



*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 October 23, 2026 at 2:00 pm  
Pigiarvik 608**

**AGENDA**

**Closed Session**

- 1. Welcome & Approval of Agenda**
- 2. Minutes (Closed): May 29, 2026**
- 3. Graduation:**
  - a. Notification of Receipt of Graduation Lists (Clerk)
  - b. Motion to Graduate all Recommended Students
  - c. Posthumous Recognition (Clerk)
  - d. Special Features of the Graduating Class (Deans)
- 4. Report on Senate Executive actions on Graduation Matters (Clerk)**
- 5. Report from the Senate Committee on Medals & Prizes (Clerk)**
- 6. Report from the Senate Honorary Degrees Committee (R. Goubran)**
- 7. Other Confidential Business**

## **Open Session:**

- 1. Approval of Agenda**
- 2. Minutes (Open):** September 18, 2026
- 3. Matters Arising**
- 4. Chair's Remarks**
- 5. Question Period**
- 6. Administration (Clerk)**
  - a. Membership Ratification
  - b. Report on Annual Senate Committee Chairs/Secretaries meeting
- 7. Reports:**
  - a. SCCASP (D. Mendeloff)
  - b. SQAPC (D. Hornsby)
  - c. SAGC (R. Dansereau)
  - d. Senate Executive Committee – new COU Academic Colleague
  - e. Senate Committee on Medals & Prizes - Policy Changes (Dansereau)
  - f. Senate Review Committee – Budget Report (G. Wainer + Provost P. Rankin)
- 8. Carleton@100 Progress Report**
- 9. Reports for Information:**
  - a. Senate Executive Minutes (September 8, 2026)
- 10. Other Business**
- 11. 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 September 18, 2026 at 2:00 pm**  
**PK608**

**MINUTES**

**Present:** A. Abdou, J. Anderson, M. Bahran, E. Bilodeau, S. Blanchard, A. Bordeleau, A. Bowker, F. Brouard, J. Brunet, N. Bruni, I. Bumagin, S. Burges, J-P. Corriveau, R. Dansereau (Clerk), T. Davidson, J. Debanne, M. DeRosa, J. Devoe, J. Drake, M. El Sayed, M. Francoli, P. Gin, R. Goubran, K. Graham, K. Hellemans, M. Heroux, A. Hurrelmann, N. Hurrydass, J C. Jiminez-Garcia, I. Knezevic, F. Leger, K. Lucas, J. Mantler, D. McNair, D. Mendeloff, R. Miller, M. Mullally, H. Nemiroff, P. Rankin, R. Renfroe, R. Rezal, M. Rivers-Moore, M. Rooney, S. Sadaf, S. Shams, A. Shotwell, B. Tackaberry, N. Tait, B. Timmons, C. Trudel, D. Tutkishbayeva, S. Viel, G. Wainer, P. Williams, W. Ye, F M. Zamani

**Regrets:** D. Amundsen, J. Greenberg, D. Hornsby, Y. Khan, S. Todd.

**Absent:** M. Agha, A. Arya, J. Chicoine, A. El-Roby, G. Maracle, A. Patrick, M. Sewpal

**Recording Secretary:** K. McKinley, N. Paul

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**1. Welcome & Approval of Agenda**

The meeting was called to order at 2:04 pm. The chair welcomed all to the first Senate meeting of the 2026-27 academic year and extended a special welcome to newly elected student and faculty members, the new alumni representative, the new and returning Board of Governors members, the new interim University Librarian, Edward Bilodeau, and a new Assistant University Secretary to the Senate, Nick Paul, who is onboarding and replacing Kathy McKinley upon her retirement in December.

The Chair also offered condolences to friends and colleagues of Dr. Bill Lawson, a former School of Commerce and Sprott School of Business professor, who recently passed away.

The Chair noted that item 7d (Senate Review Committee report) has been postponed to October and so will be removed from the agenda.

It was **MOVED** (J. Anderson, I. Bumagin) that Senate approve the agenda for the meeting of Senate on September 18, 2026, as amended.

The motion **PASSED**.

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

The Assistant University Secretary noted that there was an error on page 4 of the draft minutes where “4.3.2 (Missed Deferred Examinations)” should instead be “4.3.3 (Early Departure from Final Examinations)”. She also noted an error in the name of the mover for item 1 – approval of agenda.

With these corrections made, it was **MOVED** (P. Williams, F. Brouard) that Senate approve the minutes of the Open Session of the Senate meeting on June 19, 2026, as amended.

The motion **PASSED**.

## **3. Matters Arising**

There were no matters arising.

## **4. Chair’s Remarks**

The Chair began his remarks by highlighting several recent campus achievements and research successes. The Chair first noted that Carleton University has advanced to the Silver tier of Canada’s Net-Zero Challenge, an Environment and Climate Change Canada program that supports organizations in developing plans to achieve net-zero emissions by 2050. Carleton is currently the only post-secondary institution participating in the initiative, which aims to foster a national community of practice around net-zero planning. The Chair added that this achievement reflects the university’s commitment to sustainable campus planning and environmental stewardship.

The Chair next extended congratulations to Carleton alumna and former sessional lecturer Kathryn Otley, who has been elected as the first female Bishop of the Anglican Diocese of Ottawa. The Right Revered Kathryn Anne Otley, the eleventh Bishop of the Diocese, earned both her Bachelor of Arts and Master of Arts degrees from Carleton University and was ordained at Christ Church Cathedral in Ottawa earlier this year.

The Chair then provided several research updates. He reported that three Carleton-led initiatives have been awarded Social Sciences and Humanities Research Council Partnership Grants, receiving a combined total of \$7.5 million in federal funding to support collaborative research in cybersecurity, democratic governance, and international trade. The funded initiatives include:

- The Canadian Cybersecurity Centre of Excellence (3CE), led by Alex Wilner and Leah West, which will strengthen Canada's cybersecurity through interdisciplinary education, research, and training.
- The Civil-Military Relations Network, led by NPSIA researcher Stephen Saideman, will advance international research examining relationships between democratic governments and their armed forces.
- The Research Network on Trade Politics in North America and Europe (TRADEPOL), led by Carleton Professor and Senator Achim Hurrelmann, which will explore how political debates surrounding trade wars are reshaping governance structures.

The Chair congratulated the researchers and noted the significance of these investments in supporting collaborative and internationally engaged scholarship.

The Chair also congratulated five Carleton researchers who have been recognized by the Royal Society of Canada. Rod Phillips and Ming Tiampo have been elected Fellows of the Academy of Arts and Humanities, while Jenny Bruin, Laura Horak, and Amy Bombay have been named Members of the College of New Scholars, Artists and Scientists. The Chair noted that their work is advancing knowledge in areas including art history, environmental health, history, film and media studies, and Indigenous mental health.

