



*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 January 27, 2017 at 2:00 p.m.
Senate Room, Robertson Hall
AGENDA**

Open Session:

- 1) Welcome**
- 2) Approval of Agenda**
- 3) Minutes:**
 - a) November 25, 2016
- 4) Chairs' Remarks:**
 - a) Neuroscience Relocation Update
- 5) Senate Administration:**
 - a) Committee Memberships
- 6) Discussion Period**
 - a) IT Security
- 7) Committee Reports:**
 - a) SAPC
 - b) SCCASP
- 8) Reports for Information and Comment:**
 - a) Senate Executive (Clerk)
 - b) Report from the Board
 - c) Academic Colleague
- 9) Other Business**



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**Carleton University Senate
Meeting of November 25, 2016 at 2:00 pm
Senate Room, Robertson Hall
MINUTES**

Present: F. Afagh (proxy sent), S. Ajila, A. Bellerive, S. Blanchard, A. Bowker, M. Butler, L. Callaghan, C. Carruthers, A. Chandler, A. Christianson, W. Clement, C. Cruickshank, J. Dalphy, D. Deugo, A. Diptee, A. Dodge, C. Duff, M. Esponda, W. Felepchuk, C. Feres, C. Fong, T. Garvey, P. Gentile, R. Gorelick, R. Goubran, N. Grasse, R. Hoey, W. Horn, B. Hughes, O. Javanpour, W. Jones, E. Kwan, E. Lai, A. Loiselle, D. Long, A. Maheshwari, M. Martinov, C. Miller, J. Miller, H. Nemiroff, M. Neufang, K. O'Meara, C. Parrott, J. Paulson, M. Pelletier, M. Piché, A. Plourde, P. Ricketts, R. Runte, D. Russell, J. Shepherd, E. Sloan, C. Smelser, M. Sucharov, N. Tait, S. Taylor, J. Tomberlin, P. Watzlawik-Li, J. Wolfart, P. Wolff, C. Wong.

Regrets: F. Alhattab, A. Arya, K. Bashir, D. Buss, C. Chi, J. Coghill, J. Debanné, M. El-Tanany, K. Evans, S. Field, A. Forth, J. Hayes, F. Hosseinian, D. Howe, K. Karim, B. Örmeci, D. Owusu-Akyeeah, J. Smith, J. Stoner, S. Sur, P. Thompson, L. Watson, F. Webster.

Open Session:

1. Welcome 1:58 pm

The President welcomed the Senators.

2. Approval of the Agenda

It was **MOVED** (R. Hoey, R. Goubran) that Senate approve the open agenda of the meeting of November 25, 2016.

The motion **PASSED**.

It was **MOVED** (W. Felepchuk, A. Christianson) that an emergency motion in relation to the Neuroscience Departments move from the Life Sciences Building.

The motion was **DEFEATED**.

3. Approval of Minutes: October 26, 2016 (Open Session)

It was **MOVED** (P. Ricketts O. Javanpour) that Senate approve the minutes of the meeting of October 26, 2016 (Open Session).
The motion **PASSED**.

4. Chairs' Remarks

The President suggested that Senate could discuss the Neuroscience Departments concerns during Other Business.

5. Question Period: Update on Global Academy (P. Ricketts)

A presentation on the Global Academy was given by P. Ricketts. The presentation outlined how the Global Academy is related to the Strategic Integrated Plan, the vision, the mission statement, the types of activities, program offerings, and country specific initiatives.

Questions asked by Senators included:

1. What is the background and qualifications of the individuals providing the programming for the Global Academy?

The individuals providing the programming are Carleton faculty or external individuals with a specific expertise to the topic for the program. All programs are non-credit.

2. What is the number of students in the Programs?

The information was not at hand.

3. Does the University own monitoring and evaluation?

Yes. Programs are run through the Academic Units. The Global Academy assists with registration.

4. Are students coming to Ottawa to participate in the Global Academy or are our students going to another country?

Most programs have an online portion and in-class here in Ottawa. There is a potential of offering the courses in another country as well as in Ottawa.

5. There have been concerns in the past with the Canadian Teachers Associations and the Confucius Institute. Are the concerns being addresses?

Yes. Carleton's Confucius Institute is a model for others. It was built-in clearly that the program will be developed by Carleton and hiring will be done under Carleton University conditions. The control and operation of the Confucius Institute is by Carleton University and has been successful. There have been no issues with the Chinese funding agencies.

6. How is the research aspect in the Global Academy managed?

The Global Academy does not manage any research activities this is done through the Research Office.

6. Discussion Period: Enrollment Report (S. Blanchard)

S. Blanchard and M. Neufang gave a presentation on the enrollment numbers as of November 1, 2016.

Highlights from the undergraduate statistics included a 1.5 % increase in enrolment overall and a 2% increase of new first year students. The full-time undergraduate students enrolled in degree programs increased by 1.9% and the two-year retention rate remains stable.

Highlights from the graduate statistics included an increase in students at the Masters level by 18%. All international graduate students increased by 4%. The number of students in the Masters program increased in three out of five faculties and the other two faculties remain stable. At the PhD level, the number of students increased in four out of five faculties.

A Senator asked if the increases in enrolment are linked to a change in the faculty to student ratio.

ACTION: M. Neufang will report back to Senate with the statistics related to the faculty to student ratio per discipline.

Staff and Faculty were thanked for their involvement in recruitment of students including reaching out to students, answering questions and supporting families.

A Senator asked why the two-year retention rate does not seem to be increasing? S. Blanchard responded that the Strategic Integrated Planning Committee is looking for different ways to address retention. Interested faculty members should contract S. Blanchard.

7. Senate Administration:

a) Committee Membership

The Clerk presented updated membership lists of Senate Committees.

It was **MOVED** (D. Russell, P. Ricketts) that Senate approve the committees' memberships as presented.

The motion **PASSED**.

b) Financial Review Committee

Senator Paulson brought forward an email from Dr. Cordner in regard to the Senate Financial Review Committee which was circulated to many Senators. It was stated that the letter included inaccuracies.

The letter states that the committee was asked to consider a motion to revise its terms of reference. Currently, the Governance Committee is reviewing all the Senate Committee terms of reference. As part of this process the Financial Review Committee will also be reviewed. The Governance Committee will ensure that all committees are in line with the Carleton Act and the Senate Governance documents.

Currently the Financial Review Committee is fully populated with the exception of the Chair. A Chair can be nominated by Senate Executive and then brought to Senate for consideration.

ACTION: D. Russell to report back the Senate in January or February on the status of the Financial Review Committee.

ACTION: M.Piché (Vice-President, Finance and Administration) to report to Senate regarding the budget.

- c) Vice President (Research and International) Search Committee
It was **MOVED** (D. Russell , H. Nemiroff) that Senate approve and recommend that the Board of Governor's approve the committee members as presented.

The motion **PASSED**.

8. Committee Reports:

- a) SAPC (P. Ricketts)
P. Ricketts introduced the following motions:

It was **MOVED** (P. Ricketts, R. Goubran) that Senate approve the commencement of the Joint PhD program in Biomedical Engineering with the University of Ottawa with effect from September 2017, with a report to be submitted to the Ottawa Carleton Committee on Graduate Quality Assurance by June 30, 2019 on a reconsideration of the requirement that students entering the program who have already successfully completed BIOM 5010/BMG 5112 or the equivalent be required to take an additional 3 credit (University of Ottawa) or 0.5 credit (Carleton University) elective.

