be released in early April. Senators are encouraged to participate and to provide feedback on their experience of Senate over the past academic year. An email invitation will be sent to all Senators after April 1st, and the survey will close on April 30th.

d) Senate Schedule for 2022/23
The 2022-23 meeting schedule for Senate was circulated in advance within the meeting package. Senators continuing to serve in 2022/23 were asked to add these dates to their calendars.

7. Reports

a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)
Committee Chair Howard Nemiroff presented 6 items for approval and 2 items for information.

Items for approval:

- **English Language Admission requirements** (rewording for clarity)
  It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to Regulations R-ADM-B.A. First Year Admission to B.A. effective for the 2022/23 Undergraduate Calendar as presented. The motion **PASSED**.

- **General Regulations 5 – Program Requirements** (change from number to percentage of credits required)
  It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to Regulations R-GR-General Regulations 5. Program Requirements effective for the 2022/23 Graduate Calendar as presented. The motion **PASSED**.

- **General Regulation 6 – Transfer of Credit** (re: concurrent enrolment)
  It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to Regulations R-GR-General Regulations 6. Transfer of Credit effective for the 2022/23 Graduate Calendar as presented. The motion **PASSED**.

- **General Regulations 13 – Time Limits for Program Completion** (cleanup only)
  It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to Regulations R-GR-General Regulations 13. Time Limits for Program Completion effective for the 2022/23 Graduate Calendar as presented. The motion **PASSED**.
• **BA Law Co-op Admissions Requirements** (extend co-op option to all LAWS Honours students and raise CGPA)
  It was **MOVED** (H. Nemiroff, P. Wolff) that Senate approves the revisions to Regulations R-UG-COOP-B.A. Law COOP Admission and Continuation Requirements effective for the 2022/23 Undergraduate Calendar as presented.
  The motion **PASSED**.

• **First-Year Grading Policy 45:20**
  It was **MOVED** (H. Nemiroff, M. Rooney) that Senate approves the First-Year Grading Policy effective for the 2022/23 Undergraduate Calendar as presented.

**Discussion:**
A copy of the policy language to be included in the calendar was circulated to Senators in advance. The current draft incorporates suggestions received from Senate after the initial presentation in January.

The proposed policy allows first-year students to elect to convert any passing grade to a CR (Credit), to a maximum of 2.0 credits for the first two terms of study. Any F or UNS grades earned in the first two terms would be automatically converted to NR (No Record). Earned grades would still be retained for internal use and students with multiple NRs and/or CRs would be contacted by Advising, as per current ACE protocols.

The following additional points were established during the discussion:
  o Students are able to decide which courses to convert to CR for both/either term after the second term. There will be a deadline for doing this, and the date will be communicated to students.

  o The policy does not apply to students who have already completed one year of university elsewhere, but it would apply to students who have attended CEGEP. This can be confirmed to students during the application process.

  o The policy applies to the first 2 terms of study, and does not pertain to the number of credits; part-time students cannot stretch the policy to apply past the first two terms.
• For Academic Integrity violations, the Academic Integrity Policy states that one sanction that may be imposed is that “the final grade for the course not be converted to any other grade” (Sat or UNS, for example - CR/NR in this case). The decision rests with the Faculty Dean or their delegate.

The motion PASSED.

Items for Information:
• Minor modifications for March 2022
• Glossary updates

7-Reports, cont’d
b) Senate Quality Assurance and Planning Committee
Committee Chair Dwight Deugo presented two major modifications, combined into an omnibus motion for Senate approval. Minor modifications from Dominican University College were included in an appendix circulated to Senate for information.

It was MOVED (D. Deugo, P. Wolff) that Senate approve the major modifications as presented.
The motion PASSED.

Individual Motions:
• THAT Senate approve the major modification to the Master of Information Technology: Network Technology program and the deletion of ITEC 5095 as presented, with effect from Fall 2022.
• THAT Senate approve the introduction of the Collaborative Specialization in Climate Change to the MA in History program as presented with effect from Fall 2022.

7-Reports, cont’d
c) Senate Academic Governance Committee (SAGC) (Clerk)
Committee Chair Elinor Sloan spoke to this item. Revised Terms of Reference for the Senate Committee on Curriculum Admissions and Studies Policy (SCCASP) were circulated to Senators in advance. The Clerk reminded Senators that SAGC is reviewing and updating all Senate
committee Terms of Reference as per a comprehensive review of Senate committees that was begun in 2018.

It was **MOVED** (E. Sloan, S. Ajila) that Senate approve the changes to the Terms of Reference for the Senate Committee on Curriculum, Admissions and Studies Policy, as presented. The motion **PASSED**.

8. **Research Update**

Dr. Rafik Goubran, Vice-President Research & International, provided an update on Carleton research activities and achievements in 2021. He noted in his opening remarks that research is central to Carleton’s mission as it impacts ranking and reputation, and enables Carleton to attract top faculty members, students and staff.

