



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

**Carleton University Senate
Meeting of September 27, 2024 at 2:00 pm
PK608 (Senate Room)**

AGENDA

Open Session:

- 1. Welcome & Approval of Agenda**
- 2. Minutes:** June 7, 2024 (Open Session)
- 3. Matters Arising**
- 4. Chair's Remarks**
- 5. Question Period**
- 6. Administration (Clerk)**
 - a. Membership ratifications
 - b. June Convocation Date Changes for 2026 and 2027
 - c. Report on Senate Executive Committee Summer Empowering Motion (for committee memberships)
 - d. Senate Survey – summary of results
 - e. Clerk of Senate – Call for Nominations

7. Reports:

- a. SCCASP (J. Wallace)
- b. SQAPC (D. Hornsby)
- c. SAGC (E. Sloan)
- d. SRC (D. Siddiqi + P. Rankin)

8. Investment Review and Transparency Motion (Senator Nir Hagigi) – continued from June 7, 2024 (presentation from Interim VPFA A. Marcotte)

9. Online Voting Protocol Motion (Senator Jody Mason)

10. SIP Implementation Report

11. Reports for Information:

- a. Senate Executive Minutes
 - i. May 28, 2024
 - ii. E-polls: June 12, June 28, August 20, 2024
- b. Senate Committee Annual Reports
 - i. Senate Student Academic Integrity Appeals Committee (SAIAC)
 - ii. Senate Undergraduate Studies Committee (SUSC)
 - iii. Senate Committee on Undergraduate Student Awards
 - iv. Senate Graduate Student Appeals Committee
- c. Senate Annual Report
- d. Board of Governors Chair's Report
- e. Report from COU Academic Colleague

12. Other Business

13. Adjournment



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**Carleton University Senate
Meeting of June 7, 2024 at 2:00 pm
PK608**

**OPEN SESSION
MINUTES**

Present in Person: S. Ajila (acting for L. Kostiuk), J. Armstrong, H. Babb, M. Barbeau, S. Blanchard, A. Bordeleau, A. Bowker, S. Burges, B. Campbell, E. Cyr, M. DeRosa, K. Graham, N. Hagigi, M. Haines, K. Hellemans, D. Hornsby, D. Howe, C. Khordoc (acting for P. Rankin), A. Lannon, A. MacDonald, B. MacLeod, L. Madokoro, L. Marshall, J. Mason, D. Mendeloff, J. Murray, R. Nelson, H. Nemiroff, A. North, B. O’Neill, M. Pearson, R. Renfroe, S. Seneviratne, O.

Shafiq, D. Siddiqi, E. Sloan (Clerk), K. Taylor, J. Tomberlin (Chair), C. Trudel, C. Viau, G. Wainer, P. Williams, P. Wolff

Present via Zoom: M. Abarghouei, M. Baez, H. Becker, F. Brouard, J.P. Corriveau, R. Gorelick, R. Goubran, S. Hawkins, M. Huckvale, J. Kundu, A. Marcotte (acting for L. Dyke), P. Mkandawire, B. O’Connor, A. Park, M. Rooney, C. Smelser, P. Smith, D. Sprague

Regrets: B. Albright-Peakall, J. Taber

Absent: A. Buri, D. Caratao, A. Clarke, S. El Fitori, S. Everts, Y. Gandhi, T. Haats, L. Moffitt, K. Moss, M. Taghavishavazi, J. Wallace

Recording Secretary: K. McKinley

1. Welcome and Approval of Agenda

The meeting was called to order at 2:01 p.m.

Following a review of meeting protocols, the Chair began his opening remarks by reminding Senators that June is National Indigenous History Month, when we celebrate the contributions of First Nations, Inuit and Metis to our community. June is also Pride Month, a time to honour the struggles and triumphs of the 2SLGTBQIA community.

The Chair then acknowledged the passing of Morna Maxwell Parker, daughter of Maxwell MacOdrum, Carleton's second President, and the passing of Elizabeth (Betty) Zahalan, former Administrator of the School of Industrial Design. He offered condolences to their families and to those who knew and loved them.

The Chair also noted that June 6 marked 3 years since the act of terrorism in London Ontario that took the lives of four members of the Afzaal family. Green and purple ribbons were available at the Pigiarvik and Tory buildings for Carleton community members to wear in remembrance of this day, and the need to tackle Islamophobia and other forms of hate.

The Chair then reminded Senators that the Senate meeting would begin with a Closed Session to approve Carleton's Spring graduates.

It was **MOVED** (D. Siddiqi, J. Malloy) that Senate move into the closed Session of the meeting. The motion **PASSED**.

(See separate document for Closed Session Minutes.)

Continuation of Open Session minutes, following the end of the Closed Session:

The Chair noted the following amendments to the open session agenda:

- The order of SQAPC and SCCASP reports is to be reversed.
- The Faculty Gender Equity Report is to be omitted from the Reports for Information, as this report will be submitted in September.

It was **MOVED** (P. Wolff, L. Madokoro) that Senate approve the agenda for the open session of the meeting of Senate on June 7, 2024, as amended.

The motion **PASSED**.

2. Minutes: May 3, 2024

It was **MOVED** (C. Viau, M. Haines) that Senate approve the minutes of the Senate meeting on May 3, 2024 as presented.

The motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair began his remarks by reporting on the success of the recent Carleton Challenge Conference, which was held on May 8th. The theme was Climate Solutions for a Sustainable Future, and featured a number of discussions, collaborative workshops and panel sessions led by a broad spectrum of thought leaders. The Chair thanked all who attended and participated in the conference.

The Chair next provided an update on the implementation of the Kinàmàgawin strategy, a commitment to learning together and building a supportive environment for Indigenous members of the community. Recent achievements this past year include enhancing support for Indigenous students through expanded educational spaces and programs, strengthening community engagement, and promotion of Indigenous ways of teaching and learning.

The Chair announced that Senator Anne Bowker has been appointed Dean of the Faculty of Arts and Social Sciences (FASS) effective July 1, 2024. Senator Bowker has been serving as Interim Dean since August 2023, and has already made impactful strides in strategic planning for the Faculty. Senators congratulated her with a round of applause.

Finally, the Chair informed Senators that Carleton's Faculty of Engineering and Design has been chosen to host the prestigious 2026 Ontario Engineering Competition, one of the largest and most eagerly anticipated engineering contests in the nation. The Chair added that Carleton's 2024 undergraduate team achieved remarkable success, placing in 5 of the 8 categories at this year's competition.

There was no follow-up discussion and no questions were asked.

5. Question Period

No questions were submitted in advance.

6. Administration

a. VPFA Advisory Committee

The Clerk reported on the Senate-elected membership of the Vice-President Finance & Administration Advisory Committee. In early May the Senate office circulated a Call for Nominations for 2 academic staff positions and 2 student

positions (one undergraduate and one graduate) on the VPFA Advisory Committee. The student positions were contested and an election was held on May 21 -22. The academic staff positions were acclaimed. A memo containing the members elected by Senate was circulated for information in the meeting binder.

The Chair remarked that the current VP of Finance & Administration, Lorraine Dyke, was not able to attend the Senate meeting due to illness. As this would have been her last Senate meeting, the Chair called for a motion of thanks on behalf of Senate, for her service to the university in this role.

It was **MOVED** (K. Hellemans, H. Nemiroff) that Senate thank Senator Lorraine Dyke for her service to Carleton University, as Vice-President Finance & Administration.

The motion **PASSED**.

b. Faculty Board Constitution Template

The Clerk reminded Senators that due to the restructuring of the Faculty of Graduate and Postdoctoral Affairs, Faculty Board Constitutions for the line Faculties needed to be revised, in accordance with the recommendations within the Report of the Ad Hoc Committee on Graduate Academic Governance. To align the constitutions in terms of format, a template was developed during the Winter 2024 semester by the University Secretariat. This template, which has been included in the Senate binder for information, was approved by SAGC, then distributed to the individuals within the Faculties responsible for writing/editing their constitutions. Revised Faculty Board Constitutions in the new template will be presented to Senate for approval during the 2024/25 academic year.

7. Reports

a. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented one cyclical review, four major modifications, five new programs and two governance changes for Senate approval. To commemorate the occasion of the approval of these new programs, the Committee Chair composed a Sonnet for Senate, which he read to Senators:

Upon these halls of eager minds and light,
Carleton casts new visions vast and bright:
Three major changes to our curricula we bring,

To tune our song so future birds may sing.

Behold, a School of Nursing rises proud,
Where care and science meet 'neath learning's cloud;
An Institute of Data Science, too,
Explores the vast digital seas to chart anew.

Five programs we unveil with great delight:
In Nursing, hands that heal and hearts that fight;
In Data Science, minds that sift and weave,
And Cybersecurity's shield, which none deceive.

Mechatronics blends gear with electron's dance,
While the Online BA offers all a chance.
Thus, Carleton shapes its morrow with these tools,
For wisdom's garden thrives where knowledge rules.

Senators responded with a round of applause.

Cyclical Review: Undergraduate Programs in Health Sciences

It was **MOVED** (D. Hornsby, M. DeRosa) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Review of the Undergraduate programs in Health Sciences.

The motion **PASSED**.

Major Modifications:

An omnibus motion was presented to expedite business.

It was **MOVED** (D. Hornsby, A. Bowker) that Senate approve the major modifications and governance change, as presented.

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the change in degree name from the M.Eng. in Technology Innovation Management to the M.Tech. in Technology Innovation Management, as presented with effect in Fall 2025.
- THAT Senate approve the major modification to the Bachelor of Health Sciences (Hons) with concentration program as presented with effect from Fall 2025.

- THAT Senate approve the introduction of the Concentration in Environmental Geosciences as presented with effect from Fall 2025.
- THAT Senate approve that the governance of the programs in Latin American and Caribbean Studies be moved from the Department of History to the Institute of Interdisciplinary Studies as presented with effect from Fall 2024.

New Program Approvals:

It was **MOVED** (M. Barbeau, M. DeRosa) that Senate approve the proposed Bachelor of Data Science program as presented to commence in Fall 2025.

A Senator asked if the title (Bachelor of Data Science) might imply that there is no data in Chemistry, Physics, etc., They also wondered whether the hybrid and online format proposed for this program might encourage academic integrity violations.

In response to the first question, it was noted that the name of the field (Data Science) implies reviewing large data sets that require machine learning and artificial intelligence, and thus the name of the program is appropriate.

The committee Chair responded to the second concern noting that there is no significant correlation between online learning and an increase in academic integrity violations. With proper course design, and careful choice of the types of assessments, it can be even more difficult to cheat in an online course.

The motion **PASSED**.

It was **MOVED** (M. DeRosa, J. Wallace) that Senate approve the proposed Bachelor of Science in Nursing program as presented to commence in Fall 2025.

The following additional information was provided in response to a number of questions from Senators:

- While nursing programs are very prescriptive, concentrations create the potential for partnerships, which could be explored in the future.
- Some of the larger theory courses could be open to non-Nursing students, but due to the prerequisite course tree and experiential

learning components, the core courses need to be restricted to B. Science in Nursing students at this time.

- Health Sciences, Neuroscience, Psychology and others could potentially support the demand for TAs. Additionally, a graduate program in nursing is on the horizon and will be leveraged to support the TA assignments.
- While the partnership is with the Queensway-Carleton Hospital, clinical placements could include Montfort and other regional hospitals.

The motion **PASSED**.

It was **MOVED** (A. Bowker, B. O'Neill) that Senate approve the proposed Bachelor of Arts in General Studies program as presented to commence in Fall 2025.

It was noted that the degree is a collaboration between FASS and FPA; additionally, the program does not require ministry approval.

In response to a question regarding the efficacy of online programs, the Chair of SQAPC noted that Teaching and Learning is constantly monitoring these courses to find new engagement tactics and to determine student success rates. In their experience, student engagement is not determined by modality but by pedagogy. A Senator requested for follow-up (Matters Arising) that the summary information on these findings be shared with Senators. The Chair agreed to bring this to the next Senate meeting under Matters Arising.

The motion **PASSED**.

It was **MOVED** (O. Shafiq, S. Ajila (for L. Kostiuk)) that Senate approve the proposed B.Eng. in Mechatronics Engineering program as presented to commence in Fall 2025.

The motion **PASSED**.

It was **MOVED** (D. Howe, M. Barbeau) that Senate approve the proposed Bachelor of Cybersecurity program as presented to commence in Fall 2025.

The motion **PASSED**.

The Chair expressed thanks to all who worked on preparing these proposals for Senate.

Governance Changes: Creation of new bodies to house the Nursing and Data Science programs.

It was **MOVED** (M. DeRosa, K. Hellemans) that Senate recommends to the Board of Governors the approval of the creation of the School of Nursing as presented. The motion **PASSED**.

It was **MOVED** (M. Barbeau, M. DeRosa) that Senate recommends to the Board of Governors the approval of the creation of the Institute of Data Science as presented. The motion **PASSED**.

The committee Chair thanked colleagues in the Associate Vice-Provost office, specifically Christina Noja, Hashmat Khan and Dwight Deugo for their efforts in shepherding the new programs through.

b. Senate Committee on Curriculum Admissions and Studies Policy (SCCASP)

SCCASP Chair Dan Siddiqi presented 7 items for approval and 3 items for information. He noted that motion #7, an omnibus motion, was circulated to Senators without the list of its component motions. The full motion was shown to Senators on the screen, and the Committee Chair asked Senate to waive the notice of motion for the complete omnibus (with component parts).

It was **MOVED** (D. Siddiqi, D. Mendeloff) that Senate waive the notice of motion for the complete omnibus motion, as presented. The motion **PASSED** with 2/3 majority.

Items for Approval:

SCCASP Chair Siddiqi noted that more minor modifications associated with the new program approvals will be coming to Senate via SCCASP in the fall.

Admission Requirements for new Nursing program

It was **MOVED** (D. Siddiqi, M. DeRosa) that Senate approves the revisions to Regulation TBD-2262 R-ADM-Program-BScN effective for the 2025/26 Undergraduate Calendar as presented. The motion **PASSED**.

Edit to admission regulation for BIT

It was **MOVED** (D. Siddiqi, O. Shafiq) that Senate approves the revisions to Regulation TBD-1371 R-ADM-BIT effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Program regulations for new Nursing program

It was **MOVED** (D. Siddiqi, J. Wallace) that Senate approves the revisions to Regulation TBD-2267 R-UG-Nursing effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Admission regulation for new Cybersecurity program

It was **MOVED** (D. Siddiqi, M. Barbeau) that Senate approves the revisions to Regulation TBD-2259 R-ADM-Program-BCSec effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

The Committee Chair noted that the shortened name of the program has since been revised to BCyber.

Co-op admission and continuation requirements for new Cybersecurity program

It was **MOVED** (D. Siddiqi, M. Barbeau) that Senate approves the revisions to Regulation TBD-2261 R-UG-COOP-BCSec Adm and Cont Requirements effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Admission regulation for new Data Science program

It was **MOVED** (D. Siddiqi, M. Barbeau) that Senate approves the revisions to Regulation TBD-2269 R-ADM-Program-BDS effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Updates to various graduate regulations, due to changes to graduate governance (omnibus motion includes 6 motions, a through f)

Omnibus Moton:

It was **MOVED** (D. Siddiqi, H. Nemiroff) that Senate approves the revisions to Regulations within the Graduate Calendar as presented.

Motions within the Omnibus:

- a. MOTION: That Senate approves the revisions to Regulation R-GR-General Regulations 1. Administration of Regulations effective for the 2024/25 Graduate Calendar as presented. (replacing reference to FGPA with Graduate Studies)
- b. MOTION: That Senate approves the revisions to Regulation R-GR-3.6 Proficiency in English effective for the 2024/25 Graduate Calendar as presented. (update to admissions requirements for students coming from English-speaking universities)
- c. MOTION: That Senate approves the revisions to Regulation R-GR-7.11 Off-Campus Research effective for the 2024/25 Graduate Calendar as presented. (approvals for off-campus research now provided by Faculties instead of FGPA)
- d. MOTION: That Senate approves the revisions to Regulation R-GR-9.3 Examinations and Termwork effective for the 2024/25 Graduate Calendar as presented. (aligned to match current practice and to include line Faculties and academic units)
- e. MOTION: That Senate approves the revisions to Regulation R-GR-13.4 Leave of Absence effective for the 2024/25 Graduate Calendar as presented. (renames section to match current usage)
- f. MOTION: That Senate approves the revisions to Regulation R-GR-15 Academic Petitions and Appeals effective for the 2024/25 Graduate Calendar as presented. (changing title from Grade Review to Academic Petitions and Appeals)

A Senator requested that item (d) within the omnibus motion be pulled out. The omnibus motion without item (d) was **PASSED**.

Item (d) from the Omnibus:

It was **MOVED** (D. Siddiqi, H. Nemiroff) that Senate approves the revisions to Regulation R-GR-9.3 Examinations and Term work effective for the 2024/25 Graduate Calendar as presented.

A Senator noted that the original language of this item within the calendar referred only to delayed term work. The new language, which includes deferred exams as well, implies that the Instructor is solely responsible for reviewing and approving student requests for deferred exams. With the increase in professional

programs at the graduate level, the number of requests for these deferred exams has grown, placing additional burdens on Instructors, particularly Contract Instructors who would be responsible for proctoring and grading these exams without compensation. The Senator asked that this item be returned to SCCASP for further discussion regarding additional supports that could be provided for Instructors, or alternately, how this work could be centralized as it is for undergraduate deferred exams.

It was **MOVED** (M. Rooney, J. Mason) that revisions to Regulation R-GR-9.3 Examinations and Term work (Item (d) of omnibus motion) be returned to SCCASP for further discussion.

The Chair of SCCASP confirmed that graduate deferred exams do not follow the same system as those for undergraduate students, and that it has always been the responsibility of the Instructor to handle requests for deferred exams. He acknowledged that requests for graduate deferred exams are increasing and noted that a system will be developed as the FGPA restructuring moves into Phase 2 in 2024/25. He stated that, for the 2024/25 academic year, it is important to include in the regulations guidance for graduate students who need to apply for a deferred exam.

The motion to refer item (d) to SCCASP was **DEFEATED**.

The motion for item (d) **PASSED**.

Minor Modifications:

The committee Chair noted the following three items for information:

- Minor Modifications for Nursing program
- Change to first year grading policy
- Minor modifications for Mechatronics

c. Senate Academic Governance Committee (SAGC)

Committee Chair and Clerk of Senate Elinor Sloan presented for Senate approval 12 student nominations for 7 Senate committees, for service beginning July 1st.

It was **MOVED** (E. Sloan, N. Hagigi) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2024.

The motion **PASSED**.

The Clerk next presented revised Senate Rules of Order for Senate approval. The current revision combined two older documents (Rules of Order and Annex to Rules of Order) and reorganized the content for clarity. A memo outlining changes made was circulated in advance.

The committee Chair highlighted the following major changes:

- New Quorum rule (2) – from 25% of members to 28 members, which works out to 1/3rd of membership. This is in line with practice at several other Ontario universities, and parallels the quorum at Carleton’s Board of Governors.
- Proxy vote clarified (11.2) – Proxies are not allowed, but if an individual is acting for an ex officio member of Senate, they may attend Senate in the member’s stead as a voting member.
- Online voting (11.4) – language clarified to emphasize openness and transparency in voting whether in-person or virtual.

It was **MOVED** (E. Sloan, K. Graham) that Senate approve the revised Senate Rules of Order, as presented.

Discussion:

A Senator noted that the motion regarding friendly amendments (12.2.1.3) is not in line with the definitions provided in Roberts Rules of Order or the American Institute of Parliamentarians Standard Code of Parliamentary Procedure (AIP), which both specify that the friendly amendment belongs to the floor and therefore Senate must vote on it. The Assistant University Secretary agreed that the Senate Rules of Order do not align with the AIP or Roberts Rules in this case. As the AIP acts as a guide to Senate, Senate is free occasionally to devise its own interpretations of rules of procedure. In this case, Senate has previously approved its own version of the friendly amendment rule, which is included in the current document.

Another Senator asked whether the wording of Rule 11.4 could be changed to specify that the virtual voting protocol should distinguish clearly between votes in favour and those opposed, since the raised hand option online for both in-favour

and opposed voting can be confusing and time-consuming. The Assistant University Secretary noted that Senate can pass a motion to specify an online voting protocol, without having to change the rule.

A Senator asked whether “emergency motions” or motions that are brought to Senate bypassing the normal approval process via Faculty Boards can be addressed in the Rules of Order. It was suggested that these motions should be subjected to the 2/3 majority vote that is used for motions that suspend the normal rules of order (e.g. restricting/closing debate). The Chair of SAGC responded that Senate can, in these circumstances, request that the emergency motion be sent to a committee. The Clerk agreed and added that SAGC members discussed this issue and decided that no revision of the rules to include emergency motions was required at this time.

The motion **PASSED**.

8. Motion from Senator Nir Hagigi

Senator Nir Hagigi presented a motion cited as the *Investment Review and Transparency Motion*. This motion was circulated in advance to Senators.

The Chair noted that additional materials external to the meeting binder had been circulated to Senators prior to the meeting and that these materials were not distributed by the Senate Office. Subsequently, Senators were advised not to comment on or refer to these materials.

Senator Hagigi introduced the motion. He began by providing some political context related to the conflict in Gaza. Senator Hagigi’s opening remarks focused on the destruction and loss of life experienced by Palestinians in Gaza, and specifically emphasized the destruction of Palestinian educational institutions and resources, and the killing, injuring and incarceration of Palestinian educators. He then read the motion.

Motion:

WHEREAS a global movement calling for divestment from entities complicit in human rights violations against Palestinians exists, with participation from students, faculty, and staff.

WHEREAS at least 95 academics, 5,497 students, 261 educators have been killed, and at least 625,000 school-aged children have been denied access to education for several months.

WHEREAS the Carleton University Students' Association (CUSA) and the Graduate Students' Association (GSA) have passed motions urging the University to take action regarding concerns about the University's investments.

WHEREAS a coalition of students, faculty, and other campus organizations, called *Carleton4Palestine*, has publicly issued the following demands to the University administration:

- 1. Full Disclosure of Investments:** Immediate publication of all the university's financial investments, encompassing both endowed and non-endowed funds. Going forward, the university must update and publish a list of all current investments, no later than February 1st of each year.
- 2. Immediate Divestment:** The complete divestment from corporations and entities that are complicit in human rights violations, particularly those profiting from the exploitation, surveillance, and murder of the Palestinian people.
- 3. Academic Boycott:** A separation from institutions and entities that support, participate in, or benefit from the Israeli occupation, oppression, discrimination, and genocide of Palestinians. The university should foster relationships with Palestinian educational institutions through inter-institutional cooperation, including student exchanges, infrastructure support, and library sharing. Moreover, the university must commit to establishing scholarships, fellowships, and placements for Palestinian students through programs such as *Palestinian Students & Scholars at Risk*.

WHEREAS the University of Ontario Institute of Technology, California State University Sacramento, and dozens of other institutions around the world have agreed to initiate a process to divest their funds from companies that are profiting from violations of international law.

WHEREAS Carleton University abides by a public commitment to Responsible Investment principles which outlines that:

"Managers are expected to consider all material environmental, social, and governance (ESG) factors and be mindful of the interplay between those factors when analyzing

investments. While all relevant ESG factors should be considered in investment decision-making, the following are some of the important strategic priorities for the University:

- Climate Change
- Indigenous Rights
- Human Rights, including Accessibility and LGBTQ2S+ Rights
- Diversity, Equity and Inclusion
- Mental Health and Wellness”

WHEREAS members of the Carleton University community have been personally affected by the ongoing human rights violations perpetrated against Palestinians, partly funded by Carleton University’s investments.

AND WHEREAS many members of the Carleton University community, including students, faculty, and staff, have expressed a strong interest in the transparency of the University's investment practices.

BE IT THEREFORE MOVED (N. Hagigi, L. Madokoro) that Senate:

1. Recommends the Board of Governors, Pension Committee, Pension Fund Management Office, Investment Committee, and all other relevant entities assess Carleton's investments regarding potential human rights violations against Palestinians.

2. Recommends the aforementioned entities divest from companies that are found to:

- a) Provide products or services that contribute to the maintenance of the occupation of Gaza and the West Bank, including East Jerusalem, as well as the Syrian Golan Heights;
- b) Provide products or services that contribute to the maintenance and expansion of settlements in the occupied Palestinian territories;
- c) Establish facilities or operations in Israeli settlements in the occupied Palestinian territories;
- d) Provide products or services that contribute to the maintenance and construction of the separation wall;
- e) Provide products or services that contribute to violent acts that target civilians.

3-Recommends the establishment of a transparent and accountable process for future investment decisions that abide by clear ESG criteria, including consideration around human rights violations perpetrated against Palestinians.

4-Recommends the immediate publication of all the university's financial investments, encompassing both endowed and non-endowed funds.

5-Recommends the university update and publish a list of all current investments, no later than February 1st of each year.

