



*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 May 3, 2024 at 2:00 pm  
PK608**

**MINUTES**

**Present in Person:** M. Abarghouei, J. Armstrong, H. Babb, S. Blanchard, A. Bordeleau, A. Bowker, S. Burges, E. Cyr, M. DeRosa, L. Dyke, T. Haats, N. Hagigi, M. Haines, K. Hellemans, D. Hornsby, D. Howe, L. Kostiuik, J. Kundu, A. Lannon, B. MacLeod, L. Marshall, D. Mendeloff, H. Nemiroff, A. North, B. O’Neill, P. Rankin, R. Renfroe, S. Seneviratne, O. Shafiq, D. Siddiqi, E. Sloan (Clerk), P. Smith, D. Sprague, J. Tomberlin (Chair), C. Trudel (W. Chung, acting), J. Wallace, P. Williams, P. Wolff

**Present via Zoom:** M. Baez, M. Barbeau, H. Becker, F. Brouard, J.P. Corriveau, S. Everts, R. Gorelick, R. Goubran, K. Graham, S. Hawkins, L. Madokoro, J. Malloy, J. Mason, P. Mkandawire, J. Murray, B. O’Connor, A. Park, M. Rooney, C. Smelser, J. Taber, M. Taghavishavazi, K. Taylor, C. Viau

**Regrets:** B. Campbell, G. Wainer

**Absent:** B. Albright-Peakall, D. Caratao, A. Clarke, Y. Gandhi, M. Huckvale, A. MacDonald, L. Moffitt, K. Moss, R. Nelson, M. Pearson

**Recording Secretary:** K. McKinley

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**1. Welcome and Approval of Agenda**

The meeting was called to order at 2:00 p.m.

The Chair began by noting the recent passing of Judy Eddy, who was an administrator in the Department of Geography & Environmental Studies, and also the sudden passing of Darryl Davies who was an Instructor in the Department of Sociology and Anthropology. The Chair offered condolences to those who knew and loved them.

The Chair also acknowledged that Sunday April 28 was the National Day of Mourning, a day to honour those who have lost their lives or have been injured in a work-related tragedy.

The Chair welcomed the following new student leaders to Senate:

- Allan Buri, the new President of CASG
- Sarah El Fitori, the new CUSA President
- Jayesh Kundu, the new GSA President, and
- Mahsa Agarhouei, GSA's new VP Academic

The Chair also noted that Dr. Chantal Trudel has concluded her successful tenure at the Centre for Community engagement and will be returning to her position as the Director of the School of Industrial Design, and consequently, she will be rejoining Senate. The Chair thanked Dr. Wonjoon Chung, who has been serving on Senate as Interim Director of the School, for his service.

It was **MOVED** (M. Haines, N. Hagigi) that Senate approve the agenda for the meeting of Senate on May 3, 2024, as presented.

The motion **PASSED**.

## **2. Minutes:** April 5, 2024

It was **MOVED** (P. Wolff, D. Hornsby) that Senate approve the minutes of the Senate meeting on April 5, 2024 as presented.

The motion **PASSED**.

## **3. Matters Arising**

There were none.

## **4. Chair's Remarks**

The Chair began his remarks with an update on the Presidential Search, which has concluded with the appointment of Dr. Wisdom Tettey as Carleton's 17<sup>th</sup> President and Vice-Chancellor. Dr. Tettey comes to Carleton from the University of Toronto where he served as Vice-President and Principal at the Scarborough campus since 2018. He will begin his 5-year appointment at Carleton on January 1, 2025.

The Chair also announced that Dr. Susan Phillips, a two-time Carleton alumna with 30 years of experience in philanthropy and non-profit leadership, has been named Carleton's Interim Chief Advancement Officer.

Moving on to community updates, the Chair noted that Carleton recently marked the 30-year anniversary of its popular Virtual Ventures STEM Camps. This award-winning program has inspired thousands of children and youth to explore STEM through workshops, summer camps and year-round programming.

Carleton has been named as one of 10 Ontario postsecondary institutions to benefit from Intellectual Property Ontario's (IPON) \$2.9M investment to support innovation and intellectual property commercialization projects through growing industry partnerships.

The Ontario government also has announced that 3 Carleton researchers will receive Early Researcher Awards to support their research projects. Christina Davy from the Department of Biology, Burak Gunay from Civil & Environmental Engineering, and Carlos Rossa from Systems & Computer Engineering each will receive \$140,000 to support their research into protecting endangered turtle populations, prostate cancer imaging, and managing on-peak energy demands, respectively.

