



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 26, 2025 at 2:00 pm
PK608 (Senate Room)**

AGENDA

Open Session:

- 1. Welcome & Approval of Agenda**
- 2. Minutes:** June 6, 2025 (Open Session)
- 3. Matters Arising**
- 4. Chair's Remarks**
- 5. Question Period**
- 6. Administration (Clerk)**
 - a. 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 – May 27, 2025
- b. Senate Committee Annual Reports
 - i. Senate Student Academic Integrity Appeals Committee (SAIAC)
 - ii. Senate Undergraduate Studies Committee (SUSC)
 - iii. Senate Committee on Undergraduate 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 6, 2025 at 2:00 pm
PK608**

**OPEN SESSION
MINUTES**

Present: Z. Al Attar, J. Armstrong, M. Barbeau, A. Bordeleau, J. Brunet, S. Burges, A. Butler, E. Cyr, J. Debanne, M. DeRosa, R. Gorelick, R. Goubran, K. Graham, E. Gray, J. Greenberg, T. Haats, M. Haines, X. Haziza, K. Hellmans, D. Hornsby, D. Howe, S. Joe-Ezigbo, L. Kostiuk, N. Laporte, J. Lynch, A. MacDonald, B. MacLeod L. Madokoro, G. Maracle, L. Marshall, D. McNair, H. Nemiroff, D. Nwakanma (acting for S. Blanchard), B. O'Neill, Y. Ono, M. Papineau, A. Patrick (acting for A. Kocsis), P. Rankin (Chair), R. Renfroe, M. Rivers-Moore, M. Rooney, S. Sadaf, E. Sloan (Clerk), T. Turbat, J. Wallace,

Regrets: M. Bahran, F. Brouard, J. Chan, J. P. Corriveau, N. Hagigi, D. Maseko, J. Mason, A. Masoumi, D. Mendeloff, M. Nadeem, A. Paiva, M. Pearson, O. Saloojee, W. Tettey, R. Tfaily, C. Trudel, C. Viau, S. Viel, G. Wainer, P. Williams

Absent: T. Davidson, L. Grant, S. Hawkins, B. Heerspink, P. Kouzovnikov, G. Lacroix, S. Monastero, A. Shotwell, C. Smelser, R. Teather, R. Treasure

Recording Secretary: K. McKinley

1. The meeting was called to order at 2:03 pm. Provost Pauline Rankin welcomed Senators to the final Senate meeting of the 2024-25 academic year, noting that she would be acting as Chair in President Tettey's absence (as per the protocol in Section 5.1 of the AGU).

The Chair welcomed new student ex officio members Alison Kocsis (CASG President), Sean Joe-Ezigbo (CUSA President), Zeina Al Attar (GSA President), and Temuulen Turbat (GSA VP Academic). She also thanked departing faculty members, students, Board of Governor and Alumni representatives, for their dedication and engagement during their terms on Senate. A special thank-you was extended to departing Clerk of Senate Elinor

Sloan for her unwavering commitment to Senate during the four years of her tenure. The Chair noted that Professor Richard Dansereau from the Faculty of Engineering & Design would be assuming the role of Clerk of Senate as of July 1st for a 3-year term.

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

The motion **PASSED**.

(Minutes for the Closed Session of the meeting are in a separate document.)

Minutes after Open Session resumed:

Approval of Open Agenda:

It was **MOVED** (N. Laporte, J. Armstrong) that Senate approve the open agenda for the meeting of Senate on June 6, 2025, as presented.

The motion **PASSED**.

2. Minutes: April 25, 2025

It was **MOVED** (H. Nemiroff, M. Haines) that Senate approve the minutes of the Senate meeting on April 25, 2025 as presented.

The motion **PASSED**.

3. Matters Arising

Associate Vice-President ITS and Chief Information Officer (CIO) Valerie Turner provided Senators with information regarding Microsoft fees and cloud storage issues at Carleton, in response to a request from a Senator in the previous meeting.

CIO Turner first clarified that Carleton has a master agreement with Microsoft at the provincial level. Ontario universities negotiate as a sector with Microsoft in order to obtain volume pricing; the current agreement is signed by the Council of Ontario Universities.

Microsoft has made recent changes to storage allocations that are negatively impacting universities worldwide. Previous storage allocations were calculated by account, including both free and paid accounts. Microsoft is now only allocating storage per paid license, which will result in a large reduction in storage capacity overall for Carleton.

To avoid incurring the costs of purchasing additional storage, limits on storage for Carleton users will be set, without negatively impacting members of the community, if possible.

Currently, Carleton possesses 240,000 accounts, including student, alumni, staff and faculty accounts. An audit of the current user profiles reveals the following:

- 2% of current license holders are using 70% of the data storage.
- At present, 4,290 faculty and staff consume storage; 258 of them are over their quota.
- There are more than 60,000 student licenses, but only approximately 30,000 are active students.
- 3,894 students are over their storage limit, but only half of these students are active.

ITS is currently taking steps to address these issues by:

- Working with faculty and staff to find solutions for their data storage issues;
- Determining what data are in One-Drive, since One-Drive occupies a large volume of storage;
- Researching other storage locations and options:
 - Citrix Sharefile in the Research Data Centre,
 - Digital Research Alliance of Canada for large data sets,
 - Data storage for completed research in the MacOdrum Library;
- Checking with Computing Support Units (CSUs) to see what infrastructure is available in Faculties and Departments;
- Setting up 2 working groups, one for research data and one for administrative data; and
- Working with Corporate Archives for administrative data.

CIO Turner confirmed that research data sets tend to require the most storage. Some of these could be archivable via Azure cold storage, but if they need to be accessible, egress charges would apply.

CIO Turner also noted that faculty members who have exceeded their storage limits will be contacted before August 1st and that ITS will be working within the departments via CSUs to find solutions. Faculty members will also be able to consult with the two working groups (research, administrative) or they may open a ticket in the Jira Service Desk Customer Portal to explain their individual use case.

The Chair thanked CIO Turner for the information.

4. Chair's Remarks

The Chair began her remarks by thanking Senators for their engagement and commitment to academic excellence and community well-being throughout the challenges of the 2024-25 academic year.

The Chair then reported on a new legislative proposal introduced on May 29 by the Ontario government (*Supporting Children and Students Act 2025*) aimed at enhancing transparency, accountability and student success in the postsecondary education system. If passed, the Act will require universities to provide accessible breakdowns of tuition and ancillary fees, ensure that admissions policies are clear and based on merit, maintain inclusive pathways for students, and implement research security plans. Consultations with students and sector stakeholders are planned before the regulations are enacted, and implementation will follow Royal Assent. Regular updates on this process will be provided to the Carleton community, including Senators.

The Chair next highlighted these academic and research achievements:

- Carleton has established Canada's first Chair in Philanthropy, housed within the School of Public Policy & Administration.
- Dr. Kahente Horn-Miller, AVP Indigenous Teaching, Learning and Research, and Benny Michaud, Director of the Centre for Indigenous Support and Community Engagement each received a prestigious King Charles III Coronation Medal in recognition of their outstanding contributions to Indigenous education, advocacy and community engagement.
- Dr. Mark Boulay (Department of Physics) received the 2025 CAP-TRIUMF Vogt Medal for his outstanding contributions to subatomic physics.
- A team of researchers from the Department of Physics has been honoured with the 2025 Breakthrough Prize in Fundamental Physics, which was awarded to the International ATLAS Collaboration for its contributions to particle physics over

the period of almost a decade. A total of 38 Carleton researchers are among the recipients of this award.

- Kelly Babchishin (Psychology), Rachel Buxton (Integrated Science and Biology), Reza Kholghy (Mechanical & Aerospace Engineering) and Robyn McQuaid (Neuroscience) received Early Researcher Awards from the Ontario Government, each worth \$140,000 in funding with an additional \$50,000 in matching support from the university.
- Carleton has launched a strategic partnership with March Networks, a global leader in intelligent video and AI-driven solutions. The collaboration will strengthen local tech talent, advance AI research and support greater inclusion in STEM.

The Chair next shared the news that after 6 years of service as Dean of the Faculty of Engineering & Design, Dr. Larry Kostiuk will be stepping down from this role to return to teaching and research activities. The Chair thanked Dr. Kostiuk for his outstanding leadership and the many contributions he has made to the success and growth of Carleton's engineering and design programs. Dr. Ronald Miller, Chancellor's Professor in the Department of Mechanical and Aerospace Engineering, will become Interim Dean as of August 1st. Senators gave a round of applause to out-going Dean Kostiuk.

Finally, the Chair mentioned the following events:

- Mental Health Awareness Month (May)
- National AccessAbility Week (May) – celebrating valuable contribution of Canadians with disabilities
- Pride Month (June) – an opportunity to honour and support Two-Spirit, lesbian, gay, bisexual, transgender, and queer members of the Carleton community
- National Indigenous History Month (June)
- Spring Convocation – June 16 – 20, including the installation of President Tettey and incoming Chancellor Nik Nanos.

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

5. Question Period

One question was submitted, but it was addressed during the Budget presentation. The Chair reminded Senators to restrict questions to issues within the purview of Senate.

6. Administration

There was no report for Administration at this meeting.

7. Reports

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

Committee Chair Julia Wallace presented 2 items for Senate approval and 2 items for information.

Items for approval:

Adding Nursing to those programs that do not permit admission with ESLR

It was **MOVED** (M. DeRosa, D. Hornsby) that Senate approves the revisions to Regulations UG-ADM-General 4: R ADM-General-Section 4 English Language Proficiency effective for the 2025-26 Undergraduate Calendar as presented.

The motion **PASSED**.

Band scores for Pearson Language Test + update to the Duolingo band scores

It was **MOVED** (M. Papineau, D. Nwakanma) that Senate approves the revisions to Regulations R-GR-3 Application for Admission effective for the 2025-26 Graduate Calendar as presented.

The motion **PASSED**.

Items for Information:

- Undergraduate Minor Modifications for May 20, 2025
- Graduate Minor Modifications for May 6, 2025

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby began by noting that this was Julia Wallace's final Senate meeting as Chair of SCCASP, as she is retiring. Senators provided her with a round of applause to thank her for her service.

The SQAPC Chair presented 5 major modifications for Senate approval and one memo for information.

The major modifications were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, J. Wallace) that Senate approve the major modifications as presented.

The motion **PASSED**.

Individual motions within the Omnibus:

- THAT Senate approve the introduction of the concentrations in Government and Professional Communication; Media and Entertainment

Industries; and Public Engagement and Civic Culture to the B. CoMS program, as presented, with effect from Fall 2025.

- THAT Senate approve the major modification and name change to the undergraduate Economics concentration in Development and Environment as presented with effect from Fall 2026.
- THAT Senate approve the deletion of the Earth Sciences concentrations in Finance: Resource Valuation; Geophysics; Resource Economics; and Vertebrate Paleontology and Paleoecology as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the undergraduate Earth Sciences programs in Vertebrate Paleontology and Paleoecology as presented with effect from Fall 2026.
- THAT Senate approve the major modifications to the BSc program and concentrations in Linguistics as presented with effect from Fall 2026.

Memo for Information:

Committee Chair David Hornsby presented for information a list of programs approved to suspend admissions for Fall 2025. It was noted that the requests for suspended admissions were made by the units, approved by the Deans and Vice-Provost (Academic), and that all necessary administrative steps were taken by Admissions, the Registrar's Office and Graduate Studies.

Programs with Suspended admissions for Fall 2025

Minor in German	Minor in Health Sciences
Minor in Korean	Minor in Canadian Studies
Minor in Russian	MEng Engineering Practice (Environmental)
Minor in Chinese	Minor in Computer Science
BSc in Food Science	BSC in Integrated Sciences
Minor in Food Science	MA and GDips in Northern Studies
Minor in LACS	PHD in Canadian Studies
Grad programs in Ethics and Public Affairs	BIT in Optical Systems and Sensors (1 admission cycle) (request from Algonquin College)

It was also noted that the suspensions will be in effect for two admission cycles unless otherwise indicated, and that any modifications to program reinstatement or closure will be brought to Senate for approval.

In response to a question from the floor, the committee Chair noted that the request for suspension of admissions must come from the academic units. He also clarified that suspending admissions does not equal suspending the program. Faculty members will continue to teach students that are still in the program. Deans of the Faculty will consider faculty member reallocations to

other units where this makes sense. It is also not a foregone conclusion that a program whose admissions are suspended will ultimately close.

A Senator asked for more information on the suspension of admissions for the minor and PhD programs in Canadian Studies. Committee Chair Hornsby replied that the suspension of admissions for the minor occurred in January of 2025, before the establishment of this framework. The Dean of FASS added that there are only 9 students in the minor. The current strategy is to restructure Canadian Studies to focus more on the Masters and the minor in Heritage, and to change the courses within the minor in Canadian Studies. The PhD program has been paused while its future direction is being considered.

c. Senate Academic Governance Committee

Committee Chair Elinor Sloan presented three items for Senate approval. The first item was a motion to approve new members for various Senate standing committees.

- Senate Executive Committee – Nir Hagigi (UG Student member)
- Senate Committee on Curriculum Admission and Studies Policy – David Mendeloff (Faculty member and Chair)
- Senate Review Committee – Sana Mohsni (faculty member from Sprott)
- Senate Academic Governance Committee – Ruth McKay (faculty member from Sprott) and Christian Viau (faculty member from FED)
- Senate Committee on Undergraduate Student Awards – Roland Few (faculty member from Sprott)
- Senate Honorary Degrees Committee – Halim Yanikomeroglu (faculty member from FED)

It was **MOVED** (E. Sloan, K. Graham) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2025.

The motion **PASSED**.

Clerk Elinor Sloan then presented a motion to approve a revised Science Faculty Board Constitution. She reminded Senators that Faculty Boards were asked by Senate in 2023 to revise their constitutions, to support the transfer of authority for graduate curriculum approvals from the former FGPA to the Faculties, then to bring these revised constitutions to SAGC for review before Senate approval. A new template was created to assist in the review process.

The Science Faculty Board Constitution has been revised in accordance with this new template and has been approved by the Science Faculty Board. However, SAGC members wished to highlight that the Science Faculty Board student membership does not align with Section 11.3 of the AGU which states that Faculty Board membership shall include students who are elected or appointed members of departmental boards of the Faculty (AGU11.3(a)(iii)).

It was **MOVED** (M. DeRosa, K. Graham) that Senate approve the Science Faculty Board Constitution as presented.

Discussion:

A member of the Science Faculty Board provided more context for the discrepancy between Section 11.3 of the AGU and the student membership on the Science Faculty Board as outlined in their constitution. It was noted that Science Faculty Board meetings require at least 2 faculty members from larger units and at least one faculty member from the smaller units to be present for quorum to be achieved. Since this broad representation is ensured via the quorum requirement, not every member of the Faculty Board is expected to attend the meetings and in practice, meetings are attended mostly by these designated members from the units. All Science students as specified in the AGU are members of the Science Faculty Board, but only a subset are voting members. This is to preserve the ratio of student to faculty voting members at meetings of the Faculty Board. It was noted that this has been the standard of governance at Science Faculty Board for the past 20 years. The Science Faculty Board Secretary added that the Constitution was sent out to all members to receive feedback and was reviewed at the Faculty Board meeting prior to the vote to approve it. It was approved unanimously at that meeting.

The issue of alignment with the AGU was discussed by Senators. Some suggested that the AGU might be revised to allow for more variance between Faculty Board Constitutions in areas such as membership, provided that Senate supports this.

The motion **PASSED**.

Senators Root Gorelick and Laura Madokoro requested that their abstention from the vote be recorded. Senator Aidan Patrick (acting for CASG President Alison Kocsis) requested that their vote against the motion to be recorded in the minutes.

Finally, the Clerk presented a motion to approve the Computer Science Faculty Board Constitution which has been revised in accordance with the template provided by the Secretariat and has been approved by the Computer Science Faculty Board.

It was **MOVED** (M. Barbeau, D. Howe) that Senate approve the Computer Science Faculty Board Constitution, as presented.

Discussion:

A Senator asked how students are invited to Computer Science Faculty Board meetings. School of Computer Science Director Michel Barbeau responded that student representatives are welcome and invited to the School of Computer Science Council and Faculty Board meetings, but that Faculty Board meetings are only held once or twice per year.

The motion **PASSED**.

The Clerk concluded with a report on the implementation status of the 2024 recommendations of the Ad Hoc Committee on Graduate Academic Governance. The Clerk reminded Senators that in June of 2023 the Ad Hoc Committee on Graduate Academic Governance was created to study the impact of the transfer of graduate curriculum approvals from FGPA to the disciplinary Faculties, and to provide recommendations to address any concerns or issues arising from this review. The Ad Hoc Committee presented a report for Senate in January of 2024 that included 13 recommendations, and a number of action items for SAGC.

- Revision of Faculty Board Constitutions – 4 out of 9 have been completed and approved by Senate; the Graduate curriculum approval processes for FASS and Engineering were submitted to and reviewed by SAGC.
- Revision of Academic Integrity Policy – an Ad Hoc Committee on the Academic Integrity Policy has been working on this and it is nearing completion
- Revision of AGU to remove FGPA Dean and Graduate Faculty Board – completed in 2024; the Board of Governors also approved a motion to dissolve the Faculty of Graduate & Postdoctoral Affairs.
- Revision of Senate Committee TORS that included representation from FGPA – completed

- Development of process for oversight of graduate student awards – SAGC has completed this and will bring to Senate in September for approval
- Appropriate additional AGU revisions – completed in 2024; additional changes may be brought to Senate in 2025-26

There were no questions or discussion arising from this report.

8. Operating Budget (Provost)

Provost Pauline Rankin temporarily relinquished her seat as Chair of Senate to present this item. She asked VP Research and International Rafik Goubran to act as interim Chair for this agenda item, with Senate's permission.

The 2025-26 Base Operating Budget shows a net operating deficit of \$31.9M, which is almost identical to the deficit from the 2024-25 operating budget. Measures to offset the deficit this year included an additional provincial government grant to support STEM growth, the introduction of new programs and program renewal plus a \$24M budget reduction campaign. However, these measures have been countered by the continued impact of the decline in international student enrolment and ongoing increases in staffing costs. Without further intervention, the projections for 2026-27 show a deficit in excess of \$54M, as costs continue to rise and revenues remain flat.

Carleton's Mission Sustainability Framework is developing recommendations for further service-level efficiencies, cost containment and revenue growth. A Task Force, convened to guide the progress on this framework, is also liaising with Deloitte to complete the Ministry's Efficiency and Accountability Fund (EAF) Review. The EAF Review will begin over the summer and will seek to identify efficiencies and best practices in governance, administrative and student services, academic programming, facilities and physical assets, procurement and revenue generating opportunities. An interim update will be provided to Senate in October while the final report with a proposed implementation plan is due for submission to the Ministry in December.

A Senator asked for more details on the \$2.9M reduction in class sizes, offerings and administrative cuts as outlined in the presentation. The Provost responded that this figure includes \$1.8M in general administrative cuts, and some reductions to Teaching Assistant and Contract Instructor positions. Faculties will decide if further cuts are possible, without compromising our core mission. It was noted that the EAF process could provide insights on what further actions might be possible.

In response to another question, the Provost noted that our current deficit for 2025-26 would have been over \$50M without any interventions.

A Senator asked for the cost (actual dollar amount) of the new gateway signs entering campus and where this was included in the budget calculations. The Vice-President Finance & Administration Duane McNair noted that the budget for the signage was \$1.6M (approved in 2023), of which \$1.5M has been spent to date. This would be included in the “Campus Infrastructure” budget line for expenses.

A Senator asked if the reduction in international student numbers might result in a reduction in expenses or operational costs as well. The Provost responded that operational costs for the university continue regardless of the reduction in international students; faculty members still need to be paid, and services still need to be provided for students who are attending Carleton. Operational costs also continue to rise.

Another Senator asked for more information on Deloitte’s research methodology for this review. The Provost noted that Deloitte has requested data and documentation on various operations, including Senate and the Board of Governors, plus all of Carleton’s strategic plans. They are developing an interview list and planning engagement sessions to take place over a concentrated period of time in summer and early fall, but full details on these are not yet available. In response to another question, the Provost noted that the review has a wide agenda with broad categories but can be tailored to our specific institution. Carleton can also suggest areas for Deloitte to consider.

