



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 April 26, 2019 at 2:00 p.m.
Senate Room, Robertson Hall**

MINUTES

Present: J. Talim (proxy for F. Afagh), B.A. Bacon (Chair), S. Blanchard, A. Bowker, S. Boyle, A. Chandler, M. Close, B. Creary, J. Deaville, T. Di Leo Browne, A. Dodge, L. Dyke, J. Erochko, K. Evans, P. Farrell, R. Goubran, E. Grant, H. Gupta, B. Hallgrímsson, W. Jones, S. Klausen, J. Kovalio, S. Kroff, B. Kuzmarov (Clerk), E. Kwan, A. Maheshwari, H. Nemiroff, M. Neufang, D. Nussbaum, D. Oladejo, J. Paulson, M. Piché, A. Plourde, B. Popplewell, J. Ramasubramanyam, P. Rankin, L. Schweitzer, W. Shi, A. Shotwell, D. Siddiqi, E. Sloan, P. Smith, J. Tomberlin, C. Trudel, K. Von Finckenstein, P. Watzlawik-Li, J. Wolfart

Regrets: S. Ajila, J. Coghill, C. Dion, D. Dragunoiu, M. Esponda, N. Grasse, P. Gunupudi, B. Hnidi, D. Howe, B. Hughes, J. Liu, C. Macdonald, B. O'Malley, M. Rooney C. Viju

Absent: F. Afaq, A. Ahmad, T. Arnt, J. Cheetham, C. Cruickshank, A. Harrison, J. Hayes, W. Horn, F. Hosseinian, C. Joslin, P. Lagasse, R. McKay, N. Nanos, S. Parathundyil, S. Shires, J. Smith, J. Stoner, T. Tandon

1. Welcome & Approval of Agenda (open)

The meeting began at 2:02 pm. The Chair acknowledged departing student ex-officio members Emily Grant (CASG President), David Oladejo (CUSA President), Jay Ramasubramanyam (GSA President) and Farima Afaq (GSA VP Academic) and thanked them for serving on Senate.

The Chair noted a few changes to the agenda:

- An addition should be made under Item 6(f) Administration – Marshal of Convocation

- Item 6 (f) – Report from Senate Committee Review Task Force - should be moved to Item 6 (g)
- There is a correction to Item 10 (a) Senate Executive Minutes. The date should be March 19, 2019.

It was **MOVED** (J. Paulson, J. Ramasubramanyam) that Senate approve the agenda for the meeting of Senate on April 26, 2019, with these modifications. The motion **PASSED**.

2. Minutes: March 29, 2019

It was **MOVED** (L. Dyke, J. Ramasubramanyam) that Senate approve the minutes of the open session of the Senate meeting of March 29, 2019, as presented. A Senator noticed one error in the attendance record.

The motion **PASSED** with this correction.

3. Matters Arising:

There were none.

4. Chair's Remarks

The Chair began by noting the recent close of Carleton's \$300M fundraising campaign on April 17th. The final total raised was just over \$308M. 29,000 donors gave through Carleton to support many initiatives including 404 new scholarships and 191 FutureFunder projects to benefit students and the broader community.

On April 1, the President and the Dean of FASS, Pauline Rankin, hosted a reception and concert at the Carleton Dominion-Chalmers Center, to celebrate Carleton's new partnership with the Ottawa Symphony Orchestra (OSO). The event drew more than 700 patrons and the program included a performance of Mahler's 5th Symphony under the direction of maestro Alain Trudel.

The Chair attended the 70th Annual Carleton University Spring Conference on the weekend of April 13, where he provided a talk on the ambiguous nature of visual perception. Other speakers at the event included Gordon Davis, Kahente Horn-Miller and Scott Bucking, among others.

The Office of the VP Research has been incentivizing multidisciplinary research clusters with a new catalyst fund. \$500,000 was provided as seed funding for multidisciplinary research teams with the potential to achieve transformative outcomes. Carleton received 31 applications for the program from all faculties. Ten projects will be fully funded at the amount of \$50,000, and a further nine applications will receive partial funding to initiate some of their proposed activities. Examples of areas funded include accessibility, workplaces of the future, migration policy, connected autonomous vehicles, digital tools for global endangered languages, a carbon-free future, the economic future of work and labour transitions, and future telecommunications.

The Board of Governors recently approved the revised and improved sexual violence policy. The next step will be the development of a comprehensive strategy for education, prevention and response to sexual violence. Bailey Reid and the Sexual Violence Prevention and Education Committee are leading this work.

