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 September 18, 2026 at 2:00 pm
PK608 (Senate Room)

AGENDA

Open Session:

1. **Welcome & Approval of Agenda**

2. **Minutes:** June 19, 2026 (Open Session)

3. **Matters Arising**

4. **Chair's Remarks**

5. **Question Period**

6. **Administration (Clerk)**

    a. Senate Membership Ratifications
    b. Senate Survey – summary of results

7. **Reports:**
    a. SCCASP (D. Mendeloff)
    b. SQAPC (D. Hornsby)
    c. SAGC (R. Dansereau)
    d. SRC (G. Wainer + P. Rankin)

8. **Reports for Information:**
    a. Senate Executive Minutes – June 9, 2026
    b. Senate Committee Annual Reports
        i. Senate Student Academic Integrity Appeals Committee (SAIAC)
        ii. Senate Undergraduate Studies Committee (SUSC)
        iii. Senate Committee on Student Awards
        iv. Senate Graduate Student Appeals Committee
    c. Senate Annual Report
    d. Board of Governors Chair's Report
    e. Report from COU Academic Colleague

9. **Other Business**

10. **Adjournment**

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 19, 2026 at 2:00 pm
PK608 + Zoom Videoconference

OPEN SESSION
MINUTES

Present in Person: M. Bahran, S. Blanchard, A. Bordeleau, A. Bowker, J. Brunet, I. Bumagin, R. Dansereau (Clerk), J. Debanné, M. DeRosa, J. Drake, M. Francoli, R. Goubran, K. Graham, E. Gray, X. Haziza, M. Heroux, D. Hornsby, J. C. Jimenez-Garcia, I. Knezevic, B. MacLeod, L. Madokoro, D. McNair, D. Mendeloff, R. Miller, H. Nemiroff, A. Patrick, R. Renfroe, A. Shotwell, B. Tackaberry, N. Tait, W. Tettey (Chair), S. Viel, P. Williams, P. Wilson, W. Ye, F. M. Zamani
Present via Zoom: D. Amundsen, F. Brouard, A. Butler, J. P. Corriveau, A. El-Roby, G. Maracle, M. Rivers-Moore, M. Rooney, C. Ruiz-Martin, S. Sadaf
Regrets: J. Armstrong, J. Greenberg, A. Hurrelmann, G. Lachance, N. Laporte, J. Mason, M. Papineau, P. Rankin, R. Tfaily, C. Trudel, D. Tutkishbayeva, G. Wainer
Absent: A. Abdou, M. Agha, I. Alma, A. Arya, N. Bruni, S. Burges, T. Davidson, S. Duncan, M. El Sayed, N. Giroux-Laplante, N. Hagigi, E. Harlan, S. Hawkins, G. Lacroix, A. Masoumi, M. Mullally, K. Nyediin Buoy, K. Patel, E. Peirce, M. Vatankhah
Recording Secretary: K. McKinley

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1. Welcome and Call to Order

The meeting was called to order at 2:02 pm. The Chair reported that the Closed Session in the draft agenda would not be included in the meeting, and requested that it be removed from the meeting agenda. There was no objection from Senators.

It was **MOVED** (B. Francoli, B. Tackaberry) that Senate approve the agenda for the meeting of Senate on June 19, 2026, as amended.
The motion **PASSED**.

2. **Minutes:** May 29, 2026 (open session)

The following corrections to the minutes were requested:

- An addition to the end of the discussion on the budget presentation was requested, to capture the Chair's closing remarks on the item.
- Item 7(b) SQAPC – Motion: new program – Bachelor of Entrepreneurship: A sentence indicating that the motion passed is needed.
- Item 7(b) - SQAPC - Cyclical Program Reviews – A sentence indicating that the omnibus motion passed is needed.

It was **MOVED** (A. Bowker, M. DeRosa) that Senate approve the minutes of the open session of the Senate meeting on May 29, 2026, as amended.
The motion **PASSED**.

3. **Matters Arising**

The Clerk of Senate reported on a matter arising from the previous meeting. A Senator had raised a concern regarding how the Question Period discussions at Senate Executive Committee meetings were being minuted. The Senate Executive Committee discussed this concern at their meeting on June 9th. The committee concluded that moving forward, a summary of the topic of each question would be noted in the minutes, and if the decision is not to include the question in the binder, the minutes will indicate why, and how the question is being referred, if applicable. The committee feels that this approach balances both transparency and privacy concerns.

4. **Chair's Remarks**

The Chair began his remarks by thanking all who participated in the Convocation celebrations from June 8 to 12, 2026. 17 ceremonies were held, 3 honorary degrees awarded and over 5,300 students crossed the stage. The Chair extended congratulations to graduating students, including Student Senators, and wished them all the best in their future endeavours.

The Chair then congratulated Ron Miller, who has been appointed Dean of the Faculty of Engineering and Design. Professor Miller had been serving as Interim Dean for the past year, and steps into the role as Dean on July 1, 2026.

Congratulations were also extended to Amber Butler, who has been reappointed as University Librarian for a 5-year term, effective July 1, 2027, following her administrative leave.

In research news, the Chair noted that Professors Menna Agha and Hamza Bashandy have been awarded over $240,000 from the New Frontiers in Research Fund, for their work in democratizing access to co-design tools in architecture.

The Chair reminded Senators that June is Pride Month and also Indigenous History Month. Details on events planned for these celebrations can be found on the university website.

Finally, the Chair reported on the activities of the Task Force on Community Healing, Rebuilding and Belonging. He noted that Cathy Malcolm Edwards and Sarah Todd have assumed the leadership of the group, as Kahente Horn-Miller has stepped away from the role due to health issues. Meetings with the membership and Elders' group so far have focused on mapping out a schedule of activities, including consultations with the Carleton community over the summer. Information regarding opportunities to share perspectives and ideas will be posted soon.

The Chair reminded Senators of the mandate of the task force which is to:

- (re)build and/or sustain a safe, equitable and inclusive environment that is conducive to pursuing Carleton University's mission and vision for inclusive impact and prominence, together; and
- Foster a campus community culture in which we collectively uphold mutually reinforcing obligations to our values, including academic freedom and freedom of expression; critical and robust engagement with issues; respect for diversity of opinions and perspectives; civility, belonging, and mutual flourishing; and institutional impartiality.

There were no questions from Senators or further discussion on these items.

5. Question Period

One question from Senator Laura Madokoro was circulated in advance to Senators:

At the last meeting of Senate (May 29) we had a robust discussion about deferred exams. Important measures have been undertaken to ensure that the deferred exams are used for their intended purposes. In the process, however, certain student groups are being made to bear the burden of abuses by others. For instance, the revised policy states that "Minor illnesses and ongoing chronic illnesses under medical management will not be considered valid grounds for granting a deferred final examination." While the discussion at Senate emphasized that students with chronic illnesses are expected to be able to manage these illnesses, this particular framing does not account for those instances when students are not able to manage those illnesses despite their best intentions. Could this policy please be reviewed and revised to fully account for the particular needs of students with chronic illnesses and to ensure that one student group is not being penalized in efforts to deter abuses of the deferred examination system?

Response from Associate Registrar Dotty Nwakanma: The question relates to Section 4.3.2 of the Undergraduate Calendar (Missed Deferred Examinations) and specifically to the last sentence in this section, which is quoted in the question. Associate Registrar Nwakanma clarified that this condition applies to students who are at the final exam or have seen the final exam, but then wish to depart from that exam to apply for a deferral. In the case of chronic illnesses, it is also expected that the illness is being properly managed in the period leading up to the exam. However, if students present with symptoms or have a medical emergency during the exam, there are allowances for accommodations with the proper medical documentation.

In the follow-up discussion, some Senators noted that the previous language "..will normally not be considered valid grounds…" seemed to capture the current practice more accurately, whereas the revised language ("will not be considered") implies that there is no recourse for students experiencing an episode during an exam. The Associate Registrar noted that the language can be reviewed again at SCCASP, given these concerns.

6. Administration (Clerk)

a. Membership Ratification

The Clerk presented a revised memo to ratify Brett Tackaberry and Jim Devoe as Board of Governor Representatives on Senate.

It was **MOVED** (R. Dansereau, D. Mendeloff) that Senate ratify the following Senate appointments, for service beginning July 1, 2026.

The motion **PASSED**.

7. Reports:

a. Senate Committee on Curriculum Admission and Studies Policy (SCCASP)

Committee Chair David Mendeloff presented two items for information:

- Late minor modifications to the Bachelor of Science Honours in Nursing for the 2026-27 calendar, consisting of course modifications and adjustments.

- Collateral changes to the 2026-27 calendar. These were necessitated by previous program changes approved by Senate.

There was no discussion of these items.

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented three major modifications and one cyclical program review for Senate approval. The major modifications were combined into an Omnibus motion for efficiency.

It was **MOVED** (D. Hornsby, K. Graham) that Senate approve the major modifications as presented.
The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the major modification to the BSc Undeclared program, as presented with effect from Fall 2027
- THAT Senate approve the major modification and name change to the MA programs in Communication as presented with effect from Fall 2027 (to MA Communication & Media Studies)
- THAT Senate approve the major modification to the MA programs in European, Russian, and Eurasian Studies as presented with effect from Fall 2027.

Cyclical Program Reviews

It was **MOVED** (D. Hornsby, M. Francoli) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Program Review of the graduate programs in International Affairs.

Discussion: A Senator noted that the review included 12 identified areas for improvement, and asked how these were received by the unit. The Committee Chair responded that there is no information yet on whether all recommendations are being implemented or were agreed to.

The motion **PASSED**.

c. Senate Academic Governance Committee (SAGC)

Committee Chair Richard Dansereau presented a memo to ratify 3 nominees for Senate committees, for service beginning July 1, 2026.

- SQAPC – David Amundsen (Science faculty member)
- SAGC – Rodney Nelson (faculty member)
- Senate Review Committee – Farah Hosseinian (Science faculty member)

It was **MOVED** (R. Dansereau, K. Graham) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2026.
The motion **PASSED**.

8. Report from the Senate Ad Hoc Committee on the Academic Integrity Policy

Ad Hoc Committee Chair Donald Russell spoke to this item. He began with a review of the project, which began in Fall 2024, partly in response to the restructuring of the former Faculty of Graduate and Postdoctoral Affairs (FGPA), but also due to other concerns, including the impact of artificial intelligence on academic integrity.

The committee met a total of 20 times over the past two years and revised the policy three times in response to several consultation sessions with stakeholder groups. The final revised draft resulting from these consultations and revisions wase circulated to Senators in the binder.

Some of the main changes have been outlined in the report and include:

- Updating the terminology section
- Reorganizing sections for greater clarity and flow
- The proposal of a new Academic Integrity Committee to oversee the policy, to identify any new issues in academic integrity that may arise and need to be considered in the policy, and to provide a context for consultation and consistency in the execution of the policy.
- Automatic consideration of dismissal of cases that are not resolved within 8 months.
- A consideration of the impact of artificial intelligence on academic integrity
- Incorporating a pathway for graduate academic integrity issues not related to coursework
- Identifying a process for rescinding an expulsion
- Recognizing exceptions for accredited programs
- Updating the records section to align with FIPPA requirements and records management best practices.

- Other changes and edits to improve clarity.

The Ad Hoc Committee Chair then presented a 3-part motion, to be considered together as one.

It was **MOVED** (P. Wilson, R. Renfroe) that:

- Senate approve the proposed revisions to the Academic Integrity Policy in the attached document and implement these revisions beginning in September of 2026,
- Senate establish a new standing Committee to carry out the duties assigned to it in the revised policy, and
- Senate instruct the new committee to deal with any additional issues or concerns that may be raised in Senate.

Discussion:
Several Senators questioned the need for the new Senate Academic Integrity Committee. The Ad Hoc Committee Chair noted that the new committee would have oversight of the policy, would be able to discuss inter-Faculty cases, and could report more broadly on Academic Integrity than the appeals committee, which only sees a subset of academic integrity cases. In response to another question from Senate, the committee Chair noted that a faculty-member-at-large could be considered as an addition to the membership if it is the will of Senate.

Other Senators raised questions and concerns about the 8-month time limit for cases. Would supports be in place so that legitimate cases would not be lost because of a timing issue? In response it was noted that resourcing is a Faculty-level issue that varies across timelines and Faculties, and it is not in the scope of the policy to address that issue. The committee Chair also acknowledged that some complex cases might need extra time to work through, but that the new committee could be used as a resource to help clarify, with the Faculty Dean, whether an extensive delay is justified. The new committee also can report back to Senate on the number of cases that were dismissed due to long delay.

Senators also expressed concerns with the process of bringing the revised policy forward. It was noted that feedback from the Deans and the Provost had not been received by the committee, and would be important information for Senators to consider before voting on the policy. Some Senators remarked that the process felt rushed and that they would welcome more time for discussion and feedback, both at Senate and within their own Faculty Boards.

A Senator asked whether it would be possible to incorporate a process whereby instructors who suspect a student of an academic integrity violation could immediately enter a GNA into the student's record, so that the student cannot withdraw from the course. The committee Chair replied that the Ad Hoc Committee members felt strongly that there should be no record of a student simply being accused of an academic integrity offence, due to privacy issues, and that there are still legitimate reasons for a student to drop a course after being accused by the instructor of a violation of the policy.

A Senator asked if it would be possible for instructors to provide additional evidence to the Dean at some point in the process. The committee Chair agreed that it could be considered under Clause C.

A Senator asked a question about overlapping cases. If a student already has a pending allegation of breaching academic integrity, and, before that case has been resolved, is accused again in a separate case, would those two cases still be considered as "first offences?" The committee chair replied that any case that has not yet been resolved cannot be considered a violation. He added that it is important that previous violations not bias the decision on a current allegation. Knowledge of previous violations can only be used for determining the penalty. The initial decision should not be contaminated by bias in considering the prior offences. This has been the practice at Carleton for several decades.

Discussion concluded at this point. The Chair thanked Senators for their input, and the committee for their hard work on a very complex policy. The Chair then called the question.

The motion was **DEFEATED**.

Senators thanked Don Russell and, despite the outcome of the vote, commended the Ad Hoc Committee members for the long and careful work on the policy. Senate responded further with a round of applause.

The Clerk noted that the Ad Hoc Committee was created via a recommendation from the Senate Academic Governance Committee, and the Ad Hoc Committee's TOR was drafted by SAGC. Consequently, it would be logical to refer the policy and the report submitted back to the Senate Academic Governance Committee, to determine next steps.

It was **MOVED** (R. Dansereau, S. Viel) that the Academic Integrity Policy Report be referred to the Senate Academic Governance Committee, which will gather and review feedback from the University Community, including the Deans, Provost and Senators on the proposed revisions, and then will provide recommendations back to Senate.

A Senator proposed a friendly amendment to the motion as follows:

It is **MOVED** that the Academic Integrity Policy Report be referred to the Senate Academic Governance Committee, which will *oversee the gathering and reviewing of* feedback from the University Community, including the Deans, Provost and Senators on the proposed revisions, and then will provide recommendations back to Senate.

The mover and seconder agreed to the friendly amendment.

The motion **PASSED**.

The Chair thanked all Senators for their input and engagement in this process.

9. Report from the Senate Ad Hoc Committee on Petitions & Appeals

Senator Paul Wilson, Chair of the Ad Hoc Committee on Petitions & Appeals, spoke to this report. He noted that this Ad Hoc Committee also has been meeting for two years, and that there is some overlap in membership between the two ad hoc committees.

This committee's mandate was to draft an entirely new Senate Policy on Petitions & Appeals drawing upon and bringing together mostly existing rules and procedures on petitions and appeals as outlined in the undergraduate and graduate calendars. The scope of the policy is restricted to petitions and appeals related to course grades or the application of university regulations. The policy also incorporates changes to graduate petitions and appeals in response to the restructuring of the former Faculty of Graduate and Postdoctoral Affairs (FGPA).

The new draft policy draws heavily upon current calendar language, with some changes. Some of these include:

- Clarification of process, particularly in identifying the responsible office or committee for specific petitions and appeals.
- Clarification of terminology/nomenclature for consistency (re petition vs. appeal)
- Harmonization of grade appeal process for undergraduate and graduate students
- Acknowledgement of the exception for accredited professional programs (e.g. Engineering, Nursing) when approved by the relevant Faculty Board and Senate

- Providing options for students if an instructor fails to respond to grade-related questions

The Committee Chair then presented the motion to Senate. The motion includes a direction to update appropriate Terms of Reference and calendars before the policy takes effect, to ensure consistency.

It was **MOVED** (P. Wilson, A. Bowker) that Senate:

- approve the proposed Petitions & Appeals Policy as presented, and that the policy come into force upon approval of the necessary Calendar changes and revised Terms of Reference for SUSC;
- refer the proposed revisions to the SUSC Terms of Reference to SAGC and request that SAGC report back to Senate at an early date to recommend updated SUSC Terms of Reference that would be congruent with the Policy;
- request that SCCASP review the Undergraduate and Graduate Calendars (in particular, s.3.3 and s.15 respectively) and report back to Senate at an early date to recommend such changes as are required to bring the Undergraduate and Graduate Calendar regulations into conformity with the Policy
- request that SAGC develop a policy on procedural review by the Clerk for recommendation to Senate.

Discussion:

Senators asked for some clarification regarding the 10-day deadline for instructors to respond to a student's grade petition (S.7.1.6), specifically in the case of an instructor who has gone on leave, or a contract instructor whose contract has ended. The committee Chair noted that in these cases, students would approach the Associate Dean who would receive the case and then decide how to proceed. He added the policy does not imply that Contract Instructors are obliged to work outside of their contract. Other Senators spoke in favour of this section within the policy, noting that it allows these cases to be resolved without extensive delays.

The Chair recognized Vice Provost (Graduate Studies) Nadeem Siddiqi, who clarified that although point 3 of the motion does not mention the Graduate Council, they will still have the authority to amend and approve the Graduate Calendar.

The discussion concluded and the Chair called the question.

The motion **PASSED**.

The Chair thanked the Ad Hoc Committee team for their work on the policy.

10. Carleton Towards 100

Project Lead Rick Colbourne and Project Manager Brian Guzzo provided an update on the Carleton@100 strategic planning process. Unlike previous 5-year strategic plans, this project looks to define an academic direction for Carleton for the next 15 years, or until Carleton turns 100. In exploring what futures are possible, the plan will seek to identify where Carleton should concentrate capability and commitment to excellence. Co-creation is a key component of this plan and it is achieved through engagement, dialogues and conversations with various communities.

The project is organized around five strategic themes, each supported by a dedicated working group.

- Teaching & Learning
- Student Experience
- Research & Scholarly Impact
- Community Engagement & Partnerships
- Institutional Health & Sustainability

Each working group will examine priorities, opportunities and challenges in their area, and will submit preliminary recommendations for directions to consider as the plan develops.

Project timeline:

- March 2026 – Project Launch; Governance and Framework established
- Spring 2026 - Working groups established and activated
- Summer 2026 – Environmental scans within working groups complete
- Fall 2026 – Consultation and Engagement Period
- October to December 2026 – Identification of strategic themes
- December 2026 to March 2027 – drafting of preliminary plan
- April 2027 - final plan approved by the Board of Governors

The project timeline includes the following suggested updates for Senate:

- September 2026 – Review of early signals; Working group consultation plans
- October 2026 – Progress Report on working Group consultation and Engagement
- December 2026/January 2027 – Provide input on Strategic Directions
- February 2027 – Review Draft Strategic Plan

- April 2027 – Review of *Towards Carleton@100*

Discussion: A Senator noted that the working group membership appears to be dominated by STEM representation and asked if there are any mechanisms in place to balance this out. In response it was noted that the team had worked carefully to balance the mix of skills and capabilities of all applicants in putting together the groups, but for those individuals or units that do not find themselves represented in the working groups there are and will be other means of engaging with the process and providing input, particularly through the consultation process in the Fall.

The Chair thanked the Project Lead and Project Manager for the update.

11. Reports for Information:

a. Senate Executive Committee Minutes (May 19, 2026)

12. Other Business

None was identified.

13. Adjournment

The meeting was adjourned (P. Wilson, D. Hornsby) at 4:05 pm.

Senate Membership Ratifications

September 18, 2026

MOTION: That Senate ratify the following new Senate appointments, as presented, for service beginning immediately unless otherwise indicated.

