



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

Carleton University Senate
Meeting of March 31, 2017 at 2:00 p.m.
Senate Room, 608 Robertson Hall

AGENDA

Open Session:

- 1) Welcome
- 2) Approval of Agenda
- 3) Minutes:
 - a) February 17, 2017 (Open Session)
- 4) **Chairs' Remarks:**
- 5) Senate Administration (Clerk):
 - a) Policy on Proxy
 - b) Faculty Representatives to Senate
- 6) Faculty and Contract Instructors: Percent Female (P. Ricketts)
- 7) Committee Reports:
 - a) SAPC
 - b) SCCASP
- 8) Reports for Information:
 - a) Senate Executive: February 7, 2017 (Clerk)
 - b) Board of Governors: February 2, 2017
 - c) Dominican University College – Minor Modifications
- 9) Other Business



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 February 17, 2016 at 2:00 p.m.
Senate Room, 608 Robertson Hall

MINUTES

Present: F. Afagh, David Andrews for F. Alhattab, A. Arya, S. Blanchard, A. Bowker, D. Buss, M. Butler, L. Callaghan, A. Chandler, A. Christianson, W. Clement, J. Coghill, D. Deugo, A. Diptee, A. Dodge, M. Esponda, Taylor Howarth for W. Felepchuk, C. Feres, S. Field, C. Fong, P. Gentile, R. Goubran, N. Grasse, R. Hoey, W. Horn, W. Jones, E. Kwan, E. Lai, A. Loiselle, M. Martinov, C. Miller, H. Nemiroff, M. Neufang, K. O'Meara, B. Örmeci, Eric Hitsman for D. Owusu-Akyeeah, M. Pelletier, A. Plourde, P. Ricketts, R. Runte, D. Russell, J. Shepherd, C. Smelser, M. Sucharov, S. Sur, N. Tait, S. Taylor, P. Thompson, J. Tomberlin, P. Watzlawik-Li, F. Webster, C. Wong.

Regrets: S. Ajila, K. Bashir, A. Bellerive, C. Carruthers, C. Chi, C. Cruickshank, J. Dalphy, J. Debanné, C. Duff, M. El-Tanany, K. Evans, A. Forth, T. Garvey, R. Gorelick, J. Hayes, F. Hosseinian, D. Howe, B. Hughes, O. Javanpour, K. Karim, D. Long, A. Maheshwari, J. Miller, C. Parrott, J. Paulson, M. Piché, E. Sloan, J. Smith, J. Stoner, J. Wolfart, P. Wolff.

Open Session:

1. Welcome

The Chair welcomed everyone to the open session.

2. Approval of Agenda (open)

It was MOVED (A. Plourde, M. Neufang) that Senate approve the open agenda of the meeting of February 17, 2017.

The motion PASSED UNANIMOUSLY.

3. Approval of Minutes:

a) January 27, 2017

It was MOVED (S. Sur, S. Taylor) that Senate approve the minutes of the meeting of January 27, 2017.

The motion PASSED.

4. **Chair's Remarks**

The Chair reported that we are preparing for the new Strategic Mandate Agreement (SMA). The provincial government has not yet announced the release date for the final version. The Chair stated that provincial funding will likely remain the same for the next two years. Any new programs will be **funded by student enrollment. It is vital that Carleton's SMA include any** potential new programs, as it will be more challenging to add them to the next round of agreements. The Chair encouraged Senators to propose any ideas for new programs for the next five years to their faculty boards now, as they must be included in this round of the SMA.

5. Discussion Period: Update on the Strategic Mandate Agreement

Dr. P. Ricketts provided a presentation on the SMA (see Appendix). He stated that Carleton has received a draft version of the SMA formula but is waiting for final documents from the government. We have entered stage two (SMA2) which involves revising metrics. This stage will not include any transfer of funds between institutions. However, in stage three (SMA3), performance targets will be implemented and have an impact on funding levels. This agreement may also be affected by a provincial election, expected in 2018. Dr. Ricketts explained aspects of the corridor funding. Currently the graph on slide 6 does not show graduate and undergraduate enrolment separately, even though funding for these groups will be significantly different. The government has also not yet announced the caps for masters or doctoral students, or the penalties for breaching caps. The government may develop a disincentive for institutions that go above their corridor maximum. Carleton has growing enrolment and we expect continued growth with the implementation of new programs. The Chair stated that we do not yet know *when* the five year moving average will start.

Dr. Ricketts presented Carleton's current Key Performance Indicators (KPIs) and then the draft SMA metrics for the five categories: student experience; innovation in teaching and learning excellence; access and equity; research excellence and impact; and innovation, economic development and community engagement. He stated that we need to present positive and achievable goals as future funding will be linked to our success. Dr. Ricketts stated that he plans to report back to Senate with the draft SMA and a finalized version by June.

In response to a question, Dr. Ricketts and the Chair provided details on the reformed funding model. Carleton currently has \$13 million (8% of total budget) in the differentiation envelope, \$1 million (1%) in the special purpose grants, and the remainder \$94 million (91%) in the core operating grant. The special purpose grant funds are restricted. Carleton has the ability to allocate funds as it likes between the five categories of the differentiation envelope. How funds are allocated may impact enrolment. Several Senators stated that focus and funding should be on research excellence and impact. Another concern raised was that funding is higher for graduate students, which may increase graduate enrolments, even though employment prospects may be limited.

A Senator requested and then withdrew a motion to amend the agenda.

6. Senate Administration

a) Committee Memberships

There were no updates.

7. Motions to be Presented:

a) Motion to Request Academic Amnesty

The Chair invited Senator R. Hoey to speak to the motion. R. Hoey stated that negotiations are in process CUPE 4600 (teaching assistants and contract instructors). This union will be in a legal strike position as early as Monday, March 6. She stated that it is important for students to exercise their choice and also to minimize the disruption of a possible strike on student work. Several Senators spoke in support of the motion and encouraged other Senators to support it. Several Senators spoke of their concern in crossing picket lines and the possible impact on academic activities (deadlines, marking, tutorials, etc.).

P. Ricketts state that motions similar to this have been presented in the past to Senate. He urged Senate to reject the motion as others have been. **He stated that Senate's standing committee, Emergency Academic Response Committee**, has the responsibility and the power of Senate to make decisions to deal with any impact a strike may cause. He stated that the proposed motion asks for amnesty for any and all students regardless of whether they are directly affected or not. The motion also states that Senate should make arrangements with external accreditation. This is far beyond Senate's abilities. Dr.

Ricketts stated that Senate should not be embroiled in negotiations **but remain at an arm's length**. He stated that if a senator supports this, then they are not performing their duties to the benefit of the university. P. Ricketts stated that voting against this motion is not a vote against the concepts of the motion. A vote against the motion is a vote to allow the procedures that are already in place to stand.

The Clerk provided the composition of the Emergency Academic Response Committee and that the membership is complete. P. Ricketts stated that this committee has not yet met.

It was MOVED (D. Buss, A. Arya) that the original motion be amended to omit item three and four and that item two become: Students will be granted a reasonable extension on academic assignments and tests if it was caused by strike-related activity.

In Favour: 22; Against: 23

The MOTION FAILED.

It was MOVED (R. Hoey, A. Dodge) that Senate approve the request for Academic Amnesty as originally presented.

In Favour: 14; Against: 27

The MOTION FAILED.

b) Motion Regarding Course Outline Availability

It was MOVED (C. Miller, L. Callaghan) that Senate approve the request regarding Course Outline Availability as presented.

The Chair invited a guest to the Senate, Justin Bergamini, to speak on the motion. Mr. Bergamini stated that from his discussion with the Clerk, he understands that this is an issue for the Senate Committee on Curriculum, Admission, and Studies Policy (SCCASP) to address. He stated this additional time would be very beneficial to students in locating affordable texts, planning for the school year and determining registration decisions.

Senators discussed issues of instructor workload, union consultation, winter break impact on deadlines, and methods of posting. The Clerk

stated that SCCASP will work to develop a proposal and then send it to each faculty board to provide input.

The MOTION PASSED.

8. Committee Reports:

a)SAPC (P. Ricketts)

It was MOVED (P. Ricketts, M. Butler) that Senate approve the introduction of the Collaborative Specialization in Biochemistry as presented with effect from Fall 2017.

The motion PASSED UNANIMOUSLY.

P. Ricketts announced that Dr. Alan Steele, Director of the Discovery Centre for Undergraduate Research and Engagement, has won the 3M National Teaching Fellowship.

b) SCCASP (H. Nemiroff)

It was MOVED (H. Nemiroff, A. Plourde) that Senate approve revisions to the Journalism program regulations, as presented, effective the 2017-2018 calendar.

The motion PASSED UNANIMOUSLY.

It was MOVED (H. Nemiroff, A. Plourde) that Senate approve revisions to the University Regulations, section 7.5, as presented, effective the 2017-2018 calendar.

The motion PASSED UNANIMOUSLY.

It was MOVED (H. Nemiroff, E. Lai) that Senate approve revisions to the Co-operative Education Regulations for B.A. Geography and Environmental Studies and B. Sc. Geomatics and Physical Geography, as presented, effective the 2017-2018 calendar.

The motion PASSED UNANIMOUSLY.

9. Reports for Information:

d) Senate Executive: January 17, 2017

There were no questions.

e) Board of Governors: December 1, 2016

There were no questions.

10. Other Business

There was none.

11. Adjournment

It was MOVED (R. Hoey, P. Ricketts) to adjourn the meeting at 4:20 p.m.

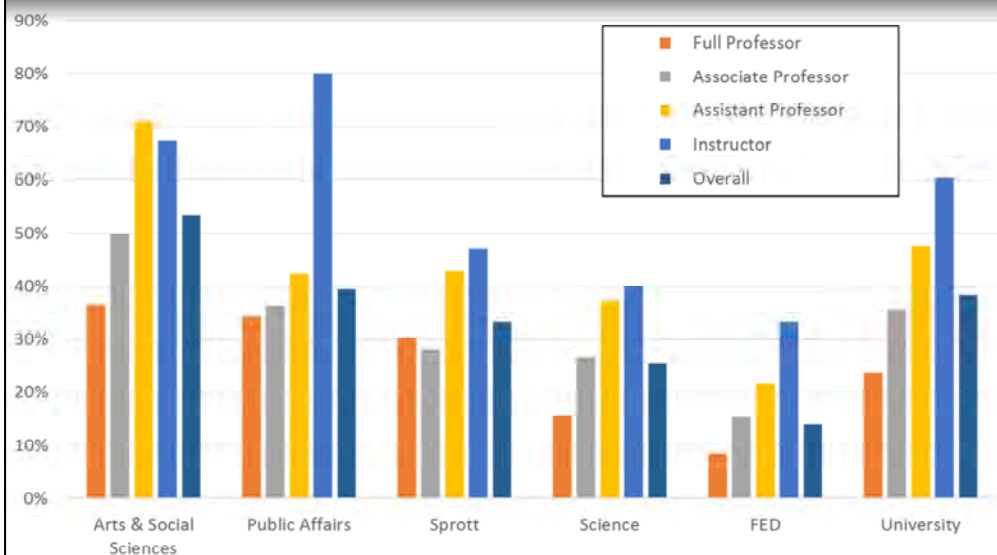
The motion PASSED.



