



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 November 25, 2022 at 2:00 pm**  
**Room 3020 Nicol Building + Zoom videoconference**

**OPEN SESSION**

**Minutes**

**Present in Person:** B.A. Bacon (Chair), M. Barbeau, S. Blanchard, D. Brown, D. Caratao, W. Chung, M. DeRosa, D. Deugo, L. Dyke, T. Haats, M. Haines, L. Hayes, D. Howe, L. Kostiuk, A. Lannon, C. Laurendeau, D. Livingston, S. Maguire, P. Mkandawire, L. Moffitt, K. Moss, H. Nemiroff, A. North, B. O'Connor, J. Ramnarine, P. Rankin, T. Roberts, D. Russell, F. Sepanta, D. Siddiqi, E. Sloan (Clerk), C. Smelser, R. Teather, C. Viau, P. Wolff

**Present via Zoom:** K. Al Hammuri, V. Bhatia, F. Brouard, E. Cyr, J. Dawson, R. Gorelick, R. Goubran, K. Graham, M. Ilyas, J. Kovalio, M. Lundy, B. MacLeod, J. Malloy, L. Marshall, J. Murray, H. Ozcan, M. Porter, M. Rooney, S. Sadaf, M. Sanghani, P. Smith, D. Sprague, J. Taber, K. Taylor, J. Tomberlin, J. Wallace

**Regrets:** P. Andrée, J. Armstrong, M. Baez, B. Campbell, F. Goffi, K. Hellemans, M. Murphy, M Pearson, B. O'Neill, A. Park

**Absent:** A. Lettieri

**Recording Secretary:** K. McKinley

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**1. Welcome and Approval of Agenda**

The Chair welcomed Senators to the meeting at 2:00 pm, and provided a few introductory remarks before moving into the Closed Session. He noted that the December meeting will likely be cancelled, and as a result this would be the last Senate meeting for Sean Maguire, Peter Andrée, and Federica Goffi, all of whom will be retiring from Senate at the end of 2022. The Chair thanked them for their service and for their support of academic governance at Carleton.

The Chair also informed Senators of the death of Grete Hale, alumna of Carleton University and Carleton Honorary Degree recipient (2009). Grete Hale was known for her contributions as a philanthropist, volunteer and community builder. The Chair expressed condolences for those who knew and loved her.

It was **MOVED** (M. Haines, C. Viau) that Senate move into the Closed Session of the meeting.

The motion **PASSED**.

(Closed Session minutes have been recorded separately.)

**Open Session:**

It was **MOVED** (M. Rooney, D. Deugo) that Senate approve the open agenda for the meeting of Senate on November 25, 2022, as presented.

The motion **PASSED**.

**2. Minutes:** October 21, 2022 (open session)

It was **MOVED** (P. Wolff, M. Haines) that Senate approve the minutes of the open session of the Senate meeting on October 21, 2022 as presented.

The motion **PASSED**.

**3. Matters Arising**

There were none.

**4. Chair's Remarks**

The Chair noted the successful full return to campus and in-person classes over the fall term. He reviewed a number of successful events held in person at Carleton over the past several months:

- Community Breakfast – August 23
- Opening of Nicol Building – September 21
- Orange Shirt Day – September 30
- Pride Week – October 3 - 7
- Mental Health Day – October 6
- 4<sup>th</sup> Annual Inclusion Week – October 17 - 20
- Community Engagement Plan Launch – October 28
- Remembrance Day Memorial Celebration on campus – November 11
- Fall Convocation – November 12

Although the pandemic is not over, Covid-19 infection levels in Ottawa are stable and dropping. Flu and RSV infections are on the rise, and Carleton continues to recommend wearing well-fitting masks indoors where physical distancing cannot be maintained. Masks are available for departments through e-shop.

The Chair noted the following recent achievements from members of the Carleton community:

- **Lenore Fahrig**, Chancellor's Professor in the Department of Biology, has been awarded the *Gerhard Herzberg Canada Gold Medal for Science & Engineering*. This is Canada's top science and engineering prize, awarded annually to an individual whose work has been recognized as outstanding and impactful.
- **Sonia Chiasson** from the School of Computer Science is the recipient of an *Arthur B. McDonald Fellowship*, awarded by NSERC to early-stage researchers in the natural sciences and engineering. Professor Chiasson is the third Carleton professor to win this award, previously titled the E. W. R. Steacie Memorial Fellowship.
- **Marylynn Steckley** from the Arthur Kroeger College of Public Affairs has been named one of 2 recipients of the 2022 Ontario Confederation of University Faculty Associations (OCUFA) Teaching Awards.
- Carleton Bachelor of Public Affairs and Policy Management student **Maeve Collins-Tobin** has been awarded a *Rhodes Scholarship*, for postgraduate studies at the University of Oxford in the U.K. Collins-Tobin is one of only 11 students across Canada to receive the award.