A Senator asked if the recommendations that emerge from the review would be binding. The Provost replied that Deloitte will develop an implementation plan that will be submitted to the provincial government. Carleton will be actively involved with Deloitte to develop a plan that works for us. The Provost added that the government has provided funding for the review but has not promised any funding for the implementation of the recommendations.

A Senator noted that members of the Carleton University Retirement Association have commented on the recent elimination of the Lifelong Learning Program and are requesting an opportunity to present a proposal to reconstitute the program with volunteer management. The Provost responded that the decision to shutter the Lifelong Learning Program was made after several years of financial losses following COVID. She added that the current model has become a substantial drain on finances and does not have the numbers to support it.

The interim Chair thanked the Provost for the presentation and Senators for the engaged discussion.

9. Reports for Information

The Provost resumed her position as Chair of Senate.

- a.** Senate Executive Committee minutes (April 15, 2025)
- b.** COU Academic Colleague Report

10. Other Business

A Senator rose to ask Senators to recognize Professor Donald Russell, former Clerk of Senate, active member of SAGC, and Chair of the Senate Ad Hoc Committee on the Academic Integrity Policy, for his many years of service on Senate, in administration, as well as teaching and research. Professor Russell is retiring after a year of administrative leave. Senators provided a round of applause for Professor Russell.

11. Adjournment

The meeting was adjourned (D. Howe, K. Hellemans) at 4:00 pm.

Senate Questions - September 2025

1) Morgan Rooney

In recent years, SES has required instructors to submit final exams (for photocopying, for setting up in Brightspace, etc.) 10 *business* days prior to the exam, whereas instructors are only given 10 *calendar* days (including business days, weekends, holidays, University Closure periods, etc.) to mark exams and to submit final grades.

This discrepancy raises a number of questions:

- 1) where does the “10 calendar days to submit final grades” rule “live,” and who “owns” it? It is not in the [Academic Regulations](#), for instance, but surely such matters are Academic in nature and within the scope of Senate’s mandate?
- 2) why do we give SES more time to photocopy exams than we give instructors to mark them?
- 3) the existing “10 calendar days” policy creates a number of inequitable situations in terms of number of working days instructors are accorded to complete their marking. In April/May, June/July, and August/September, when accounting for weekends and holidays, instructors can have as few as 5 or 6 working days, or as many as 8, during their 10-calendar-day window. In December/January, the situation is even worse: for this year, for instance, instructors with take-home exams only have 2.5 working days (Dec. 22 and 23, and half of Dec. 24) in their 10-calendar-day window before their grades are due on Jan. 2, meaning they are *de facto* required to work on weekends, on holidays, and during the University Closure period. What is the rationale for a policy that creates such obvious inequities?

2) Nir Hagigi

In October, the Ford government intends to pass Bill-33 (Supporting Children and Students Act), which includes Section 21.1, giving the province the power to decide which ancillary fees are “required.” These fees are what fund essential student services such as crisis response teams, the CUSA service centres (including Mawandoseg, the Wellness Centre, and the Gender and Sexuality Resource Centre), mental health supports, the USC food bank, and the University Health Insurance Plan. If these services are cut, it will directly affect campus safety, accessibility, and student well-being. What steps will the administration take to safeguard these programs, and how will the University advocate and lobby the government to ensure these supports remain protected?

3) Kuma Nyediin Buoy

Have course instructors included a course syllabus statement regarding the use of AI generative tools on their course outlines?

4) Alexis Shotwell

FASS faculty received an email (on Aug. 21), with a note that the “Minimal Course Outline Template” had been updated to include language on AI, asking that that we include at the “minimum” the “suggested text” provided. The [template](#) itself provided more detail, including the same sentence and some other text as the “minimum” for our outlines. The linked to the [TLS page on AI Syllabus Language](#). It is only at the bottom of that page that it is disclosed that the sentence, and all the rest of the “language,” was created with ChatGPT.

Many faculty are not permitting LLM-generated/predictive text content in our classes; many of us have in turn committed to not use chatbots to generate our teaching materials or to communicate with students. For us to be urged to include this language without much clearer disclosure is objectionable. Carleton’s new [AI Hub](#) has a lot of resources on how to use chatbots in our institution, but nothing about choosing not to

use them. What has been, and what will be, the process for developing LLM/chatbot policies and practices at Carleton?

5) Jody Mason

In November of 2024, a motion tasked SAGC with the work of investigating practices for chairing Senate. When does SAGC anticipate returning to Senate with a report?

6) Gabriel Wainer

Statement on the Self-Declaration Form for Deferred Exams

On November 22, 2022, Senate introduced the Self-Declaration Form for Deferred Exams. While I support the principle behind this initiative—streamlining the process for students facing legitimate challenges—I voted against its implementation due to serious concerns about its practical consequences.

In multiple Senate discussions, I raised the issue of academic integrity. In Engineering alone, up to 30% of students in certain courses have requested deferrals, and many professors have reported a sharp increase in such requests, resulting in significant workload strain. The authenticity of many of these claims is questionable: students often fail to appear for their exams or submit work of extremely poor quality. In some deferred exams, failure rates have reached as high as 90%.

This pattern suggests that the system is being exploited by students who gain an unfair advantage—effectively receiving an extra month to study—without facing any accountability. I have repeatedly emphasized the need for a robust mechanism to verify the legitimacy of deferral claims, to uphold fairness and integrity in our academic processes.

At the time of the vote, the Registrar clarified that falsifying a Self-Declaration Form constitutes a breach of academic integrity, specifically under the category of:

- *Falsified medical or compassionate certificates*
(Refer to the [Academic Integrity Policy](#))

We were advised to report suspected violations to the Dean for investigation. However, as of September 2025, this process has broken down. Dean's offices have ignored such reports. In one instance, a response stated: "We don't generally accuse and formally

investigate students of serious violations without better evidence than a suspicion of the instructor”

This directly contradicts the Registrar’s guidance and undermines the integrity of our academic standards.

Summary of Concerns:

- Students are misusing the Self-Declaration Form, not coming to deferred exams or submitting extremely low quality work.
- Reports of academic misconduct in such cases are being dismissed.
- Honest students are disadvantaged, with no recourse or corrective mechanism.
- A culture of unethical behavior is emerging due to the absence of consequences.

While the current proposal to introduce a fee for deferred exams may help reduce abuse, it does not address the core issue: the lack of an effective system to detect and respond to fraudulent deferral claims.

What are the actions the committee are taking to prevent this problem, ensure ethical behavior and avoid misconduct by students abusing this system? When are they going to be implemented and how? Could the committee take this matter seriously and return to Senate with a concrete, enforceable solution—one that does not place the burden solely on individual instructors?

Senate Membership Ratifications

September 26, 2025

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

Alumni Representative

- Trevor Lewis

Board of Governors Members

- Beth Creary (September 26, 2025 – December 31, 2025)
- Nathalie Laporte (January 1, 2026 – June 30, 2026)

Faculty Member Representatives

- Martha Mullally (Faculty of Science)

2025 Senate Survey Results

September 2025

Overview

- April 2025: 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

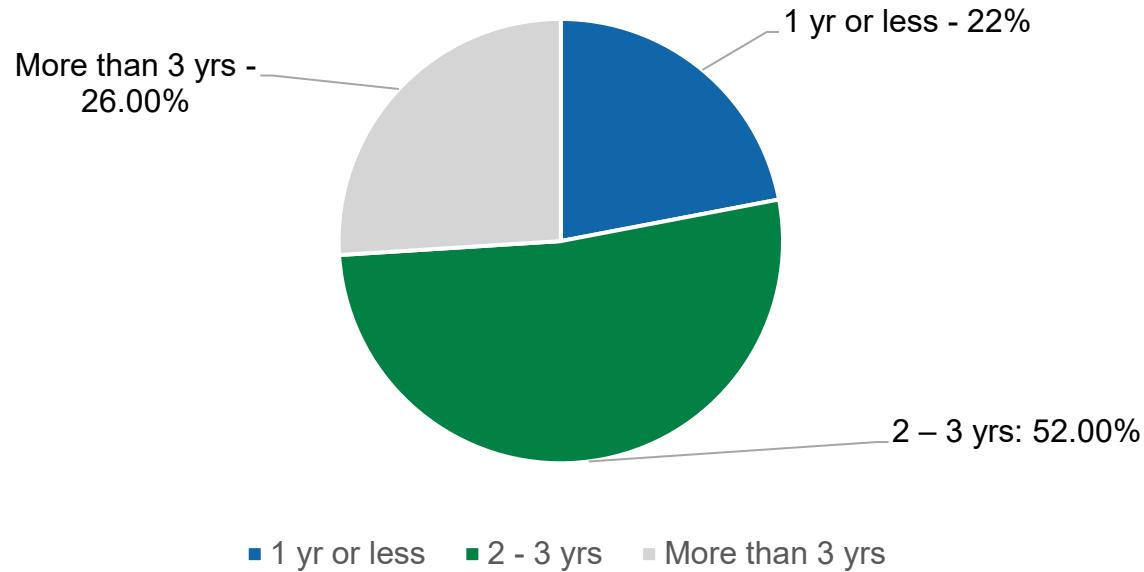
Overview

- Invitations sent April 1, 2025
- Survey closed on May 1, 2025
- Response rate: 27.71% (23/83 Senators responded)
 - 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%

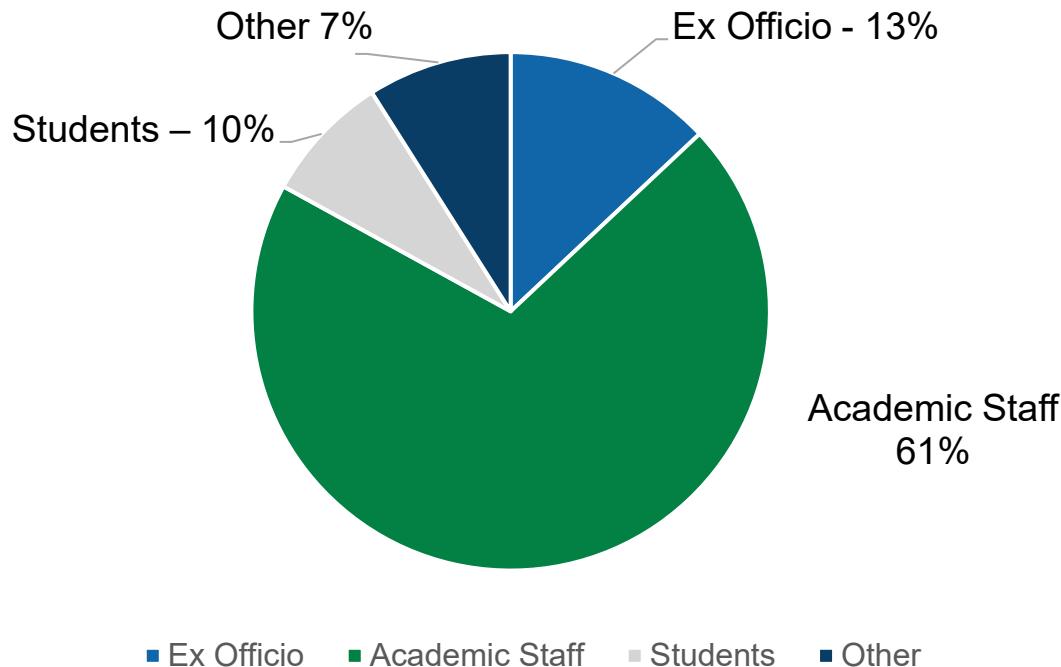
Overview

- Content: 11 questions + additional comments fields
- Categories:
 - Self-Evaluation - constituency, attendance, preparedness, engagement
 - Orientation
 - Meetings - structure, length, tone, mode
 - Documentation and Communication
 - Senate committee involvement
 - General Comments