Carleton
UNIVERSITY

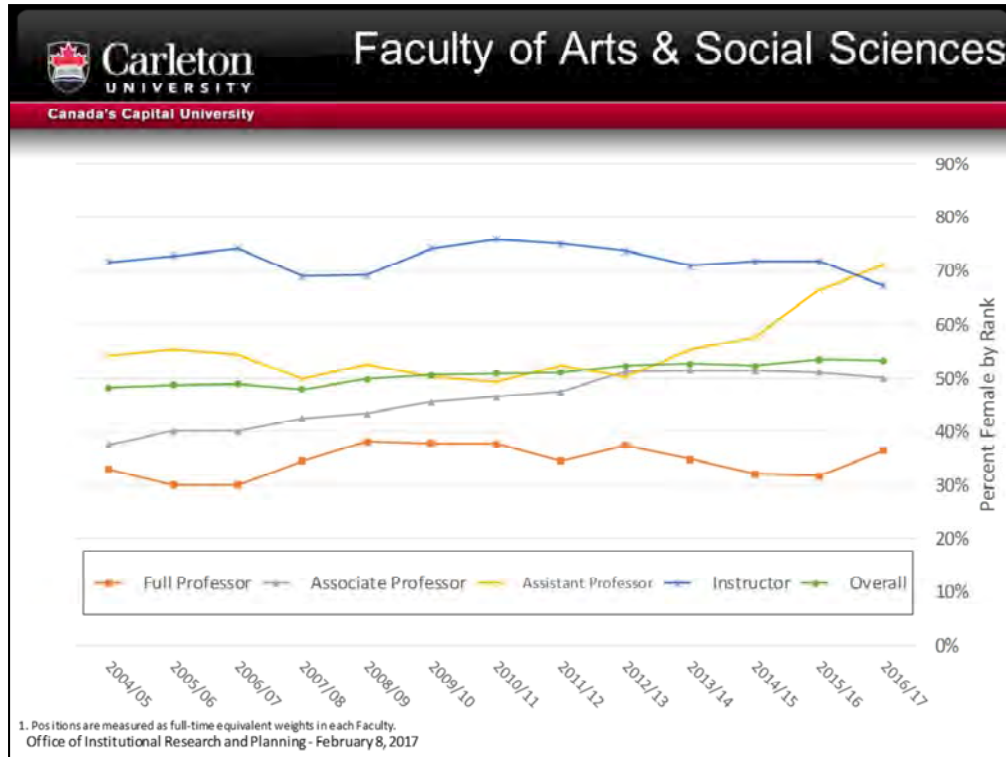
Canada's Capital University

Senate – March 31, 2017
Faculty/Contract Instructors
Percent Female



1. Positions are measured as full-time equivalent weights in each Faculty.
Office of Institutional Research and Planning - February 8, 2017

Librarians are 79% Female.



#s by Rank, based on 2016/17 Data:

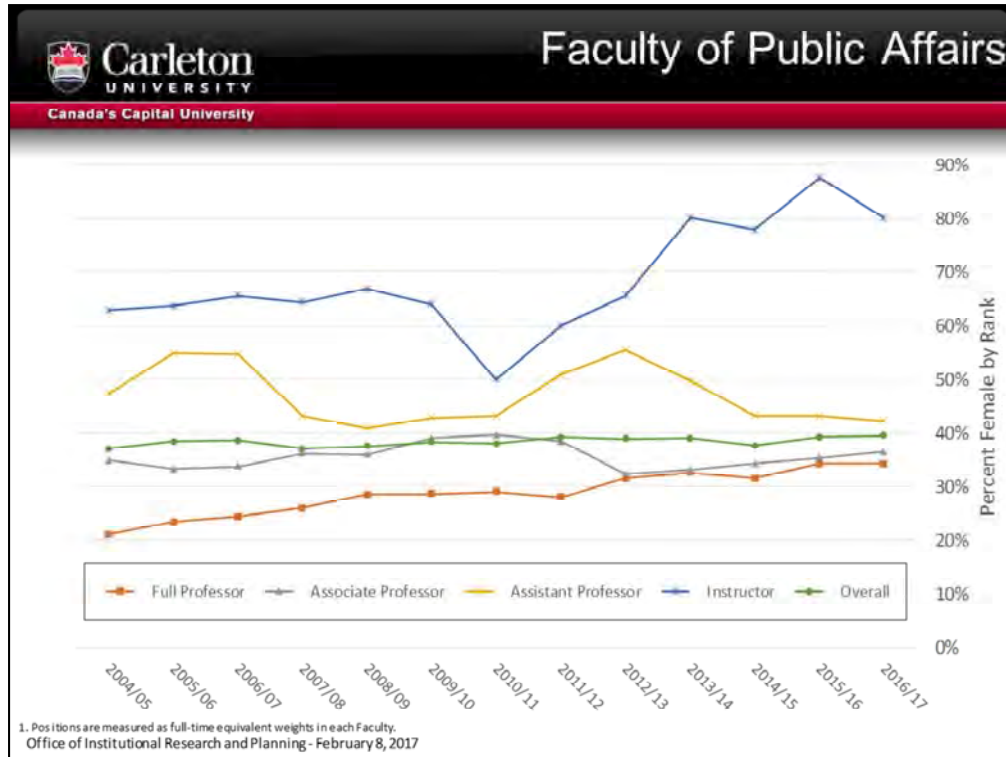
Full Prof: 43 Male, 25 Female, Total 68

Associate: 71 Male, 71 Female, Total 142

Assistant: 14 Male 35 Female, Total 49

Instructor: 17 Male, 35 Female, Total 52

Total: 145 Male, 166 Female, Total 311



#s by Rank, based on 2016/17 Data:

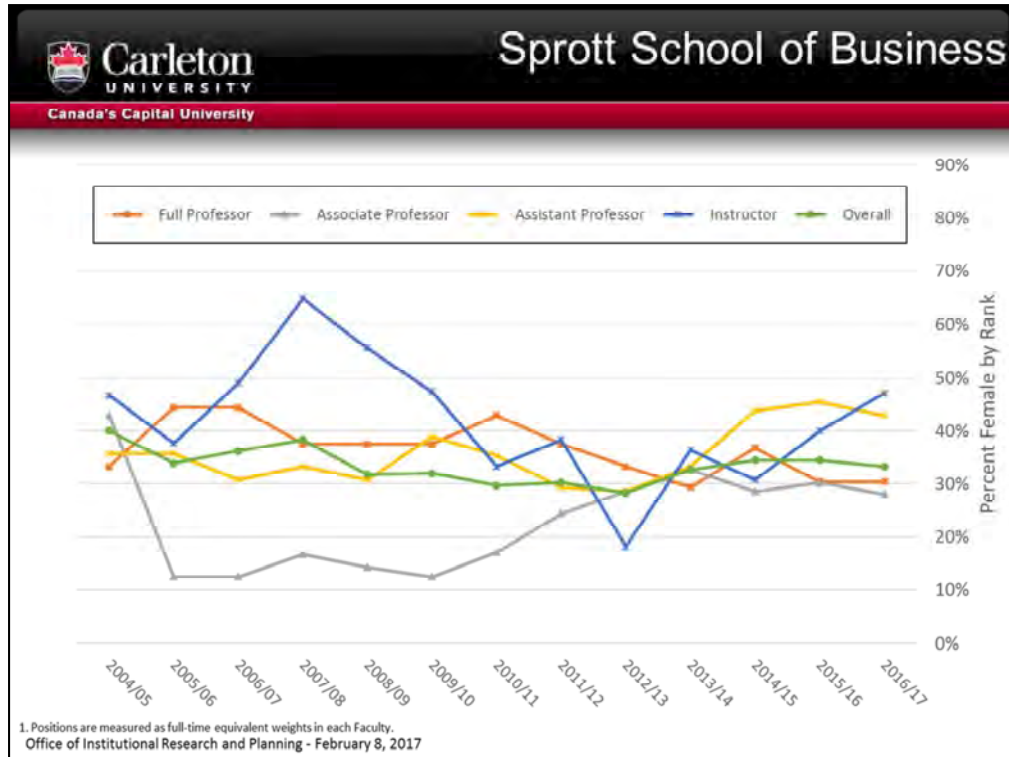
Full Prof: 31 Male, 16 Female, Total 47

Associate: 60 Male, 34 Female, Total 94

Assistant: 27 Male 20 Female, Total 47

Instructor: 2 Male, 8 Female, Total 10

Total: 120 Male, 78 Female, Total 198



#s by Rank, based on 2016/17 Data:

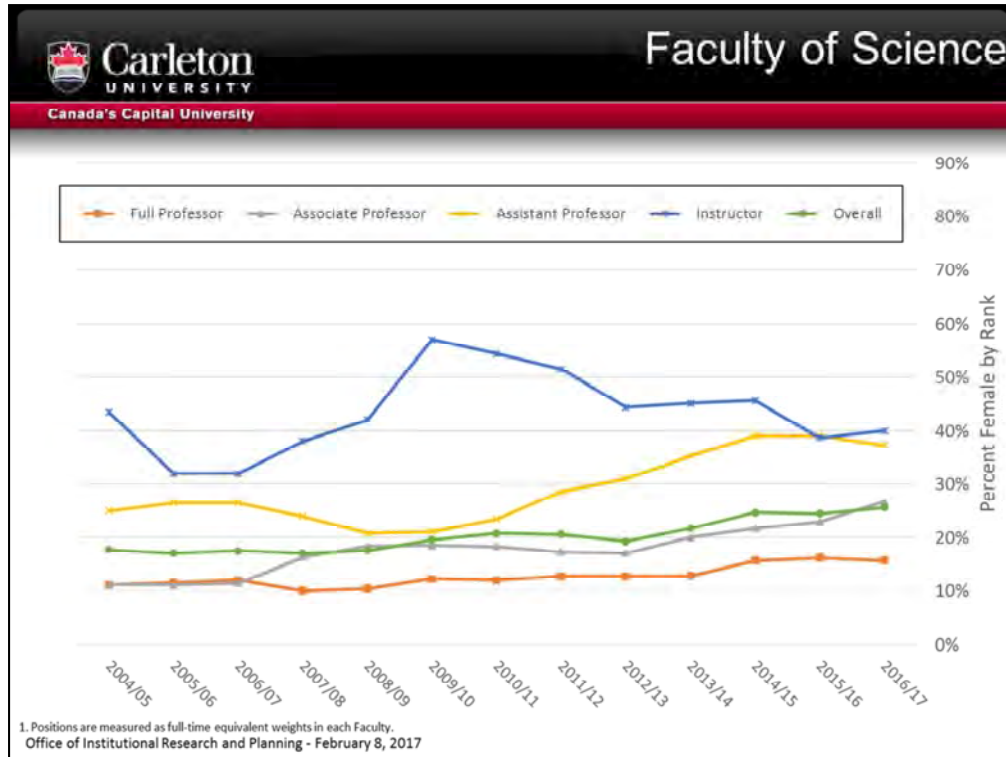
Full Prof: 8 Male, 4 Female, Total 12

Associate: 21 Male, 8 Female, Total 29

Assistant: 4 Male 3 Female, Total 7

Instructor: 5 Male, 4 Female, Total 9

Total: 38 Male, 19 Female, Total 57



#s by Rank, based on 2016/17 Data:

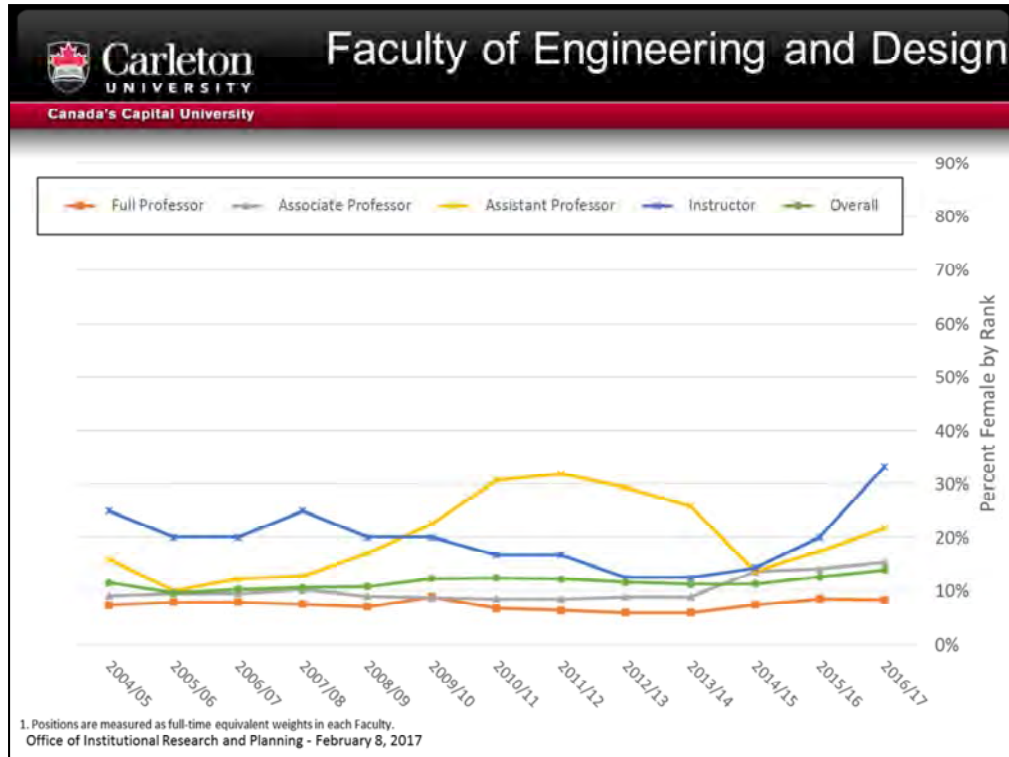
Full Prof: 54 Male, 10 Female, Total 64

Associate: 38 Male, 14 Female, Total 52

Assistant: 17 Male 10 Female, Total 27

Instructor: 11 Male, 7 Female, Total 28

Total: 120 Male, 41 Female, Total 161



#s by Rank, based on 2016/17 Data:

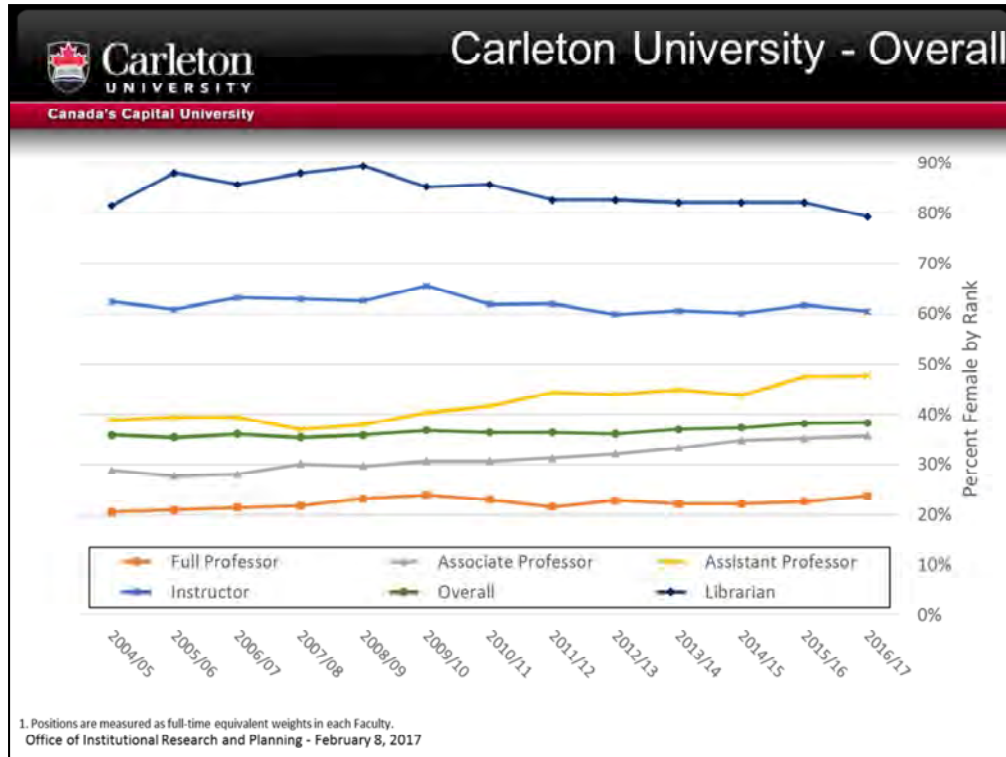
Full Prof: 55 Male, 5 Female, Total 60

Associate: 58 Male, 11 Female, Total 69

Assistant: 18 Male 5 Female, Total 23

Instructor: 2 Male, 1 Female, Total 3

Total: 133 Male, 22 Female, Total 155



#s by Rank, based on 2016/17 Data:

Full Prof: 43 Male, 25 Female, Total 68

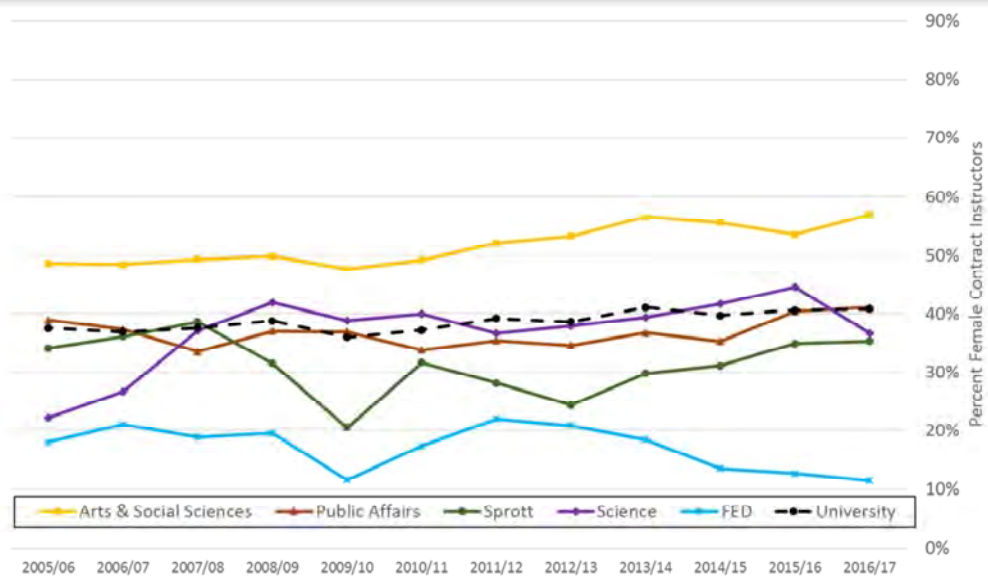
Associate: 71 Male, 71 Female, 142 Total

Assistant: 14 Male 35 Female, 49 Total

Instructor: 17 Male, 35 Female, 52 Total

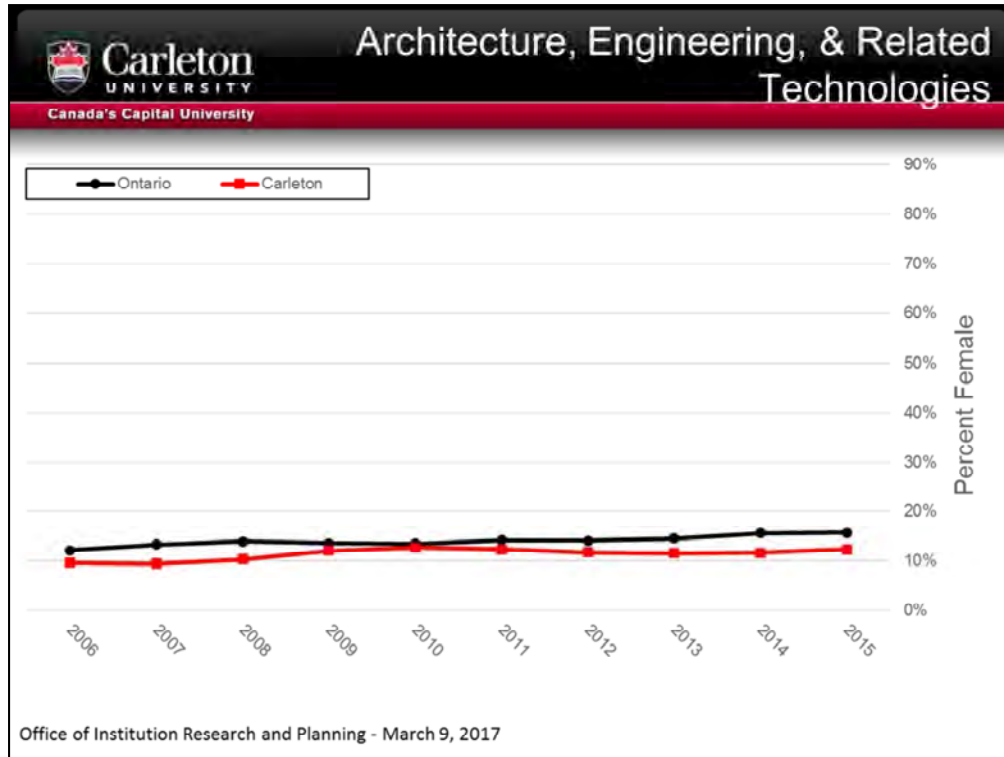
Total: 145 Male, 166 Female, 311 Total

Percent Female Contract Instructors by Faculty



1. 'Contract Instructors' count all those instructors entered in the Course Instructor system who were not, at time of measurement, regular Carleton faculty (including retired faculty).