Discussion:

The Chair first explained the ruling on why this motion, which is not in the purview of Senate, was allowed to come to Senate. Referring to Article 22 within the Carleton University Act, which outlines the responsibilities of Senate, the Chair noted that subsection (i) allows Senate to “make such recommendations as may be deemed proper for achieving the objects and purposes of the University” which, according to Article 3 of the Act include “the advancement of learning; the dissemination of knowledge; the intellectual, social moral and physical development of its members; and the betterment of its community...” Under this broad interpretation of Senate’s responsibilities, the Chair and Senate Executive Committee ruled that the motion could come to Senate, while acknowledging that the actions being recommended in the motion are not in the purview of Senate.

The Chair also reported that he received a request from a representative of the Jewish Issues Committee to make a statement to provide additional information to Senators, and that he had granted permission for this request. Professor Shawna Dolansky, who is a subject matter expert on the history of religion within the Middle East, joined the meeting online.

Professor Dolansky provided some religious and historical context for the motion. She also spoke more specifically against the motion, noting that:

- the motion does not respect Carleton’s bicameral governance as it deals with operational and financial matters which are the purview of the Board of Governors.
- The motion potentially threatens research partnerships in the Middle East and the academic freedom of Carleton researchers; and.

- The divestment called for in the motion would include the NASDAQ and large sectors involved in AI, machine learning, and cybersecurity which are areas of interest for several of Carleton's new programs (Bachelor of Data Science, Bachelor of Cybersecurity).

Senate engaged in a discussion in which the following points were made:

- The motion provides an opportunity to consider the issue of ethical and responsible investments;
- It was asked if the motion could be revised to deal only with a review of Carleton's investments under the responsible investments policy, without specific reference to the conflict in Gaza;
- It was noted that the calls for divestment in the motion target the pension fund, however, the University does not own the pension fund, and as a result does not have the authority or means to implement the motion;
- The Chair confirmed that the pension fund belongs to plan members (retirees and full-time employees of the university), those who contribute their current or past earnings to the plan;
- The university administers the pension fund, and the retirement plan is governed through the pension committee which reports to the Board of Governors;
- Endowment funds do belong to the University but are restricted and are not within the purview of Senate to govern.
- The Chair added that the university has responsible investing policies for the endowment investments and the retirement fund that incorporate environmental social and governance (ESG) factors and a report on Carleton's responsible investing practices is presented to the Board of Governors annually. This is a public document available on Carleton's website and can be circulated directly to Senators.
- A Senator added that pensioners also receive technical information annually and are advised on how investments within the pension fund fit within the responsible investing strategy;
- A Senator questioned whether universities should be making statements and recommendations on global conflicts. By focusing on one conflict, Carleton is elevating it above any of the other conflicts occurring globally.

A Senator asked if the motion could be divided, so that Senators could vote on each recommendation in turn rather than the entire list of recommendations. Other Senators remarked that although they respect the care with which the motion has been prepared and acknowledge the importance of the issues raised, they do not have the expertise that would allow them to vote confidently on this motion or fully understand its implications. The Chair responded that that expertise on investments does exist at Carleton, and suggested that these experts be invited to the next Senate meeting to provide a technical briefing. A Senator then brought forward a motion to postpone consideration of Senator Hagigi's motion until the next Senate meeting, when Senators could receive more information from subject matter experts on Carleton's investments.

It was **MOVED** (M. DeRosa, M. Barbeau) that Senate postpone the motion to a specific time, bringing it back to Senate in September 2024.

The motion **PASSED**.

The following Senators wished their abstentions to this motion to be recorded in the minutes: J. Armstrong, A. Bordeleau, L. Madokoro, H. Nemiroff, M. Pearson, M. Rooney.

9. Reports for Information

a) Senate Executive Committee Minutes (April 23, 2024)

b) COU Academic Colleague Report

10. Other Business

Senator Nir requested a waiver of the Notice of Motion for a motion to Senate. The Clerk noted that, according to the Senate Rules of Order, a motion must satisfy all of the following requirements to be eligible for a waiver of notice:

- The motion has been received by the Clerk at or before the start of the meeting;
- The motion responds to circumstances that developed after the date for proper notice;
- The action specified in the motion cannot be delayed to permit consideration at the next meeting of Senate;
- The motion addresses an issue of importance to the University; and
- A 2/3 majority of those present agrees to waive the requirement for notice after hearing the motion read.

The Chair clarified for the benefit of Senators that the motion deals with definitions of anti-Palestinian racism and anti-Semitism to be adopted by Senate. The Chair noted that these definitions are within the purview of the Human Rights Policy of the University. The Chair then invited Noël Badiou, Associate Vice-President, Equity and Inclusive Communities, who was in attendance at the meeting, to provide information on the process for revising this policy and the definitions therein. AVP Badiou stated that the Department of Equity and Inclusive Communities is revising the Human Rights Policy, and will be reviewing definitions within the policy within the next year. He added that the department will need to consult broadly with the community regarding these definitions, and Senate will be consulted as part of the review process.

The Chair ruled the request for waiver of notice of motion as out of order, since the action can and should be delayed in order to allow Senators to have more time to consider the motion.

Senator Hagigi, then provided notice of motion for the following motion:

MOTION: that Senate recommends the immediate review and amendment of existing anti-racism policies to reflect the aforementioned definitions and to reaffirm Carleton University's commitment to protecting students, faculty, and staff from all forms of racism and prejudice; including anti-Palestinian racism and antisemitism.

The two definitions referred to in the motion were also provided:

WHEREAS The Arab Canadian Lawyers' Association's Description of Anti-Palestinian racism (Version 2, April 2022) states that it is "a form of anti-Arab racism that silences, excludes, erases, stereotypes, defames, or dehumanizes Palestinians or their narratives."

AND WHEREAS The Van Leer Jerusalem Institute's Declaration on Antisemitism states that it is "discrimination, prejudice, hostility or violence against Jews as Jews (or Jewish institutions as Jewish)."

11. Adjournment

The meeting was adjourned (C. Viau, K. Taylor) at 5:00 p.m.

Senate Question Period – Sept 27, 2024

1) Question from Senator Allan Buri (CASG)

CASG would like to submit the following question to the Senate:

This semester, hundreds of Carleton students did not receive their course outlines until days after the August 28th deadline. Moreover, several students did not receive course outlines until after classes began. For one course, the outline was not released until Wednesday September 11th, and the professor did not show up for the first lecture, without informing students. Can the Senate identify the impacts that these actions have on students and commit to working with the Carleton Academic Student Government to ensure the course outline release deadline is respected in coming semesters?

2) Question from Senator Jody Mason:

During the June 2024 Senate meeting, there were a number of procedural anomalies, which ultimately served to hinder full and open exchanges, which should be at the heart of any University Senate meeting. Specifically, there were unannounced speakers at the meeting and observers were permitted to contribute information in the Zoom chat. What is the procedure for having speakers invited to Senate and is it a Senate requirement that any such speakers be identified in the meeting agenda circulated prior to the meeting?

3) Questions from Senator Laura Madokoro

- The penultimate meeting of Senate in June 2024 concluded with a vote to defer a motion on the floor (the motion presented by Senator Nir Hagigi) to the next meeting of Senate. This vote carried. Nonetheless, the last scheduled meeting of Senate for the 2023-24 year was cancelled, without any explanation to Senators about what would happen to the deferred motion. Why was the final June meeting of Senate cancelled when there was in fact business to be dealt with?
- During the 2024 – 2025 academic year, we witnessed a number of efforts to discourage free and open exchange at Carleton including signage that reinforced the notion of “authorized activities” on campus and fencing that precluded the possibility of outdoor gatherings in the quad. What measures will be undertaken this year to ensure that our university fosters dialogue and exchange in these difficult, polarizing times?

Senate Membership Ratifications

September 27, 2024

MOTION: That Senate ratify the following new Senate appointments, as presented, for service beginning immediately unless otherwise indicated.

Faculty Members

- Azar Masoumi (FASS) (3-year term expiring June 30, 2027)
- Rania Tfaily (FASS) (3-year term expiring June 30, 2027)
- Janine Debanné (FED – Architecture) (3-year term expiring June 30, 2027)

Board of Governors Members

- Nathalie Laporte (1-year term expiring June 30, 2025)
- Dudley Maseko (1-year term expiring June 30, 2025)

Undergraduate Student

- Peter Kouzovnikov (Sprott) (1-year term expiring June 30, 2025)

Contract Instructor (elected) – for service beginning October 1, 2024

- Mustafa Bahran (Science) (3-year term expiring September 30, 2027)

Spring Convocation Dates 2026-2027

MOTION: That Senate approve the following revised Spring Convocation dates, as presented.

- 2026: June 8 – 12
- 2027: June 7 - 11

2024 Senate Survey Results

September 2024

Overview

- April 2024: Sixth annual Senate Survey distributed to Senators
- Goals:
 - Receive informative feedback from Senators on their experience serving in academic governance
 - Facilitate development of best practices in academic governance
 - Continue to develop a more open and responsive Senate

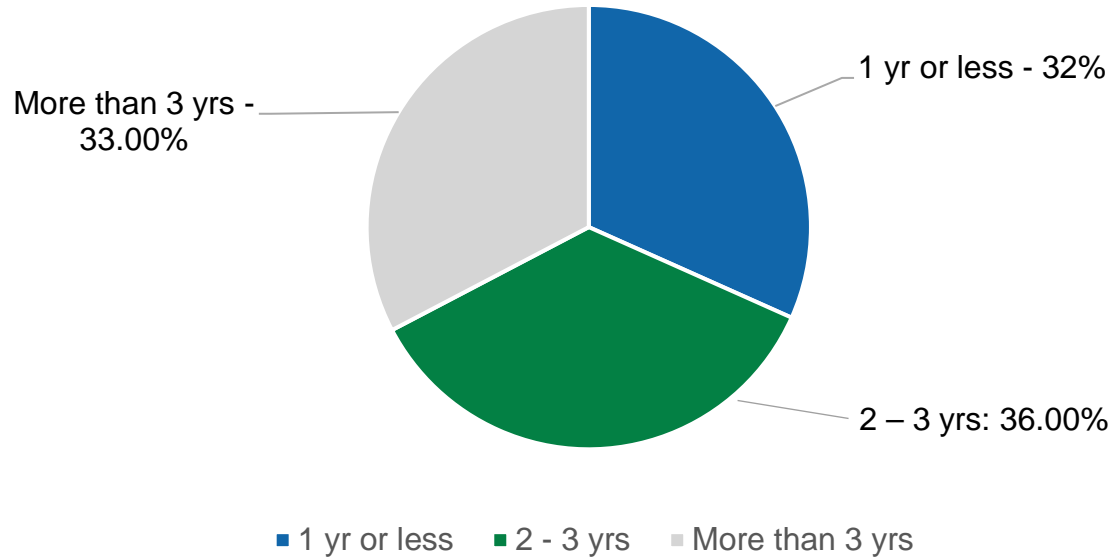
Overview

- Invitations sent April 8, 2024
- Survey closed on May 1, 2024
- Response rate: 41.33% (31/75 Senators responded)
 - 2023 response rate – 39.57%
 - 2022 response rate – 29.5%
 - 2021 response rate – 52%
 - 2020 response rate – 41%
 - 2019 response rate – 47%

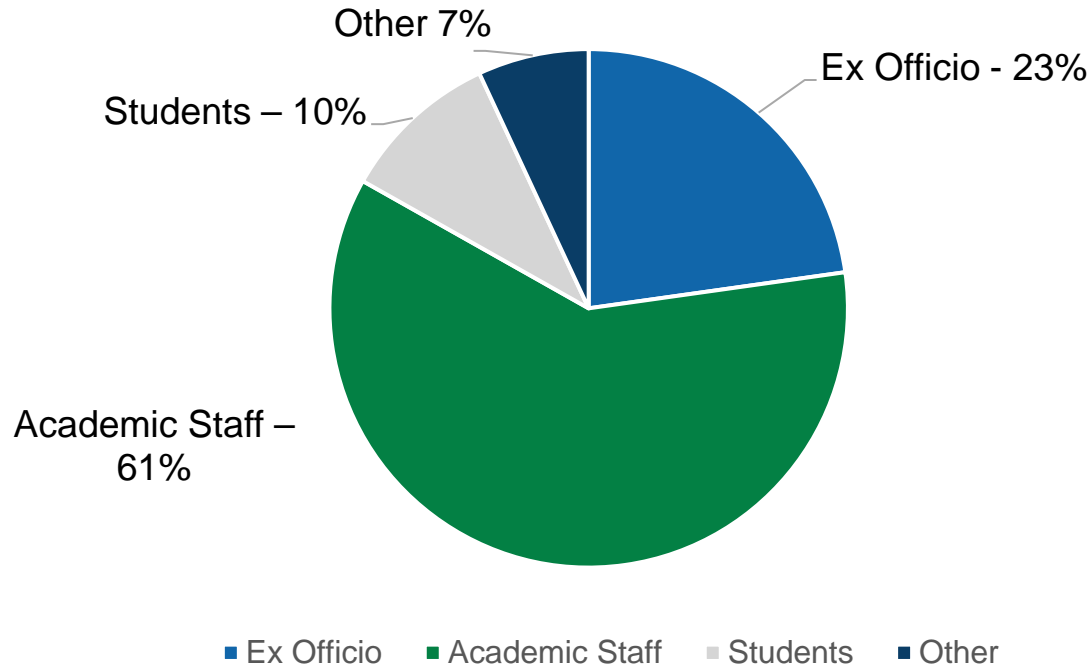
Overview

- Content: 11 questions + additional comments fields
- Categories:
 - Self-Evaluation - constituency, attendance, preparedness, engagement
 - Orientation
 - Meetings - structure, length, tone, mode
 - Committee involvement
 - Documentation and Communication
 - General Comments

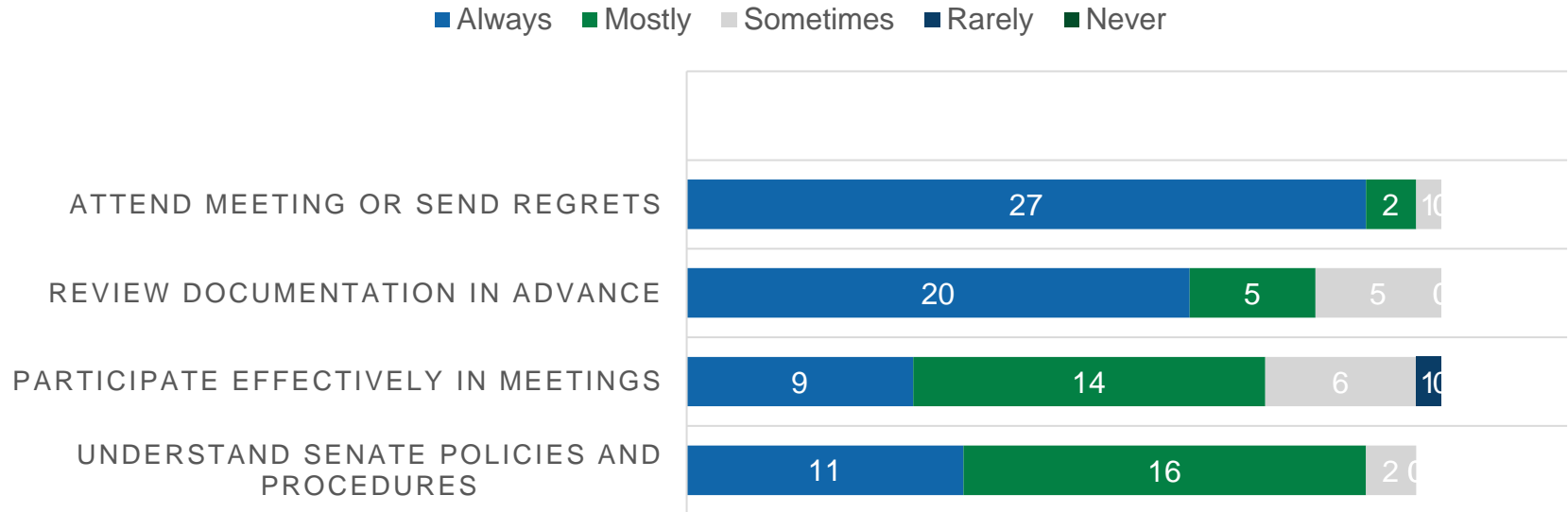
Question 1 – Length of Service



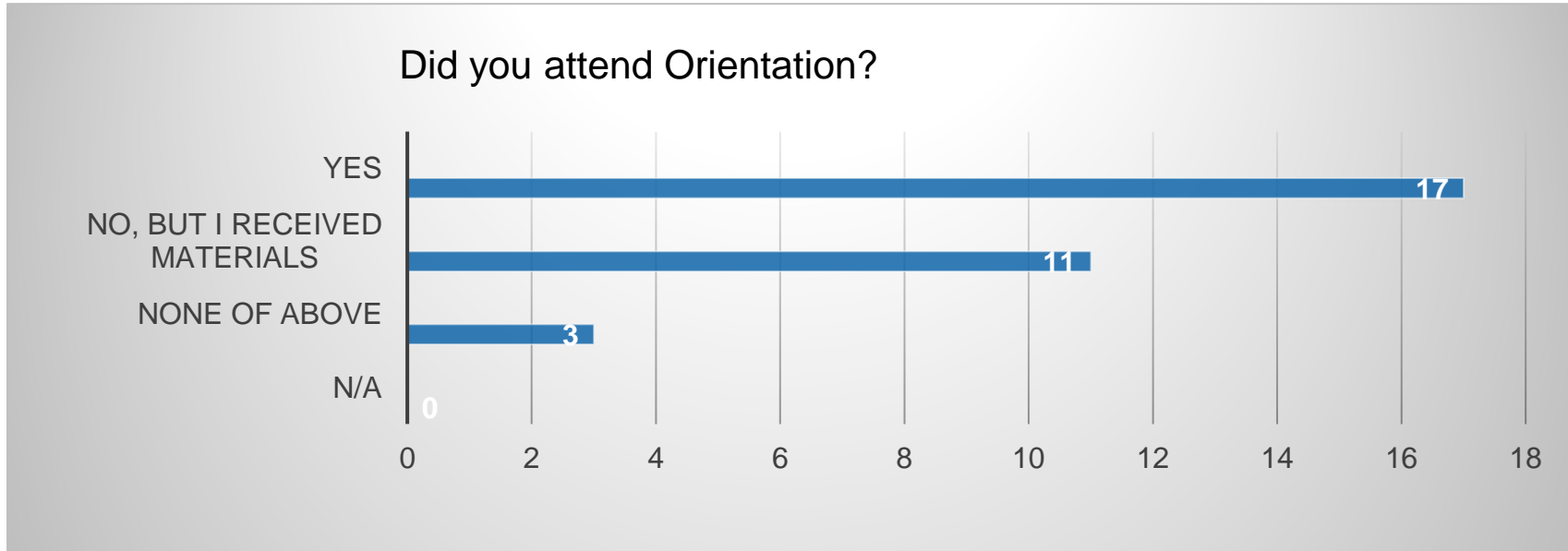
Question 2 – Constituency



Question 3 – Self-Evaluation

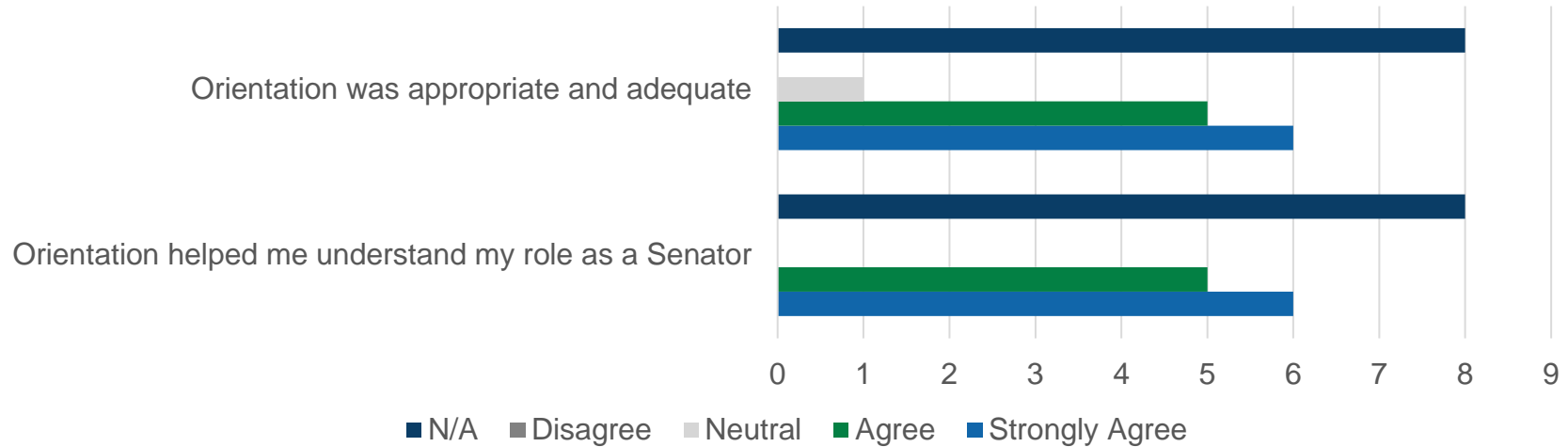


Question 4 – Orientation

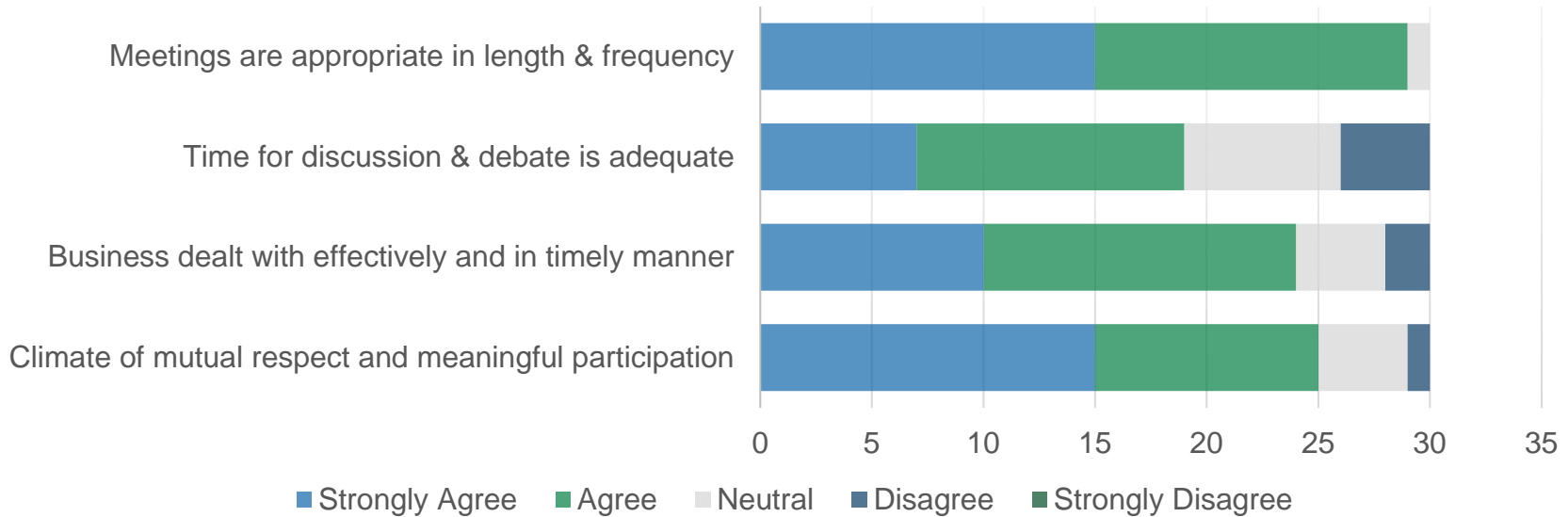


Question 5 – Orientation Evaluation

26 responses



Question 6 – Meetings

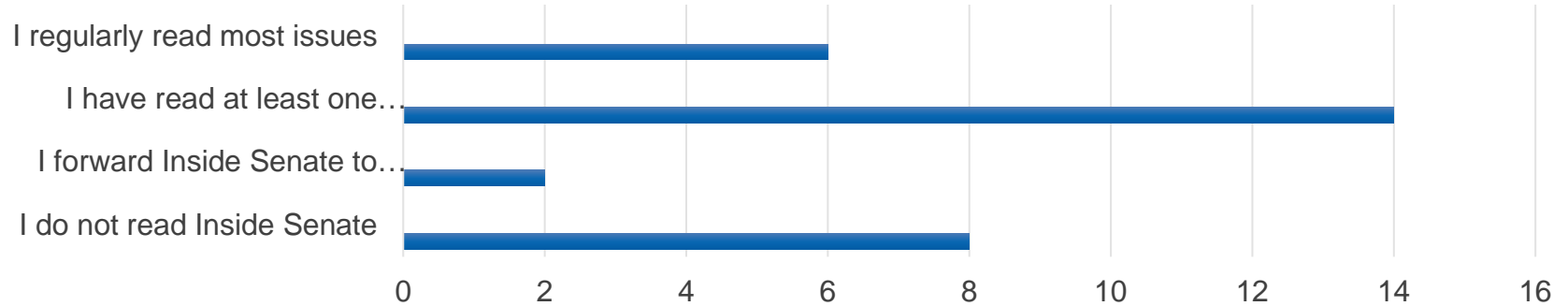


Question 7 – Communications and Documents

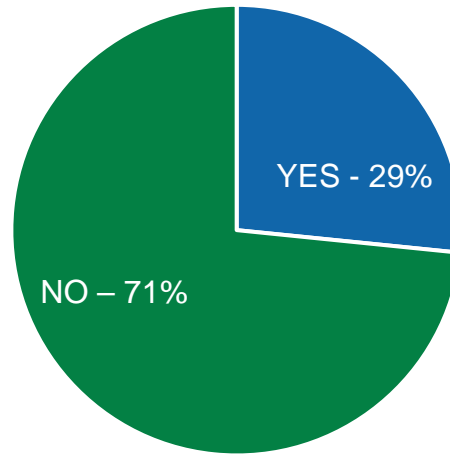


Question 8 – Inside Senate

24 responses



Question 9 – Did you serve on at least one Senate committee?