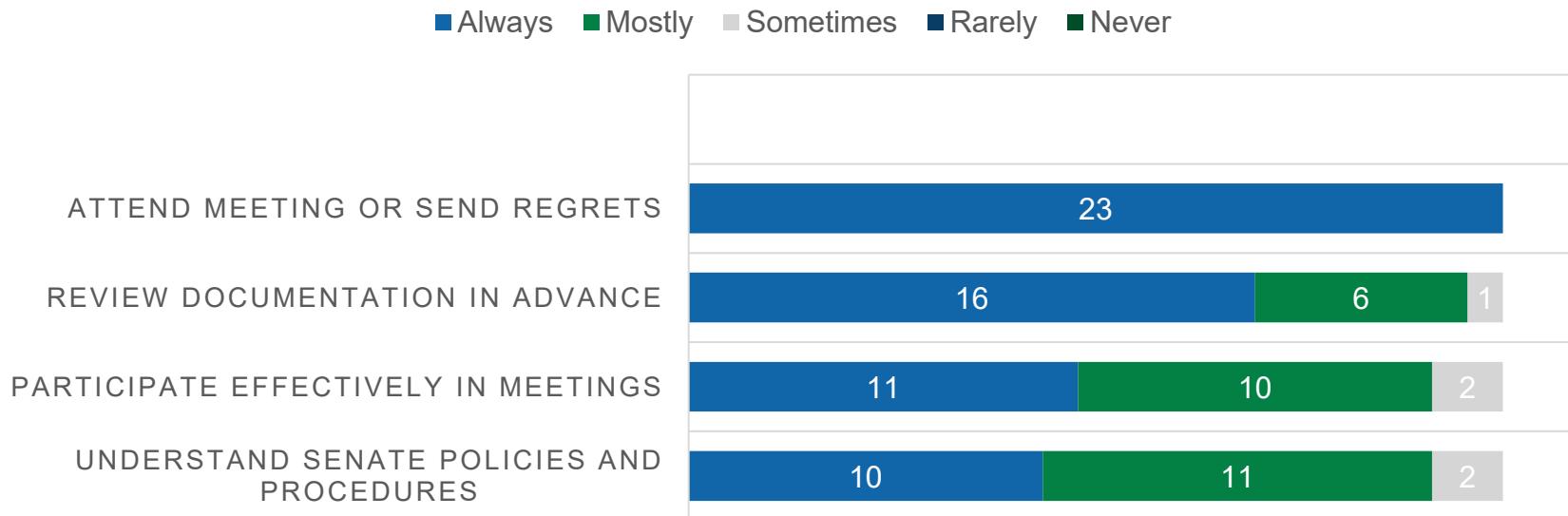
Question 1 – Length of Service



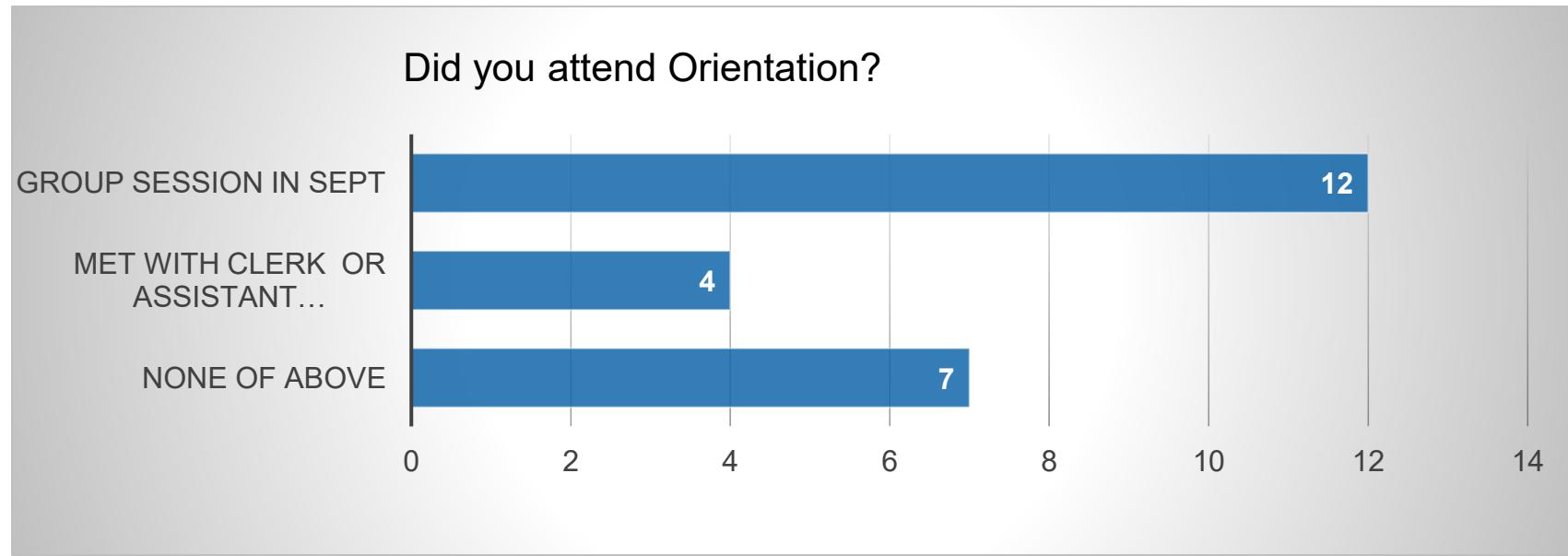
Question 2 – Constituency



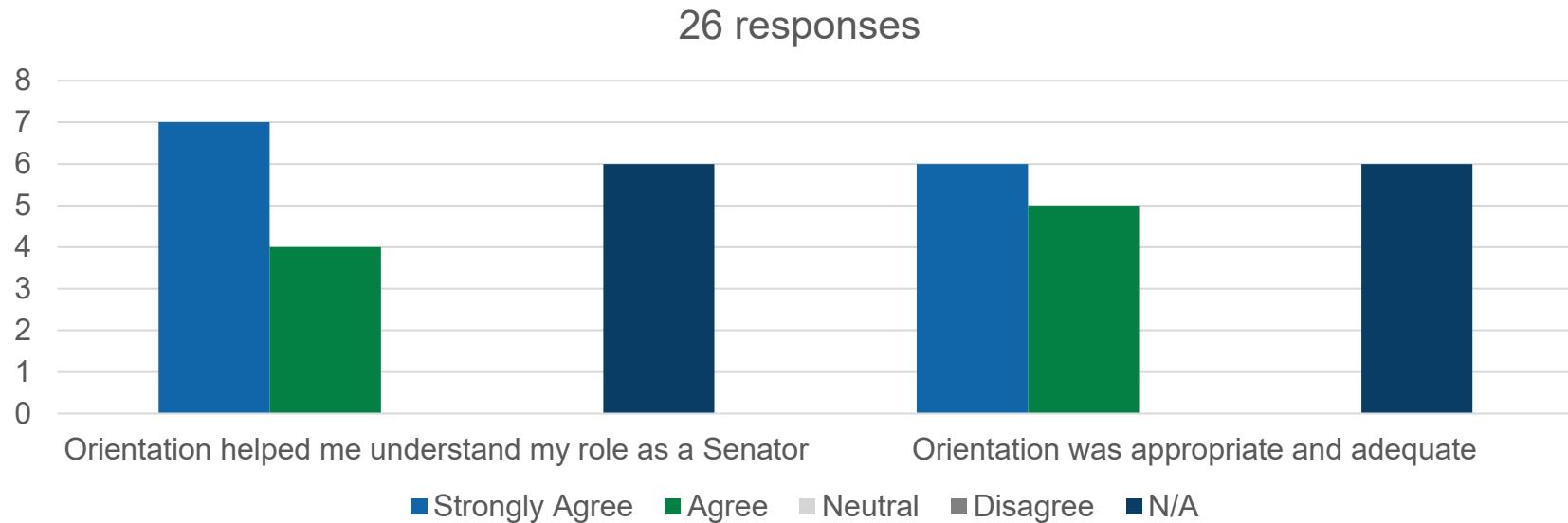
Question 3 – Self-Evaluation



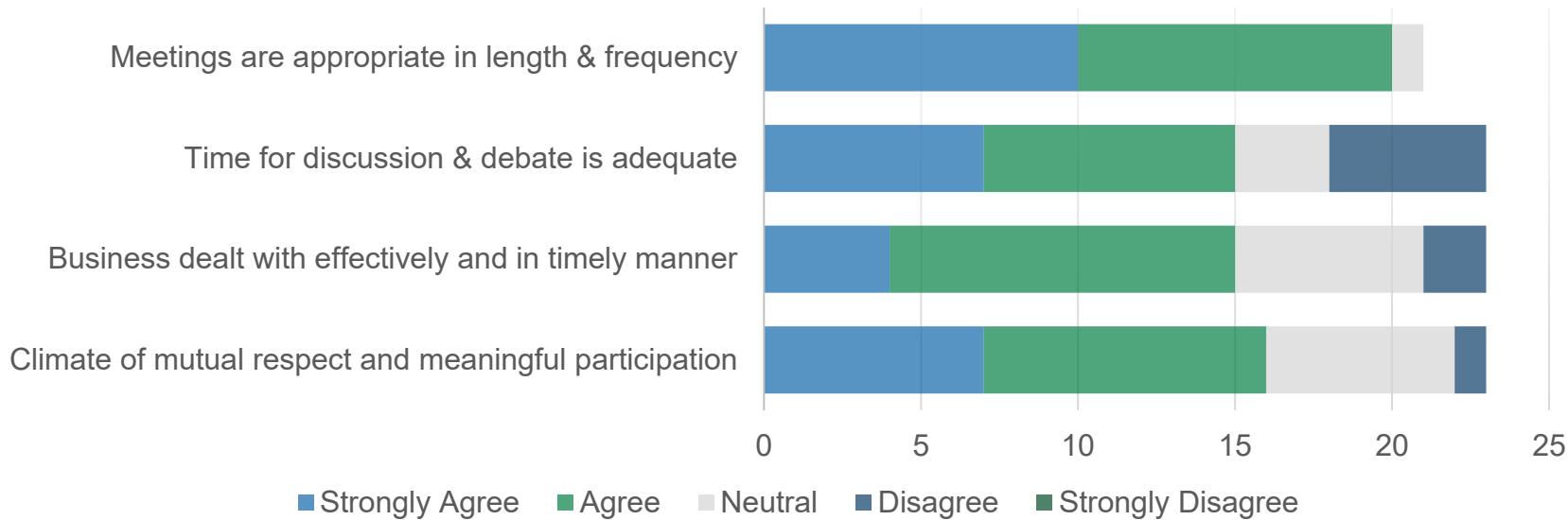
Question 4 – Orientation



Question 5 – Orientation Evaluation



Question 6 – Meetings

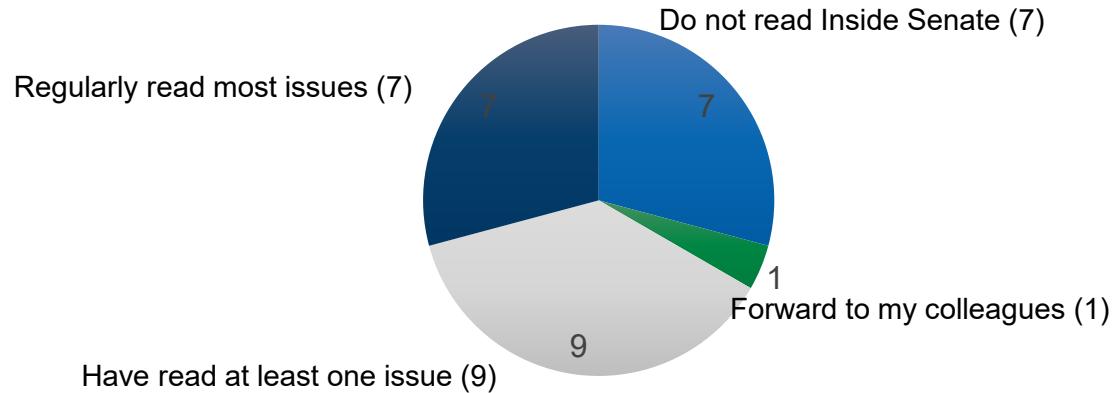


Question 7 – Communications and Documents

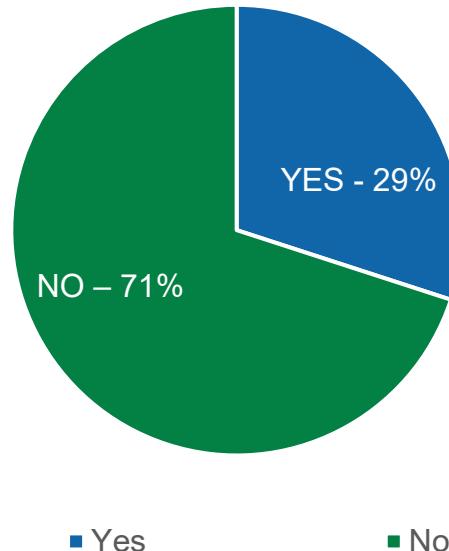


Question 8 – Inside Senate

24 responses

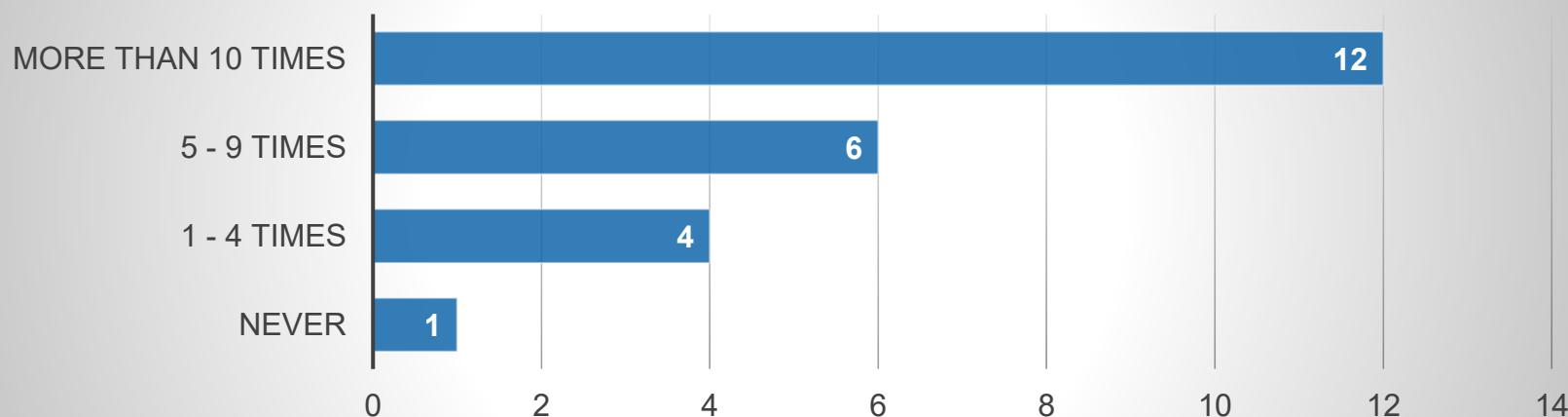


Question 9 – Did you serve on at least one Senate committee?



Question 10 – Website

How many times did you visit the Senate website this year?



Question 11 – Senate's Strengths

- Efficient running of meetings
- Reduction in lengthy presentations
- More discourse and discussion than in previous years

Question 11 – Observations

- Senate appears to be divided, voting blocks, some mistrust (all obstacles to good governance)
- Purview of Senate should be respected
 - Question Period – too many questions outside the purview of Senate
 - Motions for issues outside of Senate's purview should not be allowed

Suggestions

- Provide more training for Senators in governance, parliamentary procedure, etc.
- Hold Senate retreat for fulsome discussions on academic governance
- Provide regular presentations throughout the year on the work of Senate standing committees for more understanding of the work that they do
- Provide more explanation of motions from SCCASP and SQAPC in memos
- Improve audio in room

Carleton
University



MEMORANDUM

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

To: Senate
From: David Mendeloff, Chair of SCCASP
Date: September 26th, 2025
Subject: Regulation Changes 2025/26

For Senate approval

1. Revisions to the undergraduate admissions regulations clarifying English language proficiency requirements.

Motion: That Senate approves the revisions to Regulations UG-ADM-General-4: R-ADM-General-Section 4. English Language Proficiency effective for the 2026/27 Undergraduate Calendar as presented.

Attachment: UG-ADM-General-4: R-ADM-General-Section 4. English Language Proficiency

2. Revision to the admissions regulations for the Bachelor of Accounting (B.Acc.) restricting advanced standing to students with 5.0 credits or less.

Motion: That Senate approves the revisions to Regulations TBD-2249: R-ADM-Program-B.Acc. effective for the 2026/27 Undergraduate Calendar as presented.

Attachment: TBD-2249: R-ADM-Program-B.Acc.

For Information

1. *Attachment: R-UG-Academic Year Winter 2026*
 - a) Revisions to Winter 2026 academic dates: Adding Bachelor of Science in Nursing to the March 1, 2026 application deadline | Adding “fall/winter term courses” to the April 8, 2026 deadline for term work.
2. *Attachment: TBD-1887: R-UG-4.3 Deferred Final Examinations*
 - a. Updated to reflect the move to an online application with an integrated self-declaration form
3. *Attachment: UG_26-27_minor mods*

DATE: September 17, 2025

TO: Senate

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

RE: Creation of the College of Global Studies

Background

The Faculty of Public and Global Affairs is proposing the creation of a new College of Global Studies. The new college will house the Bachelor of Global and International Studies, the graduate programs in Migration and Diaspora Studies and the undergraduate and graduate programs in Russian and Eurasian Studies. As a result, the Institute of European, Russian, and Eurasian Studies as a separate academic unit will be closed.

Process

Following approval and support of the proposal by the Dean, approval is provided by the Vice-Presidents' Academic and Research Council (VPARC), Faculty Board, the Senate Quality Assurance and Planning Committee (SQAPC) and Senate before being recommended to the Board of Governors.

Recommendation to Approve the creation of a school

SQAPC Motion June 12, 2025:

THAT SQAPC recommends to Senate the approval of the establishment of the College of Global Studies and the concurrent disestablishment of the Institute of European, Russian and Eurasian Studies (EURUS) with effect from fall 2026 and that the governance for the Bachelor of Global and International Studies, the graduate and undergraduate programs in European, Russian and Eurasian Studies, and the graduate programs in Migration and Diaspora Studies move to the College of Global Studies upon its establishment.

Senate Motion September 26, 2025:

THAT Senate recommends to the Board of Governors the approval of the establishment of the College of Global Studies and the concurrent disestablishment of the Institute of European, Russian and Eurasian Studies (EURUS) with effect from fall 2026 and that the governance for the Bachelor of Global and International Studies, the graduate and undergraduate programs in European, Russian and Eurasian Studies, and the graduate programs in Migration and Diaspora Studies move to the College of Global Studies upon its establishment.

Change in Governance – College of Global Studies, Arthur Kroeger College of Public Affairs, and the Institute of European, Russian and Eurasian Studies

MEMORANDUM

To: Vice-President's Academic and Research Committee (VPARC)

From: David Mendeloff, Associate Dean (Faculty Affairs), Faculty of Public and Global Affairs
and Interim Director, Arthur Kroeger College of Public Affairs
Crina Viju, Director, Institute of European, Russian and Eurasian Studies
James Milner, Program Director, Migration and Diaspora Studies
Neil Gerlach, Program Director, Global and International Studies
Lisa Mills, Program Director, Public Affairs and Policy Management
André Turcotte, Interim Program Director, Clayton H. Riddell Graduate Program in Political Management

CC: Brenda O'Neill, Dean, Faculty of Public and Global Affairs

Date: April 30, 2025

Subject: Change in Governance – College of Global Studies, Arthur Kroeger College of Public Affairs, and the Institute of European, Russian and Eurasian Studies

Description of changes

We are proposing the following academic governance changes:

1. Establish a new academic unit: The College of Global Studies (CGS);
2. Move the Bachelor of Global and International Studies (BGlS) undergraduate programs and Migration and Diaspora Studies (MDS) graduate programs from the Arthur Kroeger College of Public Affairs to CGS;
3. Move all undergraduate and graduate degree programs of the Institute of European, Russian and Eurasian Studies (EURUS) to CGS;
4. Disestablish the Institute of European, Russian and Eurasian Studies (EURUS) as a separate academic unit.

The FPGA Faculty Board recommended these changes at its April 14, 2025 meeting.

The new College of Global Studies (CGS) will bring together existing programs of study and faculty members with overlapping research and teaching expertise in interdisciplinary global, regional, and area studies. The College will be unique in Ontario, if not nationally, and will further highlight the strength and reputation of Carleton and FPGA as home to outstanding

global and international studies degree programs and research.¹ The change reflects the objectives of FPG's Strategic Plan, "Connect, Lead, Transform," to build on our strengths to effectively market our programs, recruit new students, and increase enrollments.

This proposal entails an administrative reorganization of existing programs and involves neither the creation of new curricula nor academic programs and degrees. No calendar changes will be required.

Currently, the programs to be included in the CGS are spread across existing units. Bringing these programs together into a single administrative unit will enable all affected programs to benefit from staff integration and the collaboration that come with being part of a larger unit.

Importantly, this new structure is intended to ensure sufficient administrative staff support to these programs. Bringing these currently small programs together allows for a more efficient and effective allocation of current staffing resources, with benefits to staff, faculty, and students.

Programs that currently have one administrative support staff person will now be part of a staffing team that can cover for absences, provide additional support during busy times, and coordinate flexible work arrangements. This structure serves as a "force multiplier," effectively increasing administrative staff support to all programs, allowing them to continue their current activities and pursue new opportunities at a time of shrinking budgets.

While Kroeger College currently has a common administrative structure in place to support all four of its programs, these programs are physically scattered (i.e., spread across Loeb, Richcraft, and Dunton) and, as such, do not benefit from the staffing efficiencies that come with being part of a single unit located in a common space. The current structure has posed significant practical challenges for professional staff who supervise staff and support these programs.

Additionally, the restructuring provides opportunities for greater intellectual engagement, interdisciplinary research, and teaching collaboration. Each College – Kroeger and CGS – will now house programs that share common purpose and logical connection between their undergraduate and graduate programs, with important potential benefits for recruitment and community building.

Existing Kroeger College programs are both physically and intellectually disconnected from each other. With the creation of the CGS, Kroeger College will return to its founding purpose and identity as a home to programs focused on practical professional education and training for careers in policy and politics. It will provide an opportunity to build and strengthen the linkages between BPAPM on the undergraduate side and the Master of Political Management (MPM) on the graduate side.

The programs to be housed in CGS also have a natural intellectual fit and strong research connections: EURUS and BGInS currently share a faculty appointment (J. Casteel); EURUS's BGInS specialization is larger than its own BA program; three of five EURUS faculty are MDS Associates

¹ Indeed, the College would be an ideal home to other Carleton interdisciplinary regional studies programs, namely Latin American and Caribbean Studies and African Studies. We would welcome such a move if it is desired by those units and the Faculty of Arts and Social Sciences, where these programs currently reside.

(J. Casteel, J. Sahadeo, M. Geiger) and were instrumental in establishing the MDS program; and several BGInS faculty are also Associates of MDS (H. Bashir, J. Casteel, S. Fahy, C. Sobers).

Governance Overview

There are no significant changes being proposed to the current management and curricular governance practices of each program. Each College will have a College Director with responsibility for overall direction, management and budgetary responsibility of the unit. The College Directors will convene a College Council at least twice a year consisting of all appointed faculty, staff and student representatives to serve as a forum for information-sharing and discussion around common College resources and initiatives.

Each program will continue to have a dedicated program director with responsibility for all aspects of individual program management. Each program will have a management committee that meets at least twice a year. The committee will include program-affiliated faculty, staff, students, and the College Director as ex officio member. As is current practice, program and curricular approval responsibility will remain at the program level. Each program will have its own program curriculum committee, which will propose calendar changes to the management committee, which will then recommend changes to the Faculty-level undergraduate or graduate curriculum committees.

While unit-level tenure and promotion standards will be developed at the program level, unit-level tenure and promotion decisions will be made by a College-level Tenure and Promotion Committee. This is the current practice in Kroeger College (as well as the School of Journalism and Communication).

The Dean will be convening an advisory Working Group to develop specific College-level governance structures and practices, including defining the responsibilities of College academic leadership, with an eye to developing a college-wide identity in addition to those of each program. The intention is for the Working Group to share its recommendations by end-September 2025.

Appendix 1
Overview of Proposed Governance Changes

Current Governance Structure			New Governance Structure	
Unit	Institute of European and Russian Studies (EURUS)	Arthur Kroeger College of Public Affairs	Arthur Kroeger College of Public Affairs	College of Global Studies
Program	European, Russian and Eurasian Studies	Public Affairs and Policy Management Clayton H. Riddell Graduate Program in Political Management Global and International Studies Migration and Diaspora Studies	Public Affairs and Policy Management Clayton H. Riddell Graduate Program in Political Management	European, Russian and Eurasian Studies Global and International Studies Migration and Diaspora Studies
Degree			Current Academic Unit	
European, Russian and Eurasian Studies		<ul style="list-style-type: none"> ▪ European and Russian Studies B.A. Honours ▪ European and Russian Studies B.A. Combined Honours ▪ European and Russian Studies B.A. ▪ Specialization in Europe and Russia in the World B.G.In.S. Honours ▪ Stream in Europe and Russia in the World B.G.In.S. ▪ Minor in European and Russian Studies ▪ M.A. European, Russian and Eurasian Studies ▪ Graduate Diploma in European Integration Studies 	Institute of European, Russian and Eurasian Studies (EURUS)	

Program	Degree	Current Academic Unit	New Academic Unit
Global and International Studies	<ul style="list-style-type: none"> ▪ B.G.In.S. Honours ▪ B.G.In.S 	Arthur Kroeger College of Public Affairs	College of Global Studies
Migration and Diaspora Studies	<ul style="list-style-type: none"> ▪ M.A. Migration and Diaspora Studies ▪ M.A. Migration and Diaspora Studies with Collaborative Specialization in African Studies ▪ M.A. Migration and Diaspora Studies with Collaborative Specialization in Climate Change ▪ M.A. Migration and Diaspora Studies with Collaborative Specialization in Latin American and Caribbean Studies ▪ Graduate Diploma in Migration and Diaspora Studies 	Arthur Kroeger College of Public Affairs	College of Global Studies
Public Affairs and Policy Management	<ul style="list-style-type: none"> ▪ B.P.A.P.M. Honours 	Arthur Kroeger College of Public Affairs	No change
Clayton H. Riddell Graduate Program in Political Management	<ul style="list-style-type: none"> ▪ Master of Political Management (MPM) 	Arthur Kroeger College of Public Affairs	No change

DATE: September 19, 2025

TO: Senate

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

RE: Final Assessment Reports and Executive Summaries

The purpose of this memorandum is to request that Senate approve the Final Assessment Reports and Executive Summaries arising from cyclical program reviews. The request to Senate is based on recommendations from the Senate Quality Assurance and Planning Committee (SQAPC).

The Final Assessment Reports and Executive Summaries are provided pursuant to 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 Reports and Executive Summaries '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.'

In making their recommendations to Senate and fulfilling their responsibilities under the IQAP, members of SQAPC were provided with all the appendices listed on page 2 of the Final Assessment Reports and Executive Summaries. These appendices constitute the basis for reviewing the process that was followed and assessing the appropriateness of the outcomes.

These appendices are not therefore included with the documentation for Senate. They can, however, be made available to Senators should they so wish.

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 Reports, Executive Summaries and Implementation Plans will be forwarded to the Ontario Universities' Council on Quality Assurance and reported to Carleton's Board of Governors for information. The Executive Summaries and Implementation Plans will be posted on the website of Carleton University's Office of the Vice-Provost and Associate Vice-President (Academic), as required by the provincial Quality Assurance Framework and Carleton's IQAP.

Omnibus Motion

In order to expedite business with the multiple Final Assessment Reports and Executive Summaries that are subject to Senate approval at this meeting, the following omnibus motion will be moved.

Senators may wish to identify any of the following Final Assessment Reports and Executive Summaries that they feel warrant individual discussion, that will then not be covered by the omnibus motion. Independent motions as set out below will nonetheless be written into the Senate minutes for those Final Assessment Reports and Executive Summaries that Senators agree can be covered by the omnibus motion.

THAT Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

Final Assessment Reports and Executive Summaries

1. Undergraduate programs in Economics

SQAPC approval: June 12, 2025

SQAPC Motion:

THAT SQAPC recommends to SENATE the approval of the Final Assessment Report and Executive Summary arising from the cyclical program review of the undergraduate programs in Economics.

Senate Motion September 26, 2025:

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Economics.

2. Bachelor of Information Technology – Information Resource Management

SQAPC approval: August 28, 2025

SQAPC Motion:

THAT SQAPC recommends to SENATE the approval of the Final Assessment Report and Executive Summary arising from the cyclical program review of the Bachelor of Information Technology – Information Resource Management.