The Chair highlighted the following recent events:

- Carleton celebrated Earth Day with the inaugural Clean Up the Campus Event, organized by Healthy Workplace and the Sustainability Office.
- The Faculty of Graduate & Postdoctoral Studies hosted Carleton's annual Three Minute Thesis (3MT) Competition, with top prizes going to PhD students in Biology, Physics, Legal Studies and Biomedical Engineering.
- On April 24, Carleton held the InspirED 2024 CU Teaching Innovation Symposium, which focused on innovative approaches and practices in teaching and learning. The Chair thanked all who participated in making the event a success.

The Chair noted that Carleton will be celebrating Asian Heritage Month with stories and events throughout the month of May; Senators were encouraged to visit Carleton's dedicated Asian Heritage Month webpage for more information.

In closing, the Chair reminded Senators of the upcoming Spring Convocation ceremonies from June 17 – 21, 2024. Faculty members who wish to participate in the faculty

procession must register before the deadline of May 24<sup>th</sup>. The schedule of ceremonies and online registration form may be found on the Convocation website.

#### Questions from the Floor:

A Senator asked a number of questions related to the conflict in Gaza. They asked if the Chair was aware of the CUSA and GSA motions recently passed, calling for university divestment. The Chair acknowledged that they are aware of the motions and are involved in discussions of the issues. The Senator also remarked on the destruction of universities and colleges in Gaza, loss of life and disruption to learning occurring as a result of the current conflict in that area. They asked if the administration would protect Carleton students' freedom of expression and freedom of assembly, should they wish to protest. The Chair acknowledged that everyone is aware of these troubling events. The university is committed to protecting freedom of expression and the freedom to protest, but this must also be balanced by respect for others and the health and safety of the Carleton community. Finally, the Senator noted examples of state-sponsored militant action against protests and encampments on campuses, and asked if the Carleton administration can commit to protecting the physical safety of protesters. The Chair responded that Carleton is committed to the physical safety of members of its community while protecting the right for legitimate protest and legitimate freedom of expression.

A Senator noted that Scheduling & Examination Services fees are being downloaded to departments, for services such as e-proctoring. They asked how this decision was made, why this is being done with no prior notice and enacted already for summer courses. The VP Students & Enrolment responded that rules around fee structure and responsibilities regarding proctoring are being revisited and clarified via discussions with Associate Deans. Departments that have arranged for proctoring over the summer may contact Scheduling & Examinations Services to discuss the arrangements.

#### **5. Question Period**

Questions were submitted by Senators L. Marshall and P. Wolff.

#### Question submitted by L. Marshall:

Would it be possible to get an update on the latest plan and any dates available for the construction of the Wellness Hub building and swimming pools?

Response from VPSE: Several options are being explored but the discussions are still at a preliminary stage, and nothing is ready to share publicly at this time.

Questions submitted by P. Wolff:

The number of students receiving academic accommodation has increased dramatically over the past decade. It's great that we are trying to fulfil our obligations to students who need their learning enabled or evaluated in a less traditional way. I am concerned about two matters: Whether access to these services is as equitable as possible for all students, and whether instructors have the supports they need to understand and implement these accommodations.

Will a representative for the Paul Menton Centre make a presentation to Senate in Fall 2024 outlining:

I: EQUITY CONCERNS: Access to PMC:

- What students must obtain from the public health care system before entering the Carleton University evaluation process
- Whether that information is also available through private means
- Whether Carleton University can guide the student through that process
- What means students without Canadian healthcare can use
- What ratio of students who are evaluated by the PMC obtain this initial information through public, private and non-Canadian means

II. PMC processes:

- What the process is once students present themselves to the PMC; in particular, what are the typical timelines for a new first-year student requiring accommodation and how does this differ depending on how/whether the student has been evaluated in the Health Care System prior to coming to the PMC?

III. Instructor processes:

- What steps do instructors typically need to take to accommodate students?
- What steps does the PMC/McIntyre centre typically take to assist instructors?
- How can instructors get support when they're unsure about how to accommodate a student given the specific learning outcomes for their course?

### Response from VPSE:

Regarding access for students to accommodations, the university recognizes the need to find a balance between documentation and access to accommodation. The Paul Menton Centre works with students to explore options for obtaining documentation and ways to accommodate in the interim. For students who do not yet have the appropriate accommodations and are working towards obtaining documentation, the FITA program also can provide support for 12 weeks.