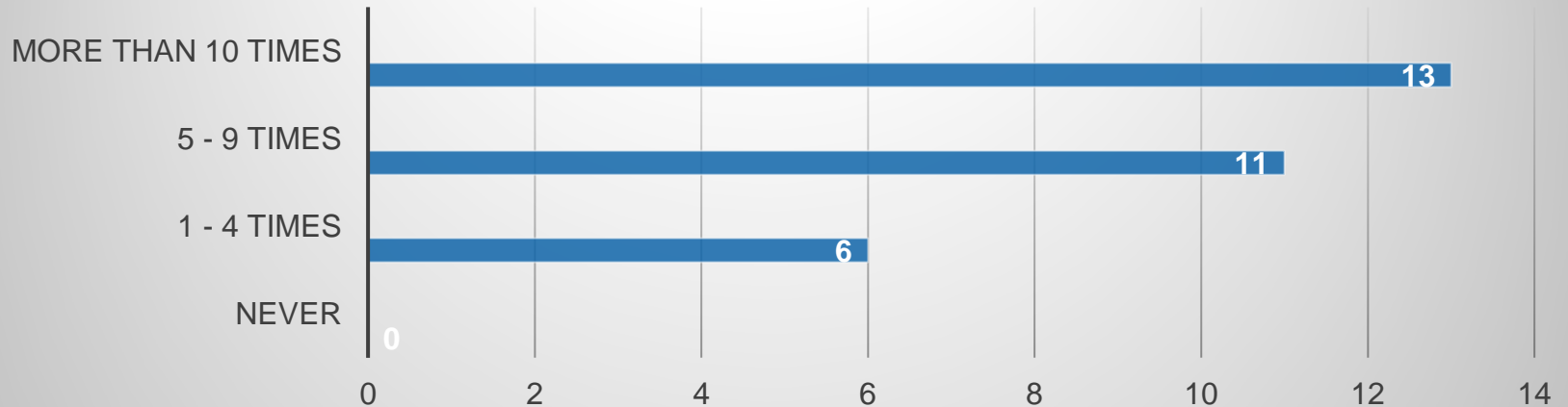


■ Yes

■ No

Question 10 – Website

How many times did you visit the Senate website this year?



Question 11 – Senate's Strengths

- Efficient and well-organized.
- Well prepared staff.
- Collegial environment
- Effective meeting administration

Question 11 – Areas for Improvement / Change

- Provide more time for questions, debate and engaged discussion
- Ensure that debate and/or disagreement is not shut down.
- Fewer presentations in meetings and shorter Chair's Remarks.
- Revise voting protocol for online participants.
- Revise Orientation to include information on Governance, Rules of Order, Committee work
- Improve audio in room
- More support for students

Conclusions

- Continue with good practices (efficiency, organization, transparency)
- Allow adequate time for discussion and debate. Allow all voices to be heard.
- Revise Orientation to include more information on shared governance, collegial governance, Senate Rules and committee work

Carleton
University



MEMORANDUM

The Senate Committee on Curriculum, Admission and Studies Policy (SCCASP)

To: Senate
From: **Julia Wallace**, Chair of SCCASP
Date: September 27th, 2024
Subject: **Regulation Changes 2025/26**

For Senate approval

1. Revisions to Program Structure Regulations 3.1.6

Motion: That Senate approves the revisions to TBD-1858 R-UG-3.1.6 Program Structure effective for the 2025/26 Undergraduate Calendar as presented.

Attachment: TBD-1858 R-UG-3.1.6 Program Structure

2. Glossary revisions to: Concentration, Major, Specialization, Stream

Motion: That Senate approves the revisions to the Glossary effective for the 2025/26 Undergraduate Calendar as presented.

Attachment: Glossary

3. Admission Regulations: removing restriction on upper-year admission

Motion: That Senate approves the revisions to Regulation TBD-1366 R-ADM-Program-BGInS effective for the 2025/26 Undergraduate Calendar as presented.

Attachment: TBD-1366 R-ADM-Program-BGInS

For Information

1. *Attachment: Micro-credential Climate Change and Youth Mental Health*
 - a. *SCCASP approved creation of new micro-credential from Psychology department*

DATE: September 18, 2024

TO: Senate

FROM: Dr. David Hornsby, Vice-Provost and Associate Vice-President (Academic), and Chair,
Senate Quality Assurance and Planning Committee

RE: Final Assessment Report and Executive Summary: Undergraduate Programs in Human
Rights and Social Justice

The purpose of this memorandum is to request that Senate approve the Final Assessment Report and Executive Summary arising from cyclical program review of the undergraduate programs in Human Rights and Social Justice.

The request to Senate is based on a recommendation from the Senate Quality Assurance and Planning Committee (SQAPC), which passed the following motion at its meeting of June 13, 2024:

THAT SQAPC recommends to SENATE the approval of the Final Assessment Report and Executive Summary arising from the cyclical program review of the undergraduate programs in Human Rights and Social Justice.

The Final Assessment Report and Executive Summary is provided pursuant to article 5.4.1. of the provincial Quality Assurance Framework and article 7.2.24 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.24.3 of Carleton's IQAP (passed by Senate in November 2021 and ratified by the Ontario Universities Council on Quality Assurance in April 2022) stipulates that, in approving the Final Assessment Report and Executive Summary 'the role of SQAPC and Senate is to ensure that due process has been followed and that the conclusions and recommendations contained in the Final Assessment Report and Executive Summary are reasonable in terms of the documentation on which they are based.'

In making their recommendations to Senate and fulfilling their responsibilities under the IQAP, members of SQAPC were provided with all the appendices listed on page 2 of the Final Assessment Report and Executive Summary. These appendices constitute the basis for reviewing the process that was followed and assessing the appropriateness of the outcomes.

These appendices are therefore not included with the documentation for Senate. They can, however, be made available to Senators should they so wish.

Any major modifications described in the Implementation Plan, contained within the Final Assessment Report, are subject to approval by the Senate Committee on Curriculum, Admission, and Studies Policy, the Senate Quality Assurance and Planning Committee (SQAPC) and Senate as outlined in articles 7.4.1 and 5.1 of Carleton's IQAP.

Once approved by Senate, the Final Assessment Report, Executive Summary and Implementation Plan will be forwarded to the Ontario Universities' Council on Quality Assurance and reported to Carleton's

Board of Governors for information. The Executive Summary and Implementation Plan will be posted on the website of Carleton University's Office of the Vice-Provost and Associate Vice-President (Academic), as required by the provincial Quality Assurance Framework and Carleton's IQAP.

Senate Motion September 27, 2024:

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Undergraduate programs in Human Rights and Social Justice.

MEMORANDUM

From: Senate Academic Governance Committee
To: Senate
Date: September 27, 2024
Subject: Senate committee ratifications

MOTION: That Senate ratify the nominees for Senate committees, as presented, for service beginning immediately upon approval.

- 1) Senate Committee on Undergraduate Student Awards
 - Logan Breen (UG Student)
- 2) Senate Review Committee
 - Gabriel Wainer (Chair) (Faculty member – FED) (Senator)
- 3) Senate Committee on Curriculum Admissions and Studies Policy
 - Matthias Neufang (Faculty member – Science)

MEMORANDUM

From: Senate Academic Governance Committee
To: Senate
Date: September 27, 2024
Subject: Updated TORs for SCCASP, SQAPC, Medals & Prizes, Senate Review Committee

In January of 2023, the *Ad Hoc Committee on Graduate Academic Governance* submitted a report to Senate with a number of recommendations to address the impacts of the transfer of approval authority and responsibility for graduate curricula from FGPA to the line Faculties. One of these recommendations was to amend the Terms of Reference of Senate Committees whose membership includes an FGPA representative. The Senate Academic Governance Committee has completed the updates to four standing committees that included FGPA representatives as members.

Senate Medals & Prizes Committee

- Dean (or designate) from the Faculty of Graduate and Post-Doctoral Affairs (FGPA) removed from committee membership

Senate Review Committee

- Faculty representative from FGPA removed from committee membership

Senate Committee on Curriculum Admissions and Studies Policy

- Faculty member from FGPA removed from committee membership
- List of Resources amended to reflect updated titles, and to include the Vice-Provost (Graduate Studies)

Senate Quality Assurance and Planning Committee

- Associate Dean from FGPA removed from membership
- SCCASP Chair added as a voting member (since SQAPC Chair is voting member of SCCASP)
- Non-voting members renamed as Resources (as per committee template)
- Resource titles updated
- Quorum and Voting rules – minor updates for clarity

<p>MOTION: That Senate approve the updates to the Terms of Reference for the Senate Committees as presented.</p>

Senate Medals & Prizes Committee- Terms of Reference

Type of Committee: Standing Committee

Purpose: The Senate Medals and Prizes Committee makes recommendations to Senate for the awarding of medals for academic achievement in accordance with the procedures outlined in the Senate Medals Policy.

Responsibilities:

- To recommend to Senate recipients of the following medals for academic achievement:
 - Governor General’s Gold Medals (graduate)
 - Governor General’s Silver Medals (undergraduate)
 - President’s Medal
 - Chancellor’s Medal
 - University Medals (Graduate)
 - University Medals (Undergraduate)
 - Senate Medals for Outstanding Academic Achievement (Graduate)
 - Senate Medals for Outstanding Academic Achievement (Undergraduate)
- To recommend to Senate new or revised medal regulations under the Senate Medals Policy.

- **Membership:** Clerk of Senate, Chair
- Dean (or designate) from each of the Faculties of Arts & Social Sciences, Public Affairs, Sprott School of Business, Science, and Engineering and Design, ~~and Graduate and Post-Doctoral Affairs~~
- Chair, Senate Committee on Student Awards
- University Registrar, Secretary (voting)

Quorum and Voting: Quorum and Voting is by simple majority

Reporting: The Committee reports to Senate.

Review: These terms of reference will be reviewed every seven years, or as needed.

Document Origin Date:

Reviewed/Revised: September 25, 1998, January 28, 2005, May 26, 2016, January 29, 2021, September 27, 2024

Senate Review Committee - Terms of Reference

Type of Committee: Standing Committee

Purpose: The Senate Review Committee reviews and reports to Senate annually on the Operating Budget Report and the Enrolment Report. In addition, the Senate Review Committee will respond to specific questions posed by Senate, based on the mandate of Senate.

Responsibilities:

The committee will review and report annually on the finances of the university and on student enrolment. In addition, Senate may request that the committee prepare reviews of various aspects of support for teaching, learning and research. When possible, these reports should be coordinated with presentations to Senate from the administration on these topics.

The Committee will gather and synthesize information from a broad range of sources, both internal and external to the University. The Committee will systematically review and summarize the information for presentation to Senate and provide a report to Senate. The Committee may also provide any advice to Senate regarding the question(s) being considered. The committee's reports will respect the constraints of confidentiality.

Membership:

- A Chair elected by Senate and chosen from the elected faculty membership of Senate
- One faculty representative from each of the university's six-5 line Faculties (including the Faculty of Graduate and Postdoctoral Affairs)Arts & Social Sciences, Engineering & Design, Public Affairs, Science, Sprott School of Business)
- Two undergraduate students
- Two graduate students

Quorum and Voting: Quorum and voting are by simple majority.

Reporting:

The Committee reports to Senate.

Review:

These terms of reference will be reviewed every seven years or as needed.

Document Origin Date: April 28, 2017

Reviewed/Revised: June 18, 2021, September 27, 2024

Senate Committee on Curriculum, Admissions and Study Policy (SCCASP)

Terms of Reference

Type of Committee: Standing Committee

Purpose: To review and make recommendations to Senate, and approve as required, policies, regulations, and requirements pertaining to curriculum, admissions, and studies.

Responsibilities:

1. To review and make policy recommendations on admission requirements to all undergraduate degree programs (including certificates) and program elements (for example, minors, concentration).
2. To review and make policy recommendations at the undergraduate level on advanced standing and transfer of credit.
3. To review and make policy recommendations on minimum undergraduate program requirements, including the minimum number of courses, residence requirements, and the minimum level of achievement expressed as a grade point average. Where appropriate, the committee will also recommend on the minimum requirements, as defined above, for various specifications including majors, combined majors, honours and combined honours programs.
4. To review and make policy recommendations on general academic regulations that are *either* specific to undergraduate or graduate programs, or common to both, including but not limited to academic evaluation, the grading system, examination administration, and challenge for credit.
5. To review and comment on all faculty, school, departmental and other regulations, at both the undergraduate and graduate levels, which may affect university requirements and/or which may be of concern to more than one Faculty.
6. To review and make recommendations on the organization and presentation of the material in the undergraduate and graduate calendars.
7. To review developments external to the University that impact policy at both the undergraduate and graduate levels, and to provide Senate with information on the implications.
8. To review and make recommendations on policies and procedures at both the undergraduate and graduate levels under which students may appeal matters relating to their academic standing.
9. To approve annually the undergraduate and graduate academic schedules within the Guidelines for Determining the Academic Year as set and amended from time to time by Senate.
10. To review and approve undergraduate and graduate minor program modifications as these are defined by the Carleton University Institutional Quality Assurance Process and to submit these modifications to Senate for information.

Membership:

1. An elected faculty member of Senate or a faculty member eligible to be elected to Senate to serve as Chair
2. Vice Provost and Associate Vice-President (Academic)
3. Vice-President (Students and Enrolment)/University Registrar (secretary)
4. Clerk of Senate (ex officio)
- ~~5. One faculty member nominated by the Dean of the Faculty of Graduate and Postdoctoral Affairs~~
- ~~6-5.~~ One undergraduate student
- ~~7-6.~~ One graduate student
- ~~8-7.~~ One faculty representative from each of the University's five line-Faculties (normally these are faculty representatives who are responsible for policies, regulations, and requirements pertaining to curriculum, admissions, and studies)

Resources

- Director of Admissions Services
- Associate Vice-President (Enrolment Management)
- ~~Associate University Registrar (secretary)~~
- ~~Vice-Provost (Graduate Studies)~~
- Director Graduate Services ~~& Graduate and -Registrar~~
- Graduate ~~Program Curriculum and Calendar~~ Officer
- ~~Undergraduate Curriculum and Calendar~~ ~~Editor/Officer~~
- ~~Manager, Office of the Vice-Provost~~ ~~Director, Office of Academic Programs and Strategic Initiatives~~
- Representative from the Office of Institutional Research and Planning (OIRP)
- Assistant Registrar, Academic Evaluation and Curriculum Management
- ~~Manager, Student System Support~~
- ~~_____~~

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Quorum and Voting:

Quorum and voting are by simple majority.

Reporting:

The Committee reports to Senate.

Review:

These terms of reference will be reviewed every 7 years or as needed.

Document Origin Date: 28 September 2012

Reviewed/Revised: 25 September 2015; 25 March 2022, 24 November 2023, 27 September 2024

Senate Quality Assurance and Planning Committee

Type of Committee: Standing Committee

Purpose:

The *Senate Quality Assurance and Planning Committee* (SQAPC) is responsible for the application of the Institutional Quality Assurance Process (IQAP), and for reviewing, recommending and reporting to Senate on planning respecting academic matters pursuant to Section 22 of the Carleton University Act.

Responsibilities:

The *Senate Quality Assurance and Planning Committee* shall effect the implementation of the IQAP including but not limited to:

1. New program approvals and the expedited approval process;
2. Major modification process; and
3. Cyclical program reviews;

Through its discussions on new programs, cyclical program reviews and major modifications to individual programs, SQAPC is able to identify academic matters that have general academic impact. As such, SQAPC will regularly disseminate their findings to other relevant Carleton committees, as appropriate.

SQAPC is additionally charged with reviewing academic structures., including Faculties, Schools, Colleges, Departments and Institutes that offer academic programs.

Reporting:

SQAPC (through its Chair) shall refer and recommend to Senate new program approvals, major modifications to existing programs, and cyclical program reviews; SQAPC (through its Chair) shall report to Senate on the progress of implementation plans arising from cyclical program reviews.

SQAPC will also consider and make recommendations to Senate on the establishment and structuring of faculties, departments, schools, colleges and institutes that offer academic programs.

Membership:

SQAPC is constituted as follows:

- ~~1. Vice-Provost (AVPA), Chair (non-voting);~~
- ~~2. Assistant Vice President (Academic), Vice Chair (non-voting);~~
- ~~3. Associate Dean, Programs, Faculty of Graduate and Post-Doctoral Affairs (ex-officio) (voting);~~
- ~~2.4. Nine (9) Faculty members, broadly representative of the five line-faculties. At least 50% must be current or past Senators (voting);~~

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~~35. Two (2) students (one graduate and one undergraduate) (voting);~~

4. SCCASP Chair

Resources:

1. Associate Vice-President (Academic Programs & Strategic Initiatives), (Vice Chair)

2. Vice-Provost (Graduate Studies)

~~5. Two (2) students (one graduate and one undergraduate) (voting);~~

~~6-3. CUASA Observer (non-voting);~~

~~7-4. The University Librarian or delegate (non-voting)~~

~~8-5. Undergraduate Curriculum and Calendar Editor-Officer (resource) (non-voting)~~

6. Graduate Curriculum and Calendar Officer

~~9. SCCASP Chair or delegate (resource) (non-voting)~~

~~10-7. Office of Vice-Provost and Associate Vice-President (Academic) Subject Matter Experts (resource) (non-voting)~~

In constituting SQAPC, care will be taken to ensure that the majority of faculty members are individuals with established and continuing research records and/or experience in the administration of graduate or undergraduate programs.

SQAPC is constituted following Senate procedures and its membership is ratified by Carleton University's Senate. Membership is normally a three year term.

Quorum and Voting:

Quorum is by simple majority -of the current voting membership. Voting is by majority vote of those present, with the Chair being non-voting except to break any ties.

Meetings and Workload:

The committee meets twice monthly for approximately 1.5 hours. The main workload for the committee consists of reviewing and assessing quality assurance documentation for reporting to Senate.

Review:

These terms of reference shall be reviewed every 7 years, at minimum.

Document Origin Date: February 14, 2020

Reviewed/Revised: September 27, 2024

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MEMORANDUM

From: Senate Academic Governance Committee
To: Senate
Date: September 27, 2024
Subject: Creation of new *Ad Hoc Committee on the Academic Integrity Policy*

As per the recommendations of the *Ad Hoc Committee on Graduate Academic Governance*, Senate has delegated responsibility to the Senate Academic Governance Committee (SAGC) for outlining the process of a review of the Academic Integrity Policy.

Revisions to the AI Policy are required due to the recent restructuring of the Faculty of Graduate and Postdoctoral Affairs, and growing concerns regarding the impact of Artificial Intelligence on academic integrity. The review also provides an opportunity to ensure coordination between Faculties and to consider lessons learned during the pandemic.

SAGC is recommending the creation of an *Ad Hoc Committee on the Academic Integrity Policy* to undertake the review, and to submit a report to Senate by March of 2025. The committee will be composed of faculty members with experience in Academic Integrity issues/cases, a support staff member from the Registrar's Office, and a representative from Ombuds Services. A draft Terms of Reference is attached to this memo.

MOTION: That Senate approve the Terms of Reference for the Ad Hoc Committee on the Academic Integrity Policy, as presented.

**Senate Ad Hoc Committee on the Academic Integrity Policy
Terms of Reference**

DRAFT

The purpose of the Senate Ad Hoc Committee on the Academic Integrity Policy is to recommend changes to update the Academic Integrity Policy to meet the current requirements of the University community, including addressing the recent restructuring of the former Faculty of Graduate and Postdoctoral Affairs.

Responsibilities

The Senate Ad Hoc Committee on the Academic Integrity Policy recommend to Senate changes to the Academic Integrity Policy that

- are required to respond to the Senate approved changes to Graduate Academic Governance,
- are required to address issues not currently considered in the Policy (for example, the use of artificial intelligence),
- are a result of a review of the current approach to implementation of the Policy, and,
- are a result of other issues related to academic integrity identified by the Ad Hoc Committee

Reporting

The Senate Ad Hoc Committee on the Academic Integrity Policy (through its Chair) reports regularly to Senate on its work and progress with the intent of bringing a report and recommendations to Senate by March 2025.

Membership

The Senate Ad Hoc Committee on the Academic Integrity Policy is constituted as follows:

- One faculty member nominated by SAGC as chair.
- One faculty member from each Faculty nominated by the corresponding Dean.
- One faculty member nominated by the Provost and Vice-President (Academic) with experience with the past Academic Integrity Policy practices of the former Faculty of Graduate and Post-doctoral Affairs.
- Two support staff members, one from the Registrar's Office with experience in supporting the academic integrity appeals process, and one representing Ombuds Services.
- The Chair of the Senate Ad Hoc Committee on Petitions and Appeals.

The Committee may invite others to serve as non-voting resources to provide information as required.

Quorum and Voting

Quorum is a minimum of six of the ten voting members of the Committee where the majority of quorum must be faculty members. Voting is by majority vote, with the Chair being non-voting except to break any ties. The Committee is expected to work in consultation with stakeholders.

Meetings and Workload

Members selected for the Committee are expected to serve until the Committee completes its work. The Committee will meet regularly and be supported by staff from the Senate Office.



MEMORANDUM

From: Senate Academic Governance Committee
To: Senate
Date: September 27, 2024
Subject: Creation of new *Ad Hoc Committee on Petitions and Appeals*

Through its review of Senate committee Terms of Reference, the Senate Academic Governance Committee has noted that a clear overview of the entire process of appeals and petitions is needed to clarify the process for students and the various appeal committees. With the restructuring of the Faculty of Graduate and Postdoctoral Affairs and the resulting changes in graduate academic governance, graduate petitions and appeals processes also need to be reviewed and documented. SAGC is proposing that a Senate policy clarifying a common understanding of petitions and appeals and how they are handled would be beneficial.

SAGC is proposing the creation of an *Ad Hoc Committee on Petitions and Appeals* to draft a *Senate Policy on Petitions and Appeals*, and to report to Senate by March of 2025. A draft Terms of Reference for the committee is attached to this memo. Membership will include the Chair of the Ad Hoc Committee on the Academic Integrity Policy, in order to coordinate the efforts of the two committees.

<p>MOTION: That Senate approve the Terms of Reference for the Ad Hoc Committee on Petitions and Appeals, as presented.</p>

**Senate Ad Hoc Committee on the Petitions and Appeals
Terms of Reference**

DRAFT

The purpose of the Senate Ad Hoc Committee on Petitions and Appeals is to make recommendations to meet the current requirements of the University, including those resulting from the recent restructuring of the former Faculty of Graduate and Postdoctoral Affairs.

Responsibilities

The Senate Ad Hoc Committee on Petitions and Appeals recommend to Senate:

- a Senate Policy on Petitions and Appeals,
- any required changes to the Terms of Reference of the Senate Undergraduate Studies Committee (SUSC),
- any other actions, within the purview of Senate, that result from a review of the current approach to Petitions and Appeals and, in particular, actions required to respond to the recent restructuring of the former Faculty of Graduate and Postdoctoral Affairs.

Reporting

The Senate Ad Hoc Committee on Petitions and Appeals (through its Chair) reports regularly to Senate on its work and progress with the intent of bringing a report and recommendations to Senate by March 2025.

Membership

The Senate Ad Hoc Committee on Petitions and Appeals is constituted as follows:

- One faculty member nominated by SAGC as chair.
- One faculty member from each Faculty nominated by the corresponding Dean.
- One faculty member nominated by the Provost and Vice-President (Academic) with experience with the past Petitions and Appeals practices of the former Faculty of Graduate and Post-doctoral Affairs.
- Three support staff members, one from the Registrar's Office with experience in petitions and appeals process, one from Graduate Studies, and one representing Ombuds Services.
- The Chair of the Senate Ad Hoc Committee on the Academic Integrity Policy.

The Committee may invite others to serve as non-voting resources to provide information as required.

Quorum and Voting

Quorum is a minimum of six of the ten voting members of the Committee where the majority of quorum must be faculty members. Voting is by majority vote, with the Chair being non-voting except to break any ties. The Committee is expected to work in consultation with stakeholders.