Senate Motion September 26, 2025:

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Bachelor of Information Technology – Information Resource Management.

3. Graduate programs in Political Management

SQAPC approval: August 28, 2025

SQAPC Motion:

THAT SQAPC recommends to SENATE the approval of the Final Assessment Report and Executive Summary arising from the cyclical program review of the graduate programs in Political Management.

Senate Motion September 26, 2025:

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Political Management.

DATE: September 19, 2025

TO: Senate

FROM: Dr. David J. Hornsby, Vice-Provost and Associate Vice-President (Academic)

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 all necessary administrative steps have been taken by Admissions, the Registrar's Office and Graduate Studies.

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.

Programs with Suspended admissions for Fall 2025

MSC in Northern Studies: this program suspension had previously been approved, however, the memo to Senate in June indicated only the MA and GDips in Northern Studies, the MSc was mistakenly omitted from the memo.

Programs with Suspended admissions for Fall 2026

PHD in Social Work – Supporting documentation has been provided for information.

Date: 29 May 2025

To: David Hornsby, Vice Provost and Associate Vice President (Academic)

CC: Brenda O'Neill, Dean, FPGA

Josh Greenberg, Associate Dean (Research and Graduate), FPGA

Vandna Bhatia, Associate Dean (Academic), FPGA

Deborah Conners, Interim Director, School of Social Work

Karen Sewall, Graduate Program Supervisor, School of Social Work

From: David Mendeloff, Associate Dean (Faculty Affairs), FPGA

Re: Request for Suspension of Admissions to the Ph.D. Social Work

The School of Social Work, on the recommendation of its Graduate Program Studies Committee, is requesting suspension of admissions to the Ph.D. Social Work, effective Fall 2026.

Rationale: The School of Social Work has struggled to attract sufficient numbers of qualified applicants to its PhD program. Over the past decade the number of applications has averaged only 9 a year, of which less than half have been deemed qualified for admission. Our offers to the top students have routinely been declined and total uptake has averaged only 3 per year. The target number of admissions for program viability is 4 new students per year. The program has achieved that number in only 2 of the previous 10 years.

Academic Year	Applications.	Approved.	Confirmed.	Registered
2025/26	6.0	3.0	1.0	1.0
2024/25	9.0	2.0	1.0	3.0
2023/24	11.0	4.0	3.0	3.0
2022/23	17.0	7.0	4.0	4.0
2021/22	17.0	6.0	5.0	4.0
2020/21	16.0	5.0	4.0	3.0
2019/20	11.0	4.0	1.0	2.0
2018/19	4.0	2.0	2.0	2.0
2017/18	8.0	5.0	3.0	3.0
2016/17	8.0	3.0	3.0	2.0
2015/16	4.0	0.0	0.0	2.0
Median	9.0	4.0	3.0	3.0

Source: OIRP data cubes. Note that the discrepancy between confirmed and registered reflects late admission offers.

Timeline: A pause in new admissions will allow for a full program review over the next year. The School has already struck a subcommittee reporting to the Graduate Program Committee for this purpose and will continue its work over the summer and fall. The committee will gather relevant data and explore a number of program renewal options to increase interest and demand, including offering an alternative Doctorate of Social Work, streamlining coursework, and offering a low-residency program option. We will present relevant data and recommendations to the School's faculty in winter 2026, and look to proceed with a vote at our departmental board before completion of the 2025-2026 academic year.

Decision making process: The decision to request suspension of admissions came out of an initial review of admissions by the Ph.D. subcommittee of the School's Graduate Program Committee. The committee's recommendation to suspend admissions for the 2026-27 school academic year was shared with the Social Work faculty group, and all members were in agreement.

Implications for Quality Assurance Process: We are scheduled for a CPR in the 2027-2028 academic year. Based on the results of our PhD program review, we will be in a position to put forward our plans in line with this process.

Transition plans for students: As our PhD program currently operates using a cohort model, our incoming student will join this year's cohort for their first-year courses. We will ensure they are able to complete their second year of coursework either through other programs' course offerings, or directed studies.

MEMORANDUM

From: Senate Academic Governance Committee
To: Senate
Date: September 26, 2025
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
 - Zeina Al Attar (GR student)
- 2) Senate Committee on Curriculum Admission and Studies Policy
 - Atara Lonn (GR student)
- 3) Senate Quality Assurance and Planning Committee
 - Mary Francoli (Faculty member – FPGA)
- 4) Academic Governance Committee
 - Paul Wilson (Faculty member – FPGA)
- 5) Senate Honorary Degrees Committee
 - Saba Samavati (GR student)
- 6) Senate Academic Integrity Appeals Committee
 - Vedika Nikarthil Chandran (GR student)
- 7) Senate Committee on Undergraduate Student Awards
 - David Sabatino (Faculty member – Science)
- 8) Senate Review Committee
 - Mahdiyeh Nasiri (GR student)

Senate Review Committee

Question on the 2025-26 Operating Budget

September 2025

1) Slide 4 2025-26 Base Operating Budget:

- a. Are IT Systems included in the Campus Infrastructure expenses category? Are IT systems supporting research included in the Operating Budget?
- b. What is included in the Student Support expense category? Do programs such as I-CUREUS fit into the budget?
- c. Deferred Maintenance: How is this allocation determined? How are choices made regarding how much to spend and what is most critical?

2) Slide 7 Interventions:

- a. Where specifically do these interventions intersect with the line items in the operating budget in slide 4? For example, where would the specific savings for “adjusted class sizes and offerings” lie?
- b. Position Replacements: Can you provide a breakdown on categories of positions that were replaced (academic staff, non-academic staff, IT staff etc.)?
- c. Aside from the VRIP program, can you provide more information on the general strategy for replacing or not replacing staff (academic and non-academic) who leave the university for a variety of other reasons? There is a perception that these positions are not being replaced and that the current “hiring freeze” applies not only to new hires but also replacement hires for academic staff, and strategic staffing positions like IT, accounting, physical plant, and others. Can you comment on this?
- d. Are faculty members being replaced by Contract Instructors as a cost-cutting measure?

3) Slide 8 2025-26 Operating Budget:

- a. Can you provide 2024-25 actuals for comparison?

- b. Variance column – can you provide actual numbers instead of percentages (or some form of weighted measure to show the importance to overall budget)?

4) **Slide 11 Operating Deficit without Further Intervention:** Can this slide include more detail for 2026-27 (actual numbers)?

5) **Slide 12 Mission Sustainability Framework:**

- a. Can you provide an update on overall enrolment strategies underway, particularly for international students? Also, can you clarify what is meant by “cross-functional” in this context?
- b. Position Review Committee – what kinds of positions are being reviewed? What is the membership of the committee? What does “implemented” mean in this context?

6) **Slide 13 Update on Efficiency and Accountability Fund Review:**

- a. Can you share more information on the EAF Review, now that the summer consultations have concluded?
- b. Will Senate receive just one update (October) between now and December or January, when the report is due? Will more information be made available elsewhere?



Senate Executive Committee
May 27, 2025
MS Teams Videoconference

MINUTES

Attending: R. Gorelick, D. Hornsby, R. Renfroe, E. Sloan, W. Tettey (Chair), C. Viau

Regrets: N. Hagigi, P. Rankin

Recording Secretary: K. McKinley

1. Welcome & Approval of the Agenda

The meeting was called to order at 9:00 am.

A meeting binder containing the agenda and other meeting materials was circulated in advance to committee members.

It was **MOVED** (R. Renfroe, E. Sloan) that the agenda of the meeting of the Senate Executive Committee on May 27, 2025 be approved, as presented.

The motion **PASSED**.

2. Approval of Senate Executive Minutes – April 15, 2025

It was **MOVED** (C. Viau, R. Renfroe) that the Senate Executive Committee approve the minutes of the Senate Executive Committee meeting on April 15, 2025, as presented.

The motion **PASSED**.

3. Review of Senate Minutes

The minutes from the Senate meeting on April 25, 2025 were circulated in advance. The recording secretary noted two small changes in the attendance record. The committee did not find any other errors or issues with the draft.

4. Draft Senate Agenda – June 6, 2025

A draft Senate agenda for the June 6th meeting was circulated in advance to the committee. No changes were requested.

It was **MOVED** (E. Sloan, R. Renfroe) that the Senate Executive Committee approve the closed session Senate agenda for June 6, 2025, as presented.

The motion **PASSED**.

It was **MOVED** (E. Sloan, R. Renfroe) that the Senate Executive Committee approve the open session Senate agenda for June 6, 2025, as presented.

The motion **PASSED**.

5. Other Business

The recording secretary noted that this would be the last Senate Executive Committee meeting for Senator Root Gorelick, Senator Christian Viau and Clerk of Senate Elinor Sloan, as their terms of service will be ending June 30th. The Chair extended his thanks to all for their service.

6. Adjournment – The meeting was adjourned at 9:08 am.

Senate Student Academic Integrity Appeals Committee

Annual Report for July 1, 2024 – June 30, 2025

Prepared by: Cristina Ruiz Martin (Chair) & Karla Creech (Secretary)
September 15, 2025

The Senate of Carleton University
Attn: Richard Dansereau, Clerk of Senate
Re: Senate Student Academic Integrity Appeal Committee Report for 01 July 2024 to 30 June 2025

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 meeting with the student, 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 Appeal Committee (SSAIAC).

SSAIAC is composed of faculty members and students from across the University. The 2024/2025 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 Sam Haskins and Rana Saadi. The committee met 10 times in the reporting period and considered 41 appeals (see Table 6). All meetings were conducted using Zoom. 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 in particular 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 down this year by 33%. Table 1 shows the breakdown of violations by faculty. Public and Global Affairs is up from the 2023/2024 year. Graduate and Postdoctoral Affairs is no longer a faculty and so any AI violations at the graduate level would now be broken up between the other 5 faculties accordingly. Overall, the number of violations were down this year.

It should be noted that Engineering and Design has many outstanding AI allegations from the Fall 2024 and Winter 2025 terms which have yet to be resolved and therefore have not been logged in these reports.

TABLE 1: Violations by Faculty

Faculty	Violations 2023/2024	Percent of Total	Violations 2024/2025	Percent of Total	Percent Change
Science	332	45.2%	216	44.1%	-1.1%
Engineering and Design	64	8.7%	40	8.1%	-0.6%
Arts and Social Sciences	138	18.8%	119	24.3%	5.5%
Public and Global Affairs	75	10.2%	87	17.8%	7.6%
Graduate and Postdoctoral Affairs	59	8.0%	N/A	N/A	N/A
Sprott School of Business	67	9.1%	28	5.7%	-3.4%
Total	735	100.0%	490	100.0%	--33.0%

Table 2 shows that all year level violations were down significantly this year. It is promising that our incoming students seem to be more aware of the Policy with it being more heavily featured in course outlines, through professors instructions etc.

TABLE 2: Violations by Year Standing

Year of Standing	Violations 2023/2024	Percent of Total	Violations 2024/2025	Percent of Total	Percent change
First Year	55	7.5%	33	6.7%	-1.1%
Second Year	212	28.8%	134	27.4%	-1.4%
Third Year	233	31.7%	193	39.4%	7.7%
Fourth Year	161	21.9%	104	21.2%	-0.8%
Graduate Level	57	7.8%	17	3.5%	-4.3%
Non-Degree (SPEC)	17	2.3%	9	1.8%	-0.5%
Total	735	100.0%	490	100.0%	-33.0%

Table 3 displays the violations by category. The most common offences continue to be Plagiarism and Unauthorized Cooperation or Collaboration. However plagiarism did see a slight decrease. Tests and Examinations saw the biggest increase in violations in the 2024/2025 year (other than “other” which could be a logging issue). Total number is higher because some violations fall under multiple categories.

TABLE 3: Violations by Category

Types of Violation	Violations 2023/2024	Percent of Total	Violations 2024/2025	Percent of Total	Percent Change
Assisting in Violations of AI Standards	8	0.9%	0	0.0%	-100%
Disruption of Classroom Activities	0	0.0%	0	0.0%	0.0%
Impersonation	0	0.0%	0	0.0%	0.0%
Improper Access	45	5.3%	15	2.9%	-45.3%
Improper Dissemination	5	0.6%	1	0.2%	-66.7%
Misrepresentation	69	8.2%	34	6.7%	-18.3%
Obstruction and Interference	0	0.0%	0	0.0%	0.0%
Other	5	0.6%	10	2.0%	233.3%
Plagiarism	366	43.3%	215	42.2%	-2.5%
Tests and Examinations	62	7.3%	113	22.2%	204.1%
Unauthorized Cooperation or Collaboration	285	33.7%	121	23.8%	-29.38%
Unauthorized Resubmission of Work	1	0.1%	0	0.0%	-100%
Withholding Academic Records	0	0.0%	0	0.0%	0.0%
Total	846	100.0%	499	100%	-41.0%

Table 4 shows that repeat offenders mostly decreased from the 2023/2024 year. It appears that students are re-offending less than in the past. Also significantly less first time violations, perhaps proving that more information about academic integrity in course outlines and speaking about what is allowed and not could be helping to prevent offences.

TABLE 4: Number of offences

AI Violations	Offenders 2023/2024	Offenders 2024/2025
First Violation	590	413
Second Violation	97	60
Third Violation	31	5
Fourth Violation	8	8
Fifth Violation	2	1
No Violation – Just a Warning	7	3

Table 5 displays sanctions for all logged offences. Many cases involve multiple sanctions, which is why the below table is inflated. 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	2023/2024	2024/2025
A Written Reprimand	735	490
Requirement to remain registered in course in which violation occurred	48	36
Completion of a remediation process	9	116
Resubmission of the piece of academic work in which the violation was committed, for evaluation with or without a grade penalty	8	7
Assignment of a reduced grade or a grade of zero for the work in which the violation was committed	593	422
Assignment of a reduction of the final grade in the course	259	111
Assignment of a grade of failure (F) for the course	88	54
Restitution of costs incurred by the University as a result of the violation of this policy	0	0
Withdrawal from the course	0	0
An additional requirement of a maximum of 1.0 credit added to the student's program of studies	3	0
Registration limited to a specified number of credits per term	0	0
Suspension for up to three (3) terms	21	11
Recommendation to the Provost that a student be suspended for more than three terms	0	1
Recommendation to the Provost that the student be expelled from the University	1	0
Recommendation to the Provost for rescission or suspension of one or more degrees, diplomas or certificates obtained by any student	3	0
Recommendation that a notation be added to the student's transcript	1	0
Additional Course Work	0	32
Other (usually if AI workshop not complete there will be further penalty)	0	100

Table 6 lists of all the categories of our 2024/2025 appeals. Note the number is inflated as some students appealed on more than one basis. The Committee found the Deans sanctions and process continued to be of highest standards.

TABLE 6: AI Appeals

Meeting	Number of Appeals	Claiming Error of Fact	Claiming Error of Process	Claiming Sanction was Inappropriate
July 2024	6	5	2	3
August 2024	4	1	2	2
October 2024	2	2	0	2
November 2024	2	1	0	2
January 2025	2	0	0	2
February 2025	5	3	2	4
March 2025	6*	4	1	3
April 2025	4	3	0	2
May 2025	6	2	0	5
June 2025	4	2	1	3
Total	41	23	8	28

*March 2025, the committee heard an expulsion case which did not follow any of these categories.

AI Appeal Results:

The committee heard 41 appeals, 40 of which were standard and 1 expulsion case which was new to the committee. The committee had 10 students request oral hearings with their appeals, all of which were denied due to not needing any additional information to make a decision.

2 of the 41 cases were sent back to the Associate Deans for revised decision letters (one in Science and one in Engineering), both of which resulted in the same penalty being applied to the student.

For the case in Engineering the choice of wording was incorrect in comparison to other students' sanctions for the same offense. The student already had an F in the course, so it didn't matter if the penalty was an F in the course or a grade point reduction, however due to consistency and fairness the committee did send the requests back.

For the case in Science, new documentation presented during the appeal was sent back to the Associate Dean for review and they re-wrote the decision letter based on this new information. (still guilty but for better reasoning than before) From this, the student was satisfied with the new decision and decided to cancel the appeal as their new decision letter was very clear.

The expulsion case explored a student who was expelled in 2011 and was wishing to come back to the University. This sparked debate amongst the committee noting that although appeals to reverse expulsions are to be directed to SSAIAC as per the Academic Integrity Policy, the committee did not feel this was in their purview to make given the Provost would make expulsion decisions. The committee instead reviewed whether or not they would remove the notation of the expulsion from the transcript in order for the student to be more successful in other institutions, in which they denied the appeal.

The committee suggests that the Expulsion Appeal process should be reviewed by the Clerk of Senate and those creating the new AI Appeals Policy.

Best regards,



Cristina Ruiz Martin, Chair, SSAIAC



Karla Creech, Secretary, SSAIAC

**2024-25 Report to Senate
(July 1, 2024- June 30, 2025)
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 precedent is set by the Senate Undergraduate Studies Committee, the Undergraduate Appeals Secretariat will make decisions on petitions following that precedent.

II. Summary

The SUSC primarily hears cases denied by the University Appeals Secretariat (Registrar's Office) and appealed by the student. The committee also hears cases that the University 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 precedents established by the SUSC and those presented to other Committees of Admissions and Studies.

The total number of petitions and appeals for 2024-25 academic year was 1929. The number of cases heard by the Senate Undergraduate Studies Committee was 88 or approximately 5% 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 373 cases or approximately 19% of the 1929 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 precedents 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 precedents are established.

	2024-25 Total	SUSC 2024-25	SUSC 2023-24	SUSC 2022-23
Deferrals	220	4	7	8
Missed Deferrals	137	13	11	3
Late Registration	566	10	16	3
Overloads	425	10	4	6
Academic Withdrawals	409	41	63	52
Missed Deadline to Petition	61	10	16	11
Other	111	0	1	3
	1929	88	118	86

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 as directed by the ENG CAS, such as for late registration into non-Engineering courses.

	2024-25 Total	ENG CAS 2024-25	ENG CAS 2023-24	ENG CAS 2022-23
Deferrals	220	13	11	2
Missed Deferrals	137	35	34	30
Late Registration	566	111	103	91
Overloads	425	19	10	17
Academic Withdrawals	409	103	102	84
Missed Deadline to Petition	61	2	0	0
Other	111	90	52	49
	1929	373	312	273

Decisions by the Committees on Admissions and Studies

Aside from Engineering, the CAS/JCAS Committees hear petitions and establish precedent 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 3 cases relating to exceptions to the breadth requirement.

2023-24 Petitions in Total

The Undergraduate Appeals Secretariat (UAS) makes decisions on petitions based on precedents 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 remains relatively consistent.

	2024-25 Total	SUSC	ENG CAS	OTHER CAS/JCAS	UAS	2023-24 Total	2022-23 Total
Deferrals	220	4	13	0	203	239	212
Missed Deferrals	137	13	35	0	89	140	101
Late Registration	566	10	111	0	445	535	528
Overloads	425	10	19	0	396	357	328
Academic Withdrawals	409	41	103	0	265	458	571
Missed Deadline to Petition	61	10	2	0	49	63	62
Other	111	0	90	3	18	79	79
	1929	88	373	3	1465	1871	1881

Senate Committee on Undergraduate Student Awards
Annual Report 2024-2025

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

Committee Membership (2024-2025)

Prof. Rodney Nelson, Sprott School of Business (Chair)

Prof. Nadiya Slobodenyuk, Department of Cognitive Science

Prof. Edward Cyr, Mechanical & Aerospace Engineering

Perry Legakis, Director of Student Awards (Secretary)

Jonathan Lee, designated by Vice-President, Finance & Administration

Elizabeth Disabato, designated by Chief Advancement Officer (University Advancement)

Responsibilities

- To review and approve proposed undergraduate scholarships, awards and bursary funds;
- To consider and recommend guidelines for the establishing and awarding of such scholarships, awards and bursary funds;
- To consider and recommend to Senate policies for the awarding of entrance and in-course scholarships.
- To provide a summary report on committee activity on an annual basis for information, and to report regularly to Senate on new undergraduate awards and relevant information, as it arises.
- 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.