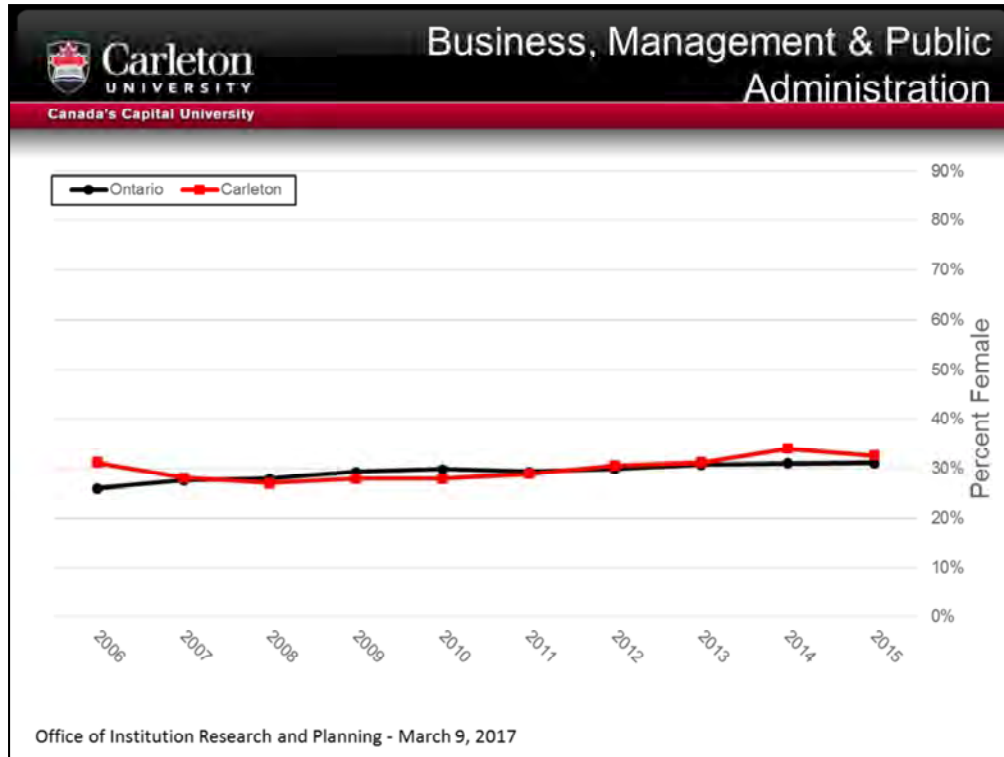
The following slides compare Carleton
faculty to the rest of Ontario by major
subject areas



Numbers for 2015

Carleton – 127 Male, 18 Female, 145 Total

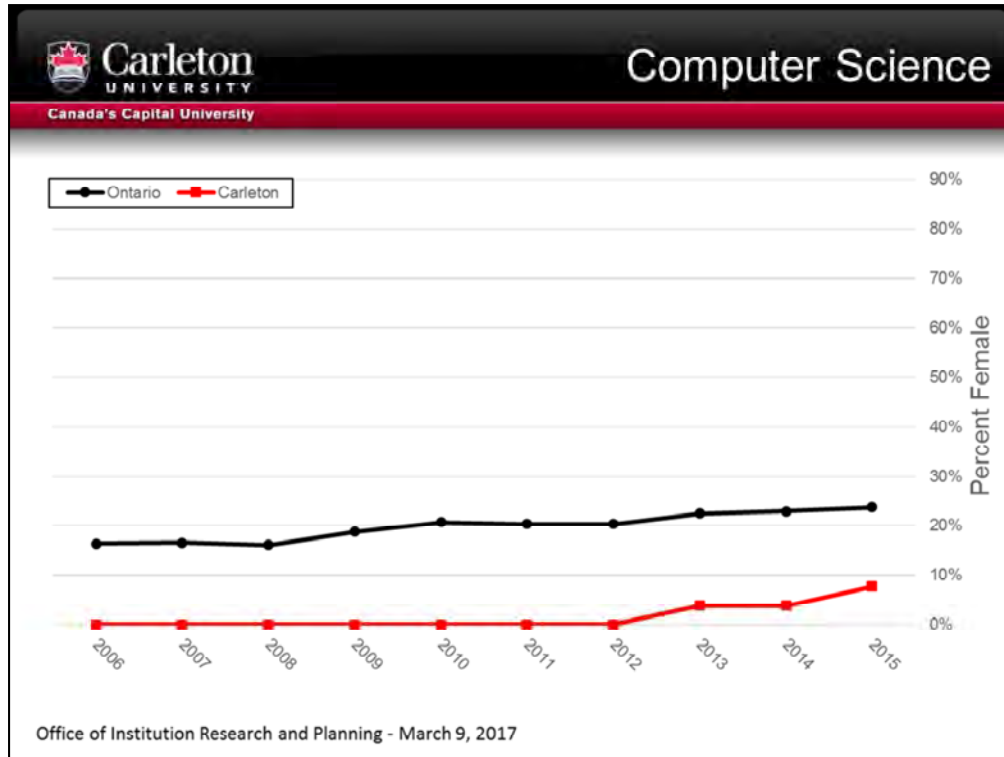
Rest of Ontario - 1185 Male, 221 Female, 1406 Total



Numbers for 2015

Carleton –33 Male, 16 Female, 49 Total

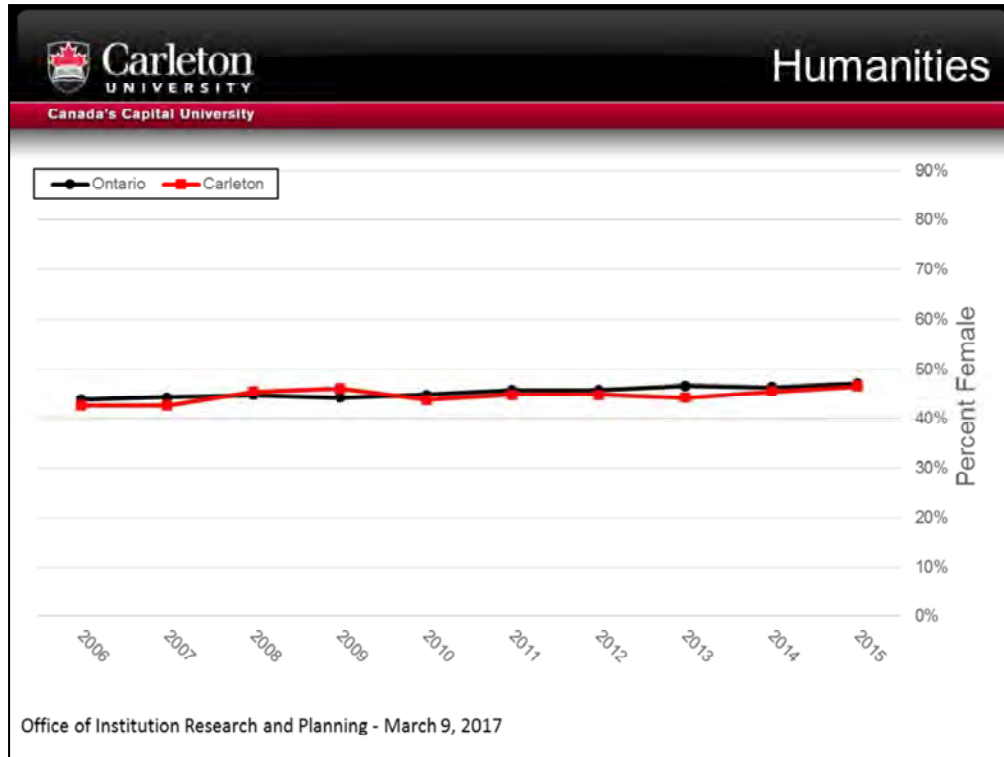
Rest of Ontario - 781 Male, 353 Female, 1134 Total



Numbers for 2015

Carleton – 24 Male, 2 Female, 26 Total

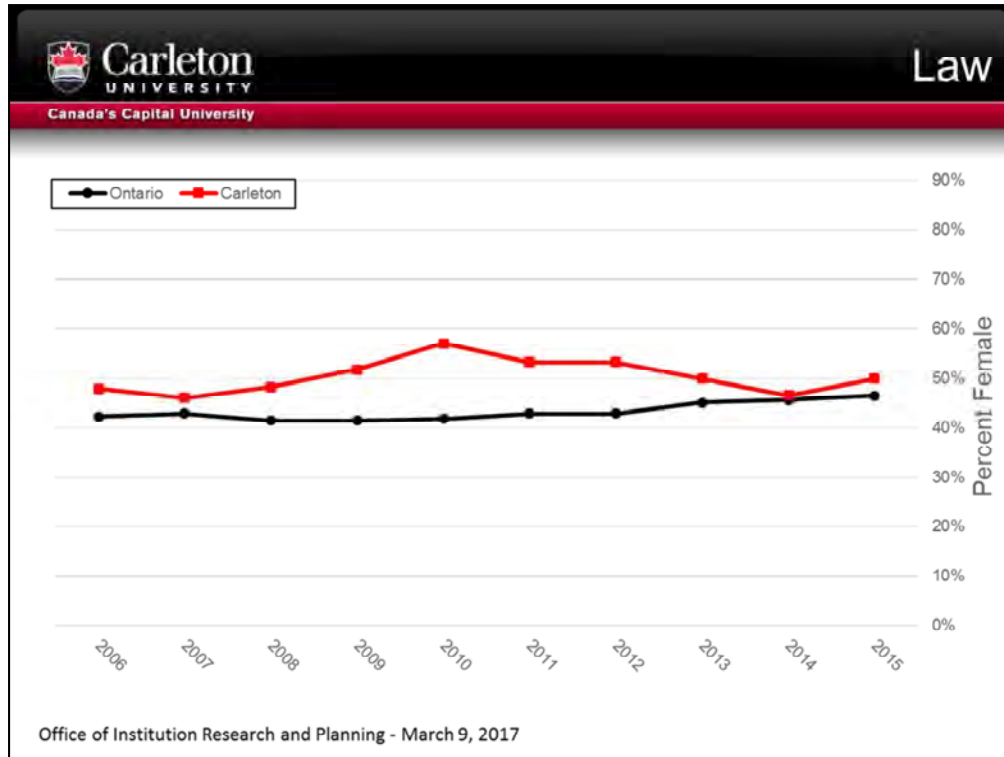
Rest of Ontario – 244 Male, 76 Female, 320 Total