In addition, the Chair congratulated Graeme Auld, who will receive the Royal Society of Canada's Yvan Allaire Medal in recognition of his outstanding

contributions to the governance of public and private organizations. Professor Auld is the first Carleton researcher to receive this distinction.

Finally, the Chair provided a post-secondary sector update regarding the provincial government's announcement of additional funded seats for colleges and universities. This allocation forms part of a broader \$1.7 billion provincial investment announced earlier this year, to support more than 70,000 additional post-secondary spaces in high-demand fields. The Chair noted that the first 30,000 funded seats were allocated in May 2026, and that institutions subsequently submitted proposals for the remaining 40,000 spaces in collaboration with community partners and employers.

The Chair reported that, of the more than 70,000 funded spaces, approximately 40,200 have been allocated to STEM programs, 16,100 to health care, 7,900 to education, 3,800 to skilled trades, and 3,000 to other labour market-driven programs. Additional details regarding allocations to individual universities are expected in the coming weeks.

There were no questions or comments from Senators on the Chair's remarks.

## **5. Question Period**

There were no questions submitted.

## **6. Administration**

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

The Clerk brought forward a memo to ratify 7 new Senators. The Clerk noted a typo on the original ratification list circulated in the binder and the correct list was projected for the Senate as follows:

- Yusuf Khan – Alumni Representative
- Morgan Currie – Faculty Member Representative – FASS
- Barbara Leckie - Faculty Member Representative – FASS
- Rodney Nelson - Faculty Member Representative – Sprott
- Morgan Rooney – Contract Instructor Representative
- Sean Maguire – Undergraduate Student Representative – FASS
- Mahamed Qalinle - Undergraduate Student Representative – FED

It was **MOVED** (R. Dansereau, A. Bordeleau) that Senate ratify the new Senate appointments, as presented, for service beginning immediately unless otherwise indicated.

The motion **PASSED**.

#### **b. Senate Survey – Summary of Results**

The Clerk provided a high-level summary of the results of the 2026 Senate Survey, noting that 28 responses were received during the survey period from April 8 to May 30, 2026, representing a response rate of 36.25%, an increase from the previous year. The Clerk noted that the survey remains an important mechanism for gathering feedback from Senators regarding their experience in academic governance and identifying opportunities for continuous improvement.

Respondents generally reported a high level of confidence in their understanding of Senate policies and procedures, their preparedness for meetings, and their engagement as Senators. Feedback from new Senators indicated that orientation activities were effective in supporting their understanding of the role, while participants in the Senate Professional Development Workshop reported that it enhanced their understanding of academic governance and provided valuable opportunities to share perspectives. Interest in additional professional development opportunities was also identified.

Respondents expressed strong overall satisfaction with Senate meetings, documentation, and communications, citing effective meeting practices and clear, accessible Senate materials, while opinions on the revised seating plan were evenly split between supporters of the new and former arrangements and those with no preference. Additional strengths identified included the efficient conduct of meetings, Senator engagement, financial and budget transparency, and increased clarity regarding Question Period.

Suggestions for improvement reflected differing views on meeting format and the balance between efficiency and discussion, as well as interest in additional supports for student Senators, opportunities for professional development, and continued efforts to promote constructive debate and

discussion. The Clerk thanked Senators who participated in the survey and noted that the feedback received would help inform future initiatives and ongoing efforts to support effective academic governance.

There were no follow-up questions.

## **7. Reports**

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

There was no report for this committee; however, Committee Chair David Mendeloff briefly noted that the committee plans to review Item 4.3.3 (Early Departure from Examinations), from the Undergraduate Calendar, at its next meeting.

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

David Mendeloff, acting for Committee Chair David Hornsby, presented one motion for cyclical program review, and one item for information.

#### Cyclical Program Review:

It was **MOVED** (D. Mendeloff, J. Anderson) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Program Review of the joint Graduate Programs in Environmental Engineering.

The motion **PASSED**.

#### Memo for Information: Suspended Program Admissions

Committee Chair David Hornsby presented for information the following programs approved to suspend admissions for Fall 2027. It was noted that the intention is to replace these concentrations with new streams as alternative pathways.

It was also noted that, unless otherwise indicated, admission to the programs will be suspended for two admission cycles.

- Chemistry, with Concentration in Chemical Toxicology
- Chemistry, with Concentration in Nanotechnology

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

Committee Chair Richard Dansereau presented two motions: one for the approval of committee memberships and one for approving the process of the proposed revisions to the Academic Integrity Policy.

### Approval for Committee Memberships

- Senate Executive Committee
  - Winnie Ye (Faculty Member, Senator)
  - Diana Tutkishbayeva (GR Student, Senator)
- Senate Honorary Degrees Committee
  - Lynn Campbell (Retiree Representative)
  - Maryam Tse (Alumni Representative)
- Senate Committee on Curriculum, Admissions & Studies Policy (SCCASP)
  - Niall Tate (FED Faculty Member)
  - David Amundsen (Science Faculty Member)
  - Shay Hammad (UG Student)
- Senate Quality Assurance and Planning Committee (SQAPC)
  - Janet Mantler (FASS Faculty Member)
- Senate Student Academic Integrity Appeals Committee (SAIAC)
  - Jordyn Bellamy (UG Student)
- Senate Review Committee
  - Emily Fraser (UG Student)

### Discussion

Senators sought clarification regarding appointments to Senate committees. The Clerk noted that nominations for anticipated committee vacancies are typically sought each March and may be submitted by candidates themselves or by other Senators. The Assistant University Secretary added that some vacancies may remain available throughout the year and are posted on the Senate website, including certain faculty positions open to members from any Faculty. In response to a follow-up question, it was clarified that contract instructors are not eligible to serve in positions designated for faculty members. Senators were advised that committee membership requirements are set out in each committee's terms of reference and that applications for vacancies may be submitted through a form available on the Senate website.

It was **MOVED** (R. Dansereau, A. Hurrelmann) that Senate ratify the nominees for Senate committees, as presented, for service beginning immediately upon approval.

The motion **PASSED**.

### Next Steps Regarding Proposed Revisions to the Academic Integrity Policy

The Clerk provided background on the review of the Academic Integrity Policy, noting that an ad hoc committee was established in Fall 2024 and met more than 20 times over a two-year period to develop proposed revisions. The committee presented its recommendations to Senate in June 2026; however, a motion to approve the revised policy was defeated. Following that meeting, the matter was referred to the Senate Academic Governance Committee (SAGC) for consideration, and the Committee subsequently brought forward the present motion.

It was **MOVED** (R. Dansereau, K. Graham) 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.