Activities

Committee meetings were held to orient new members and to review guidelines for the establishment and awarding of scholarships, awards and bursary funds. The committee reviewed and approved the terms of reference for 36 newly created awards. The new awards were a combination of scholarships and bursaries. The following is a breakdown of new awards and source of funding:

Entrance Scholarship - Endowed	1	Bursary – Endowed	12
Entrance Scholarship - Donor	-	Bursary – Donor	3
In Course Scholarship - Endowed	2		
In Course Scholarship - Donor	2		
Dept Scholarship - Endowed	7		
Dept Scholarship - Donor	9		
Total new Scholarships	21	Total new Bursaries	15

In January 2025, the committee was asked to review a decision concerning the administration of undergraduate scholarships, specifically the course load requirements tied to award disbursement. For this particular case, the committee agreed that enrolling in courses during the summer semester did not constitute valid grounds for an exception to waive or modify the established course load requirement. After careful consideration, the committee recommended upholding the existing course load regulations for scholarship eligibility and payment.

In April 2025, the committee adjudicated applications for the following Prestige Scholarships:

10 Chancellor's Scholarships, value \$30,000
7 Richard Lewar Entrance Scholarships, value \$21,500
3 Carleton University Scholarship of Excellence, value \$20000
2 Carleton University Shad Valley Scholarship of Excellence, value \$20,000
1 Jay Woo Family and CAA Scholarship, value \$20,000
1 Riordon Scholarship, value tuition x 4 years
1 Collins Prestige Scholarship, value tuition x 4 years
13 Carleton Capital Scholarships, value \$2000 in first year (offered in addition to other awards)

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

The committee met on May 2, 2025, to finalize and select 25 Prestige scholarship winners and 13 Carleton Capital scholarship winners for Fall 2025.

For the 2024-2025 academic year

\$27.1 million in university administered scholarships and bursaries awarded to undergraduate students.

Senate Graduate Student Appeal Committee
Report to Senate
For the period July 1, 2024 to June 30, 2025

1. Committee Mandate and Membership

The Senate Graduate Student Appeal Committee (GSAC) was originally constituted in March 2007 to hear one case. After over a decade of dormancy, GSAC was reconstituted in September 2021 to address a graduate appeal that was submitted over the summer. The GSAC is charged with hearing graduate appeals relating to regulations in the graduate calendar. The GSAC hears cases referred to the committee by the Clerk of Senate. Students submit appeals to the Clerk under section 21.1 of the general regulations in the graduate calendar.

According to the publicly available terms of reference last revised in 2022, The GSAC is tasked with examining appeals from graduate students “against decisions of the Dean in respect of academic petitions based on”: (1) “The misapplication of an academic regulation contained in the graduate calendar;” and (2) “The inappropriateness of the application of a regulation contained in the graduate calendar in the particular circumstances of the student.” In addition, the GSAC mandate includes considering “appeals from graduate students, on compassionate grounds, for relief from the consequences of the application of a regulation in the graduate calendar.”

2. Committee Memberships and Procedures

During the 2024–2025 academic year, the GSAC has four faculty representatives representing three of the five Faculties: Faculty of Arts and Social Sciences (FASS) (1), Faculty of Engineering and Design (FED) (1), and Faculty of Public and Global Affairs (FPGA) (2). In addition, one graduate student representative is a member of the GSAC.

Christiane Wilke (Professor, Law and Legal Studies), FPGA, Chair
Jody Mason (Professor, English Language and Literature), FASS, Acting Chair
Hassan Bashir (Assistant Professor, Global and International Studies), FPGA
Jeffrey Erochko (Associate Professor, Civil and Environmental Engineering), FED
Ehsan Eidi (Graduate Student, Environmental Engineering)
Renée De Laire, Executive Assistant to the Vice-Provost (Graduate Studies); Recording Secretary

Due to the small number of appeals annually, the GSAC established a practice that we would not meet unless all members were present (unless they had to recuse themselves).

All meetings are held over Zoom.

Confidential minutes are recorded and saved for archival purposes.

A formal Record of Decision is recorded and submitted to the Clerk of Senate.

3. Summary of Meetings and Actions

During the 2024-2025 academic year, GSAC heard one appeal concerning two denied petitions. This appeal came from a graduate student in the GSAC Chair's home department. The Chair therefore recused herself from the meeting in which this appeal was discussed. Jody Mason acted as the Committee Chair during this meeting.

The numbers at a glance:

- Number of appeals: 1 (regarding the denial of two petitions).
- Number of appeals granted: 0
- Number of appeals denied: 1 (both petitions were denied)
- Student's faculty: FPGA
- Student's program level: MA

The Chair would like to thank all committee members and in particular Jody Mason, who agreed to serve as Acting Chair during the meeting.

Senate Annual Report

July 2024 - June 2025



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24/25 SENATE YEAR IN REVIEW

Carleton University Senate: Year in Review

The 2024–25 academic year marked a period of significant progress and transformation at Carleton University, set against a backdrop of continued change across the post-secondary education sector.

A major milestone was the appointment of Dr. Wisdom Tettey as Carleton's new President and Vice-Chancellor, who also assumed the role of Chair of Senate in January 2025. His leadership coincided with several key developments in academic governance and institutional planning.

Key Highlights:

- **Convocation and Academic Calendar Reforms:** Senate approved important updates to the structure and timing of convocation ceremonies and academic scheduling.
- **Program Changes:** Several academic programs were either approved or discontinued, reflecting Carleton's commitment to academic renewal and responsiveness to student and societal needs.
- **Financial Updates:** Senate received regular updates on the university's financial position, ensuring transparency and strategic alignment.
- **Chancellor Search Committee:** Senate facilitated the nomination and election of faculty and student representatives to serve on the Chancellor Search Committee, supporting the university's leadership transition process.

Academic Achievements:

- **6,752 Graduates Approved:**
 - Fall 2024: 653 undergraduate, 600 graduate
 - Winter 2025: 794 undergraduate, 575 graduate
 - Spring 2025: 3,352 undergraduate, 778 graduate
- **Academic Distinctions:**
 - 249 medals and prizes awarded
 - 3 Honorary degrees
- **Curriculum Development:**
 - 2 new academic programs introduced
 - 18 new minors, concentrations, streams, and specializations
 - 7 program deletions
- **Quality Assurance:**
 - 4 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.

24/25 SENATE MEMBERSHIP

The Senate is composed of 82 members who represent the diverse voices of the Carleton community. Its voting membership includes:

- **41 faculty members**
- **2 contract instructors**
- **10 elected undergraduate students**
- **3 graduate student representatives**
- **21 ex officio members** (*including senior 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 (January 1, 2025)
- Jerry Tomberlin, Interim President, Vice-Chancellor & Chair of Senate (July 1, 2024-December 31, 2024)
- Elinor Sloan, Clerk of Senate
- Suzanne Blanchard, Vice-President (Students & Enrolment) & University Registrar
- Rafik Goubran, Vice-President (Research & International)
- L. Pauline Rankin, Provost & Vice-President (Academic)
- Duane McNair, Vice-President (Finance & Administration) (December 2, 2024)
- Angela Marcotte, Interim Vice-President (Finance & Administration) (Sept 1 - Dec 1, 2024)
- Lorraine Dyke, Vice-President (Finance & Administration) (July 1 - August 31, 2024)
- David Hornsby, Vice-Provost & Associate Vice-President (Academic)
- Maria DeRosa, Dean, Faculty of Science
- Larry Kostiuk, Dean, Faculty of Engineering & Design
- Anne Bowker, Dean, Faculty of Arts & Social Sciences
- Brenda O'Neill, Dean, Faculty of Public and Global Affairs
- Howard Nemiroff, Interim Dean, Sprott School of Business
- Amber Butler, University Librarian
- Chantal Trudel, Director, School of Industrial Design
- Michel Barbeau, Director, School of Computer Science
- Anne Bordeleau, Director, Azrieli School of Architecture & Urbanism
- Rob Teather, Director, School of Information Technology
- Allan Buri, CASG President, term ended April 30, 2025.
- Alison Kocsis, CASG President, May 1, 2025
- Sarah El Fitori, CUSA President, term ended April 30, 2025
- Sean Joe-Ezigbo, CUSA President, May 1, 2025
- Jayesh Kundu, GSA President, term ended April 30, 2025.

- Zeina Al Attar, GSA President, May 1, 2025
- Mahsa Abarghouei, GSA VP Academic, term ended April 30, 2025
- Temuulen (Elen) Turbat, GSA VP Academic, May 1, 2025

Board of Governors Representatives

- Nathalie Laporte
- Dudley Maseko

Special Appointments

- Margaret Haines, Alumni Representative
- Kim Hellemans, COU Academic Colleague

Elected Faculty Senators

Terms end June 30, 2025

- Jeni Armstrong, Public and Global Affairs
- Sean Burges, Public and Global Affairs
- Matthew Pearson, Public and Global Affairs
- François Brouard, Sprott School of Business (Secretary of the Faculty Board)
- Rebecca Renfroe, Sprott School of Business
- Root Gorelick, Science
- Kevin Graham, Science
- Douglas Howe, Science/Computer Science
- Julia Wallace, Science (Secretary of the Faculty Board)
- Christopher Smelser, Engineering and Design
- Edward Cyr, Engineering and Design
- Christian Viau, Engineering and Design
- Lynn Marshall, Engineering and Design

Terms end June 30, 2026

- Jean-Pierre Corriveau, Science / Computer Science
- Shane Hawkins, Arts and Social Sciences
- Beth MacLeod, Arts and Social Sciences (Secretary of the Faculty Board)
- Laura Madokoro, Arts and Social Sciences

- Jody Mason, Arts and Social Sciences
- David Mendeloff, Public and Global Affairs (Secretary of the Faculty Board)
- Yuu Ono, Engineering and Design (Secretary of the Faculty Board)
- Gabriel Wainer, Engineering and Design
- Paul Williams, Arts & Social Sciences

Terms end June 30, 2027

- James Brunet, Engineering and Design / Information Technology
- Tonya Davidson, Arts and Social Sciences
- Janine Debanne, Engineering and Design / Architecture
- Emily Gray, Sprott School of Business
- Josh Greenberg, Public and Global Affairs
- Tim Haats, Engineering and Design / Industrial Design
- Guy Lacroix, Arts and Social Sciences
- Gabriel Maracle, Public and Global Affairs
- Azar Masoumi, Arts and Social Sciences
- Maya Papineau, Public and Global Affairs
- Megan Rivers-Moore, Arts and Social Sciences
- Shazia Sadaf, Arts and Social Sciences
- Ozayr Saloojee, Engineering and Design / Architecture
- Alexis Shotwell, Arts and Social Sciences
- Rania Tfaily, Arts and Social Sciences
- Simon Viel, Science

Elected Contract Instructors

- Morgan Rooney, Arts and Social Sciences (term ends September 30, 2026)
- Mustafa Bahran, Science (term ends September 30, 2027)

Elected Student Senators

Graduate Students - Terms end June 30, 2025

- Bronwyn Heerspink – Global and Public Affairs
- Jessica Lynch – Arts and Social Sciences

Undergraduate Students - Terms end June 30, 2025

- Jacky Chan, Public and Global Affairs
- Lacia Grant, Arts and Social Sciences
- Nir Hagigi, Public and Global Affairs
- Xavier Haziza, Engineering and Design
- Peter Kouzovnikov, Sprott School of Business
- Alexandria MacDonald, Engineering and Design
- Samantha Monastero, Arts and Social Sciences
- Maryam Nadeem, Science
- Ashley Paiva, Arts and Social Sciences
- Rhea Treasure, Public and Global Affairs

NOMINATIONS & ELECTIONS

The Senate Office is responsible for administering the membership and operations of the Senate and the support of its associated committees. This includes overseeing the nomination and election processes for academic staff and student representatives on various Advisory Committees.

In the reporting period, the Senate Office:

- Supported the nomination and election process for student and faculty positions on the Chancellor Search Committee
- Led the nomination and election process for student and faculty positions on Senate for terms beginning July 1, 2025.
- Supported the nomination and election process for Senate Representative to the Board of Governors for the 2025–26 academic year (April 2025).

The following elections were conducted during the reporting period:

- November 12-13, 2024: Election for Student Position on the Chancellor Search Committee
- March 11-12, 2025: Election to Senate of faculty representatives from the Faculty of Engineering and Design 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
- March 11-12, 2025: Election to Senate of faculty representatives from Faculty of Public and Global Affairs (FPGA) for terms beginning July 1, 2025

New Senate Committee Members

From September 2024 to March 2025, the Senate ratified 11 new committee members, with service commencing immediately upon ratification.

In April 2025, an additional 19 committee members were ratified for terms beginning July 1, 2025.

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 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 with Graduate Studies to run weekly promotions in the State of the Raven and The Graduate.
- Broad-based email campaigns were distributed to both faculty and student communities.

24/25 SENATE MEETINGS

Senate Orientation Session - September 2024

An orientation session for 20 incoming Senators was held on September 13, 2024, in Pigiavik Room 617. The session was co-facilitated by Professor Elinor Sloan, Clerk of Senate, and Kathy McKinley, Assistant University Secretary (Senate).

The session provided an overview of the Senate's governance structure, 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 14 Senators who joined after the September session and were unable to attend the initial orientation.

The Secretariat also introduced extended governance support by adding regular Senate Office Hours.

24/25 Senate Meeting Format and Operations

At the outset of the academic year, Senate meetings were conducted in person, with a hybrid attendance option available via Zoom videoconferencing for those unable to attend.

A decision was made to transition all subsequent meetings to a fully in-person format in January 2025. This change was implemented to eliminate recurring technical disruptions, enhance the quality of deliberations, and foster a more collegial and engaged environment among Senators.

In support of accessibility and inclusivity, the Secretariat also arranged for American Sign Language (ASL) interpreters to accommodate the needs of Senators requiring interpretation services.

The Senate convened for eight scheduled meetings during the academic year:

- 2024: September 27, October 18, November 29
- 2025: January 31, February 28, March 28, April 25, June 6

Senate Standing Committee

Throughout the Fall 2024 and Winter 2025 semesters, Senate's 13 Standing Committees convened regularly to carry out their respective mandates. While some committees resumed in-person meetings, others continued to operate in virtual or hybrid formats, depending on their specific needs and preferences.

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 include tracking committee membership, facilitating orientation and succession planning, and offering governance support as required.

Clerk of Senate

In a closed session on November 29, 2024, Senators voted in favor of a motion to approve Professor Richard Dansereau from the Faculty of Engineering and Design as Clerk of Senate for a 3-year term starting July 1, 2025.

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 of decisions made by Senate appeals committees. The Procedural Review is restricted to confirmation that proper procedures were followed and that any issues of bias were properly addressed.

GOVERNANCE AND POLICIES

Creation of An Ad Hoc Committee on the Academic Integrity Policy

In September 2024, Senate approved a motion from the Senate Academic Governance Committee to establish an Ad Hoc Committee on the Academic Integrity Policy. The committee was tasked with conducting a comprehensive review of the existing policy and submitting its recommendations to Senate.

This review was initiated in response to two key developments:

- The restructuring of the Faculty of Graduate and Postdoctoral Affairs to the Office of Graduate Studies, which necessitated updates to policy alignment.
- Growing concerns about the influence of Artificial Intelligence on academic integrity, particularly in the context of assessment and authorship.

The review also provided an opportunity to:

- Strengthen coordination across faculties on academic integrity practices; and
- Integrate lessons learned during the COVID-19 pandemic, particularly around remote learning and assessment.

Creation of an Ad Hoc Committee on Petitions and Appeals

Upon recommendation from the Senate Academic Governance Committee, Senate established an Ad Hoc Committee on Petitions and Appeals in September 2024 to lead the development of a new Senate Policy on Petitions and Appeals. The committee was mandated to draft a policy that would clarify procedures and ensure consistency across the university, with a final report expected in 2025.

This initiative was prompted by the restructuring of the Faculty of Graduate and Postdoctoral Affairs, which introduced changes to graduate academic governance and highlighted the need for a more unified and transparent approach to petitions and appeals. The policy aims to provide clear guidance for students and appeal bodies alike.

To support coordination across related policy areas, the Chair of the Ad Hoc Committee on the Academic Integrity Policy was appointed to serve on this committee as well.

Draft Human Rights Policy Presented to Senate

In November 2024, a draft of Carleton University's new Human Rights Policy was presented to Senate for feedback. The policy was designed to strengthen the university's ability to prevent and respond to discrimination and harassment, while aligning with provincial directives and institutional values.

The review process was conducted under a compressed timeline, in accordance with the Ontario Ministry of Colleges and Universities' "Minister's Anti-Racism/Anti-Hate Directives," with completion scheduled for January 31, 2025.

The policy aimed to foster a campus environment grounded in mutual respect, equity, and inclusion, while ensuring that resolution processes are accessible, transparent, and supportive.

Members of the Carleton community were invited to review the proposed Human Rights Policy and Procedures and submit feedback by December 13, 2024.

Senate Approved Suspension of Fall Convocation

In January 2025, Senate approved a shift to a single annual Convocation ceremony, to be held each Spring (June). As a result, Fall Convocation was officially suspended beginning Fall 2025, and will remain suspended until further notice.

This decision followed a comprehensive review of convocation practices at other post-secondary institutions and was informed by ongoing budgetary constraints. The move aimed to streamline operations while maintaining the quality and significance of the graduation experience.

Senate will continue to approve graduations three times per year – in Fall, Winter and Spring. Students graduating in the Winter term will continue to be invited to Spring Convocation in the same calendar year. Students graduating in the Fall term will be invited to participate in the Spring Convocation the following June.

Senate Approved Revised Co-operative Education Option Policy

In February 2025, Senate approved a revised Co-operative Education Option Policy, following a recommendation from the Senate Quality Assurance and Planning Committee (SQAPC). The updated policy aimed to improve coordination and planning between academic units and the Co-operative Education Office.

Key Policy Changes:

- Advance Notification Requirement: Academic departments, units, and schools were required to notify the Co-operative Education Office in writing at least 15 months prior to the intended launch of any new or modified co-op option.
- Institutional Support: The Office of the Vice-Provost and Associate Vice-President (Academic) was designated to support faculties in navigating the necessary steps of Carleton's Institutional Quality Assurance Process (IQAP).

These revisions are intended to streamline the implementation of co-op options and ensure alignment with institutional quality standards.

Senate Approved Disestablishment of the Senate Library Committee

Senate approved the disestablishment of the Senate Library Committee in February 2025, following a recommendation from the Senate Academic Governance Committee (SAGC). This decision was part of a broader effort to streamline Senate's committee structure and enhance the efficiency of academic governance.

As a result of this change, the Terms of Reference for the Senate Review Committee were amended to include responsibility for conducting an annual review of the University Library Report prior to its presentation to Senate.

This adjustment ensured continued oversight of library matters while consolidating responsibilities within existing governance structures.

Revised Faculty Board Constitutions

In 2024–25, all disciplinary Faculties at Carleton University were advised to revise their Faculty Board Constitutions in response to a Senate motion passed on June 2, 2023, and the subsequent restructuring of the Faculty of Graduate and Postdoctoral Affairs (FGPA).

As of the end of the academic year, the following Faculty Boards had completed and submitted revised constitutions:

- Faculty of Public & Global Affairs
- Faculty of Science
- School of Computer Science
- Sprott School of Business

To ensure consistency and alignment with university governance standards, each Faculty used a constitution template provided by the University Secretariat. Additional revised Constitutions are expected in 2025-26.

Senate Approved Revisions to the Medals Policy

During the 2024–25 academic year, Senate approved significant updates to the Senate Medals Policy to align with structural changes within the Faculty of Graduate and Postdoctoral Affairs and the suspension of Fall Convocation.

Key Changes Included:

- Introduction of a New Master's-Level Senate Medal:
 - *A new medal was established specifically for research projects, creating a clearer distinction between research essays/projects and theses to ensure fairer evaluation and competition.*

- Revised Evaluation Criteria for Graduate Medals:
 - *GPA was reclassified from a primary to a secondary evaluation criterion, placing greater emphasis on the overall quality and impact of academic work.*
 - *The definition of research output was broadened to include not only publications but also conference presentations, public engagement activities, and other relevant scholarly contributions.*
 - *For Master's students submitting a thesis, a statement from the external examiner became a required component, in addition to the supervisor's assessment.*

These revisions aimed to enhance fairness, inclusivity, and academic rigor in the recognition of graduate student achievements.

Framework for Suspending Admissions

In April 2025, Senate received a presentation on the Framework for Suspending Admissions, delivered by David Hornsby, Vice-Provost and Associate Vice-President (Academic). The framework outlined the formal process for temporarily suspending admissions to academic programs and was shared with Senate for information and discussion.