The Chair reminded Senators that Carleton ranked first for social science research in the Maclean's university rankings for universities in our category. Carleton also was included in the list of top 100 employers across Canada, out of 1.3 million employers nation-wide. This is especially significant as normally only 4 spots are held for universities on this list.

The Chair noted that Carleton is on track to raise \$80,000+ for this year's United Way Campaign. Senators were reminded of *Giving Tuesday* on November 29. Carleton's goal is to raise \$1M in 24 hours, through projects led by students, faculty and staff. All donations will be matched for double impact.

In closing, the Chair announced the beginning of the *16 Days of Activism Against Gender-Based Violence*, which runs from November 25 to December 10, ending on Human Rights Day. Within this period, December 6 marks the *National Day of Remembrance and Action on Violence Against Women*, also known as White

Ribbon Day. The Faculty of Engineering and Design will be leading Carleton's celebration of this event on campus in the new Engineering Design Centre. Senators were invited and encouraged to attend.

## 5. Question Period

Three questions were submitted by Senator Morgan Rooney and all were answered by the Provost, Jerry Tomberlin.

- At the October 2021 meeting of Senate, in response to a question about HyFlex at Carleton, Senate was informed that Carleton was involved in "a cross-institutional collaborative study on Hyflex modality in the classroom" (p. 4) Is there any progress on this study to report and, if so, are there any results to share?

*Response from Provost: The cross-institutional study with Carleton, the University of Ottawa, Brock University and UBC Okanagan is progressing well, but is still in the data-collecting phase. Preliminary results from survey data on student and instructor preferences, collected in 2021-22 were presented at a recent e-campus conference.*

- As the body whose purview is "to review and make recommendations to Senate, and approve as required, policies, regulations, and requirements pertaining to curriculum, admissions, and studies" (<https://carleton.ca/senate/standing-committees/curriculumadmission-and-studies-policy/>), does SCCASP have the authority, and would it be willing to exercise it, to develop a policy around minimum appropriate levels of TA support for all Carleton classes? Instructors and students alike would stand to benefit from such a policy: instructors need this information at the course design stage so that they can design courses that are scalable and manageable, and students would see stabilized levels of instructional support in all of courses so that they have the help they need and deserve to succeed in their studies.

*Response from Provost: It is not in the purview of SCCASP to develop a policy on TA support. The decision rests with the Deans, who in consultation with Chairs and Directors assess the needs for TAs. Instructors can discuss their needs with their Chair/Director when developing their course outlines, with the understanding that there is no guarantee that they will be able to obtain TAs as requested.*

- Recently, a CI was informed by Labour Relations, via their chair, that material created during a CI contract belongs to Carleton. This assertion is contrary to decades of past practice and to the copyright language that

the institution encourages instructors to include on their syllabi <https://carleton.ca/tls/teachingresources/redesigning-yourcourses/preparing-to-teach-your-first-course-at-carleton/#sect3.5>). Such a change in policy would force CIs to remove and discontinue hosting any course resources they create on all Carleton platforms (Brightspace, email, Mediaspace, Teams, etc.), which would in turn have a considerable and detrimental impact on the learning experience of the thousands of students taught by CIs. Can the university re-confirm what has been past practice for decades, which is that every instructor at Carleton (CI or otherwise) retains full IP rights and control over all resources they create in the designing and teaching of their course, including slides, lessons, recordings, assignments, rubrics, and any other resource of any kind whatsoever that they are the author of?

*Response from Provost: Labour relations issues are not matters for discussion at Senate. The question pertains to an individual situation that is currently being addressed and discussed by the relevant parties.*

## 6. Administration

The Clerk presented a motion to ratify faculty members Hilary Becker (Sprott) and Sean Burges (FPA) and undergraduate student Giuseppe Sestini (FASS) as new Senators.

It was **MOVED** (E. Sloan, D. Livingston) that Senate ratify the new Senate appointments, as presented.

The motion **PASSED**.

## 7. Reports

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

Committee Chair Howard Nemiroff presented 4 items for approval and 3 items for information.