Alumni Representative

- Yousef Khan

Faculty Member Representatives

- Morgan Currie (FASS)
- Barbara Leckie (FASS)
- Rodney Nelson (Sprott)

Contract Instructor Representative (election)

- Morgan Rooney

Undergraduate Student Representatives

- Sean Maguire (FASS)
- Mahamed Qalinle (FED)

2026 Senate Survey Results

September 2026

Carleton University

Overview

- April 2026: Seventh annual Senate Survey distributed to Senators

- Goals:
  - Receive informative feedback from Senators on their experience serving in academic governance
  - Facilitate development of best practices in academic governance
  - Continue to develop a more open and responsive Senate

Overview

- Invitations sent April 8, 2026
- Survey closed on May 30, 2026
- Response rate: 36.25% (28/80 Senators responded)
  - 2025 response rate – 27.71%
  - 2024 response rate – 41.33%
  - 2023 response rate – 39.57%
  - 2022 response rate – 29.5%
  - 2021 response rate – 52%
  - 2020 response rate – 41%
  - 2019 response rate – 47%

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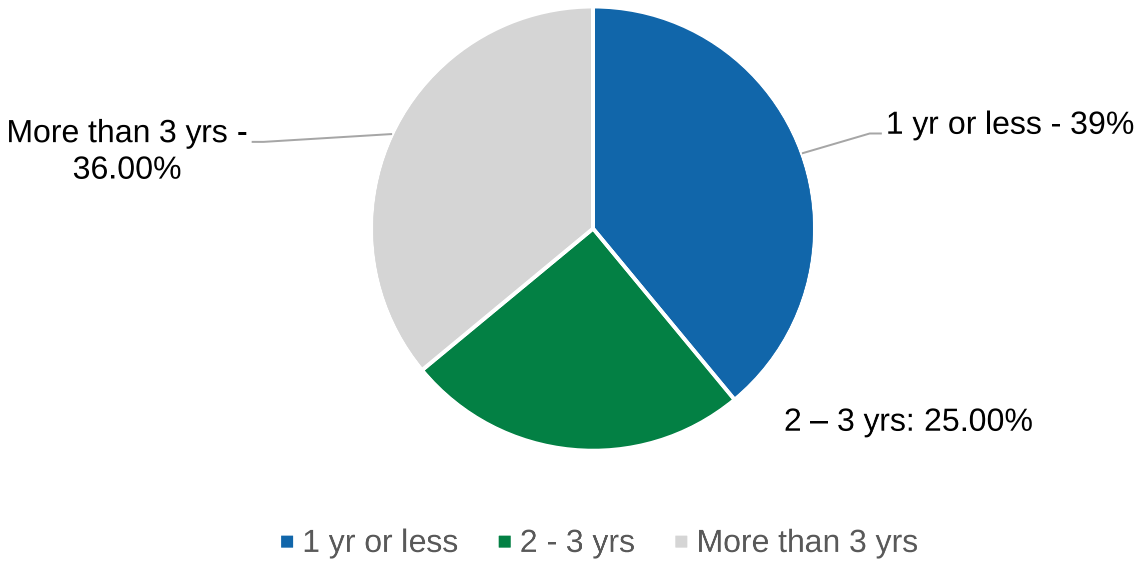
Overview

- Content: 13 questions + additional comments fields

- Categories:
  - Self-Evaluation - constituency, attendance, preparedness, engagement
  - Orientation & Professional Development
  - Meetings - structure, length, tone, mode
  - Documentation and Communication
  - General Comments

Question 1 – Length of Service



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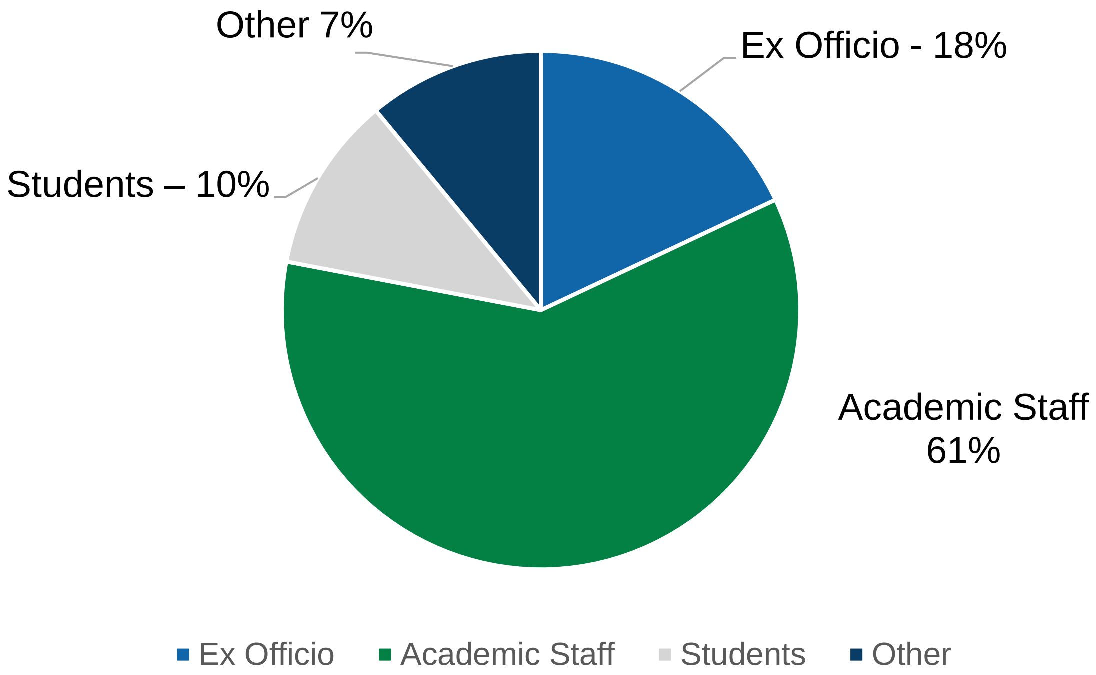
Question 2 – Constituency



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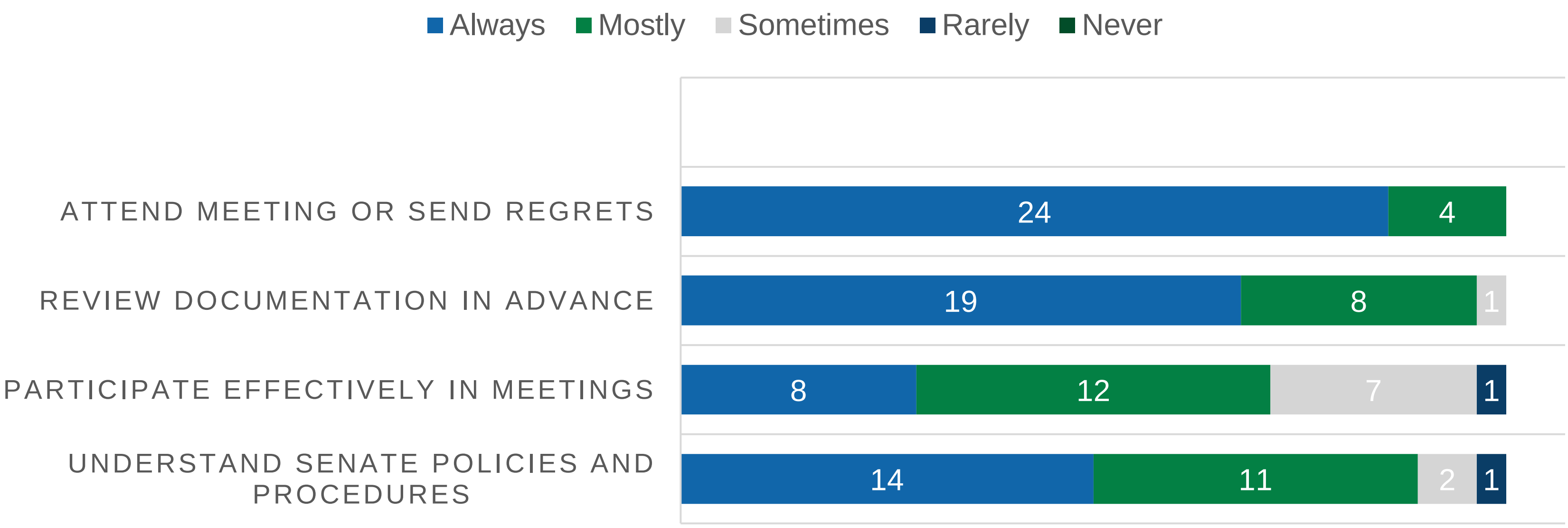
Question 3 – Self-Evaluation



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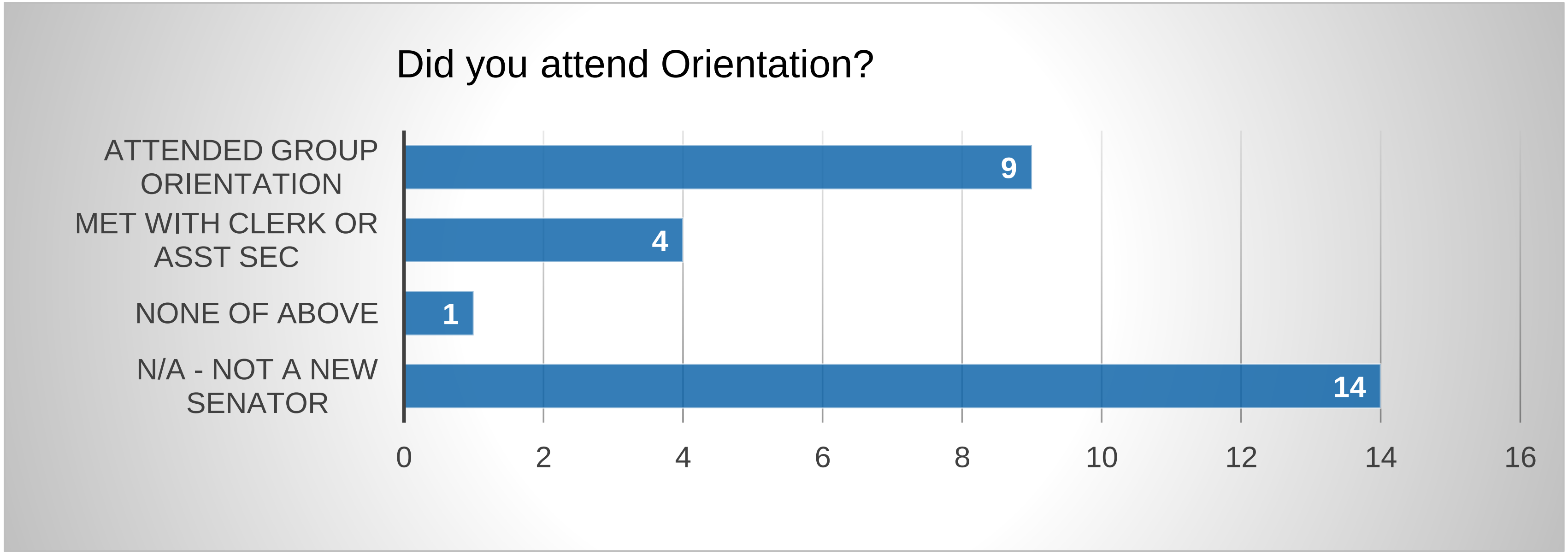
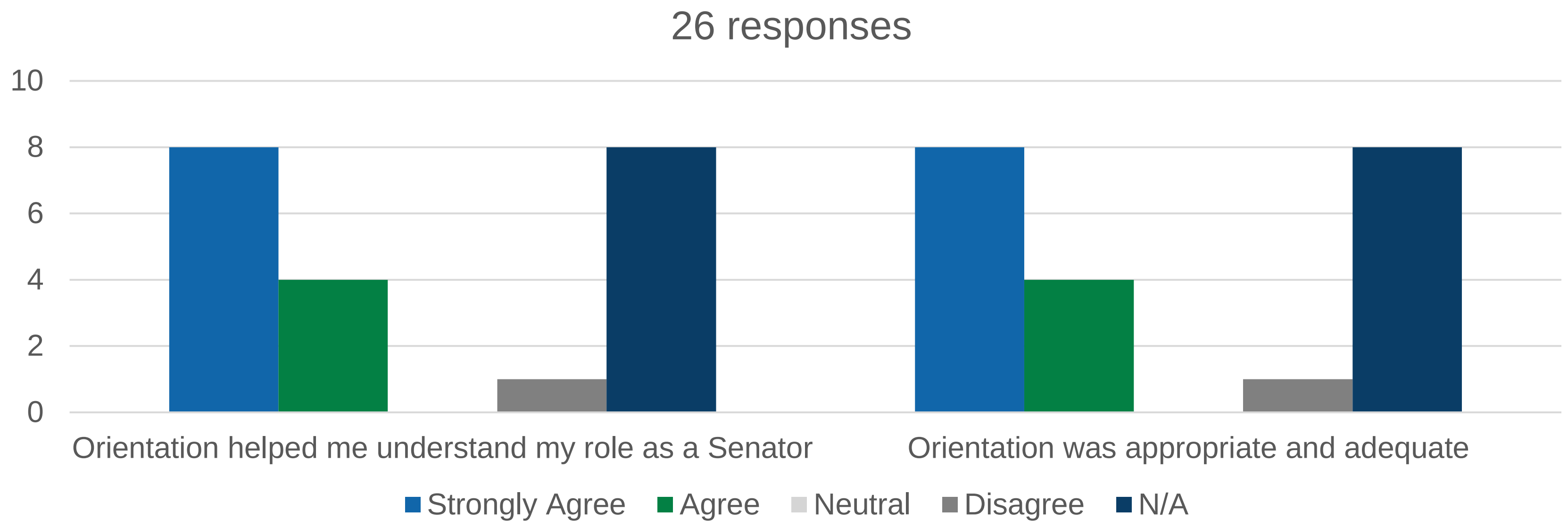
Question 4 – Orientation



Question 5 – Orientation Evaluation



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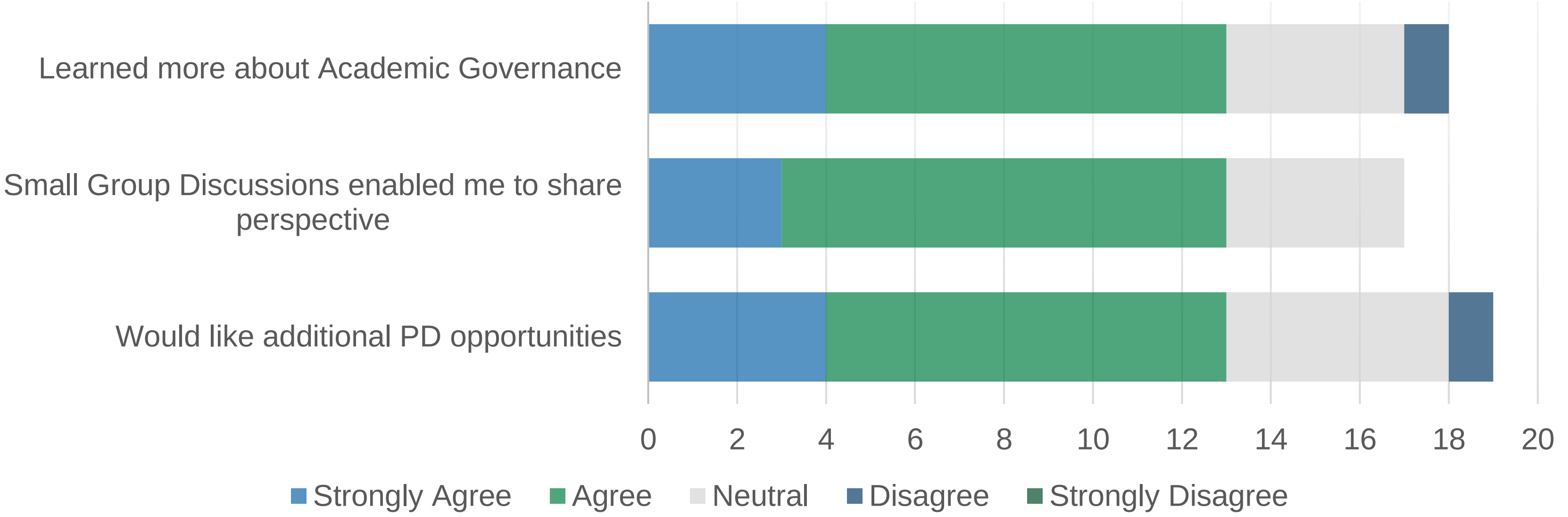
Question 6 – Professional Development (Sept 12)



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Question 7 – Professional Development (Sept 12)

- **<u>Topics of interest for future professional development</u>**:
  - Senate Rules of Order – 33%
  - Work of Standing Committees – 33%
  - Quality Assurance Process – 20%
  - ACE – 8%
  - Other suggestions: AGU, Bylaw, program approval process

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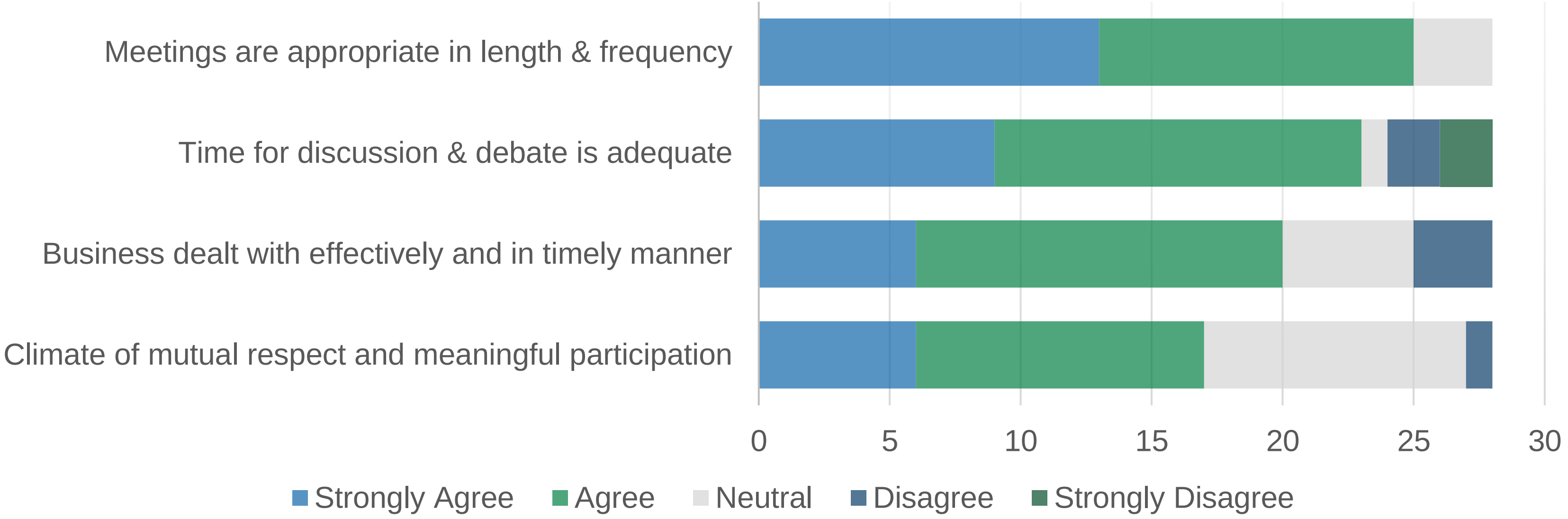
Question 8 – Meetings