Numbers for 2016

Carleton –70 Male, 61 Female, 131 Total

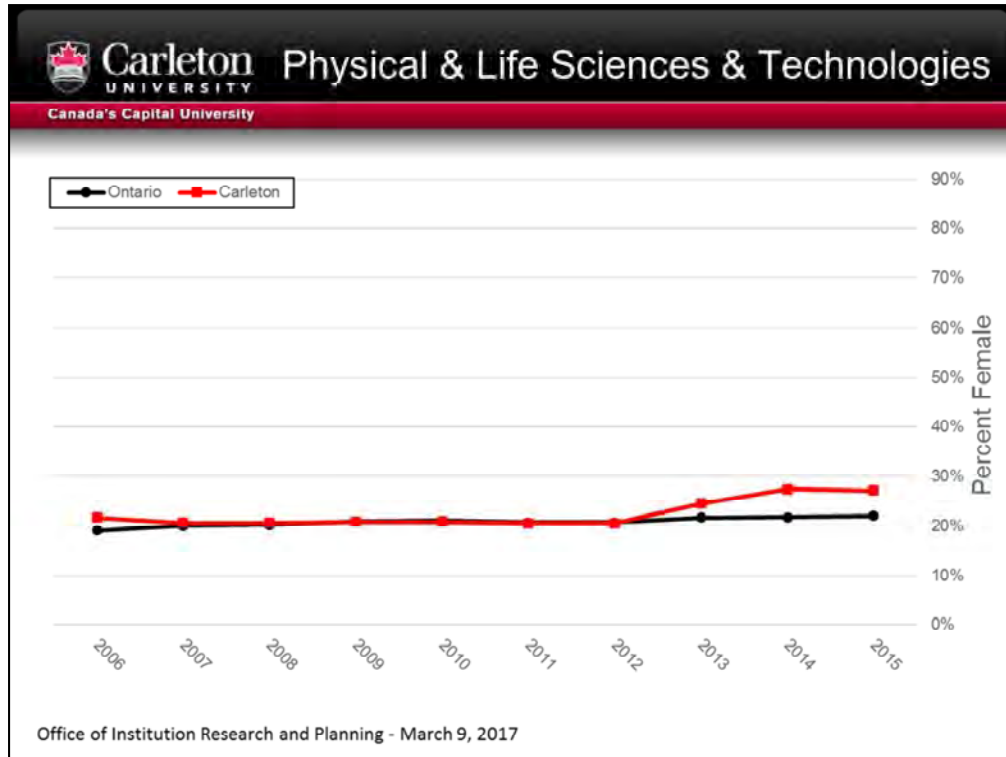
Rest of Ontario - 1226 Male, 1091 Female, 2,317 Total



Numbers for 2016

Carleton – 14 Male, 14 Female, 28 Total

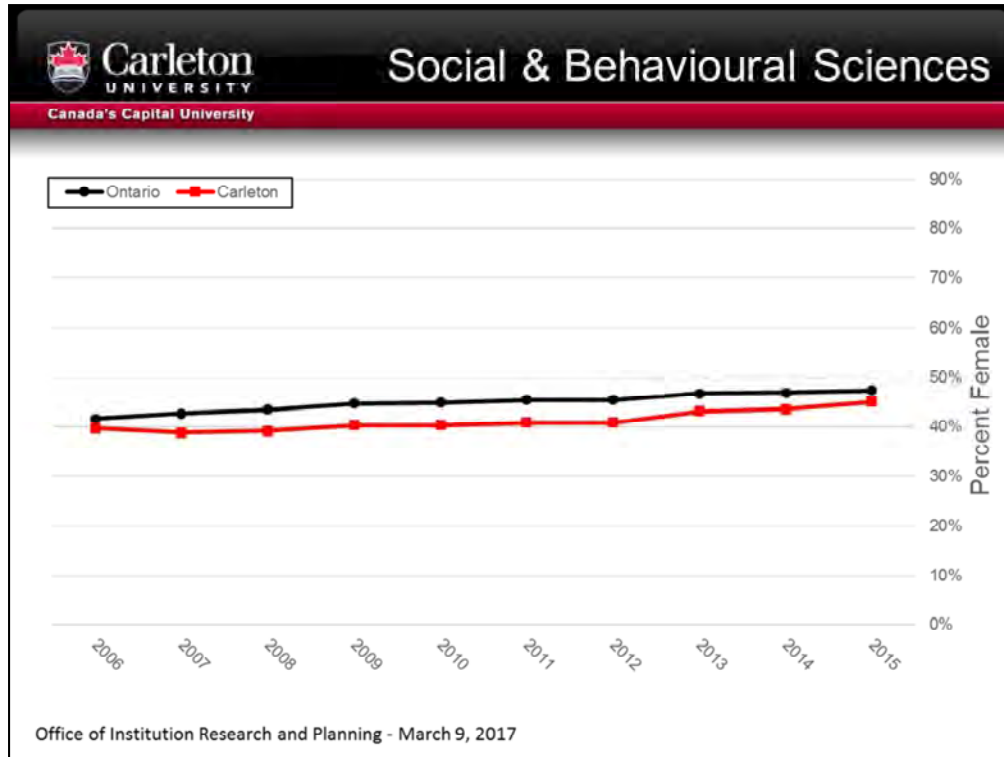
Rest of Ontario – 164 Male, 143 Female, 307 Total



Numbers for 2016

Carleton – 83 Male, 31 Female, 114 Total

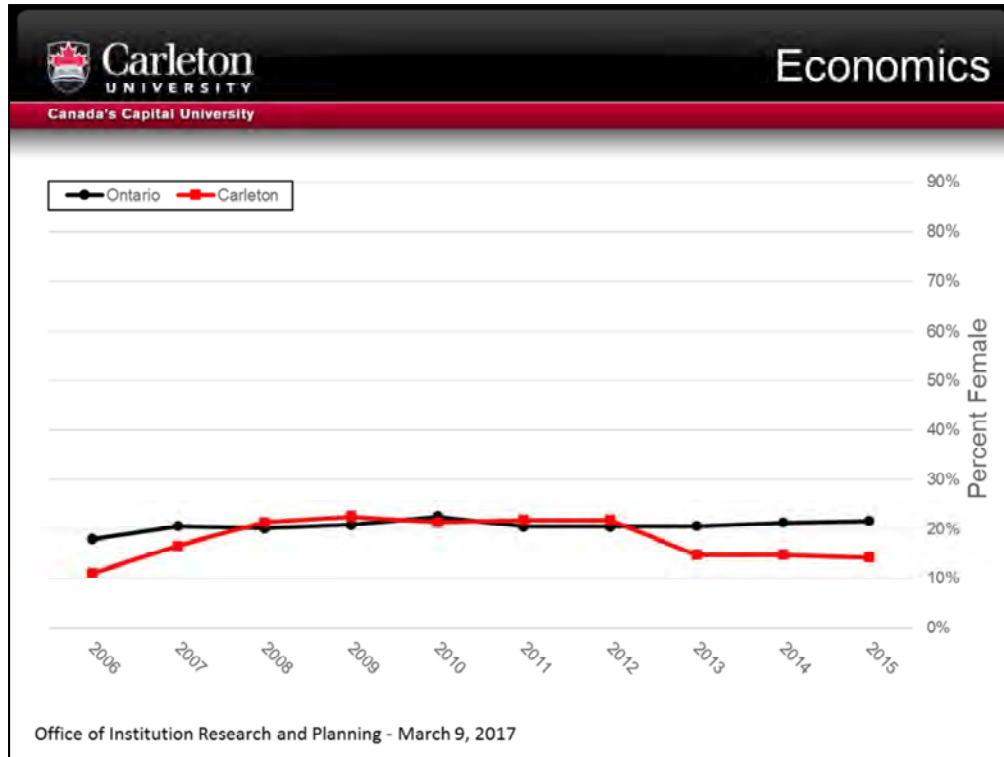
Rest of Ontario -1856 Male, 525 Female, 2381 Total



Numbers for 2016

Carleton – 136 Male, 112 Female, 248 Total

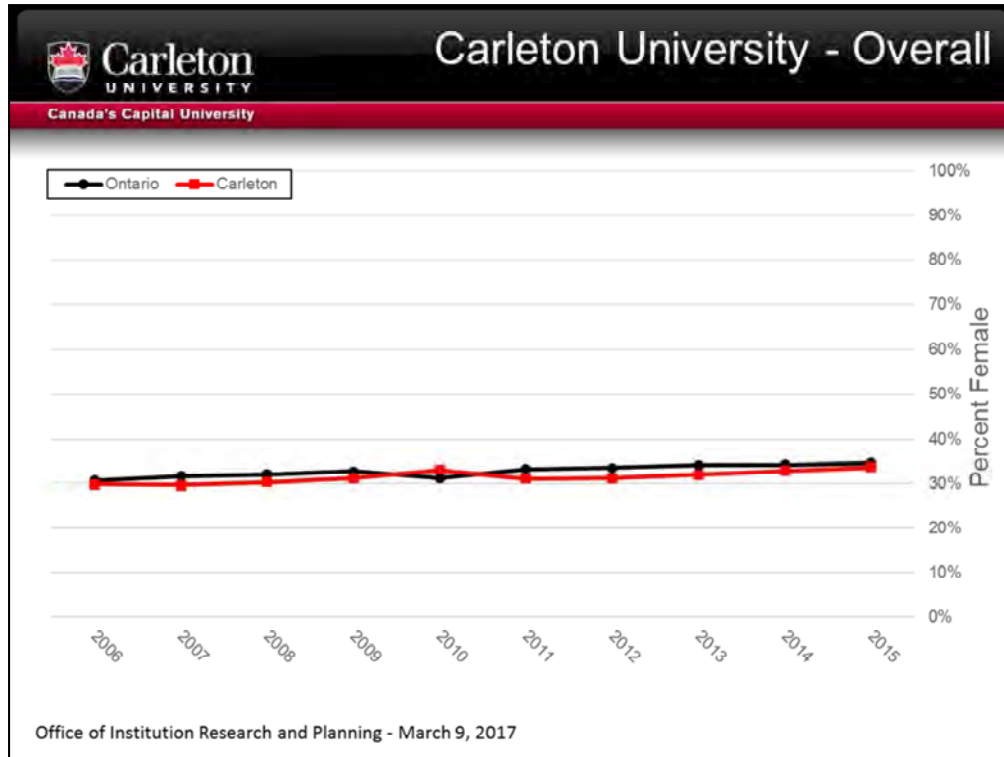
Rest of Ontario – 1456 Male, 1313 Female, 2769 Total