Under the proposed framework:

- A written request to suspend admissions must be submitted by the Dean or Associate Dean to the Vice-Provost (Academic).
- Admissions may be suspended for a maximum of two admission cycles.
- After this period, the program must be reinstated, redesigned, or formally closed.

The framework was developed to ensure transparency, consistency, and academic oversight in decisions related to program admissions. As of the end of the academic year, discussion and revisions to the framework remained ongoing.

GRADUATION & CONVOCATION

During the 2024–25 academic year, Senate approved the graduation of 4,799 undergraduate and 1,953 graduate students, recognizing their academic achievements and marking a major milestone in their academic journeys.

As part of its core responsibilities, Senate also approved medal and prize recipients and honorary degree candidates in preparation for Convocation ceremonies. These approvals were essential to ensuring the integrity and celebration of academic excellence at Carleton.

Convocation Highlights:

During the 2024-25 convocation season, Carleton University celebrated the academic achievements of over 5,100 graduates across eighteen ceremonies held over six days.

Fall Convocation was held on November 9, 2024 and Spring Convocation took place from June 16 to 20, 2025. These ceremonies recognized the dedication, perseverance, and accomplishments of Carleton's graduating students.

The Spring Convocation also included installation ceremonies on June 16 for new President & Vice-Chancellor Wisdom Tettey and on June 20 for incoming Chancellor Nik Nanos.

Medals & Prizes

In the 2024-25 academic year, Senate was pleased to approve 249 medalist nominations. The medals and prizes awarded include:

Fall 2024	Spring 2025
1 Governor General's Gold Medal at the PhD Level	1 Governor General's Gold Medal at the PhD Level
1 University Medal at the PhD Level	1 University Medal at the PhD Level
5 Senate Medals at the PhD Level	5 Senate Medals at the PhD Level
1 University Medal at the Masters Level	1 University Medal at the Masters Level
6 Senate Medals at the Masters Level	7 Senate Medals at the Masters Level
1 Governor General's Silver Medal at the Undergraduate Level	2 Governor General's Silver Medals at the Undergraduate Level
1 Chancellor's Medal at the Undergraduate Level	3 Chancellor's Medals at the Undergraduate Level

Fall 2024

1 President's Medal at the Undergraduate Level

9 University Medals at the Undergraduate Level

24 Senate Medals at the Undergraduate Level

Spring 2025

1 President's Medal at the Undergraduate Level

43 University Medals at the Undergraduate Level

135 Senate Medals at the Undergraduate Level

Three honorary degrees were awarded to the following individuals for the 2024/25 academic year:



Tina Fedeski received a Doctor of Music, honoris causa, on Nov. 9 for her visionary leadership and dedication to youth empowerment through music. As co-founder of OrKidstra, she has transformed lives, inspired community change, and advanced music education locally and nationally through decades of teaching, performance, and advocacy.



Mona Nemer received a Doctor of Science, honoris causa, on June 18, 2025, for her global leadership in cardiovascular research and advocacy for Canadian science. As Canada's Chief Science Advisor, she champions evidence-based policy. A renowned molecular cardiologist, she's earned international honors and trained over 100 scientists worldwide.



Hassan Ahmed received a Doctor of Engineering, honoris causa, on June 19, 2025, for his pioneering leadership in wireless and telecom innovation. As founder of multiple billion-dollar companies, including Affirmed Networks and Sway AI, he's shaped global network architecture. He also served as a professor and published over 50 papers.

ACADEMIC PROGRAMS & CURRICULA

Senate Approved 73 Major Program Modifications in 2024-25

As part of its commitment to academic renewal and program quality, Senate approved 73 major modifications to Carleton's academic offerings during the 2024–25 academic year. These changes reflected evolving disciplinary needs, student interests, and institutional priorities.

Highlights of approved changes:

New Undergraduate Programs

- *Bachelor of Arts Combined Honours in History with a Concentration in Public History*
- *Certificate in Journalism in Indigenous Communities*

New Streams

- *International Business – Sprott School of Business*
- *International Management – Sprott School of Business*
- *Artificial Intelligence – B.Eng. in Software Engineering*
- *User Experience and User Interfaces – Bachelor of Computer Science (Honours)*
- *Information Systems – Sprott School of Business*
- *Marketing – Sprott School of Business*

New Minors

- *Information Systems*
- *Supply Chain Management*
- *Integrated Science*
- *Business (Finance)*
- *Cognitive Science*
- *International Business*
- *Marketing*

New Concentrations and Specializations

- *Collaborative Specialization in Climate Change added to the Master of Public Policy and Administration (MPPA) program, and the M.A. in International Affairs program*
- *New concentrations in the Bachelor of Communication and Media Studies (B.CoMS):*
 - *Government and Professional Communication*
 - *Media and Entertainment Industries*
 - *Public Engagement and Civic Culture*

Program Deletions

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

Programs

- *Undergraduate Programs in Canadian Studies*
- *MA in Religion and Public Life*
- *BSc in Computational Biochemistry*
- *BEng in Architectural Conservation and Sustainability Engineering – Streams A & B*
- *Graduate Diploma in Economic Policy*
- *Graduate Diploma in Conflict Resolution*
- *Mention Francais in Political Science*

Concentrations

- *Earth Sciences concentrations in: Finance: Resource Valuation; Geophysics; Resource Economics; Vertebrate Paleontology and Paleoecology*
- *MBA Concentrations in: International Business; International Business Development Management; and Technology Management*
- *International Political Economy and Natural Resources, Environment & Economy*

Minors

- *Minor in Professional Writing*
- *Minor in Industrial Economics*

Streams and Specializations

- *BGINS Specializations and Streams in Global Literature, and Global Migration & Transnationalism*
- *BGINS Streams & Specializations in French & Francophone Studies and Teaching English in Global Contexts*

Senate Approved Suspended Admissions in 16 Academic Programs

In 2024–25, Senate received for information a list of 16 academic programs with suspended admissions effective Fall 2025. 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.

Minor in German	BSc in Food Science
Minor in Health Sciences	BSc in Integrated Science
Minor in Korean	Minor in Food Science
Minor in Canadian Studies	MA and GDips in Northern Studies
Minor in Russian	Minor in LACS
MEng Engineering Practice (Environmental)	PHD in Canadian Studies
Minor in Chinese	Grad Programs in Ethics and Public Affairs
Minor in Computer Science	BIT in Optical Systems and Sensors (1 Admission Cycle)

Senate Approved and Received Over 50 Minor Academic Modifications

During the 2024–25 academic year, Senate approved 35 minor modifications and received an additional 21 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
- Addition or deletion of courses
- Updates to existing concentrations or minors
- Adjustments to course requirements
- Modifications to course content, titles, or prerequisites

These changes ensured that Carleton's academic offerings remained current, responsive to disciplinary developments, and aligned with student needs.

Senate Approved Four 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 2024–25, Senate approved four final assessment reports and executive summaries resulting from the cyclical reviews of the following programs:

- Undergraduate program in Human Rights and Social Justice
- Undergraduate and graduate programs in Political Science
- Undergraduate and graduate programs in Business
- Undergraduate and graduate programs in Journalism

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

As part of its commitment to transparency, engagement, and informed decision-making, Senate welcomed eight presentations from across the Carleton community during the 2024–25 academic year. These presentations provided updates on strategic initiatives, policy development, enrolment trends, and financial planning.

Presentations included:

- Senate Committee Annual Reports – September 2024
- Strategic Integrated Plan (SIP) Progress Update – Fall 2024
- Proposed New Human Rights Policy and Procedures – November 2024
- Enrolment Update and Admission Statistics – January 2025
- Update on University Funding – Winter 2025
- Financial Update – April 2025
- Operating Budget Report – June 2025

COMMUNICATIONS

In 2024–25, eight 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 2025 Senate Survey was conducted from April 1 to May 1, 2025. It included questions related to the orientation process, communication strategies, and participation on Senate Standing Committees. The results of the survey will be compiled and shared with the Senate in September 2025 to inform future planning and enhance the overall effectiveness of Senate engagement.

Priorities 2025-26

- **Successful Onboarding of the New Clerk of Senate** Ensure a smooth transition and integration of the new Clerk through comprehensive orientation, mentorship, and support systems to maintain continuity and institutional knowledge.
- **Enhanced Professional Development for Senators** Launch targeted workshops, retreats, and learning sessions to strengthen Senators' understanding of governance, equity, academic policy, and emerging issues in higher education.
- **Finalization and Implementation of Key Policies**
 - Complete and roll out the new Policy on Petitions and Appeals, streamlining processes for transparency and fairness.
 - Finalize the revised Policy on Academic Integrity, aligning with best practices and evolving academic standards.
- **Approval of Remaining Faculty Board Constitutions** Collaborate with faculties to finalize and approve outstanding constitutions, ensuring alignment with Senate governance principles and fostering faculty autonomy.



24/25

BOARD OF GOVERNOR'S
CHAIR'S
REPORT



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A WORD FROM THE CHAIR

As I reflect on my first year as Chair of the Board of Governors, I do so with a deep sense of responsibility and pride in Carleton University's enduring commitment to academic excellence, research innovation, and community engagement.

This past year has brought significant financial challenges to Ontario's post-secondary sector. Institutions across the province, including Carleton, are navigating a complex landscape shaped by constrained operating budgets, inflationary pressures, and evolving student needs. These realities have required complex decisions and a renewed focus on financial sustainability.

Amid these challenges, a defining milestone was the appointment of Dr. Wisdom Tettey as Carleton's 17th President and Vice-Chancellor. Dr. Tettey brings a distinguished record of academic leadership, a deep commitment to inclusive excellence, and a compelling vision for the future of higher education.

Throughout this period, Carleton has continued to demonstrate remarkable resilience. This strength is rooted in the dedication of our faculty and staff, the vibrancy of our student body, and the clarity of purpose shared by our leadership.

Whether through innovative partnerships, philanthropic support, or shared governance, our collective efforts are laying the groundwork for a sustainable and thriving future.

As we look ahead to the 2025–2026 academic year, the Board remains committed to transparent governance, prudent stewardship, and advancing the mission and values that make Carleton a leader in Canadian higher education.

Thank you for your continued support and engagement.

A handwritten signature in black ink, appearing to read "Bob Craig".

CHAIR

The ***Board of Governors*** (BoG) is responsible for overseeing the *administrative* and *financial* operations of ***Carleton University***. The objective of this body is to set *strategic priorities* and to ensure the university's *resources* are managed effectively, aligning with Carleton's ***mission*** and ***academic goals***.

The Carleton Board by the **Numbers**



2
Chancellor
and President



2
Undergraduate
Students



2
Graduate
Students



2
Faculty
Members



2
Senate
Representatives



2
Alumni Association
Representatives



2
Professional
Service Staff



18
Community-at-large
Members

6

Full Board
Meetings

25

Committee
Meetings

22

Observers
Welcomed

1550+

Volunteer
Hours

THE CARLETON 24/25 BOARD



Logan Breen
Ungraduate Student



Howard Babb
Community



Yaprak Baltacioglu
Chancellor



Yafet Bizuneh
Undergraduate Student



Jennifer Camelon
Community



Julie Carr
Community



Adrian Chan
Faculty



Beth Creary
Chair, Community



Jim Devoe
Community



Patrick Dion
Community



Greg Farrell
Past Chair, Community



Kim Furlong
Community



Josh Greenberg
Faculty



Dan Greenberg
Community



Linda Grussani
Alumni



Al Hamdani
Community



Nathalie Laporte
Community



Mat Main
Alumni



Dudley Maseko
Community



Susan Mingie
Community



Georgette Morris
Graduate Student



Janakan Muthukumar
Graduate Student



John Nelson
Administrative Staff



Laura Newton Miller
Faculty



Brenda O'Connor
Community



Melissa Shea
Community



James Simpson
Administrative Staff



Jane Taber
Community



Christina Tessier
Vice-Chair, Community



Wisdom Tettey
President & Vice
Chancellor



Ann Tremblay
Community



Pamela Wolff
Faculty

Incoming

GOVERNORS 25/26



JULIE ARMSTRONG, Undergraduate Student

Julie Armstrong is a second-year student at Carleton University, pursuing dual degrees in Social Work and Political Science. Bilingual in English and French, Armstrong brings leadership, strategic planning, and advocacy skills to the Board of Governors. Her experience as a Co-op Student at Jansen Law and roles as Summer Camp Director and Gymnastics Coach highlight her commitment to excellence and ability to represent diverse student voices effectively.



ALLAN BURI, Undergraduate Student

Allan Buri is President of the Carleton Academic Student Government (CUSA), leading initiatives like the Academic Concern Intake Form. With experience in financial oversight of a \$7M nonprofit and municipal planning, Buri brings strong financial analysis and consultation skills to the Board, along with a commitment to addressing student needs.



PHILIP CARTWRIGHT, Community

Philip Cartwright co-leads Global Public Affairs' Ottawa team and its Transportation, Infrastructure, and Communities practice. With nearly 20 years' experience in policy, regulation, and legislation, Cartwright previously worked at the Privy Council Office and Ipsos-Reid. Cartwright also serves on several boards and holds degrees from Carleton and Queen's universities.



JOHN CASOLA, Community

John Casola is Chief Investment Officer at the Canada Infrastructure Bank, with over 35 years in project finance and public-private partnerships. Casola specializes in ESG and Indigenous infrastructure, and has held senior roles at PwC, Investec, and BedRock Capital. A Carleton alum, Casola also chairs the board of ErinoakKids Centre.



JACKIE CHOQUETTE, Community

Jackie Choquette leads Government Affairs at 3M Canada. Formerly Chief of Staff in Ontario's government, Choquette serves on boards of Canadian Manufacturers and Exporters and the Canadian Chamber of Commerce.



PAMELA FRALICK, Alumni

Pamela Fralick is CEO of PCF Executive Leadership with over 30 years in governance and senior leadership at IMC, the Canadian Cancer Society, and more. A Carleton alum, Fralick holds an ICD.D designation and serves on multiple boards, including D2R and Queen's University's School of Public Policy Advisory Board.



KEVIN GRAHAM, Senate-Faculty

Kevin Graham is Chair of Physics at Carleton University, contributing to research, governance, and academic leadership. Graham also leads Carleton's Subatomic Physics Technical Team and is vice-chair of the national MRS Coordination Board. He has served in multiple academic leadership roles and currently sits on the Senate and its Academic Governance Committee.



GINA MALABA, Graduate Student

Gina Malaba is a passionate advocate for Black youth and climate justice. Malaba also co-founded the Black Students Association Alumni Network and now serves on the Youth Advisory Board for Mental Health and Climate Change Alliance (MHCCA), supporting research on mental health and climate change through strategic partnerships and policy advocacy.



JONATHAN MALLOY, Academic Staff

Jonathan Malloy is a Full Professor of Political Science at Carleton University, holding the Bell Chair in Canadian Parliamentary Democracy. Malloy has published seven books, including *Politics of Ontario*, and serves as President of the Canadian Political Science Association. He also advocates for graduate education reform and stronger university funding.



LISA SAMSON, Community

Lisa Samson is Managing Principal at StrategyCorp's Ottawa office. Sampson specializes in strategic consulting, communications, and stakeholder engagement. She has delivered public policy results in energy, healthcare, and education and currently serves on the National Arts Centre's Strategy and Engagement Committee.



BRETT TACKABERRY Community

Brett Tackaberry is Principal Architect, Public Sector at Google Cloud, with 20 years in tech leadership, AI, and cybersecurity. Tackaberry has held roles at Hyphen, Azavea, and Rebel.com, and volunteers with Algonquin College and AI Tinkerers. Tackaberry is also an active Carleton engineering alum.

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.

- Yaprak Baltacioglu, *Chancellor*
- Yafet Bizuneh, *Undergraduate Student*
- Logan Breen, *Undergraduate Student*
- Patrick Dion, *Community*
- Greg Farrell, *Community*
- Kim Furlong, *Community*
- Dan Greenberg, *Community*
- Laura Newton Miller, *Academic Staff*
- Janakan Muthukumar, *Graduate Student*
- Brenda O'Connor, *Community*
- Jane Taber, *Community*
- Jerry Tomberlin, *Interim President and Vice Chancellor*
- Pamela Wolff, *Faculty-Senate*



NEW FACES IN LEADERSHIP



JOHN CLEMENTS, Associate Vice-President Facilities Management and Planning

John Clements brings over 20 years of experience in facilities management, construction, and organizational development. Clements joins Carleton from the University of Ottawa, where he was Director of Strategy and Facilities Planning, leading long-term development and strategic initiatives.



DUANE MCNAIR, Vice-President, Finance and Administration (VPFA)

Duane McNair is a CPA and brings over 24 years of senior leadership experience. McNair previously held the role VPFA at Algonquin College, overseeing financial and administrative operations since 2010.



DR. RONALD MILLER, Interim Dean of Faculty of Engineering and Design

Dr. Ronald Miller is a Chancellor's Professor in Mechanical and Aerospace Engineering at Carleton University. Miller also chaired the department from 2016 to 2024, led two CEAB accreditations, helped launch the Climate Change Specialization, and is a two-time Research Achievement Award winner.



NIKITA (NIK) NANOS, CHANCELLOR

Nik Nanos is Chief Data Scientist and Founder of Nanos Research, and a leading expert on public opinion, politics, and democracy. Nanos' insights appear in major media such as *The Globe and Mail*, *Bloomberg*, and *The Economist*. Nanos is an Adjunct Research Professor at Carleton University, Global Fellow at the Wilson Center, and Executive Fellow at the University of Calgary. He also chairs the Positive Energy Program Advisory Board and serves as Honorary Captain in the Royal Canadian Navy.



DR. HOWARD NEMIROFF, Interim Dean of Sprott School of Business

Dr. Howard Nemiroff has served as Interim Dean of the Sprott School of Business since September 2023, leading AACSB re-accreditation and launching a new Bachelor of Accounting. Nemiroff was previously Associate Dean, Faculty Affairs, and Undergraduate Studies, where he led curriculum improvements. He holds degrees from Western Ontario and Concordia, including a Ph.D. in Finance.



RICHARD SINCLAIR, General Counsel

Richard Sinclair previously held the role of General Counsel at the Ottawa-Carleton District School Board, where he advised senior leaders and trustees. A strong advocate for equity and inclusion, Sinclair promotes a human rights-based approach to legal strategy and decision-making.

Welcoming President Wisdom Tettey

Effective January 1, 2025, Dr. Wisdom Tettey commenced his tenure as the 17th President and Vice-Chancellor of Carleton University.

On January 23, the Carleton University community gathered to formally welcome Professor Wisdom Tettey as the institution's 17th President and Vice-Chancellor. President Tettey's appointment followed a comprehensive and inclusive national search process led by the Board of Governors, in close collaboration with the university's Senate and key stakeholders. The Board played a central role in identifying a leader whose values align with Carleton's mission and future aspirations.

In his inaugural address, President Tettey expressed deep gratitude to the Board for its confidence in his leadership and for guiding a thoughtful, consultative selection process. He reaffirmed his commitment to fostering a community of globally minded leaders dedicated to challenging the status quo and advancing meaningful societal change.



INNOVATING THROUGH CONSTRAINTS

UNIVERSITY FINANCIAL ACCOUNTABILITY FRAMEWORK & ACTION PLAN

In late 2024, Carleton University was selected by the Ministry of Colleges, Universities, Research Excellence and Security to undergo a third-party “efficiency and accountability” review.

This mandate follows Carleton’s ongoing budget deficit and its medium-risk classification under the Province’s Financial Accountability Framework. Since last year, twelve Ontario universities have been reviewed, with Carleton among five newly identified institutions for this process.

Funded through the Province’s Efficiency and Accountability Fund, the review will assess opportunities for improved efficiency across governance, student services, academic programming, facilities, procurement, and revenue generation. Concurrently, Carleton will continue advancing its Mission Sustainability Framework to address financial challenges while safeguarding the integrity of its academic mission.

Details regarding community consultation will be shared once finalized. Despite current fiscal pressures, Carleton remains firmly committed to academic and research excellence.

2025-26 OPERATING BUDGET

The Board of Governors approved Carleton’s 2025–26 operating budget, outlining total expenditures of \$547 million and projected revenues of \$515 million, resulting in a base operating deficit of \$32 million.