Admissions numbers for Fall 2019 continue to look strong and Carleton is on track to meet or exceed enrolment targets.

The Chair provided some remarks on the new Ontario provincial budget. He noted that while there are no cuts to the grant for the next year, it can be assumed that funding discussions will be rolled into the negotiations for the next Strategic Mandate Agreement. Some of the funding will be tied to performance outcomes, but details have yet to emerge. The Provost will be the lead in these consultations.

The provincial budget also contained language indicating an increase in oversight of broader public sector compensation. More details should be forthcoming.

The Chair reminded Senators that Convocation this year runs from June 10 to June 14 and includes 9 ceremonies. The first ceremony on June 10 will feature the installation of Carleton's new Chancellor, Yaprak Baltacıoğlu. The Chair encouraged Senators to attend one or more of the ceremonies and to sign up for the faculty procession. The registration deadline is May 23 and the form can be found on the Convocation website.

Finally, the Chair reminded Senators of the joint Board and Senate Reception on May 31st from 4:00 to 6:00 pm in the lobby of Robertson Hall. Refreshments will be served, and all Senators are encouraged to attend.

5. Question Period

Five questions were submitted in advance.

a. Questions submitted by GSA President Jay Ramasubramanyam

- Given the provincial government's Student Choice Initiative (SCI), the university is certainly in a tight spot. Nevertheless, institutions like Carleton also have leeway in deciding how to apply the SCI. Does the university plan on making some of the **levies that are meant to support students directly** mandatory?
- To what extent is the senior administration willing to hear out the voices of groups that rely entirely on levies to ensure that a stronger student community is built on campus, which is in the best interests of the university's smooth functioning?

Response by VP Students & Enrolment:

The provincial government announced the "student choice initiative" as a new fee model which was introduced along with the directive to cut tuition at Ontario universities by 10%. Documents for this initiative have been received and provide a framework and some parameters for defining essential student fees. Carleton has consulted with other universities and the OVPSE has held several meetings with student groups to determine how to work with these parameters. A proposal for 2019/20 student association fees was presented to and approved by the Board of Governors yesterday. As outlined in the proposal, many fees are still mandatory, including the student OC Transpo bus pass, the student health plan, wellness programs and foot patrol, among others. The next step is to finalize a communications plan for students and student groups to advocate for opting into non-essential fees. The impact of the new

policy is not yet known, but the plan is to provide regular communications to support student groups.

The GSA president asked about the global impact of the new student fee model. For example, the World University Service of Canada (WUSC) levy has supported refugee students to come to Carleton to study. The GSA President asked how the university plans to support refugee students who have been approved to attend Carleton. The VPSE responded that they are exploring options with WUSC.

b. Questions submitted by J. Paulson:

- In the election for Senators to join the Senate Committee Review committee, the Clerk's office told Senators—incorrectly—that Senate had “agreed” about the task force membership (one student, one contract instructor, and “two elected faculty members, preferably with experience serving on one or more Senate Standing Committees”). Although the actual motion passed by Senate was, upon request, subsequently sent to Senators, no context was given and no retraction of the tendentious prior statement of preferred qualifications was made, despite a retraction being requested. Instead, the Clerk’s own preferences were allowed to stand in for the will of Senate. Will the Clerk apologize for this, and assure us that future statements of this kind will be made with greater clarity and transparency?

Response from Clerk:

The Clerk thanked Senator Paulson for the question and assured Senate that the aim of the Office of the Secretariat is always transparency and clarity in supporting the work of Senate. The Clerk noted that the wording of the Call was not meant to confuse Senators and she regrets if this was the case. However, it was noted that even before circulating the clarification to Senators, the Secretariat Office did receive nominations from Senators without committee experience.

- At President Summerlee’s first Senate meeting, he revealed that Senate had, under the previous administration, been wrongly cut out of the SMA preparation (indeed the most recent SMA had never been shown to Senate until the beginning of the terms of President Summerlee and Provost Tomberlin), and promised Senators that this would not happen in the future—that Senate would be transparently involved in the process of creating the next SMA from the outset. Now that our SMAs are being tossed out and restructured by the province, what does the University know about the coming metrics, and what role will Senate play in developing the revised SMA (and related metrics)? On metrics, specifically: some Senators have of course, in previous debates, expressed concern about their use. (A reminder of some of these points: for many purposes, and in some disciplines, it is (to put it mildly) very difficult to employ them to any good effectⁱ— common, one-size-

fits-all metrics will incentivize short-term, easy, and repetitive research; grade inflation; multiple choice exams over writing development; and short-term student outcomes. In my discipline, for instance, I'm less interested in whether my student has a job after graduation than what kind of a person they are in 10 years; it's the letters that come back after that point that tell me whether I've done my job well.) Obviously these would degrade the academic mission of the university and would thus be of grave concern to Senate. Does the administration already have an existing, unalterable position on metrics, or will its approach to the metrics mandate be approached with the same care and caution as, say, the free speech policy, with Senate being fully and transparently involved?