Meetings and Workload

Members selected for the Committee are expected to serve until the Committee completes its work. The Committee will meet regularly and be supported by staff from the Senate Office.

Senate Review Committee

May, 2024

Questions for Provost re 2024-25 Budget Presentation to Senate

- 1) Revenues:
 - a. Please clarify what is included in "Other Income."
 - b. Please also clarify whether the investment income is a net number. (Is debt repayment factored in?)
- 2) Expenses:
 - a. Please provide more detail on what is included in "provisions and contingencies."
 - b. Please also clarify the category of "Supplies and Direct Expenses." What is included in this?
 - c. Salaries: Please provide the following breakdowns:
 - i. Union vs non-union salaries/employees
 - ii. Management vs. non-management administration vs. faculty
 - iii. Comparison of management to levels at other universities, if possible.
- 3) Financial Risk Mitigation:
 - a. What are the restrictions on using Reserves and Contingencies?
 - b. How large are our reserves, currently?
- 4) 2024-25 New Allocations
 - a. Why the increase in funding for Joint Programs? (new allocations = more money?)
- 5) 2024-25 Provisions & Contingencies – please explain this slide and these numbers (Previous slide allocates only \$6M for this item)
- 6) Deficit Projection
 - a. More information on the bounce-back line. Does this include the 6% cut?
- 7) Other questions:
 - a. If across the board cuts are not continuing, where will the 6% cuts be focused? (Which RPCs are targeted?)

Senate Motion Requesting a Comprehensive Review of the University's Investments; the Divestment and Separation from Entities and Institutions Profiting off of Human Rights Violations; and the Complete Transparency of the University's Investments.

This motion may be cited as the *Investment Review and Transparency Motion*.

Introduced on 7 June 2024 by Nir Hagigi.

WHEREAS a global movement calling for divestment from entities complicit in human rights violations against Palestinians exists, with participation from students, faculty, and staff.

WHEREAS [at least](#) 95 academics, 5,497 students, 261 educators have been killed, and at least 625,000 school-aged children have been denied access to education for several months.

WHEREAS the [Carleton University Students' Association](#) (CUSA) and the [Graduate Students' Association](#) (GSA) have passed motions urging the University to take action regarding concerns about the University's investments.

WHEREAS a coalition of students, faculty, and other campus organizations, called [Carleton4Palestine](#), has publicly issued the following demands to the University administration:

1. **Full Disclosure of Investments:** Immediate publication of all the university's financial investments, encompassing both endowed and non-endowed funds. Going forward, the university must update and publish a list of all current investments, no later than February 1st of each year.
2. **Immediate Divestment:** The complete divestment from corporations and entities that are complicit in human rights violations, particularly those profiting from the exploitation, surveillance, and murder of the Palestinian people.
3. **Academic Boycott:** A separation from institutions and entities that [support, participate in, or benefit from the Israeli occupation](#), oppression, discrimination, and genocide of Palestinians. The university should foster relationships with Palestinian educational institutions through inter-institutional cooperation, including student exchanges, infrastructure support, and library sharing. Moreover, the university must commit to establishing scholarships, fellowships, and placements for Palestinian students through programs such as [Palestinian Students & Scholars at Risk](#).

WHEREAS the [University of Ontario Institute of Technology](#), [California State University Sacramento](#), and [dozens of other institutions](#) around the world have agreed to initiate a process to divest their funds from companies that are profiting from violations of international law.

WHEREAS Carleton University abides by a public commitment to Responsible Investment principles [which outlines that](#):

“Managers are expected to consider all material environmental, social, and governance (ESG) factors and be mindful of the interplay between those factors when analyzing investments. While all relevant ESG factors should be considered in investment decision-making, the following are some of the important strategic priorities for the University:

- Climate Change
- Indigenous Rights
- Human Rights, including Accessibility and LGBTQ2S+ Rights
- Diversity, Equity and Inclusion
- Mental Health and Wellness”

WHEREAS members of the Carleton University community have been personally affected by the ongoing human rights violations perpetrated against Palestinians, partly funded by Carleton University’s investments.

AND WHEREAS many members of the Carleton University community, including students, faculty, and staff, have expressed a strong interest in the transparency of the University's investment practices.

BE IT THEREFORE MOVED that Senate:

1. **Recommends** the Board of Governors, Pension Committee, Pension Fund Management Office, Investment Committee, and all other relevant entities to assess Carleton's investments regarding potential human rights violations against Palestinians.
2. **Recommends** the aforementioned entities divest from companies that are found to:
 - a) Provide products or services that contribute to the maintenance of the occupation of Gaza and the West Bank, including East Jerusalem, as well as the Syrian Golan Heights;
 - b) Provide products or services that contribute to the maintenance and expansion of settlements in the occupied Palestinian territories;
 - c) Establish facilities or operations in Israeli settlements in the occupied Palestinian territories;
 - d) Provide products or services that contribute to the maintenance and construction of the separation wall;
 - e) Provide products or services that contribute to violent acts that target civilians.

3. **Recommends** the establishment of a transparent and accountable process for future investment decisions that abide by clear ESG criteria, including consideration around human rights violations perpetrated against Palestinians.
4. **Recommends** the immediate publication of all the university's financial investments, encompassing both endowed and non-endowed funds.
5. **Recommends** the university update and publish a list of all current investments, no later than February 1st of each year.

Senate Briefing on Investments

Sept. 27, 2024

Considerations to Divestment and Transparency

- Legal
 - Regulatory compliance
 - Contractual obligations
 - Fiduciary duty
- Privacy of stakeholders
- Environmental, Social, Governance (ESG) factors
- University governance

Pension Regulatory System

Pension plans in Ontario must abide by the Pension Benefits Act, Income Tax Act, common law and other areas of law, as well as Canadian Association of Pension Supervisory Authorities (CAPSA) Guidelines.

- Disclosure of individual holdings is not a requirement under the PBA.
- Certain investments may be subject to confidentiality requirements.
- Carleton's past practice has been to share individual Retirement Fund holdings on request while asking members for confidentiality.

The Financial Services Regulatory Authority of Ontario (FSRA) is the regulator.

- Requires Statement of Investment Policies and Procedures to state whether ESG is considered.
- Carleton follows this approach and has a stand-alone Responsible Investing policy.
- External Investment Managers are subject to securities laws, securities regulators, anti-money laundering requirements, international fund regulatory requirements and other duties.

Retirement Plan Fiduciary Duty

- Carleton University is both the Sponsor and Administrator of the Retirement Plan.
- Pension oversight is a Board of Governors responsibility.
- The Administration is delegated to the Pension Committee (who report to the BOG Finance Committee and in turn the BOG).
- The assets are in Trust and are owned by the beneficiaries (i.e. members).
- The Administrator has both common law fiduciary and statutory obligations to use care, diligence, and skill in the administration and investment of the Retirement Fund. The Pension Committee and the university have a fiduciary duty to act in the best interests of all members. Best interests is viewed as financial interests (i.e. achieving the best financial results).

Environmental, Social and Governance (ESG) and Fiduciary Duty: Regulatory Perspective

- **An outright prohibition on specific investments, based only on non-financial considerations is a breach of fiduciary duty. Financial considerations are paramount and all decisions must comply with fiduciary duty.**
- **Investments decisions on based solely on non-financial considerations not permitted.**
- The Ontario regulator FSRA has stated “An administrator should be cautious to ensure that its approach to incorporating ESG factors does not conflict with its fiduciary duties, as may be the case with the use of ethical screens. The best interests of plan beneficiaries has traditionally been defined by the courts in terms of the beneficiaries’ financial interests, with the result that there is a potential conflict with investing with other goals in mind, such as ethical or moral considerations.”
- All the assets of the Retirement Fund are externally professionally managed. The Pension Fund Management office and Pension Committee review performance on a quarterly basis. They also engage external investment managers on ESG issues in the context of their fiduciary duty.

Endowment Fiduciary Duty

- Endowment is a Board of Governors responsibility.
- The Fund is owned by the university and is used to provide student bursaries, scholarships, and operating expenses.
- The Fund is made up of donations and is also subject to fiduciary duty, charities law and other legal obligations.
- The university is a charity and is subject to common law and statutory duty of care in respect to investing its assets as outlined in the Trustee Act and other applicable law.
- There is a similar fiduciary duty to ensure the assets are invested to support the objectives of the asset pools. (e.g. supporting scholarships provided by a donor.)
- The Pension Fund Management office and Investment Committee review performance quarterly including ESG factors. Investment Committee reports to BOG Finance Committee.
- The Investment Committee also oversees the Sprott Student Investment Fund.

ESG Partnerships

The university and the Retirement Plan are both signatory to the United Nations supported Principles for Responsible Investing (PRI).

- A dedicated ESG resource completes a report for the PRI on both the Endowment and Retirement Plan where our efforts are assessed relative to the institutional investment industry.

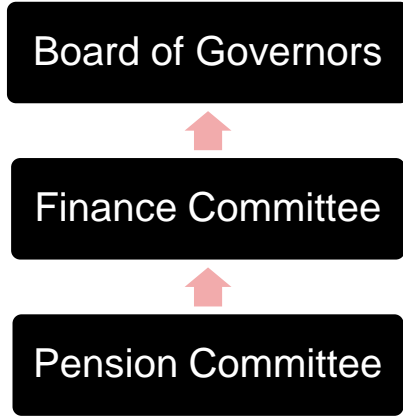
The university is a member of the University Network for Investor Engagement (UNIE).

- We supply UNIE with our public equity holdings and they engage on behalf of Carleton and 17 other university endowments and pension plans to ensure our public companies are meaningfully addressing climate change-related risks.

ESG Initiatives

- Every external investment manager receives our Responsible Investing policies and abide by our SIP&Ps.
- The Pension Fund Management office has external investment managers complete ESG questionnaires on an annual basis and incorporate them into Committee reporting.
- The ESG Questionnaire was developed in consultation with ESG Global Advisors who have supported the ESG reporting of Canada's largest pension plans, federal agencies, insurers, investment managers, and other foundations/endowments.
- The Pension Fund Management office monitors external investment manager proxy voting and engagement activities.
- New external investment managers are assessed on ESG factors in a transparent approach during the due diligence period. Committee members can attest to the rigour that is involved.

Governance

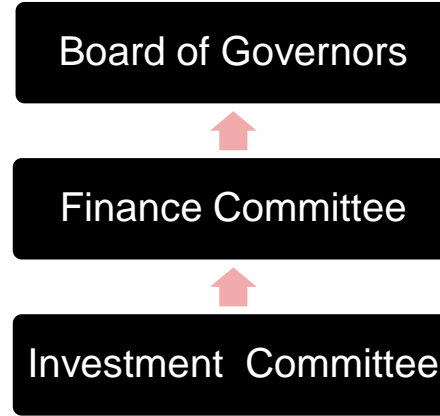


Retirement Plan Governance Documents:

Plan Text

Statement of Investment Policies and Procedures

Responsible Investing Policy



Endowment Governance Documents:

Terms of Reference

Statement of Investment Policies and Procedures

Responsible Investing Policy

Senate is not the governance body for decisions on investments.

Investment Transparency

- The Pension Fund Management office and Pension Committee review the Retirement Fund holdings quarterly. Members of the Retirement Plan receive holdings on request, and their annual statements share the investment firms responsible for managing the assets.
- The Pension Fund Management office and Investment Committee review the Endowment holdings quarterly, and donors receive reports that share the investment firms responsible for managing the assets.
- Certain investments such as private assets and pooled funds have legal provisions in their side letters and investment management agreements whereby individual holdings cannot be shared and confidentiality maintained.

Investment Review and Transparency Motion

- Pension and Endowment are Board of Governors responsibility and Fiduciary Duties.
- Pension Committee and the Investment Committee review all investment decisions and report to the Board.
- Pension Fund Management office engaged external investment managers on the holdings brought forward for divestment and was satisfied with the responses given through a fiduciary and ESG lens.
- The United Nations supported PRI does not support or require divestment and instead recommends engagement which is what is being done.
- Legal opinion obtained stated that divesting from companies for non-financial reasons, including those requested such as Microsoft, Google, Booking.com, Rolls Royce would be a breach of fiduciary duty.
- The Investment & Pension committees do not support a simplistic divestment approach as investment decisions involve a complex matrix of considerations and must comply with all fiduciary obligations.

Carleton University Responsible Investing Report

September 2023



Carleton
University





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This report covers the Combined Funds' Responsible Investing (RI) approach and performance for the period January 1, 2022 – December 31, 2022. Within this report, the terms “the Funds”, “the Fund”, “the portfolio” or other similar terms refer to the Combined Funds, made up of the Endowment Fund and Non-Endowed Operating Funds. The University seeks to align its reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Created by the Financial Stability Board, the goal of the TCFD is to improve and increase the reporting of climate-related financial information.



Responsible Investing

Commitment to Responsible Investing

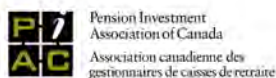
Carleton University (“the University”) maintains an Endowment Fund and Non-Endowed Operating Funds, referred to collectively as the Combined Funds (“the Combined Funds”), in order to meet, or to supplement, expenditure requirements. The income generated by the Endowment Fund supports student aid (such as scholarships and grants); the Non-Endowed Operating Funds support campus initiatives such as infrastructure refurbishment and transition, and a variety of other campus goals. The objective of the Combined Funds is to provide a flow of income while maintaining

the real value of the capital to ensure that the University is able to continue to fund the above-described activities. We believe that consideration of environmental, social and governance (ESG) factors can have a positive effect on long-term financial performance, and thus may better align the portfolio with the interests of stakeholders. Full descriptions of the Combined Funds’ approaches to Responsible Investing (RI) are available in the Endowment Fund Responsible Investing Policy and Non-Endowed Funds Responsible Investing Policy (“the Policies”).

As part of Carleton’s commitment to RI, the University participates in leading investor collaborations and coalitions:



The PRI is the world’s leading proponent of responsible investment and works to support investor signatories in incorporating ESG factors into their investment and ownership decisions.



PIAC is a forum for pension plans to share information and knowledge. It is made up of over 130 of the largest pension plans in Canada. Although PIAC focuses on pensions, information shared is relevant to Carleton as a not-for-profit organization.



UNIE is a shareholder engagement program for university endowments and pension plans, leveraging their power as institutional investors to address climate change related risks.

Governance of Responsible Investing

Governance

Ultimate oversight of the Combined Funds' approach to Responsible Investing is provided by the University's Board of Governors. As part of this responsibility, the Finance Committee of the Board of Governors and the overall Board of Governors approve the Funds' Responsible Investing Policies every two years or more frequently as required. The University Investment Committee is responsible for providing oversight, and monitoring the implementation of the Policies on a quarterly basis. The Investment Committee implements the Board of Governors' resolutions related to RI and ensures appropriate internal and external resources are available for successful execution of the Policies.

Management

The Pension Fund Management (PFM) office is responsible for day-to-day implementation of the Policies and provides quarterly reporting to the Investment Committee. The PFM team's responsibilities include developing and implementing frameworks for incorporating ESG factors, including risks and opportunities related to climate change, into the external manager selection and monitoring process and production of reporting and disclosure aligned with the Policies. The Combined Funds' investments are managed by external investment managers, which impacts the University's ability to influence the selection of individual investments and/or undertake direct stewardship with investees. Therefore, the team implements the Policies primarily through ESG-related requirements for external managers and monitoring of external manager activities and performance on ESG matters, including climate risks and opportunities.





Responsible Investing Approach

ESG Expectations for External Managers

The Combined Funds' Responsible Investing Policies set out expectations for external managers, including requirements to incorporate ESG through:

- **ESG Integration:** Integrate consideration of material ESG risks and opportunities into the investment decision-making process, alongside financial considerations.
- **ESG Engagement:** Monitor investments and engage with investees where significant ESG concerns are identified.
- **Proxy Voting:** Undertake proxy voting on behalf of the Funds for listed equity holdings, taking ESG considerations into account.

Principles for Responsible Investment (PRI)	The PRI is the world's leading proponent of responsible investment and works to support investor signatories in incorporating ESG factors into their investment and ownership decisions.	100% of the University's external managers are PRI signatories
Task Force on Climate Related Financial Disclosures (TCFD)	TCFD was created under the auspices of the Financial Stability Board to address systemic risk to the global financial system posed by climate change. It developed a framework of climate disclosure recommendations for companies and investors, who can also promote the framework as TCFD supporters. The Fund seeks to align its Responsible Investing Report with the TCFD recommendations.	80% of the University's external managers are TCFD Supporters
Net Zero Asset Managers (NZAM)	NZAM is an international initiative of asset managers who have committed to supporting the goal of net zero GHG emissions by 2050, in line with efforts to limit global warming to 1.5°C.	40% of the University's external managers are NZAM members
Climate Action 100+ (CA100+)	CA100+ is a global engagement collaboration targeting companies that are systemically-important GHG emitters to improve climate governance, reduce GHG emissions and enhance climate disclosure.	67% of the University's external public equity managers are Climate Action 100+ participants

Incorporating ESG into External Manager Selection and Monitoring

The quality and rigor of the ESG approach is considered in external manager selection and monitoring. When selecting new external managers or allocating new mandates to existing managers, the PFM team assesses the prospective manager’s ability to accommodate the Combined Funds’ respective Responsible Investing Policies as well as the rigor of the manager’s own RI policies and procedures. ESG information is gathered from external investment managers on an ongoing basis through the ESG Questionnaire.

External Manager Engagement

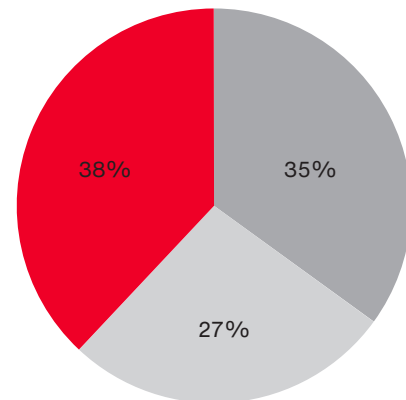
The Endowment Fund’s external managers engage with investee companies to address ESG issues. While the specific issues addressed vary by company and by manager, in 2022 approximately 27% of engagement initiatives were focused on Environmental factors, approximately 38% were focused on Social factors and approximately 35% were focused on Governance factors. There were over 180 separate engagements.

External Manager	Asset Classes Managed for the Funds	Disclosures on Responsible Investing Approach
MFS Investment Management	Global Equity (Pooled)	<ul style="list-style-type: none"> Responsible Investing Policy Proxy Voting Policy
Phillips, Hager & North Investment Services (RBC Global Asset)	Canadian Equity, Fixed Income (Pooled), Fossil Fuel Free Fund (Pooled)	<ul style="list-style-type: none"> Responsible Investing Policy Proxy Voting Policy
Sprott Asset Management	Equities and Fixed Income	<ul style="list-style-type: none"> Responsible Investing Policy Proxy Voting Policy





Engagement Initiatives by Topic



Environmental Social Governance

External Manager Responsible Investing Overview

All the Funds' public markets external managers publish details of their RI approach, including their own responsible investing policy, and their proxy voting policy (in the case of equity managers).

Monitoring the Portfolio on ESG

In 2023, the PFM team put in place a framework to monitor the Fund holdings on ESG, to evaluate implementation of the Responsible Investing Policies and enable more effective engagement with external managers. Monitoring results are reported to the Investment Committee. The monitoring approach, which draws on information received from external managers through the ESG Questionnaire as well as data from third-party ESG research providers, reflects responsible investing standards and expectations for asset owners, including PRI, TCFD, and the Organization for Economic Cooperation and Development (OECD) Guidance on Responsible Business Conduct for Institutional Investors. The portfolio will be monitored for ESG controversies, proxy voting by external managers in relation to significant ESG-related proposals, and progress on climate-related metrics and targets.

Where monitoring reveals significant unresolved ESG concerns relating to the Combined Funds' holdings, the PFM team will engage with relevant external managers. Where it is believed that the Combined Funds' participation could add value, the Funds may also engage directly with investees, typically through collaborative initiatives, since engagement on ESG matters by a group of investors will often have greater influence than a single investor acting alone. The Combined Funds may also participate in coalitions or industry groups that advance ESG disclosure and standards or support ESG principles within the investment industry.



Climate Change

Approach to Climate Change

The University recognizes that climate change is one of the ESG factors with the most significant potential to impact the value of investments across all sectors through risks and opportunities associated with both the physical impacts of climate change and the transition to a low-carbon economy. The University believes that climate-related risks can be mitigated by adopting a portfolio decarbonization strategy. The Combined Funds are therefore committed to pursuing portfolio decarbonization by measuring and disclosing the portfolio carbon footprint and setting targets for reducing portfolio carbon emissions aligned with global climate goals.

Measuring and Disclosing Portfolio Carbon Footprint

In 2022 the PFM team began measuring and monitoring portfolio climate metrics for the Combined Funds. Over the past year, the team obtained third-party data on portfolio emissions for all public equity investments. At present, measurement of portfolio carbon is limited to the Scope 1 and 2 emissions of public equities because reliable and consistent data is not yet available for other asset classes or Scope 3 emissions. The PFM team will look to incorporate additional asset classes as data availability improves.

Using data from MSCI, the PFM team tracks the following metrics for the Combined Funds.

Weighted Average Carbon Intensity (WACI): expressed in tons of CO₂ equivalent per million dollars in revenue (tCO₂e / \$M revenue). WACI is a portfolio carbon footprint metric that describes a portfolio's exposure to carbon-intensive assets.

Exposure to Low Carbon Solutions Companies: identifies the market value of the portfolio exposed to companies that have the potential to benefit from the growth in demand for low-carbon products and services (e.g., renewable energy, electric vehicles and solar cell manufacturers).

Exposure to Low Carbon Transition Risk Companies: identifies the market value of the portfolio exposed to companies that have the potential to face increased costs, reduced demand for carbon intensive products or companies facing risks associated with stranded assets.

2022 Fund Public Equity Carbon Metrics

GHG Emissions

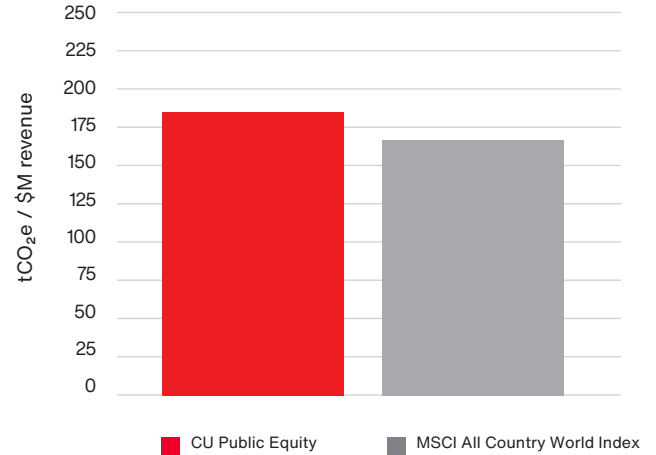
Scope 1 (Direct GHG Emissions): GHG emissions that occur from sources that are owned or controlled by the company (e.g., emissions from the manufacturing or processing of chemicals and materials, transportation of materials, products, and waste, generation of electricity, heat, or steam, etc.).

Scope 2 (Indirect GHG Emissions): GHG emissions from the generation of purchased electricity consumed by the company.

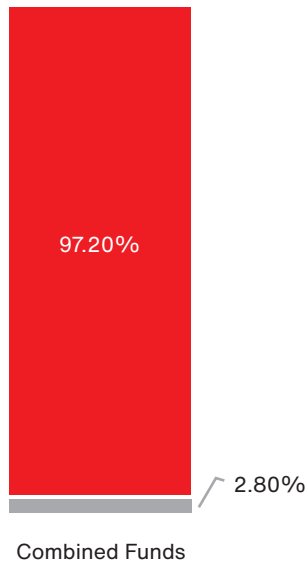
Scope 3 (Other Indirect GHG Emissions): GHG emissions that are a consequence of the activities of the company but occur from sources that are not owned or controlled by the company (e.g., outsourced activities, employee business travel, the use of sold products and services, etc.).

Net Zero GHG Emissions: GHG emissions produced are balanced out by the removal of an equivalent amount of GHG emissions. GHG emissions should first be reduced as much as possible and any remaining GHG emissions should be balanced using carbon removal mechanisms (e.g., green infrastructure, carbon capture, utilization and storage, or carbon offsets).

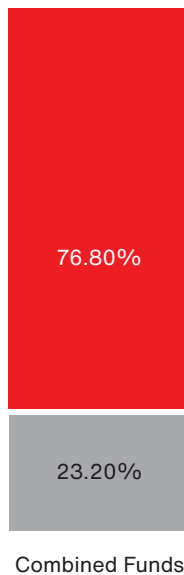
Weighted Average Carbon Intensity



Exposure to Low Carbon Solutions



Exposure to Low Carbon Transition Risk



■ Exposure to Low Carbon Solutions Companies

■ Exposure to Low Carbon Transition Risk

Public Equity Allocation by Region

While the Combined Funds' public equity holdings are diversified across many different regions, Canadian investments make up a higher proportion of the Combined Funds' holdings than the MSCI All Country World Index which is a snapshot of the world's investable universe. The Canadian equity universe is more carbon intensive relative to the world.