#### Items for approval:

The committee Chair noted that motions 3 and 4 would be combined into an omnibus motion.

- R-UG-3.4.6 Minimum CGPAs for Graduation (reworked via new ACE framework)

It was **MOVED** (H. Nemiroff, J. Ramnarine) that Senate approves the revisions to Regulation TBC-1882 R-UG-3.4.6 Minimum CGPAs for

Graduation effective for the 2023/24 Undergraduate Calendar as presented.

The motion **PASSED**.

- Self-Declaration Form (replaces medical notes for short-term incapacity)

It was **MOVED** (H. Nemiroff, D. Siddiqi) that Senate approves the use of the Self-Declaration Form effective for the 2022/23 Academic Year, as presented.

The motion **PASSED**.

- OMNIBUS MOTION: Deferred Final Exams and Deferred Term Work (adding the self-declaration form into these two sections of the calendar)

It was **MOVED** (H. Nemiroff, S. Blanchard) that Senate approves the revisions to Regulation TBD 1887 R-UG-4.3 Deferred Final Exams, and TBD 1888 R-UG-4.4. Deferred Term Work, effective for the 2022/23 Undergraduate Calendar, as presented.

Discussion:

In response to a question, the committee Chair confirmed that take-home finals are included in the "Final Exam" category, from the perspective of SCCASP.

In response to another question, the Committee Chair noted that instructors are obliged to accept the self-declaration forms, which carry the same weight as a medical note. He also confirmed that the new self-declaration form should not result in any extra workload for instructors.

A Senator wondered if students might take unfair advantage of the ease of using the self-declaration form vs. obtaining a doctor's note. The Committee Chair responded that data taken over the course of the pandemic for final exams does not indicate that using the self-declaration form results in an increase in claims for short-term illness. The Chair added that SCCASP will be drafting a medical policy which will outline how these requests will be tracked moving forward.

The Committee Chair agreed to take these concerns back to SCCASP.

The motion **PASSED**.

Individual Motions within the Omnibus:

- MOTION: That Senate approves the revisions to Regulation TBD-1887 R-UG-4.3 Deferred Final Exams, effective for the 2022/23 Undergraduate Calendar as presented.
- MOTION: That Senate approves the revisions to Regulation TBD-1888 R-UG-4.4 Deferred Term Work, effective for the 2022/23 Undergraduate Calendar as presented.

Items for Information:

- Academic Year Schedule 2023-24
- Sprott Micro-credentials
- Minor Modifications for October 18 and November 1, 2022

A Senator asked if the National Day for Truth & Reconciliation in September 2023 would be considered a holiday. It was noted that for 2023 this day will fall on a Saturday, but that the request will be considered for 2024.

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

Committee Chair Dwight Deugo presented 4 cyclical reviews for approval, combined into an omnibus motion.

OMNIBUS MOTION – Cyclical Reviews

It was **MOVED** (D. Deugo, P. Wolff) that Senate approve the Final Assessment Report and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Individual motions within the Omnibus:

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Electrical Engineering.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Graduate programs in Civil Engineering.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the

undergraduate programs in Sustainable and Renewable Energy Engineering.

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the cyclical Review of the Bachelor of Global and International Studies.

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

Committee Chair Elinor Sloan presented a motion for Senate to recommend an enduring empowering motion on urgent items of regular business. In September of 2022, Senate approved the removal of a reference in the AGU to a motion on urgent items of regular business that was to be passed every June. The Senate Academic Governance Committee is presenting a slightly amended, and enduring version of this motion for Senate approval.

Proposed Empowering Motion:

*Motion: That the Senate Executive be empowered to act for Senate on urgent items of regular business. Urgent is understood to mean that action is required before the next scheduled Senate meeting. Regular business includes matters that are, from time to time, normal items of Senate business (for example, committee appointments or calendar changes). Any action taken by the Executive pursuant to this authority will be reported to Senate at its next meeting, for information and comment.*

It was **MOVED** (E. Sloan, F. Sepanta) that Senate approve the empowering motion on urgent items of Regular Business, as presented.