Overarching core values that span across all disciplines for Carleton’s research include reconciliation with Indigenous Peoples, entrepreneurship, and equity, diversity and inclusion. Carleton has two broad and multidisciplinary research clusters - wellness and sustainability - and many areas of core research strength including International Affairs, Particle Physics and Autonomous Systems, to name a few.

The ultimate goal of research is knowledge creation, knowledge mobilization and societal impact, but each research field also has its own metrics to measure performance. Ranking agencies and governments often measure research effectiveness through publications, citations, and external research funding, although these metrics do not necessarily apply equally to all research fields.

Carleton has demonstrated continual growth in research publications, citations, and tri-agency funding (SSHRC, NSERC, CIHR) for the past several years. Tri-Agency funding, in particular, is a significant mark of achievement, and is directly correlated to other opportunities, including the number of Canada Research Chairs that can be allocated to the university, the funding envelope from the Canada Foundation for Innovation, and scholarships and funding opportunities from other agencies such as Mitacs.

VP Goubran reviewed a number of Carleton’s achievements in tri-agency competitions, including SSHRC Partnership grants, SSHRC Insight Grants, and SSHRC Partnership Development Grants. Carleton also has demonstrated consistently strong results in achieving NSERC Create Grants, and NSERC
Strategic Networks grants which are national competitions with many partners. Carleton’s CIHR grants have increased substantially over the past few years, with the introduction of Carleton’s Neuroscience, Health Science and Biomedical Engineering programs.

Aggregate numbers for total external research funding were presented and demonstrate strong growth in external research revenue with an increase of 79% over 4 years. This metric is used by the provincial government to assess research performance through the Strategic Mandate Agreement process. Tri-Agency funding has increased by 69% over 4 years. Industry funding also has increased significantly, and Mitacs funding has quadrupled since 2017. Some examples of recent partnerships include Ericsson and Efficiency Canada, both multi-million-dollar programs, and a partnership with the Ottawa Hospital.

Senators congratulated the OVPRI for these successes and several Senators acknowledged the support provided by the OVPRI for international projects, grant applications and post-award support. A Senator asked how Carleton’s growth in research funding compares to other universities. Dr. Goubran responded that in all of Canada, Carleton ranks second only to Ryerson in research funding growth from 2017-20. In addition, it was noted that much of Ryerson’s funding is tied to a single project, whereas Carleton’s research funding is varied and is distributed among all Faculties. In Ontario, where the average 4-year growth rate for research funding is only 25%, Carleton again ranks second.

Future directions and priorities include improving post-award support, to capitalize on new opportunities to lead larger grants, and create greater impacts on society.

The Chair thanked VP Goubran and his team for the overview, and congratulated all Carleton researchers for their impressive successes.

9. Student Mental Health Framework 2022-2026

The Chair introduced VP Students & Enrolment Suzanne Blanchard, Kristie Tousignant, Director of Health and Counselling Services, Lisa Ralph, AVP Student Affairs, and Greg Aulenback, Director of Strategic Initiatives to speak to this item.

Vice-President Blanchard began the presentation to Senate with a review of the goals and the timeline of the project, which included an extensive consultation phase involving over 300 members of the Carleton community. A report on the feedback obtained through the consultation process was circulated in advance to Senators, along with a draft of the newly refreshed framework. Some new
themes emerging from the feedback include cyberbullying and social media harm, substance abuse, pedagogy and resources for mental health in the classroom, and equity, diversity and inclusion.

After reviewing the feedback, the original six areas of focus from the previous version of the framework were streamlined and updated. The new framework contains four interdependent and overlapping areas of focus that reflect a more holistic approach to student mental health and well-being:

- Student Engagement
- Building Skills and Strengthening Resilience
- Coordinated Student Support and Services
- Campus Culture of Wellness

The presentation outlined 12 objectives and a total of 30 recommendations under these four areas of focus, to be implemented over the next four-year period. The final steps of the project will include adjustments to the framework based on feedback and presentation to the Board of Governors on April 28, 2022.

Senators responded positively to the new framework, praising, in particular the additional focus on substance abuse and social media harm mitigation. In response to a question regarding support, Kristie Tousignant confirmed that Health & Counselling Services is continuing to diversify its staff to respond to students’ needs, and recently hired a trans counsellor in a permanent position.

A Senator asked what resources for mental health support are available for international students. VP Blanchard noted that they are coordinating with the ISSO and investigating a variety of different approaches, including the use of an online navigator to direct students to the resources they need. Discussion on this topic will continue offline to explore additional ideas moving forward.

The Chair thanked Senators for their input and VP Blanchard and her team for the presentation and for their important work on this initiative.

10. Reports for Information
   a) Senate Executive Committee Minutes (February 15, 2022)

11. Other Business
   There was none.
12. **Adjournment** - The meeting was adjourned (G. Garland, J. Milner) at 3:46 pm.