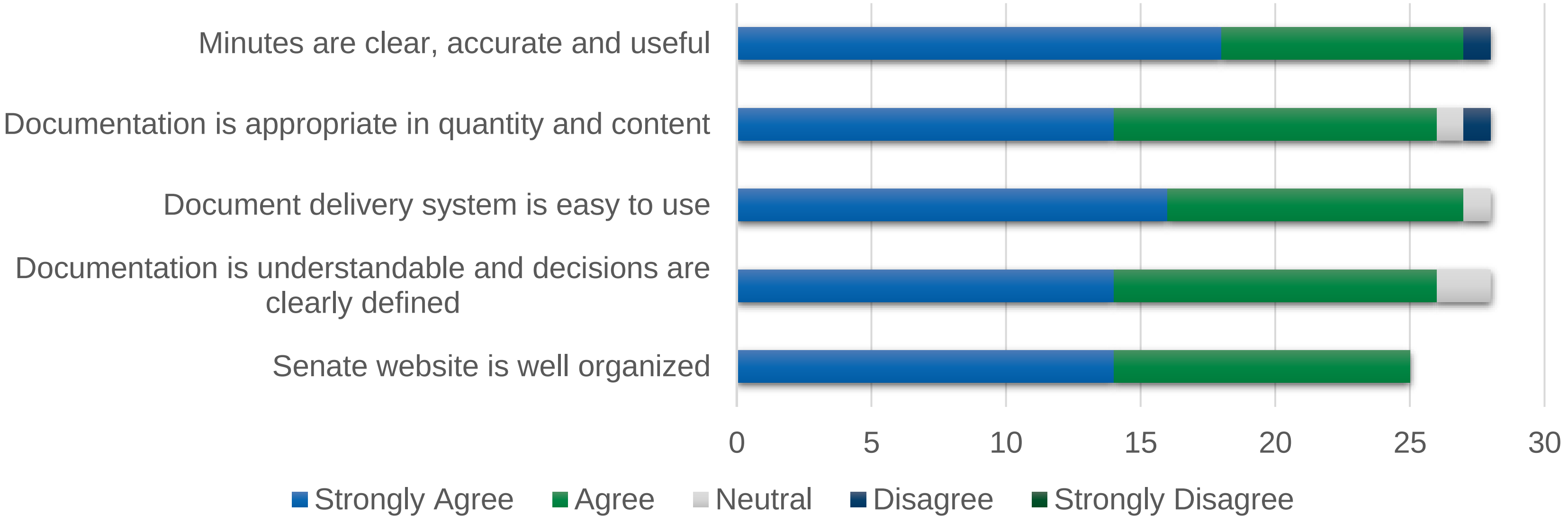


Carleton University

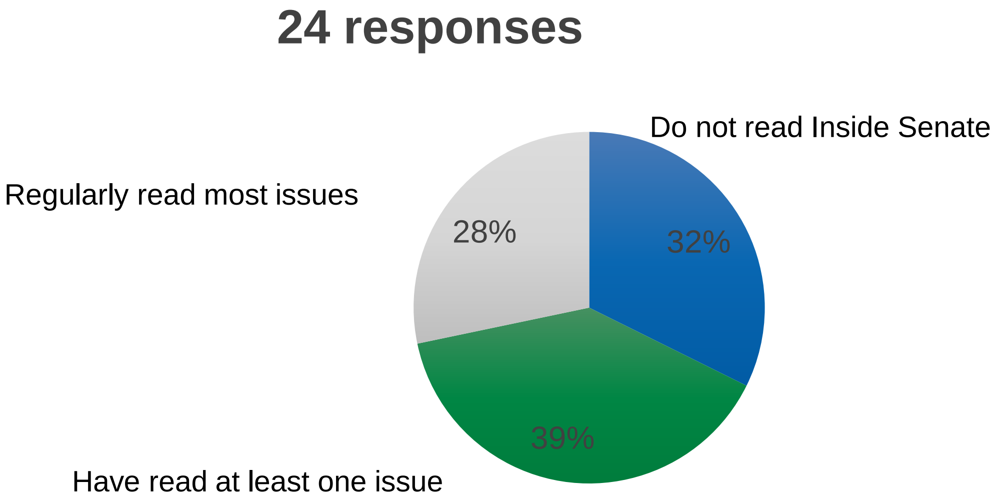
Question 9 – Meetings – Seating Plan

- Like new/alternate seating plan – 33%
- Prefer old seating plan – 33%
- Don’t care either way - 33%

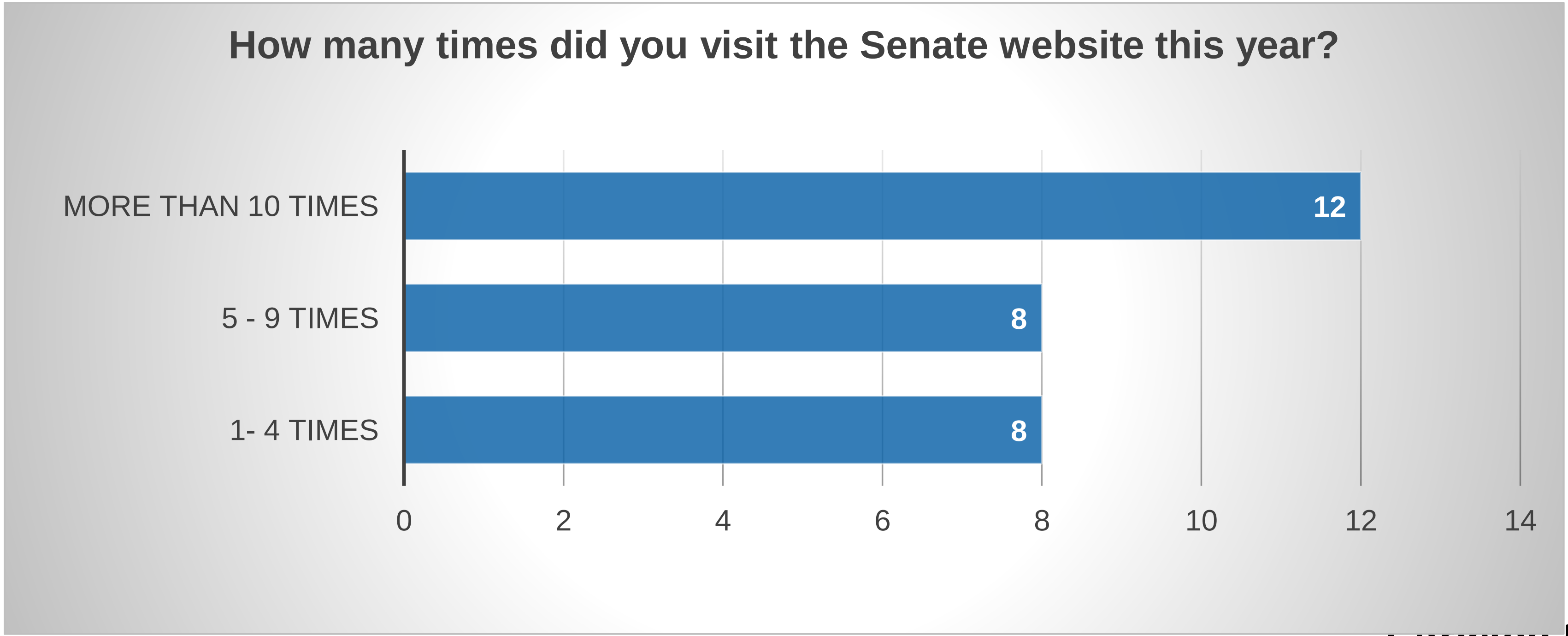
Question 10 – Communications and Documents



Question 11 – Inside Senate



Question 12 – Website



Question 13 – Senate's Strengths

- Efficient running of meetings
- Enthusiasm and engagement of all Senators
- Financial/budget transparency and reporting
- More engaged discussion than in previous years
- Clarification of Question Period process

Question 13 – Observations

- Some Senators object to Senate becoming a “Town Hall” and would like Senate to stick to its purview and to the core business of Senate.
- Other Senators would appreciate a looser structure with more time for open discussion and debate on a wider variety of topics of interest to Senators.
- Some Senators are asking for a more civil discourse, fewer assumptions about motives or intent, and a question period that focuses on Senate business.
- Several Senators asked for fully hybrid meetings year-round while others supported the in-person format.

Suggestions

- Provide extra support for student Senators
- Provide additional opportunities for professional development regarding Rules of Order and the work of Senate Standing Committees

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Office of the Vice-Provost (Academic and Global Learning)

memorandum

DATE: September 11, 2026

TO: Senate

FROM: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning), and Chair, Senate Quality Assurance and Planning Committee

RE: Final Assessment Report and Executive Summary: Joint Graduate Programs in Environmental Engineering

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The purpose of this memorandum is to request that Senate approve the Final Assessment Report and Executive Summary arising from cyclical program review of the joint graduate programs in Environmental Engineering. A joint program with the University of Ottawa being offered through the Ottawa-Carleton Institute for Environmental Engineering.

The request to Senate is based on the recommendation from the Senate Quality Assurance and Planning Committee (SQAPC), which passed the following motion at its meeting of August 26, 2026:

THAT SQAPC recommends to Senate the approval of the Final Assessment Report and Executive Summary arising from the Cyclical Program Review of the joint graduate programs in Environmental Engineering.

As this cyclical program review was led by the University of Ottawa, the Final Assessment Report and Executive Summary is provided pursuant to:

- The Carleton University & University of Ottawa Joint Process Document for Joint Graduate Programs (March 11, 2025) section 5.0 which indicates that "In the case of a joint review, faculty from both institutions will work collaboratively and equally share in the workload of developing one set of process documents. The Institute will follow the timelines, required documentation, and site visit protocol as governed by only the lead institution's IQAP and meet the requirements listed in the Quality Assurance Framework Guide section 5" and that "The Final Assessment Report and Executive Summary (including the implementation/action plan) is drafted and input is received from the Office of the Director, Program Evaluation of and the Office of Academic Programs and Strategic Initiatives. The Final Assessment Report receives the required approval(s) from each institution and once approved is posted to each university website."
- Article 5.4.1. of the provincial Quality Assurance Framework and article 7.2.24 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.24.3 of Carleton's IQAP (passed by Senate in November 2021 and ratified by the Ontario Universities Council on Quality Assurance in April 2022) stipulates that, in approving Final Assessment Report and Executive Summary 'the role of SQAPC 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.'

Any major modifications described in the Implementation Plans, contained within the Final Assessment Reports, are subject to approval by the Senate Committee on Curriculum, Admission, and Studies Policy, the Senate Quality Assurance and Planning Committee (SQAPC) and Senate as outlined in articles 7.4.1 and 5.1 of Carleton's IQAP.

Once approved by Senate, the Final Assessment Report, Executive Summary and Implementation Plan will be forwarded to the Ontario Universities' Council on Quality Assurance and reported to Carleton's Board of Governors for information. The Executive Summary and Implementation Plan will be posted on the website of Carleton University's Office of Academic Programs and Strategic Initiatives and on the website of the University of Ottawa, as required by the provincial Quality Assurance Framework and Carleton's IQAP.

Senate Motion: September 18, 2026

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Program Review of the joint Graduate Programs in Environmental Engineering.

Carleton University | Office of the Vice-Provost (Academic and Global Learning)

memorandum

DATE: September 11, 2026

TO: Senate

FROM: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning)

RE: Suspended program admissions – For information

Programs that have been approved to suspend admissions are being circulated to Senate for information. The requests have been made by the units, approved by the Deans and the Vice-Provost (Academic and Global Learning) and all necessary administrative steps have been taken by Admissions, the Registrar's Office and Graduate Studies (as required).

Unless otherwise indicated, admissions to the programs will be suspended for two admission cycles. The Office of Academic Programs and Strategic Initiatives will be responsible for following up with the units to ensure appropriate action (i.e program reinstatement or closure) is taken.

Any modifications relating to program reinstatement or closure will be brought to Senate for approval.

Suspended admissions for Fall 2027 (Supporting documentation has been provided for information)

Concentration in Chemical Toxicology
Concentration in Nanotechnology

Template for requesting program suspension

MEMORANDUM

To: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning)

From: Dr. Maria DeRosa and Dr. David Amundsen

CC: Dr. David Brock

Date: August 28th, 2026

Subject: Request for Admission suspension to Chemistry with Concentration in Chemical Toxicology

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Rationale

This request to suspend the Bachelor of Science, Honours Chemistry Concentration in Chemical Toxicology is being submitted in conjunction with a request to introduce an Honours Chemistry stream in Environmental Chemistry.

In September 2024, Senate approved changes requiring concentrations and streams to be selected after students' first year of study. This change provides the Chemistry Department with an opportunity to structure its programs so that students can explore their academic interests during their first year and subsequently select a stream that aligns with their academic and career goals.

Currently, students transitioning from the Honours program to a concentration can encounter challenges because the two programs have different core course requirements. Replacing the existing concentration with a stream would provide greater flexibility and facilitate transitions between the Honours program and specialized fields of study. Under the stream structure, students would complete the same core courses required for the Honours degree, with the required stream courses replacing 4000-level choice courses and/or electives.

The proposed Environmental Chemistry Stream will also modernize the curriculum to better reflect developments in the field and evolving industry and employment needs. At the same time, it will provide students with a focused area of study that can support pathways into graduate and professional programs and careers related to materials chemistry.

Timeline

The proposed changes are intended to take effect beginning with the Fall 2027 admission cycle.

Impact

- The Department does not anticipate any adverse academic implications for students currently enrolled in the program. Students will be provided with appropriate advising and information to support them in completing their degree requirements and, where applicable, transitioning to the new stream.

- Students will continue to have access to work-integrated learning and other experiential learning opportunities available through the Department and University. The Department will communicate the proposed changes to relevant stakeholder programs and units to ensure that any necessary adjustments can be implemented seamlessly.
- Advancement will be notified of the program changes. Based on the Department's initial review, there are no known bursaries, awards, or donor-funded programs explicitly tied to the Nanotechnology Concentration. Accordingly, no impact on existing donor programs is anticipated.

Transition plan

- There are currently nine actively enrolled students in the Bachelor of Science, Honours Chemistry, Chemical Toxicology. The courses required to complete the existing concentration will continue to be offered to allow currently enrolled students to complete their program requirements.
- Current students will have the option of remaining in the Chemical Toxicology Concentration and completing the existing program requirements, or, where appropriate, transitioning to the proposed Environmental Chemistry Stream.
- The Department does not anticipate any adverse academic implications for students currently enrolled in the program. Students will be provided with appropriate advising and information to support them in completing their degree requirements and, where applicable, transitioning to the new stream.

Template for requesting program suspension

MEMORANDUM

To: Dr. David J. Hornsby, Vice-Provost (Academic and Global Learning)

From: Dr. Maria DeRosa and Dr. David Amundsen

CC: Dr. David Brock

Date: August 28th, 2026

Subject: Request for Admission suspension to Chemistry with Concentration in Nanotechnology

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Rationale

This request to suspend the Bachelor of Science, Honours Chemistry Concentration in Nanotechnology is being submitted in conjunction with a request to introduce an Honours Chemistry stream in Material Chemistry.

In September 2024, Senate approved changes requiring concentrations and streams to be selected after students' first year of study. This change provides the Chemistry Department with an opportunity to structure its programs so that students can explore their academic interests during their first year and subsequently select a stream that aligns with their academic and career goals.

Currently, students transitioning from the Honours program to a concentration can encounter challenges because the two programs have different core course requirements. Replacing the existing concentration with a stream would provide greater flexibility and facilitate transitions between the Honours program and specialized fields of study. Under the stream structure, students would complete the same core courses required for the Honours degree, with the required stream courses replacing 4000-level choice courses and/or electives.

The proposed Materials Chemistry Stream will also modernize the curriculum to better reflect developments in the field and evolving industry and employment needs. At the same time, it will provide students with a focused area of study that can support pathways into graduate and professional programs and careers related to materials chemistry.

Timeline

The proposed changes are intended to take effect beginning with the Fall 2027 admission cycle.

Impact

- The Department does not anticipate any adverse academic implications for students currently enrolled in the program. Students will be provided with appropriate advising and information to support them in completing their degree requirements and, where applicable, transitioning to the new stream.

- Students will continue to have access to work-integrated learning and other experiential learning opportunities available through the Department and University. The Department will communicate the proposed changes to relevant stakeholder programs and units to ensure that any necessary adjustments can be implemented seamlessly.
- Advancement will be notified of the program changes. Based on the Department's initial review, there are no known bursaries, awards, or donor-funded programs explicitly tied to the Nanotechnology Concentration. Accordingly, no impact on existing donor programs is anticipated.

Transition plan

- There are currently five actively enrolled students in the Bachelor of Science, Honours Chemistry, Concentration in Nanotechnology. The courses required to complete the existing concentration will continue to be offered to allow currently enrolled students to complete their program requirements.
- Current students will have the option of remaining in the Nanotechnology Concentration and completing the existing program requirements, or, where appropriate, transitioning to the proposed Materials Chemistry Stream.
- The Department does not anticipate any adverse academic implications for students currently enrolled in the program. Students will be provided with appropriate advising and information to support them in completing their degree requirements and, where applicable, transitioning to the new stream.

Carleton University

MEMORANDUM

From: Senate Academic Governance Committee
To: Senate
Date: September 18, 2026
Subject: Senate committee ratifications

MOTION: That Senate ratify the nominees for Senate committees, as presented, for service beginning immediately upon approval.

1) Senate Executive Committee
   - Winnie Ye (Faculty member, Senator)
   - Diana Tutkishbayeva (GR student, Senator)
2) Senate Honorary Degrees Committee
   - Lynn Campbell (Retiree representative)
   - Maryam Tse (Alumni representative)
3) Senate Committee on Curriculum, Admissions & Studies Policy (SCCASP)
   - Niall Tate (FED Faculty member)
   - David Amundsen (Science Faculty member)
4) Senate Quality Assurance and Planning Committee (SQAPC)
   - Janet Mantler (FASS Faculty member)

Carleton University

MEMORANDUM

From: Senate Academic Governance Committee
To: Senate
CC: Amanda Goth, University Secretary & Chief Governance Officer
Kathy McKinley, Assistant University Secretary (Senate)
Date: September 18, 2026
Subject: Next Steps Regarding Proposed Revisions to the Academic Integrity Policy

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Background

At its meeting of June 19, 2026, Senate considered proposed revisions to the Academic Integrity Policy. Following discussion, the motion to approve the revisions was defeated. Senate subsequently referred the matter to the Senate Academic Governance Committee (SAGC) and requested that the Committee gather feedback from Senators and provide a recommendation regarding next steps.

Following Senate's referral of the matter to SAGC, Senators were invited to provide feedback on the proposed revisions by August 15, 2026. SAGC reviewed the feedback received at its meeting of September 9, 2026 and discussed potential approaches for moving the matter forward.

Discussion

SAGC's discussion focused primarily on process rather than the substantive content of the proposed policy revisions. Committee members noted that the feedback received from Senators identified a range of perspectives and suggested that further review of the proposed revisions would be beneficial before the matter returns to Senate. The Committee further noted that the feedback included both targeted concerns regarding specific aspects of the proposed revisions and broader suggestions that would represent more significant changes to the University's existing academic integrity framework and administrative practices.

While several possible approaches were discussed, SAGC agreed that a structured review process would provide the most appropriate path forward. SAGC's intent is not to undertake a comprehensive reconsideration of the Academic Integrity Policy as a whole, but rather to ensure that the principal concerns raised during Senate's consideration of the proposed revisions are carefully assessed and addressed, where appropriate, before the matter returns to Senate. The Committee emphasized the importance of ensuring that feedback is considered in a neutral and systematic manner and that appropriate governance and academic bodies have an opportunity to review any revised draft before it is brought back to Senate.

Recommendation

SAGC recommends that Senate approve the process outlined in the motion below for further consideration of the proposed revisions to the Academic Integrity Policy.
Through this process, SAGC seeks to ensure that feedback received from Senators is systematically reviewed and synthesized, with proposed changes evaluated in the context of Carleton University's existing academic integrity framework, governance structure, and institutional practices before any revised policy is brought forward to Senate. The objective of this process is to develop revisions that appropriately address the key concerns identified during Senate's consideration of the proposal while maintaining a coherent and workable policy.

Motion

That Senate approve the following process for further consideration of the proposed revisions to the Academic Integrity Policy:

1. That the University Governance Secretariat, in its neutral administrative role supporting Senate and its committees, review and synthesize the feedback received from Senators regarding the proposed revisions to the Academic Integrity Policy.
2. That the University Governance Secretariat consult the Provost and consider the synthesized feedback in the preparation of any revised policy.
3. That the Senate Committee on Curriculum, Admission, and Studies Policy (SCCASP) be consulted regarding any revised policy.
4. That any revised policy be referred to the Senate Academic Governance Committee (SAGC) for review of governance-related matters.
5. That, following these reviews and consultations, SAGC bring forward any recommended revisions to Senate for consideration.

Senate Executive Committee
June 9, 2026
TEAMS videoconference

MINUTES

Attending: R. Dansereau (Clerk), G. Lacroix, N. Hagigi, D. Hornsby, A. Hurrelmann, P. Rankin, R. Renfroe, W. Tettey (Chair)
Recording Secretary: K. McKinley + A. Goth (attended meeting on behalf of K. McKinley)

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1. **Welcome & Approval of the Agenda**
The meeting was called to order at 10:45 am.

It was **MOVED** (R. Dansereau, R. Renfroe) that the agenda of the meeting of the Senate Executive Committee on June 9, 2026 be approved, as presented.

The motion **PASSED**.

2. **Approval of Senate Executive Committee Minutes – May 19, 2026**

It was **MOVED** (R. Dansereau, P. Rankin) that the Senate Executive Committee approve the minutes of the Senate Executive Committee meeting on May 19, 2026, as presented. The motion **PASSED**.

3. **Review of Senate Minutes (May 29, 2026 – open and closed sessions)**
The minutes of the Senate meeting on May 29 2026 were circulated in advance. There were no changes requested for the Closed Session minutes, but the Chair requested an addition to the end of the section summarizing the budget presentation, on page 12 of the Open Minutes.