The motion **PASSED**.

Question from a Senator: Are three credits at U of O same as 0.5 at Carleton? Yes.

It was **MOVED** (P. Ricketts, M. Butler) that Senate approve the proposed MSC and PhD programs in Health Science to commence with effect from Fall 2017.

The motion **PASSED**.

There was a question from a Senator concerning an external reviewer's comment to approach the programs with caution. The external reviewer suggested delaying the graduate programs for a year since Carleton is just rolling out the undergraduate program and still hiring faculty. The Quality Committee responded to the unit to provide a supplementary document addressing this concern. The supplementary document was reviewed by the committee and they were satisfied with the decision to go forward with graduate programs in Health Sciences.

It was **MOVED** (P. Ricketts, W. Clement) that Senate approve the proposed Post-Baccalaureate Diploma in Film Studies to commence with effect from Fall 2017.

The motion **PASSED**.

It was **MOVED** (P. Ricketts, W. Clement) that Senate approve the proposed master's-level graduate diplomas (type 2 and type 3) in Curatorial Studies to commence with effect from Fall 2017.

The motion **PASSED**.

It was **MOVED** (P. Ricketts, W. Clement) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Bachelor of Humanities program.

The motion **PASSED**.

It was **MOVED** (P. Ricketts, W. Clement) that Senate approve the Final Assessment Report and Implementation Plan arising from the cyclical review of the Joint PhD program in Canadian Studies.

The motion **PASSED**.

It was noted that there were glowing comments in the cyclical report which was a proud moment for Carleton.

A Senator asked why the program is not called a joint program in Canadian and Indigenous Studies?

It was answered that Trent University has a stand-alone program in Indigenous Studies. Indigenous studies can be incorporated into the

PhD program in Canadian Studies. Conversation will continue with Trent University.

It was **MOVED** (P. Ricketts, J. Tomberlin) that Senate:

- i) approve the major modifications to the Master of Computer Science program as presented with effect from fall 2017.
- ii) approve the major modifications to the Bachelor of Health Sciences program as presented with effect from fall 2017.
- iii) approve the major modifications to the Master of Science in Health in Science Technology and Policy program as presented with effect from fall 2017.
- iv) approve the major modifications to the Master of Accounting program as presented with effect from fall 2017.
- v) approve the major modifications to the Bachelor of Science in Neuroscience and Mental Health and minor in Neuroscience and Mental Health programs as presented with effect from fall 2017.
- vi) approve the major modifications to the Bachelor of Information Technology in Photonics and Laser Technology program as presented with effect from fall 2017.
- vii) approve the major modifications to the PhD program in Environmental Engineering as presented with effect from fall 2017.
- viii) approve the Master of Business Administration: Concentration in Arts Managements to commence fall 2017.
- ix) approve the Master of Arts in Music and Culture with a Specialization in African Studies with effect from September 2017.
- x) approve the delivery of the PhD program in Management at Okanagan University College, with effect from May 2017.

The motion **PASSED**.

- b) SCCASP (H. Nemiroff)

It was **MOVED** (H. Nemiroff, P. Gentile) that Senate approve revisions to regulations 2.4 UG and 9.3 GR, Final Examinations, as presented, effective the 17-18 calendar.

The motion **PASSED**.

It was **MOVED** (H. Nemiroff, R. Hoey) that Senate approve revisions to section 2.6 UG and 9.2GR, Deferred Final Term Work, as presented, effective the 17-18 calendar.

The motion **PASSED**.

- c) Academic Colleague (J. Smith)
There was no report.

9. Reports for Information:

- a) Senate Executive Minutes: October 18 and November 3, 2016
There were no questions.

10. Other Business

a) Discussion regarding the Neuroscience Department Move

W. Felepchuk stated that he believed there are significant issues being faced by students, faculty and staff in the Department of Neuroscience in relation to the upcoming move from the Life Science Building by the deadline of March 1, 2016. W. Felepchuk introduced Natalie Prowse, a student in Neuroscience, to address Senate. Ms. Prowse expressed her concern about the collaboration in organizing the move, her lack of confidence regarding adequate alternative space being provided, her feeling that research and teaching will be disrupted during the move and that there could also be effects on the research grants.

President Runte stated that administration has responded to the department's concerns. There are many departments involved in the move and a solution will be found for all involved. The renovation of the Life Science Building is needed and the new space for the department will be much improved. President Runte stated that there are alternative arrangements that are currently under negotiation and administration cannot comment until the agreement can be made public. The President has had conversations with students, the Dean of Science has spoken to the Chair and Faculty in Neuroscience about their specific needs. An overall solution for space is being worked out and everyone will be involved in order to make it work.

It was **MOVED** (A. Christianson, W. Felepchuk) that Senate move to a closed session. The motion was **WITHDRAWN** when it became known that the details of the proposed solutions could not be discussed in a closed session.

M. Butler, Dean of Science commented that researchers and faculty are being engaged and are creating a list of their research requirements and concerns for the move. Unfortunately, moving the department only once is not an option as there are time constraints for the funding to renovate the Life Sciences Building. The administration is committed to working with faculty, researchers and student to accommodate them during the moves.

b) December 16th – Senate Meeting

The Clerk of Senate suggested that if there are no time sensitive issues that need to be considered before the January 27th meeting of Senate that the December 16th meeting of Senate would be cancelled.

c) Sexual Violence Policy Follow-up

A Senator pointed out that some of the feedback provided on the policy at the last meeting of Senate was not reflected in the latest draft of the policy. The OVPSE has produced a feedback document where each of the items raised has been addressed.

11. Adjournment

It was **MOVED** (P. Ricketts, A. Christianson) to adjourn the meeting at approximately 4:00 p.m. The motion **PASSED**.

University Committee Membership Summary, Jan 27, 2017

FOR INFORMATION

Annually, Senate coordinates the election/acclamation of members to the University Promotion Committee and the Tenure and Promotion Appeals Committee.

University Promotion Committee

FASS

Jo-Anne Lefevre

Karen March

FED

Banu Ormeci (FED)

Ram Achar (FED)

FPA

Piotr Dutkiewicz (FPA)

Diana Majury (FPA)

Science

Yigiang Zhao (Science)

Sprott

Linda Duxbury (Sprott)

Tenure and Promotion Appeals Committee

FASS

Jay Drydyk, Professor, Philosophy

Pamela Walker, Professor, History

FED

James Green, Associate Professor, Systems
and Computer Engineering

John Hayes, Professor, Mechanical &
Aerospace Engineering

FPA

Melissa Haussman, Professor, Political Science

Paul Wilson, Associate Professor, Public Affairs/
Political Management

Sprott

Vinod Kumar, Professor

Gerry Grant, Associate Professor

Science

Naomi Cappuccino, Associate Professor,
Biology

George Dix, Professor, Earth Sciences

Senate Committee Membership Summary of Nominations, Jan 27, 2017

FOR APPROVAL

Motion: That senate approve the following new committee appointments.