Discussion:

One Senator noted that the previous empowering motion on urgent items of regular business was restricted in its use to the summer months, yet no such restriction is evident in the revised motion, implying that it could be used at any time between Senate meetings. The Clerk replied that it is unlikely that the motion would be used between Senate meetings, unless there is a long gap between them. She added that the motion specifies that any items of business addressed by Senate Executive under this power would be non-controversial and routine in nature. Another Senator suggested that any actions taken by the Senate Executive Committee under this authority could be reported to Senate at the next meeting so that Senate would have the opportunity to raise concerns if it appeared that the Senate Executive Committee were overstepping its authority via

the empowering motion. Given that there was no urgency on the matter, the Clerk withdrew the motion and will endeavor to take the empowering motion back to the Senate Academic Governance Committee for further review and discussion.

The motion was **WITHDRAWN**.

## **8. Draft Digital Strategy**

The Chair introduced AVP Teaching & Learning David Hornsby and AVP (ITS) and Chief Information Officer Marc Dabros, who provided an overview of Carleton's first Digital Strategy: Shaping the Digital Future. The strategy and the presentation were circulated to Senators in advance.

The broad aim of the Digital Strategy is to determine the role of digital technologies in achieving the goals of Carleton's Strategic Integrated Plan (SIP), and to create a strategic direction for the future of digital technologies at Carleton.

Central to the Digital Strategy are the aspiration statement and five guiding principles which provide a high-level decision-making framework for the use of digital technologies within the university. The vision is for Carleton to leverage digital technologies to empower collective capabilities to be a force for good in our communities. The five guiding principles are for the strategy to be user focused, inclusive, collaborative, responsible, and agile.

The digital strategy has been shaped by an extensive consultative process that included more than 1,000 members of the Carleton community participating in both university-wide and dedicated sessions through 2021 and 2022. Strategic priorities and objectives within the plan evolved through these consultations and were shaped collaboratively with guidance from the advisory committee. A digital roadmap was also developed, to articulate a path towards implementation.

The guiding principles and objectives within the plan provide a framework to support the four mission pillars of the university: Research, Student Experience, Teaching & learning, and Organizational Excellence. The Digital Roadmap provides an action plan for implementing the strategy using 12 – 18 month planning horizons to address uncertainty in the environment. Progress made will be measured against deliverables identified within the plan, and the strategy's

impact will be assessed via benchmarking surveys and other key performance indicators.

The Digital Strategy is expected to make key contributions to the future of digital at Carleton in the areas of governance, renewal and culture. Under the plan, Carleton's IT governance framework will be streamlined to strengthen the governance framework and enhance the decision-making process. In terms of renewal, investing in digital initiatives within shorter planning horizons will provide a more flexible approach that is more responsive in a time of heightened uncertainty. The end goal is a culture shift to a more holistic and transparent approach to digital investments.

Next steps in the process include presentations to the Senior Management Committee and the Board of Governors before launching the plan. The presenters concluded by acknowledging the many contributors to the plan, referenced in Appendix A of the document.

A Senator asked what Senate's role would be in the Digital Strategy. D. Hornsby replied that the new governance model within the strategy has been designed to improve and increase transparency and to encourage colleagues across campus to be involved in generating new ideas. In addition, decisions and debates within the Information Systems Steering Committee can be brought to Senate for input when appropriate. The Chair suggested an annual update to Senate on implementation.

Another Senator asked if there would be space within the plan for departments to develop their own applications, then to interface with ITS. He referenced as an example the ability of individuals or companies outside of Apple to develop apps for smartphones. In response, it was noted that the digital strategy is a framework to make priority and resourcing decisions, but projects within departments will not be centrally controlled via the plan. The technology advisory committee and data governance advisory group have been developed to assist in this type of interface, if ITS resources are required.

A Senator questioned how this plan engages with the broader IT community in Ottawa via partnerships, or at the federal / provincial level. D. Hornsby replied that the aim of the strategy is to create the context in which it will be possible to engage with partners; in this instance the Digital Strategy exhibits strong parallels with the Community Engagement Strategy.

A Senator asked if the strategy addresses the decision-making process for what types of educational software are adopted and used at Carleton. Many faculty

members are unfamiliar with the range of possibilities. It was noted in response that beyond the 12 – 18 month planning horizon, there are opportunities to discover new educational technologies within the context of teaching and learning. The *Future Learning Innovation Fellowship* provides \$10,000 in funding and support for instructors interested in experimenting with new technologies to solve their teaching and learning challenges. D. Hornsby acknowledged that educational outreach with faculty members is a welcome suggestion and can be arranged.

In a follow-up question, the Senator inquired about methods for tracking and evaluating existing educational technologies. D. Hornsby replied that an entire team in TLS is researching digital learning in a broad sense, and they are also receiving feedback from other institutions regarding *Brightspace*.