Response from Chair:

The current SMA has not expired, and is in effect until 2020. For the next 6 months the provincial government will operationalize ideas for new agreements in consultation with universities. The process to negotiate the next SMA should begin in the fall of 2019, and the Senate will be consulted in this process.

- What is the purpose of the 'Expert Panel' developing an action plan for intellectual property? Intellectual property is, of course, covered by collective agreements; what kind of 'action' is being proposed? Will Senate or any committees of Senate have a role to play?

Response from the Chair:

The Chair agreed to report to Senate on the IP Expert Panel that was mentioned in the provincial budget once more is known.

6. Administration (Clerk)

a. Notification of Appointments made Contrary to Policy

The Senate Office received notice of one instance of non-advertised recruitment in which an Instructor was transferred from Term to Preliminary appointment.

b. Schedule of Senate meetings for 2019/20 and 2020/21 – finalization

The schedules for Senate meetings in 2019/20 and 2020/21 that were circulated to Senators prior to the March 2019 meeting have been finalized as presented and will be posted on the Senate website.

c. Membership Report: Faculty and student vacancies on Senate

A Call for Nominations to serve on Senate was circulated directly to all faculty members in April. The Call was also publicized via Carleton Top 5, the Provost's newsletter, and on the Senate website. The

nomination period closes on Tuesday April 30th. If necessary, elections for positions will be held in May.

The Clerk reminded Senators whose terms are ending this June to submit an Expression of Interest with the support of three faculty members, if they would like to serve for another 3-year term. (These would be included in the pool of nominations and would be subject to an election if the position is contested.)

The Clerk also reminded any sitting Senator planning to take a sabbatical or other leave next year to notify the Assistant University Secretary as soon as possible, since, according to the AGU rules, faculty members on leave must relinquish their Senate seat.

Finally, the Clerk asked Senators to consider sitting on some of the Senate Standing Committees, especially those that require Senate membership. The Senate Executive Committee and the Governance Committee both have vacancies requiring Senate faculty representation. Senators are encouraged to serve on these and other standing committees where vacancies arise. A Call will be circulated in May.

d. Call for Final Reports from Committee Chairs

The Clerk reminded all Chairs of Standing Committees that do not report regularly to Senate that they must submit an annual report in May. The Secretariat Office will be communicating more information to committee Chairs soon.

e. Senate Survey – call for participation

The Clerk reported that in an effort to improve transparency and best practices, the Office of the Secretariat will be circulating a Senate Survey, to receive feedback from Senators on a variety of topics related to participation on Senate over the past year. Senators are asked to look for an invitation from the Assistant University Secretary within the next few weeks, and to participate in the survey.

f. **Marshal of Convocation**

In accordance with Article 6, Section 2 of the AGU, the Clerk of Senate may, with the approval of Senate, designate a full-time faculty member to act as Marshal of Convocation. The Clerk requested that Senate approve this designation for one day of Convocation.

It was **MOVED** (B. Kuzmarov, E. Grant) that Senate approve the designation of Professor Donald Russell as Marshal of Convocation for Ceremonies 6 and 7 on Thursday June 13, 2019.

The motion **PASSED**.

g. **Report from Senate Committee Review Task Force**

The Clerk began by thanking the members of the Task Force for their dedication and engagement in the process of committee review. The Clerk also thanked Senators for their support of this work.

The Senate Committee Review Task Force met four times, on April 4, 9, 15, and 18. Discussions were fulsome, thoughtful and productive, and resulted in a number of recommendations for committee restructuring. Five of those recommendations have been circulated as motions for Senate approval. Additional recommendations will be presented to Senators for information and discussion at this meeting, and may be circulated for approval at the May Senate meeting.

With these motions collectively, the Senate Committee Review will close, although there will be an ongoing process of updating committee Terms of Reference, the Academic Governance of the University and Senate policy documents as a result of restructuring changes. These tasks will continue into the next academic year.