Senate Library Committee

Heather MacDonald (2016)
Martha Attridge Bufton (2016)
Toby Zeng (Science) (2016)
Claire Samson (2016)

Ombuds Coordinating Committee

Frances Woolley (2016)



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CYBERSECURITY

SENATE – JANUARY 27, 2017

INFORMATION TECHNOLOGY SERVICES
(ITS)

Confidential

A Sense of Urgency: A Case for Action



- Major institutions, government and Higher Education have experienced cybersecurity breaches; many are not reported



- It's estimated that cybersecurity breaches will cost global businesses more than \$2 trillion by 2019 – more than four times the costs registered in 2015



- Ready market for personal information. One figure quoted 50 cents per record, meaning that the theft of 100,000 records yields a \$50,000 profit



- Ready market for tools, such as virus kits or decryption software, that are traded and improved upon by the “community” of hackers



- Bitcoin has a 1-800 number where organizations can buy bitcoins to pay cyber-ransom

A Sense of Urgency: A Case for Action



- As per study: about half of the subjects clicked on links from strangers in e-mails and Facebook messages - even though most of them claimed to be aware of the risks – illustrating the breadth of vulnerability and the limitations of user education



- Devices (phones, tablets, building systems, “internet of things”, etc.) are being corralled by hackers and used to launch massive distributed denial of service (DDoS) attacks.



- The Federal Government has passed legislation (expected to be enacted in 2017) with fines up to \$100,000 per person if an organization fails to appropriately notify that person if their personal information has been stolen

Why Is Higher Education At Risk?

Culture



- Open scholarly communication - often coupled with decentralized systems, structures and decision-making authority that are seen as supportive of academic freedom - can make universities easier to attack and exploit than other entities. (***Soft targets***)



- Students constitute a large, inquisitive, tech-savvy population. A small minority of students have been known to use an institution's own cyber-infrastructure to alter grades or illegally download media. (***Exposure to liability***)



- Access to the intellectual property of others through tightly-coupled partnerships with government, the private sector, and non-profits. Universities may provide an attack route into these other, more tightly-controlled, organizations. (***Universities may be viewed as unreliable partners, affecting fund-raising and research grants***)

Why Is Higher Education At Risk?

Valuable Assets



- Institutions of all sizes retain thousands and sometimes millions of personal records containing personally identifiable information (PII), payment card information (PCI) and protected health information (PHI), all of which have value to hackers. **(Privacy and liability concerns)**



- Valuable research data and other forms of intellectual property; In many universities, these systems are decentralized, making it difficult to ensure that a consistent level of cyber-security measures are in place for all data resources. **(Targets for competitors and State Sponsored organizations)**



- Universities have the ability to pay reasonable sums which makes them attractive to fraudsters and organized crime. **(Financial and reputational risks)**



- University infrastructure features high speed networks and massive computation capability which can serve as a useful platform to attack others. **(Universities have useful cyber-infrastructure)**

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Risk Impacts



Direct Financial Loss

- payments to cyber-experts, lawyers, communications specialists, ransom negotiators (crisis services), etc.
- payment of regulatory based fines
- ransom payments to retrieve/access data or blackmail to prevent public release of data
- losses through fraud or theft



Privacy And Liability

The release of PII, PCI and PHI information can lead to:

- lawsuits
- need to inform and monitor activities for those affected

Risk Impacts



Operational Disruptions And Costs

- loss of data and necessary “re-doing” days or weeks of transactions
- overtime payments, lower productivity, employee stress and morale
- interruptions to teaching and research activities
- permanent loss of data and/or need to retrieve from physical or other sources
- impacts on other institutional priorities as resources (\$\$ and people) are shifted to cyber-security prevention and incident response



Reputational

- public embarrassment, potential impact on enrolment
- loss of donor or granting agency confidence resulting in reduced funding
- loss of public confidence



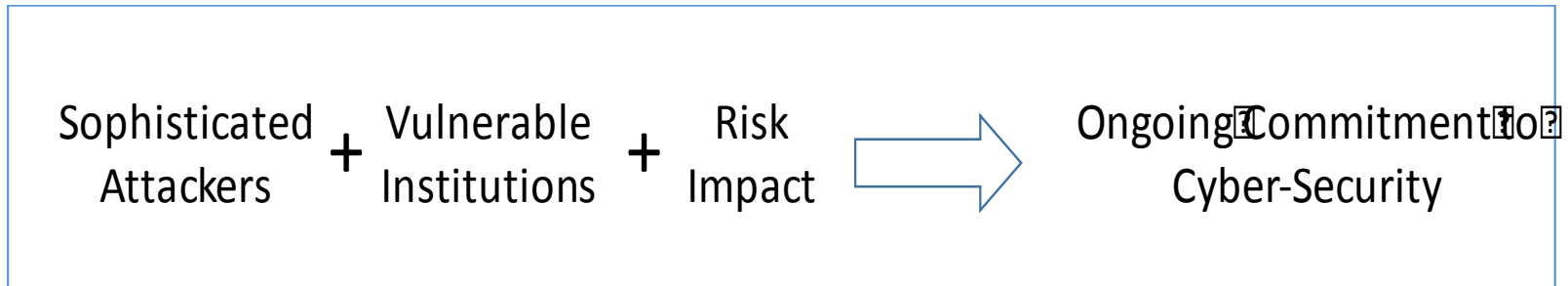
Risk Impacts



REGULATORY

- more intrusive regulatory oversight
- potential loss of institutional independence

A Sense of Urgency: A Case for Action



- No organization, large or small, is immune from attack and the risks of a major breach.
- Oversight of cyber-security is not “one-and-done,” nor solely incident based responses; rather there is a need for a continuing process to regularly monitor activity, enforce compliance and ensure necessary improvements are made.
- Universities face a range of cyber-security risks/costs:
 - Direct financial losses, privacy and liability claims, operational disruptions
 - Reputational damage, regulatory intrusion



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CYBERSECURITY DISCUSSION

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IT hygiene guidance

- Enforced password change policy now in place for all faculty and staff 😊
 - | Make use of hardened passwords
- Do not share usernames or passwords with others
- Don't use same usernames and passwords on other accounts
- Do not respond to strange e-mails, or click on links – phishing
- Use network drives; if using local drives ensure you regularly back them up
 - | disconnect backup device from network
- Lock screen when not at desk
- Use VPN when using public Wi-Fi



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CYBERSECURITY


SENATE— JANUARY 27, 2017

INFORMATION AND TECHNOLOGY SERVICES
(ITS)

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DATE: January 20, 2017

TO: Senate

FROM: Dr. Peter Ricketts, Provost and Vice-President (Academic), and Chair, Senate Academic Program Committee 

RE: Final Assessment Report and Executive Summary: Undergraduate & Graduate programs in Film Studies

The purpose of this memorandum is to request that Senate approve the Final Assessment Report and Executive Summary arising from the cyclical review of the undergraduate & graduate programs in Film Studies.

The request to Senate is based on a recommendation from the Senate Academic Program Committee (SAPC), which passed the following motion at its meeting of January 19, 2017:

THAT SAPC recommends to Senate the approval of the Final Assessment Report and Executive Summary arising from the cyclical review of the undergraduate and graduate programs in Film Studies.

The Final Assessment Report and Executive Summary is provided pursuant to articles 4.2.5-4.2.6 of the provincial Quality Assurance Framework and article 7.2.23 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.23.3 of Carleton's IQAP (passed by Senate on June 26th, 2015 and ratified by the Ontario Universities Council on Quality Assurance on September 25th, 2015) stipulates that, in approving Final Assessment Reports and Executive Summaries 'the role of SAPC 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 recommendation to Senate and fulfilling their responsibilities under the IQAP, members of SAPC 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 not therefore included with the documentation for Senate. They can, however, be made available to Senators should they so wish.