This shortfall is primarily attributed to declining international student enrolment and increased salary costs following the repeal of Bill 124.

While the budget reflects modest growth in government grants, investment income, and other revenue streams, it also accounts for rising expenditures related to compensation and campus infrastructure.

2025-26 ANCILLARY SERVICES

Carleton University’s ancillary units are projected to generate sufficient revenue to fully cover service delivery costs while continuing to build reserves for future capital improvements.

The proposed 2025–26 budget includes targeted rate and fee adjustments where applicable—such as for parking and health and counselling services. It also outlines expected revenues from operations including The Print Shop and Campus Card services, anticipated operating expenditures, and planned capital reinvestments to support long-term sustainability and service enhancement.



Highlights

Carleton's Pension Plan

as at June 30, 2024, the Plan is 103% funded on a going-concern basis, reflecting a surplus of \$26 million. Additionally, the Plan is 122% funded on a solvency (wind-up) basis, with a surplus of \$199 million. The Plan remains fully funded and financially stable.

Ongoing Capital Project Status & Capital Renewal (Deferred Maintenance)

Projects totaling \$255,612,832 are currently underway with the value of work completed to March 18, 2025, totaling \$143,276,992

The demolition of P9 was completed in Fall 2024 with a savings of \$4.5 million

Enrolment Trends

UNDERGRADUATE ENROLMENT: A JOURNEY OF GROWTH AND RESILIENCE

Since 2015, Carleton University has maintained consistent levels of undergraduate applications and admissions. Notably, the 2024–25 cycle has seen a marked increase in interest from students within Ottawa and the Eastern Ontario region. This positive trend is also reflected in the growth of new domestic student admissions.

However, the combined impact of the COVID-19 pandemic and recent Immigration, Refugees and Citizenship Canada (IRCC) caps on international student permits has resulted in a significant decline in international admissions. Projections indicate that this downward trend will continue into 2025. Carleton has been disproportionately affected by these regulatory changes compared to other post-secondary institutions in Ontario.

In response to these challenges, the university is implementing a comprehensive and adaptive recruitment strategy aimed at both international and domestic markets. This multi-faceted approach will showcase Carleton's academic strengths and prioritize personalized engagement throughout the recruitment journey.

Key initiatives include:

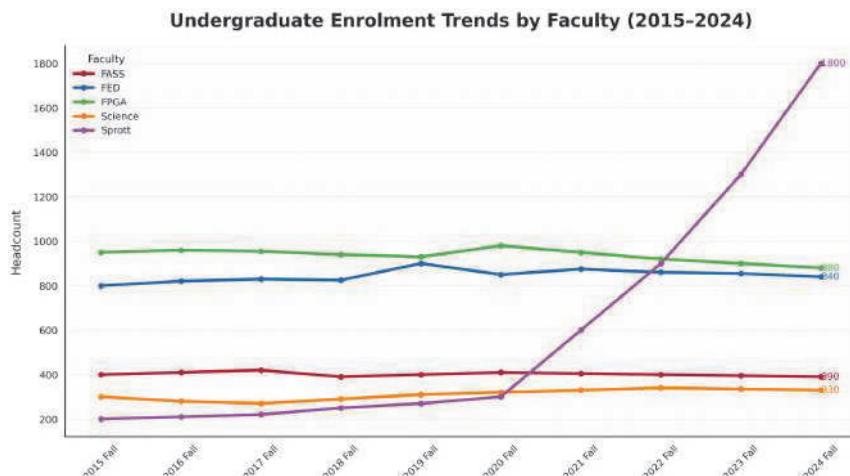
- *Enhanced campus tour experiences*
- *Strategic partnerships and academic pathway programs*
- *Dynamic open house events*
- *Early outreach to high school students*
- *Direct, in-person, and in-country recruitment activities in targeted regions*

These efforts are designed to strengthen Carleton's visibility, attract a diverse student body, and ensure sustained enrolment growth in a rapidly evolving post-secondary landscape.

GRADUATE ENROLMENT: EMBRACING NEW HORIZONS

Domestic graduate enrolment at the master's level has experienced a significant increase over the past two years.

In contrast, international graduate enrolment, which had remained stable, is now showing signs of decline. For the 2025–26 recruitment cycle, international master's applications have decreased by 45%, following a 28% reduction in the 2024–25 cycle. Despite this substantial drop in applications, the decline in confirmed international enrolments has been comparatively modest, with confirmations down by only 6% relative to the previous year.



A GROWING AND SUSTAINABLE CAMPUS

Carleton University is steadfast in its dedication to integrating sustainability into its capital projects, with a strong focus on reducing carbon emissions and enhancing energy efficiency. This commitment is evident in the design of new buildings and renovations, which feature energy-saving measures and materials that align with Carleton's Sustainability Plan.

TERAANGA COMMONS DINING HALL



Following a three-phase expansion, the dining hall in Teraanga Commons opened in September 2024, welcoming students with an additional 450 dining seats.

This project was designed to accommodate the expected increase in student numbers in Carleton Residences following the completion of Rideau House.

RIDEAU HOUSE STUDENT RESIDENCE

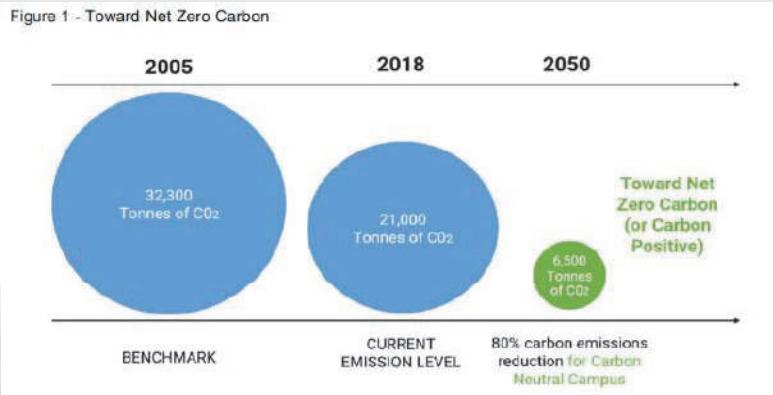


Rideau House Student Residence, which began construction in September 2022, will open for occupancy in Fall 2025. The new 450-bed residence is designed to foster a student-focused community and aligns with Carleton's commitment to equitable and sustainable living. Utilizing Passive House Design principles, the building aims to reduce overall energy and heating demand.

Highlights



Figure 1 - Toward Net Zero Carbon



Carleton University Advances Sustainability with Major Funding

Carleton University has secured \$1.6 million in funding from Environment and Climate Change Canada through the Decarbonization Incentive Program (DIP). This funding will support the replacement of a natural gas steam boiler with an electric boiler within Carleton's Central Heating Plant.

The anticipated \$4.2 million project is set to significantly reduce carbon emissions, cutting 2,600 tonnes of CO₂. This initiative marks a substantial step forward in Carleton's commitment to sustainability and environmental stewardship.

CHAMPIONING ETHICAL PRACTICES: CARLETON'S COMMITMENT TO TRANSPARENCY

In 2023, Canada took a significant step forward in promoting supply chain transparency by passing Bill S211, which came into effect on January 1, 2024.

Carleton University proudly reports that it has not identified any instances of forced or child labour requiring remediation or loss mitigation.

Carleton University's Capital Renewal and Deferred Maintenance

Carleton University's Growth: A Call to Action

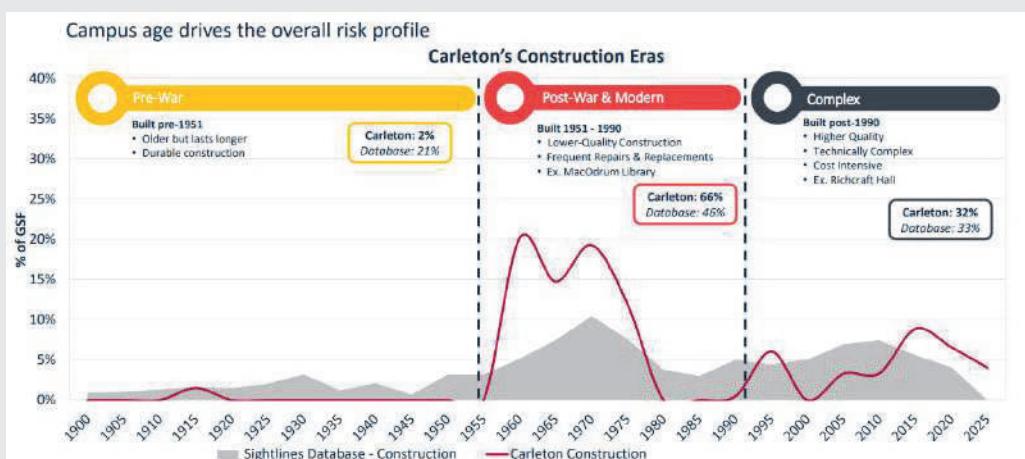
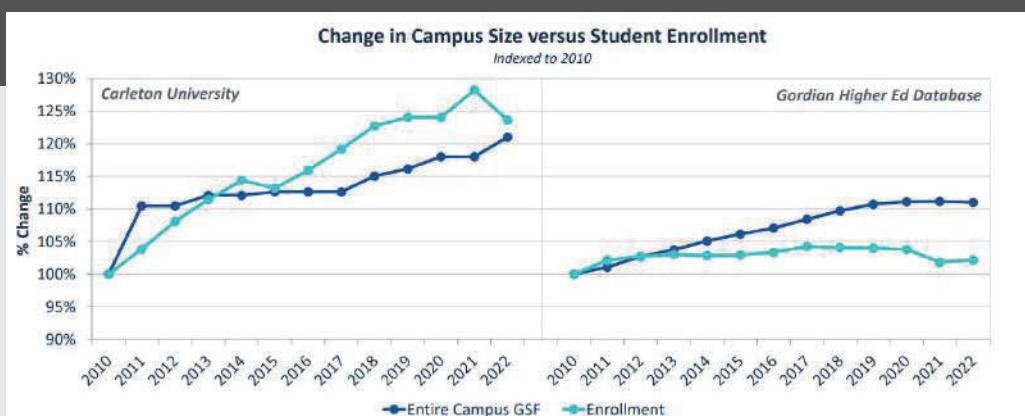
Carleton University has experienced remarkable growth, with enrolment outpacing campus space, leading to increased campus density.

Without proactive intervention, a significant portion of campus space will be classified as high-risk by 2031. Although Carleton has responsibly utilized available capital funds, additional funding is crucial to address the needs of these high-risk areas. In the event of future emergencies or strategic initiatives, reallocating resources could impact the institution's ability to maintain facilities.

The analysis, conducted and presented by Gordian, reviewed historical university data and included comparisons with peer organizations.

**BOARD GREENLIGHTS
LOEB BUILDING
REVAMP**

*The Board approved the **Loeb Building Envelope Remediation and Replacement Project**, in October 2024.*



*The project, capped at \$40.6 million, includes lobby upgrades **funded by the Faculty of Public and Global Affairs**. This ambitious project will unfold in three phases, aiming to modernize the Loeb Building by **addressing safety concerns, enhancing its aesthetic appeal, and boosting energy efficiency and sustainability**.*

*The third-floor lobby refurbishment will create a **vibrant focal point and gathering space** for faculty, students, and staff.*

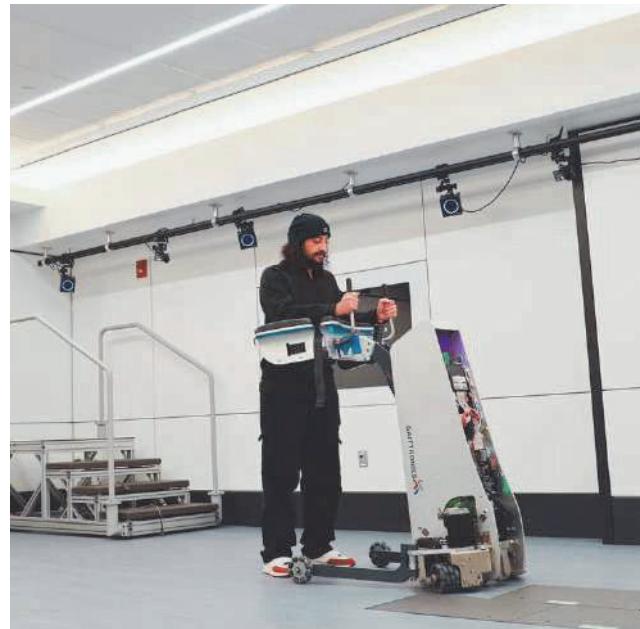
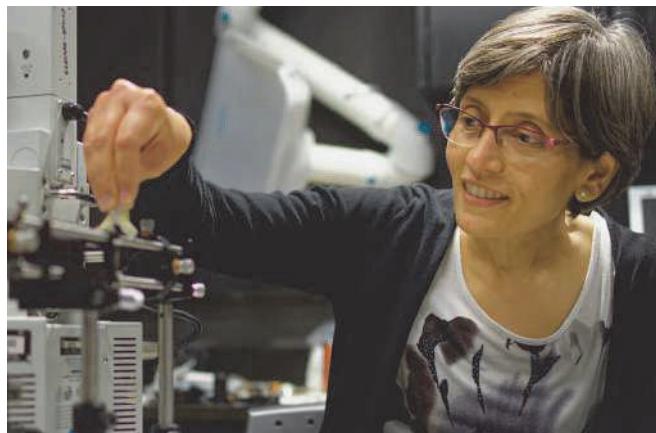
LEADING THE WAY IN EXCELLENCE

ADVANCING KNOWLEDGE: CARLETON'S RESEARCH ACHIEVEMENTS

Carleton's multidisciplinary research portfolio continues to shine a national and international spotlight on the institution's accomplishments. This year, Carleton celebrated significant achievements in researcher success, growth in publications and citations, new partnerships, and a remarkable 25% increase in external research revenue since 2022, totaling \$113 million for 2023/24.

Looking ahead, key research priorities for the upcoming year include sustaining increased productivity and funding by enhancing researcher support, fostering multidisciplinary collaborations, and strengthening international activities.

CU Research is committed to ensuring compliance with government mandates, boosting its reputation through honors and awards, optimizing ranking submissions, and celebrating successes.



85

Carleton researchers placed within the top 2% of the world's most-cited academics, according to the 2024 influential Stanford-Elsevier citation rankings.

“ *The university takes great pride in its researchers, whose vision and dedication serve as true inspirations and drive real-world solutions to some of society's most complex and pressing challenges.*

maclean's Rankings

Carleton University rose to No. 4 in Canada and No. 2 in Ontario in the comprehensive category, which includes universities with significant research activity and a wide range of programs.

- Rafik Goubran, Carleton's Vice-President (Research and International)

Leading research firm, **Re\$earch Infosource**, recognized Carleton University as one of Canada's **fastest-growing research-intensive** universities in its annual Top 50 Research Universities report, for second year in a row.

PARTNERSHIPS WITH PURPOSE

Carleton University maintains a strong and enduring commitment to advancing community engagement and enhancing its broader societal impact. In alignment with the university's mission, efforts continue to promote investment in higher education and philanthropic initiatives that address pressing societal and environmental challenges. This includes fostering strategic collaborations with industry and external partners—an approach designed to generate meaningful, mission-aligned outcomes that benefit both the university and the wider community.



CARLETON UNIVERSITY ANNOUNCES CANADA'S FIRST CHAIR IN PHILANTHROPY

In Spring 2025, Carleton announced the establishment of Canada's first Chair in Philanthropy, a milestone for the philanthropic and nonprofit sector.

Based in the School of Public Policy and Administration within the Faculty of Public and Global Affairs, the Chair builds on the success of Carleton's Master of Philanthropy and Nonprofit Leadership (MPNL) program.

Supported by a national consortium of donors, the Chair will lead research, training, and knowledge mobilization in collaboration with sector stakeholders. The Chair will also generate actionable data to inform evidence-based practices and policy across the charitable and philanthropic landscape.

Launching in 2026, the Chair arrives at a pivotal time for the sector and will serve as a cornerstone in the development of a world-class Centre for Philanthropy and Civil Society at Carleton.



CARLETON UNIVERSITY LAUNCHES INDIGENOUS JOURNALISM CERTIFICATE

Carleton University is introducing a one-year Certificate in Journalism in Indigenous Communities, beginning September 2025.

Delivered in partnership with First Nations Technical Institute, Kenjgewin Teg, and the Mastercard Foundation, the program will be offered in Indigenous communities across Ontario and aims to remove barriers such as travel and housing costs that often limit Indigenous youth from pursuing journalism.

Supported by a \$3.2 million investment from the Mastercard Foundation's EleV Program and development funding from the Inspirit Foundation, the initiative reflects Carleton's commitment to reconciliation and the 41 Calls to Action outlined in the *Kinàmàgawin* strategy.



CARLETON UNIVERSITY LAUNCHES NEW NURSING PROGRAM

In Fall 2024, Carleton University, in partnership with Queensway Carleton Hospital (QCH), launched its groundbreaking, tech-forward nursing program. This initiative marks the first new university-based nursing program in Ontario in 20 years, aiming to graduate over 200 new nurses annually to bolster the province's nursing workforce.

An event was held on November 5 to announce the partnership and welcome key stakeholders, including Ontario Premier, Doug Ford, and Deputy Premier and Health Minister, Sylvia Jones.

The program, starting in September 2025, heralds a new era in nursing education, designed to swiftly integrate graduates into the workforce to address current staffing shortages. It also promises to revolutionize patient care, representing a significant step toward modernizing health care in Ontario.



From left to right: Hon. Nolan Quinn, Minister of Colleges, Universities, Research Excellence and Security; Maria DeRosa, Dean of Science, Carleton; Doug Ford, Ontario Premier; and Jerry Tomberlin, Interim President, Carleton.

CAMPUS COMMUNITY CAMPAIGN (CCC)

On March 1, 2025, Carleton University launched its annual Campus Community Campaign (CCC), highlighting Carleton-led initiatives that drive purpose through higher education. Throughout the month, faculty-led projects aimed at enacting positive social change were showcased to raise funds.

By the end of this year's campaign, 490 gifts were made through FutureFunder.ca, with 175 of these providing ongoing support through monthly donations. This generosity underscores Carleton's collective commitment to empowering students and ensuring they have the resources and opportunities to thrive.

A black and white photograph of a person wearing a VR headset and holding a controller, set against a dark background. The image is used as a background for the text overlay.

490
GIFTS

175
ONGOING DONATIONS

CARLETON HOSTS THIRD ANNUAL CHALLENGE CONFERENCE

On May 13, Carleton University convened its third annual Carleton Challenge Conference, welcoming Board members, community stakeholders, and cross-sector leaders to engage in critical dialogue on the transformative potential and complex risks associated with artificial intelligence (AI).

The conference opened with a keynote address by Professor Adegboyega Ojo, Canada Research Chair in Governance and Artificial Intelligence. Professor Ojo examined Canada's paradoxical status as a global leader in AI research and talent, underscoring the urgent need for bold national AI objectives and strategic public investment to catalyze private sector engagement and growth.

The program also featured two expert panels. The first panel focused on the practical applications of AI across diverse sectors, highlighting its capacity to enhance operational efficiency, address complex challenges, and improve service delivery. The second panel addressed the ethical, regulatory, and societal dimensions of AI, including governance frameworks, bias mitigation, and the importance of public-private collaboration in shaping responsible AI development.

Carleton University extends its sincere appreciation to its presenting partners, including Danbe Foundation Inc., with special thanks to Carleton Board member Dan Greenberg, and his wife Barbara Crook, for their continued support. The university also acknowledges Ericsson for its valued partnership and collaboration in making this year's conference a success.



A COMMUNITY OF CARE

Our Commitment to Diversity

Carleton University's faculties and administrative units continue to demonstrate a strong commitment to implementing the *Equity, Diversity, and Inclusion (EDI) Action Plan* adopted in 2021.

Following the enactment of Bill 166 and the Ontario Ministry of Colleges and Universities' Minister's Anti-Racism/Anti-Hate Directives, Carleton updated and revised its Human Rights Policy on January 31, 2025 to ensure compliance.

As an institution dedicated to fostering mutual respect and understanding, the new policy enables Carleton to more effectively address complaints of discrimination and harassment, facilitate accessible resolution processes, and provide essential support to those in need.