### Discussion:

- Some Senators expressed concern that there was no timeline attached to the motion as to when the revisions would come back to Senate from SAGC.
- Other Senators expressed their concern that there was insufficient input from Faculty Boards and Deans.

A Senator proposed the following amendment to the motion:

### Amendment:

It was **MOVED** (F. Brouard, M. Heroux) that item 2 of the motion on the floor be amended to read “That the University Governance Secretariat consult the

Provost, Faculty Boards and Deans and consider the synthesized feedback in the preparation of any revised policy.”

Discussion:

- There was discussion around how long the amended process would take. It was noted that there are 9 Faculty Boards so this process likely would not be completed in the current calendar year.
- Some Senators noted that these consultations already took place under the direction of the ad-hoc committee.

The motion to amend the main motion was **DEFEATED**.

The Chair called the question on the main motion.

The motion **PASSED**.

## **8. Reports for Information**

The following reports were submitted for information.

- a. Senate Executive Minutes – June 9, 2026
- b. Senate Committee Annual Reports
  - Senate Student Academic Integrity Appeals Committee (SAIAC)
  - Senate Undergraduate Studies Committee (SUSC)
  - Senate Committee on Student Awards
  - Senate Graduate Student Appeals Committee
- c. Senate Annual Report
- d. Board of Governors Chair’s Report
- e. Report from COU Academic Colleague

There were no questions and there was no discussion of these reports.

## **9. Other Business**

A Senator brought forward a notice for motion for the next Senate meeting on October 23, 2026. The Chair requested that the motion be emailed to the Clerk of Senate, who will submit it to the next Senate Executive Committee meeting for consideration.

## **10. Adjournment**

The meeting was adjourned (J. Anderson, M. Bahrn) at 3:07 pm.

# Senate Questions for October 23, 2026

## Tonya Davidson

Would it be possible to have an audit on the AI technology the university is investing in, and the rationale for the adoption of these technologies?

## Alexis Shotwell

In March 2026, Senate received the “AI Framework for Carleton University,” which, as we discussed then, is not a policy or governance document. At that point, the Framework noted that the Working Group on AI in Teaching and Learning would be shifting, to “broaden its mandate and membership to become the cross-functional AI Advisory Group” which would give Senate regular updates on AI related matters and “any new developments that could impact academic matters.” There continue to be a very large number of new developments that impact academic matters (this was a significant topic of discussion from all departments at a recent TLS Teaching Mentors meeting, and indeed in virtually every conversation I have with colleagues). Could we have an update on:

1. The current composition of this committee
2. When it has met, and most important issues it is currently considering
3. Its current plan for addressing the academic implications of AI use at Carleton
4. Whether meetings are open to observers, and how we would learn about them
5. How decisions are being made about subscriptions to AI services and EdTech tools

## Megan Rivers-Moore

There has been a trend among many faculty members towards implementing laptop bans because of legitimate concerns about AI use. (I share these concerns and spent some of my PER this year on notebooks and pencils!). However, for disabled students whose access needs require the use of particular technologies (on laptop and other devices), this could have detrimental impacts on their learning. When disabled students are given an exemption from the laptop ban in a particular class, this effectively outs them publicly as

disabled. Disabled students have the right to privacy and the right to accommodations under the Ontario Human Rights Code. Are blanket laptop bans violating these rights?

## Gabriel Wainer

In recent discussions, the Administration noted that improving the University's standing in international rankings is a strategic objective, both for undergraduate and graduate recruitment.

Is it possible to provide Senate with an update on the University's current performance in major international rankings, the initiatives being undertaken to enhance that performance, the metrics being used to assess progress, and any results achieved to date?

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**Senate Membership Ratifications**

**October 23, 2026**

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| MOTION: That Senate ratify the new Senate appointment, as presented, for service beginning immediately upon approval. |
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**Faculty Member Representative**

- Xuan Thuy Nguyen (FASS)

**MEMORANDUM**

The Senate Committee on Curriculum, Admission and Studies Policy (SCCASP)

**To:** Senate  
**From:** David Mendeloff, Chair of SCCASP  
**Date:** October 16, 2026  
**Subject:** Items for Information

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**Master of Business Administration (M.B.A.)**

At its meeting on October 6, 2026, SCCASP reviewed proposed calendar changes associated with a Major Modification to the Master of Business Administration (M.B.A.) program. Upon review, SCCASP recommended that Senate adopt the proposed program calendar language, pending formal Senate approval of the Major Modification. A Motion to approve these program changes will be presented at the October 23, 2026 Senate meeting by the Chair of the Senate Quality Assurance and Planning Committee (SQAPC). The recommended program calendar language is included in the SQAPC binder.

SCCASP also reviewed and approved on behalf of Senate minor modifications (addition of new courses) associated with the Major Modification to the M.B.A. This approval is contingent on Senate approval of the larger program changes. Details of these minor modifications are included for Senate's review in the following attachment:

- GR\_2728\_MinorMods\_2026Oct6



DATE: October 15, 2026

TO: Senate

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

RE: Calendar Curriculum Proposals  
**Major Modification**

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**Background**

Following Faculty Board approval, as part of academic quality assurance, major curriculum modifications are considered by the Senate Quality Assurance and Planning Committee (SQAPC) before being recommended to Senate. Major and associated minor curriculum modifications are also considered by the Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP).

**Documentation**

Recommended calendar language, along with supplemental documentation as appropriate, are provided for consideration and approval.

**Major Modifications**

**1. MBA**

SCCASP approval: October 6, 2026

SQAPC approval: October 8, 2026

**Senate Motion October 23, 2026**

|                                                                                                                |
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| <b>THAT</b> Senate approve the major modification to the MBA programs as presented with effect from Fall 2027. |
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DATE: October 15, 2026

TO: Senate

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

RE: Suspended program admissions – For information

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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)

**Bachelor of International Business**

## MEMORANDUM

**From:** Senate Academic Governance Committee  
**To:** Senate  
**Date:** October 23, 2026  
**Subject:** Senate committee ratifications + Election Report

### **Election Report:**

The following position was contested, and the winner was determined via Senate election on October 5-6, 2026.

Senate Executive Committee

- Sean Maguire (Undergraduate Student Representative)

### **Ratifications:**

- 1) Senate Quality Assurance & Planning Committee (SQAPC)
  - Roxane El Makhzoumi (Graduate student)
- 2) Senate Student Academic Integrity Appeals Committee (SSAIAC)
  - Matthew McStravick (Graduate student)
- 3) Senate Graduate Student Appeal Committee (GSAC)
  - Mike Hine (Faculty representative – Sprott)

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| <p><b>MOTION:</b> That Senate ratify the nominees for Senate committees, as presented, for service beginning immediately upon approval.</p> |
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## MEMORANDUM

From: Senate Academic Governance Committee (SAGC)  
To: Senate  
Date: October 23, 2026  
Subject: Revised SCCASP Terms of Reference

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The Senate Academic Governance Committee is recommending a number of changes to the Terms of Reference for the Senate Committee on Curriculum Admissions and Studies Policy (SCCASP). Most of these changes are updates to the Membership/Resources sections, to reflect current administrative titles, structures and roles. Additional minor changes were made to other sections for clarity.