Major modifications described in the Action Plan, contained within the Final Assessment Report, are subject to approval by the Carleton University Committee on Quality Assurance, the Senate Committee on Curriculum, Admission, and Studies Policy, the Senate Academic Program Committee (SAPC) and Senate as outlined in articles 7.5.1 and 5.1 of Carleton's IQAP.

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


Board of Governors for information. The Executive Summary and Action 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 January 27, 2017

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Film Studies.

DATE: January 20, 2017

TO: Senate

FROM: Dr. Peter Ricketts, Provost and Vice-President (Academic), and Chair, Senate Academic Program Committee 

RE: Final Assessment Report and Executive Summary: Undergraduate & Graduate programs in History

The purpose of this memorandum is to request that Senate approve the Final Assessment Report and Executive Summary arising from the cyclical review of the undergraduate & graduate programs in History.

The request to Senate is based on a recommendation from the Senate Academic Program Committee (SAPC), which passed the following motion at its meeting of January 19, 2017:

THAT SAPC recommends to Senate the approval of the Final Assessment Report and Executive Summary arising from the cyclical review of the undergraduate and graduate programs in History.

The Final Assessment Report and Executive Summary is provided pursuant to articles 4.2.5-4.2.6 of the provincial Quality Assurance Framework and article 7.2.23 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.23.3 of Carleton's IQAP (passed by Senate on June 26th, 2015 and ratified by the Ontario Universities Council on Quality Assurance on September 25th, 2015) stipulates that, in approving Final Assessment Reports and Executive Summaries 'the role of SAPC 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.'

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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 January 27, 2017

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in History.

DATE: January 20, 2017

TO: Senate

FROM: Dr. Peter Ricketts, Provost and Vice-President (Academic), and Chair, Senate Academic Program Committee 

RE: Final Assessment Report and Executive Summary: Graduate programs in Political Economy

The purpose of this memorandum is to request that Senate approve the Final Assessment Report and Executive Summary arising from the cyclical review of the graduate programs in Political Economy.

The request to Senate is based on a recommendation from the Senate Academic Program Committee (SAPC), which passed the following motion at its meeting of January 19, 2017:

THAT SAPC recommends to Senate the approval of the Final Assessment Report and Executive Summary arising from the cyclical review of the graduate programs in Political Economy.

The Final Assessment Report and Executive Summary is provided pursuant to articles 4.2.5-4.2.6 of the provincial Quality Assurance Framework and article 7.2.23 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.23.3 of Carleton's IQAP (passed by Senate on June 26th, 2015 and ratified by the Ontario Universities Council on Quality Assurance on September 25th, 2015) stipulates that, in approving Final Assessment Reports and Executive Summaries 'the role of SAPC 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.'

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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 January 27, 2017

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Political Economy.

DATE: January 20, 2017

TO: Senate

FROM: Dr. Peter Ricketts, Provost and Vice-President (Academic), Chair, Senate Academic
Program Committee

RE: 2017-18 Calendar Curriculum Proposals
Graduate & Undergraduate Major Modifications

Background

Following Faculty Board approval and, as part of academic quality assurance, major curriculum modifications are considered by the Carleton University Committee on Quality Assurance (CUCQA), the Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP) and the Senate Academic Program Committee (SAPC) before being recommended to Senate.

Library Reports

In electronic communications dated October, 14th, 18th & 25th, 2016 and November 7th, 14th, 15th, 16th & 21st, 2016, members of the Library staff, upon review of the proposals, confirmed no additional resources were required for the 2017-18 major modifications.

Documentation

Recommended calendar language, along with supplemental documentation as appropriate, are provided for consideration and approval.

Omnibus Motion

In order to expedite business with the large number of major modifications that are subject to Senate approval at this meeting, the following omnibus motion will be moved. Senators may wish to identify any of the following nineteen major modifications that they feel warrant individual discussion that will then not be covered by the omnibus motion. Independent motions as set out below will nonetheless be written into the Senate minutes for those major modifications that Senators agree can be covered by the omnibus motion.

THAT Senate approve the major modifications as presented below with effect from fall 2017.

Major Modifications

1. **BA Honours in Sociology: Stream in Social Justice**
CUCQA approval: November 23, 2016
SCCASP approval: December 20, 2016

SAPC Motion December 15, 2016

THAT SAPC recommends to Senate the approval of the introduction of the BA Honours in Sociology: Stream in Social Justice program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the introduction of the BA Honours in Sociology: Stream in Social Justice program as presented with effect from Fall 2017.

2. Bachelor of Global and International Studies; GINS 3901 & GINS 3300

CUCQA approval: November 23, 2016

SCCASP approval: December 6, 2016

SAPC Motion December 15, 2016

THAT SAPC recommends to Senate the approval of the major modifications to the Bachelor of Global and International Studies (Course Abroad and Practicum Course) as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Global and International Studies (Course Abroad and Practicum Course) as presented with effect from fall 2017.

3. Bachelor of Global and International Studies; Stream & Specialization in Global Law & Social Justice

CUCQA approval: November 23, 2016

SCCASP approval: December 6, 2016

SAPC Motion December 15, 2016

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Global and International Studies, Stream and Specialization in Global Law and Social Justice program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Global and International Studies, Stream and Specialization in Global Law and Social Justice program as presented with effect from Fall 2017.

4. Bachelor of Global and International Studies; Stream & Specialization in Globalization, Culture & Power

CUCQA approval: November 23, 2016

SCCASP approval: December 6, 2016

SAPC Motion December 15, 2016

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Global and International Studies, Stream and Specialization in Globalization, Culture and Power program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Global and International Studies, Stream and Specialization in Globalization, Culture and Power program as presented with effect from Fall 2017.

5. Bachelor of Global and International Studies; Stream & Specialization in Global Development

CUCQA approval: November 23, 2016

SCCASP approval: December 6, 2016

SAPC Motion January 19, 2016

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Global and International Studies, Stream and Specialization in Global Development program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Global and International Studies, Stream and Specialization in Global Development program as presented with effect from Fall 2017.

6. BA Combined Honours in History and Theory of Architecture

CUCQA approval: November 23, 2016

SCCASP approval: December 6, 2016

SAPC Motion December 15, 2016

THAT SAPC recommend to Senate the approval of the introduction of the BA Combined Honours in History and Theory of Architecture program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the introduction of the BA Combined Honours in History and Theory of Architecture program as presented with effect from Fall 2017.

7. Minor in Human Rights and Social Justice

CUCQA approval: November 23, 2016 & December 14, 2016

SCCASP approval: December 15, 2016

SAPC Motion December 15, 2016

THAT SAPC recommend to Senate the approval of the introduction of the Minor in Human Rights and Social Justice program contingent on Faculty Board approval in January 2017.

Note: contingency met: January 13, 2017

Senate Motion January 27, 2017

THAT Senate approve the introduction of the Minor in Human Rights and Social Justice program as presented with effect from Fall 2017.

8. Bachelor of Social Work

CUCQA approval: December 14, 2016

SCCASP approval: December 20, 2016

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Social Work program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Social Work program as presented with effect from Fall 2017.

9. Bachelor of Science: Additional Regulations

CUCQA approval: December 14, 2016

SCCASP approval: January 17, 2017

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Science: Additional Regulations as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Science: Additional Regulations as presented with effect from Fall 2017.

10. Bachelor of Science: Health Sciences (capstone courses)

CUCQA approval: January 11, 2017

SCCASP approval: January 17, 2017

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Science: Health Sciences courses as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Science Health Sciences courses as presented with effect from Fall 2017.