Numbers for 2016

Carleton –24 Male, 4 Female, 28 Total

Rest of Ontario – 286 Male, 79 Female, 365 Total



Numbers for 2016

Carleton – 511 Male, 259 Female, 770 Total

Rest of Ontario - 7824 Male, 4769 Female, 12593 Total

DATE: March 24, 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 Geography and Environmental 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 Geography and Environmental 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 March 16, 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 Geography and Environmental 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 March 31, 2017

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

DATE: March 24, 2017

TO: Senate

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

RE: Bachelor of Media Production and Design – New Program Approval

SAPC Motion

THAT SAPC recommends to Senate the approval of the proposed Bachelor of Media Production and Design to commence with effect from Fall 2018.

Senate Motion

THAT Senate approve the proposed Bachelor of Media Production and Design to commence with effect from Fall 2018.

Background

Senators will note that the self-study (Appendix A) contains additions and changes using track changes. The reason for this is that the Quality Council Appraisal Committee appreciates seeing easily identifiable evidence in the self-study for a proposed program when the champions of the program have responded to recommendations made by the external academic reviewers or observations made by university committees as these committees have reviewed the documentation after the external academic reviewers have submitted their report and the program champions have responded to it.

Attachments

Appendix A: Self-Study with Appendices (updated)

Appendix B: Discussant's Report

Appendix C: Site Visit Agenda and Brief Biographies of External Reviewers

Appendix D: External Reviewers' Report

Appendix E: Response to the External Reviewer's Report

Appendix F: Discussant's Final Recommendation Report

Appendix G: Recommendation from the Carleton University Committee on Quality Assurance

Appendix H: Letter of support from Dean of the Faculty of Engineering and Design

Appendix I: Letter of support from Dean of the Faculty of Public Affairs

Provincial **Quality Assurance Framework and Carleton's Institutional Quality Assurance Process (IQAP)**

Upon the above motion being passed by Senate, the required documentation will be submitted to the Quality Council for its review and a decision on whether the Bachelor of Media Production and Design will be authorized to commence.

MEMORANDUM

From the Senate Committee on
Curriculum, Admission and Studies Policy

To: Senate

From: Howard Nemiroff, Chair of SCCASP

Date: March 31, 2017

Subject: Senate Policy on Laddered Credentials
Senate Policy on Accommodation for Student Activities
University Calendar Disclaimer Statement
Senate Academic Integrity Policy
Academic Regulation - 2.5 Deferred Final Examinations

Senate approval:

1. Senate Policy on Laddered Credentials
Motion: that Senate approve the proposed Senate Policy on Laddered Credentials, effective September 2018.
2. Senate Policy on Accommodation for Student Activities
Motion: that Senate approve the proposed Senate Policy on Accommodation for Student Activities, effective the 16-17 calendar.
3. University Calendar Disclaimer Statement
Motion: that Senate approve the proposed University Calendar Disclaimer Statement, effective the 17-18 calendar.
4. Academic Integrity Policy
Motion: that Senate approve revisions of the Academic Integrity Policy, as presented, effective the 16-17 calendar.
5. TBD-1422 : R-UG-2.5 Deferred Final Examinations
Motion: that Senate approve revisions to the University Regulation, section 2.5, as presented, effective the 16-17 calendar.



Senate Executive
February 7, 2017
11:00 a.m. in 503S Tory Building

MINUTES

Present: J. Debanné, A. Goth, L. Morton, J. Shepherd (Chair), P. Ricketts (on phone), D. Russell.

Regrets: D. Deugo, W. Felepchuk, B. Hughes, R. Runte.

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

1. Approval of the Agenda

It was MOVED (L. Morton, J. Debanné) that the agenda be approved.
The motion PASSED.

2. Approval of the Minutes

It was MOVED (P. Ricketts, J. Debanné) that the minutes of the meeting of January 17, 2017 be approved as presented.
The motion PASSED.

3. Approval of Senate Agenda: February 17, 2017

Additional items to be added to the Senate Agenda include:

- Under Discussion Period add: Aboriginal Education Council Report which will be presented by Rodney Nelson Co-Chair of the Carleton University Aboriginal Education Council.
- Add Committee Appointments under Senate Administration
- Add Motions to be Presented as item 7 with
 - 7a) Motion to Request Academic Amnesty (moved by Rosemarie Hoey and Alexa Dodge) → **the Senate** Academic Emergency Response Committee TOR will be outlined.
 - 7b) Motion related to Course Outline timing (wording to be provided by the Clerk of Senate later in the day) → **likely to** be referred to SCCASP
- Under the closed session there maybe additions of Dominican College Graduates to be determined.

Kama Hutchence will be assembling the Senate binder to distribute on Friday, February 10, 2017.

It was MOVED (J. Debanné, L. Morton) that the agenda of the meeting of February 17, 2017 be approved as presented.
The motion PASSED.

4. Other Business

Request for Appeal

There was a request for an appeal by a student to change their transcript. The Dean of the Faculty and President support this request due to extenuating circumstances.

It was MOVED (D. Russell, J. Debanné) that the agenda of the meeting of February 17, 2017 be approved as presented.
The motion PASSED UNANIMOUSLY.

The meeting adjourned the meeting at approximately 11:30 a.m.

**Minutes of the 600th Meeting of the
Board of Governors**

**Thursday, February 2nd, 2017 at 4:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

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

The Chair noted that he received a motion from a student governor related to item 5.2 and the Chair has suggested that following Mr. Piché's presentation the motion could be considered.

Mr. Owens moved, and it was seconded by Ms. Alves, that the open agenda of the 600th meeting of the Board of Governors be approved, as presented. The motion carried.

4. APPROVAL OF THE CONSENT AGENDA

Mr. Tattersfield moved, and it was seconded by Ms. Daly, that the Open Consent agenda with the exception of the item 4.2.1b Building Program Committee be approved, as presented. The motion carried.

It was noted that in the Senate minutes W. Felepchuk was marked as absent but was present at the meeting.

Regarding the 148th Building Program Committee Meeting held on November 25th, 2016 there was a discussion about the project timelines for the ARISE Building and either there was adequate time allowed for vacating the existing building and labs. The answer was yes, there was adequate time is included in the project timeline. It was asked if included an assessment based on the opinion of the Department of Neuroscience. Conversations with the department have been ongoing and as of now, administration has not heard any concern about the building being vacated by the March 1st deadline. Formal approval was not sought on the assessment timeline by the Department of Neuroscience. It was stated by a governor that there is an issue with the March 1st deadline.

Mr. Tattersfield moved, and it was seconded by Mr. Wener, that the item 4.2.1b Building Program Committee be approved, as presented. The motion carried.

5. ITEM(S) FOR APPROVAL

5.1 Board Community-at Large Member for Vacancy on the Board

A recommendation was brought forward for to elect a new member to the Board of Governors'. A working paper was circulated prior to the meeting. Both the Chair and President have met the candidate. Mr. Dinsdale has experience with academic institutions. He has also worked with volunteer organizations and is the CEO of YMCA Canada which is a large national organization. He has been president of a number of important indigenous groups across the country. He will be a great asset to the Board and it would be an honour to welcome him.

Dr. Runte moved, and it was seconded by Mr. Wernick, as recommended by the Executive Committee, to approve the appointment of Peter Dinsdale as a community-at-large member of the Board for a three-year term effective February 2, 2017 ending June 30, 2019. It was carried.

Mr. Peter Dinsdale joined the Board meeting as a governor and Member of the Corporation. The Chair welcomed and thanked Mr. Dinsdale for joining the Board, noting his excellent CV and that he will be a significant contributor to the Board.

Mr. Ricketts noted given the YMCA involvement with the creation of Carleton, it is fitting that the CEO of YMCA Canada should join the Board during Carleton's 75th anniversary.

5.2 Approval of Recommendation from Finance Committee

A working paper was circulated prior to the meeting. A presentation entitled "Board of Governors Tuition Fee Framework 2017-2018 & 2018-2019" and an article "*What students really pay: Net Tuition at Ontario Universities*" by the Council of Ontario Universities were circulated.

Tuition makes up a high percentage of the revenues and covers the costs of providing high quality education and services to our students. The Board approves a framework each year so that Financial Services can prepare an annual budget. The Finance and Executive Committees have met to review and discuss the proposed framework.

Mr. Piché presented the Tuition Fee Framework 2017-2018 and 2018-2019. The proposal is being made in the context of major government policy changes on how the university will be funded over the next two years. Two criteria were considered when making this proposal: 1) the university must have sustainable ongoing operations; and 2) must be able to continue supporting student aid.

Tuition fees represent 58% of the operating revenue for Carleton and are the most important source of funding in comparison to 38% from government grants. The majority of operating expenditures are for salary and benefits which represent 70% (\$315M). The second highest expenditure is for student aid and enrolment incentives which represent 10% (\$45M).

Why do we need to increase tuition every year? There are annual cost increases including: salaries (\$9.4M), benefits (\$23M), utilities/new space (\$1.5M), student aid (\$2.0M), and new ongoing initiatives (\$1.5M). There is a continuing focus on cost control to mitigate increasing costs (e.g. energy conservation projects). These costs are non-discretionary and need to be funded by government grants or increasing tuition fees. Although it is predicted that there will be a decrease in enrolment for 2017-2018 there will still be increased number of students due to increased enrolment in previous years.

The preliminary projection of Carleton's operating budget assuming flat enrolment, no additional government grants and average tuition increases of 3% per year shows that by 2021-2022 revenue will barely cover base expenses leaving no money for additional student aid, new academic programs, capital projects or other contingencies. To help offset these costs we continue to look for increased efficiencies to improve our operations through the Office of Quality Initiatives. Increasing enrolment is difficult as universities draw from a decreasing student demographic.