A Senator asked for more information regarding the creation of data centres on campus. M. Dabros responded that ITS will be initiating a requirements-gathering exercise to assess needs across the community. Data centres are expensive to create and maintain, and resources are limited. A feasibility study will examine all options moving forward (cloud, off-site, within campus).

The Chair thanked the co-chairs for the presentation and Senators for the discussion.

## **9. Equity, Diversity and Inclusion (EDI) Action Plan Update**

AVP Equity and Inclusive Communities Noël Badiou, presented a progress report on the Equity, Diversity and Inclusion Action Plan. The EDI Action Plan was last presented to Senate in the Fall of 2020, and was officially launched in March of 2021.

The 5-year EDI Action Plan proposes an operational framework to advance EDI and anti-racism on campus. The plan is designed to complement the Kinàmàgawin Indigenous Strategy and Carleton's Accessibility Plan.

Recommendations within the EDI Action Plan are structured along 10 interconnected Strategic Actions (SA). The presentation outlined the progress that has been made in each SA. Highlights included the following:

### **SA1: Curriculum & Pedagogy**

- Development of EDI Toolkit by Faculty of Science
- Hiring of EDI Learning Specialist

### **SA2: Student Supports**

- Creation of designated counsellor for racialized students
- 36 EDI related award/bursaries/funds to support equity deserving students

SA3: Research

- Black Entrepreneurship Knowledge Hub (Sprott)
- Student EDI Research Award

SA4: Senior Leadership Team & BOG Inspiration and Development

- BOG adopts EDI Statement
- BOG adopts the ISED 50-30 challenge

SA5: Leadership Development (Non-Academic)

- Collaboration with Campus Safety Services (CSS) to implement CSS Action Plan: Service Excellence and Engagement with Carleton's Diverse Communities.

SA6: Leadership Development (Academic)

- Exploring EDI-informed recruitment practices with JCEEDI, CUASA and university administration

SA7: Disaggregated Demographic Data Collection

- Completion of a draft survey and plan to launch application in Sept 2023

SA8: Representation & Outreach

- FPA Faculty Recruitment (Racialized)
- FED Faculty Recruitment (Gendered)

SA9: Culture

- Associate Deans specializing in EDI appointed in Faculty of Science, Sprott School of Business and Faculty of Public Affairs
- Developing online human rights module in partnership with TLS
- Pronoun Enhancement Project (in partnership with ITS)

SA10: EDI Planning Infrastructure & Reporting

- EDI Learning Specialist hire
- Expansion of Trans and Non-Binary Inclusion Coordinator role to full-time.

A more substantive progress report will be presented to the Senate and the Board of Governors at the end of the 2022/23 academic year.

A Senator noted that in his experience many people still do not understand what EDI is and why it is important. N. Badiou confirmed that there is more work to be done to educate the community and to demonstrate how EDI can enrich our environment and create better leaders across campus. Training modules can be engaged to show individuals how they fit into the plan and why participation is important in creating a more inclusive environment. In a response to a follow-up question, N. Badiou noted that it can be challenging to make this type of training mandatory, but it can be strongly recommended. More discussion is required on this issue.

A Senator commented on disaggregated data collection (SA7), noting that data itself should not be highlighted as the key. It is merely what we use to extract information to acquire insight. N. Badiou agreed that data collection is an important first step and that the transformation step to information and knowledge is missing from the description in the plan.

Another Senator observed that different areas of the campus are at different stages of EDI. FASS, for example, has developed entire programs around EDI concerns, with expertise in this area that could be well utilized for cross-campus outreach. One approach could be to work horizontally across campus, engaging FASS faculty members with other faculty members across campus to discuss EDI.

A Senator inquired about student input and how students were consulted prior to the launch of the plan. N. Badiou replied that he could not comment on that process as he was not at Carleton for that stage of the project. Moving forward, he noted that student leaders will be consulted, and there will be opportunities for students to contribute via focus groups and an online portal.

The Chair thanked AVP Badiou for the update and Senators for their questions and discussion.

## **10. Reports for Information**

The Chair noted that item 10(b) *Report from the COU Academic Colleague* had been left off of the agenda but was included in the meeting package for Senators to review.

A Senator asked about the possibility of a government task force on financial stability of the sector, as it was mentioned in the report. The Chair replied that this has not yet been confirmed but that COU is monitoring the situation carefully.

The meeting was **ADJOURNED** (C. Laurendeau, L. Kostiuk) at 4:00 pm.