11. Graduate Diploma in European Integration Studies

CUCQA approval: December 14, 2016

SCCASP approval: December 20, 2016

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Graduate Diploma in European integration Studies as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Graduate Diploma in European integration Studies as presented with effect from Fall 2017.

12. Master of Business Administration

CUCQA approval: December 14, 2016

SCCASP approval: December 20, 2016

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Master of Business Administration program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Master of Business Administration program as presented with effect from Fall 2017.

13. Bachelor of Science: Food Science and Nutrition

CUCQA approval: December 14, 2016

SCCASP approval: January 17, 2017

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Science: Food Science and Nutrition program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Science: Food Science and Nutrition program as presented with effect from Fall 2017.

14. Graduate Diploma in Infrastructure Protection and International Security

CUCQA approval: December 14, 2016

SCCASP approval: January 17, 2017

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Graduate Diploma in Infrastructure Protection and International Security program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Graduate Diploma in Infrastructure Protection and International Security program as presented with effect from Fall 2017.

15. MIPIS & Master of Engineering in Infrastructure Protection and International Security

CUCQA approval: December 14, 2016

SCCASP approval: December 20, 2016

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the MIPIS & Master of Engineering in Infrastructure Protection and International Security program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the MIPIS & Master of Engineering in Infrastructure Protection and International Security program as presented with effect from Fall 2017.

16. Master of Arts: Sociology (Placement SOCI 5906)

CUCQA approval: November 23, 2016

SCCASP approval: December 6, 2016

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Master of Arts: Sociology course as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Master of Arts: Sociology course as presented with effect from Fall 2017.

17. Master of Cognitive Science with a Specialization in Data Science

CUCQA approval: December 14, 2016

SCCASP approval: December 20, 2016

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the introduction of the Master of Cognitive Science with a Specialization in Data Science program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the introduction of the Master of Cognitive Science with a Specialization in Data Science program as presented with effect from Fall 2017.

18. Minor in South Asian Studies

CUCQA approval: November 23, 2016

SCCASP approval: January 17, 2017

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the introduction of the Minor in South Asian Studies program as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the introduction to the Minor in South Asian Studies program as presented with effect from Fall 2017.

19. Bachelor of Computer Science (programs & honours thesis)

CUCQA approval: December 14, 2016, January 11, 2017 (BCS-UBCS)

SCCASP approval: January 17, 2017

SAPC Motion January 19, 2017

THAT SAPC recommend to Senate the approval of the major modifications to the Bachelor of Computer Science programs as presented with effect from Fall 2017.

Senate Motion January 27, 2017

THAT Senate approve the major modifications to the Bachelor of Computer Science programs as presented with effect from Fall 2017.



MEMORANDUM

From the Senate Committee on
Curriculum, Admission and Studies Policy

To: Senate
From: Howard Nemiroff, Chair of SCCASP
Date: January 27, 2017
Subject: 17-18 Academic Regulations Changes, 17-18 Academic Schedule & Senate Guidelines for the Academic Year

For Senate approval:

1. Guidelines for determining the academic year
Motion: That Senate approve revisions to the Guidelines for Determining the Academic Year, as presented.
(doc: attached – Guidelines for the academic year schedule (2017 Proposed Revision.))

SCCASP recommends to Senate changes to the academic regulations for the following sections of the 17-18 Undergraduate Calendar:

2. Journalism Graduation Requirements
Motion: That Senate approve revisions to the Journalism graduation requirements, as presented, effective the 17-18 calendar.
(doc: TBD-1501 – Journalism Program Section)
3. Bachelor of Industrial Design
Motion: That Senate approve revisions to the Bachelor of Industrial Design Academic Performance Evaluation regulations, as presented, effective the 17-18 calendar.
(doc: TBD-1478: R-UG-7.5 Additional Information Concerning Academic Performance Evaluation for Some Degrees)
4. Cooperative Education
Motion: That Senate approve revisions to the Cooperative regulations, as presented, effective the 17-18 calendar.
(doc: R-UG-Coop: Additional regulations for Co-operative Education)

For Information to Senate:

1. 2017-18 Fall/Winter and 2018 Summer Academic Schedules – as appended

2. SCCASP has approved for inclusion in the 2017-18 calendar the minor modifications listed in the attached documents: *UG_G_1718_CourseProgram_minormods_for_Senate(1 & 2).pdf*.



Senate Executive
November 15, 2016
11:00 a.m. in 503S Tory Building

MINUTES

Present: J. Debanné, D. Deugo, A. Goth (guest), B. Hughes, L. Morton, J. Shepherd, R. Runte (Chair), D. Russell

Absent: P. Ricketts

The Chair called the meeting to order at 11:00 a.m.

1. Approval of the Agenda

It was **MOVED** (J. Shepherd, B. Hughes) that the agenda be approved.
It was **PASSED UNANIMOUSLY**.

2. Approval of the Minutes: October 18, 2016

It was **MOVED** (L. Morton, J. Debanné) that the minutes of the meetings of October 18 and November 3, 2016 be approved as presented.
It was **PASSED**.

3. Approval of Senate Agenda: November 25, 2016

The committee discussed the letter submitted to Senators regarding the Senate Financial Review Committee. The Clerk reported that the committee was most active in the 1990s when there were significant cuts to departments and programs. Now that the university's financial health is more robust the committee has not been as active. The Clerk recommended that the letter be discussed at Senate. The Chair stated that the new Vice-President (Finance and Administration) can continue the practice of presenting a budget report directly to Senate in March.

The committee discussed the Vice-President (Research and Internationalization) Search Committee. The Clerk will contact the Dr. Jones and the Deans for committee member nominations. The Clerk will then present a list to Senate for approval.

4. Other Business

a. Late Amendment to Graduation Status

It was **MOVED** (D. Russell, J. Shepherd) that Senate Executive approve the Registrar's Office's request for a 'late amendment to graduation status' for a student with a B. Eng. (Aerospace).
It was **PASSED UNANIMOUSLY**.

b. Senate Committees' Membership

The Clerk reported that more vacancies have been filled.

The committee discussed the need for a December meeting of Senate. Senators will be consulted at the next full meeting of Senate.

5. Adjournment

The Chair adjourned the meeting at 11:25 a.m.

**Senate Executive
December 6, 2016
11:00 a.m. in 503S Tory Building**

MINUTES

Present: D. Deugo, W. Felepchuk, A. Goth, B. Hughes, J. Shepherd, P. Ricketts, R. Runte (Chair), D. Russell

Regrets: J. Debanné, L. Morton

The Chair called the meeting to order at approximately 11:00 a.m.

1. Approval of the Agenda

It was **MOVED** (D. Russell, D. Deugo) that the agenda be approved.
The motion **PASSED**.

2. Approval of the Minutes

It was **MOVED** (B. Hughes, D. Deugo) that the minutes of the meeting of November 15, 2016 be approved as presented.
The motion **PASSED**.

3. Discussion of December 16, 2016 Senate Meeting

The Clerk of Senate outlined possible business for the December 16, 2016 meeting of Senate including:

A Post Graduate Amendment for a student with a Masters of Arts, International Affairs (Co-op) was brought forward. It was decided that this could be approved via email to Senate Executive.

The membership of the Tenure and Promotion Committee is presented to Senate for information and could be brought forward but this can wait until January 2017 as it is a report for information to Senate.