4. Draft Senate Agenda – June 19, 2026

A draft Senate agenda for the June 19th Senate meeting was circulated to Senate Executive members in advance. No changes or additions were requested by the committee.

It was **MOVED** (A. Hurrelmann, R. Renfroe) that the Senate Executive Committee approve the proposed agenda for the Senate meeting of June 19, 2026 as presented.
The motion **PASSED**.

5. Late Graduation Approvals

The Registrar's Office submitted a request for late graduation amendments for two Bachelor of Science Honours students. For one student a change of grade received after the degree was awarded increased the overall CGPA to meet the designation of Distinction, and for the other student, the designation of Distinction was not presented when the degree was awarded due to administrative error.

It was **MOVED** (R. Renfroe, A. Hurrelmann) that the Senate Executive Committee approve the late graduation amendments as presented.
The motion **PASSED**.

6. Question Period Submissions

Two questions were submitted for consideration by the Senate Executive Committee. The first question was related to changes announced at the previous Senate meeting to deferred exam rules for students with a chronic illness. The committee noted that the rule in question passed by Senate in May was limited in scope to conditions of early departure from a final examination. The University Secretary agreed to contact the Senator to clarify if the question relates to deferrals in general for students with chronic illnesses or just this specific rule as discussed at the last Senate meeting.

The second question was related to the Task Force on Community Healing, Rebuilding and Belonging (CHRB). Since there is no duty to report to Senate on the Task Force's activities, Senate Executive members agreed that it should not be included in the binder. However, the Chair agreed to provide an update on the Task Force under "Chair's Remarks".

The committee then discussed a concern raised by a Senator regarding the manner in which Question Period discussions and decisions at Senate Executive Committee meetings are being minuted. The committee agreed that moving forward, a summary of each question submitted will be provided, and if the decision is not to include the question in the binder, the minutes will indicate why, and how the question is being referred, if applicable.

7. **Other Business**
   No other business was identified.

8. **Adjournment** – The meeting was adjourned at 11:45 am.

Senate Student Academic Integrity Appeals Committee

Annual Report for July 1, 2025 – June 30, 2026

Prepared by: Rob Langlois (2026/2027 Chair) & Karla Creech (Secretary)
September 10, 2026

Carleton University

The Senate of Carleton University
Attn: Richard Dansereau, Clerk of Senate
Re: Senate Student Academic Integrity Appeal Committee Report for 01 July 2025 to 30 June 2026

Dear Senators,

The Carleton University Academic Integrity Policy (the Policy) applies to all students enrolled at Carleton University. The Policy sets out Carleton University's commitment to honesty and integrity in scholarship, and provides the framework within which students, faculty, and staff are guided and held accountable for academic integrity. Instructors refer cases of suspected violations of the Policy to the appropriate Faculty Deans and/or Associate Deans who, after communicating with the student either in writing or through an interactive meeting, make decisions about whether the Policy has been violated. The Deans, with the Provost in some cases, impose appropriate sanctions. Students can appeal these decisions to the Senate Student Academic Integrity Appeals Committee (SSAIAC).

SSAIAC is composed of faculty members and students from across the University. The 2025/2026 committee was chaired by Cristina Ruiz Martin, with Jean Daudelin, Sana Mohsni, Hassan Bashir and Beth Hughes serving as the faculty representatives. The student representatives were Summer Debus and Katelyn Vezina. The committee met 9 times in the reporting period and considered 58 appeals (see Table 6). Most meetings were conducted using Zoom or Microsoft Teams; however, the June 2026 meeting was an e-poll as the committee was unable to find a suitable time to meet but had cases to review. All the committee members participated in review of the appeals and put a great deal of effort into thoroughly reviewing each appeal to ensure that the Policy is interpreted and applied in a consistent and equitable fashion.

The Registrar's Office acts as the repository of records under the Policy and provides advice to students about the appeals process. Karla Creech, Assistant Registrar, Central Academic Records and Undergraduate Appeals Secretariat, aided students through the appeals process, gathered information as needed and prepared the files. In addition, the University Ombuds office assisted students with the process, and their contributions are greatly appreciated.

Statistics

The overall volume of policy violations was up this year by 31.6%. Table 1 shows the breakdown of violations by faculty. Engineering and Design numbers are inflated as they cleared out years worth of backlog from the Fall 2023-current terms. Science appears to have significantly cut their violations this past year. Sprott's increase is mostly due to Graduate level violations as they had only 1 graduate level violation in the 2024/2025 year but 22 in this 2025/2026 year.

TABLE 1: Violations by Faculty

Faculty	Violations 2024/2025	Percent of Total	Violations 2025/2026	Percent of Total	Percent Change
Science	216	44.1%	109	16.90%	-27.20%
Engineering and Design	40	8.1%	229	35.50%	27.40%
Arts and Social Sciences	119	24.3%	166	25.90%	1.60%
Public and Global Affairs	87	17.8%	73	11.50%	-6.30%
Sprott School of Business	28	5.7%	55	10.20%	4.50%
Total	490	100%	645	100%	0%

Table 2 provides a breakdown of violations by year of study. It shows that first, second and third year violations appear to be down while fourth year and graduate level violations are up. This year, 83 of the 192 fourth year violations were in Engineering, so we can assume that while Engineering & Design was catching up, the violations were logged as fourth year students; however, the violation may have occurred in second or third year.

TABLE 2: Violations by Year Standing

Year of Standing	Violations 2024/2025	Percent of Total	Violations 2025/2026	Percent of Total	Percent change
First Year	33	6.7%	31	4.81%	-1.89%
Second Year	134	27.4%	122	18.91%	-8.49%
Third Year	193	39.4%	237	36.74%	-2.66%
Fourth Year	104	21.2%	192	29.77%	8.57%
Graduate Level	17	3.5%	52	8.06%	4.56%
Non-Degree (SPEC)	9	1.8%	11	1.71%	-0.09%
Total	490	100%	645	100%	0%

Table 3 displays the violations by category. The total number is up 33.7% compared with last year. The most common offences are Plagiarism and Tests and Examinations. Tests and Examinations saw the biggest increase, just as it did last year and we know examination violations are on the rise and a large topic of discussion amongst the Associate Deans. The large increase in Plagiarism violations is partially attributed to the availability or artificial intelligence tools that provide an easy-access source to plagiarize from. The total number of violations is higher than the total number of cases in Tables 1 and 2 because some violations included multiple categories.

TABLE 3: Violations by Category

Types of Violation	Violations 2024/2025	Percent of Total	Violations 2025/2026	Percent of Total	Percent Change
Assisting in Violations of AI Standards	0	0.0%	0	0.0%	0.0%
Disruption of Classroom Activities	0	0.0%	0	0.0%	0.0%
Impersonation	0	0.0%	0	0.0%	0.0%
Improper Access	15	2.9%	3	0.45%	-2.45%
Improper Dissemination	1	0.2%	0	0.0%	-0.20%
Misrepresentation	34	6.7%	44	6.60%	-0.10%
Obstruction and Interference	0	0.0%	0	0.0%	0.0%
Other	10	2.0%	5	0.75%	-1.25%
Plagiarism	215	42.2%	302	45.28%	3.08%
Tests and Examinations	113	22.2%	221	33.13%	10.93%
Unauthorized Cooperation or Collaboration	121	23.8%	91	13.64%	-10.16%
Unauthorized Resubmission of Work	0	0.0%	1	0.15%	0.15%
Witholding Academic Records	0	0.0%	0	0.0%	0.0%
Total	499		667		33.67%

Table 4, listing the number of offences, is consistent with the rest of the data, in general, showing that violations are up.

TABLE 4: Number of offences

AI Violations	Offenders 2024/2025	Offenders 2025/2026
First Violation	413	552
Second Violation	60	77
Third Violation	5	8
Fourth Violation	8	2
Fifth Violation	1	1
No Violation – Just a Warning	3	5

Table 5 displays sanctions for all logged offences. Many cases involve multiple sanctions, which is why the below table shows more sanctions than cases for both the 2024/2025 and 2025/2026 years. All sanctions are logged first with "Written Reprimand" and then the additional sanctions given. All students are given their sanction in the form of a formal letter.

TABLE 5: Violations by Sanction

Sanction	2024/2025	2025/2026
A Written Reprimand	490	645
Requirement to remain registered in course in which violation occurred	36	1
Completion of a remediation process	116	52
Resubmission of the piece of academic work in which the violation was committed, for evaluation with or without a grade penalty	7	10
Assignment of a reduced grade or a grade of zero for the work in which the violation was committed	422	530
Assignment of a reduction of the final grade in the course	111	210
Assignment of a grade of failure (F) for the course	54	48
Restitution of costs incurred by the University as a result of the violation of this policy	0	0
Withdrawal from the course	0	1
An additional requirement of a maximum of 1.0 credit added to the student's program of studies	0	2
Registration limited to a specified number of credits per term	0	0
Suspension for up to three (3) terms	11	9
Recommendation to the Provost that a student be suspended for more than three terms	1	1
Recommendation to the Provost that the student be expelled from the University	0	2
Recommendation to the Provost for rescission or suspension of one or more degrees, diplomas or certificates obtained by any student	0	0
Recommendation that a notation be added to the student's transcript	0	2
Additional Course Work	32	11
Other (usually if AI workshop not complete there will be further penalty)	100	117

Table 6 tabulates the student-claimed bases for the 2025/2026 appeals. Note that the sum of these exceeds the total number of appeals because students often appeal on more than one basis.

TABLE 6: AI Appeals

Meeting	Number of Appeals	Claiming Error of Fact	Claiming Error of Process	Claiming Sanction was Inappropriate
September 2025	1	1	0	0
October 2025	2	2	1	0
December 2025	3	3	1	2
January 2026	6	4	0	3
February 2026	12	7	5	9
March 2026	7	4	0	3
April 2026	7	5	2	7
May 2026	9	7	2	7
June 2026	11	8	6	8
Total	**58**	**41**	**17**	**39**

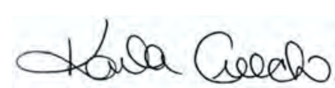
AI Appeal Results:

The committee heard 58 appeals. Of these, 51 were denied, 1 was approved, 5 were partially approved and in 1 case the committee asked the Associate Dean to issue a clearer decision letter. Of the 5 partially approved appeals, 4 were partially approved on the basis that the sanction was deemed inappropriate, and 1 was partially approved due to an error in process. The committee received 22 student requests for oral hearings in conjunction with their appeals. All 22 requests were denied, as the committee determined that no additional information was required to reach a decision.

Of the 5 partially approved appeals, 3 were from the Faculty of Science, 1 was from the Sprott School of Business (at the graduate level) and 1 was from the Faculty of Arts and Social Sciences. The appeal for which the committee requested a clearer decision letter was from the Sprott School of Business (graduate level). The approved appeal originated from the Faculty of Arts and Social Sciences.

Moving forward, the committee will track Academic Integrity Appeals by Faculty more closely.

Best regards,



Robert Langlois, Chair, SSAIAC

Karla Creech, Secretary, SSAIAC

2025-26 Report to Senate
(July 1, 2025- June 30, 2026)
The Senate Undergraduate Studies Committee

I. Introduction:

The Senate Undergraduate Studies Committee (SUSC) is charged with hearing undergraduate petitions and appeals relating to University-wide regulations. It has representatives from each of five Faculties: Engineering & Design, Arts and Social Sciences, Business, Science, and Public and Global Affairs. The Information Technology program will also attend the meetings upon request, if issues arise related to the joint program with Algonquin College. We have established quorum as three of five representatives (or their alternates) plus the Chair and, in exceptional circumstances, quorum requires that the representative from the petitioning student's Faculty be present when a case is decided. Meetings are held the 2nd and 4th Tuesday of the month and are held 12 months of the year. Once guidelines are established by the Senate Undergraduate Studies Committee, the Undergraduate Appeals Secretariat will make decisions on petitions following that direction.

II. Summary

The SUSC primarily hears cases denied by the Undergraduate Appeals Secretariat (Registrar's Office) and appealed by the student. The committee also hears cases that the Undergraduate Appeals Secretariat seeks guidance on, especially when new regulations are introduced. On rare occasions, student appeals of cases denied by the Faculty Committees on Admissions and Studies (CASs) are brought to the committee however, these are rare and there were none for this time period. Considering Accreditation requirements, the Committee of Admissions and Studies in the Faculty of Engineering makes final decisions for students in Engineering.

The focus on this report will be those decisions by the SUSC and the Engineering Committee on Admissions and Studies, with a summary of petition decisions made in the Secretariat based on the guidelines established by the SUSC and those presented to other Committees of Admissions and Studies.

The total number of petitions and appeals for 2025-26 academic year was 1670. The number of cases heard by the Senate Undergraduate Studies Committee was 71 or approximately 4% of that total.

Considering Accreditation requirements and regulations specific to that program, the Committee of Admissions and Studies in the Faculty of Engineering reviews and makes final decisions on petitions for almost all students in accredited Engineering programs. That Committee reviewed 209 cases or approximately 13% of the 1670 total number of petitions.

III. Statistics

Decisions by the Senate Undergraduate Studies Committee

The Senate Undergraduate Studies Committee (SUSC) makes decisions about student petitions and appeals regarding undergraduate academic regulations. Decisions on petitions are made by the staff in the Secretariat based on guidelines established by SUSC or they are made by the Committee. When new regulations are introduced (e.g., Academic Continuation Evaluation, first year grading policy, etc.) the Committee will hear cases related to exceptions to those regulations until guidelines are established.

	2025-26 Total	SUSC 2025-26	SUSC 2024-25	SUSC 2023-24
Deferrals	142	5	4	7
Missed Deferrals	129	9	13	11
Late Registration	380	2	10	16
Overloads	434	6	10	4
Academic Withdrawals	430	36	41	63
Missed Deadline to Petition	63	11	10	16
Other	92	2	0	1
	1670	71	88	118

Decisions by the Committee on Admissions and Studies, Faculty of Engineering (ENG CAS)

Considering Accreditation requirements and regulations specific to the Engineering program, the Committee of Admissions and Studies in the Faculty of Engineering reviews and makes final decisions on petitions for almost all students in accredited Engineering programs. (Petitions from students in Industrial Design and Bachelor of Information Technology are considered by SUSC.) There are a few exceptions where the Undergraduate Appeals Secretariat will make decisions in line with SUSC guidelines as directed by the ENG CAS, such as for late registration.

	2025-26 Total	ENG CAS 2025-26	ENG CAS 2024-25	ENG CAS 2023-24
Deferrals	142	9	13	11
Missed Deferrals	129	27	35	34
Late Registration	380	7 *	111	103
Overloads	434	16	19	10
Academic Withdrawals	430	97	103	102
Missed Deadline to Petition	63	2	2	0
Other	92	51	90	52
	1670	209	373	312

* As a result of a change in the submission process for petitions for late registration (now submitted through the Student Affairs Registrations Management System), the number of late registration petitions previously reported by the Faculty of Engineering and Design will now fall within the total number reported by the Undergraduate Appeals Secretariat in the Registrar's Office. This change is consistent with how all other faculties across campus collaborate with the Registrar's Office regarding petitions for late registration.

Decisions by the Committees on Admissions and Studies

Aside from Engineering, the CAS/JCAS Committees hear petitions and establish guidelines for Faculty-specific regulations, such as breadth. The Joint Committee on Admissions and Studies for the Faculties of Arts and Social Science and Public and Global Affairs heard 1 case relating to a request to waive a credit requirement.

2025-26 Petitions in Total

The Undergraduate Appeals Secretariat (UAS) makes decisions on petitions based on guidelines established by the Senate Undergraduate Studies Committee and at the direction of the Engineering Committee of Admissions and Studies. Totals for the previous two years are provided for comparison. Overall, the number of requests decreased by roughly 10 percent.

	2025-26 Total	SUSC	ENG CAS	OTHER CAS/JCAS	UAS	2024-25 Total	2023-24 Total
Deferrals	142	5	9	0	128	220	239
Missed Deferrals	129	9	27	0	93	137	140
Late Registration	380	2	7	0	371	566	535
Overloads	434	6	16	0	412	425	357
Academic Withdrawals	430	36	97	0	297	409	458
Missed Deadline to Petition	63	11	2	0	50	61	63
Other	92	2	51	1	38	111	79
	1670	71	209	1	1389	1929	1871

Senate Committee on Student Awards
Annual Report 2025-2026

This report is being submitted on behalf of the 2025-2026 Chair of the Senate Committee on Student Awards, Professor Nadiya Slobodenyuk**.**

Committee Membership (2025-2026)

- Prof. Nadiya Slobodenyuk, FASS (Chair)
- Prof. Hamza Abo El Ella, Engineering
- Prof. Lisa Mills, FPGA
- Prof. David Sabatino, Science
- Prof. Rowland Few, Sprott
- Prof. Onita Basu, Associate Vice-Provost, Graduate Awards & Professional Development
- James Moretton, Director, Awards & Financial Aid (Secretary)
- Jonathan Lee, designated by the Vice-President (People, Finance, and Operations)
- Elizabeth DiSabato, designated by the Chief Advancement Officer (University Advancement)
- Jacky Chan, undergraduate student
- Gerardo Maldonado Jimenez, undergraduate student

Responsibilities

- To review and approve the terms of proposed undergraduate and graduate scholarships, awards and bursary funds;
- To consider and recommend guidelines and policies for the establishing and awarding of such scholarships, awards and bursary funds;
- To provide an annual summary report on committee activity for information, and to report regularly to Senate on new undergraduate and graduate awards and other relevant matters;
- To initiate and recommend studies pertinent to the scholarship and bursary programs of the University;
- Upon request, to review decisions relating to the administration of the scholarship and bursary programs; and
- To convene an annual selection panel to determine the recipients of undergraduate prestige entrance awards. In accordance with Sections 9.5 and 13.2 of the AGU, student committee members will not participate in any meetings that involve a review of student files.

2025/2026 Committee Activities

Meetings

For the 2025/2026 academic year, the full Committee met only once due to the retirement of the previous Director of Awards & Financial Aid and a gap before a replacement was hired.

At the meeting, the Committee:

- Introduced new members, orienting the membership with procedures and responsibilities of the Committee.
- The activities of the 2024/2025 Committee were reviewed.
- The New terms of reference for the Committee were discussed. Principal change being the direct inclusion of graduate awards to the purview of the Committee and the inclusion of the Associate Vice-Provost, Graduate Awards & Professional Development to the Committee's membership.

- The 2027-2028 Undergraduate scholarship grid was reviewed. The Committee sought and received clarification on the intent and impact of the changes.
- New and changed awards for the 2025/2026 year were reviewed and approved – the Committee reviewed and approved the terms of reference for 18 new awards. The composition of the new awards were a mixture of scholarships and bursaries as follows:

Entrance Scholarship - Endowed	n/a	Bursary – Endowed	3
Entrance Scholarship - Donor	n/a	Bursary – Donor	6
In Course Scholarship - Endowed	n/a		
In Course Scholarship - Donor	n/a		
Dept Scholarship - Endowed	2		
Dept Scholarship - Donor	7		
Total new Scholarships	**9**	**Total new Bursaries**	**9**

- The Committee arranged a sub-Committee for the purposes of adjudication of the 2026 Prestige Entrance scholarship.
- The Committee agreed to perform a review the 2027 Prestige application questions prior to the beginning of the 2027 recruitment cycle.

Reviews of Administration of Scholarships/Bursaries

In the 2025/26 academic year, the Committee did not review any decisions related to the administration of the scholarship and bursary programs.

Prestige Scholarship Adjudication

In April 2026, the Prestige sub-committee adjudicated applications for the following Prestige Scholarships:

#	Award Name	Annual Award Amount per recipient
10	Chancellor’s Scholarships	$8,000
7	Richard Lewar Entrance Scholarships	$6,500 first year, $5,000 thereafter
3	Carleton University Scholarships of Excellence	$5,000
2	Carleton University Shad Valley Scholarships of Excellence	$5,000
1	Jay Woo Family and CAA Scholarship	$5,000
1	Riordon Scholarship	Full Tuition
1	Collins Prestige Scholarship	Full Tuition

625 applications were received during the application period. Applications from candidates who met all eligibility criteria (admissions average, leadership, community service and extra-curricular activities) were selected to be reviewed by the sub-Committee. sub-Committee members independently evaluated and scored scholarship applications.

The sub-Committee met on April 30, 2026, to finalize and select 25 Prestige scholarship winners for the Fall 2026 Admission cycle. Winners were notified by phone and email by members of the sub-Committee and Awards office staff.

2025-2026 Academic Year Impact

For the 2025-2026 academic year, $26.5 million in University-administered scholarships and bursaries were awarded to Undergraduate students.

