



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 June 3, 2022 at 2:00 pm  
Via Videoconference**

**Minutes – Open Session**

**Present:** P. Andrée, B.A. Bacon (Chair), M. Baez, O. Baysal, V. Bhatia, S. Blanchard, D. Brown, M. Burns, B. Campbell, A. Chandler, T. Daniels, J. Dawson, C. Del Gaudio, M. DeRosa, D. Deugo, L. Dyke, G. Garland, D. Gillberg, F. Goffi, V. Gonzalez, R. Goubran, S. Gulati, A. Hakami (proxy for L. Kostiuk), L. Hayes, J. Kovalio, A. Lannon, C. Laurendeau, D. Livingston, M. Lundy, S. Maguire, J. Malloy, R. McKay, P. Mkandawire, J. Murray, H. Nemiroff, B. O'Connor, B. O'Neill, H. Ozcan, G. Patey, P. Rankin, M. Rooney, D. Russell, M. Sanghani, J. Sinclair-Palm, S. Sivathayalan, E. Sloan (Clerk), P. Smith, D. Sprague, K. Taylor, R. Teather, J. Tomberlin, J. Voordouw, B. Wright

**Regrets:** S. Ajila, C. Klein, L. Kostiuk, E. Kwan, B. MacLeod, J. Milner, K. Moss, M. Murphy, A. Park, J. Taber, P. Wilson

**Absent:** M. Barbeau, M. Haines, B. Hallgrímsson, K. Hellemans, F. Hosseinian, M. Huckvale, K. Keller, A. Lettieri, A. MacGillivray, D. Okoth, M. Rodney, S. Sadaf, J. Wallace, P. Wolff, Winnie Ye, C. Young

**Recording Secretary:** K. McKinley

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**1. Welcome & Approval of Agenda**

It was **MOVED** (S. Maguire, B. O'Connor) that Senate approve the open agenda for the meeting of Senate on June 3, 2022, as presented.

The motion **PASSED**.

**2. Minutes: April 22, 2022 (open session)**

It was **MOVED** (S. Blanchard, J. Kovalio) that Senate approve the minutes of the open session of the Senate meeting on April 22, 2022 as presented.

The motion **PASSED**.

### **3. Matters Arising**

As requested in the previous meeting of Senate, the Chair confirmed that masks will be required at June Convocation.

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

The Chair began his remarks with the latest update on the pandemic and its impact on Carleton. With the 6<sup>th</sup> wave of Covid-19 receding, some universities in Ontario are beginning to lift their mask mandates, while continuing to encourage the use of masks indoors for protection. All Ontario universities, including Carleton, will require the use of masks for Convocation ceremonies, and Carleton will continue its mask mandate until further notice.

The Chair next highlighted the following campus events and achievements from the month of May:

- Asian Heritage Month – Carleton promoted and highlighted the leadership, achievements and experiences of people of Asian descent on campus. The Chair encouraged Senators to visit Carleton's Asian Heritage Month website for more information.
- Carleton hosted a number of mental health initiatives to mark and celebrate *Canadian Mental Health Awareness Week*, from May 2 – 8. During May, Carleton also finalized and approved the new Student Mental Health Framework 2022 – 2026.
- On May 4, the Provost and Vice-President Academic Jerry Tomberlin, with AVP Teaching & Learning David Hornsby and the 5 Faculty Deans, presented Provost Scholar Awards to 10 undergraduate students. These awards were presented for outstanding achievements in research. Profiles of the students may be found on the Provost's website. The Chair extended his congratulations to all 10 recipients.
- The Office of the Vice-President Research & International launched the Spring 2022 CU Research Development Grants, to support SSHRC, NSERC and CIHR researchers with stump funding to initiate or bridge a faculty member's research program. These are awarded twice per year with a value of \$10,000. More information may be found on the CORIS website.
- Carleton is investing \$2M in the Future Learning Lab, a new space on campus that will bring educators and students together to foster innovation, and incentivize student-centered ways of teaching. Carleton is matching the \$1M contribution from the Government of Ontario to transform the 4<sup>th</sup> floor of the MacOdrum Library into the new lab.

- In keeping with Carleton's strategic commitment to strive for wellness and to streamline service and programs for students, Carleton has established a new Associate Vice-President, Student Mental Health & Wellness. Kristie Tousignant, who served as Director, Health & Counselling Services since 2019, has been appointed as the inaugural incumbent.
- Jeremy Brzozowski who has previously served as Director, Student Affairs and Student Life, as well as the Manager of the Student Experience Office, has been appointed Associate Vice-President Student Affairs and Student Life. Jeremy will succeed Lisa Ralph, who has served in this position for the past four years.