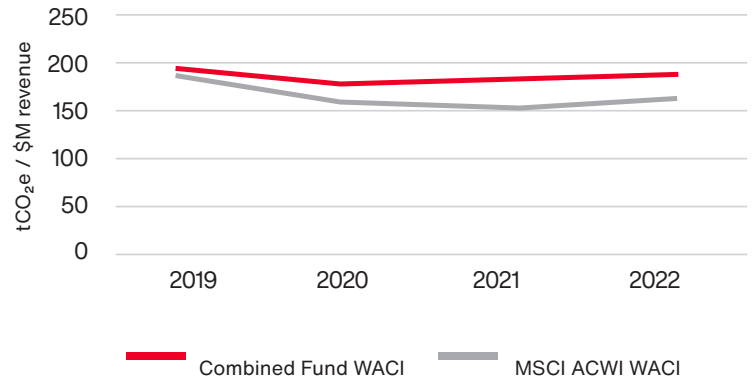
With the exception of the new Fossil Fuel Free Fund, the Combined Funds do not exclude any specific sectors in their indirect investments based on the principle that climate change must be addressed by investors through stewardship across all sectors. However, we are committed to refrain from any direct fossil fuel investments and the new Fossil-Fuel Free Fund has been established so donors may choose to direct their gifts away from fossil fuels.

Setting Targets for Reducing Portfolio Carbon Footprint

As part of the University’s commitment to decarbonization, the Combined Funds have set a target for the portfolio carbon footprint to reach net zero by 2050 and an interim target to achieve a 50% reduction in WACI by 2030 using 2019 WACI as a baseline. 2019 was selected as the baseline year because it offers the greatest level of confidence in the underlying data and it pre-dates the pandemic when fossil fuel use was at full capacity.

As of the end of 2022, the Combined Funds had a WACI of 186.3. In comparison, the benchmark, the MSCI ACWI Index, had a WACI of 162.4.

Weighted Average Carbon Intensity 2019-2022



Decarbonization

Carleton University is committed to demonstrating leadership by integrating sustainability principles into its decision-making and activities. As part of this commitment the University has set a target of reducing Scope 1 and 2 emissions associated with campus operations by 50% by 2030 and reaching net zero by 2050. Climate change is also recognized as one of the ESG factors with the most significant potential to impact the value of investments across sectors. The PFM team has begun monitoring the carbon footprint associated with the Combined Funds’ public equity investments and, as data availability improves, will also seek to measure additional asset classes. Carleton has also set a target, complementary to the broader campus target, to reduce the Combined Funds’ public equity portfolio carbon footprint by 50% by 2030 and reach net zero by 2050.

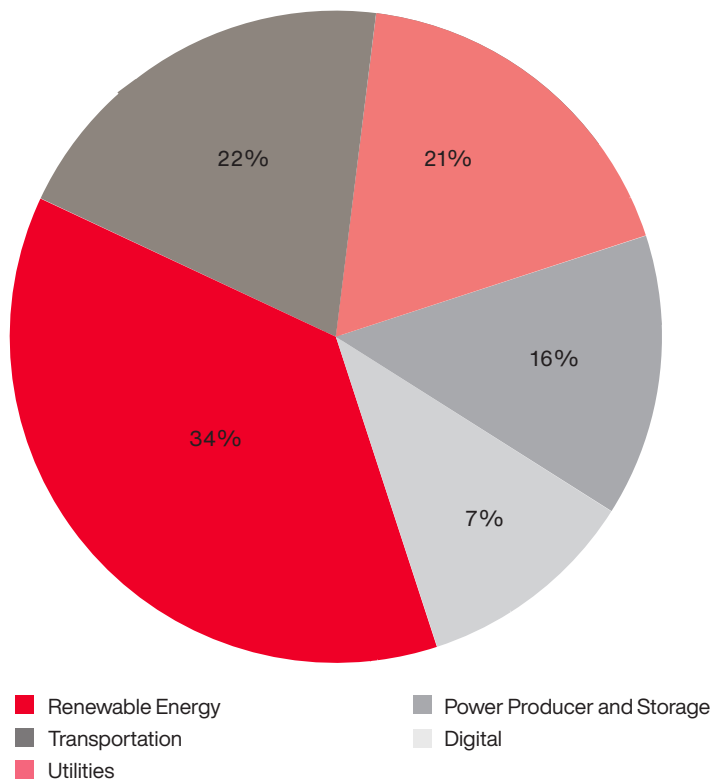




Renewable Energy

Renewable energy investments make up 34% of the Endowment Fund's 15% global infrastructure allocation. Renewable energy includes hydro, wind, solar and storage. The Endowment Fund's infrastructure managers also leverage their scale and global footprint to decarbonize their traditional infrastructure businesses in the digital, utilities, and transportation sectors.

Endowment Fund Infrastructure Allocations



Engaging with External Managers on Climate Investment Strategy

The PFM team regularly engages with the external managers of the Combined Funds to ensure they employ an effective climate investment strategy for the assets under their management.

The Statement of Investment Policies and Procedures for each of the asset pools requires external managers to undertake stewardship with investees on climate change-related matters.

The University also encourages external managers to publicly support the goals of the Paris Agreement, which aim to limit the increase in global average temperature to well below 2°C, and preferably to 1.5°C, compared to pre-industrial levels. The University additionally encourages all external managers to publicly support the recommendations of the TCFD, and make disclosures in line with these recommendations.

To effectively monitor the external managers of the Combined Funds, the PFM team requires each manager to complete an annual ESG Questionnaire. The questions include how the firm addresses climate-related risks and opportunities in the investment process, whether it supports the Paris Agreement, whether it reports in alignment with the TCFD recommendations, and whether it measures the portfolio carbon footprint.

University Commitment to UNIE

"The University participates in UNIE, a collaborative engagement program for university endowments and pension plans organized through SHARE. SHARE is one of Canada's leading shareholder engagement programs. UNIE engages companies to enhance climate governance, reduce GHG emissions, implement responsible climate lobbying, and work towards a just transition to a low-carbon economy. In 2022, UNIE engaged with 42 companies Carleton holds investments in. While 64% of these engagements were focused on reducing greenhouse gas emissions, other topics of focus included sustainable finance, a just transition, and governance oversight related to climate change.

Case Study: Engagement with Bank of Nova Scotia

In 2022 SHARE engaged with Carleton equity holding Bank of Nova Scotia (Scotia) to encourage the company to improve its performance in relation to financed emissions (the GHG emissions of borrower companies), which has lagged its international peers. SHARE filed a shareholder proposal asking the company to bring its lending practices into alignment with the International Energy Agency's (IEA) Net Zero Pathway. SHARE came to an agreement with Scotia to withdraw the proposal when the bank committed to developing criteria for borrower net zero plans. SHARE will continue to engage on behalf of Carleton to support continued progress towards lending practices that are aligned with the IEA's framework.

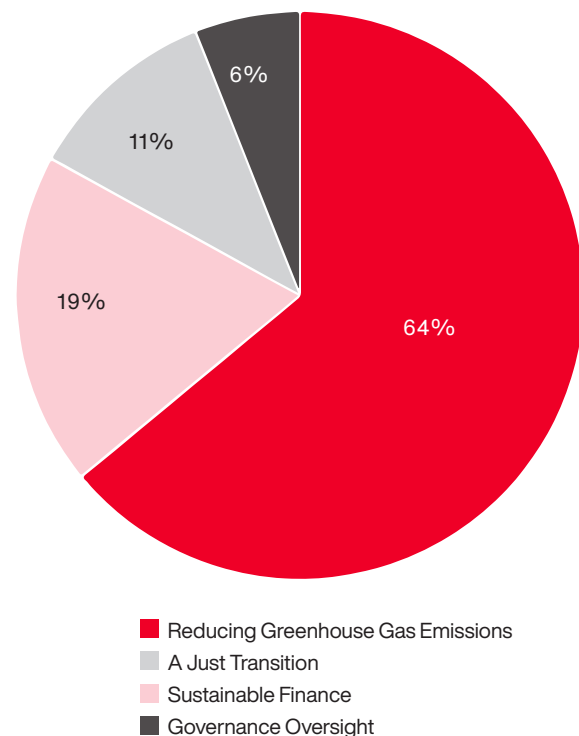
External Manager Engagement on Climate Change

The Funds' external managers are expected to undertake stewardship with investees on climate change. For example, in 2022, one of the Funds' external managers engaged with a Canadian utility company on the opportunity to improve access to capital by taking advantage of the increasing appetite for ESG-labelled bonds. The company is now in the process of developing a green bond framework.

PIAC Engagement on Climate

In 2022, PIAC continued its advocacy for mandatory climate-related disclosure through submissions to the Canadian Securities Administrators (CSA) and the International Sustainability Standards Board (ISSB).

UNIE Engagements by Topic



Responsible Investing Priorities

While external managers are expected to consider all material ESG factors in their analysis and investment decision-making, the following ESG-related issues are important strategic priorities for the University.

- Climate Change
- Indigenous Rights
- Human Rights, including Accessibility and LGBTQ2S+ Rights
- Diversity, Equity and Inclusion
- Mental Health and Wellness

The responsible investing initiatives related to these priorities will be further developed over time.

Case Study: Proxy Voting to Promote Increased Disclosure on Retail Supply Chain Risks

During the 2022 proxy season one of the Combined Funds' Canadian Equity managers voted in favour of a shareholder proposal asking a Canadian grocer to publish an annual summary of the company's supplier audit results. Although the company already undertook audits of its suppliers and led its peers in the amount of information it published addressing human rights in its supply chain, the manager supported the proposal because the additional disclosure would allow the manager to better assess the human rights risks faced by the grocer and its suppliers.

Case Study: Engaging on Human Rights and Preventing Forced Labour in Solar Supply Chains

Investments in renewable energy are critical for the success of climate transition, but there is an increasing need to ensure that human rights are respected in renewable energy supply chains. One of the Combined Funds' external Infrastructure managers owns a global solar energy producer. The manager works continuously with the portfolio company to meet the requirements of its Modern Slavery Policy to prevent forced labour in the company's supply chain through active engagement, strategy days, Board meetings and weekly communication. The portfolio company has zero tolerance for the use of child or forced labour in its projects or plants and will not knowingly do business with contractors, sub-contractors, business partners or vendors who violate these standards. The company also provides training to its team on these issues. Oversight of human rights and supply chain issues is provided by the company's Board where the Infrastructure manager has a Board seat. The manager is committed to continuing oversight and engagement on the topic of human rights and preventing forced labour.





Carleton
University



Motion for Next Meeting of Senate

Submitted by Jody Mason (Senator, FASS)

Whereas there is currently an established practice of holding Senate meetings in a hybrid (online / in-person) format,

Whereas, since the establishment of hybrid meetings during the pandemic, the program used for the online portion of the meeting has been Zoom,

Whereas the current method of voting online (show of hands) makes it difficult to distinguish between “yes” and “no” votes (because voting happens quickly and the same symbol is used for “yes” and “no”),

I move that Senate adopt a new voting practice for Zoom users that will clearly distinguish between “yes” and “no” votes—the use of the green button for “yes,” and the use of the red button for “no.” (These can be found under “react,” where the hand-raising function is located.)

Strategic Integrated Plan (SIP) Progress Update 2024

Senate

September 27, 2024



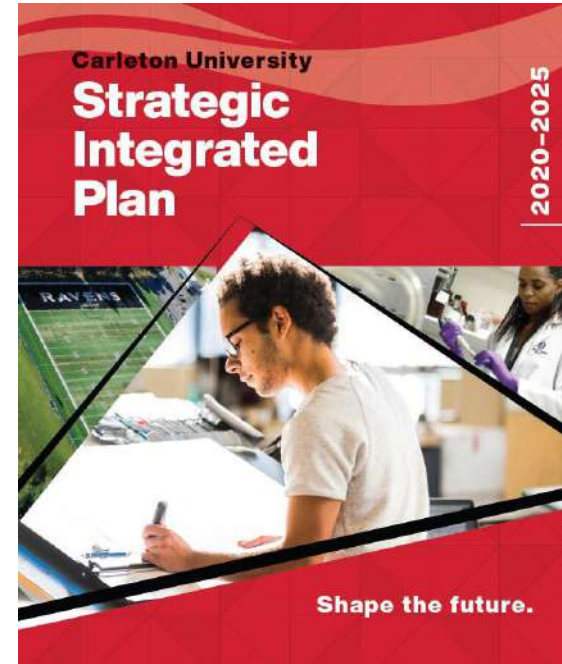
Share
knowledge,
Shape the
future

Serve
Ottawa,
Serve the
world

Strive for
wellness,
Strive for
sustainability

A Challenging Context

- The SIP was approved in the early months of the **COVID-19 pandemic** and the first two years of implementation were pandemic years
- Implementation is taking place in a **very tight fiscal context**, with both the provincial grant and tuition being frozen for the duration, the repeal of Bill 124 and a cap on international students
- Implementation continues against a background of **economic challenges and growing social unrest**



SIP Progress Update 2024

- Significant progress across:
 - All three strategic directions
 - All 15 “We Will” statements
 - All pathways

Progress...

80%



An aerial photograph of the Carleton University campus in Ottawa, Canada. The image shows a dense cluster of university buildings, including a prominent tall, dark tower. The campus is situated along the banks of a river, with lush green trees and grassy areas interspersed among the structures. A large red speech bubble is overlaid on the left side of the image, containing the text "Share knowledge, Shape the future". A thick red arrow points from the bottom of the speech bubble towards the center of the campus.

Share
knowledge,
Shape the
future

Teaching, Learning, Research



Future Learning Lab



Engineering Design Centre



Nicol Building



Academic Success



- 5,300 students graduated
- 1-year retention rate above 90% for the past four years
- 2-year retention rate at historic highs at or above 83% for the past four cohorts
- Graduation rate at all time high of 73%, up from 68% in 2017
- 88% Graduate employment in a related field



New Student Residence



Teranga Commons Dining Hall Expansion

Athletic Success

National Champions

Women's Nordic Ski	2024
Women's Basketball	2024 2023
Men's Basketball	2023 2021 2020

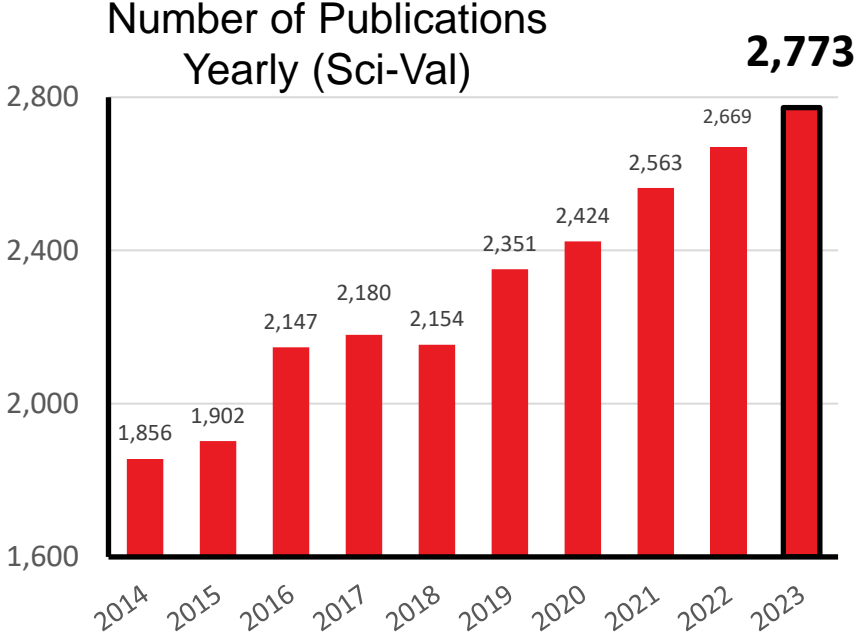
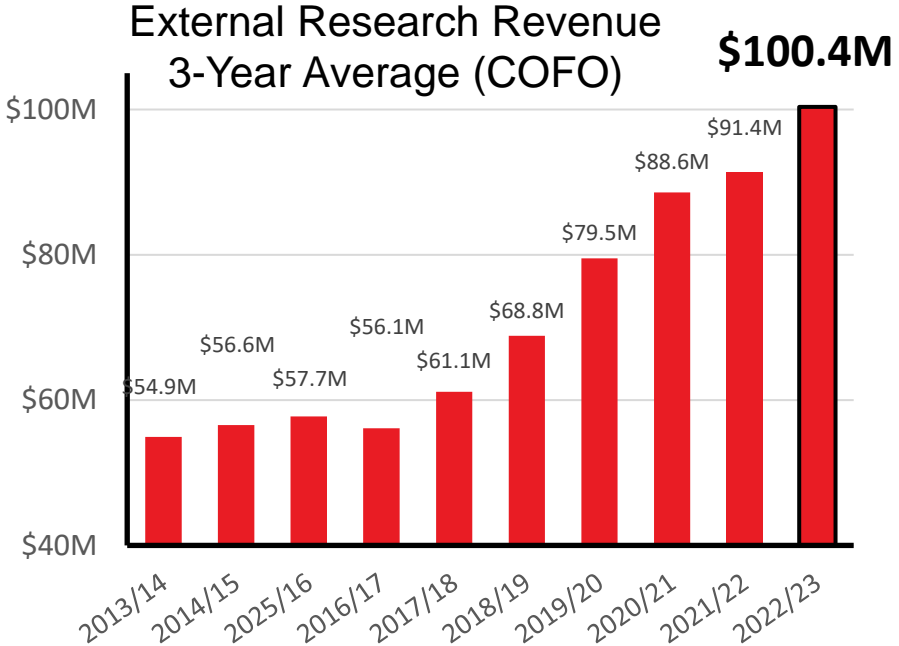


Provincial Champions

Women's Nordic Ski	2024 2023 2020
Men's Soccer	2023
Women's Basketball	2024 2023



Research Excellence



Carleton's external research revenue has **doubled in the past six years**

Carleton's corporate funding has **quadrupled in the past six years**

Organizational Excellence



CANADA
AWARDS FOR
EXCELLENCE



PRIX CANADA
POUR
L'EXCELLENCE

2023

GOLD RECIPIENT ORGANIZATIONAL EXCELLENCE
RÉCIPIENDAIRE OR EXCELLENCE ORGANISATIONNELLE

CANADA
AWARDS FOR
EXCELLENCE



PLATINUM RECIPIENT
MENTAL HEALTH AT WORK 2021

CANADA
AWARDS FOR
EXCELLENCE



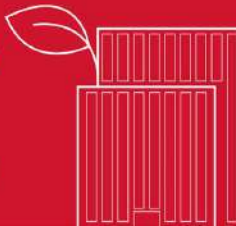
ORDER OF EXCELLENCE RECIPIENT
HEALTHY WORKPLACE 2021



SUSTAINABLE CAMPUS
Carleton University

#1
Ontario

#2
Canada





Serve
Ottawa,
Serve the
world

Gateway Signage



Community Engagement

216,000+
Building Guests

61,000
Hours Booked



Carleton Dominion-Chalmers Centre



CU@Kanata



1,700 Engagements

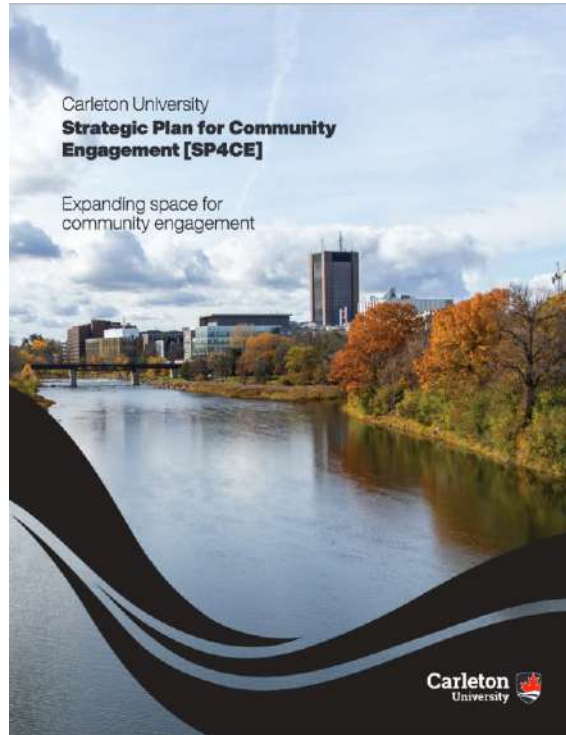
Students
800

Faculty/Staff
300

Government
600



Strategic Plan for Community Engagement (SP4CE)



Co-op: Career Ready Talent



Biology Student Excels
at Health Canada



Poli Sci Student Brings
Ideas and News Skills to
National Defence



Engineering Student
Brings Fresh Perspectives
to Health Canada

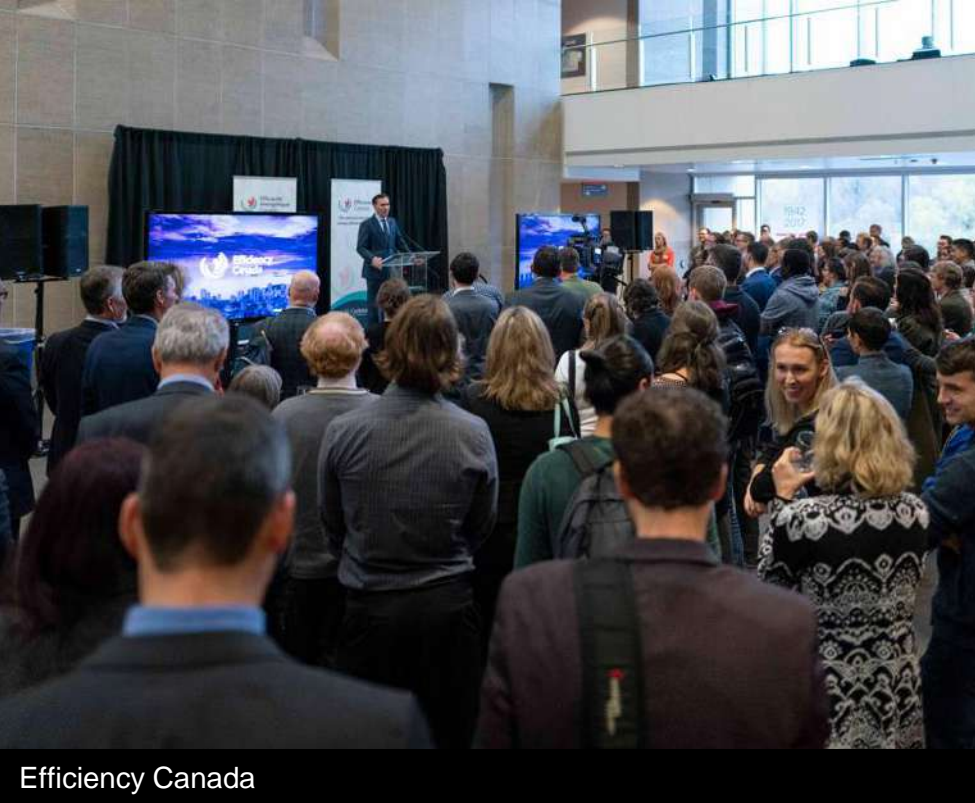
3rd Largest Co-op
Program in Ontario

Fundraising Report ~ Advancement

4 - Year Rollup

Year	2020-2021	2021-2022	2022-2023	2023-2024
Gifts & Sponsorships	\$19,859,870	\$18,814,299	\$16,475,913	\$21,014,718
Holistic Integrated Partnerships	\$22,125,662	\$24,111,745	\$24,658,164	\$19,210,665
Total	\$41,985,532	\$42,926,044	\$41,134,077	\$40,225,383

Partnerships



Ross Video

International Engagement



Scholars at Risk

- Carleton has hosted 19 scholars from **Uganda, Iran, Tunisia, Syria, Ukraine, Yemen, Turkey, Russia, Afghanistan and Bangladesh**
- Contribute to academia, human rights and world issues in Canada and abroad
- Action-oriented steering committee with expertise on migration, human rights, refugees, immigration, security, focusing on integration locally and nationally
- 14 Academic Units (hosting/hosted) with strong support across the university





Strive for
wellness,
Strive for
sustainability

3C – Mental Health/Sustainability



**Clara
Hughes,**

Six-time Olympic
Medalist, Mental
Health Advocate

**Addressing the Global
Mental Health Crisis**

Carleton Challenge Conference | May 10, 2023

[Learn More](#)

Carleton
University 

Carleton
University



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Pigiarv

pee-ghee-awe-vik

"a place to begin"

starting place

Carleton University



KINÀMÀGAWIN

{ LEARNING TOGETHER }

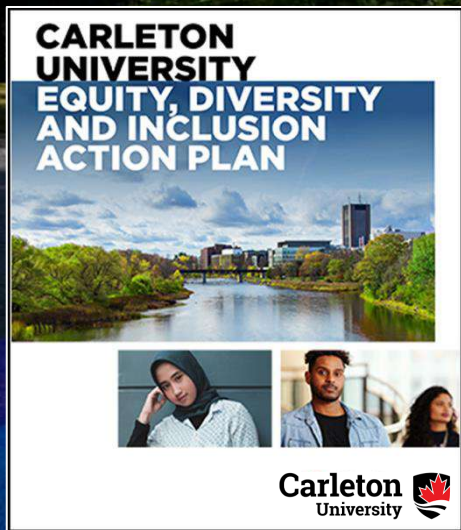
CARLETON UNIVERSITY STRATEGIC INDIGENOUS INITIATIVES COMMITTEE





Canadian Accessibility Network (CAN) at Carleton




Inclusion and Wellness



**CARLETON
UNIVERSITY
EQUITY, DIVERSITY
AND INCLUSION
ACTION PLAN**



**Carleton
University** 



**Coordinated
Accessibility
Strategy**



**Carleton
University** 



**Student
Mental Health
Framework
2022-2026**



**Carleton
University** 

Thank you!