### **Membership/Resources Updates**

- Replace the former VP Students and Enrolment position with the Associate Provost and University Registrar (ex officio).
- Update the Vice-Provost and Associate Vice-President (Academic) title to Vice-Provost (Academic & Global Learning), move the position to the Resources section, and allow a designate.
- Allow the Vice-Provost (Graduate Studies) to assign a delegate
- Replace the Director of Admissions Services and AVP Enrolment Management resource positions with the Executive Director, Admissions Services and Enrolment Management.
- Remove the OIRP representative as a standing Resource, on the basis that the office is consulted as needed rather than being expected to attend all meetings.
- Remove the Manager, Student Systems Support as a standing Resource for the same reason.

### **Responsibilities + Quorum & Voting Sections**

- Language was updated for clarity.

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| <p>Motion: That Senate approve the revised Terms of Reference for the Senate Committee on Curriculum Admissions and Studies Policy, as presented.</p> |
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## Senate Committee on Curriculum, Admission and Studies Policy (SCCASP)

### Terms of Reference

**Type of Committee:** Standing Committee

**Purpose:** To review and make recommendations to Senate, and approve as required, policies, regulations, and requirements pertaining to curriculum, admissions, and studies.

#### Responsibilities:

1. To review and make policy recommendations on admission requirements to all undergraduate ~~degree~~ programs (including degrees and certificates) and program elements (for example, minors, concentrations).
2. To review and make policy recommendations at the undergraduate level on advanced standing and transfer of credit.
3. To review and make policy recommendations on minimum undergraduate program requirements, including the minimum number of courses, residence requirements, and the minimum level of achievement expressed as a grade point average. Where appropriate, the committee will also recommend on the minimum requirements, as defined above, for various specifications including majors, combined majors, honours and combined honours programs.
4. To review and make policy recommendations on general academic regulations that are *either* specific to undergraduate or graduate programs, or common to both, including but not limited to academic evaluation, the grading system, examination administration, and challenge for credit.
5. To review and comment on all ~~F~~aculty, school, departmental and other regulations, at both the undergraduate and graduate levels, which may affect university requirements and/or which may be of concern to more than one Faculty.
6. To review and make recommendations on the organization and presentation of the material in the undergraduate and graduate calendars.
7. To review developments external to the University that impact policy at both the undergraduate and graduate levels, and to provide Senate with information on the implications.
8. To review and make recommendations on policies and procedures at both the undergraduate and graduate levels under which students may appeal matters relating to their academic standing.
9. To approve annually the undergraduate and graduate academic schedules within the Guidelines for Determining the Academic Year as set and amended from time to time by Senate.

10. To review and approve undergraduate and graduate minor program modifications as these are defined by the Carleton University Institutional Quality Assurance Process and to submit these modifications to Senate for information.

#### **Membership:**

1. An elected faculty member of Senate or a faculty member eligible to be elected to Senate to serve as Chair
- ~~2. Vice Provost and Associate Vice-President (Academic)~~
- ~~3-2. Vice President/Associate (Students/Provost and Enrolment)/University Registrar (secretary ex officio), who shall serve as Secretary (or designate)~~
- ~~4-3. Clerk of Senate (ex officio)~~
- ~~5-4. One undergraduate student~~
- ~~6-5. One graduate student~~
- ~~7-6. One faculty representative from each of the University's five line-Faculties~~  
(normally these are faculty representatives who are responsible for policies, regulations, and requirements pertaining to curriculum, admissions, and studies)

#### **Resources:**

- Vice-Provost (Academic and Global Learning), or designate
  - Vice-Provost (Graduate Studies), or designate
  - Executive Director, or of Admissions Services and Enrolment Management
  - ~~Associate Vice-President (Enrolment Management)~~
  - Associate University Registrar
  - Director, Graduate Services and Registrar
  - Graduate Curriculum and Calendar Officer
  - Undergraduate Curriculum and Calendar Officer
  - Director, Office of Academic Programs and Strategic Initiatives Representative from the Office of Institutional Research and Planning (OIRP)
  - Assistant Registrar, Academic Evaluation and Curriculum Management
- ~~Manager, Student System Support~~

Non-voting resources may be invited by the Chair to attend as required.

#### **Quorum and Voting:**

Quorum ~~and~~ shall consist of a majority of the voting members of the Committee. Decisions are determined by a simple majority of votes cast.

#### **Reporting:**

The Committee reports to Senate.

#### **Review:**

These terms of reference will be reviewed every [7seven](#) years or as needed.

*Document Origin Date: 28 September 2012 \_Reviewed/Revised: 25 September 2015; 25 March \_2022, 24 November 2023, 27 September 2024, [23 October 2026](#).*

**Field Code Changed**

## Senate Committee on Curriculum, Admission and Studies Policy (SCCASP)

### Terms of Reference

**Type of Committee:** Standing Committee

**Purpose:** To review and make recommendations to Senate, and approve as required, policies, regulations, and requirements pertaining to curriculum, admissions, and studies.

**Responsibilities:**

1. To review and make policy recommendations on admission requirements to all undergraduate programs (including degrees and certificates) and program elements (for example, minors, concentrations).
2. To review and make policy recommendations at the undergraduate level on advanced standing and transfer of credit.
3. To review and make policy recommendations on minimum undergraduate program requirements, including the minimum number of courses, residence requirements, and the minimum level of achievement expressed as a grade point average. Where appropriate, the committee will also recommend on the minimum requirements, as defined above, for various specifications including majors, combined majors, honours and combined honours programs.
4. To review and make policy recommendations on general academic regulations that are *either* specific to undergraduate or graduate programs, or common to both, including but not limited to academic evaluation, the grading system, examination administration, and challenge for credit.
5. To review and comment on all Faculty, school, departmental and other regulations, at both the undergraduate and graduate levels, which may affect university requirements and/or which may be of concern to more than one Faculty.
6. To review and make recommendations on the organization and presentation of the material in the undergraduate and graduate calendars.
7. To review developments external to the University that impact policy at both the undergraduate and graduate levels, and to provide Senate with information on the implications.
8. To review and make recommendations on policies and procedures at both the undergraduate and graduate levels under which students may appeal matters relating to their academic standing.
9. To approve annually the undergraduate and graduate academic schedules within the Guidelines for Determining the Academic Year as set and amended from time to time by Senate.