The Chair reminded Senators that June is Pride Month and National Indigenous History Month. Stories, activities and events to celebrate Pride Month and Indigenous History Month can be found on the Carleton newsroom website.

The Royal Ottawa Hospital Run for Women will be held on June 5<sup>th</sup>, 2022. Registration for Carleton's team, *Ravens for Mental Health*, is open. The Chair encouraged Senators to join him in this worthwhile activity in support of the Royal Ottawa Hospital and mental health programs for our community.

Finally, the Chair noted that this would be the last Senate meeting for 14 faculty members, 9 students and one Board of Governors representative whose terms end June 30<sup>th</sup>. The Chair added that departing student Senator Valentina Vera Gonzales is this year's recipient of the Board of Governors Award for outstanding community service. The Chair congratulated Valentina and extended a warm thank-you to all departing Senators for their service and their contributions to Senate. He also welcomed four new student leaders to their first Senate meeting: CUSA President Anastasia Lettieri, CASG President Dakota Livingston, GSA President Milan Sanghani, and GSA VP Academic Hande Uz Ozcan.

In closing, the Chair thanked all Senators who have registered for Carleton's "Super-Convocation" of 40 ceremonies over two weeks to celebrate 2020, 2021 and 2022 graduates. This will be the first in-person convocation since 2019.

## 5. Question Period

One question was submitted in advance by Senator Pamela Wolff:

*Will someone investigate whether the 01 May heating/cooling changeover date is still appropriate, given climate shift? Heat waves are not unusual in April, and*

once students are back to writing in-person exams, particularly in the gym and fieldhouse, having room temperatures surge is a pedagogical and health issue, not just a facilities and maintenance one. In exceptional cold, it's always possible bring in portable heaters, but indoor temperatures have hit 26 degrees during the final exam period in the past, and this prevents students from demonstrating their learning effectively, and could affect their academic progression. The climate has changed, but the changeover dates have not.

Response from Vice-President Finance & Administration Lorraine Dyke:

The schedule for shifting from heating to cooling on campus each spring is based on historic weather data combined with forecasting information obtained from Environment Canada. The date for this shift has changed significantly over time, from May 21<sup>st</sup> in 2019 to May 9<sup>th</sup> in 2022. 2022 has been an especially challenging year, as there were only 10 working days between the date of the last snowfall and the first 30°C day. In addition, the switch-over in 9 buildings was delayed due to necessary equipment upgrades. To better address these issues, moving forward, buildings will be heated in the morning and cooled in the afternoon during the spring/fall seasons, and cooling systems will be ready for operation on May 1<sup>st</sup>. Overnight low temperatures will need to be above zero, to prevent damage from freezing in some of the older cooling towers. The date for the switch will be reassessed each year.

## **6. Administration**

The Clerk noted that Pamela Wolff has won the recent election for the Senate Representative on the Board of Governors. Details on the election are available on the Senate website.

The Clerk also noted that the Senate Executive Committee has cancelled the Senate meeting on June 17, 2022, as the date conflicts with Convocation ceremonies and there is no business for Senate.

## **7. Reports:**

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

Committee Chair Howard Nemiroff presented six items for approval and two items for information.

**Items for approval:**

TBD-1576 R-UG-COOP-Geography A.A. and B.Sc. (change to prerequisites for some programs)

It was **MOVED** (H. Nemiroff, S. Sivathayalan) that Senate approves the revisions to Regulations TBD-1576 R-UG-COOP-Geography B.A. and B. Sc., effective for the 2022/23 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD-1760 R-UG-COOP-B.Sc. Geomatics co-op admission and continuation requirements (implementation of previous motion re regulation)

It was **MOVED** (H. Nemiroff, S. Maguire) that Senate approves the revisions to Regulations TBD-1760 R-UG-COOP-B.Sc. Geomatics co-op admission and continuation requirements effective for the 2022/23 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD-2093 R-ADM-Program-C.Science Policy (corresponding changes to admissions language resulting from changes to program below)

It was **MOVED** (H. Nemiroff, B. Campbell) that Senate approves the revisions to Regulations TBD-2093 R-ADM-Program-C.Science Policy effective for the 2022/23 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD-2036 Certificate in Science and Policy (program update to allow UG degrees as entry points)

It was **MOVED** (H. Nemiroff, J. Sinclair-Palm) that Senate approves the revisions to Regulations TBD-2036 Certificate in Science and Policy effective for the 2022/23 Undergraduate Calendar as presented.

The motion **PASSED**.