Senate Executive Committee

May 28, 2024

TB503C + videoconference

MINUTES

Attending: R. Gorelick, D. Hornsby, J. Malloy, P. Rankin, S. Seneviratne, E. Sloan, J. Tomberlin (Chair), P. Wolff

Recording Secretary: A. Goth (attending) and K. McKinley (minutes)

1. Welcome & Approval of the Agenda

The meeting was called to order at 11:05 am. An agenda plus meeting package was circulated in advance to committee members.

The agenda was approved by consensus.

2. Approval of Senate Executive Minutes – April 23, 2024

The minutes of the Senate Executive Committee meeting on April 23, 2024 were approved by consensus.

3. Review of Senate Minutes – May 3, 2024

No errors were reported and no changes requested for the minutes of the Senate meeting on May 3, 2024.

4. Motions from Senator Nir Hagigi

Two motions were submitted in advance from Senator Nir Hagigi, for potential addition to the Senate agenda. Senate Executive Committee members discussed whether to allow the motions to be heard by Senate, and, if so, whether any amendments to the motions would be necessary.

The committee discussed the first motion, named by Senator Hagigi as the *Investment Review and Transparency Motion*. The Chair asked Senate Executive Committee members to consider whether or not the motion is in order, by reviewing the section of the Carleton University Act outlining Senate's responsibilities. Among the duties of Senate listed in Article 22 of the Carleton University Act, the following broad statement is included:

[Senate shall] make such recommendations as may be deemed proper for achieving the objects and purposes of the University.

In turn, the Chair noted that the objects and purposes of the University as outlined in Article 3 of the Act include the following:

- *The advancement of learning*
- *The dissemination of knowledge*
- *The intellectual, social, moral and physical development of its members, and the betterment of its community*

The committee deemed that if Senate is allowed to make broad recommendations and if these are aligned with the objects and purposes of the university, which include (as indicated above) the moral and social development of its members, the motion could be considered in order. However, changes to the wording of the motion would be required before it could be included on the agenda.

The committee requested the following changes to the motion:

- "Calls upon" in the first sentence of the motion should be changed to "recommends": *Senate recommends the Board of Governors, pension Committee, Pension Fund Management Office assess Carleton's investments*
...
- "Urges" in the second part of the motion should be changed to "recommends": *Senate recommends the aforementioned entities divest from companies that are found to*
- "Requests" and "further requests" in the last two sentences of the motion should be changed to "recommends" and "must" should be removed from the last sentence.

- *[Senate] recommends the immediate publication of all the university's financial investments, encompassing both endowed and non-endowed funds.*
- *[Senate] recommends the university ~~must~~ update and publish a list of all current investments, no later than February 1st of each year.*

The second motion calls upon Senate to adopt an institutionalized definition of anti-Palestinian racism and Anti-Semitism and to request a review of anti-racism policies. The committee noted the following in their discussion:

- It is not appropriate for Senate to adopt its own definition of anti-Semitism and/or anti-Palestinian racism. These definitions would be institution-wide and contained within Carleton's Human Rights Policy.
- The Department of Equity and Inclusive Communities is already in the process of updating the Human Rights Policy. Any changes to definitions within this policy will follow a process that would include consultations with a wide variety of stakeholders, including Senate.

The committee recommended that the definitions provided within the motion be moved from the motion into the "whereas" section, and that the motion be amended to read "Senate recommends the immediate review and amendment of existing anti-racism policies to reaffirm Carleton University's commitment to protecting students, faculty, and staff from all forms of racism and prejudice, including anti-Palestinian racism and antisemitism." If Senator Hagigi agrees to these changes, the motion can be brought to Senate. The Clerk agreed to communicate the committee decisions to Senator Hagigi.

5. Senate Agenda – June 7, 2024

It was noted that item 7-d should be removed from the agenda as the report by the Senate Review Committee has been postponed until September 2024.

It was **MOVED** (J. Malloy, P. Wolff) that the Senate Executive Committee approve the agenda for the Senate meeting of June 7, 2024 as amended.

The motion **PASSED**.

5. Other Business – There was none.

6. Adjournment – The meeting was adjourned at 12:05 p.m.



**Senate Executive Committee
June 12, 2024
Web-based Meeting
(E-poll)**

MINUTES

Participants: R. Gorelick, J. Malloy, P. Rankin, E. Sloan (Clerk), S. Seneviratne, P. Wolff

Regrets: J. Tomberlin (Chair)

Senate Executive Committee members participated in an e-poll on June 12, 2024 to vote on the following items:

- 1) Motion to cancel the June 25th Senate meeting
- 2) Motion to approve late graduation changes for two Bachelor of Arts Honours Students and one Bachelor of Engineering student. The Bachelor of Engineering student was approved to graduate due to a change of grade. The two Bachelor of Arts students received the addition of Distinction and High Distinction due to change of grade and correction of a system error, respectively.

The changes were confirmed by the Registrar's Office and Faculty Board approval was obtained.

Senate Executive Committee members voted to approve both motions.



Senate Executive Committee
June 28, 2024
Web-based Meeting
(E-poll)

MINUTES

Participants: R. Gorelick, J. Malloy, P. Rankin, E. Sloan (Clerk), S. Seneviratne, J. Tomberlin (Chair), P. Wolff

Senate Executive Committee members participated in an e-poll on June 28, 2024 to approve the following graduation changes:

- Bachelor of Arts Honours student: post-graduation amendment to include Concentration
- Bachelor of Science Honours student: early fall graduation request, due to offer of admission to Medical School with scholarship contingent on awarded degree. Faculty Board approval was obtained.

Senate Executive Committee approved the requests for post-graduation amendment and early fall graduation, respectively, as presented by the Registrar's Office.



**Senate Executive Committee
August 14, 2024
Web-based Meeting
(E-poll)**

MINUTES

Participants: R. Gorelick, N. Hagigi, JP. Rankin, E. Sloan (Clerk), J. Tomberlin (Chair)

Senate Executive Committee members participated in an e-poll on August 14, 2024 to ratify 8 new Senate committee memberships for terms beginning immediately upon approval:

Senate Executive Committee

- Rebecca Renfroe – faculty member (Sprott)
- Christian Viau – faculty member (FED)
- Jayesh Kundu – graduate student member

Senate Committee on Curriculum, Admissions and Studies Policy

- Augustine Park – faculty member (FASS)
- Rebecca Renfroe – faculty member (Sprott)
- Erick Arwa – graduate student member

Senate Academic Governance Committee

- Shazia Sadaf – faculty member (FASS)

Senate Graduate Student Appeal Committee (GSAC)

- Jody Mason – faculty member (FASS)

The Senate Executive Committee **approved** the motion to ratify the new committee members, as presented.

Senate Student Academic Integrity Appeals Committee

Annual Report for July 1, 2023 – June 30, 2024

**Prepared by: Cristina Ruiz Martin (Chair) & Karla Creech (Secretary)
August 31, 2024**

Dear Senators,

The Carleton University Academic Integrity Policy (the Policy) applies to all students enrolled at Carleton University. The Policy sets out Carleton University’s commitment to honesty and integrity in scholarship, and provides the framework within which students, faculty, and staff are guided and held accountable for academic integrity. Instructors refer cases of suspected violations of the Policy to the appropriate Faculty Deans and/or Associate Deans who, after meeting with the student, make decisions about whether the Policy has been violated. The Deans, with the Provost in some cases, impose appropriate sanctions. Students can appeal these decisions to the Senate Student Academic Integrity Appeal Committee (SSAIAC).

SSAIAC is composed of faculty members and students from across the University. The 2023/2024 committee was chaired by Cristina Ruiz Martin, with Julie Murray, Pamela Wolff, Jean Daudelin and Sana Mohsni serving as the faculty representatives. The student representatives were Jonathan Ojangole and Ayshia Bailie. The committee met 9 times in the reporting period and considered 47 appeals. All meetings were conducted using Zoom. All the committee members participated in review of the appeals, and put a great deal of effort into thoroughly reviewing each appeal to ensure that the Policy is interpreted and applied in a consistent and equitable fashion.

Meeting	# of Appeals
August 2023	7
September 2023	5
October 2023	1
December 2023	5
January 2024	4
February 2024	6
March 2024	7
April 2024	4
May 2024	8
TOTAL	47

The Registrar’s Office acts as the repository of records under the Policy, and provides advice to students in particular about the appeals process. Jenny Leppard, Assistant Registrar, Central Academic Records acted as the secretary for SSAIAC until December 2024, Karla Creech, Assistant Registrar, Central Academic Records and Undergraduate Appeals Secretariat, took over the Secretary role in January 2024 and they aided students through the appeals process, gathered information as needed and prepared the files. In addition, the University Ombuds office assisted students with the process and their contributions are greatly appreciated.

Statistics

The overall volume of policy violations was down this year by 31.3%. The table below shows the breakdown of violations by faculty. The Faculty of Science, Engineering and Design and Arts and Social Sciences all saw their total violations decline from the previous year. Science was down significantly, however as you can see they still hold the most offences by faculty. The Faculty of Public and Global Affairs, Sprott and the Graduate and Postdoctoral Affairs all saw an increase in their numbers, with Graduate Studies being the most noticeable.

TABLE 1: Violations by Faculty

Faculty	Violations 2022/2023	Percent of Total	Violations 2023/2024	Percent of Total	Percent Change
Science	582	60.3%	332	45.2%	-75.3%
Engineering and Design	76	7.9%	64	8.7%	-18.8%
Arts and Social Sciences	175	18.1%	138	18.8%	-26.8%
Public and Global Affairs	68	7.0%	75	10.2%	9.3%
Graduate and Postdoctoral Affairs	21	2.2%	59	8.0%	64.4%
Sprott School of Buisness	43	4.5%	67	9.1%	35.8%
Total	965	100.0%	735	100.0%	-31.3%

First and Second Year Violations were down significantly this year. It is promising that our incoming students seem to be more aware of the Policy with it being more heavily featured in course outlines, through professors instructions etc.

The most noticeable numbers below are again Graduate Level students who increased violations in 2023/2024 by 61%.

TABLE 2: Violations by Year Standing

Year of Standing	Violations 2022/2023	Percent of Total	Violations 2023/2024	Percent of Total	Percent change
First Year	129	13.4%	55	7.5%	-134.5%
Second Year	403	41.8%	212	28.8%	-90.1%
Third Year	229	23.7%	233	31.7%	1.7%
Fourth Year	167	17.3%	161	21.9%	-3.7%
Graduate Level	22	2.3%	57	7.8%	61.4%
Non-Degree (SPEC)	15	1.6%	17	2.3%	11.8%
Total	965	100.0%	735	100.0%	-31.3%

The most common offences continue to be Plagiarism and Unauthorized Cooperation or Collaboration. Improper Access saw the biggest increase in violations in the 2023/2024 year. Total number is higher because some violations fall under multiple categories.

TABLE 3: Violations by Category

Types of Violation	Violations 2022/2023	Percent of Total	Violations 2023/2024	Percent of Total	Percent Change
Assisting in Violations of AI Standards	1	0.1%	8	0.9%	0.8%
Disruption of Classroom Activities	0	0.0%	0	0.0%	0.0%
Impersonation	0	0.0%	0	0.0%	0.0%
Improper Access	4	0.4%	45	5.3%	4.9%
Improper Dissemination	15	1.4%	5	0.6%	-0.8%
Misrepresentation	57	5.5%	69	8.2%	2.6%
Obstruction and Interference	0	0.0%	0	0.0%	0.0%
Other	0	0.0%	5	0.6%	0.6%
Plagiarism	404	38.7%	366	43.3%	-4.6%
Tests and Examinations	99	9.5%	62	7.3%	-2.2%
Unauthorized Cooperation or Collaboration	463	44.4%	285	33.7%	-10.7%
Unauthorized Resubmission of Work	0	0.0%	1	0.1%	0.1%
Withholding Academic Records	0	0.0%	0	0.0%	0.0%
Total	1043	100.0%	846	100.0%	0.0%

The numbers below all decreased from the 2022/2023 year. It appears that students are re-offending less than in the past.

TABLE 4

AI Violations	Number
First Violation	590
Second Violation	97
Third Violation	31
Fourth Violation	8
Fifth Violation	2
No Violation – Just a Warning	7

Many cases involve multiple sanctions, which is why the below table is inflated. All sanctions are logged first with “Written Reprimand” and then the additional sanctions given. All students are given their sanction in the form of a formal letter.

TABLE 5: Violations by Sanction

Sanction	Number
A Written Reprimand	735
Requirement to remain registered in course in which violation occurred	48
Completion of a remediation process	9
Resubmission of the piece of academic work in which the violation was committed, for evaluation with or without a grade penalty	8
Assignment of a reduced grade or a grade of zero for the work in which the violation was committed	593
Assignment of a reduction of the final grade in the course	259
Assignment of a grade of UNS or failure (F) for the course	88
Restitution of costs incurred by the University as a result of the violation of this policy	0
Withdrawal from the course	0
An additional requirement of a maximum of 1.0 credit added to the student's program of studies	3
Registration limited to a specified number of credits per term	0
Suspension for up to three (3) terms	21
Recommendation to the Provost that a student be suspended for more than three terms	0
Recommendation to the Provost that the student be expelled from the University	1
Recommendation to the Provost for rescission or suspension of one or more degrees, diplomas or certificates obtained by any student	3
Recommendation that a notation be added to the student's transcript	1

Below is a list of all the categories of our 2023/2024 appeals. Note the number is inflated as some appeals were across multiple categories. The Committee found the Deans sanctions and process continued to be of highest standards and denied all but one appeal.

For the case the committee ruled in favor of the student, it was a group project offense related to using artificial intelligence tools. It was known who committed the actual offense amongst the group, and that it was not this student. The decision letter stated, “While you are not responsible for what another group member writes in an assignment, ...” and the committee found it hard for a second-year student to identify text written by an artificial intelligence tool. Therefore, the committee felt that as per that line in the decision letter and given the circumstances, they should not have an AI offence on their record, as per the relief they have asked for in their appeal. The student did still receive a zero on the assignment, but had the letter and violation cleared from their record. This was discussed between the Secretary of the Committee and the Dean prior to informing the student, and all parties were in agreement with the outcome.

TABLE 6: AI Appeals

Types of Violation	Approved	Denied	Total
Assisting in Violations of AI Standards		2	2
Disruption of Classroom Activities			0
Impersonation			0
Improper Access		5	5
Improper Dissemination			0
Misrepresentation		6	6
Obstruction and Interference			0
Other		1	1
Plagiarism	1	27	28
Tests and Examinations		5	5
Unauthorized Cooperation or Collaboration		20	20
Unauthorized Resubmission of Work			0
Withholding Academic Records			0
Total	1	66	67

Additional Comments

During this academic year, the committee also sought clarification on what a timely manner means in the policy. The Committee was surprised when they received an appeal in March 2024 from a case from the Fall 2022 term that had just been given their decision and sanction. The Committee received a response where the Deans confirmed that they would clear the back log of cases by the end of the Fall 2024 term and from now on a timely manner would mean within two terms.

Best regards,



Cristina Ruiz Martin, Chair, SSAIAC



Karla Creech, Secretary, SSAIAC

**2023-24 Report to Senate
(July 1, 2023- June 30, 2024)
The Senate Undergraduate Studies Committee**

I. Introduction:

The Senate Undergraduate Studies Committee (SUSC) is charged with hearing undergraduate petitions and appeals relating to University-wide regulations. It has representatives from each of five Faculties: Engineering & Design, Arts and Social Sciences, Business, Science, and Public and Global Affairs. The Information Technology program will also attend the meetings upon request, if issues arise related to the joint program with Algonquin College. We have established quorum as three of five representatives (or their alternates) plus the Chair and, in exceptional circumstances, quorum requires that the representative from the petitioning student's Faculty be present when a case is decided. Meetings are held the 2nd and 4th Tuesday of the month and are held 12 months of the year. Once precedent is set by the Senate Undergraduate Studies Committee, the Undergraduate Appeals Secretariat will make decisions on petitions following that precedent.

II. Summary

The SUSC primarily hears cases denied by the University Appeals Secretariat (Registrar's Office) and appealed by the student. The committee also hears cases that the University Appeals Secretariat seeks guidance on, especially when new regulations are introduced. On rare occasions, student appeals of cases denied by the Faculty Committees on Admissions and Studies (CASs) are brought to the committee however, these are rare and there were none for this time period. Considering Accreditation requirements, the Committee of Admissions and Studies in the Faculty of Engineering makes final decisions for students in Engineering.

The focus on this report will be those decisions by the SUSC and the Engineering Committee on Admissions and Studies, with a summary of petition decisions made in the Secretariat based on the precedents established by the SUSC.

The total number of petitions and appeals for 2023-24 academic year was 1871. The number of cases heard by the Senate Undergraduate Studies Committee was 118 or approximately 6.3% of that total.

Considering Accreditation requirements and regulations specific to that program, the Committee of Admissions and Studies in the Faculty of Engineering reviews and makes final decisions on petitions for almost all students in accredited Engineering programs. That Committee reviewed 312 cases or approximately 16.7% of the 1871 total.

Commented [KC1]: Total of what? All petitions, Eng petitions etc.

III. Statistics

Decisions by the Senate Undergraduate Studies Committee

The Senate Undergraduate Studies Committee (SUSC) makes decisions about student petitions and appeals regarding undergraduate academic regulations. Decisions on petitions are made by the staff in the Secretariat based on precedents established by SUSC or they are made by the Committee. When new regulations are introduced (e.g., Academic Continuation Evaluation, first year grading policy, etc.) the Committee will hear cases related to exceptions to those regulations until precedents are established.

With the end of compassionate grading applied in the previous few years (resulting from COVID and the labour disruption), the Committee considered more petitions resulting from new regulations introduced.

	2023-24 Total	SUSC 2023-24	SUSC 2022-23
Deferrals	239	7	8
Missed Deferrals	140	11	3
Late Registration	535	16	3
Overloads	357	4	6
Academic Withdrawals	458	63	52
Missed Deadline to Petition	63	16	11
Other	79	1	3
	1871	118	86

Decisions by the Committee on Admissions and Studies, Faculty of Engineering (ENG CAS)

Considering Accreditation requirements and regulations specific to the Engineering program, the Committee of Admissions and Studies in the Faculty of Engineering reviews and makes final decisions on petitions for almost all students in accredited Engineering programs. (Petitions from students in Industrial Design and Bachelor of Information Technology are considered by SUSC.) There are a few exceptions where the Undergraduate Appeals Secretariat will make decisions as directed by the ENG CAS, such as for late registration into non-Engineering courses.

	2023-24 Total	ENG CAS 2023-24	ENG CAS 2022-23
Deferrals	239	11	2
Missed Deferrals	140	34	30
Late Registration	535	103	91
Overloads	357	10	17
Academic Withdrawals	458	102	84
Missed Deadline to Petition	63	0	0
Other	79	52	49
	1871	312	273

2023-24 Petitions in Total

The Undergraduate Appeals Secretariat (UAS) makes decisions on petitions based on precedents established by the Senate Undergraduate Studies Committee and at the direction of the Engineering Committee of Admissions and Studies. Totals for the previous two years are provided for comparison. The increase in petitions from 2021-22 to 2022-23 was attributed to the movement of the academic withdrawal deadline to be earlier in the term, and the conclusion of compassionate measures that were in place in 2021-22 year. The comparison from 2022-23 to 2023-24 returns to a more consistent petition volume.

	2023-24 Total	SUSC	ENG CAS	UAS	2022-23 Total	2021-22 Total
Deferrals	239	7	11	221	212	174
Missed Deferrals	140	11	34	95	101	53
Late Registration	535	16	103	416	528	393
Overloads	357	4	10	343	328	322
Academic Withdrawals	458	63	102	293	571	286
Missed Deadline to Petition	63	16	0	47	62	50
Other	79	1	52	26	79	67
	1871	118	312	1441	1881	1345

Senate Committee on Undergraduate Student Awards Annual Report 2023-2024

This report is being submitted on behalf of the current Chair of the Senate Committee on Undergraduate Student Awards, Rodney Nelson.

Committee Membership (2023-2024)

Prof. Rodney Nelson, Sprott School of Business (Chair)
 Prof. Nadiya Slobodenyuk, Institute of Cognitive Science
 Prof. Edward Cyr, Mechanical & Aerospace Engineering
 Perry Legakis, Director of Student Awards (Secretary)
 Sandy Mazereeuw, designated by Vice-President, Finance & Administration
 Elizabeth Disabato, designated by Chief Advancement Officer (University Advancement)

Responsibilities

- To review and approve proposed undergraduate scholarships, awards and bursary funds;
- To consider and recommend guidelines for the establishing and awarding of such scholarships, awards and bursary funds;
- To consider and recommend to Senate policies for the awarding of entrance and in-course scholarships.
- To provide a summary report on committee activity on an annual basis for information, and to report regularly to Senate on new undergraduate awards and relevant information, as it arises.
- To initiate and recommend studies pertinent to the scholarship and bursary programs of the University.
- Upon request, to review decisions relating to the administration of the scholarship and bursary programs.

Activities

Committee meetings were held November 2023 to orient new members and to review guidelines for the establishment and awarding of scholarships, awards and bursary funds.

In December 2023 and May 2024, the committee reviewed and approved the terms of reference for 28 newly created awards (attached). The new awards were a combination of scholarships and bursaries. The following is a breakdown of new awards and source of funding:

Entrance Scholarship - Endowed	-	Bursary – Endowed	8
Entrance Scholarship - Donor	-	Bursary – Donor	8
In Course Scholarship - Endowed	5		
In Course Scholarship - Donor	4		
Dept Scholarship - Endowed	1		
Dept Scholarship - Donor	2		
Total new Scholarships	12	Total new Bursaries	16

In April 2024, the committee adjudicated applications for the following Prestige Scholarships:

- 10 Chancellor's Scholarships, value \$30,000
- 7 Richard Lewar Entrance Scholarships, value \$21,500
- 3 Carleton University Scholarship of Excellence, value \$20,000
- 2 Carleton University Shad Valley Scholarship of Excellence, value \$20,000
- 1 Jay Woo Family and CAA Scholarship, value \$20,000
- 1 Riordon Scholarship, value tuition x 4 years
- 1 Collins Prestige Scholarship, value tuition x 4 years
- 14 Carleton Capital Scholarships, value \$2000 in first year (offered in addition to other awards)

Applications from candidates who met all eligibility criteria (admissions average, leadership, community service and extra-curricular activities) were selected to be reviewed by the committee. Each committee member independently evaluated and scored 103 applications. The committee met on May 1, 2024, to finalize and select 25 Prestige scholarship winners and 14 Carleton Capital scholarship winners for Fall 2024.

For the 2023-2024 academic year

\$27.7 million in university administered scholarships and bursaries was awarded to undergraduate students.

NEW AWARDS AND CHANGES TO AWARDS

REVIEWED BY SENATE COMMITTEE ON UNDERGRADUATE STUDENT AWARDS (June 2024)

Award Name	Type	Source	Award Terms
Teraanga Award for Black Students	Bursary	Endowed	Awarded annually on the recommendation of the Executive Director of Housing and Residence Life to a Black undergraduate student in demonstrated financial need who is entering or proceeding in any program of study at Carleton University and are living in a Carleton University residence. Recipients will demonstrate a dedication to the residence community. Application is required. Endowed in 2023 by the Department of Housing and Residence Life.
Hughes' Family Scholarship	Scholarship Dept.	Endowed	Awarded annually on the recommendation of the Director of the Centre for Initiatives in Education to students in the Enriched Support Program who have received at least a B average overall in three courses during the first and/or second year of the Enriched Support Program (ESP) and strong attendance in two ESP workshops and a First Year Seminar (FYS). These scholarships will be awarded to students who are proceeding to a program of full-time study at Carleton University during the following academic year. Endowed by the Hughes Family in 2023 because of their strong belief in the Enriched Support Program students and the transformative value of university education.
Dr. Ted Hannah ESP Bursary	Bursary	Endowed	Awarded annually on the recommendation of the Director of the Centre for Initiatives in Education, to students entering or continuing in the Enriched Support Program who are in need of financial assistance. Endowed in 2023 by Dr. T. Edward Hannah, BA/65, MA/67 to honour his belief in practicing random acts of kindness and senseless acts of beauty.
PCL Ottawa Scholarship for Women in Engineering	Scholarship in-course	Endowed	Awarded annually to an outstanding undergraduate student who identifies as a woman and is proceeding from one year to another in a Bachelor of Engineering degree in either Civil Engineering or Architectural Conservation and Sustainability Engineering. Endowed in 2023 by PCL Constructors Canada Inc.
Granville Biomedical Scholarship for Women in Industrial Design	Scholarship in-course	Donor	Value \$1,000. Awarded annually to an outstanding undergraduate student who identifies as a woman and who is continuing from second to third or third to fourth year in a Bachelor of Industrial Design degree. Established in 2023 by Christine Goudie (M.Des.2012) and Granville Biomedical Inc.
Jack and Nancy White Bursary	Bursary	Donor	Value \$2,000. Awarded annually to undergraduate students in demonstrated financial need proceeding from one year to another in any program of study at Carleton University. Established in 2023 by Jack and Nancy White.