10. To review and approve undergraduate and graduate minor program modifications as these are defined by the Carleton University Institutional Quality Assurance Process and to submit these modifications to Senate for information.

#### **Membership:**

1. An elected faculty member of Senate or a faculty member eligible to be elected to Senate to serve as Chair
2. Associate Provost & University Registrar (*ex officio*), who shall serve as Secretary (*or designate*)
3. Clerk of Senate (*ex officio*)
4. One undergraduate student
5. One graduate student
6. One faculty representative from each of the University's five Faculties (normally these are faculty representatives who are responsible for policies, regulations, and requirements pertaining to curriculum, admissions, and studies)

#### **Resources:**

- Vice-Provost (Academic and Global Learning), or designate
- Vice-Provost (Graduate Studies), or designate
- Executive Director, Admissions Services and Enrolment Management
- Associate University Registrar
- Director, Graduate Services and Registrar
- Graduate Curriculum and Calendar Officer
- Undergraduate Curriculum and Calendar Officer
- Director, Office of Academic Programs and Strategic Initiatives
- Assistant Registrar, Academic Evaluation and Curriculum Management

Non-voting resources may be invited by the Chair to attend as required.

#### **Quorum and Voting:**

Quorum shall consist of a majority of the voting members of the Committee. Decisions are determined by a simple majority of votes cast.

#### **Reporting:**

The Committee reports to Senate.

#### **Review:**

These terms of reference will be reviewed every seven years or as needed.

*Document Origin Date: 28 September 2012 Reviewed/Revised: 25 September 2015; 25 March 2022, 24 November 2023, 27 September 2024, 23 October 2026*

**MEMORANDUM**

From: Senate Executive Committee  
To: Senate  
Date: October 23, 2026  
Subject: Academic Colleague Nomination

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At its meeting on October 13, 2026, the Senate Executive Committee, together with the recommendation of the President, approved bringing forward the nomination of Rebecca Renfroe to serve as Academic Colleague, for a 3-year term beginning January 1, 2027. Senator Kim Hellemans, who is currently serving in the role, will be leaving the position to take academic leave on January 1<sup>st</sup>.

|                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| MOTION: That Senate approves the appointment of Rebecca Renfroe as COU Academic Colleague, to serve a 3-year term of service beginning January 1, 2027. |
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## MEMORANDUM

**From:** Senate Committee on Medals and Prizes  
**To:** Senate  
**Date:** October 23, 2026  
**Subject:** Revisions to the Senate Medals Policy

The Senate Committee on Medals and Prizes recommends several revisions to the Senate Medals Policy. These revisions arise from the Committee's review of the graduate medal criteria and are intended to ensure that the policy remains equitable across Faculties while continuing to recognize outstanding academic achievement.

In its review of the 2026 graduate medal competition, the Committee noted that certain existing CGPA thresholds for graduate medals may disadvantage students in some Faculties because of differences in grading practices. The Committee discussed, in particular, the impact on students in some non-thesis-based master's programs (Type B for research project-based programs and Type C for coursework-only programs), where the award of A+ grades may be uncommon, making existing GPA-based thresholds difficult to attain despite otherwise exceptional academic performance. As a result, some categories of graduate medals were effectively inaccessible to otherwise deserving candidates.

The proposed revisions replace specific CGPA requirements for certain master's-level medals with broader criteria based on exceptional academic achievement and strong departmental recommendations. The changes affect only the Type B and Type C Senate Medals, for which a maximum of two medals may be awarded annually in each category across the University. The revisions are intended to provide the Committee with greater flexibility to identify the most deserving candidates across a diverse range of graduate programs while preserving the highly selective nature of these awards. It is also noted that no minimum CGPA requirement currently exists for thesis-based graduate medal competitions, where candidates are evaluated on the basis of the quality of their thesis or research work together with departmental and examiner recommendations. The proposed changes extend a similarly approach to the evaluation of Type B and Type C candidates.

The Committee believes that these changes will improve the equitable consideration of students across Faculties while maintaining the high standards associated with the University's medals. The Senate Committee on Medals and Prizes unanimously recommends approval of the revised policy.

|                                                                                                   |
|---------------------------------------------------------------------------------------------------|
| <p><b>MOTION:</b> That Senate approve the revisions to the Senate Medals Policy as presented.</p> |
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## **SENATE MEDALS POLICY**

1. General Medals Policy
2. Policy on Undergraduate Medals
3. Policy on Governor General's Medals at the Graduate Level
4. Policy on University Medals for Outstanding Graduate Work
5. Policy on Senate Medals for Outstanding Graduate Work

## **1. General Medals Policy**

### **1.1 The Medals**

Carleton University awards the following medals, when merited, at convocation.

Governor General's Medals Gold (Graduate students)

Governor General's Medals Silver (Undergraduate students)

Chancellor's Medal

President's Medal

University Medal for Outstanding Graduate Work – Doctoral

University Medal for Outstanding Graduate Work– Master's

University Medal - Undergraduate

Senate Medal for Outstanding Graduate Work - Doctoral

Senate Medal for Outstanding Graduate Work - Master's

Senate Medal for Outstanding Academic Achievement – Undergraduate

1.2 With the exception of the Governor General's Medals, a student will not be awarded more than one medal for the same body of work.

## **2. Policy on Undergraduate Medals**

1. To be eligible for a medal or prize at graduation, a student must have completed a minimum of 10.0 credits towards the degree at Carleton. Students should not be denied consideration of medals on the grounds that they do not meet the residency requirements for (1) students who have studied on a university-sanctioned exchange program; (2) students who have studied at the University of Ottawa on exchange; and (3) students who are required by their program to study at another institution.

2. The Senate Medals for Outstanding Academic Achievement will be awarded to the top 3% of the graduating class in each degree, subject to the requirement that, in all cases, the Overall GPA must be at least 10.60. Students receiving a University Medal are excluded from consideration for a Senate Medal.

3. The initial ranking of students shall be on the basis of overall Cumulative Grade Point Average calculated only on the courses taken at Carleton for the degree. This average is to be calculated to two decimal places, not rounded.

4.a. The recipients of the Governor General's medals at the undergraduate level will be selected from the graduates within that academic year. The medals will be awarded in the Spring to the top two graduates from the Winter and Spring classes and in the Fall to the top graduate from the Fall graduating class.

In the event of a tie, the Senate Medals & Prizes Committee reserves the right to consider additional criteria within the students' academic record(s) to select the recipient(s).

4.b. The Chancellor's and President's Medals will be awarded, when merited, at both the Spring and Fall graduations.