TBD-R-GR-23 The Course Outline (adding language to Graduate Calendar re course outline; wording taken from UG Calendar)

It was **MOVED** (H. Nemiroff, P. Smith) that Senate approves the revisions to Regulations TBD-R-GR-23 The Course Outline effective for the 2022/23 Graduate Calendar as presented.

The motion **PASSED**.

TBD-R-GR-24-Early Feedback Guideline (adding early feedback guidelines to Graduate Regulations to mimic language found in UG Calendar)

It was **MOVED** (H. Nemiroff, M. Lundy) that Senate approves the revisions to Regulations TBD-R-GR-24-Early Feedback Guideline effective for the 2022/23 Graduate Calendar as presented.

The motion **PASSED**.

**Items for Information:**

- TBD-2002 R-UG-3.2.2 Three Attempts of a Course (Engineering)
- Minor Modifications for May 2022

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

Committee Chair Dwight Deugo presented one major modification and one cyclical program review for Senate approval.

**Major Modification: New Graduate Diplomas (Social Statistics, Data Analysis)**

It was **MOVED** (D. Deugo, S. Sivathayalan) that Senate approve the Graduate Diplomas in Social Statistics and Data Analysis as presented, with effect from Fall 2023.

The motion **PASSED**.

**Cyclical Review: Joint Graduate Programs in Earth Sciences**

It was **MOVED** (D. Deugo, M. DeRosa) that Senate approve the Final Assessment and Executive Summary arising from the Cyclical Review of the Joint Graduate programs in Earth Sciences.

The motion **PASSED**.

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

Committee Chair Elinor Sloan presented one motion to ratify Jonathan Malloy as a new member of the Senate Executive Committee.

It was **MOVED** (E. Sloan, M. Rooney) that Senate ratify the new Senate committee appointment, as presented.

The motion **PASSED**.

**d. Senate Review Committee**

Committee Chair Donald Russell spoke to this item. The Senate Review Committee met on May 12<sup>th</sup> to review the proposed operating budget that was presented to Senate in April. The committee presented a number of questions to the Provost as a result of its review. A report containing the

questions and the responses from the Provost was circulated to Senators for information with the meeting binder. The Committee Chair summarized the process and provided context for some of the questions posed by the committee.

There were no further questions from Senators, and there was no discussion.

## **8. Draft Digital Strategy**

The Chair provided a brief introduction to this item. He reminded Senators that digital technologies have emerged organically and gradually in the university over a period of 40 – 50 years, within various individual departments. A digital strategy is needed to identify gaps, establish a common vocabulary, and provide a holistic university-wide perspective on the use of digital technologies at Carleton. This project began over a year ago with an extensive consultation process. A draft of the digital strategy has been completed and was circulated in advance to Senators with the meeting materials. The goal is to finalize the strategy over the summer, seek the necessary approvals and begin work in the fall of 2022, for what will be a multi-year project.

Co-chairs of the Digital Strategy Advisory Committee – Nancy Arnold, Marc Dabros, and David Hornsby – presented a high-level overview of the draft to Senators. The first part of the presentation outlined the key milestones of the project and the progress made so far, beginning with the establishment of the advisory committee in Spring of 2021, the consultation phase in Fall of 2021, the drafting phase in Winter of 2022, and the current draft review process. The presentation next briefly reviewed the framework of the project, its aspiration statement and principles, and its four mission pillars: research, student experience, teaching & learning and organizational excellence.

The presentation next identified the three main contributions of the strategy:

- Establishment of a *governance structure* for decision-making that will strengthen existing IT committees and provide greater transparency and inclusivity.
- Establishment of a consistent process for *digital renewal* that is responsive to change, and that aligns with the Strategic Integrated Plan.
- Development of a *university-wide perspective* and approach to digital technologies with a dedicated focus on people-centered leadership of change and process improvement.

The next steps of the project include additional consultations over the summer, and a launch in the fall of 2022.

Senators thanked the co-chairs for the presentation and for the work on this important initiative. A Senator brought forward the following observations and suggestions, in comparing Carleton's Digital Strategy with digital plans at other universities:

- The scope of Carleton's plan could be more well-defined.
- Institutional strengths, concerns and opportunities could be more explicitly outlined.
- Concerns regarding digital hacks and misinformation, cybersecurity and IP should be included.
- A robust position on privacy, including questions of academic integrity and the misuse of digital tools, would be a useful and important addition.
- Concerns regarding "over-digital" educational experiences and the resulting mental health issues of students and faculty should also be addressed.

The Senator also questioned whether the idea that students should have access to services anywhere (as specified in section 3.2 of the plan under "student experience") might not lead to the assumption that students should be able to learn from anywhere ("teaching & learning"). The Senator suggested that this section could be edited to clarify the language to acknowledge that in-person learning is important and cannot always be replaced by a digital version.