NEW AWARDS AND CHANGES TO AWARDS
REVIEWED BY SENATE COMMITTEE ON UNDERGRADUATE STUDENT AWARDS (March 2026)

Award Name	Type	Source	Award Terms
Pride Capital Volleyball Award	Scholarship Dept.	Donor	Value $1,000. Awarded annually on the recommendation of the Associate Vice-President, Student Affairs and Student Life to an undergraduate 2SLGBTQ+ student who is enrolled in any program of study and is participating in a sports program. Preference will be for a student participating in a Carleton University sports program. Application is required. Established in 2024 by Pride Capital Volleyball.
Gladie McQueen Bursary	Bursary	Endowed	Awarded annually to one or more students with a permanent disability in demonstrated financial need who are entering or proceeding in any program of study at Carleton University. Preference will be given to students who identify as women. Endowed in 2024 by the estate of Gladie McQueen, BA/06, who believed strongly that you should never let anyone tell you that you cannot achieve your dreams and goals in life.
Archibald William McQueen Undergraduate Bursary	Bursary	Endowed	Awarded annually to undergraduate students who identify as a woman and are entering or proceeding in any program of study at Carleton University. Eligible recipients will be in demonstrated financial need. Endowed in 2024 by the estate of Gladie McQueen, BA/06, in loving memory of her father Archibald (Archie) William McQueen, who inspired her to never give up her dreams.
Dr. Alexander Law Bursary for Travel Entries into Architecture and Urbanism	Bursary Dept.	Donor	Minimum value $500. Awarded annually to undergraduate and graduate students in demonstrated financial need who are continuing in a degree program within the Azrieli School of Architecture and Urbanism and who are participating in travel as part of the Directed Studies Abroad or Global Studios programs. Established in 2024 by Dr. Alexander Law in memory of Professor Greg Andonian.
GHD Foundation Bursary for Women in Environmental Engineering	Bursary	Donor	Value $1,500. Awarded annually to undergraduate students in demonstrated financial need who identify as women and are continuing in a Bachelor of Engineering degree in Environmental Engineering. Eligible recipients must be Canadian Citizens or permanent residents of Canada. Established in 2024 by the GHD Foundation
C.J. Scott Memorial Award in International Relations and Diplomacy	Scholarship Dept.	Donor	Value $1,000. Awarded annually on the recommendation of the Associate Dean (Equity and Inclusion) of the Faculty of Public and Global Affairs to a Black undergraduate student entering or continuing in any degree program within the Faculty of Public and Global Affairs. Recipients must demonstrate financial need and an interest in diplomacy, political economy, international relations and/or political science. Application is required. Established in 2025 by Nadia Theodore BA/02, MA/04 in memory of her colleague and former Canadian diplomat Collenette Jonelle (C.J.) Scott.
CJIIC Graduation Award	Scholarship Dept.	Donor	Value $3,000. Awarded annually, on the recommendation of the Director of the Certificate in Journalism in Indigenous Communities (CJIIC) program to outstanding students who have successfully completed the CJIIC program. Eligible students will have fully participated in all aspects of the CJIIC program and are taking next steps of their journalism journey or proceeding into a program of full-time or part-time study at Carleton University during the following academic year. Established in 2025.
Catherine Normandin Memorial Bursary in French	Bursary	Donor	Value $1,000. Awarded annually to undergraduate students in demonstrated financial need who are entering or continuing in a Bachelor of Arts in French. Established in 2025 by Kaitlin Normandin BHum/10 and Rene Normandin BA/72 in loving memory of Catherine Normandin BA/70.

CJIIC Land Acknowledgement Award	Scholarship Dept.	Donor	Valued at tuition. Awarded annually, on the recommendation of the Director of the Certificate in Journalism in Indigenous Communities (CJIIC) program to students entering the CJIIC program from the Algonquins of Pikwàkanagàn First Nation, Kitigan Zibi Anishinabeg First Nation, and the Mohawk Nation of Akwesasne will be selected for the award. Application required. Established in 2025 in recognition that Carleton University is located on the unceded territory of the Algonquin Nation.
Paul Bregman Family Student Experience Award	Bursary Dept.	Endowed	Value $4,000. Awarded annually on the recommendation of the Director, Student Life to current Carleton University undergraduate students in order to offset the cost of experiential learning opportunities. Eligible recipients will demonstrate a passion for intercultural learning, be attending a conference, workshop, or learning opportunity and demonstrate leadership experience. Application is required. Endowed in 2017 by Mr. Paul Bregman and family in recognition of their belief in the importance of student travel and the exchange of ideas through conference attendance. Revised 2025.
Barrett/Fleming Community Involvement Awards	Scholarship Dept.	Endowed	Awarded annually on the recommendation of the Director, Student Life to current full-time, or part-time undergraduate students enrolled in any program of study at Carleton University who demonstrate student community service. A minimum of two awards will be given annually - one to recognize service within the campus community, and one to recognize service in the broader community. Consideration will be given to the depth of involvement, level of responsibility, impact on the Carleton community/impact on the external community and demonstrated personal growth of the individual. Application is required. Endowed in 2021 by Nancy Fleming (Barrett) BA/75 and the late James Fleming BA/77. Revised 2025
Queenie Dorothea Commanda Archibald Bursary for Indigenous Students	Bursary	Endowed	Awarded annually to Indigenous students in demonstrated financial need who are entering or continuing in any undergraduate degree of study at Carleton University. Preference will be given to students in the Bachelor of Science in Nursing or Bachelor of Social Work. Endowed in 2025 by Lauralee Archibald BA/95, BSW/19, MSW/21 in honour of her mother Queenie Dorothea Commanda Archibald, a residential school survivor, registered nurse and advocate for Indigenous healing.
Chloe Graf Memorial Scholarship	Scholarship Dept.	Endowed	Awarded annually to an outstanding undergraduate student enrolled in the History program and an outstanding undergraduate student enrolled in the Women’s and Gender Studies program proceeding from one year to another. Preference will be given to students with a permanent disability who are registered with the Paul Menton Centre. Endowed in 2020 in loving memory of Chloe Graf by her family to honour her passion for learning. Chloe was enrolled in the History program and received the John and Carol Strong Book Prize for outstanding writing. Chloe was a life-long advocate for the rights of the disabled, those of the LGBTQ community and women's rights.
Nokia Canada Future Forward Bursary	Bursary	Donor	Up to $5,000. Awarded annually to undergraduate students in demonstrated financial need who are entering or proceeding from one year to another in a STEM program related to telecommunications. Eligible recipients will be part of one or more of the following equity deserving groups: students who identify as women, students who are Indigenous, racialized students, students with disabilities, students who identify as 2SLGBTQIA+. Application is required. Established in 2025 by Nokia Canada Inc
Nokia Canada STEM Stars Scholarship	Scholarship Dept.	Donor	Value $5,000. Three scholarships, awarded annually to outstanding undergraduate students who are entering or proceeding from one year to another in a STEM program related to telecommunications. Eligible recipients will be part of one or more of the following equity deserving groups: students who identify as women, students who are Indigenous, racialized students, students with disabilities, students who identify as 2SLGBTQIA+. Application is required. Established in 2025 by Nokia Canada Inc

CBC Indigenous Award	Scholarship Dept.	Donor	Valued at tuition. Awarded annually, on the recommendation of the Director of the Certificate in Journalism in Indigenous Communities (CJIIC) program to a student entering the CJIIC program who resides in the Northwest Territories or Nunavut. Application is required. Established in 2025 by CBC
Nunatsiaq News Award	Bursary	Donor	Value $5,000. Award annually to Inuit students from Nunavut or Nunavik who are entering or continuing in a Bachelor of Journalism or Bachelor of Journalism and Humanities degree who are in demonstrated financial need. Established in 2025 by Nunatsiaq News
ESP Support Award	Scholarship Dept.	Donor	Value $1,000. Awarded annually on the recommendation of the Director of the Centre for Initiatives in Education to an outstanding student enrolled in the Enriched Support Program (ESP). Eligible recipients will have received at least a B average overall in three courses during the first and/or second year of the ESP and 80% attendance in two ESP workshops and a First Year Seminar (FYS). Established by John Connolly and Nathalie O'Neil for grandsons, Devin, Kiran, Ezra, Finn and Téo.
CHANGES TO EXISTING AWARDS			

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July 15, 2026

Dear Prof. Dansereau, Clerk of Senate,

In 2025-26, I served as Chair of the Graduate Student Appeals Committee.

During this academic year, the committee considered two appeals:

- an appeal from a student in the NPSIA PhD program (appealing mandatory withdrawal); denied
- an appeal from a student in the MBA program (appealing mandatory withdrawal); granted

In each case, the committee deliberated and came to a consensus.

We also had an appeal from a student in the MBA program, but this was put on hold because of missed steps in the petition process. The student didn't follow up with GSAC.

Renée De Laire's assistance in this process has been indispensable. In reviewing the process for this committee, Renée and I have proposed some revisions that will improve the decision-making process for GSAC members and that will clarify the roles and responsibilities of the Secretary and Chair. We met with you, Richard, as well as members of Graduate Studies, in March 2026, to discuss our recommendations. We sent these to you following our discussion, and they've been earmarked for follow-up once the *Policy on Petitions and Appeals* is finalized.

Please let me know if you have questions.

All the best,

Jody Mason
Professor, Department of English
jody.mason@carleton.ca

Senate Annual Report

July 2025 - June 2026

Carleton University

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Carleton University Senate: Year in Review

Throughout the 2025–26 academic year, Carleton University's Senate continued to serve as a forum for thoughtful discussion, academic leadership, and shared decision-making. Senators considered a broad range of matters affecting students, faculty, and the university community, from academic policy and curriculum development to strategic planning and governance renewal. The year included Senate's first Academic Governance Workshop, early engagement in the Carleton@100 strategic planning process, approval of a new Policy on Petitions & Appeals, and ongoing efforts to modernize governance procedures and Faculty Board constitutions. These initiatives strengthened Senate's governance capacity while supporting a shared understanding of roles, responsibilities, and effective academic governance practices. Through its work, Senate remained focused on its core responsibility of advancing academic excellence while supporting a transparent, effective, and collegial system of university governance.

Key Highlights:

- **Academic Governance Workshop**: This first ever Professional Development activity for Senate provided members with the opportunity to deepen their understanding of academic governance principles and terminology.
- **Program Changes:** Commitment to academic renewal and responsiveness was demonstrated this year through unit restructuring, introduction of new programs, and discontinuation of older programs.
- **Policy on Petitions & Appeals:** Senate approved a comprehensive new policy to clarify and harmonize petition and appeal procedures across the university, enhancing consistency, transparency, and accessibility for students. The policy will come into effect following related updates to the undergraduate and graduate calendars.
- **Financial Updates:** Regular updates were provided to Senators on the university's financial situation, ensuring transparency and strategic alignment.

Academic Achievements:

- **6,918 Graduates Approved:**
  - Fall 2025: 575 undergraduate, 612 graduate
  - Winter 2026: 811 undergraduate, 576 graduate
  - Spring 2026: 3,479 undergraduate, 895 graduate

- **Academic Distinctions:**
  - 258 medals and prizes awarded
  - 3 Honorary degrees

- **Curriculum Development:**
  - 3 new academic programs introduced
  - 2 streams and specializations approved
  - 5 program deletions approved
  - 6 minors, streams specializations and concentrations closed

- **Quality Assurance:**
  - 12 cyclical programs reviews completed

ABOUT SENATE

Role of Senate at Carleton University

The Senate is Carleton University's highest academic governing body and serves as the principal authority on all academic matters. It plays a pivotal role in shaping the university's academic vision, policies, and priorities, directly influencing the experiences of both students and faculty.

Core Responsibilities of Senate:

- Conferring degrees and academic distinctions to graduating students;
- Approving recipients of medals, prizes, and scholarships;
- Endorsing new academic programs and overseeing revisions to existing curricula;
- Establishing and updating academic regulations, including those related to student performance, progression, and conduct.

Beyond its regular duties, the Senate provides strategic oversight and guidance on major institutional initiatives and academic policies. Senators help ensure that all decisions align with Carleton's academic mission and support the university's long-term goals for excellence in teaching, research, and student success.

2025/26 SENATE MEMBERSHIP

The Senate is composed of 82 members who represent the diverse voices of the Carleton community. Senate's membership reflects Carleton's commitment to collegial governance by bringing together elected representatives of faculty, students, contract instructors, academic leadership, alumni, and the Board of Governors. Its voting membership includes:

- **41 faculty members**
- **2 contract instructors**
- **10 elected undergraduate students**
- **3 graduate student representatives**
- **21 ex officio members** *(including academic and administrative leaders)*
- **2 members of the Board of Governors**
- **1 Academic Colleague** *(representing Carleton at the Council of Ontario Universities)*
- **1 Alumni Representative**
- **1 Clerk of Senate**

Ex Officio Members

- Wisdom Tettey, President, Vice-Chancellor & Chair of Senate
- Richard Dansereau, Clerk of Senate
- Suzanne Blanchard, Vice-President (Students & Enrolment) & University Registrar
- Rafik Goubran, Vice-President (Research, Innovation and International)
- L. Pauline Rankin, Provost & Vice-President (Academic)
- Duane McNair, Vice-President (People, Finance and Operations)
- David Hornsby, Vice-Provost (Academic and Global Learning)
- Maria DeRosa, Dean, Faculty of Science
- Larry Kostiuk, Dean Faculty of Engineering and Design (July 1 – July 31, 2025)
- Ron Miller, Interim Dean, Faculty of Engineering and Design (from August 1, 2025)
- Anne Bowker, Dean, Faculty of Arts & Social Sciences
- Brenda O'Neill, Dean, Faculty of Public and Global Affairs (July 1, 2025 – December 31, 2025)

- Mary Francoli, Interim Dean, Faculty of Public and Global Affairs (from January 1, 2025)
- Howard Nemiroff, Dean, Sprott School of Business
- Amber Butler, University Librarian
- Chantal Trudel, Director, School of Industrial Design
- Jean-Pierre Corriveau, Director, School of Computer Science
- Anne Bordeleau, Director, Azrieli School of Architecture and Urbanism
- Rob Teather, Director, School of Information Technology (July 1, 2025 to October 31, 2025)
- Ali Arya, Director, School of Information Technology (from November 1, 2025)
- Alison Kocsis, CASG President, to April 30, 2026
- Aidan Patrick, CASG President from May 1, 2026
- Sean Joe-Ezigbo, CUSA President, to April 30, 2026
- Maxwell Heroux, CUSA President from May 1, 2026
- Zeina Al Attar, GSA President, to April 30, 2026
- Diana Tutkishbayeva, GSA President from May 1, 2026
- Temuulen (Elen) Turbat, GSA VPA, to April 30, 2026
- Fatemeh Mohammad Zamani, GSA VPA from May 1, 2026

Board of Governors Representatives

- Brett Tackaberry
- Beth Creary (July 1, 2025 – December 31, 2025)
- Nathalie Laporte (January 1, 2026 – June 30, 2026)

Special Appointments

- Trevor Lewis, Alumni Representative
- Kim Hellemans, COU Academic Colleague (July 1, 2025 to December 31, 2025)
- Paul Wilson, COU Academic Colleague (January 1, 2026 to June 30, 2026)

Elected Faculty Senators

Terms end June 30, 2026

- Janine Debanné, Engineering and Design/ Architecture
- Shane Hawkins, Arts & Social Sciences
- Beth MacLeod, Arts & Social Sciences (Secretary of the Faculty Board)
- Laura Madokoro, Arts & Social Sciences
- Jody Mason, Arts & Social Sciences
- David Mendeloff, Public & Global Affairs (Secretary of the Faculty Board)
- Yuu Ono, Engineering & Design (Secretary of the Faculty Board) (to December 31, 2025)
- Gabriel Wainer, Engineering & Design
- Paul Williams, Arts & Social Sciences

Terms end June 30, 2027

- Menna Agha, Engineering and Design / Architecture
- James Brunet, Engineering and Design / Information Technology
- Tonya Davidson, Arts & Social Sciences
- Emily Gray, Sprott School of Business
- Josh Greenberg, Public and Global Affairs
- Tim Haats, Engineering / Industrial Design (to December 31, 2025)
- Guy Lacroix, Arts & Social Sciences
- Gabriel Maracle, Public & Global Affairs
- Azar Masoumi, Arts & Social Sciences
- Maya Papineau, Public & Global Affairs
- Megan Rivers-Moore, Arts & Social Sciences
- Shazia Sadaf, Arts & Social Sciences
- Alexis Shotwell, Arts & Social Sciences
- Rania Tfaily, Arts & Social Sciences
- Simon Viel, Science

Terms end June 30, 2028

- AbdelRahman Abdou, Science / Computer Science
- David Amundsen, Science (Secretary of the Faculty Board)
- Jeni Armstrong, Public & Global Affairs
- Francois Brouard, Sprott School of Business (Secretary of the Faculty Board)
- Inna Bumagin, Science
- Sean Burges, Public & Global Affairs

- Mostafa El Sayed, Engineering & Design
- Ahmed El-Roby, Science / Computer Science
- Kevin Graham, Science
- Achim Hurrelman, Public & Global Affairs
- Irena Knezevic, Public & Global Affairs
- Martha Mullally, Science
- Rebecca Renfroe, Sprott School of Business
- Cristina Ruiz Martin, Engineering & Design
- Niall Tait, Engineering & Design
- Winnie Ye, Engineering & Design

Elected Contract Instructors

- Morgan Rooney, Arts & Social Sciences
- Mustafa Bahran, Science

Elected Student Senators

Graduate Students - Terms end June 30, 2026

- Kishan Patel
- Mahnaz Talebi Dastenaei
- Mohammad Vatankhah

Undergraduate Students - Terms end June 30, 2026

- FPGA: Isabella Alma
- FED: Nathan Bruni
- FPGA: Stella Duncan
- Sprott: Nolan Giroux-Laplante
- FPGA: Nir Hagigi
- FASS: Erin Harlan (November 28, 2025 to June 30, 2026)
- FED: Xavier Haziza
- Science: Gabrielle Lachance
- FASS: Kuma Nyediin Buoy
- FASS: Ashley Paiva (July 1, 2025 to September 12, 2025)
- FASS: Emma Peirce

NOMINATIONS & ELECTIONS

The Senate Office is responsible for managing the membership and operations of the Senate and provides support for its associated committees. This includes overseeing the nomination and election processes for academic staff and student representatives on Senate, Senate committees, and various Advisory Committees. The Senate Office also provides support to Carleton student academic societies for their elections.

In the reporting period, the Senate Office:

- Led the nomination and election process for student and faculty positions on Senate for terms beginning July 1, 2026.
- Supported the nomination process for student and faculty positions on Senate standing committees, for terms beginning July 1, 2026
- Supported nomination and election of student and faculty representatives to the Advisory Committee for the Vice-President Advancement (May 2026)
- Supported the elections for 12 student academic societies in Fall of 2025 and 14 student academic societies in Spring of 2026

Senate & Senate Committee Membership Renewal for the 2025/26 Year

Elections were held in March and April 2025, as follows:

- March 11-12, 2025:
  - Election to Senate of faculty representatives from the Faculty of Engineering and Design for terms beginning July 1, 2025
  - Election to Senate of faculty representatives from Faculty of Public and Global Affairs (FPGA) for terms beginning July 1, 2025.
- April 15–16, 2025:
  - Election of the Senate Representative to the Board of Governors for the 2025–26 academic year.

Between July 2025 and March 2026, Senate ratified 10 Senators to fill remaining vacancies, for appointments effective immediately upon approval.

Senate Committee Membership Renewal

- From April to June 2025, Senate approved the appointment of 26 committee members in 9 committees, for service beginning July 1, 2025.
- Between July 2025 and March 2026, an additional 14 vacancies were filled and approved by Senate, with service commencing immediately upon ratification.

Nomination & Outreach Strategy

Each Call for Nominations was supported by a targeted strategic communications plan to maximize outreach and engagement:

- The University Secretariat collaborated with the Office of the Provost for the Provost's Newsletter and utilized the Carleton Top 5 newsletter to reach faculty members.
- For student engagement, the Secretariat partnered with the Office of the Vice-President (Students and Enrolment) and the Office of Graduate Studies to run promotions in the *State of the Raven* and *The Graduate.*
- Additional outreach channels included departmental newsletters, direct email communications, and social media platforms such as Instagram.

2025/26 SENATE MEETINGS

2025/26 Senate Meeting Format and Operations

For most of the 2025/26 academic year, Senate meetings were conducted in person. A hybrid option was introduced for meetings in April, May and June, to accommodate student Senators who may no longer be on campus after the April exam period.