The Chancellor's Medal(s) is awarded to the undergraduate student(s) in an Honours, 15-credit degree, or Major program in the graduating class with the highest overall average after the Governor-General's medalist(s). Multiple Chancellor's Medals will be given when there is a tie.

The President's medal is awarded to the undergraduate student in a 15-credit degree with the highest overall average in the graduating class after the Governor-General's medalist (if that medalist is from a 15-credit degree program). The Overall CGPA must be to two decimal points and, in case of a tie, the Major CGPA will be considered.

5. University medals at the undergraduate level shall be awarded to the top 1% of the graduating class in each Faculty, subject to the requirement that, in all cases, the overall GPA must be at least 10.6.

6. Such additional guidelines as the Committee may, from time to time, find appropriate shall be brought to Senate for approval.

### **3. Policy on Governor General's Medals at the Graduate Level**

The recipients of the Governor General's medals at the graduate level will be selected from graduates within that academic year. The medals will be awarded in the Spring to the top graduate from the Winter and Spring classes and in the Fall to the top graduate from the Fall graduating class.

### **4. Policy on University Medals for Outstanding Graduate Work**

Criteria for the University Medals for Outstanding Graduate Work

#### Ph.D. Level

(i) Outstanding thesis as judged by the examining committee, the external examiner's report and recommendation, the supervisor's report and the report of the chair of the examining committee.

(ii) The candidate's record of research outputs such as publications, conference presentations, public engagement, or other relevant activities.

(iii) The recommendation of the Faculty Dean. In cases where candidates are equally ranked based on the quality of their thesis and research contributions, the highest CGPA in coursework will serve as the deciding factor.

#### Master's Level

(i) Outstanding thesis or research project, when applicable.

(ii) In programs where the degree is completed by course work only, ~~a grade point average of 11.5 or better is required~~. the candidate must have demonstrated exceptional academic achievement.

(iii) Where the candidate has written a thesis or a research essay, a statement from the supervisor will be requested. Where the candidate has written a thesis, a statement from the external<sup>1</sup> examiner will be requested.

(iv) The candidate's record of research outputs such as publications, conference presentations, public engagement, or other relevant activities.

(v) The recommendation of the Faculty Dean.

In cases where candidates are equally ranked based on the quality of their thesis and research contributions, the highest CGPA in coursework will serve as the deciding factor.

### **5. Policy on Senate Medals for Outstanding Graduate Work**

1. The status of the Senate Medals for Outstanding Graduate Work is one level immediately below that of the two University Medals for Outstanding Graduate Work (Doctoral and Master's). The Senate Medals are meant to recognize runners-up for the University Medals.

2. There are three categories of Senate Medals at the graduate level:

- a. Type A: for students in programs with a dissertation or thesis;
- b. Type B: for students who complete a research project; and
- c. Type C: for students in a coursework-only Master's degree.

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<sup>1</sup> At the Master's level, an External Examiner is defined as a member of the committee from outside of the program.



3. There are to be two Senate Medals of Type A (one Doctoral, one Master's) for each of the Faculties. When merited the Committee may recommend additional candidates for Senate Medals beyond the specified number.

4. There are up to two Senate Medals at the Master's level of Type B for the University. The ~~minimum requirement is a CGPA of at least 11.0~~ candidate must demonstrate exceptional academic achievement and have received a strong recommendation from the department.

5. There are up to two Senate Medals at the Master's level of Type C for the University. The ~~minimum requirement is a CGPA of at least 11.5~~ candidate must demonstrate exceptional academic achievement and have received a strong recommendation from the department.

6. All medals will be awarded in the Spring to the top graduate from the Winter and Spring classes and in the Fall to the top graduate from the Fall graduating class.

7. Given that the Senate Medals are meant to recognize runners-up for the University Medals, the criteria for the Senate Medals are identical to those for the University Medals (q.v.).

8. The candidate recommended to Senate by the Senate Committee on Medals for the Governor-General's Medals at the Graduate Level will continue to be selected from graduates within that academic year. The medals will be awarded in the Spring to the top graduate from the Winter and Spring classes and in the Fall to the top graduate from the Fall graduating class.

# Senate Review Committee

## Questions re Budget Presentation to Senate May 2026

### Slide 2: Gov't Funding Changes

- WGU – Can you provide more information on how these differ across programs/units?
- STEM funding expansion / new nursing program - assuming that starting a new program brings significant costs, at what point do we expect that the new program will begin to “earn money” for the university?

### Slide 3: New Tuition Fee Framework

- Inflation-Adjusted Tuition Fees at -27%: Is this prior to the new provincial framework?

### Slide 4: Revenues vs Expenses

- Other Income – what is included in this category and is there an opportunity for growth here?
- What measures are being taken to protect the quality of education at Carleton, given the reduction in number of T.A.s per student, and other cuts to resources?

### Slide 5: Operating Budget

- Base/Fiscal: why are the numbers sometimes identical and sometimes not? Confusion as to how to read this slide.

### Slide 7: Mission Sustainability Framework

- What is the breakdown of the \$19M Revenue Win-Back among the items listed (Strategic Enrolment Management, Non-Credit Programming, etc.)?

### Slide 8: Budget Initiatives

- How viable is tying growth to international enrolment, given the lack of control our sector has on federal and provincial policies in this area?
- What measures are being taken to attract international students through innovative programs such as non-lab-based Masters degrees, for example?
- Does the university maintain contact with former international students and how can those relationships be leveraged to increase international enrolment?

- What impact have the changes to OSAP had on our domestic enrolment, and where our students are now coming from?
- Responsibility-Centred Management Budget Model: please explain what this is.

#### Slide 9: Comparisons

- What lessons have we learned from universities that have been able to balance their budgets?
- What is the trajectory of the universities still in deficit? What is the data from the previous 2 – 3 years?

#### Slide 11: Student Enrolment Projections

- How did you arrive at these numbers (projected enrolments)? What are the assumptions? What initiatives are planned to achieve these outcomes?
- What are the costs of adopting the aggressive scenario?
- Where are our numbers now? Can you provide an update?
- Is there a Plan C if enrolment numbers fall below the modest growth scenario curve?

#### Slide 12: International Enrolment Projections

- How did you arrive at these numbers? What are the assumptions/models?

#### Slide 13: Budget Forecast

- What are the projections for 2027-28, 2028-29 and 2029-30?
- How are we funding the deficit? If we are using reserves, how much is begin drawn down over time, how much is currently available, and will we draw our available reserves down to zero?
- When does Carleton achieve a balanced budget via moderate growth, and under what assumptions?