The Chair thanked the Senator for the detailed and thoughtful commentary and noted that a follow-up meeting with the co-chairs would be useful in unpacking these suggestions.

In response to another question from Senate, the co-chairs acknowledged that the plan still needs to address issues of climate change and sustainability.

Finally, in closing the discussion, the University Librarian acknowledged that the digital strategy supports the direction of the university library in continuing to provide digital access to resources and the delivery of more services online.

## **9. Academic Plan Consultation**

Senators received an update on the latest edition of the Carleton Academic Plan (CAP) from Deputy Provost Catherine Khordoc and AVP Teaching & Learning David Hornsby.

The project began approximately one year ago with a series of consultations and working sessions with the Provost's Advisory Group (PAG), the Deans, University Librarian, and Vice-President's Academic and Research Committee (VPARC). Major themes from these consultations included the importance of continuing to provide experiential learning and community engagement opportunities, the need to increase research funding and opportunities, and the promotion of transversal skills to develop students into "citizen scholars."

The Academic Plan is framed around the three cornerstones of Carleton's academic culture – inquiry, innovation and community – and includes both research and teaching missions of the university. Feedback received so far has stressed the addition of cross-Faculty initiatives, developing a plan that is tangible and achievable and the use of metrics to ensure that the goals of the plan are being met.

The presenters posed a series of questions to guide the consultation with Senate:

- What can be done to improve student success?
- What can we do to increase our research activities, impact and funding?
- How can we build upon our strengths using interdisciplinarity and collaboration?

A Senator asked if students developing soft skills through co-curricular activities and workshops could have these recognized and captured in their student profiles, since these skills are also important to student success. In response, the VPSE noted that the co-curricular credit system and transcript has become increasingly popular with students and is growing and adapting to include credit for more workshops and experiences. Graduate Studies also is planning to develop its own co-curricular credit system beginning in the fall of 2022.

A Senator inquired about more flexibility in electives, particularly for international students, and funding for entrepreneurial projects at the graduate level. The presenters agreed that electives can contribute to interdisciplinarity which is a goal within the academic plan, but that elective availability and choice is dependent upon the program. The presenters also agreed that funding for entrepreneurial projects could provide a different approach to applied research, and should be explored further. The presenters asked the Senator to send more information via email for a continued off-line discussion.

A Senator noted a number of challenges that contract instructors routinely face in being able to design courses effectively. For example, contract instructors are not involved in the cyclical review process and do not have access to documentation that could help them design courses that are aligned with the vision for the program and department. In addition, contract instructors often receive their course assignments late, which does not allow enough time to develop a well-designed course. TA assignments and supports are not always known and/or guaranteed for courses, which can critically impact the success of course design. The Senator noted that contract instructors need the stability of support to properly design courses assigned to them. The presenters thanked the Senator for bringing these concerns forward.

A Senator commented on the "Shape the Future" aspect of the academic plan, noting in particular recent changes in the labour force and job markets that will impact the university sector moving forward. For example, research from the Burning Glass Institute in the United States has shown that some companies are moving away from degree requirements towards skills-based hiring. In addition, companies like Google, IBM and others are offering educational certificates and opportunities that potentially compete with university degree programs. The pace of this change has accelerated dramatically in recent years. The Senator asked how the Academic Plan is addressing these trends. The presenters acknowledged the importance of this observation. Because knowledge and information are changing so rapidly, skills are increasingly becoming an important aspect of degree programs within universities. Sprott's Employability Passport is one example of how these skills can be integrated into a degree program. Transverse skills such as cultural awareness, ethical leadership and critical thinking, have been integrated into many of Carleton's degree programs, and are examples of how Carleton can address and respond to these trends to provide graduates with the capacity they need to adapt to changes in the job markets.

The Chair thanked the presenters and Senators for the fruitful discussion. Next steps for this project include further consultation and incorporation of feedback over the summer, and presentation of a draft plan at VPARC and Senate in the fall for approval. Senators were encouraged to submit any further thoughts or suggestions via email to the Deputy Provost's office.

## **10. Reports for Information**

### **a. Senate Executive Minutes (April 12, 2022)**

**b. Kinàmàgawin Progress Report**

Kinàmàgawin co-chair Kahente Horn-Miller spoke briefly to the progress report, noting that Carleton is emerging as a leader in this work in the university sector. The Chair congratulated Kahente and all others involved in this project on the impressive style and substance of the report.

**11. Other Business**

There was no other business.

**12. Adjournment**

The meeting was adjourned (S. Maguire, M. Rooney) at 4:01 pm.