W. Felepchuk brought forward an motion to Senate Executive for consideration for the Senate agenda on December 16. The Motion was to support academic achievement in Neuroscience and had 9 parts. It was stated that this motion is not in the purview of Senate's authority. The Department of Neuroscience move is an operational issue and the proposed motion is out of order. There are a number of false statements in the preamble to the motion and there is no substantive evidence to

indicate that there is or will be an impact on academic achievement due to the move.

To analyze any compromise in the quality of education the Senate Academic Program Committee and the Quality Assurance Committee would need to be involved.

Malcolm Butler, Dean of Science has struck a working group of faculty and researchers to address requirements and concerns with the Neuroscience move to the University of Ottawa. Dr. Butler could be asked to report to Senate with the status of the Neuroscience move.

It was **MOVED** (D. Russell, P. Ricketts) to table the proposed motion to the January 17th, 2017 Executive Committee meeting to allow for information to be gathered on which Senate could evaluate a revised proposed motion. The motion **PASSED**.

4. Other Business

No additional business was raised.

The meeting adjourned the meeting at approximately 12:00 p.m.

**Minutes of the 598th Meeting of the
Board of Governors**

**Tuesday, September 27th, 2016 at 4:00 p.m.
Room 2440R River Building, Carleton University**

PRESENT:	Dr. F. Afagh	Mr. K. Evans	Mr. G. Owens
	Mr. F. Alhattab	Mr. D. Fortin	Dr. R. O'Reilly Runte
	Ms. D. Alves	Ms. C. Gold	Dr. E. Sloan
	Ms. D. Armstrong	Mr. O. Javanpour	Ms. C. Switzer
	Dr. C. Carruthers (Chair)	Mr. I. Lee	Mr. A. Tattersfield
	Ms. G. Courtland	Dr. P. Merchant	Mr. A. Ullett
	Mr. D. Craig	Mr. N. Nanos	Mr. B. Wener
	Ms. L. A. Daly	Mr. J. Nordenstrom	Mr. M. Wernick (Vice Chair)
	Mr. J. Durrell	Dr. B. Örmeci	
REGRETS:	Ms. J. Ostrajanskiy	Ms. R. Thompson	Ms. L. Watson
STAFF:	Ms. S. Blanchard	Ms. A. Goth	Dr. N. Rajapakse
	Mr. D. Boyce	Dr. R. Goubran	Dr. P. Ricketts
	Ms. J. Conley	Mr. S. Levitt	Mr. T. Sullivan
	Mr. D. Cumming	Mr. M. Piché	Mr. B. Winer

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 4:00 p.m. and welcomed all attendees, guests and observers. Board members were reminded that there is an Annual Members meeting following the closed session. The Open Session was live-streamed to Southern Hall 617 and was audio recorded for the purpose of accuracy of the minutes.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. There were none.

3. APPROVAL OF AGENDA

Mr. Nordenstrom moved, and it was seconded by Ms. Daly, that the agenda be approved as presented. It was carried.

4. APPROVAL OF THE CONSENT AGENDA

Mr. Tattersfield moved, and it was seconded by Mr. Wener, that the Open Consent agenda minus the 284th Meeting of the Finance Committee be approved as presented. It was carried.

There was a question regarding an item from the Finance Committee's 284th Meeting regarding Item 5.2 Approval of 16/17 Student Association Fees specifically the requirement of a minimum threshold of 15% voter turnout in order to approve changes to fees. Since this doubles the previous threshold it was questioned why this decision was made. Carleton University and the Carleton University Student Association negotiated a minimum threshold of 15% for student turnout for referendums results and this is now in effect. There are ongoing negotiations with the Graduate Student Association regarding the ancillary student protocol fee referendum process.

Mr. Javanpour moved, and it was seconded by Mr. Wener, that the minutes of the 284th Meeting of the Finance Committee be approved as presented. It was carried.

5. ITEM(S) FOR DISCUSSION

5.1 Research Rankings and Reputation

Dr. Rajapakse was invited to give a presentation on Research Rankings and Reputation. A copy of the presentation and the 2015-2016 Carleton University Research and International Year in Review were distributed to the Board prior to the meeting. The presentation summarized the three internationally recognized university rankings (Times Higher Education, QS, Academic Ranking of World Universities), the 2 Canadian Rankings (Research Infosource and Maclean's), international comparisons for 2013 – 2016, peer group comparison, Research Infosource Metrics and how do we respond to rankings with reputation and development of a strategy.

The Research Infosource Metrics gives a break down with five metrics of 50 universities:

- 1) total research income
- 2) research intensity, \$/FTE, (dollars per faculty member – normalized measure)
- 3) total number of publications (international conferences and journals, etc),
- 4) publication intensity (number of publications per faculty member) and
- 5) publication impact (where the paper is published).

The research rankings build a reputation for the university and can affect recruitment of students, faculty and staff. An approach we could use is to develop a strategy to address the rankings and find ways to improve. We could use external communication to help reputation building, including positioning and branding. Talent Management could also be used to build reputation including recruitment of senior faculty members (build talent). We could help faculty members more with their research enterprise, support for grant writing, position Carleton to generate innovation, develop a reputational strategy including a research communication strategy to raise the profile of Carleton's research.

Over the last three years the universities have become much more competitive in terms of pursuing opportunities and investing strategically in major initiatives and the results of that improve the rank. The number of universities that are included in the international rankings has greatly increased and now includes Asian Universities.

A question was asked about support for research by contract instructors. The Provost responded that the current focus is on our over 800 full-time faculty who have a mandate for research in their position and creating a plan to support them.

International students are considered in the ranking through the international orientation which includes the percentage of international students, faculty and the number of papers that faculty have published with international authors. It was suggested that a strategy for increasing this ranking may be to increase funding for international students. This is encouraged through faculty including funding for international students in grant applications. Some government policies help with recruitment of international students e.g. British Columbia does not have an international differential fee for graduate students. This has allowed universities in that province to recruit more international students and allows professors to more easily support them with research grants.

5.2 Engineering Capstone Projects- Challenges and Successes

Dr. Goubran was invited to give a presentation. The Capstone Project is a mandatory fourth-year project in the Faculty of Engineering and Design that is two terms running September to April. Student teams ranging in size from 3 to 25 work together to develop professional-level experience by applying previously-acquired knowledge to a major design project including design, building and testing. This is hands-on practical experience that is multi-disciplinary with many different engineering program students working together. The projects are important for satisfying the Canadian Engineering Accreditation Board.

Larger scope projects are multi-year (up to four years). The students have to use proper documentation so that the next year's students can advance the design. Soft skills and realistic time, budget and design constraints are imposed.

Examples of projects include:

- Fixed-Wing Unmanned Aerial Vehicles
- High- Performance Housing
- Crash-Test Dummy
- Carleton University Simulator Project (CUSP)
- FSAE Car

Many projects are done in partnership with industry which provides funding to support the projects from concept to commercialization. This program provides an opportunity for undergraduate students to do applied research and for faculty to recruit for Master's programs. It also creates job opportunities for students in industry following completion of their degree.

A letter of intent is being submitted to the AutoDrive 3- year competition which is working with GM and SAE. GM will be donating a Chevrolet Bolt EV, a GM team mentor and start-up funds.

In addition to the undergraduate students involved in the project there are also sometimes graduate students involved. Enrolment in the Bachelor of Engineering and Design has increased year to year with usually about 1,000 students in their 4th year. Carleton's intake of first year students is second in the province to Waterloo.