The Senate convened nine scheduled meetings during the academic year:

- 2025: September 26, October 31, November 28,
- 2026: January 30, February 27, March 27, April 24, May 29, June 19

Senate Orientation Session – September 12

An orientation session for incoming Senators was held on September 12, 2025, in the Senate Room (PK608). The session was co-facilitated by Dr. Richard Dansereau, Clerk of Senate, and Kathy McKinley, Assistant University Secretary (Senate).

The session provided an overview of the Senate's governance structure including its standing committees, outlined the roles and responsibilities of Senators, and reviewed commonly used motions and procedural practices. For those unable to attend, orientation materials were distributed electronically. Furthermore, individualized orientation sessions—conducted in person or via Zoom—were provided to Senators who joined after the September session or were unable to attend the initial orientation.

Senate Governance Workshop – September 12
On September 12, 2025, Senators were invited to participate in a governance workshop facilitated by Dr. Jessica Riddell, to deepen Senate's shared understanding of bicameral governance, and to build a common vocabulary around governance principles. The workshop included structured discussion sessions around a number of key governance themes, to provide space for honest dialogue and reflection on the evolving responsibilities of governance in a time of rapid change and upheaval in the higher education sector. This professional development activity was the first of its kind held for Senators at Carleton.

Senate Visioning Exercise – December 12

On December 12, 2025, Senators were invited to participate in a visioning exercise, as a preliminary engagement activity for the development of Carleton's new strategic plan, Carleton@100. The session was facilitated by Project Lead Rick Colbourne and was centered around 6 consultation themes: Higher Education Sector, Teaching and Learning, Research & Creative Practice, Business Model and Sustainability, Student Experience, and Technology and Digital / Artificial Intelligence.

Senate Standing Committees

Throughout the Fall 2025 and Winter 2026 semesters, Senate's 13 Standing Committees convened regularly to carry out their respective mandates.

The Assistant University Secretary (Senate) provided direct administrative support to the following five Standing Committees:

- Senate Executive Committee
- Senate Academic Governance Committee
- Senate Honorary Degrees Committee
- Senate Medals & Prizes Committee
- Senate Review Committee

This support included the development of an annual work plan in collaboration with each committee Chair, scheduling and coordinating meetings, preparing and distributing meeting materials, recording and maintaining official minutes, and managing committee records. Additional responsibilities included tracking committee membership, facilitating orientation and succession planning, and offering governance support as required.

Senate Ad Hoc Committees

During the 2025-26 academic year, the Assistant University Secretary provided direct administrative support to two Ad Hoc Senate committees:

- Senate Ad Hoc Committee on the Academic Integrity Policy – established to review and recommend revisions to the Senate Academic Integrity Policy
- Senate Ad Hoc Committee on Petitions & Appeals – established to draft a new Senate Policy on Petitions and Appeals

Both ad hoc committees were established in the fall of 2024, completed their work in 2026 and presented their reports and recommendations to Senate at the meeting on June 19, 2026.

Clerk of Senate

The Clerk of Senate serves as the Chief Electoral Officer of Senate, manages the membership of Senate committees, and serves on the following Senate Standing Committees:

- Senate Academic Governance Committee (Chair)
- Senate Committee on Medals & Prizes (Chair)
- Senate Executive Committee (ex officio member)
- Senate Honorary Degrees Committee (ex officio member)
- Senate Committee on Curriculum, Admissions and Studies Policy (ex officio member)

The Clerk also conducts, upon request, Procedural Reviews arising from academic petition and appeal processes under Senate-approved academic regulations. Procedural Reviews are restricted to determining whether the appropriate procedures were followed and whether any issues of procedural fairness or bias were properly addressed.

GOVERNANCE AND POLICIES

New Senate Policy on Petitions & Appeals.

In June of 2026, Senate approved a new Policy on Petitions & Appeals, created by the Senate Ad Hoc Committee on Petitions & Appeals. The new policy draws upon and brings together existing rules and procedures on petitions and appeals as outlined in the undergraduate and graduate calendars. The policy also harmonizes grade appeal processes for undergraduate and graduate students, and helps to clarify terminology and procedure, particularly in identifying the responsible office or committee for specific petitions and appeals.

To avoid duplication and/or inconsistencies of information, the Senate Policy on Petitions & Appeals will come into effect only after required changes are made to the undergraduate and graduate calendars and to the Terms of Reference of the Senate Undergraduate Studies Committee. Additionally, a new policy on procedural reviews must be approved by Senate before the Policy on Petitions & Appeals can take effect.

Revised Engineering Faculty Board Constitution

Faculty Boards for the 5 Faculties and 4 Independent Schools were advised in 2024–25 to revise their Faculty Board Constitutions in response to the restructuring of the Faculty of Graduate & Postdoctoral Affairs (FGPA).

During the 2025–26 academic year, Senate approved a new Engineering Faculty Board Constitution. Four additional Faculty Board Constitutions have been submitted to be reviewed and approved by Senate during the 2026–27 academic year.

Updated Senate Nomination & Election Procedures

To increase the transparency and clarity of academic governance processes, existing nomination and election procedures for Senate were documented, received, approved by Senate, and published on the Senate website.

New Guidelines for Senate Question Period

Senate reviewed and approved a new set of guidelines for Senate Question Period. The guidelines help to clarify the purpose of Question Period and make more transparent the procedures involved in submitting questions for consideration.

Revised Terms of Reference for Senate Committees

- Terms of Reference for the Senate Executive Committee were revised to include, among other changes, new duties regarding Senate Question Period.
- Terms of Reference for the Medals & Prizes Committee were updated.
- The name of the Senate Committee on Undergraduate Student Awards was changed to the Senate Committee on Student Awards, and its Terms of Reference were updated to incorporate responsibility for both graduate and undergraduate awards.

Framework for Artificial Intelligence

In March of 2026, Senate received a presentation from Vice-Provost (Academic & Global Learning) David Hornsby on a new Carleton Artificial Intelligence Framework. Building upon and extending earlier work, the Framework provides general principles and guidance on the use of Artificial Intelligence by students, instructors and researchers. The current iteration also was informed by extensive feedback from Senators and other members of the Carleton community. Senate's discussion of the framework reflected the growing importance of artificial intelligence in teaching, learning, and research, and its implications for academic governance.

GRADUATION & CONVOCATION

During the 2025–26 academic year, Senate approved the graduation of 4,865 undergraduate and 2,083 graduate students.

As part of its core responsibilities, Senate also approved medal and prize recipients and honorary degree candidates in preparation for Convocation ceremonies.

Convocation Highlights:

Carleton celebrated the academic achievements of over 6,900 graduates during the 2025–26 academic year at Spring Convocation, held from June 8 – 12, 2026. Seventeen ceremonies were held over five days, recognizing the dedication, perseverance, and accomplishments of Carleton’s graduating class.

Medals & Prizes

In the 2025–26 academic year, Senate was pleased to approve 249 medalist nominations. The medals and prizes awarded include:

Fall 2025

1 Governor General’s Gold Medal at the PhD Level

1 University Medal at the PhD Level

5 Senate Medals at the PhD Level

1 University Medal at the Masters Level

8 Senate Medals at the Masters Level

1 Governor General’s Silver Medal at the Undergraduate Level

1 Chancellor’s Medal at the Undergraduate Level

1 President’s Medal at the Undergraduate Level

7 University Medals at the Undergraduate Level

24 Senate Medals at the Undergraduate Level

Spring 2026

1 Governor General's Gold Medal at the PhD Level

1 University Medal at the PhD Level

5 Senate Medals at the PhD Level

1 University Medal at the Masters Level

7 Senate Medals at the Masters Level

2 Governor General's Silver Medals at the Undergraduate Level

4 Chancellor's Medals at the Undergraduate Level

1 President's Medal at the Undergraduate Level

43 University Medals at the Undergraduate Level

143 Senate Medals at the Undergraduate Level

Honorary Degrees

Three honorary degrees were awarded to the following individuals for the 2025/26 academic year:

Latha Vishnubothla received a Doctor of Engineering, honoris causa, on June 9th, 2026 in recognition of her distinguished career in advancing networking, security, and cloud technologies and inspiring future leaders through mentorship. On top shaping the future of technology in senior leadership roles at leading global technology companies, Latha mentors women in technology and serves her community as a yoga and meditation teacher.

Kellylee Evans received a Doctor of Music, honoris causa, on June 10th, 2026 in recognition of her distinguished career as a Canadian singer-songwriter, having released nine albums and toured globally. After a life-altering lightning strike, followed by a concussion, the mother of three was forced to halt her busy touring schedule. In the years that followed, Evans has dedicated her energy to recovery and making music. When not performing, Evans travels as a speaker, sharing her recovery journey and an inspiring message of self-care and resilience.

Bruce Lourie received a Doctor of Laws, honoris causa, on June 11th, 2026 in recognition of his distinguished career as a leader in environmental sustainability and an unwavering commitment to Canada's net-zero future. The initiator of the largest climate action in North America, phasing out coal-fired electricity in Ontario, and helping establish the Ontario Greenbelt, Lourie is known for his ability to rethink environmental problems and develop collaborative solutions that benefit the economy, society and the environment.

ACADEMIC PROGRAMS & CURRICULA

Senate Approved 68 Major Program Modifications in 2025–26

As part of its commitment to academic renewal and program quality, Senate approved 68 major modifications to Carleton's academic offerings during the 2025–26 academic year. These changes reflected evolving disciplinary needs, student interests, and institutional priorities.

Highlights of approved changes:

New Undergraduate Programs

- *Bachelor of Engineering in Systems Security Engineering*
- *Bachelor of Entrepreneurship*

New Graduate Programs

- *Master's in Mineral Exploration and Resource Management*

New Streams and Specializations

- *Financial Planning – B.Com in Sprott School of Business*
- *Collaborative specialization in Data Science to the MASc programs in Mechanical, Aerospace and Materials Engineering*

Program Deletions

Senate also approved the deletion of several programs and academic components that no longer aligned with institutional priorities or enrollment trends:

Programs

- *Closure of MENG programs in Infrastructure Protection and International Security*
- *Closure of BSc and BScH in Integrated Science*
- *Closure of Post Baccalaureate Diploma in Economics*

Minors and Concentrations

- *Deletion of graduate concentration in Arts Management*
- *Deletion of minor and concentration in Drama Studies*
- *Deletion of minor in Latin American and Caribbean Studies*

Streams and Specializations

- *Deletion of BGInS specialization and stream in Latin American and Caribbean Studies*

Governance Changes

Senate approved several changes to academic governance to better meet the needs of Carleton's faculty and students:

- Creation of a new *College of Global Studies* to include the Bachelor of Global & International Studies, graduate programs Migration and Diaspora Studies, graduate specialization in Latin American & Caribbean Studies and graduate and undergraduate programs in Russian and Eurasian Studies (with the subsequent closure of the Institute of European, Russian and Eurasian Studies)
- Name change of the Institute of Interdisciplinary Studies to the *School of Interdisciplinary Studies*, with the addition of the Institute of African Studies as a 4th sub-unit to the School.
- Transfer of academic programs in Canadian Studies from the School of Canadian Studies to the School for Studies in Art & Culture.

Senate Approved Suspended Admissions in 11 Academic Programs

In 2025–26, Senate received for information a list of eight academic programs with suspended admissions effective Fall 2026. These suspensions are part of ongoing academic planning and program review efforts across the university.

Each suspension request was initiated by the respective academic unit and subsequently approved by the Dean and the Vice-Provost (Academic). Unless otherwise specified, admissions to these programs are suspended for two admission cycles.

- MSC in Northern Studies
- PhD in Social Work
- Bachelor of Information Technology – Optical Systems and Sensors
- BSc in Food Science (Honours & Minor)
- M.Eng Infrastructure Protection & International Security, with Collaborative Specialization in Cyber Security
- Minor in Health Sciences
- Post-Baccalaureate Diploma in Economics
- MBA weekday in-person program
- Graduate Diploma (Type 2 & 3) in Architectural Conservation
- Bachelor of Science Honours in Nanoscience
- Extension of the suspended admission period for minors in German, Korean, Russian and Chinese

Senate Approved 29 Minor Academic Modifications

During the 2025–26 academic year, Senate approved **29** minor modifications and received an additional 778 for information.

Minor modifications represented the most frequent type of academic change and encompassed a wide range of updates to existing programs including:

- Revisions to academic calendar language and regulations
- Revisions to admission regulations
- Addition or deletion of courses
- Updates to existing concentrations or minors
- Adjustments to course requirements
- Modifications to course content, titles, or prerequisites

Senate Approved 12 Cyclical Program Reviews

As part of Carleton University's Institutional Quality Assurance Process (IQAP), all undergraduate and graduate programs undergo a cyclical review every seven years. The outcomes of these reviews are brought to Senate for approval to ensure continued academic excellence and relevance.

In 2025–26, Senate approved twelve final assessment reports and executive summaries resulting from the cyclical reviews of the following programs:

- Undergraduate programs in Economics.
- Bachelor of Information Technology – Information Resource Management.
- Graduate program in Political Management.
- Joint Graduate programs in Mechanical and Aerospace Engineering
- Graduate and Undergraduate programs in Applied Linguistics and Discourse Studies
- Graduate and Undergraduate programs in Music
- Graduate programs in Sustainable Energy
- Graduate & Undergraduate programs in Women's and Gender Studies
- Undergraduate Programs in Computer Science
- Graduate and Undergraduate programs in Anthropology
- Graduate and Undergraduate programs in Law and Legal Studies
- Graduate programs in International Affairs

These reviews provided valuable insights into program strengths, areas for improvement, and opportunities for innovation, helping to guide future planning and resource allocation.

COMMUNITY PRESENTATIONS & REPORTS

Senate welcomed a number of reports and presentations from the Carleton community during the 2025–26 academic year, including standard annual reports, financial updates, and strategic planning initiatives.

Institutional Reports and Updates

- Senate Committee Annual Reports (September 2025)
- Board of Governors Chair's Report (September 2025)
- Enrolment Update and Admission Statistics (January 2026)
- 2024–25 Senate Library Report (February 2026)
- Highlights from the consolidated 2026–27 Operating and Ancillary Budget (May 2026)

Strategic Planning and Institutional Initiatives

- Strategic Integrated Plan (SIP) Fall 2025 Implementation Report (October 2025)
- Strategic Visioning Session report (December 2025)
- Update on the Carleton@100 Strategic Planning Process (June 2026)

Emerging Issues and Academic Governance

- Efficiency & Accountability Fund Review Update (November 2025)
- Efficiency & Accountability Fund Review Update (February 2026)
- Presentation on process for program closures (November 2025)
- Carleton University Artificial Intelligence Framework (March 2026)

COMMUNICATIONS

In 2025–26, nine editions of Inside Senate were distributed to the Carleton community through the Top 5 newsletter and posted on the Senate website. These high-level summaries were designed to keep faculty, staff, and students informed of key decisions and discussions after each Senate meeting.

By making Senate activities more accessible and transparent, Inside Senate played an important role in strengthening communication and engagement across the university

Senate Survey

Each spring the Senate Office administers an annual Senate Survey to gather feedback from Senators regarding their experience serving on Senate. The purpose of the survey is to assess areas of strength and identify opportunities for improvement in Senate operations and support. The 2026 Senate Survey was conducted from April 1 to May 1, 2026. It included questions related to the orientation process, communication strategies, and participation on Senate Standing Committees. The results of the sur vey will be compiled and shared with the Senate in September 2026 to inform future planning and enhance the overall effectiveness of Senate engagement

Priorities 2026–27

- **Finalization and implementation of Senate Policy on Petition & Appeals:**
    - Complete necessary revisions to Senate appeals committee TORs as required
    - Complete and approve revisions to undergraduate and graduate calendars to align with new policy

- **Conclusion of review and revisions to Senate Policy on Academic Integrity**:
    - Determine path to continue with revisions to policy
    - Bring to Senate for approval

- **Approval of remaining Faculty Board Constitutions**: Finalize and approve outstanding Faculty Board Constitutions.

- **Additional Learning Opportunities for Senators:** Identify, plan and schedule additional opportunities for Senate professional development.

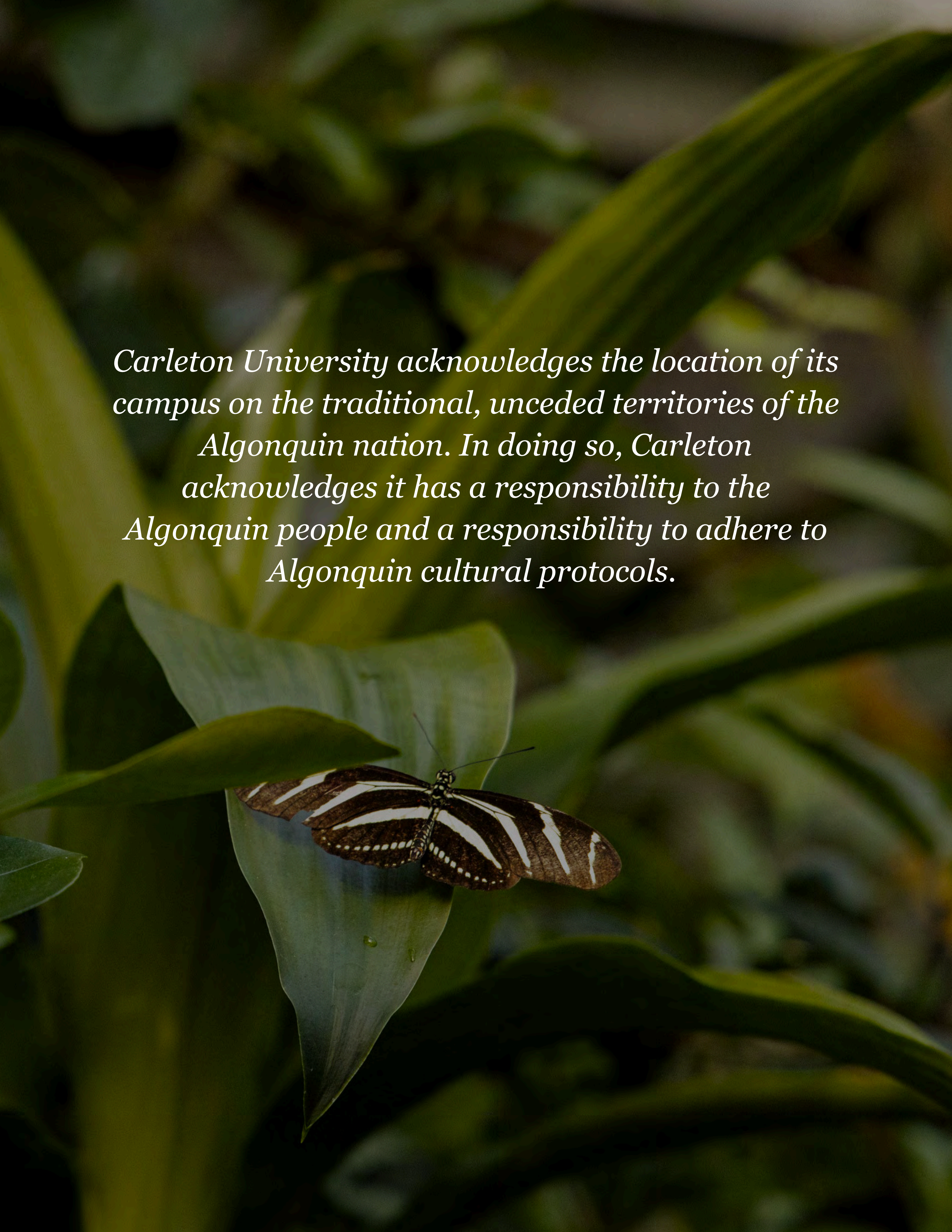
- **Onboarding of new Assistant University Secretary**, Nick Paul, from September to December 2026. Nick will take over from Kathy McKinley as Assistant University Secretary (Senate) on January 1, 2027.

- **Continue to develop business continuity** through completion of Assistant University Secretary documentation of practices.

Board of Governors Chair's Report

2025-2026

Carleton University



Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin nation. In doing so, Carleton acknowledges it has a responsibility to the Algonquin people and a responsibility to adhere to Algonquin cultural protocols.

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MESSAGE FROM YOUR CHAIR

As I reflect on my second and final year as Chair of the Board of Governors at Carleton University, I do so with a strong sense of gratitude and optimism for the future of the University. Serving in this role has been both a responsibility and a privilege, particularly during a time when the post-secondary sector continues to navigate significant change and growing complexity.

This past year brought important conversations and difficult decisions related to financial sustainability, evolving enrolment patterns, infrastructure renewal, and the broader challenges facing higher education across Canada. Like many institutions, Carleton has had to respond thoughtfully to an increasingly complex environment while remaining focused on its core mission of academic excellence, research innovation, student success and community and international engagement. Throughout these discussions and decisions, the Board remained focused on strong governance and strategic oversight in support of the University's long-term priorities.