Nancy and Jack White Scholarship	Scholarship in-course	Endowed	Awarded annually to outstanding undergraduate students who are continuing from one year to another in any degree program at Carleton University. Endowed in 2023 by Nancy and Jack White.
Manan Shah Memorial Scholarship	Scholarship Dept.	Donor	Value \$1,000. Awarded annually on the recommendation of the Chair of the Department of Law and Legal Studies to an outstanding undergraduate student continuing in a Bachelor of Arts in Law. Eligible recipients will be Canadian citizens or permanent residents of Canada and must demonstrate a commitment to volunteerism related to the law. Application is required. Established in 2023 by friends and family of Manan Shah, BAHons/19.
Clarence and Elizabeth Badgerow Student Bursary	Bursary Dept.	Donor	Value \$1,200. Awarded annually, on the recommendation of the Director of the Centre for Initiatives in Education, to students in demonstrated financial need who have successfully completed the Enriched Support Program (ESP.) Eligible recipients will have fully participated in all aspects of the ESP and are proceeding into program of full-time or part-time study at Carleton University during the following academic year. Established in 2023 by Karen Badgerow BA/81, MA/83 in memory of her parents.
Tony Colantonio/BECOR Bursary	Bursary	Endowed	Awarded annually to undergraduate students in demonstrated financial need who are continuing in a Bachelor of Architectural Studies degree majoring in Conservation and Sustainability or the Bachelor of Engineering in Architectural Conservation and Sustainability Engineering. At least one recipient from each degree program will be selected annually. Endowed in 2023 by Tony Colantonio and the Building Envelope Council Ottawa Region.
March Networks Scholarship in Marketing	Scholarship in-course	Donor	Value \$1,000. Awarded annually to an outstanding undergraduate student proceeding from one year to another who is pursuing a Bachelor of Commerce degree with a concentration in Marketing. Established in 2023 by March Networks.
March Networks Scholarship in Computer Science	Scholarship in-course	Donor	Value \$1,000. Awarded annually to an outstanding undergraduate student proceeding from one year to another who is pursuing a Bachelor of Computer Science. Established in 2023 by March Networks.
March Networks Scholarship in Software Engineering	Scholarship in-course	Donor	Value \$1,000. Awarded annually to an outstanding undergraduate student proceeding from one year to another who is pursuing a Bachelor of Engineering degree in Software Engineering. Established in 2023 by March Networks.
Berkeley Allen Memorial Bursaries	Bursary	Endowed	Awarded annually to full-time undergraduate students in demonstrated financial need who are entering or continuing in any program of study at Carleton University. Eligible recipients will be Canadian citizens. Endowed in 2023 through the estate of Norman Berkeley Allen, BComm/52.
Deborah Ludlow Olver Bursary in Public Affairs	Bursary	Endowed	Awarded annually to students in demonstrated financial need who are entering or continuing in any degree program within the Faculty of Public Affairs. Preference will be given to students who identify as women. Endowed in 2023 by Deborah Olver, BA/92.

Deepika Mital Bursary	Bursary	Endowed	Awarded annually to a deserving undergraduate student entering or proceeding from one year to another in any program of study at Carleton University. Endowed in 2013 by Kelly Mital in honour of his daughter.
Rose Shentow Scholarship in French	Scholarship in-course	Endowed	Awarded annually to outstanding undergraduate students entering or continuing in a Bachelor of Arts in French. Endowed in 2023 through the estate of Rose Shentow BA/59, MA/73.
Sumita Dixit Scholarship for Diverse Voices	Scholarship Dept.	Donor	Value \$1,000. Awarded annually on the recommendation of the Chair of the Department of Political Science to an outstanding undergraduate student who identifies as a woman and is Indigenous, Black or a member of another racialized group. Eligible recipients will be entering or continuing in a Bachelors degree in Political Science with a scholarly specialization in International Relations and/or Comparative Politics. Application is required. Established in 2024 by the Dixit family, in memory of Sumita Dixit BJ/1998, a Canadian diplomat who advocated for the inclusion of women's voices in humanitarian and diplomatic arenas.

CHANGES TO EXISTING AWARDS

Dr. M. Ralph Berke Award in Chemistry	Scholarship Dept.	Endowed	<p>OLD TERMS: The yield of a \$500 fund is awarded each year, if merited, on the recommendation of the Department of Chemistry for a prize to be awarded to an outstanding student majoring in chemistry proceeding from the Second to the Third year of the degree program. Donor: Dr. M. Ralph Berke. Endowed 1956.</p> <p>NEW TERMS: Awarded annually on the recommendation of the Chair of the Department of Chemistry to an outstanding undergraduate student continuing from second to third-year in a Bachelor of Science degree program. Donor: Dr. M. Ralph Berke. Endowed 1956, revised 2023.</p>
Eva Doran and Elizabeth McHenry Memorial Scholarship	Scholarship in-course	Endowed	<p>OLD TERMS: Value \$1,000. Awarded annually to an outstanding undergraduate student who is entering or continuing from one year to another in a Bachelor of Science degree in Neuroscience and Mental Health. Preference will be for a student in demonstrated financial need. Established in 2020 by Patrick Dion in memory of his paternal and maternal Irish grandmothers.</p> <p>NEW TERMS: Awarded annually to an outstanding undergraduate student who is entering or continuing from one year to another in a Bachelor of Science degree in Neuroscience and Mental Health. Preference will be for a student in demonstrated financial need. Established in 2020 by Patrick Dion in memory of his paternal and maternal Irish grandmothers. Endowed 2023.</p>

Senate Graduate Student Appeal Committee
2022-23 Report to Senate
For the period July 1, 2023 to June 30, 2024

I. Introduction

The Senate Graduate Student Appeal Committee (GSAC) was originally constituted in March 2007 to hear one case. After over a decade of dormancy, GSAC was reconstituted in September 2021 to address a graduate appeal that was submitted over the summer.

The GSAC is charged with hearing graduate appeals relating to regulations in the graduate calendar.

The GSAC has five representatives from three of the five Faculties: Arts and Social Sciences (2), Business (1), and Public Affairs (2). In addition, one graduate student is a member of the GSAC.

Membership of the GSAC in 2022-23:

Bernadette Campbell, Psychology (FASS)
Ian Lee, Chair of Committee (Spratt)
Mike Murphy, School of Linguistics and Language Studies (FASS)
Christiane Wilke, Department of Law and Legal Studies, FPA
Paul Wilson, Associate Dean, FPA
Harsh Thakkar, Graduate Student representative

The graduate student representative was Mason Rodney.

Due to the small number of appeals annually, the GSAC established a practice that we would not meet unless all members were present.

All meetings are held by Zoom.

Confidential minutes are recorded and saved for archival purposes.

A formal Record of Decision is recorded and submitted to the Clerk of Senate.

II. Executive Summary

The GSAC hears cases referred to the committee by the Clerk of Senate. Students submit appeals to the Clerk under section 21.1 of the general regulations in the graduate calendar.

The total number of appeals to GSAC for 2023-2024 was a total of 0.

III. Analysis

The GSAC has been focused on ensuring the absence of bias in the examination and adjudication of appeals.

On the one hand, the GSAC members are acutely aware and extremely sensitive to the enormous professional consequences to the student of failure and removal from a graduate program.

Simultaneously, the GSAC members are very sensitive to the professionalism and high ethical standards of Carleton faculty members.

Moreover, the GSAC has carefully studied the myriad of policies and procedures and due diligence established in the rules of Carleton University concerning fairness and due process.

The GSAC made a unanimous determination that the committee will reject appeals on substantive grounds, where the appellant challenges the decision of the professor or examining committee concerning the degree of knowledge and understanding of the appellant.

Restated, the GSAC limits its reviews to appeals concerning procedural fairness and due diligence and application of Carleton University policies and procedures thereto.

Each of the two appeals occasioned multiple meetings by all members of the GSAC on each occasion.

Indeed, in each instance, the GSAC requested additional information concerning the sequence of the facts provided in the appeal and on occasion clarification of the meaning of a particular policy.

IV. Conclusions

The historical absence of appeals and recent very small numbers, when compared to the other Senate appeals committees, reflect the vastly smaller numbers of graduate students at Carleton University. Although we do not know for sure, the increase in graduate appeals after more than a decade with no appeals likely were linked to the pandemic.

Senate Annual Report

July 1, 2023 – June 30, 2024

Carleton
University





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Year in Review

The 2023-2024 academic year at Carleton University saw significant progress and achievements within the Senate. Starting in September, new members, including Provost and Vice-President Academic Pauline Rankin, were welcomed. Key developments included the renaming of the Faculty of Public Affairs to the Faculty of Public and Global Affairs, the successful restructuring of the Faculty of Graduate and Postdoctoral Affairs, initiated last year, and the revision of the Academic Governance of the University (AGU), streamlining roles and membership. Other significant highlights from the year include the approval of:

- 6,470 graduates
 - UG 722, G 510 (Fall 2023)
 - UG 926, G 408 (Winter 2024)
 - UG 3263, G 641 (Spring 2024)
- 257 medals and prizes
- 3 honorary degrees
- 8 new programs
- 3 new minors, concentrations, streams & specializations
- 16 cyclical reviews

About Senate

Senate is the highest academic body at Carleton University. As steward over the university's academic governance, Senate makes decisions of importance to students and faculty. Regular work of the Senate includes awarding degrees, approving medalists and scholarships, approving new programs and revising curricula, and establishing regulations concerning students' academic work. Additionally, Senators oversee and provide feedback on important university policies and strategies.

Senate Membership 2023/24

To help exercise its powers, Senate has 14 standing committees and is comprised of 82 members representing the Carleton community. Voting members include:

- 41 faculty members
- 2 contract instructors
- 10 elected undergraduate students
- 3 graduate students
- 21 ex-officio members
- 2 members of the Board of Governors
- 1 Academic Colleague
- 1 Alumni Representative
- 1 Clerk of Senate

Ex Officio Members

- Jerry Tomberlin, Interim President, Vice-Chancellor and Chair of Senate
- Elinor Sloan, Clerk of Senate
- Suzanne Blanchard, Vice-President (Students & Enrolment) & University Registrar
- Rafik Goubran, Vice-President (Research and International)
- L. Pauline Rankin, Provost and Vice-President (Academic)
- Lorraine Dyke, Vice-President (Finance and Administration)
- David Hornsby, Vice-Provost & Associate Vice-President (Academic)
- Maria DeRosa, Dean, Faculty of Science
- Larry Kostiuik, Dean, Faculty of Engineering & Design
- Anne Bowker, Dean, Faculty of Arts & Social Sciences
- Patrice Smith, Dean, Faculty of Graduate & Postdoctoral Affairs
- Brenda O'Neill, Dean, Faculty of Public Affairs
- Howard Nemiroff, Interim Dean, Sprott School of Business
- Amber Lannon, University Librarian
- Wonjoon Chung, Director, School of Industrial Design (Served until April 30, 2024)
- Chantal Trudel, Director, School of Industrial Design (from May 1, 2024)
- Michel Barbeau, Director, School of Computer Science
- Anne Bordeleau, Director, Azrieli School of Architecture & Urbanism
- Omair Shafiq, Interim Director, School of Information Technology
- Elie Abou Zeid, President, GSA, term ends April 30, 2024
- Sahil Rajput, Vice-President (Academic), GSA, term ended April 30, 2024
- Mohamed "Faris" Riazuddin, President, CUSA, term ended April 30, 2024
- Francesca Lepore, President, CASG, term ended April 30, 2024
- Jayesh Kundu, GSA President, term began May 1, 2024
- Mahsa Abarghouei, GSA VP Academic, term began May 1, 2024
- Sarah El Fitori, CUSA President, term began May 1, 2024
- Allan Buri, CASG President, term began May 1, 2024

Board of Governors Representatives

- Howard Babb
- Brenda O'Connor
- Jane Taber

Special Appointments

- Margaret Haines, Alumni Representative (term ends June 30, 2025)
- Kim Hellemans, COU Academic Colleague (term ends June 30, 2025)

Elected Faculty Senators

Terms end June 30, 2024

- Bernadette Campbell, Arts and Social Sciences
- Jonathan Malloy, Public Affairs
- Paul Mkandawire, Arts and Social Sciences
- Julie Murray, Arts and Social Sciences
- Augustine Park, Arts and Social Sciences

Terms end June 30, 2025

- Jeni Armstrong, Public Affairs
- Hilary Becker, Sprott School of Business
- François Brouard, Sprott School of Business (Secretary of the Faculty Board)
- Sean Burges, Public Affairs
- Amanda Clark, Public Affairs
- Edward Cyr, Engineering and Design
- Sarah Everts, Public Affairs
- Root Gorelick, Science
- Kevin Graham, Science
- Tim Haats, Engineering and Design / Industrial Design
- Douglas Howe, Science/Computer Science
- Lynn Marshall, Engineering and Design
- Lisa Moffitt, Engineering and Design / Architecture
- Matthew Pearson, Public Affairs
- Rebecca Renfroe, Sprott School of Business
- Daniel Siddiqi, Arts and Social Sciences
- Christopher Smelser, Engineering and Design
- Karen Taylor, Engineering and Design (Secretary of the Faculty Board)
- Christian Viau, Engineering and Design
- Julia Wallace, Science (Secretary of the Faculty Board)
- Pamela Wolff, Science

Terms end June 30, 2026

- Manuel Baez, Engineering and Design / Architecture
- Jean-Pierre Corriveau, Science / Computer Science

- Shane Hawkins, Arts and Social Sciences
- Beth MacLeod, Arts and Social Sciences (Secretary of the Faculty Board)
- Laura Madokoro, Arts and Social Sciences
- Jody Mason, Arts and Social Sciences
- David Mendeloff, Public Affairs (Secretary of the Faculty Board)
- David Sprague, Engineering and Design / Information Technology
- Gabriel Wainer, Engineering and Design
- Paul Williams, Arts & Social Sciences

Elected Contract Instructors

- Morgan Rooney, Arts and Social Sciences (term ends June 30, 2026)

Elected Student Senators

Graduate Students - Terms end June 30, 2024

- Mehrnaz Taghavishavazi
- Robert Nelson

Undergraduate Students - Terms end June 30, 2024

- Benjamin Albright-Peakall, Arts and Social Sciences
- Davin Caratao, Public Affairs
- Yash Gandhi, Sprott School of Business
- Nir Hagigi, Public Affairs
- Mackenzie Huckvale, Science
- Alexandria MacDonald, Engineering and Design
- Aaron North, Arts and Social Sciences
- Gabriella Pickton, Public Affairs
- Shaun Seneviratne, Engineering and Design

Nominations and Elections

The Senate Office is responsible for managing the membership of Senate and its committees. The Senate Office also manages the elections for academic staff and student positions on Advisory Committees. To this end, Senate held two elections for advisory committee members, three elections for Senate membership positions, and one election for the Senate faculty-member representative on the Board of Governors:

- August 29 – 30, 2023: Advisory Committee on the President & Vice-Chancellor (election for academic staff and student positions)
- September 12 – 13, 2023: Contract Instructor Representative on Senate
- March 12 – 13, 2024: Sprott Faculty Representative on Senate
- March 12 – 13, 2024: FED Undergraduate Student Representative on Senate
- April 30 – May 1, 2024: Senate Faculty member Representative on the Board of Governors
- May 21 - 22, 2024: Advisory Committee on the Vice-President Finance & Administration (election for student positions)

New Senator Ratifications

Between September 2023 and January 2024, Senate ratified four Senators for service beginning immediately upon approval.

Between April 2024 and May 2024, Senate ratified thirteen new Senators for service beginning July 1, 2024.

New Senate Committee Members

Between September 2023 and March 2024, Senate ratified twenty-seven committee members for service beginning immediately upon approval.

In May and June of 2024, Senate ratified nineteen committee members for service beginning July 1, 2024.

Each Call for Nominations required development and implementation of a strategic communications plan. For outreach to faculty members, the University Secretariat employed the aid of the Provost's office and Carleton Top 5, while connecting with the Office of the Vice-President (Students and Enrolment) and Faculty of Graduate and Postdoctoral Affairs to engage students; email campaigns were also developed for the entire community of students and faculty. The use of department newsletters, Twitter, and direct emailing were also integral features that helped to increase applicant interest and response.

2023/2024 Senate Meetings

Orientation

An orientation session was held September 22, 2023, in the Senate Room with the option for Senators to attend either in-person or virtually. The session, led by Elinor Sloan, Clerk of Senate, and Kathy McKinley, Assistant University Secretary, gave incoming Senators an overview on the role of the Senate and Senators as well as Motions Frequently Used.

For those unable to attend, Orientation materials were distributed via email and individual Q&A sessions were offered to Senators who requested more information.

Hybrid Meetings

The Senate Office held eight scheduled meetings during the 2023-24 academic year. Senate meetings were held in person; a hybrid option via Zoom videoconferencing was available for those unable to attend in person.

- 2023: Sept. 22, Oct. 20, Nov. 24
- 2024: Jan. 26, Mar. 1, Apr 5, May 3, June 7

Assistant University Secretary, Kathy McKinley is responsible for the scheduling of Senate meetings, oversight of meeting procedures, distribution of meeting materials, the creation of the official minutes of the meetings, and communication of decisions following meetings.

The Senate Office also provides additional support on items related to distribution of meeting materials, preparation of chair notes, on-site meeting support, post-meeting communications, guest speaker coordination, AV, and tech support.

Senate Standing Committees

Senate's Standing Committees met throughout the Fall 2023 and Winter 2024 semesters to conduct Senate business as needed.

The Assistant University Secretary provides administrative support to five of these committees and is responsible for scheduling meetings, distributing meeting binders, minute taking, and communicating key decisions to stakeholders following the meetings. The Secretariat Office in collaboration with Corporate Records and Archives also oversees records management practices of all Senate committees and provides guidance and assistance regarding records retention procedures and administration best practices.

Clerk of Senate

Senate approved the extension of Clerk of Senate Elinor Sloan's term of service for one year, to provide governance stability during the on-boarding of a new President and to support the work of the Academic Governance Committee in the FGPA restructuring process.

Governance and Policies

Academic Consideration Policy for Students in Medical or Other Extenuating Circumstances

Senate approved the Academic Consideration Policy for Students in Medical or Other Extenuating Circumstances. With an online self-declaration form, this policy will aid the equitable provision of academic consideration to all students for a range of medical or other extenuating circumstances.

Academic Accommodations During Labour Disputes Policy

Senate voted to repeal the Policy on Academic Accommodations During Labour Disputes. The policy was created by Senate in 2020 to provide a framework for bringing recommendations to Senate for academic accommodations for students during labour disputes. The motion to repeal the policy was brought forward by Senators concerned that the policy prevents Senate from remaining neutral during labour disputes.

Senate Ad-Hoc Committee on Graduate Academic Governance

Carleton University has made significant strides in improving its graduate curriculum processes, prompted by the rapid expansion of graduate programs and enrollments. This necessitated a re-evaluation of procedures initially designed for a smaller graduate enterprise. In Winter 2021, external assessors conducted a thorough review of the Faculty of Graduate and Postdoctoral Affairs (FGPA), examining best practices and models from across Canada to recommend continuous improvement.

A key recommendation was to reconceptualize the FGPA as an administrative unit, allowing academic decisions to be primarily made by the line Faculties. Following this, all Faculties passed motions to support the transfer of responsibility for graduate curriculum to their respective departments, establishing new in-house procedures. In Summer 2023, the Senate formed an ad hoc committee to evaluate the impact of this transfer. By January 2024, the committee's final report was

presented to the Senate, which then referred it to the Senate Academic Governance Committee (SAGC) for further action.

On March 1, 2024, the Senate approved a motion to devolve curricular matters to the relevant Faculty Boards and develop processes for managing cross-Faculty programs. The motion also included delegating specific responsibilities to the line Deans for a set period. The SAGC, along with the Senate Quality Assurance and Planning Committee, were tasked with implementing certain recommendations and supporting the Provost in acting on others. The full implementation of these changes is expected to be completed by June 2025, marking a pivotal step in enhancing Carleton's graduate academic governance.

Revised Academic Governance of the University

Carleton University made significant revisions to its academic governance in the 2023-2024 academic year, aimed at enhancing institutional oversight, transparency, and inclusivity. These changes were primarily driven by the university's commitment to aligning governance structures with evolving academic needs and stakeholder expectations. Hence, Senate approved a revised version of the Academic Governance of the University (AGU), notable revisions of which include:

- Removal of the FGPA Dean from Senate membership, and removal of the Graduate Faculty Board from the Faculty Boards section, as per recommendations from the Ad Hoc Committee on Graduate Academic Governance
- The readjustment of the term of service for Contract Instructors which will now run from October 1 – September 30, instead of July 1 – June 30
- The removal of the Special Appointment membership category, to make the COU Academic Colleague and Alumni Representative regular and permanent elected positions on Senate
- The readjustment of the Clerk of Senate position from ex officio category to elected category
- A reduction in total Senate membership, from “up to” 86 members to a set 82 members, and an increase in the number of elected faculty members from 40 to 41.

Senate Rules of Order

Senate approved revised Senate Rules of Order. Sections were reorganized for clarity, and the classification and rules of motions have been edited to align with the AIP Standard Code of Parliamentary Procedure, which is the standard reference guide for Carleton's Senate.

Graduation & Convocation

Senate's responsibilities include the approval of graduates, medal and prize recipients, and honorary degree candidates in preparation for Convocation. The University Secretariat office supports this process by posting the graduate lists, and assisting with Convocation tasks including logistics, communications, convocation booklets, script planning, and securing volunteers.

Over 6,000 strong

Senate was pleased to approve the graduation of 4,911 undergraduate and 1,559 graduate students during the 2023/2024 academic year.

On November 4, 2023, more than 1,200 students from the Class of 2023 received degrees recognizing their hard work and commitment to education. Similarly, the week of June 12-16, 2023, Carleton hosted its Spring convocation to celebrate the excellence and accomplishments of over 5,000 graduates.

Medals and Prizes

In the 2023/24 academic year, Senate was pleased to approve 257 medalist nominations. The medals and prizes awarded include:

Fall 2023

1 Governor General's Gold Medal at the PhD Level

1 University Medal at the PhD Level

5 Senate Medals at the PhD Level

1 University Medal at the Masters Level

7 Senate Medals at the Masters Level

1 Governor General's Silver Medal at the Undergraduate Level

1 Chancellor's Medal at the Undergraduate Level

1 President's Medal at the Undergraduate Level

10 University Medals at the Undergraduate Level

27 Senate Medals at the Undergraduate Level

Spring 2024

1 Governor General's Gold Medal at the PhD Level

1 University Medal at the PhD Level

5 Senate Medals at the PhD Level

1 University Medal at the Masters Level

7 Senate Medals at the Masters Level

2 Governor General's Silver Medals at the Undergraduate Level

5 Chancellor's Medals at the Undergraduate Level

1 President's Medal at the Undergraduate Level

45 University Medals at the Undergraduate Level

134 Senate Medals at the Undergraduate Level

Honorary Degree Recipients

Six honorary degrees were awarded to the following individuals for the 2023/24 academic year:

- David Sinclair, D. Sci.

- Frank Graves, LL.D.
- Mallik Tatipamula, D.Eng.
- David Morley, LL.D.
- Theresa Tam, LL.D.
- Jean-Paul Gladu, LL.D.

Academic Programs & Curricula

Major Modifications

Major modifications are integral to the continuous improvement of Carleton's programs. Over the course of the academic year, Senate approved 34 major modifications. The following are highlights of new programs, certificates, minors, and concentrations:

New PhD Programs

- PHD program in Canadian Studies

New Graduate Programs:

- Master of Science in Clinical Trials and Regulatory Affairs

New Undergraduate Programs:

- Bachelor of Accounting
- Bachelor of Data Science
- Bachelor of Science in Nursing
- BA General Studies
- Mechatronics Engineering (BEng)
- Bachelor of Cybersecurity

New School and New Institute

Senate approved proposals by the Faculty of Science to create the Institute for Data Science (IDS) and the School of Nursing. These units will house the new undergraduate programs in Data Science and Nursing, respectively.