The High-Performance Housing is an academic project only and mostly from a design aspect with consultation with the community and The School of Architecture and Urban Design.

The group sizes are quite large--up to 25 students but the groups are broken down into subsections of 2 or 3 working on very specific projects contributing to the overall product or concept. The final report includes the contribution of each member. There are faculty members that act as group managers and project managers and oversee the students work.

6. ITEM(S) FOR APPROVAL

6.1 President's Goals and Objectives

The goals and objectives set out by the President include:

- Maintain current enrolment level with possible adjustments for formula changes
- Achieve Strategic Plan Goals including student satisfaction, research and organizational excellence
- Balance the budget
- Complete construction projects
- Ensure success of 75th
- Continue to achieve fundraising campaign goals, 300 million dollar campaign ongoing

Dr. Ricketts was thanked for the 75th pins for the Board Members. There are metrics associated with all of the strategic plan goals and objectives and they are used during the President's Annual Evaluation.

Mr. Durrell moved, and it was seconded by Mr. Owens, that the President's Goals and Objectives for 2016/17, be approved as presented. It was carried.

Dr. Ricketts was thanked for the 75th pins for the Board Members.

6.2 Audited Financial Statements for year ended April 30/16 and Audit Finding Report

The incorrect Audited Financial Statements were sent to the Board in the meeting package but the error was corrected in an email prior to the meeting and a hard-copy was provided at the meeting. The error was accidental and in the Bylaws section 11.03 it states "no error of accidental omission in giving notice of any Board meeting or any Members' meeting shall invalidate the meeting or make void any proceeding taken at the meeting other corporate matters."

The Board was provided with four documents in advance of the meeting:

- 1) 2015/16 Financial Report to the Board of Governors
- 2) Audited Financial Statements for year ended April 30, 2016
- 3) 2015/16 Audit Findings Report
- 4) Management and Independence Letter

Mr. Wener, as Chair of the Audit and Finance Committees introduced Mr. Piché. The Audit and Finance Committees have been through all four documents in details and will recommending them for approval by the Board.

Mr. Piché took gave a brief presentation, speaking to each of the reports. He confirmed that they have been completed in compliance with the generally accepted accounting principles.

The highlights from the Fiscal year 2015- 2016 included:

- An increase of 2.4% in total enrolment
- The net operating results had a small surplus of \$2.3 and the board had approved to appropriate the funds to the pension reserve.
- Ancillary operations finished the year with a positive result of \$1.3 million.
- In March 31, 2016 a special pension contribution of \$30 million was made to reduce the solvency deficit.
- The Board approved an increased investment in marketable securities of up to \$100 million. At the end of the fiscal year \$76.2 million had been invested. To date the full \$100 million has been invested.

- In 2015-16, \$30.9 million was spent on capital investments which included deferred maintenance and capital expenditures.
- Long term debt decreased to \$74.7 million, primarily due to the change in amortization of the various mortgages on residences.

Enrolment

From 2011- 2016 there has been about a 10% growth in enrolment and that is despite the demographic trends in the Ontario 18 year old population and the “Carleton Mix”.

Financial Report for Year 2015-2016

The operating income by source was outlined including the total income of \$441.2 million which was higher than the previous year by \$23.4 million. The total income is composed of government grants (\$8.2 million), tuition fees (\$12.6 million) and other income. Offset of expenditures of \$5.6 million including: expenses due to higher number of students, revenue sharing through ELBA (\$1.2 million), and grants for students (\$3.8 million). The overall trend over five years has been reduced government grants and higher tuition fees.

The university budget has grown significantly from the previous year due to the pension payment to reduce the solvency deficit of \$30 million.

Housing and Conference Services showed a deficit of just under \$1 million last year which was primarily a result of unbudgeted and additional renovations to residences of \$2.5 million.

Capital Projects and Deferred Maintenance

The major project underway is the Health Sciences Building which is a \$45 million project which should be ready by July 2017 with partial move-in in September 2017. The Advanced Research Innovation and Smart Environment (ARISE) Building was recently approved under the Strategic Investment Fund Program - spending \$29.5 million. The government will be providing 13 million to help fund the building. The design is underway and is expected to go to tender in January, with construction to start in March 2017 having the building substantially completed by April 2018. The Cogeneration Facility is well underway with the total project cost of \$15 million with a \$5 million subsidy from Hydro Ottawa.

The Board of Governors has approved a \$140 million deferred maintenance investment over a ten-year period based on the Facility Condition Index Assessment which was prepared on most of the buildings and facilities amounting to about 14 million dollars a year on these projects.

Under development is the new Sprott Business School. The conceptual design is still in progress and will be moving forward to the Building, Finance and Audit Committee this Fall for decision.

Solvency Deficit

The issues of the solvency deficit is a significant concern for the university. There are talks with the Ministry of Finance for a temporary and permanent solution on how to deal with the solvency deficit of Ontario's universities.

Net Assets and Capital Assets

Over the last five years the capital assets and endowments have continued to grow. The liabilities are stable. The net assets are allocated for future commitments and obligations including: employee future benefits, internally restricted net assets, endowments, other unrestricted net assets and investment in capital assets. The Net Assets relate to the capital reserves including capital projects.

Questions during the discussion included the fact Health and Counselling services has a surplus. Have increased services been considered? The Book Store and the Print Shop have been running a deficit has there been research done in continuing these services? The students' call for additional Health Services has been noted and will be considered in the budget next year. In reference to the Health and Counselling Services every ancillary needs to keep a reserve for contingency planning such as updates to equipment for extra services needed throughout the year. The Book Store an important service. This year sales in the bookstore have increased considerably. The Print Shop deficit has been previously been noted and is being monitored. The Directors of Health and Counselling monitors the need for additional grief counselling and has a protocol. If additional counselling is needed the university has a contract for a 24 service to bring in extra counselors.

Mr. Wener moved, and it was seconded by Ms. Armstrong to approve the financial reports as recommended by the Audit Committee. It was carried.

7. ITEM(S) FOR INFORMATION

7.1 Report from the President

a) Update on Strategic Plan

Three documents were circulated to the board including:

- 1) The Strategic Integrated Plan and the Strategic Mandate Agreement
- 2) The Top Performance Indicators 2013-2018
- 3) The Top Performance Indicators June 2016 Update

The Strategic Integrated Plan (SIP) is a five year plan running from 2013-2018. The Strategic Mandate Agreement (SMA) is a document developed at the request of the Provincial Government. Consultations were done to create the SMA but also is the

result of negotiations with the Government. A new SMA will be required in the next few months.

The SIP has three key words: Collaboration, Leadership, and Resilience (CLR). The descriptive title: Sustainable Communities and Global Prosperity focusses on building communities that are: culturally vibrant, technologically smart and connected, environmentally conscious and sustainable, safe and secure, economically successful, and well governed and administered. These reflect the Faculties, research and characteristics of the university. The distinctive identifiers are as follows: interdisciplinary, international/global research, diversity/accessibility, collaborative, and innovative. Values included are: excellence in teaching, student-centered, research excellence and connectedness, creativity and enterprise.

The SMA's goal is to differentiate Carleton from other universities, fill the provincial mandate and to remain within the SIP. The SMA includes: jobs, innovation and economic development; students; collaboration. There were five programs proposed in the current SMA and all have been approved by the Government. Carleton led on a collaborative workforce called the Eastern Ontario Taskforce which is a collaboration of five universities and four colleges.