Regarding Instructor support, faculty members can contact the coordinator assigned to the case if there are issues or questions. There are also web resources for instructors on the PMC website.

Finally, a high-level PMC presentation would be possible at Senate, and workshops for faculty members and students could also be arranged.

## **6. Administration**

### **a. Senate Membership Ratifications**

The Clerk presented a motion to ratify one new faculty member from FASS, for service on Senate beginning July 1, 2024.

It was **MOVED** (A. Bowker, B. O'Neill) that Senate ratify the new Senate appointment, as presented, for service beginning July 1, 2024.

The motion **PASSED**.

### **b. June 21 Senate date change**

The Clerk reported that the Senate meeting on June 21<sup>st</sup> is scheduled during Convocation and will be moved to Tuesday June 25<sup>th</sup> at 2:00 pm. This meeting cannot be cancelled, due to important and timely business from SCCASP and SQAPC.

## **7. Reports**

### **a. Senate Committee on Curriculum Admissions and Studies Policy (SCCASP)**

SCCASP did not have any business to bring to Senate at this meeting.

### **b. Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair David Hornsby presented two cyclical reviews and a Faculty name change for Senate approval, plus a motion to approve changes to graduate program governance.

Cyclical Reviews: PhD in Canadian Studies and graduate programs in Political Economy (omnibus motion)

It was **MOVED** (D. Hornsby, D. Mendeloff) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Individual Motions from the Omnibus:

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the PhD program in Canadian Studies
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Political Economy.

Governance Changes: FGPA program governance changes regarding single Faculty programs, joint programs and multi-Faculty programs, as a result of FGPA restructuring

It was **MOVED** (D. Hornsby D. Siddiqi) that Senate approve the changes to graduate program governance as presented, with effect upon approval.

The motion **PASSED**.

Faculty Name Change: Faculty of Public Affairs to Faculty of Public and Global Affairs

It was **MOVED** (B. O'Neill, D. Mendeloff) that Senate recommends to the Board of Governors the name change of the Faculty of Public Affairs to the Faculty of Public and Global Affairs as presented, with effect upon final approval.

The motion **PASSED**.

The Committee Chair noted that minor modifications from Dominican University College were presented in the binder as an item for information.

**c. Senate Academic Governance Committee (SAGC)**

Committee Chair and Clerk of Senate Elinor Sloan presented a motion to ratify Senate committee appointments for service beginning July 1, 2024. She noted that most of the student committee appointments will be brought to the next Senate meeting.

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

The motion **PASSED**.

**8. Operating Budget Presentation (Provost)**

The Provost and VP Academic Pauline Rankin presented a summary of the 2024-25 Operating Budget for Senate. A preview of the budget was presented at the previous Senate meeting on April 5, 2024, and the full operating budget was approved by the Board of Governors at its meeting on April 30, 2024.

The Provost began with a review of some of the recent pressures Ontario universities have faced as a result of forces largely outside of the control of the sector, including the introduction of the corridor funding model, tuition cuts and a domestic tuition freeze since 2019, the pandemic in 2020 and 2021, international student visa delays and caps, the repeal of Bill 124 and the lack of response from the provincial government to the Blue-Ribbon panel report. The cumulative impact of just a few of these factors, including the 10% tuition reduction and the tuition freeze, plus the elimination of enrolment-linked provincial grant has cost Carleton an estimated \$288M in lost revenue.

Budget assumptions for 2024-25 include:

- No increase in domestic tuition fees for Ontario residents
- 5% increase in domestic tuition fees for out-of-province students
- Some adjustments for tuition anomalies
- International student fee revenue (subject to caps)
- Modest increases in operating grant from government over the next 3 years
- Retroactive one-time payments resulting from end of Bill 124
- Increases in salaries and benefits resulting from end of Bill 124



- Rising Infrastructure costs
- Scholarship grid maintained and extra support for graduate students added
- General and administrative expenses to increase by 3%

Undergraduate domestic enrolment intake is projected to rise by 1%, but international undergraduate enrolment is expected to drop by 25% due to federal government caps on student visas. Graduate intake will remain flat domestically and will decrease internationally by at least 10%. Retention rates, however, remain strong.

The overall impact of these budget assumptions will be a base expenditure budget cut of 3% for 2024-25. Carleton will run an operating budget deficit in 2024-25. The university has sufficient reserves to cover this shortfall, but Carleton will be moving into a period of multi-year deficits.

Mitigation measures include conservative planning assumptions, maintenance of appropriate reserve and contingency balances, and the establishment of an internal Strategic Financial Group to establish an action plan and model a range of scenarios.