Cutting costs is always an option but has many negative consequences for Carleton's stakeholders. Our budget needs to be considered in conjunction with changes in government policy which include a two-year tuition framework and a movement toward net tuition billing and the implementation of a new funding framework with the key characteristics outlined in slides 7 and 8.

The implementation of net tuition billing is an important part of the government policy and will be implemented in 2018-2019. By integrating all OSAP grants and student aids in one and asking only for payment of the net tuition, students and their parents will clearly see how much they are actually required to pay.

Slide 9 shows what net tuition billing might look like for Carleton students either receiving or not receiving OSAP assistance. This analysis is consistent with the study done by the Council of Ontario Universities entitled "*What students really pay: Net Tuition at Ontario Universities*" conducted in August 2016.

Slide 10 shows what net tuition will look like for a student receiving maximum OSAP assistance.

The supplemental tables provided show a break down of tuition fee increases by program, proposed administration fee increases and the domestic tuition fees for 2016-2017 for domestic and international students as compared to other Ontario universities.

Slide 13 was clarified. When referring to upper year graduate students, what is shown is a 0 % increase to the fee table for certain graduate programs. If a graduate student is paying less than the fee in the table provided they may see an increase in their tuition.

Questions:

At a previous meeting, it was indicated that there might be a surplus this year above what we were expecting why was an option not given to use some of the surplus to offset increases in costs? The costs outlined previously are ongoing and recurring. Yes, we could take funds from a given year's surplus to cover increasing costs but then you are not dealing with the underlying problem long-term. Slide 5 was referred to showing that by 2021-22 we will be barely covering basic operating costs. The policy of the university is that, when a surplus or deficit is forecasted with accuracy, the Finance Committee

recommends to the Board how these funds should be allocated, including for additional student aid.

A follow-up question was asked if it would ever be possible to include students in that conversation (concerning allocation of a surplus)? Students are included in the conversation through Town Hall meeting, (one was held on January 16th, 2017). When a recommendation on any surplus is made it has and will come to the Board for consideration and there are student and academic representatives around the table and they will have input into the decision.

It should be noted that about 48% of our students will be paying only about \$100 tuition. Of the 48%, 17% will receive about \$2,000. The students that are most in need are receiving assistance.

Do we have an idea of what percentage of the \$2 million is coming from the increase in tuition? If we are increasing tuition of all students to help a few, has it been considered not to increase student aid? Part of the increase in student aid is coming from a mandated government policy that every time tuition fees are raised a portion must be allocated to student aid. \$1.3 million of the \$2 million is government mandated student aid.

Is there any consideration for option B, not just from a short-term perspective but from a long-term perspective as well that perhaps it would be a good idea to decrease expenditures if we are having issues finding other sources of revenue that aren't coming from students, especially graduate students? The administration is continuing to invest in projects focussed on reducing the university's costs. One example is the cogeneration facility project which will see considerable reduction in energy costs. Reducing staffing especially on the faculty side would create significant challenges particularly because Carleton has continued to grow in the past years. With increased enrolment, there is greater demand on the faculty and staff and to think of reducing that staffing would affect the quality of the programs offered. Carleton is one of the most efficiently run universities when compared with key benchmark data and to use reduction as a long-term option would have a significant impact as outlined in slide 6.

One thing that we can do and continue to do is raise money for bursaries and scholarships to increase student aid. Many of the Board members have made significant donations to student aid and continue to do so and it our way of supporting the students forever which is a sustainable long-term commitment to our student body.

It is important to understand how this new structuring will affect our students here on campus. Do we have a break-down of what our students will be paying at the end of the day? The difficulty is the funding and tuition framework are not fully out. We have estimates of the sticker price for students but until we have more information from the government and we can break that down for our various programs it will be difficult to know the exact cost. Net billing is to be fully implemented in 2018-2019 but starting in

the spring of 2017 Carleton is part of a pilot project which will give us some indication of what this will mean for students.

The Net Tuition example on slide 10 notes the total tax credit of \$1,402, does this average include the provincial tax credit (which potentially no longer exist with OGS)? Because we don't know the future, these are 2014-2015 based charts. The new system will transfer the tax credit to lower income students. The government is working toward doing. Additional details are provided in the article distributed including how the tax credit will shift into Ontario grants.

Because this is a response to provincial mandate, will we see this change across the province? Does that put us at a disadvantage when compared with other provinces? As we are aware, all universities in Ontario will be following the same framework set out by the province. Ontario's fees have been higher compared to other provinces and government support for universities has been lower. This framework does not change that. It does mean that students in need will not have to pay the higher tuition amount. Tax credits were provided before to parents. The aid will flow directly to students.

There were concerns expressed that a lot of student struggle to pay their tuition and associated costs and that the numbers provided are based on assumptions that students will be eligible for grants and scholarships that they may or may not receive. If you refer to slide 9 and the article "*What Students Really Pay*" the \$113 projected as net pay for tuition is an average. Some students pay and those who are most in need under the OSAP system get a grant (abstracted from loans which are in addition) which may exceed the tuition fee by \$2,000. Page 3 of the article shows the average OSAP grants by parental income and tuition bands. The OSAP system is not perfect. For example, part-time students are not fully covered and there are certain classes of students that are not supported. For a large number of full-time students, it is not a bad system and will be made much better by the net tuition billing system. The system is redistributive transferring from those students who have higher parental incomes to those who have less. This is a progressive tax change that the government is introducing.

It was also stated that two years ago, when we spent a lot of time investigating tuition in the Tuition Taskforce. The province is trying to bring all the information together so the student receives one net bill as they enter their term.

Aside from the letter that the Board of Governors signed that was sent to the government for student support for university education what are we as a body or institution doing to lobby the government for additional funding for post-secondary education? What are the presidents of Ontario Universities doing on this front? It was noted that the Ontario colleges had an independent accounting firm do a review on their financial situation which they claim is very desperate and the government's response to this was "no new money". Every year the university presidents present to the government how the universities are receiving less funding from the government and the response is that the

province is in a deficit and they cannot provide new funding. It is not just something for the Board or the presidents to lobby the government. Governments make decisions when they believe good of the whole. This provincial government heard the students who indicated that students in low-income families could not pay the fees so the system is being flipped to help the lower-income students. Now we need to join together to persuade the government that helping poor students is not enough. There has to be a public recognition of the problem. The Council of Ontario Universities has hired a public relations firm and they are going out across the province to talk to people to obtain their opinions on higher education and the funding of higher education so that we, as a whole, can show the government that it is the population asking for change, for the social and economic good for our province. It was mentioned that further discussion is needed to see how the student associations across the province can be involved in supporting this initiative. There is an election in Ontario coming next year and there might be an opportunity in that context to present this case.

It was moved by Mr. Bueckert, seconded by Mr. Owens that the tuition framework approval be postponed until the university receives information from the Ministry about the calculations for tuition fees so that further information can be provided. It was defeated with three abstentions.

In the information received there is an indication of increases of zero percent but sometimes when students go to their tuition calculator they find their tuition has gone up. There was concern expressed about there possibly being hidden increases.

There was a question asked if a category in the table states a zero percent increase can the Board have assurances that the tuition dollars that are currently existing will not increase over the next two years? No. There will be a zero percent increase to the tuition fee table for PhD and Masters students for next year. First-year students going into second year will not see an increase. If there are students who have been here longer (3rd or 4th year PhD students) they may see a dollar increase because they are coming from a lower base, then what is included in the table and in that case will see an increase.

It is not the Board's role to evaluate every category of student's tuition fee. If there is still concerns going forward, there is an opportunity to take the questions to the Finance Committee for further detailed analysis.

The consequences of voting to postpone the approval of the tuition framework would be that the operating budget could not be prepared for 2017/2018.

The increase in tuition will not cover the increase in expenditures is there another option to look at? We are just approving the tuition framework and not the operating budget at today's meeting. We will need to find other sources of revenue to cover the short-fall. The operating budget will come to the Board for approval in March 2017.

Mr. Wener moved, and it was seconded by Ms. Thompson, as recommended by the Finance and Executive Committee, to approve an average domestic annual tuition fee increase of 3% for 2017-2018 and 2018-2019, the international tuition fees schedule as per table provided, and an increase of miscellaneous administration fees as per Consumer Price Index (CPI) (1.3%), as presented. It was carried with three opposed (Mr. Owens requested his name be stated as opposed).

5.3 Approval of Nominating Policy and Terms of Reference

The Governance Committee met on January 26, 2017 and developed the proposed Nominating Policy and Terms of Reference. It is intended to set out the duties of the Nominating Committee regarding identification and recruitment of potential candidates for the Board. The Committee is also charged vetting the qualifications and ensuring that potential candidates are educated on the role of the governor. The Committee will prepare a slate of recommended candidates for consideration and approval by the members of the corporation and the Board. The policy includes an appeal for candidates that feel there is an irregularity in the process. The decision of the Nominating Committee will be final.

Mr. Evans moved, and it was seconded by Mr. Javanpour, as recommended by the Governance Committee, to approve the Nominating Policy and Terms of Reference, as presented. The motion carried.

6. ITEM(S) FOR DISCUSSION

6.1 IT Security

Assistant Vice-President for Information Technology Services (ITS), Denis Levesque gave a presentation on IT Security at Carleton University. ITS is keeping our system up and running and improving bandwidth and speed so that we can keep up with the latest technological improvements. ITS has been excellent in dealing with the cyber-attack we experienced in November, keeping us operating and minimizing disruption.

The presentation highlighted the sense of urgency, the risks for higher education institutions, and the impacts of an attack. Mr. Leveque also gave an overview of the November 28, 2016 Ransom Ware Attack at Carleton and the specific actions taken by ITS in response. The administrative side of the university was affected and ITS worked to get all systems back up and running. Some workstations were infected and had files encrypted that could not be recovered.

The priority is to protect ourselves in the short-term and make long-term improvements to improve RIT Security posture. ITS must prepare, prevent, respond, and improve. A

new enforced password change policy is now in place for all faculty and staff. IT hygiene guidance was provided and recommended for Carleton users.

A report about the attack and the protective measures being taken will be presented to at the next Audit Committee meeting on March 8th.

This is an urgent issue and business risk at the national level. There was a nation-wide consultation on national security. There is an opportunity for our students and faculty as there is projected growth in IMIT (Cyber Security) for well-paying jobs in this area. The teaching and research areas of the university should be aware of this and the opportunity it presents for Carleton.

There was a question if Carleton's business continuity insurance includes cyber-attacks? Yes, it does and the insurance company was involved once the attack was known.