During this year, the strength and resilience of our community is what stood out to me the most. Across the University, faculty, staff, students, alumni, and the greater community continue to demonstrate remarkable dedication, adaptability, and care for the institution.

It is through this collective effort and shared commitment that Carleton continues to evolve and thrive, even during periods of uncertainty and change.

I would like to extend my sincere appreciation to my fellow Board members, Senate colleagues, University leadership and the many individuals across the institution who contribute to Carleton's mission. It has been an honour to work alongside such thoughtful and committed individuals over the course of my term as Chair.

As I conclude my time in this role, I am confident that the University is well positioned for the years ahead. I would also like to warmly welcome incoming Board Chair Christina Tessier. Christina brings a thoughtful, collaborative, and forward-looking approach to leadership, and I am confident that the University will benefit greatly from her experience, insight, and dedication.

Beth Creary, B.A. H., LL.B.
Chair of the Board of Governors

BOARD OF GOVERNORS BY NUMBERS

2 Chancellor and President

2 Undergraduate Students

2 Graduate Students

2 Faculty Members

2 Senate Representatives

2 Alumni Representatives

2 Administrative Staff

18 Community-at-Large Members

5 Full Board Meetings

32 Committee Meetings

32 Observers Welcomed

1620+ Volunteer Hours

THE CARLETON 2025/26 BOARD

Julie Armstrong
Undergraduate Student

Howard Babb
Community

Allan Buri
Undergraduate Student

Jennifer Camelon
Community

Julie Carr
Community

Philip Cartwright
Community

John Casola
Community

Adrian Chan
Faculty

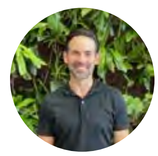
Jackie Choquette
Community

Beth Creary
Chair, Community

Jim Devoe
Community

Pamela Fralick
Alumni

Kevin Graham
Senate-Faculty



Josh Greenberg
Faculty

Linda Grussani
Community

Al Hamdani
Community

Nathalie Laporte
Community

Mat Main
Alumni

Gina Malaba
Graduate Student

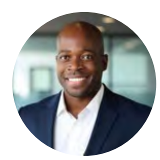
Jonathan Malloy
Faculty

Dudley Maseko
Community

Susan Mingie
Community

Georgette Morris
Graduate Student

Nik Nanos
Chancellor



John Nelson
Administrative Staff

Lisa Samson
Community

Melissa Shea
Community

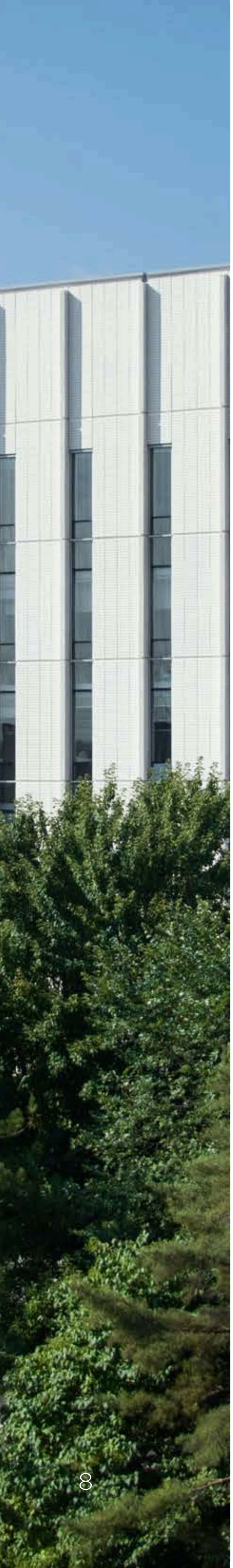
James Simpson
Administrative Staff

Brett Tackaberry
Community

Christina Tessier
Vice-Chair, Community

Wisdom Tettey
President & Vice Chancellor

Ann Tremblay
Community



GOVERNANCE, ACCOUNTABILITY AND STEWARDSHIP

BOARD OF GOVERNORS ROLE AND COMMITTEE STRUCTURE

Role of the Board of Governors

The Carleton University Board of Governors serves as the institution's senior governing body responsible for the overall governance, conduct, and management of the University. As the University's corporate authority, the Board oversees key areas such as financial stewardship, infrastructure planning, and policy development, ensuring the institution operates in a sustainable and accountable manner. It plays a central role in shaping the University's strategic direction, including appointing the President and other senior leaders, and monitoring organisational performance against established goals. Composed of a diverse group of members drawn from the Carleton community, including students, faculty, staff, alumni, and external representatives, the Board brings a broad range of perspectives to its decision-making. Within Carleton's bicameral governance structure, the Board works alongside the Senate, which is responsible for academic matters, while the Board focuses primarily on administrative and financial oversight to support the University's long-term success.

Standing Committees of the Board

Board committees play a critical role in strengthening the effectiveness and efficiency of the governance structure by enabling more focused, detailed oversight of key areas before matters are brought to the full Board. The Board relies on its standing committees to examine issues in depth, provide expert analysis, and make recommendations that support informed decision-making. These committees allow the Board to exercise its oversight responsibilities more effectively by concentrating on specific domains such as financial stewardship, risk management, governance practices, and strategic initiatives, while maintaining accountability to the full Board for final decisions.

The Chair of each committee reports to the Board on material issues discussed and the actions taken at each committee meeting.

The Six Standing Committees of the Board Are:

EXECUTIVE
Acts on behalf of the Board between its regular meetings, ensuring that urgent or time-sensitive matters can be addressed promptly, while reporting its actions back to the full Board for accountability and transparency. It plays a key role in preparing the Board's work by setting agendas and reviewing items for consideration. In addition to this coordinating and decision-making function, the Committee holds delegated responsibilities in specific areas such as labour relations, compensation and employment matters, and the performance review of the President and Vice-Chancellor. It also supports the overall functioning of the Board by appointing members to committees.

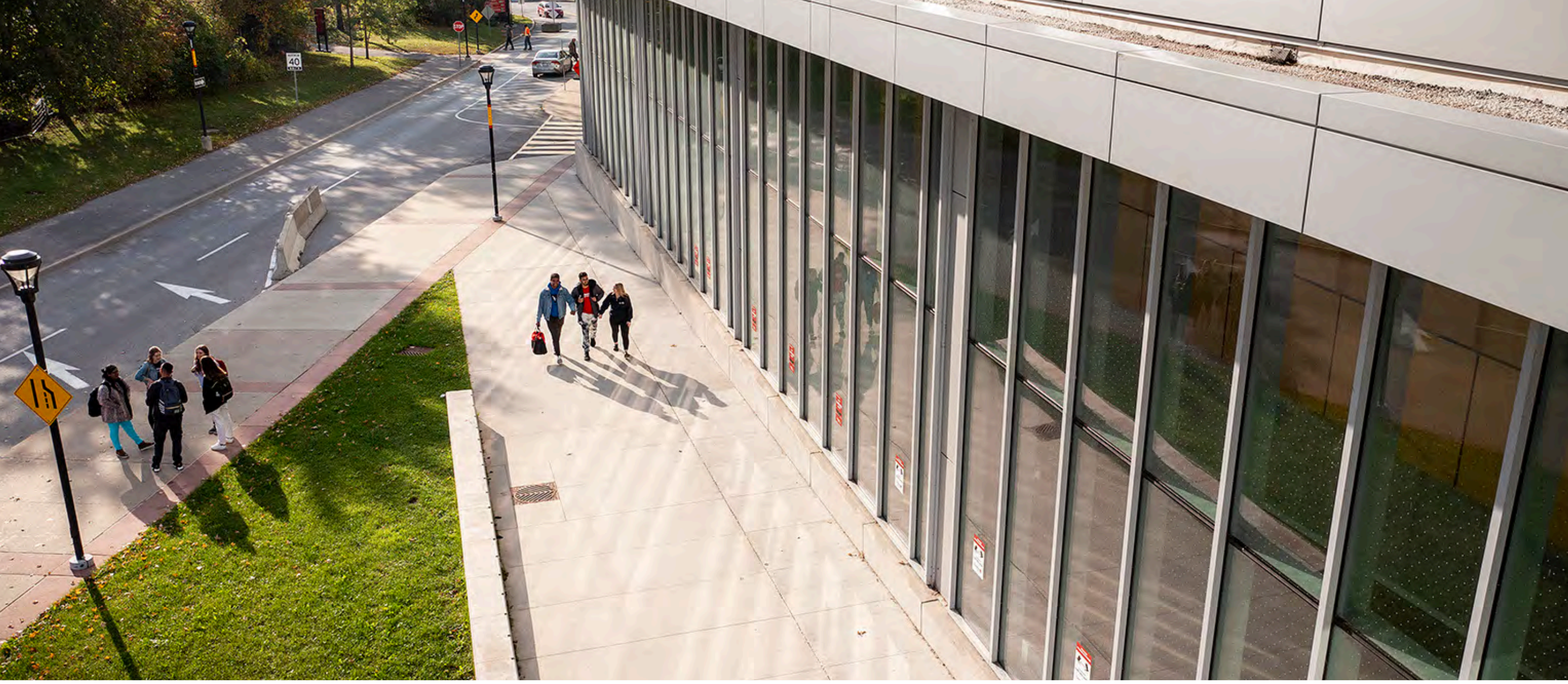
FINANCE
Oversees the University's financial framework, planning processes, and overall fiscal sustainability. The Committee supports the Board by reviewing and recommending the annual Operating and Ancilliary budget, tuition fees, and key financial assumptions, while monitoring the institution's financial performance and long-term funding outlook. It also provides oversight and advice on matters such as borrowing, pension obligations, and financing for major capital projects, and reviews reports on investment performance. Through this work, the Committee plays a central role in ensuring sound financial management and informed decision-making, making recommendations to the Board on strategic financial policies and priorities.

ADVANCEMENT AND UNIVERSITY RELATIONS
Provides strategic oversight and guidance on matters related to the University's external engagement, reputation, and revenue generation. The Committee supports the Board by overseeing advancement activities such as fundraising, alumni relations, donor stewardship, and the achievement of fundraising targets, while also providing oversight of communications, marketing, branding, and community engagement initiatives to protect and enhance the University's reputation. It plays a key role in strengthening relationships with internal and external communities, including alumni and partners, and in supporting the University's broader strategic objectives. In addition, the Committee oversees the government relations function, ensuring alignment between the University's external advocacy efforts and its strategic priorities.

AUDIT AND RISK
Provides independent oversight and assurance on the University's financial integrity, internal controls, and risk management practices. The Committee supports the Board by reviewing financial reporting processes to ensure transparency and accuracy, overseeing both internal and external audit functions, and monitoring the implementation of audit recommendations. It also plays a central role in overseeing the University's enterprise risk management framework, including the identification, assessment, and mitigation of key risks, and ensuring that appropriate controls are in place to safeguard the University's assets. In addition, the Committee reviews the work and independence of external auditors and makes recommendations to the Board on audit-related matters, contributing to sound governance and accountability across the institution.

BUILDING PROGRAM
Provides oversight of the University's physical infrastructure, real property, and capital development activities. The Committee supports the Board by overseeing campus planning and the development and review of the Campus Master Plan, evaluating proposed changes to land use and site selection for new facilities, and providing technical oversight of major construction and capital projects. It also monitors deferred maintenance and infrastructure renewal initiatives, ensures that development aligns with sustainability objectives, and makes recommendations to the Board to support the effective stewardship and long-term integrity of the University's built environment.

GOVERNANCE
Oversees and enhances the effectiveness of the University's governance framework and practices. The Committee supports the Board by reviewing governance structures, policies, and procedures to ensure they align with legislative requirements and principles of transparency, accountability, inclusiveness, and effectiveness. It also plays a central role in Board composition and renewal, including recruiting and nominating qualified Governors, maintaining a skills matrix, and promoting diversity. In addition, the Committee oversees Board member orientation, training, and performance evaluation, and monitors the application of governance policies such as the Code of Conduct. Through this work, the Committee helps ensure the Board operates effectively and is well-positioned to fulfil its governance responsibilities



GOVERNANCE PRACTICES

Board Code of Conduct and Confidentiality

When joining the Board, each Governor is required to affirm their commitment to the Code of Conduct and to renew that commitment on an annual basis. The Code establishes the standards of behaviour expected of Governors, including their fiduciary duty to act in the best interests of the University, support its vision, mission, and strategic priorities, and avoid actions that could harm the University's reputation.

Governors are expected to exercise independent judgement, act impartially, and avoid both real and perceived conflicts of interest, including those arising from financial interests, personal relationships, or external influences. They must also engage actively and responsibly in Board business, contributing to informed and respectful decision-making.

Failure to comply with the Code of Conduct may result in corrective measures, up to and including removal from the Board.

Skills Matrix Questionnaire

Governors are recruited based on their demonstrated ability to contribute to the long-term well-being of the University and to fulfill their statutory fiduciary responsibilities. Core areas of expertise sought for Board composition include strategic planning, governance, financial management, fundraising, public relations, and capital planning, among others.

To support effective Board composition and succession planning, Governors complete an annual Skills Matrix Questionnaire, assessing their level of experience across a range of competencies on a standardized scale from 0 to 3. The aggregated results provide the Governance Committee with a comprehensive view of the Board's collective strengths, as well as any skills gaps, helping to inform recruitment priorities, committee composition, and targeted professional development.

The updated Skills Matrix represents a substantive enhancement of the previous version, with expanded and more clearly defined competency categories and the introduction of new areas such as digital strategy and cybersecurity. The revised questionnaire also captures additional information on professional designations and sector experience, strengthening the Board's ability to assess both expertise and diversity of perspectives. Collectively, these enhancements improve the precision, relevance, and strategic utility of the tool, reinforcing its role in supporting strong governance, Board renewal, and effective oversight.

Board Self-Assessment for Continuous Improvement

Conducting an annual Board Self-Assessment is a key governance best practice. The Board's annual self-assessment questionnaire is designed to help evaluate the effectiveness of the Board and its committees, including meeting structure, quality and timeliness of information, and member engagement. The results provide valuable feedback to support continuous improvement in governance practices, onboarding processes, and the effectiveness of committee work. Findings from the most recent assessment indicate a high level of confidence in Board operations. Members consistently report feeling well prepared and appropriately trained to fulfill their responsibilities and note that committees are well-chaired, effectively structured, and aligned with their mandates. Most members agreed or strongly agreed that they are able to contribute meaningfully to Board discussions and that their experience serving on the Board and its committees was a satisfying and rewarding experience.

Board Mentorship Program

We continue to strengthen effective governance through our Board Mentorship Program. This initiative pairs seasoned board members with newly appointed members, ensuring newcomers are well-equipped to contribute to the University's strategic objectives from the start of their tenure. Throughout the year, experienced mentors actively engage with their mentees, providing essential guidance and sharing insights to foster a supportive and informed governance environment. In 2025/26, eleven new governors were mentored through the program.

COMMITMENT TO DIVERSITY

EDI Statement

Our Board of Governors affirms its strong commitment to equity, diversity, and inclusion by striving for a membership that reflects a wide range of skills, experiences, perspectives, and identities essential to advancing the University's mission. Our Board recognizes that diverse representation within an inclusive environment fosters better decision-making, strengthens the University's reputation, and enhances its ability to serve a global community. To support this commitment, the Board seeks to maintain balanced and diverse membership while embedding equity and inclusion in its governance practices. The Board actively recruits highly qualified candidates who reflect the diversity of Canadian society, with particular attention to underrepresented groups, and regularly reviews its policies and procedures to ensure alignment with best practices in inclusive governance.

50/30 Challenge

In January 2021, Carleton committed to the Government of Canada's 50-30 Challenge, pledging to promote voluntary action toward diversity on boards and in senior management.

Aligned with the University's current EDI Action Plan, this initiative encourages organizations to actively increase the representation and inclusion of under-represented groups in leadership positions. The challenge is rooted in the aspirational commitments of achieving gender parity (50%) and ensuring significant representation (30%) of other equity-deserving groups on boards and in senior management.

To track progress towards diversity and inclusion, our members annually fill out a voluntary self-identification survey. In 2025/26, 97% of members completed the questionnaire. Based on the information provided, 47% of members identified as women/gender-diverse, and 28% identified as being a member of other equity-deserving groups.

Though just shy of the commitments for this year, Carleton continues to be committed to achieving gender parity and significant representation for equity-deserving groups in the coming years. Extensive outreach efforts to groups on and off campus will continue for future recruitment.

GOVERNANCE MODERNISATION AND INSTITUTIONAL ACCOUNTABILITY

Terms of Reference Review

Over the 2025/26 year, the Governance Committee led a comprehensive review and modernization of the Terms of Reference for all six standing committees of the Board. This work included a structured, multi-stage consultation process with each committee, supported by extensive sector benchmarking across Ontario universities. The revised Terms of Reference strengthen clarity of mandate, formalize alignment with the Carleton University Act and By-law, and enhance expectations for reporting, risk oversight, and strategic governance. Across committees, the updates also introduce and expand key areas of Board oversight, including people and culture strategy, information technology and digital strategy, enterprise risk management, and student campus life. Collectively, the updated framework reflects current best practices and positions the Board's committee structure to support more integrated, forward-looking oversight in an increasingly complex environment.

Approval of the Impartiality Policy

The Board of Governors approved a new Institutional Impartiality Policy, clarifying the University's role in public discourse and strengthening its governance framework. The policy affirms Carleton's commitment to open inquiry and academic freedom, alignment with provincial requirements promoting freedom of expression on campus, while establishing that the institution will not take political or partisan positions except where directly tied to its academic mission, governance responsibilities, or community safety.

The policy distinguishes between institutional communications and individual expression, ensuring faculty and academic staff retain the freedom to teach, research, and participate in civic life. Developed through broad consultation, it enhances clarity, mitigates reputational risk, and reinforces Carleton's role as a non-partisan space for diverse perspectives and respectful dialogue.

Oversight

As part of its oversight responsibilities, the Board reviewed and approved a range of institutional reports, accountability measures, and compliance-related initiatives, including but not limited to the following:

- Bill S-211 – Fighting Against Forced Labour & Child Labour in Supply Chains Act
- Human Rights Policy Implementation Report – Anti-Racism/Anti-Hate Directive
- Mental Health and Wellness Annual Report
- Sexual Violence Annual Report

COMMUNITY REPORT

BOARD SUMMARIES

Following each full Board meeting, the Chair of the Board distributes a summary of the open meeting. These summaries offer an overview of the key discussions, decisions, and directives, and are distributed to the Carleton community and are also accessible on the Board of Governors website. This practice ensures that all parties are well-informed and aligned with the Board's strategic actions as well as with our commitment to transparency in governance.

INSIDE SENATE

By the end of this academic year, nine issues of Inside Senate summaries will have been distributed to the community through Carleton's Top5 newsletter and posted on the Senate website. These high-level summaries ensure that Senate's key decisions are accessible to the Carleton community shortly after each meeting.

RISK AND FINANCIAL STEWARDSHIP

Enterprise Risk Management Oversight and Approval of the New ERM Policy and Framework

The Board of Governors approved an updated Enterprise Risk Management (ERM) policy and framework, modernizing a program in place for nearly 30 years. The framework aligns with recognized standards and best practices and strengthens how the University identifies, assesses and manages risk.

The Policy and Framework sets out clear roles and accountabilities, formalizes risk processes and reporting, and supports the Board's oversight responsibilities. The framework also promotes a strong risk culture and integrates risk-informed decision-making into planning and operations, improving the university's ability to respond to emerging and strategic risks.

Efficiency and Accountability Fund Framework

The Board of Governors maintained active oversight of the University's participation in the Efficiency and Accountability Framework (EAF) review, commissioned by the Ministry of Colleges, Universities, Research Excellence and Security and conducted by Deloitte. Throughout the process, the Chair and Vice-Chair of the Finance and Audit and Risk Committees were closely engaged, ensuring strong governance alignment and stewardship.

As part of this work, the Audit and Risk and Finance committees met jointly on two occasions to review progress, streamline oversight, and reduce duplication across governance structures. The Provost and Vice-President (Academic), Pauline Rankin, provided updates on the EAF process and implementation considerations.

The final report and implementation plan were presented to the Board in December 2025 and endorsed in principle, with the Board clearly articulating key risks, assumptions, and areas requiring ongoing scrutiny. The review affirmed that Carleton operates at a high level of efficiency, with the majority of identified opportunities centred on revenue generation rather than cost containment, underscoring that financial pressures are driven primarily by external factors such as enrollment constraints and sector funding limitations. At the same time, the Board emphasized the significant volatility and implementation risks associated with the proposed measures, particularly given dependencies on government policy, international enrollment trends, and institutional capacity.

In response, the Board has committed to a measured, phased approach to implementation through the Mission Sustainability Framework, ensuring that actions are aligned with the University's academic mission, operational capacity, and long-term financial sustainability.