FPA Name Change

Senate approved the proposal to rename the Faculty of Public Affairs (FPA) to the Faculty of Public and Global Affairs (FPGA), pending final approval from the Board of Governors. The new name, effective July 1, 2024, reflects the whole range of scholarly activities undertaken by faculty members in different countries and with global partners, as well as the global dimension of many of the academic programs.

Academic Unit name Change: School of Canadian and Indigenous Studies

Senate recommended that the Board of Governors approves the name change of School of Indigenous and Canadian Studies (SICS) to The School of Canadian Studies. The change is a result of the relocation of the Indigenous Studies faculty and programs to the Institute of Interdisciplinary Studies, which took place on July 1, 2023. The adjustment will enable the school to solidify its position as a leader in Canadian Studies, and broaden its faculty, pedagogical approaches, and research priorities. The Board of Governors approved the change in the June 6, 2024, Full Board Meeting.

New Concentrations and Specializations:

- New collaborative specialization in African Studies to the PHD program in English
- New collaborative specialization in African Studies to the PHD program in Architecture
- New collaborative specialization in African Studies to the PHD program in Political Science
- New concentration in Criminal Law and Social Order to the undergraduate programs in Law
- Introduction of the Concentration in Environmental Geosciences

Minor Modifications

Senate approved 33 minor modifications and received over 250 additional minor modifications for information. Minor modifications are the most common type of academic change. They involve a wide variety of academic changes to existing programs such as calendar and regulation modifications, the addition or deletion of courses, revisions to existing concentrations or minors, assigning course requirements, and course modifications.

Cyclical Reviews

As part of Carleton University's Institutional Quality Assurance Process, all undergraduate and graduate programs are reviewed on a seven-year basis and the outcomes are brought to Senate for approval.

Senate approved 16 final assessment reports and executive summaries arising from the cyclical reviews of the following programs:

- Undergraduate and Graduate Programs in Geography and Environmental Studies
- Undergraduate Programs in Criminology and Criminal Justice
- Undergraduate Programs in Art History and The History and Theory of Architecture, and Graduate Programs in Art and Architectural History
- Undergraduate and Graduate Programs in Sociology
- Graduate Programs in the School of Public Policy and Administration
- Undergraduate Programs in Humanities
- Undergraduate and Graduate Programs in Religion
- Graduate programs in Philanthropy and Nonprofit Leadership
- Undergraduate and Graduate programs in Psychology

- Undergraduate programs in Greek and Roman Studies
- Undergraduate and Graduate programs in European, Russian and Eurasian Studies
- Undergraduate and Graduate programs in History
- Undergraduate and Graduate programs in Cognitive Science
- PhD program in Canadian Studies
- Graduate programs in Political Economy
- Undergraduate programs in Health Sciences

Community Presentations

Senate encourages consultations and presentations from the Carleton community. During the academic year, Senate received eight presentations:

- Strategic Integrated Plan (SIP) Implementation Report (September 2023)
- Working Group on the Use of Artificial Intelligence (AI) in Teaching and Learning (September 2023)
- Enrolment Report (January 2024)
- Ad Hoc Committee on Graduate Academic Governance Report to Senate (January 2024)
- Graduate Academic Governance Presentation (March 2024)
- Budget Preview (April 2024)
- Research Update (April 2024)
- Operating Budget 2024/25 Presentation (May 2024)

Communications

Inside Senate

Eight issues of [Inside Senate summaries](#) were distributed to the community through Carleton's Top 5 newsletter and posted on the Senate website. These high-level summaries ensure that Senate's key decisions are made accessible to the Carleton community shortly after each meeting.

Senate Survey

The Senate Office conducts a Senate Survey on an annual basis in the spring, to gather feedback from Senators on their experience of serving on Senate. The survey helps the Senate Office identify areas of strength and improvement.

The 2024 Senate Survey was conducted from April 1 to May 1, 2024. The survey consisted of several questions regarding orientation, communication efforts, and service on standing committees. The results of the survey will be shared in September 2024.

Board of Governors

Chair's Report

2023-2024

Carleton
University





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MESSAGE FROM YOUR CHAIR



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

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

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

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

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

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

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

Sincerely,

Greg Farrell, FCPA, FCA

Chair, Carleton University Board of Governors

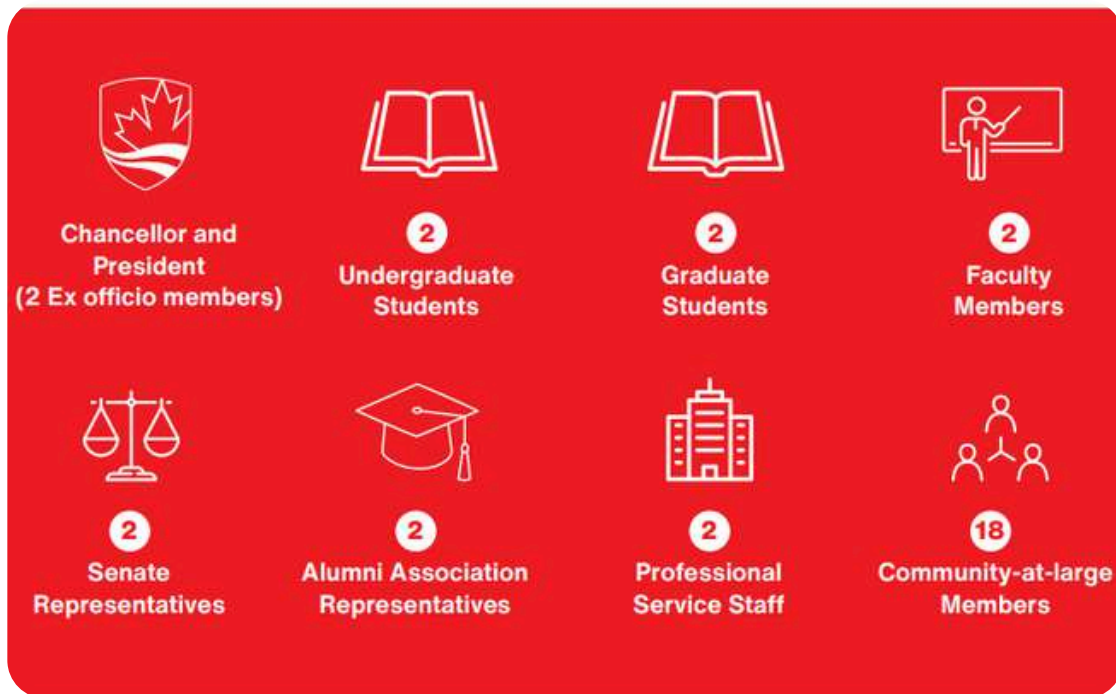
Board Insights

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

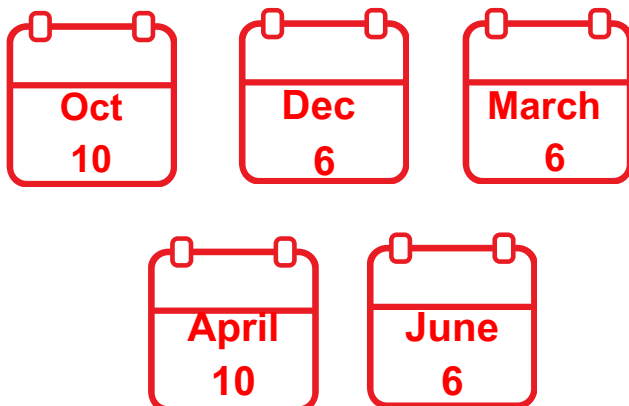
The objective of this body is to set strategic priorities and to ensure the university's resources are managed effectively, aligning with Carleton's mission and academic goals. The Board of Governors plays an integral role in long-term planning, including university budgets, capital projects and initiatives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

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

Board Composition



6 FULL BOARD MEETINGS



25
Committee Meetings

1550+
Volunteer Hours

22
Observers Welcomed

BOARD OF GOVERNORS 2023/2024



Howard Babb
Community



Yaprak Baltacıoğlu
Chancellor



Jennifer Camelon
Community



Adrian Chan
Faculty



Beth Creary
Community



Jim Devoe
Community



Patrick Dion
Community



Greg Farrell
Chair, Community



Konrad von Finckenstein
Community



Dan Fortin
Past Chair, Community



Kim Furlong
Community



Mira Gillis
Undergraduate Student



Dan Greenberg
Community



Linda Grussani
Alumni



Al Hamdani
Community



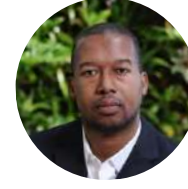
Nina Karhu
Staff



Alice Keung
Community



Mat Main
Alumni



Dudley Maseko
Community



Susan Mingie
Community



Georgette Morris
Graduate Student



Janakan Muthukumar
Graduate Student



John Nelson
Staff



Laura Newton Miller
Faculty



Brenda O'Connor
Community



Jonathan Ojangole
Undergraduate Student



Patrice Smith
Faculty - Senator



Jane Taber
Community



Christina Tessier
Community



Jerry Tomberlin
President & Vice Chancellor



Ann Tremblay
Community



Pamela Wolff
Faculty

Incoming Governors

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

Logan Breen, Undergraduate Student



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

Yafet Bizuneh, Undergraduate Student



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

Julie Carr, Community



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

Josh Greenberg, Faculty



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

Natalie Laporte, Community



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

Melissa Shea, Community



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

James Simpson, Administrative Staff



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

Outgoing Governors

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

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



CELEBRATING NEW LEADERSHIP

Wisdom Tettey

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



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

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

Jerry Tomberlin

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

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



Pauline Rankin

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



Susan Phillips

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

Sustained Commitment to Diversity and Inclusion

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

Honoring Dr. Lorraine Dyke: A Legacy of Leadership

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



Carleton Launches Vice-President Finance and Administration Search

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

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

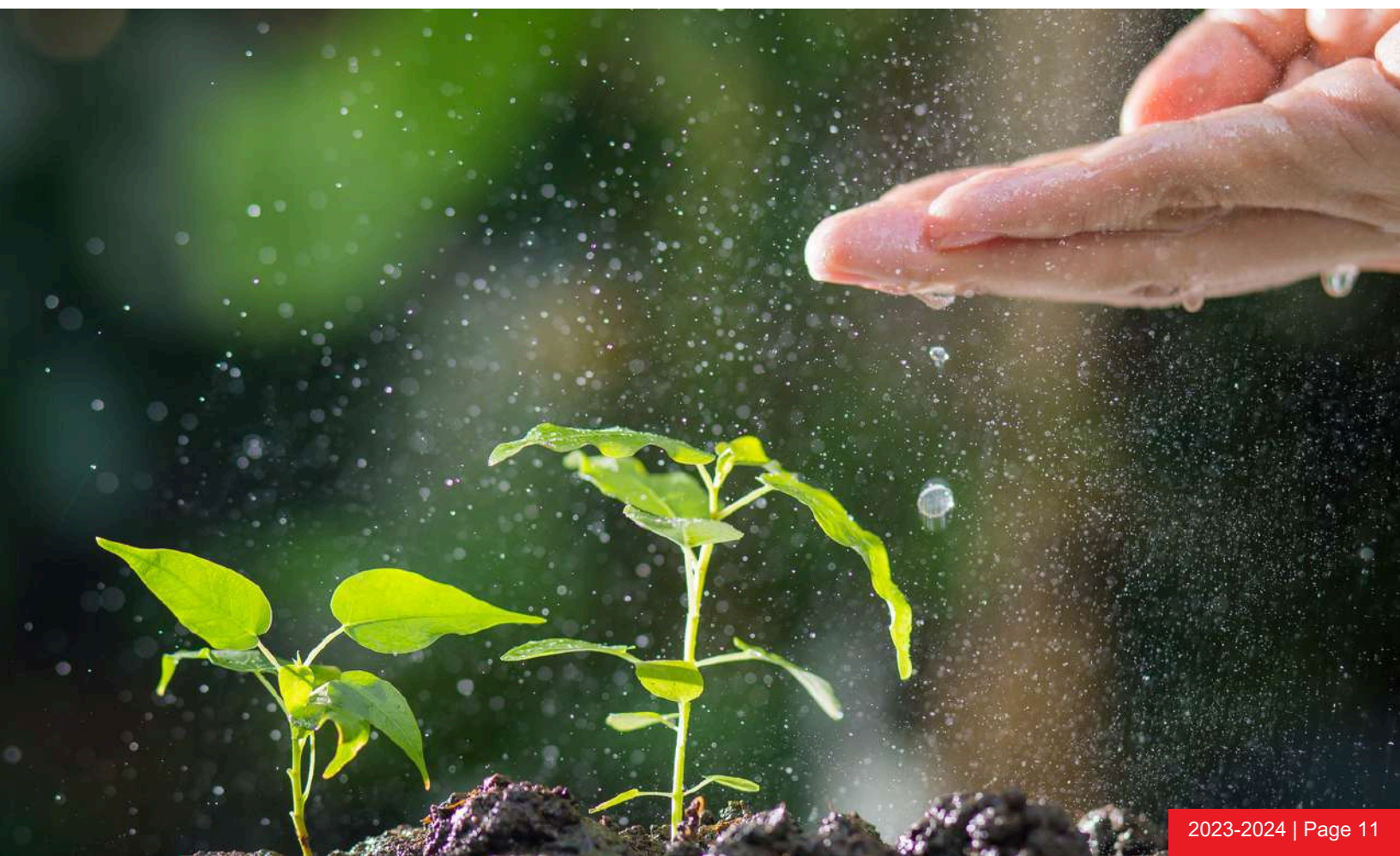
FINANCIAL RESILIENCE

2024/25 Operating Budget Approved

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

Ancillary Budget 2024/2025 Approved

The Board approved the university's Ancillary Budget for the 2024/25 fiscal year which has been prepared with a focus on sustaining the financial health of ancillary services that significantly enhance the student experience on campus. The \$72.5 million budget reflects a strategic alignment with projected needs and anticipated revenues, ensuring that all ancillary operations—including housing, dining, parking, and recreational services—continue to support the university's broader mission while establishing reserves to cover future capital improvements of buildings and infrastructure.



Carleton University's Pension Plan

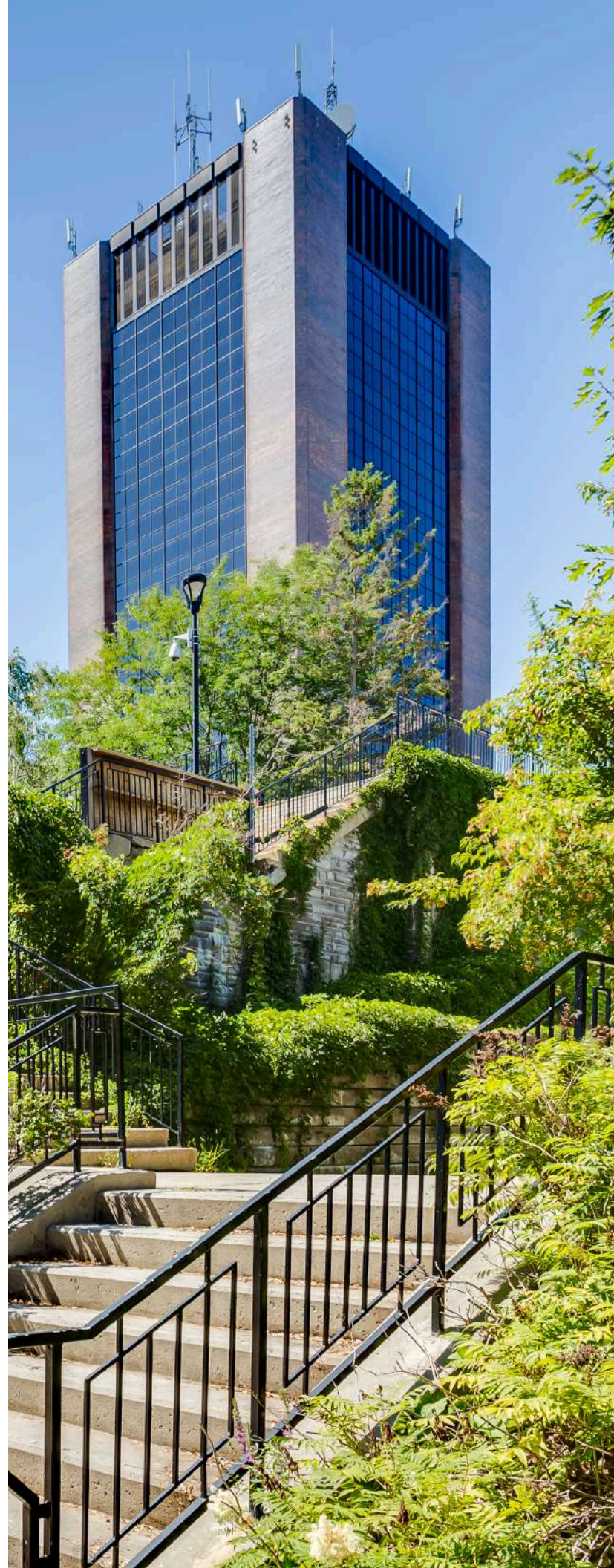
The Pension Committee has been actively managing the university's retirement plans, focusing on maintaining the financial health of the pension funds and ensuring compliance with regulatory requirements. Over the 2023-2024 year, the Pension Committee reviewed the investment strategies and performance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

Stewardship of University Infrastructure

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

University Operating & Capital Reserves Policy

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



A SUSTAINABLE APPROACH TO CAMPUS MAINTENANCE

Strive for Sustainability

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Evolving Strategies to Carbon Reduction

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

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

Terranga Commons Dining Hall and Kitchen Expansion

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



Parking Lot 9 Demolition

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

New Student Residence Update

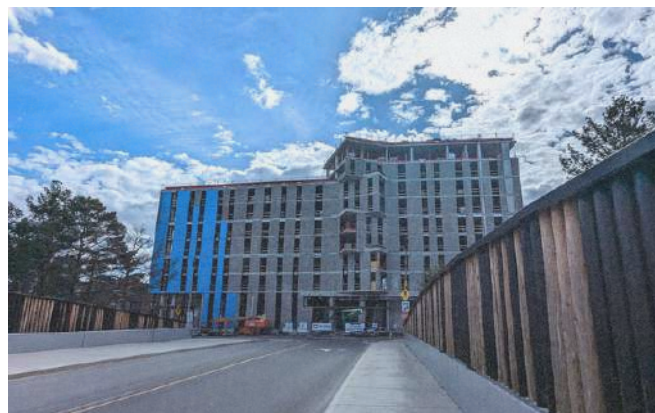
The construction of Carleton University's new 456-bed student residence building is moving ahead. Completed key construction milestones include masonry on the first two levels and ongoing exterior and interior work up to the fifth level, with cladding initiated in March 2024. Originally scheduled for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

Loeb Building Envelope Remediation and Replacement

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

Maintenance Projects

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



CARLETON'S COLLABORATIVE IMPACT

Reputational Enhancement Project

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

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

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

Carleton Challenge Conference – Year Two Success

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

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



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



[Figure 2] Jerry Tomberlin

A Force for Good - Advancement Strategy

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

Holistic Integrated Partnerships

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

Building Strong Relationships with the Government

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

Centre for Community Engagement

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

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

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



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

Advancing Reconciliation: Progress Toward the Kinàmàgawin Strategy

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

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



Fostering Safe Spaces: Strategies Against Sexual Violence

Sexual Violence Report

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

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

Honouring Each Other

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

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



Research and International

Advancing Research Excellence: A Year of Growth and Ambition

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

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

Enhancing Global Engagement

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





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

Progress in Advancing and Implementing the Student Mental Health Framework

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

Cultivating Inclusivity

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



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

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

CONVOCATION HIGHLIGHTS

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

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

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





RESOURCES AND DEVELOPMENT

Board Orientation and Strategy Session

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

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

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

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

Educational Modules

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

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

CUBA Conference 2024 Participation

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

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

Board Mentorship Program

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

Professional Development

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

Board Newsletter

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



CELEBRATING CARLETON VALUES IMPACT

Board of Governors Award

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

2024 Award Receptient Christopher Pratt

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

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

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



Put yourself out there and become involved in everything!



Founders Award

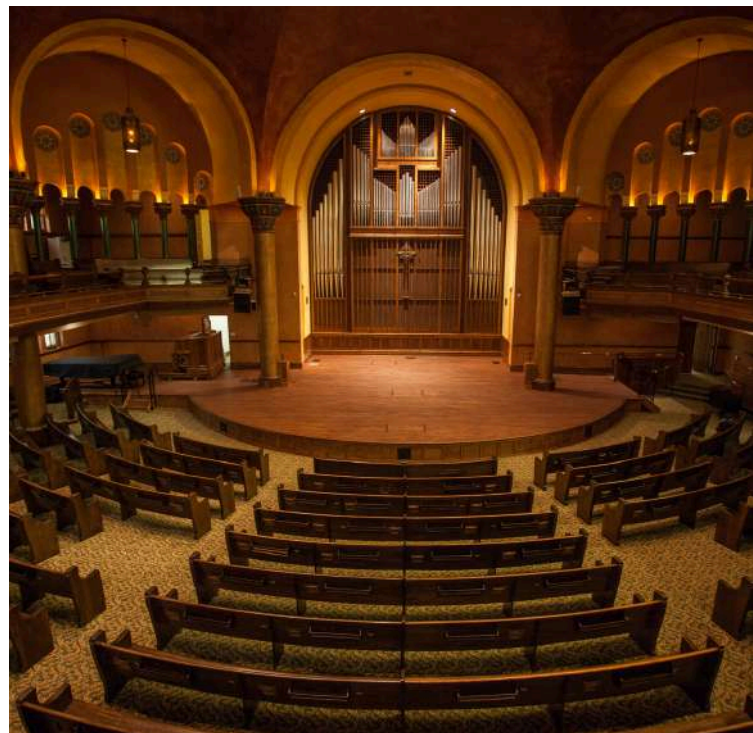
Carleton University's Founders Award is the institution's highest non-academic award recognizing individuals who have made exceptional contributions to the advancement of our university community through philanthropy, leadership, and volunteerism. Remarkably, in 2023, the award was not bestowed, underscoring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

2024 Award Receptient Jean Teron

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

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

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



OVERSIGHT



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

In Memoriam

Remembering Robert (Bob) Wener



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

STRATEGIC OUTLOOK

Incoming Chair: Beth Creary



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

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

Incoming Vice-Chair: Christina Tessier

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

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



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

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

STAYING CONNECTED



Board Summaries

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

Inside Senate

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

@CU_BoardChair

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



Board of Governors
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Dr. Kim Hellemans
Tel: (613) 520-2600 x 2973
Email: kim_hellemans@carleton.ca

RE: Report of the Academic Colleague from the Council of Ontario Universities meetings

Dear Members of Senate,

On May 14 and 15, the Academic Colleagues met to discuss the top concerns facing Ontario Universities. On the evening of May 14th, Charmaine Dean, Vice-President, Research & International, Waterloo and Justin Nankivell, Director, Research Security, Waterloo joined the colleagues to present on STRAC (Sensitive Technologies and Research Affiliations of Concern) which became effective on May 1, 2024. It was outlined that the policy is designed to protect Canada's research ecosystem from foreign influence by research institutions connected to military, national defense, or state security entities who pose a risk to Canada's national security. The policy applies to all grant applications submitted to federal funding agencies (NSERC, CIHR, SSHRC) and to the Canadian Foundation for Innovation (CFI) for research that will advance one or more sensitive technology research areas.

Further details were provided on the Named Research Organizations (NRO) and Sensitive Technology Research Areas (STRA). The STRAC policy applies to current and ongoing affiliations with listed institutions within these two lists. There was extensive discussion amongst the colleagues and presenters about what falls within and outside the scope of the policy. The presenters outlined the responsibilities of researchers and that a researcher must familiarize themselves with the STRAC policy prior to applying for a Tri-Agency or CFI research grant. There was a question from a member on the best way to support researchers through navigating this policy. It was suggested that research offices could try and simplify the processes to not make them too onerous. The importance of making sure graduate students feel welcome to study here was also discussed. The Academic Colleagues also discussed the current applications of this policy that are occurring at their institutions and potential next steps.

On May 15th, the COU President provided a current update on recent issues in the sector including COU advocacy related to Bill 166 - Strengthening Accountability and Student Supports Act and SMA4. The recent encampments on various university campuses were also discussed. Colleagues shared updates on topics and issues that were front-of-mind at their respective institutions, including new program approvals, selection of a new president, encampments and protests, financial constraints, a new medical school and projects related to AI. Finally, I was approved by the Academic Colleagues to continue in the role of Co-Chair for one more year, as we have high turnover of colleagues across institutions.

Yours,

A handwritten signature in black ink, appearing to read 'Kim', with a stylized flourish at the end.

Kim Hellemans, PhD

Assistant Professor, Department of Neuroscience

Associate Dean (Student Recruitment, Wellness & Success), Faculty of Science

Carleton University