For the next SMA possible topics will likely include: enrolment projections, new program development (strategically), outcome measures, including employment and satisfaction, work with community colleges, and experiential learning.

b) Update from VP Students and Enrolment

Enrolment

Based on current registrations, the OVPSE is projecting the new first-year full-time students to increase by 1.9%. Over all years OVPSE is projecting a 2.9% increase in enrolment.

Ontario Universities Fair for 2016 went extremely well with a large contingent of faculty, students and staff that did an excellent job. The Fair helped identify perspective students. There were 135,000 parents and students at the fair. There was a 30% increase in the number of students interested in getting additional information about Carleton. Ms. Blanchard was thanked for her dedication.

Fall Orientation and move-in weekend went well with a great welcoming of Carleton students. Varsity Athletes were well represented.

The Student Mental Framework 2.0 will be launched in October. There was a framework from 2009. Student engagement was a key factor in the rewriting of the framework and a significant portion of the framework was written by the students. It looked at many different things including resilience.

The Sexual Violence Policy started last year with consultations with stakeholders. The Director of Student Affairs and Coordinator for Sexual Violence met a second time with specific stakeholders and all unions that responded to discuss which points were of importance for inclusion in the policy. Information has been collated and the first draft is planned to be posted to the web for the month of October. All members of the campus community will have the opportunity to provide feedback and comments through email before the final draft is done. The policy will be going through the approval process through Senate (for information), the Senior Management Committee, and the Board of Governors (December 1).

c) Update from Director, University Communications

A wide range of activities have been occurring over the summer to get ready for the school year and a sample of that work was provided in a board report from the Department of University Communications (DUC). A number of back to school stories were assembled to support faculties and departments across campus. A number of new programs were profiled. New funding was announced including \$4.6 million in SSHRC funding for Carleton faculty, \$2.5 million grant for Dr. Kim Matheson for the Youth Futures project which focusses on improving opportunities among Indigenous youth. Banu Örmeci was announced as the Jarislowsky Chair in Water and Global Health. Promotion was done on Komal Minhas's film *Dream Girl* which shares stories of female entrepreneurs. It was premiered at the White House as well. A feature about Carleton students and alumni who participated in the Rio Olympic games was published. DUC also highlighted the president's work on the Eastern Ontario Task Force and the launch of the website www.carleton.ca/eotf which will offer hundreds of on-line courses for municipal or community services sector.

d) Physical Plant Projects

Update was given under the Financial Reports.

7.2 Committee Chair Updates

The Governance Committee will be meeting on October 5th and will be discussing a work plan for the year.

8. OTHER BUSINESS

Pursuant to the Code of Conduct section 4, Mr. Owens moved, and was seconded by Mr. Bueckert that the Executive Committee ask Mr. Wernick be requested to apologize and issue a retraction. The motion was defeated.

9. QUESTION PERIOD

There was one questions posed:

1. In April of this year, three organizations representing academic staff, administrative and support staff and graduate students at Carleton University voted “no-confidence” in the Board of Governors over concerns related to university governance, as well as accusations of a lack of transparency. What is the Board of Governors planning to do to rebuild confidence with campus stakeholders?
 - President Runte previously responded to this question, when it was raised last spring. The matter was raised with the joint committee. The Board Executive and the Board Committees have attempted to improve communication, the speed of communication and invite comments as much as possible. The chair noted that the Community Relations and Advancement Committee is taking on an initiative this board year to look at and improve stakeholder engagement.

10. ADJOURNMENT OF MEETING

A motion to adjourn the Open Session of the meeting was made at 6:13 pm. The Chair thanked all guests who attended the Open Session and asked them to leave so that the Closed Session of the meeting could begin.

Tuesday, January 17, 2017

RE: Report of the Academic Colleague from the Council of Ontario Universities meeting on December 7th, 2016.

Dear members of the Senate,

On December 7th, 2016, the Academic Colleagues from Ontario's Universities met at the Council of Ontario Universities offices in Toronto to receive updates on a variety of issues facing Ontario's universities and briefly discuss them collectively. The main takeaways from this meeting were gained from a summary of the recent actions of COU and are summarized in point form for your convenience below:

On the issue of a new tuition framework:

- 3% increases every year expected for category 1 (arts/science)
- 5% for other programs expected (special programs, grad programs)
- Increase based on inflation and that FTE funding has decreased from the government for universities
- In general, tuition increases are keeping universities incomes flat
- Enrollment into programs that have higher BIUs is increasing, meaning there is more BIU income per FTEs.
- Decision expected early in 2017

On the issues of funding reviews and SMAs:

- Good dialogue between COU and MAESD on both issues
- In regards to SMAs
 - There will be an implementation phase
 - Still negotiating enrollment corridors for funding
 - Small amount of funding for growth,
 - Accessible by achieving SMA goals
 - Outcomes-based funding also likely available
 - The government wants to point to more than enrollment to demonstrate what government funds go towards
 - The government wants to attach dollars to outcomes
 - E.g. Funding for research overheads and infrastructure
 - Likely related to each universities share of tri-council funding
 - MAESD has established 5 domains for funding:
 1. Teaching and learning
 2. Student experience

- a. Every university is trying to improve the undergrad student experience
 - i. COU wants to create a narrative around these outcomes / experiences using 6 metrics:
 1. Proportion of 4th year students with at least 2 high impact practices
 - a. Capstone courses
 - b. International experience
 2. Composite score on students perceived gains and higher learning outcomes
 3. Rate of students retained from year 1 to year 2 within the university
 4. Graduation rate
 5. Proportion of operating expenditures on student experience
 6. Proportion of programs with explicit curriculum maps and articulation of learning outcomes
3. Access
4. Skill development, innovation, community development
5. Research excellence

On the issue of the highly skilled workforce report that came out last summer:

- No sense yet on what impact this report will have on universities
 - Will likely effect experiential learning and that notion that “every student should have a meaningful opportunity for experiential learning”
 - Universities have different stories about what kind of experiences students have
 - Universities don’t think about experiential learning as an intrinsic good but rather as a part of the learning process that happens
 - MAESD has asked COU to develop a report on what data is available, in response COU will set up a steering committee for this that will:
 - Collect info on range of experiential learning that is out there
 - Provide interesting exemplars
 - Develop recommendations on where we go from here
 - Provide guidance government on how they move forward on this

On the issue of OSAP and net-billing:

- COU believes it is going to be good for students and good for the politics of university costs
- Many questions about how it will be implemented. This was announced in March 2016 and it is concerning that there is no implementation plan at this point in time
- Concerns:
 - Will MAESD include letter of expectation in the offer from the universities?
 - This process may be problematic for graduate registrations
- Needs:
 - Coherence for guidance counsellors
 - Clarity on how it will all work

- A pilot project for net-billing is now underway:
 - 16 universities are already on board for trying it in fall 2017
 - This will likely be more of an early implementation of the whole project rather than a pilot
- OSAP is going to move its data cycle up in the year to correspond with university cycles

The Academic colleagues then heard a presentation from David Lindsay, President of COU on the strategic engagement campaign that COU is undertaking, engaging all areas of the public to gather public perception on the needs of society and value and roles of a university education in our province. This information will be used to guide decisions and provide direction to interactions with MAESD in the future.

If any questions arise from the content of this report, please do not hesitate to ask.



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