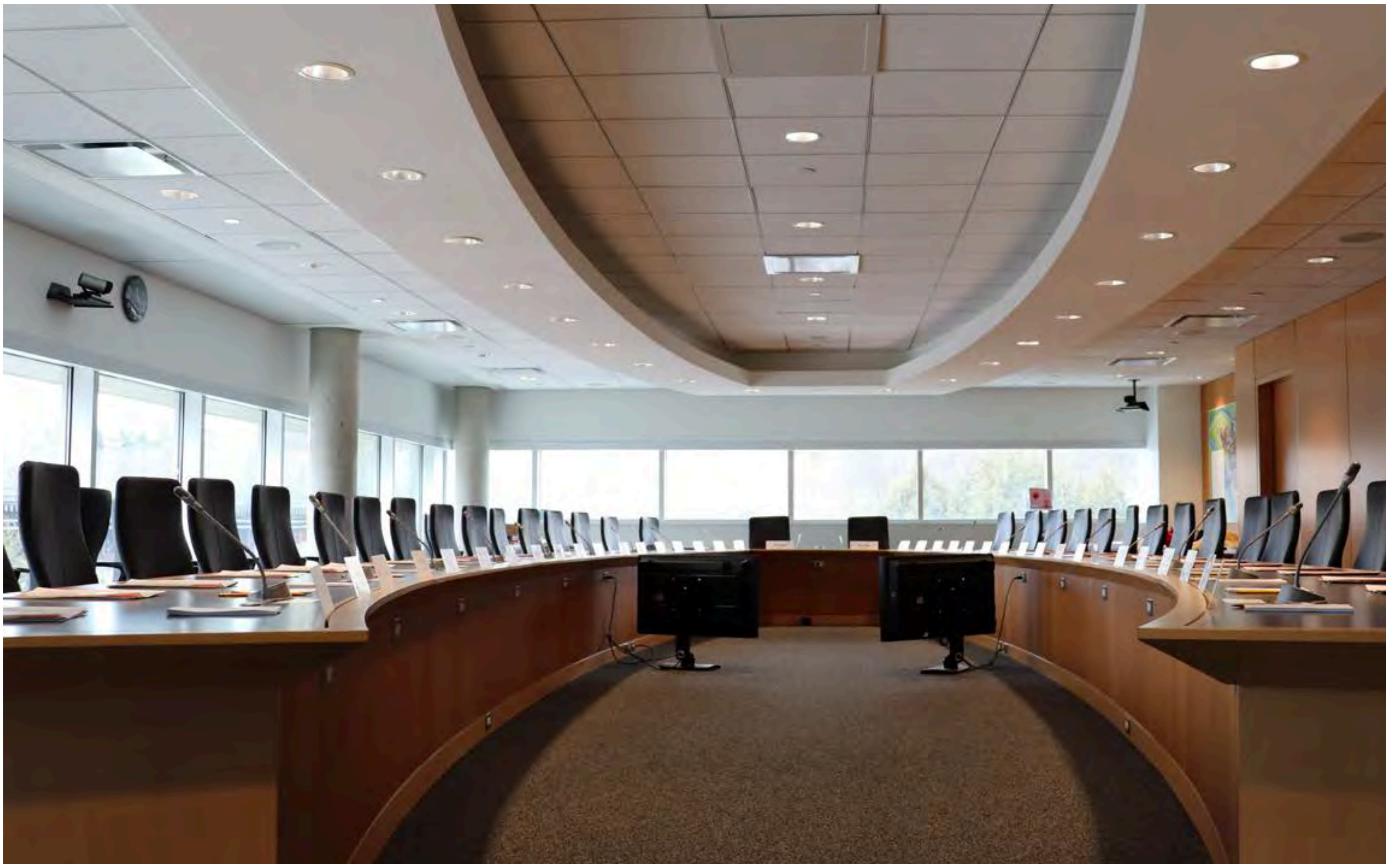
Ongoing oversight will focus on monitoring progress, updating financial assumptions, and adjusting priorities as needed, reinforcing the Board's fiduciary responsibility to balance efficiency with institutional resilience and strategic integrity

STRENGTHENING INTERNAL AUDIT SERVICES

The Board of Governors initiated an engagement with a new internal audit service provider, Deloitte, to further strengthen its internal audit function and enhance oversight. Under this engagement, Deloitte will deliver independent, risk-based internal audit services aligned with leading professional standards and best practices. The work will include the development and execution of an annual risk-based internal audit plan, the completion of assurance and advisory engagements, and regular reporting on key findings, risk exposures, and recommendations for improvement.

This enhanced internal audit function represents a significant strengthening of the University's governance and oversight framework. The internal auditor will play a critical role in independently assessing the effectiveness of the University's governance, risk management, and internal control processes, and in providing objective insight into areas of emerging risk and operational improvement. Deloitte will be responsible for following up on significant findings to ensure appropriate corrective action has been implemented. Deloitte will report functionally to the Audit and Risk Committee, ensuring direct and independent communication with the Board, while maintaining appropriate engagement with management.

Through this structure, the Board is better positioned to exercise its oversight responsibilities, supported by timely, independent assurance and ongoing monitoring of management actions. This engagement enhances the Board's ability to identify and respond to risks, promotes accountability, and supports the continuous improvement of the University's systems and controls.



2026/27 CONSOLIDATED OPERATING AND ANCILLARY BUDGET

The Board approved the Consolidated Operating and Ancillary Budget on April 28, 2026. Management presented the 2026/27 financial plan as a combined operating and ancillary budget to provide a clear, consolidated view of its overall financial position. While the Operating and Ancillary Funds remain distinct in purpose and governance, together they shape revenue base, cost structure and risk profile. Going forward, the combined presentation is intended to improve context and transparency.

The 2026/27 Budget Report report notes that the University's deficit outlook initially appeared materially larger: a baseline operating shortfall of approximately $53 million was projected in July 2025, and the 2026/27 operating deficit was budgeted at approximately $63 million before interventions. Through targeted measures and planning actions, the projected Operating Fund deficit was reduced by approximately $22 million to about $31 million.

When combined with a modest Ancillary Fund deficit, the University projects a consolidated deficit of approximately $32.1 million for 2026/27. The report characterises this result as structural rather than the product of one-time decisions, reflecting the cumulative effects of enrolment volatility, constrained tuition policy and continuing growth in largely non-discretionary cost drivers, even as provincial funding reforms improve the near-term outlook.

CARLETON'S PENSION PLAN

As at June 30, 2025, the Plan is 103% funded on a going concern basis, reflecting a surplus of approximately $33 million. On a solvency (wind-up) basis, the Plan is 125.5 per cent funded, with a surplus of about $250 million.
The Plan remains fully funded and financially stable, supported by continued strong investment performance and prudent governance. The Retirement Fund, with net assets of about $2.1 billion, has maintained solid long-term returns and has consistently outperformed its benchmark portfolio over multiple time horizons, reinforcing the Plan's positive funded position.

Ongoing oversight by the Pension Committee, including regular asset liability studies and refinements to asset mix and risk management practices, continues to strengthen the Plan's ability to manage volatility and meet its long-term obligations to members. The updated Statement of Investment Policies and Procedures was approved by the Board of Governors.

CONTINUED LEARNING AND DEVELOPMENT

Board Orientation

The annual orientation took place on September 4, 2025, for all members – new and returning. The session provided an opportunity for senior leadership to present key priorities and strategic directions for the year ahead. An updated approach was introduced this year, with vice-presidents focusing their presentations on specific annual objectives aligned with the university's strategic direction and institutional priorities.

The Board welcomed Gabriel Miller, President and CEO of Universities Canada as keynote speaker, providing a high-level view of challenges and opportunities in the university sector. Members also had an opportunity to engage with Deloitte regarding the EAF review, which as a significant piece of the Board's workplan.

The Orientation session also included breakout groups with the Committees, allowing members to become acquainted and to discuss the workplans for the coming year.

Continuing Education

A series of training and development courses were available to governors throughout the year, including the Kinàmàgawin Indigenous Learning Certificate, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.

- Pamela Fralick attended the "The Growing Trend of Early Departures: Why Are Presidents of Canadian Universities Increasingly Leaving Before the End of Their Terms?" Virtual Panel Discussion
- Governance Workshop by Cheryl Foy for the following University Board Members on Nov. 19, 2025:
    - John Nelson
    - Ali Hamdani
    - Pamela Fralick
    - Susan Mingie

Education and Resources Updates

Following the Efficiency and Accountability Fund review recommendations, efforts are underway to strengthen Board member education and support oversight capacity. Educational modules for Board members are being transitioned to Brightspace (Carleton's learning management system) to enable tracking of participation and assess effectiveness, while existing materials are being reviewed and updated for clarity and relevance.

New resources are also being developed, including a recent educational video on financial ratios. The video provides an overview of commonly used ratios, explaining what they measure and how they can be used to assess liquidity, sustainability, and overall financial performance.
It is intended to support Board members in interpreting financial information, asking informed questions, and strengthening their financial oversight responsibilities.

CUGA Conference 2026 Participation

In 2026, Christina Tessier, Vice-Chair of the Board, Amanda Goth, University Secretary and Chief Governance Officer, and Kerry Solomon, Assistant University Secretary (Board), represented Carleton University at the Canadian University Governance Association (CUGA) Conference. Held from April 30 to May 2 in Waterloo, the conference brought together governance professionals and board leadership to discuss key issues in higher education governance.

This year's conference theme was "Innovate. Impact. Inspire.", reflecting the realities facing governing boards today. The session included governance challenges and opportunities for Canadian Universities with a particular focus on navigating quickly evolving technologies and the integration of Artificial Intelligence with governance.

Incoming
GOVERNORS 2026/27

CAROLINE AYEBALE , Undergraduate Student

Caroline Ayebale is a second-year student at Carleton University in the political science program. Caroline previously worked as the Community Partnerships Coordinator for World University Service of Canada Carleton working directly with students from refugee and displaced backgrounds. Outside of Carleton, Caroline has worked as a Supervisor at Sysco and volunteers with Youth Ottawa, Raising the Roof, and the Centre for Black Options.

JACKY CHAN, Undergraduate Student

Jacky Chan is a fourth-year student at Carleton University studying Public Affairs and Policy Management. Jacky has experience working in leadership, governance and on committees from his time as a Student Senator serving on the Senate Committee on Curriculum, Admissions and Studies Policy and the Senate Committee on Undergraduate Student Awards. Jacky has also worked as a Communications and Administrative Assistant with Carleton's Governance Office and as a Councillor on the Rideau River Residence Association.

JOHANNA LIM, Community

Johanna Lim is the Chief Auditor at the Canadian Red Cross and has twenty years of experience working with provincial and municipal agencies, the banking sector and public accounting practice. She has previously worked with PricewaterhouseCoopers LLP, the Workplace Safety & Insurance Board, and the Toronto Transit Commission.

MITA MEYERS, Community

Mita Meyers is a Certified Public Accountant with over twenty years' experience working as an Assurance Partner at EY Ottawa with a diverse portfolio of clients from across Canada. She has also worked as Board and Audit Committee Chair for the Ottawa Cancer Foundation and Ottawa Network for Education.

DECLAN RAMSARAN, Graduate Student

Declan Ramsaran is a graduate student at Carleton's Sprott School of Business in the MBA program. Declan has a Master of Arts in Leadership, a graduate certificate in Investment Management from Yale School of Management, a Fellowship with the Canadian Securities Institute and over two decades working in Canada's financial sector. Declan has also spent six years as a board member for the Ontario university endowment foundation.

NADINE SIMPSON, Graduate Student

Nadine Simpson is a graduate student at Carleton University in the MSc in Health Sciences program. Nadine is a passionate advocate for students and equity-owed populations. Nadine has experience in community leadership, governance decision making and policy analysis and she takes an evidence-informed approach to decision-making, data interpretation and risk assessment.

SARAH ANNE SZABOTOTH, Administrative Staff

Sarah Anne Szabototh has worked at Carleton University for 12 years, with the past 8 years spent as both the Department Administrator for Biology and the Institute Administrator for Biochemistry. Sarah Anne has previously worked on the Executive Timetabling Committee, chaired by the University Registrar and has coordinated Carleton's Annual Biology Butterfly Show since 2020.

Outgoing GOVERNORS

We sincerely thank the departing members of the Board of Governors for their dedicated service and valuable insights, which have significantly advanced Carleton University. Your contributions have left a lasting legacy, and we deeply appreciate your efforts for the greater good.

- Julie Armstrong, *Undergraduate Student*
- Alan Buri, *Undergraduate Student*
- Jennifer Camelon, *Community*
- Gina Malaba, *Graduate Student*
- Georgette Morris, *Graduate Student*
- John Nelson, *Administrative Staff*
- Ann Tremblay, *Community*

BOARD OF GOVERNORS AWARD FOR OUTSTANDING COMMUNITY ACHIEVEMENT

The Carleton University Board of Governors Award for Outstanding Community Achievement is an annual award recognizing the spirit of student volunteerism and substantial community contribution at Carleton University.

SEAN JOE-EZIGBO is this year's recipient of the Board Award. He has completed his Bachelor of Commerce (Honours) with a minor in Economics from the Sprott School of Business.

Sean served as President of the Carleton University Students' Association (CUSA) and played a key role in a number of initiatives such as the CUSA Breakfast Club, a free meal program for students facing food insecurity, the CUSA Student Discount Card Program, now one of the largest discount networks among Ontario universities, and he worked to expand housing initiatives to help students in an increasingly challenging rental market. Beyond campus, he also volunteered with the Youth Services Bureau of Ottawa, supporting young people experiencing homelessness.

FOUNDER'S AWARD

The Founders Award, Carleton's highest non-academic honour, pays tribute to those individuals who have made significant contributions to the advancement of Carleton through their dedication, generosity, and commitment to the values of the university.

DUNCAN WATT is the 2026 Founders Award recipient, having devoted over 22 years to the University, including 20 of those years as Vice-President (Finance and Administration). Duncan's tenure coincided with the challenging financial and structural difficulties of the 1990s which his steady leadership helped guide Carleton from one of Ontario's most financially vulnerable institutions to one of its strongest by the time of his retirement in 2016.

On campus, Duncan was approachable, taking time to engage with students, faculty and staff, building trust and strengthening the Carleton community. His mentorship continues to be felt through the Carleton Leader program he founded which has since nurtured generations of leaders. Other University-wide initiatives he helped establish include the Office of Quality Initiatives, the Healthy Workplace initiative, and Mental Health at Work, programs which have become lasting pillars of Carleton's culture.

Strategic Visioning

TOWARDS CARLETON @100

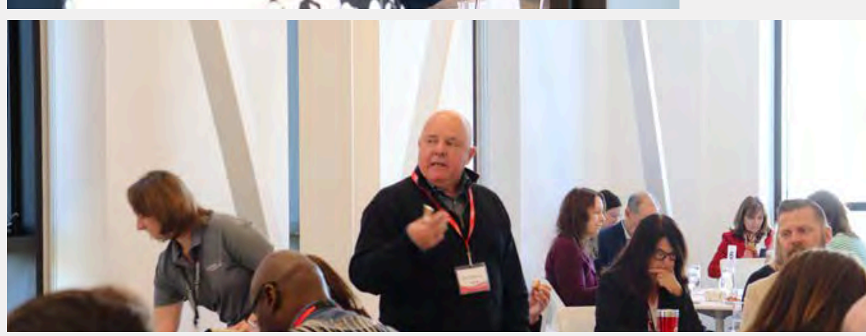
On October 2, 2025, Carleton University's Board of Governors convened for its annual planning session, focused on envisioning the University's future as it approaches its centennial in 2042. Facilitated by Dr. Rick Colbourne, the session brought together Board members, expert panelists, and university leadership to explore transformative ideas across three-time horizons: the current state (2025), pivotal shifts by 2035, and bold aspirations for 2042.

PLANNING SESSION 2026 HIGHLIGHTS

Expert Insights: Panelists from academia, Indigenous innovation, entrepreneurship, and digital transformation challenged participants to think boldly about Carleton’s future, emphasizing AI, interdisciplinary learning, and community engagement.

Group Discussions: Seven thematic groups explored Student Experience, Teaching and Learning, Research, Higher Education Sector, Business Models, Technology, and Integration. Discussions were structured around three tasks:

- 2025 – Current State: Identified strengths and challenges including AI disruption, mental health, infrastructure gaps, and the need for personalized student support.
- 2035 – Pivotal Shifts: Proposed strategic pivots such as embracing AI, flexible learning models, signature program development, and expanded partnerships.
- 2042 – Aspirational Vision: Imagined Carleton as a global leader in human-centered, AI-enabled education, with a vibrant, inclusive campus and strong community integration.



Looking Ahead

ABOUT CHRISTINA TESSIER

Christina Tessier, President and CEO of Ingenium, is the incoming Chair of Carleton University's Board of Governors. Since joining the Board in July 2020, Christina has drawn on her extensive experience in cultural heritage and museum management, including leading the Canada Science and Technology Museum's major renewal. She has also actively contributed to several national and community boards, such as the Royal Society of Canada. Christina also holds a degree in Classical Studies from the University of British Columbia and a diploma in Applied Museum Studies from Algonquin College.

VISION FOR THE YEAR AHEAD:

As I prepare to begin my term as Chair of the Board of Governors at Carleton University, I do so with a deep sense of responsibility, optimism and appreciation for the university community. What continues to resonate with me most about Carleton is its strong sense of purpose - a commitment to academic and research excellence, and to creating meaningful impact within the broader community. That spirit of being “here for good” reflects the values that make this institution so distinctive.

As universities continue to navigate financial pressures, evolving student needs and a rapidly changing post-secondary environment, I believe it is more important than ever to approach governance with both careful stewardship and long-term vision. Financial sustainability will remain an important focus for the Board, and it is equally important that decisions continue to reflect the university’s broader mission, values and aspirations for the future.

Students are at the heart of the university, and the Board remains deeply committed to ensuring that Carleton continues to be a place where students feel supported, valued and encouraged to grow both academically and personally. This is also a time that calls for embracing new experiences, taking on challenges and remaining open to opportunities that may lead in unexpected and rewarding directions.

I am also encouraged by the strength of leadership across the institution, and at all levels there is a shared commitment to innovation, collaboration and institutional excellence that gives me great confidence in Carleton’s future.

Looking ahead, I believe Carleton’s future is not about fundamentally changing who we are, but rather continuing to strengthen and elevate the qualities that already define the university so well - its sense of community, research impact, culture of innovation and commitment to making a positive difference. I look forward to working alongside the Board, university leadership and the broader Carleton community to help support that vision in the years ahead.

Christina Tessier,
President and CEO, Ingenium,
Incoming Chair of the Board of Governors

Board of Governors
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Carleton University

Carleton University

RE: Report of the Academic Colleague from the Council of Ontario Universities meetings

Dear Senators,

I am writing to provide an update from the May 2026 meetings of the Academic Colleagues of the Council of Ontario Universities. My colleague, Paul Wilson, attended these meetings on my behalf while I was on administrative leave.

Artificial Intelligence

Academic Colleagues continued discussions about their potential contribution to COU's work on generative artificial intelligence. There was strong interest in developing a faculty-focused resource addressing AI across teaching, research, service, and administration. Possible next steps include:

- Reviewing the recommendations of the COU AI Task Force;
- Establishing terms of reference to guide the work;
- Developing a living white paper, policy brief, or practical faculty guide;
- Compiling existing institutional AI policies and initiatives;
- Incorporating student perspectives; and
- Engaging Senate colleagues through panels or other collaborative forums.

COU and Sector Updates

COU reported on several advocacy and policy priorities, including:

- Research advocacy and opportunities for universities to contribute to federal and provincial infrastructure initiatives;
- Efforts to develop more meaningful commercialization metrics for universities and colleges;
- Advocacy related to research infrastructure, deferred maintenance, and capital renewal; and
- Opportunities connected with federal investments in defence capabilities and dual-use research infrastructure.

The May meeting also included an update on Bill 101, Putting Student Achievement First Act, 2026, including proposed changes affecting Bachelor of Education programs, the winding down of HEQCO, and provisions concerning institutional authority over academic matters.

Institutional Updates

During the August information-sharing session, Academic Colleagues reported on developments across their institutions. Common themes included:

- Continuing financial pressures, budget reductions, and hiring constraints;
- Senior leadership transitions and institutional restructuring;
- Collective bargaining and labour relations;
- New academic programs and research initiatives, particularly involving artificial intelligence;

- Strategic planning, governance reviews, and efforts to improve administrative and quality-assurance processes; and
- Continued work on Indigenization and equity-related institutional initiatives.

Kindly,

Kim Hellemans
COU Academic Colleague