Motions for Approval:

Motions 1 – 4 address the previously identified governance anomaly between the Senate Executive Committee and the Senate Academic Governance Committee. These motions broadly transfer

the responsibility for committee oversight from the Senate Executive Committee to the Senate Academic Governance Committee and, where appropriate, to the Office of the Secretariat.

It was **MOVED** (B. Kuzmarov, E. Grant) that Senate approve the transfer of the responsibility of Senate committee oversight, listed in the Senate Executive Committee's Terms of Reference as "Recommend[ing] to Senate the number, size and terms of reference of standing committees of the Senate," to the Senate Academic Governance Committee.

The motion **PASSED**.

It was **MOVED** (B. Kuzmarov, D. Siddiqi) that Senate approve the transfer of the responsibility for "coordinating the work of Senate committees", listed in the Senate Executive Committee's Terms of Reference (Item 2), to the Clerk and Office of the Secretariat.

The motion **PASSED**.

The third motion concerns oversight of Senate committee membership. The Task Force recommends that the Governance Committee's role would be to oversee a nomination and election process that would conclude with ratification of new committee members at Senate. The administrative work of the election process would be undertaken by the University Secretariat, which conforms to current practice.

It was **MOVED** (B. Kuzmarov, S. Klausen) that Senate approve the transfer of the responsibility for oversight of the nomination and election process for Senate committee membership from the Senate Executive Committee to the Senate Academic Governance Committee.

The motion **PASSED**.

The Task Force recommends revising the membership of the Senate Academic Governance Committee to include more Senate representation, in light of the fact that this committee now has authority to oversee Senate standing committees. Consequently, the

Task Force also recommends a less strict requirement for individual line-faculty representation on the committee.

It was **MOVED** (B. Kuzmarov, J. Paulson) that Senate approve the revised composition of the Senate Academic Governance Committee, such that the six faculty members on the committee be broadly representative of the line-faculties of the university and that at least 50% of the faculty membership on the committee be composed of current or past sitting Senators.

The motion **PASSED**.

The final recommendation of the Task Force is to consolidate four Senate appeals committees into one Senate Appeals Board, with individual specific appeal bodies as subcommittees. The Appeals Board as the reporting body to Senate would be composed of the Chairs of the subcommittees, and subcommittees would be constituted as required to carry out the work of appeals.

It was **MOVED** (B. Kuzmarov, E. Grant) that Senate approve the consolidation of the Senate Academic Integrity Appeals Committee, the Senate Graduate Students Appeal Committee, the Senate Academic Accommodation Appeals Committee, and the Senate Undergraduate Studies Committee into the Senate Appeals Board.

The motion **PASSED**.

Additional Recommendations:

The Clerk reported on additional recommendations from the Task Force regarding Senate's role in the Quality Assurance process. The following issues with the current process were identified by the Task Force:

- *Overlapping functions.* The Senate Academic Program Committee (SAPC) appears to duplicate the work of the Carleton University Committee on Quality Assurance (CUCQA).
- *Overlapping memberships.* SAPC and CUCQA have similar membership and the Provost's office chairs both committees.
- *Senate management.* CUCQA is not a Senate Committee.

- *Lack of procedural fairness.* Appeals in the quality assurance process currently go to the Provost.

To resolve these issues, the Task Force is recommending the following changes presented as notice of motion for Senate consideration. (Formal motions will be forthcoming in May.)

- 1) The Task Force recommends that both SAPC and CUCQA be dissolved, and a new Senate Committee (Senate Quality Assurance Committee) be created. SQAC would take on the same responsibilities as CUCQA for Quality Assurance, and it would also assume SAPC's responsibility for overseeing academic restructuring. This proposal would bring Quality Assurance under direct management of Senate, allowing for substantial and meaningful Senate oversight. Functional overlap and duplication of tasks would be eliminated. At the same time, responsibility for overseeing major academic restructuring would be incorporated into the new committee.

Membership of SQAC would include:

- Vice-Provost, Chair (non-voting)
- 9 Faculty members, broadly representative of the five line-faculties. (At least 50% of these faculty members must be current or past Senators.)
- 2 students (one graduate and one undergraduate)
- Librarian (non-voting)
- Associate Vice-Provost (non-voting)
- CUASA Observer (non-voting)
- Calendar Manager, resource

- 2) The Task Force also recommends the creation of a separate Quality Assurance Appeals Committee, that would be available to hear appeals from programs and academic units. The ability to appeal would be available on grounds including but not limited to bias and procedural unfairness in regards to the quality assurance process. This committee would not be a standing committee of Senate, but would be contained within the Senate

Appeals Board, and would be constituted as needed. It would report to the Appeals Board and through that Board to Senate.