#### Slide 14: Takeaways

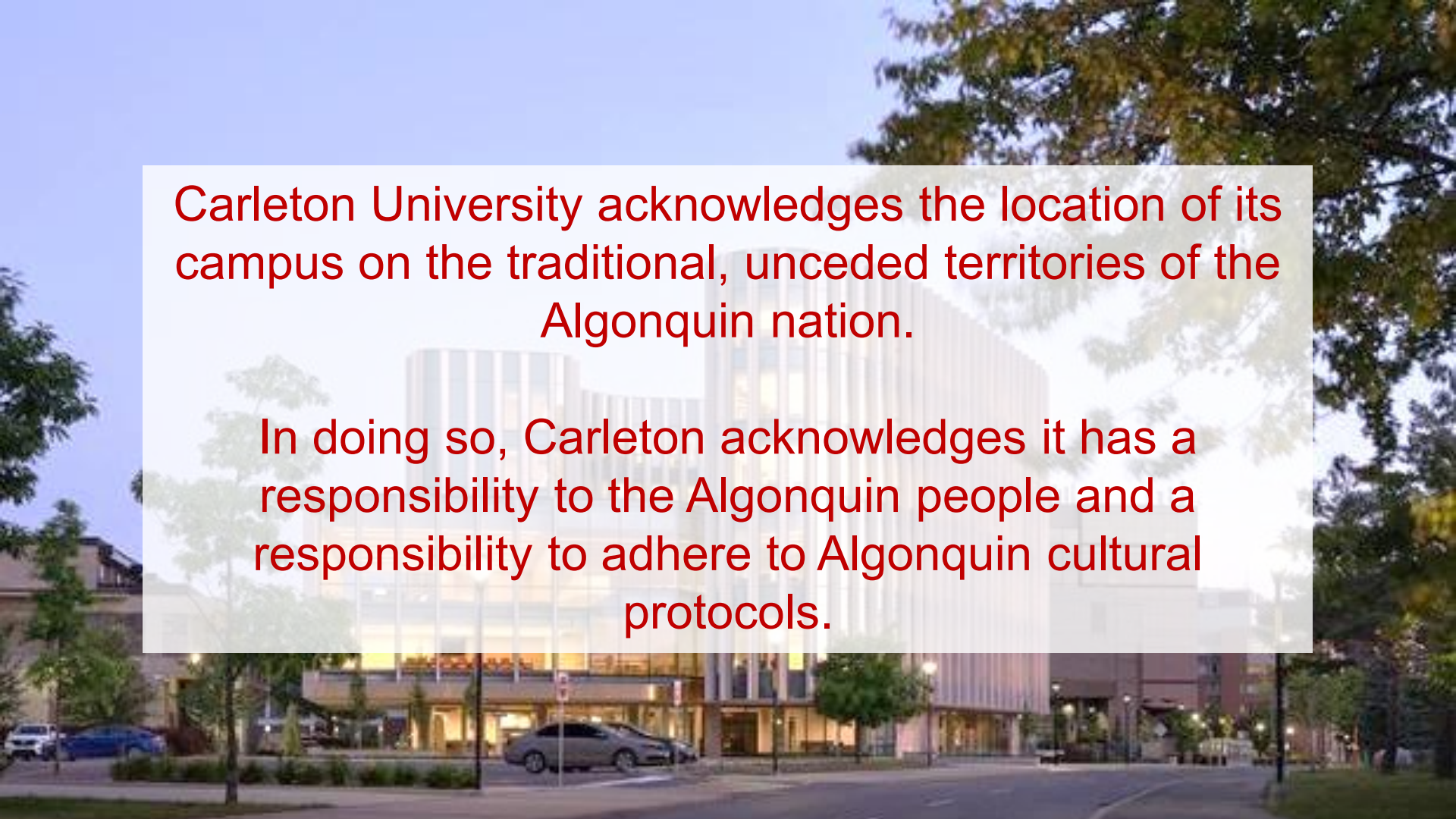
- RCM – financial controls – how is this being operationalized at the unit level?

# Carleton@100: From Promise to Inclusive Impact and Prominence, Together

## Senate Update

Phase 1 Complete | Phase 2: Consultation and Engagement  
Presented to the Senate | October 23, 2026



The background image shows a modern university building with large glass windows, some of which are illuminated from within. The building is surrounded by trees with green and yellowing leaves, suggesting an autumn setting. The sky is a clear, pale blue. In the foreground, there is a paved area with some parked cars and streetlights.

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.

# Rick Colbourne



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# Brian Guzzo



## **Brian Guzzo**

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# How the Process Works

Environmental scan > Engagement > Interpretation > Strategic Directions and trade-offs > Institutional synthesis > Governance



# Where We Were and Where We Are Now

Towards Carleton@100 is developing the university's next five-year strategy within a longer-term horizon toward Carleton's centennial in 2042.

## On May 29

### **Governance in place**

Governance arrangements and the Master Framework were established.

### **Working Groups formed**

Five Working Groups established across the five thematic areas.

### **Scanning underway**

Environmental scanning was underway in every thematic area.

### **Reporting scheduled**

Fall reporting of emerging insights and engagement planning was planned.

## Now

### **Phase 1**

#### **Environmental Scan**

Complete across all five Working Groups. Emerging institutional conditions and intersections identified.



### **Phase 2**

#### **Engagement**

Engagement with the Carleton community and Rightsholders, to test, challenge, deepen and refine those insights.



### **Phase 3**

#### **Strategic Directions**

Working Groups formulate Strategic Directions and identify the trade-offs associated with them.



### **Phase 4**

#### **Institutional Synthesis & Strategy Framing**

The Steering Committee considers the work across all five Working Groups and guides synthesis and frames the strategy.

**We are here**

# Progress Since May 29



## Phase 1 complete

All five Working Groups completed environmental scanning.



## Findings synthesized

The Strategy Project Team identified intersections across the five thematic areas.



## Governance review

Co-Chairs presented Phase 1 findings to the Steering Committee on August 19.



## Conditions identified

Cross-cutting institutional conditions, intersections and evidence gaps were set out.



## Planning tools prepared

A common set of Phase 2 engagement planning tools and supports was produced.



## Engagement underway

Working Groups prepared their plans with Steering Committee review; engagement in progress

# How Engagement Will Be Conducted

Four modes of engagement, running in parallel and reaching from the widest collective conversation to the most targeted. Three dimensions run through every mode.

1

## **Collaborative consultation events**

Cross-community sessions where Working Groups test conditions together, surface cross-domain trade-offs and build shared interpretation.

2

## **Inputs from ongoing initiatives at Carleton**

Evidence being generated by other initiatives underway across the university.

3

## **Group oriented facilitation**

Facilitated sessions with defined communities: academic units, service areas, student groups, employee groups, alumni and external partners.