ADVANCING EQUITY AND INCLUSION: CARLETON'S COMMITMENT TO THE 50-30 CHALLENGE

Carleton University's Board of Governors remains committed to the Government of Canada's 50-30 Challenge, which calls on organizations to achieve gender parity (50%) and significant representation (30%) of equity-deserving groups on boards and in senior leadership.

As of the 2024–25 academic year, Carleton's Board composition reflects meaningful progress toward these goals:

- 54% of members identify as women or non-binary individuals
- 32% identify as members of equity-deserving groups, including Indigenous peoples, racialized individuals, persons with disabilities, and members of the 2SLGBTQ+ community

These figures underscore the Board's dedication to embedding equity principles into its recruitment, governance practices, and strategic oversight, aligning with Carleton's broader commitment to inclusive excellence and reconciliation.





Coordinated Accessibility Strategy (CAS) Annual Report

Following several months of extensive consultation, Carleton University officially launched its renewed Coordinated Accessibility Strategy (CAS) in May 2025. This updated strategy reflects the diverse perspectives of the university community and establishes a comprehensive framework to support Carleton's ongoing commitment to fostering an accessible and inclusive campus environment.

Since its inception, the CAS has catalyzed more than 175 initiatives across seven key focus areas:

- *Coordination and Leadership*
- *Education and Training*
- *Information and Communication*
- *Physical Campus*
- *Employment and Employee Supports*
- *Student Support Services*
- *Research and Development*

Many of these initiatives intersect multiple focus areas, demonstrating the integrated nature of accessibility efforts across the institution.

As of April 2025, 33 of the strategy's 40 recommendations have been completed or are actively underway. Notable accomplishments include the launch of the Professional Education for Accessibility Competence (PEAC) program, the installation of new automated door openers, and significant enhancements to web accessibility.

Kinàmàgawin

The *Kinàmàgawin Indigenous Initiatives Strategy* aims to transform our campus into a safe and welcoming environment for Indigenous students, staff, and faculty. Key updates for the year include partnerships for land-based learning, targeted fundraising, and the creation of Indigenous-focused spaces.

Further achievements guided by the 41 Calls to Action include the establishment of policies to verify Indigenous identity, reserved housing for Indigenous students, and the development of an Indigenous Research Ethics Board. These efforts reflect our unwavering commitment to fostering an inclusive and supportive community, honoring Indigenous cultures, and promoting educational equity.



Advancing Indigenous Representation in Academic Governance

As part of its ongoing commitment to the *Kinàmàgawin Indigenous Strategy* and the 41 Calls to Action, Carleton continues to make meaningful progress in embedding Indigenous voices within the culture, systems, and structures of academia.

One of the key Calls to Action advocates for Indigenous representation—with full voting rights—on both the Board of Governors and the Senate. As highlighted in the 2024 Progress Report, Carleton's Board of Governors currently includes two Indigenous members who hold full voting rights. This marks a significant step toward inclusive governance and shared leadership.



SEXUAL VIOLENCE POLICY REVIEW AND PREVENTION INITIATIVES

In early 2025, Carleton University completed a scheduled review of its Sexual Violence Policy, in compliance with Ontario's Bill 132 and Bill 26. The revised policy was formally approved by the Board of Governors at its final meeting in June.

The *Honouring Each Other Annual Report* was also updated to reflect the 2023–2026 reporting period. Equity and Inclusive Communities (EIC), in collaboration with the Sexual Violence Prevention and Education Committee (SVPEC), will continue to review the strategy and work plan on a 90-day cycle, aligned with the academic calendar, to ensure responsiveness and accountability.

Additionally, as part of a comprehensive approach to sexual violence prevention, the Office of the Vice-President (Students and Enrolment), in partnership with EIC, launched a university-wide communications strategy. Utilizing social media, mobile app alerts, student newsletters, and web content, the initiative ensures that all community members—particularly survivors—are informed about available supports, reporting mechanisms, and resources, reinforcing Carleton's commitment to prevention, consent, and survivor-centered care.

CELEBRATING OUR COMMUNITY

CARLETON UNIVERSITY CELEBRATES OVER 5,100 GRADUATES AT 2024 CONVOCATION CEREMONIES

Carleton University proudly recognized the academic accomplishments of more than 5,100 graduates during its 2024 Convocation ceremonies. The Spring Convocation took place from June 17 to 21, featuring 15 ceremonies and the conferral of five honorary degrees:

JP GLADU

Honored for his leadership in advancing Indigenous business in Canada and his contributions to economic reconciliation.

DR. THERESA TAM

Recognized for her exemplary career in public health and her pivotal role in guiding Canada through the COVID-19 pandemic.

DAVID MORLEY

Celebrated for a lifetime of humanitarian service and steadfast advocacy for children's rights.

MALLIK TATIPAMULA

Commended for his innovations in telecommunications, particularly in efforts to bridge the digital divide.

FRANCIS L. GRAVES

Acknowledged for his influential work in public opinion and policy research.

The Fall Convocation was held on November 9, 2024, and featured three ceremonies, along with the conferral of **TINA FEDESKI** in recognition of her visionary leadership and unwavering commitment to empowering youth through music and community engagement.



From left to right: Jerry Tomberlin, Interim President, Carleton; Yaprak Baltacioglu, Chancellor, Carleton; Dr. Theresa Tam, Honorary Degree Recipient; Greg Farrell, BOG Chair, Carleton; Elinor Sloan, Clerk of Senate, Carleton.

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.



ARTUR ESTRELA DA SILVA was unanimously named the recipient of the *Board Award for Outstanding Community Achievement*. Graduating with a Bachelor of Arts Honours in Political Science with a concentration in International Relations in Spring 2025, Estrela da Silva has consistently demonstrated academic excellence, being on the Dean's Honour List from 2021 to 2024 and working as a Research Assistant on Brazilian foreign policy.

Estrela da Silva has shown exceptional leadership in student government, notably serving as Vice-President, Student Issues for the Carleton University Students' Association (CUSA). His initiatives have significantly enhanced student life, including contributions to CUSA's Housing 101 Guide, establishing the first partnership with the Embassy of Mexico to facilitate student internships, and leading the CUSA Think Tank, a volunteer research initiative aimed at boosting student advocacy.

Estrela da Silva's achievements are numerous and include the 2022 Vereed Foundation Scholarship, the 2023 Honourable Walter Baker Memorial Scholarship in Political Science, the 2024 Garrett Elsey Memorial Award, and an International Award of Excellence.



From left to right: Greg Fergus, Liberal MP; Logan Breen, BOG Member, Carleton; Artur Estrela da Silva, 2025 Recipient of Board Award

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.



EDWARD BRUGGINK has been a dedicated member of Carleton University for 44 years, joining as a greenhouse technician in 1981 and becoming the greenhouse manager in 1998. As the Nesbitt Building Supervisor, Bruggink oversees all 14 greenhouses and grows 12,000 flowers annually to brighten convocation and the campus.

Affectionately known as "Papa Papillon," Bruggink has significantly shaped the community spirit at Carleton through his volunteerism with the Annual Biology Butterfly Show for over 25 years. In partnership with Let's Talk Science, the Carleton University Butterfly Show, features over 1,300 butterflies and attracts thousands of attendees.

The Butterfly Show, held annually on Thanksgiving weekend, remains free and accessible to all, drawing local schools and community groups to campus.



CELEBRATING CARLETON'S SPIRIT, INNOVATION AND COMMUNITY AT THROWBACK

Throwback, the highly anticipated homecoming celebration, united alumni, students, and community members from September 26 to October 6.

With a diverse array of events showcasing everything from athletics to art, and new academic programs to engaging lectures, *Throwback* offered something for everyone and highlighted Carleton's vibrant culture.

Attendees explored cutting-edge research in artificial intelligence applications, sparking thought-provoking discussions and excitement for the future.

Carleton varsity events also brought Ravens pride to the forefront. The Ravens football team secured a 24-10 victory over the York Lions, while Ravens rugby dominated with a 27-17 win over the Montréal Carabins.

Art and nature lovers enjoyed memorable experiences, including the Department of Biology's 25th annual Butterfly Show, where the community marveled at the beauty and diversity of butterflies. Meanwhile, the Carleton University Art Gallery (CUAG) launched three new exhibitions, celebrating creativity and innovation in the arts.



EFFECTIVE GOVERNANCE AT WORK



Board Orientation

The Carleton University Board of Governors commenced the 2024–25 governance year with its annual Board Orientation, held on September 5, 2024. The session served as a foundational opportunity to welcome new members, reaffirm the Board's strategic priorities, and deepen understanding of the university's operations and leadership structure.

The orientation opened with remarks from Interim President and Vice-Chancellor, Dr. Jerry Tomberlin, followed by a series of presentations delivered by members of the Senior Leadership Team.

A keynote address was delivered by Steve Orsini, President and CEO of the Council of Ontario Universities, highlighting the pivotal role of strategic partnerships in advancing prosperity, the necessity of sound financial stewardship, and the vital contributions of universities to workforce development and economic growth.

Strategy Session

On October 10, 2024, the Board of Governors convened for its annual Strategy Session, providing members with an update on Carleton's strategic priorities and institutional risk landscape.

The session featured a presentation by Peter Leland, Executive Director of the Office of Risk Management, who delivered an in-depth overview of the university's Enterprise Risk Management (ERM) framework. Leland's presentation included a guided tour of Carleton's institutional Risk Profile, highlighting key areas such as cybersecurity, internationalization, community wellness, financial sustainability, and technology enablement.

Two interactive workshops further engaged Board members in exploring the university's risk appetite, the interdependencies among risk factors, and the critical role of integrated risk reporting in supporting long-term strategic planning and institutional resilience.



Professional Development

A series of training and development courses were made available to governors throughout the 24/25 year, including the *Kinàmàgawin Indigenous Learning Certificate*, Indigenous Cultural Awareness Workshop, Accessibility in Higher Education, and Cross-Cultural Competence Training.

Governance Workshop

On September 12, 2024, Carleton Board governors, alongside governance professionals from 11 Canadian post-secondary institutions, participated in Cheryl Foy's *Governance Workshop 2024*. The workshop provided a valuable forum for dialogue on contemporary governance challenges and opportunities within the higher education sector.

Participants engaged in in-depth discussions on shared governance models, strategies for effective board development in today's evolving landscape, and the dynamics between university boards and academic governing bodies. The workshop also addressed critical issues such as freedom of expression, academic freedom, and institutional neutrality—highlighting their implications for university governance and leadership.

Education Modules

The Carleton University Board of Governors remains committed to deepening its understanding of the university's operations, strategic priorities, and governance responsibilities. As part of this commitment, the University Secretariat delivers a suite of tailored education modules designed to strengthen board members' knowledge and capacity for informed oversight.

These modules cover key areas essential to effective governance, including:

- **Board Leadership** – Exploring the roles, responsibilities, and dynamics of effective board leadership.
- **Board Governance** – Examining governance frameworks, fiduciary duties, and best practices in higher education.
- **Audit & Risk** – Enhancing understanding of institutional risk management, internal controls, and audit processes.
- **Policy** – Reviewing key policies under the purview of the Board.
- **Finance** – Building financial literacy related to budgeting, reporting, and long-term planning.
- **Building** – Understanding capital planning, infrastructure development, and campus sustainability.
- **Indigenous Knowledge & Sustainability** – Integrating Indigenous perspectives and sustainability principles into governance.

These learning opportunities ensure that Board members are well-equipped to provide strategic guidance and uphold Carleton's mission, values, and commitment to inclusive, forward-looking leadership.

Board Mentorship Program

The Board continues to strengthen governance effectiveness through its Board Mentorship Program. This initiative pairs seasoned board members with newly elected 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 2024-25, seven new governors participated in the program.

Canadian University Board Association Conference 2025

Board Chair Beth Creary represented Carleton University at the 2025 Canadian University Board Association (CUBA) Conference, hosted by Saint Mary's University in Halifax. The event brought together governance professionals, university leaders, and board members from across Canada to explore the shifting landscape of post-secondary governance amid ongoing disruption and transformation.

The conference emphasized the need to reconceptualize governance as a dynamic, responsive decision-making process rather than a rigid compliance framework. Key themes included fostering effective board conditions, aligning governance with institutional mission, and navigating financial pressures, leadership transitions, and societal change.

Sessions highlighted the importance of purpose-driven governance, ethical leadership, and inclusive stakeholder engagement. The role of governance professionals as strategic advisors and institutional memory was also underscored, alongside the integration of Indigenous-led governance models and the cultivation of trust and transparency between boards and academic leadership.

Board Chair Engagement in Sector Leadership

As part of her ongoing commitment to sector leadership and governance excellence, Board Chair Beth Creary serves as a member of the Council of Chairs of Ontario Universities (CCOU). Through her active participation, Chair Creary contributes to province-wide dialogue on post-secondary governance and engages with peers to share insights, strengthen board leadership practices, and advance collaborative approaches to addressing sector-wide challenges.

2024-25 OVERSIGHT

Throughout the 2024–25 calendar year, the Board of Governors received informational presentations from various portfolios, engaged in deliberations, and passed decisions on items requiring approval.

- 1.2025-26 Ancillary Budget
- 2.2025-25 Miscellaneous Administrative Fees
- 3.2025-26 Operating Budget
- 4.2025-26 Student Association Fees
- 5.2025-26 Tuition Fees
6. Academic Staff Governors Handbook and Election Process
7. Advancement Update Overview and Strategy 2024-25
8. Appointment of Chancellor
9. Audited Financial Statements for the Carleton Retirement Fund
10. Audited Financial Statements and Audit Finding Report for Year ended April 30th, 2024
11. Bill S-211 Fighting Against Forced Labour & Child Labour in Supply Chain Act
12. Board Award Criteria and Jury Selection, and Recipient Approval
13. Capital Plan 2024-25
14. Capital Planning Policy
15. Capital Renewal (Deferred Maintenance) Plan for 2025-26
16. Carleton Energy Master Plan Update and GHG Update
17. Carleton University Responsible Investing Report
18. Coordinated Accessibility Strategy Annual Report & Strategy 2025-30
19. Creation of the School of Nursing
20. Creation of Institute for Data Science
21. Department of University Relations Update
22. Draft Carleton University Sexual Violence Policy
23. Endowment Fund & Non-Endowed Funds Responsible Investing Policy
24. Enrolment Report
25. Equity, Diversity, and Inclusion Action Plan
26. Evolution of Alumni Engagement
27. Framework for the 2025/2026 Operating Budget
28. Founders Award Criteria and Jury Selection, and Recipient Approval
29. Government Relations Overview & Update.
30. Honouring Each Other Annual Report
31. Internal Audit Report: Follow-up Review of Risk Management
32. Internal Audit Report Review of Budgeting Process
33. International Update
34. Investment Committee Membership
35. Investment Committee Terms of Reference
36. Investment Report for the Endowment
37. Kinàmàgawin Strategy Progress Update
38. Loeb Building Envelope Remediation and Replacement – Project Implementation Report
39. Ongoing Capital and Deferred Maintenance Project Status Report
40. Overview of Carleton University's Capital Renewal and Deferred Maintenance
41. Pension Plan Actuarial Report
42. Pension Plan Report
43. President's Goals and Objectives for 2024-25
44. President's Report
45. Research Update
46. Retirement Fund Responsible Investing Policy
47. Senate Annual Report
48. Sexual Violence Annual Report
49. Sexual Violence Policy Review – Consultation, Communications Plan and Timeline
50. Statement of Investment Policies and Procedures for the Endowment
51. Statement of Investment Policies and Procedures for the Non-Endowed Funds
52. Statement of Investment Policies and Procedures for the Retirement Fund
53. Strive for Sustainability Annual Report 2023 – 2024
54. Student Governor Handbook and Election Process
55. University Communications Update
56. Update on 2024/25 Ancillary Budget
57. Update on 2024 Credit Rating
58. Update on 2024/25 Operating Budget and Status of Reserves
59. Update on University Financial Accountability Framework/Action Plan

Strategic Outlook 2025-26

The Board of Governors looks ahead to the 2025–2026 academic year with a strategic focus on the following institutional priorities:

- **Financial Stability and Sustainability:** Ensuring long-term financial health through prudent fiscal management, strategic resource allocation, and oversight of budget planning and investment strategies.
- **Governance and Institutional Resilience:** Strengthening risk management and crisis preparedness and enhancing transparency and accountability in governance practices.
- **Environmental Sustainability and Climate Action:** Implementing and monitoring a campus-wide sustainability plan, and investing in green infrastructure and energy-efficient operations.
- **Celebrating Community Excellence:** Supporting initiatives that prioritize faculty development and research excellence; recognizing exceptional service through Board and Founders Awards.
- **Equity, Diversity, and Inclusion (EDI):** Advancing institutional EDI frameworks and accountability measures.



STAYING CONNECTED

BOARD SUMMARIES

Following each full meeting of the Board of Governors, the University Secretariat prepares and circulates a summary of the open session agenda.

These summaries provide a concise overview of key discussions, decisions, and directives. They are shared with community stakeholders and made publicly accessible via the Board of Governors website.

This practice reinforces the Board's commitment to transparency, accountability, and effective governance by ensuring that all stakeholders remain informed and aligned with the Board's strategic direction.

INSIDE SENATE

Eight editions of *Inside Senate* were distributed to the Carleton community via the Top 5 newsletter and published on the Senate website.

These high-level summaries provide timely and accessible overviews of key Senate decisions, ensuring that the Carleton community remains informed and engaged with the University's academic governance.

Board of Governors
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carleton.ca/boardofgovernors

Carleton University



Department of Neuroscience

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Dr. Kim Hellemans
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RE: Report of the Academic Colleague from the Council of Ontario Universities meetings

Dear colleagues,

I am writing to provide an update from the most recent meeting of the Academic Colleagues of the Council of Ontario Universities, held on August 12–13, 2025. This was our first meeting of the academic year and included several new members. The agenda included an orientation to COU's structure and priorities, a sector-wide environmental scan, and the development of future discussion topics.

COU Orientation and Strategic Priorities

The evening meeting on August 12th included a presentation by COU Corporate Secretary Kathryn White on COU's governance and the role of Academic Colleagues. Key highlights included:

- COU's mission to champion Ontario universities in advancing student success, economic development, innovation, and research;
- Overview of COU's governance structure: 20 member universities and 4 associated institutions; Executive Heads, Academic Colleagues, and Board Committees;
- Strategic priorities for 2024–27:
 - Advance COU's advocacy strategies;
 - Foster sector leadership and transformation;
 - Enhance and expand valued member services;
 - Ensure organizational excellence, engagement, and alignment.

This session also prompted an open discussion about how Academic Colleagues can meaningfully contribute to these efforts.

Sector Update and Advocacy Priorities

During the August 13th morning session, COU President Steve Orsini provided an overview of current sector-wide developments and advocacy initiatives. Highlights included:

- MCURES Reviews: Governance and funding formula reviews with consultations held over the summer.
- Bill 33 – Supporting Children and Students Act: COU has issued a response; further updates forthcoming.
- Artificial Intelligence Task Force: Launched to guide AI integration across university operations; Academic Colleagues will be engaged as work progresses.
- Advocacy Priorities:
 - Increased core operating funding;
 - Tuition flexibility (ending the freeze);
 - Support for enrolment growth.

These efforts reinforce the message that universities are essential long-term investments for Ontario.

Institutional Sharing

As is customary, colleagues shared key updates from their home institutions. Common themes included:

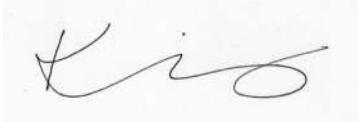
- Ministry-initiated Efficiency and Accountability Fund (EAF) reviews;
- Cost-saving measures and fiscal constraints;
- Leadership transitions and collective bargaining efforts.

Planning Future Discussions

The following topics were proposed for future Academic Colleagues meetings:

- Revisiting the Scarborough Charter (with focus on implementation);
- Student evaluation tools and academic assessment;
- Quality assurance and degree structure reform;
- Artificial Intelligence in teaching, research, and policy;
- Climate-resilient campuses and sustainability leadership;
- Global academic mobility in a fragmented geopolitical context;
- Protecting academic freedom in a polarized political environment;
- New models of research funding;
- Student mental health strategies (beyond crisis management);
- Interdisciplinary innovation and curricular renewal;
- Co-curricular and experiential learning for future-ready graduates.

Please feel free to contact me if you have any questions or would like more detail on any of the topics above.

A handwritten signature in black ink, appearing to read "Kim Hellemans".

Kim Hellemans, PhD
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