What is the relationship between IT and Information Security strategy and priorities in relations to the Business Continuity Plans (BCP)? Specifically, at Carleton we work with our risk management team and the business continuity plan has been updated last year. In ITS, there is a disaster and recovery plan in place. ITS is a key component of disaster and continuity planning for the institution.

It was asked if ITS has enough resources or fund to cover this important issue? The short answer was affirmative.

7. ITEM(S) FOR INFORMATION

7.1 Report from the Chair

7.1.1 Executive Compensation Framework

The Colleges have already started work on the framework. Under the legislation which addresses the compensation of the President and the Vice-Presidents, the Board will establish a program which will evolve over the next few months. The university is at the stage of engaging outside help to identify our comparators and then a compensation framework will be developed for those positions outlined and there will be public information and consultation. By September 5, 2017 the framework must be finalized and approved by the Board.

7.1.2 Board Survey Results

The Board Office has been conducting surveys of the board meetings and will continue to do so for one or two more meetings as they have been helpful. Most board members are satisfied with the way the meetings are being conducted. Board members are more satisfied with the material being sent out on a timely basis and available through CUCollab. There were a few comments that the meetings are long and maybe it would be beneficial to shorten the meetings but perhaps hold more meetings. Please add comments to the survey to help us to improve the board meetings.

7.2 Report from the President

7.2.1 Strategic Integrated Plan Update

The SIP Update will be given under closed session by Ms. Blanchard and Dr. Butler.

7.2.2 Academic Appointments

There are quite a few administrative searches going on now including: Chancellor, Vice-President (Research and International), and Director of Equity Services. All search committees have been formed and in progress.

The Dean of Science, Dr. Malcolm Butler has been named Vice-President, Academic and Research at St. Mary's University in Nova Scotia as of July 1, 2017 and leaves Carleton University on June 30, 2017. Dwight Deugo has agreed to take on the role of Interim Dean of Science while a search is conducted for a new Dean. The Provost thanked Dr. Butler for his incredible work as Dean of Science over his term at Carleton and congratulated him on his new appointment. His contributions to Carleton will be celebrated at a later time.

There are four Dean searches underway including: Dean of Faculty of Engineering and Design, Dean of Science, Dean of Faculty of Arts and Social Sciences and Dean of Business.

7.2.3 Strategic and Budgetary Planning

As mentioned previously the framework for funding universities by the Province is changing and Carleton received further information on framework February 1, 2017. Universities will be able to negotiate the corridor for funding with the provincial government and new programs initiated will be considered in this funding formula. There are currently four

new, Carleton programs that are under consideration for approval by the province.

The province has confirmed that there will be five areas that will be part of the Strategic Mandate Agreement including: 1) Student Experience; 2) Innovation in Teaching and Learning; 3) Access and Equity; 4) Research Excellence and Impact; and 5) Innovation in Economic Development and Community Engagement. Each university will negotiate what percentage of their funding will be measured against these five areas based on performance indicators. Carleton University strategically will want to be measured against all five areas as we are a “holistic” university that undertakes initiatives in these areas.

The performance indicators will include (not a comprehensive listing): retention from first year to second year; number of high-impact classes offered; the percentage of the student graduating with at least two high-impact classes in their curriculum; funding for research; number of citations; weight of the papers published; the number of graduate students; the degree completion of graduate students; the number of international students; employment of students following graduation and how many have full-time employment; how many students started their own companies following graduation; all academic programs; the number of students registered in each program; graduation rate for each academic program; indication of financial sustainability; report on all interinstitutional collaboration and cooperation both nationally and internationally. This will be a major report on what we do and how we are doing currently.

It was asked what high-impact teaching is? Each institution will define what high-impact teaching means at their university but examples are given within the document such as: the classes going out the classroom, combinations of computer work and lecture teaching, experiential learning such as co-op, internships, placements, student international exchanges, international research, undergraduate research, independence or team research projects, community projects. These all add to the classroom experiences. Interactive classrooms (flipped classrooms) which included more group and interactive activities within the classroom are also considered high-impact teaching. There is a lot of high-impact teaching activities happening currently at Carleton.

7.2.4 Update on Campus Issues

a) Neuroscience Department Relocation

A project manager has been hired to coordinate the move of the Neuroscience Department from Carleton's Life Sciences Building to the University of Ottawa Facility. The Dean, Provost and the Vice-Presidents have been meeting with faculty and students. Each student will be cared for during the relocation and if there are any outstanding issues they should be brought forward so that a solution can be found.

The following questions were raised: What is the current progress of the project managers facilitating the move? Current estimates on the impact of the move on student and faculty research and timely completion rates? And are there any funds to help compensate for loss of research or study?

It is the belief of administration that all students have been cared for and will be able to meet their academic deadlines. There was a full report given at the Senate meeting. The project management team has been working effectively with the department to facilitate the move and working toward the move deadline. The focus has been on students who are intending to graduate including undergraduate students conducting research will not be affected in terms of their graduation dates. Graduate students with the intention of graduating this year have to be identified and administration is working with the Faculty of Graduate and Post-doctoral Affairs and the graduate student's supervisors to identify if there are any graduate students who are impacted in such a way that it might delay their graduation.

Is there is any indication of support for those Neuroscience students who are not intending to graduate in 2017 but are affected by the move of space and equipment? There is no indication that a semester will be lost by any student in Neuroscience. Moving buildings is common on campuses due to renovations and there is always inconvenience. There may be some impacts and administration has committed to addressing any impacts that do arise.

Is there any possible impact on this project, particularly students, due to Dr. Butler leaving the university? There will be no impact. Dr. Butler will be at the university until the end of June 2017 and Dr. Deugo will oversee the project as of July 2017. By the end of June, the relocation will have occurred. In the Fall, there will be the planned move into the new Health Sciences Building.

b) Quebec City Mosque Shootings

On Sunday night, there was a terrible shooting in a mosque in Quebec City and the President sent out a message to the community that flags would be lowered to half-mast in memory of those who lost their lives. On Tuesday, January 31st five minutes of silence were shared by students, staff and faculty in the Galleria as an expression of our solidarity against this attack. A copy of the email was distributed to the Board.

c) U.S. Executive Order

A message was sent out to the Carleton community this afternoon to address what the President and Vice-Presidents are doing to address any issues that might arise as a result of this order. A copy of the email was distributed to the Board. The focus will be to help our students, faculty and staff that need assistance.

It was asked if Carleton has considered creating a task force (with a fund of \$250K) to assist students and staff affected by the travel ban similar to the University of British Columbia? No, this is not being considered at this time. If staff, faculty, or students have made travel arrangements previously and now have to cancel travel plans the university will reimburse those funds.

7.3 **Committee Chair Updates**

7.3.1 Building Program Committee (D. Craig)

The committee met on November 9 and 25, 2016 and January 11, 2017. The Health Sciences Building is due for substantial completion in August 2017. The Business School Building schematic design has been approved and the detailed design is underway and will be tender ready by August 2017 but will not be approved for construction until such time as the financing is in place and the business case is satisfactory. The University Centre Addition preliminary conceptual design was completed at the end of October but the student referendum that was held in November did not succeed so the project is now on hold. The Co-generation facility project continues with funding secured from Hydro Ottawa and the ESO, contracts have been signed and construction is scheduled to start in early 2017 with completion in 2018. The ARISE Building has been of particular focus for the committee over two of the three meetings held this year. The funding was approved by the government which has an extremely ambitious completion date hence the need to get the final design approved and out to

tender. The original tender was scheduled to be submitted by the end of January and it has been delayed at the contractors request until mid-February. It has been approved to move forward directly to contract award and construction approval provided it is within the budget approved by the Finance Committee and there is no change to the completion date as this would affect the funding provided by the province. Other items that were discussed at the committee meetings were facility renewal program (\$14 million per year) to try to regain some of the usefulness of our existing buildings. The five-year program is ambitious and the committee discusses and reviews the progress of the project as it continues.

7.3.2 Community Relations and Advancement Committee (L.A. Daly)

The last meeting of the committee was held on January 25th. The committee would like to host an event on March 20th in MacOdrum Library to talk with the Carleton community called “The Talk Exchange” and use the motto of “Ours The Task Eternal” as the backdrop. Invitations will be given to our constituents for all stakeholder groups: students, faculty, staff, donors and alumni. The event would be a forward thinking initiative, launching with two questions: 1) What is your ambition for Carleton over the next 75 years? and 2) What kind of Carleton would you like to leave for future generations? The event will embrace our 75th anniversary and moving beyond that to envision the future.

The Department of University Communications (DUC) presented the new Intranet launched in December 2016 and was co-sponsored by DUC, Information Technology Services and Human Resources. The platform will enhance communications for faculty and staff highlighting the information that is relevant to everyday life, HR information, employee directory, etc. The information that is currently housed on the public website that is better suited to be on an internal intranet space.

Ms. Blanchard also presented to the committee about recruitment of transfer students and the 195 pathways students can follow to come to Carleton. The resources for transfer students were also highlighted such as a credit coordinator officer, peer support program, etc.

7.3.3 Finance Committee (B. Wener)

The committee continues to monitor all the capital projects and spending that are currently ongoing under the guidance of the university.

7.3.4 Governance Committee (K. Evans)

There are other matters under consideration but nothing to bring forward to the Board at this time.

8. OPEN-QUESTION PERIOD

There were no questions.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

The Chair reminded the Board of the Capitals Hoops Classic at the Canadian Tire Centre on Friday, February 3rd. Carleton will be playing against the University of Ottawa. The women's game starting at 6:00 pm.

The Board is seeking student governors for 2017/2018 and the deadline for expressions of interest is February 17th.

The Board is also seeking nominations for the Board of Governors Award for Outstanding Community Achievement and the deadline is February 20th.

It was moved by Mr. Ullett and seconded by Mr. Owens that the Board of Governors adjourn the Open Session at 6:53 p.m. The motion carried.

DATE: March 24, 2017

TO: Senate

FROM: Dr. John Shepherd, Vice-Provost and Associate Vice-President (Academic)

RE: Dominican University College - Minor Modifications

Background

As part of the affiliation agreement with the Dominican University College (DUC), and through Carleton's Institutional Quality Assurance Process (IQAP), covering also the academic, non-vocational degree programs of Dominican University College, Carleton University plays a role in curriculum and program review and approvals at Dominican University College.

Minor modifications approved by the Dominican University College's Academic Council are provided to Carleton University's Office of the Vice-Provost and Associate Vice-President (Academic) for information; please see attached IQAP Appendix 6b for a flow chart of the process.

The Office of the Vice-Provost and Associate Vice-President (Academic) is in receipt of the approved course changes as provided in the attached documents.

The Dominican University College 2017-18 course changes are being provided to Senate for information.