Projected revenues for 2024-25 total \$534M, with 69% of revenues being government regulated. Projected expenses for 2024-25 total \$560M, with 76% of expenses due to salaries and benefits. The proposed budget includes an operating deficit of \$26M for budget year of 2024-25. This excludes the Bill 124 one-time retroactive payments, but does include the salary increases. University reserves will be used to cover the deficit. The Provost noted that the deficit will likely move Carleton from a medium to a high-risk score within the new Ontario Framework for University Financial Accountability.

The Provost added that the 3% budget cut (\$8.8M) for 2024-25 is balanced by investments in the new nursing program, EDI initiatives, research support, Kanata North, enrolment and recruitment support and IT learning supports.

Within University Budgets, major investments will be made in evergreening IT infrastructure, maintaining cybersecurity levels, IT software licenses, and contractual increases primarily related to utilities.

New allocations for Provisions & Contingencies include increases related to Bill 124 salary increases, costs associated with the online MBA agreement and cost-sharing with the Sprott School of Business, plus debt servicing.

Without significant cuts continuing over the next 4 – 5 years, Carleton will face large growing deficits culminating in an \$80M deficit by 2028-29. If Carleton implements targeted base budget cuts and continues to draw upon its reserves, a balanced budget could be achieved by 2028-29. With additional bounce-backs in enrolment, Carleton could move into a surplus by 2028-29.

Important revenue growth opportunities beginning in 2024-25 include new undergraduate programs in Nursing, the online BA, Data Science, Cybersecurity, Mechatronics and Accounting. Other opportunities for growth include increases in domestic enrolment, targeted Professional Masters programs, growth in the M. Eng Practice program, increases to the provincial operating grant, and a return to prior levels of international enrolment, following an international rebrand.

The Provost announced that a University Budget Webinar for the Carleton community has been scheduled for May 23<sup>rd</sup> at 1:00 pm. More details will be shared at the webinar.

Discussion:

In response to a question, the VPFA confirmed that funding for the current barricades around the quad will come from the university construction budget, since the quad was barricaded so that dead and damaged trees could be removed safely.

In response to another question, the VPFA confirmed that there is no budget allocation for private security, although hiring security can be a standard practice during labour disputes to ensure safety at picket lines.

A Senator asked for comparative data on current deficits at other universities. The Provost responded that for 2023-24 Queens's deficit is \$63M, TMU's is \$19M, York has a \$58M deficit and the University of Ottawa's deficit is \$11M.

In response to another question, the Provost noted that \$153M of reserves are accessible to be used to balance the budget. Other categories of reserves such as those allocated to pension or research would not be as accessible for this purpose.

The Provost also remarked in response to another question that the adjustments for tuition anomalies in Spratt programs would not go directly to Spratt, but form part of the consolidated Carleton tuition revenues.

A Senator asked for more specific information on targeted cuts moving forward, particularly in light of the growth of administrative staff and slower growth or even loss of full-time faculty members in some departments over the past 6 years. The Provost noted that some statistics and information will be shared during the upcoming webinar.

In response to a question, the Provost confirmed that the impacts of the end of Bill 124 are being addressed through collective bargaining.

A Senator asked if the impact on international visa caps is significant or if we can expect international student levels to return to normal after this year. The VPSE responded that processing of visas was halted at a critical time early in 2024 and as a result many students decided to apply to other countries. The Canadian brand has suffered due to the federal caps and the previous delays in visa processing. It could be several years before international levels bounce back, particularly for undergraduate international students.

The Chair thanked Provost Rankin for the thorough presentation and Senators for their engagement and discussion.

## **9. Reports for Information**

- a. Senate Executive Committee Minutes (March 26, 2024)**
- b. Academic Colleague Report**

Academic Colleague Kim Hellemans provided Senators with a brief verbal report on the role of the Academic Colleague. The Council of Ontario Universities (COU), an organization of 20 public universities in Ontario, provides a space for representatives from universities to meet and discuss common issues and concerns, with opportunities for advocacy with the Ministry. The Presidents and Academic Colleagues of each institution constitute the full Council, which meets twice per year. Academic Colleagues also meet every two months in Toronto to listen to keynote speakers, engage in roundtable discussions, and learn of updates from COU and government relations. Senator Hellemans reminded Senators that the Academic Colleague is Senate's voice for COU.

## **10. Other Business**

There was none.

## **11. Adjournment**

The meeting was adjourned (P. Smith, L. Dyke) at 3:26 p.m.