4

## **Individual conversations and interviews**

Targeted conversations where depth, positional knowledge or confidentiality is required, including those who will not speak in a group setting.

## **RUNS THROUGH EVERY MODE**

### **Technology**

How digital systems, data and AI shape access to the conversation and what can be learned from it.

### **Inclusivity**

Whose experience is reflected in each mode, whose is missing, and what participation requires.

### **Rightsholder engagement**

Indigenous Rightsholders engaged on their own terms, on a distinct track running alongside community engagement.

# Seven Consultation Themes

1

Institutional Coherence and Integration

2

Future Learners, Pathways and Talent

3

Belonging, Wellbeing and Human Experience

4

Value, Impact and Institutional Identity

5

Innovation, Adaptation and Change

6

Strategic Choices and Resource Allocation

7

Sustainability and Long-Term Resilience

# What This Means for Consultation and Engagement

Phase 2 engagement will challenge, deepen and refine the emerging insights from Phase 1.

## WHAT PHASE 1 SHOWS

### **Conditions cut across mandates**

Several conditions appear in more than one Working Group's scan.

### **Interdependencies must be accounted for**

Across teaching and learning, student experience, research, partnerships and institutional capacity.

### **Trade-offs will need to be explicit**

Some potential directions will involve choices that preclude other opportunities.

### **Delivery depends on enabling systems**

Institutional systems, resources, data and decision processes will affect what can be delivered.

### **Engagement informs where attention goes**

Phase 2 will help determine which issues require greater attention before Strategic Directions are formulated.

## ACROSS ALL THEMES

**Fill** priority evidence and gaps identified in Phase 1. **Surface** differences across communities, without forcing premature consensus.

## WHAT ENGAGEMENT WILL DO

**Examine** where the emerging conditions hold, and where they require reframing.

**Identify** where institutional priorities collide and create genuine trade-offs.

**Explore** underlying causes, barriers and enabling conditions.

**Inform** potential Strategic Directions, before operational solutions are considered.

# When the Senate Will Hear From Us Again

## **December 11, 2026**

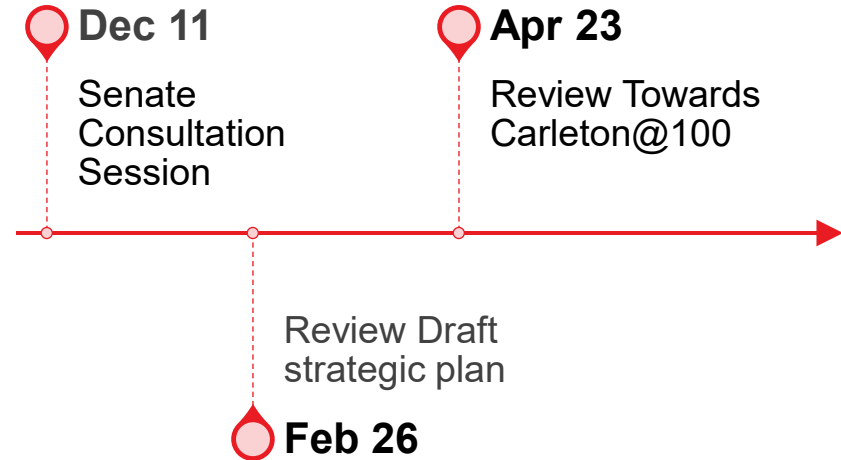
- Working Groups to facilitate Consultation Session

## **February 26, 2027**

- Draft Strategic Plan

## **April 23, 2027**

- *Review of Towards Carleton@100*



thank  
you



## **Senate Executive Committee**

**September 8, 2026**

**TB503C**

### **MINUTES**

**Attending:** R. Dansereau (Clerk), D. Hornsby, A. Hurrelmann, P. Rankin, R. Renfroe, W. Tettey (Chair),

**Recording Secretary:** N. Paul, K. McKinley

**Resource:** A. Goth

#### **1. Welcome & Approval of the Agenda**

The meeting was called to order at 1:00 pm. The Chair welcomed incoming Assistant University Secretary (Senate) Nick Paul, who will be taking over the role completely upon Ms. McKinley's retirement in January of 2027.

A request was made to amend the agenda to consider a motion for Senate, received after circulation of the original agenda. The extra addition was inserted at #4, before the Draft Senate Agenda.

It was **MOVED** (A. Hurrelmann, R. Dansereau) that the agenda of the meeting of the Senate Executive Committee on September 8, 2026 be approved, as amended.

The motion **PASSED**.

#### **2. Approval of Senate Executive Committee Minutes**

The Committee considered the minutes of the June 9, 2026 meeting and the records of electronic polls conducted on June 3, June 22, and July 22, 2026. The items were approved through a single omnibus motion.

Omnibus Motion:

It was **MOVED** (R. Dansereau, R. Renfroe) that the Senate Executive Committee approve the minutes of the meeting on June 9, 2026 and the e-polls on June 3, June 22, and July 22, 2026.

The motion **PASSED**.

### **3. Review of Senate Minutes (June 19, 2026)**

The minutes of the Senate meeting on June 19, 2026 were circulated in advance. No suggestions for corrections or changes were brought forward by the committee.

### **4. Motion Regarding Academic Accommodation for a Provincial Day of Action**

The Committee considered a motion submitted by the President of CUSA regarding a proposed provincial day of action on November 5, 2026. Discussion focused on the existing Senate policy governing accommodation for participation in national or provincial days of action, including notification requirements, delegation of authority to the Provost, historical practice, and the distinction between Senate and Provost authority.

Members noted that one policy condition may not have been satisfied because the request was submitted after the policy deadline. Following discussion, the Committee agreed that the matter should be referred to the Provost under the existing policy framework. The Assistant University Secretary agreed to advise the CUSA President to contact the Provost directly regarding the request.

### **5. Draft Senate Agenda—September 18, 2026**

The Committee reviewed the draft Senate agenda. No changes were requested.

It was **MOVED** (A. Hurrelmann, R. Dansereau) that the Senate Executive Committee approve the proposed agenda for the Senate meeting of September 18, 2026, as presented.

The motion **PASSED**.

### **6. Question Period Submissions**

The Clerk reported that no submissions had been received.

#### **7. Report from the Clerk of Senate on Procedural Reviews**

The Clerk reported that three procedural reviews had been completed since the previous report. One was submitted by a graduate student in the Faculty of Public and Global Affairs and two others were from the Sprott School of Business. All reviews concerned grade appeals.

#### **8. Other Business**

Members briefly discussed academic unit nomenclature. The Committee was also advised that an electronic poll may be required in the coming days for an early graduation request.

#### **9. Adjournment**

The meeting was adjourned (R. Dansereau, A. Hurrelmann) at 1:49 p.m.