Membership: 5 faculty members, broadly representative of line faculties, and preferably with experience in administration of graduate and/or undergraduate programs. Members will elect their own Chair.

Discussion:

It was noted that Senate can only recommend the dissolution of CUCQA, but cannot approve it, since CUCQA is not a Senate committee.

In response to a question from the floor it was also noted that SCCASP will not be affected by the proposed changes as it handles minor modifications, while CUCQA oversees new programs, cyclical reviews and major modifications.

The Clerk concluded by thanking the Task Force again for their time and dedication to this work.

7. Reports:

- a. **Senate Academic Program Committee** (J. Tomberlin)

The committee brought two motions to Senate for approval.

Cyclical Program Review

It was **MOVED** (J. Tomberlin, A. Plourde) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the MA program in Economics.

The motion **PASSED**.

The Dean of FPA, Andre Plourde, noted that the PhD in Economics is not included in this review because it is a joint program with the University of Ottawa, and therefore falls under a different IQAP.

Major Modifications

It was **MOVED** (J. Tomberlin, E. Sloan) that Senate approve the introduction of the Concentration in Chemical Toxicology to the B.Sc. in Chemistry program as presented with effect from Fall 2020. The motion **PASSED**.

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

The Chair of SCCASP, Howard Nemiroff presented one item for approval and three items for information.

The item for approval concerns changes to the Bachelor of Architecture core courses.

It was **MOVED** (H. Nemiroff, L. Dyke) that Senate approve the changes to Regulation 7.5 for the 2019/20 Undergraduate calendar, as presented.

The motion **PASSED**.

Items for information included:

- Changes to clarify language of GR 14 regarding the Cooperative Education policy.
- Editorial changes to BENG 951a and 951B and removal of SREE 1000.
- Regulation 6.8 – regarding simultaneous and subsequent degrees, specifically with regards to the new BA and BSc in Open Studies.

8. Budget Presentation

The Chair reminded Senate of the recent changes made to the budget process at Carleton:

- The Provost has been made the Chief Budget Officer in order to help align resources with academic mission.
- The Financial Planning Group was replaced by the Provost Budget Group, co-chaired by the Provost and VP Finance and Administration.
- Decanal representation is included in rotation on the Provost Budget Group. This year the Deans of FASS and Science are included.

The Chair then introduced the Provost and Vice-President (Academic) to present an overview of the university operating budget to Senate. (See attached presentation for content.)

Senators asked for clarity for the following areas:

- Fee increase range for International students – these will vary according to program, with professional programs seeing higher rates of increase. The trends presented in the presentation are based on domestic students, but international student enrolment is growing each year with specific targets in mind.
- Continuous growth model – although government grants are now decoupled from growth, universities must factor in moderate growth to compensate for rising operational costs, especially when tuition is capped.
- Balancing revenues (recurring) with restricted assets (one-time use)
- 2% budget reduction – this occurred across all units
- Ancillary reserves - To help compensate for tuition reduction, \$1M of ancillary reserves will be allocated to the academic mission to reinvest in student success.
- Best practices in budgeting predictions are realistic for the short term and conservative for the long term.

9. Presentation: Experiential Learning (L. Dyke)

Vice-Provost L. Dyke presented a brief overview of the experiential learning initiatives Carleton has implemented over the past 2 years, followed by a proposal to adopt degree level expectations (DLE) for experiential learning (EL). The drive for this initiative comes from the provincial mandate in 2017 for all university graduates to have at least one experiential learning activity before they graduate, and from the expectation that there will be experiential learning metrics in the next Strategic Mandate Agreement that will be tied to

funding. Including DLEs for EL ensures that all programs at Carleton will include experiential learning. (See attached presentation for more details.)

It was **MOVED** (L. Dyke, S. Boyle) that Senate approve the proposed Degree Level Expectation as presented with effect from Fall 2019.

Proposed Carleton DLE on Experiential Learning:

Reflect on the link between theoretical knowledge and experiential application in contexts that prepare students for the workplace and civil society.

Discussion:

Senators noted that the proposal appears to be encoding something already broadly in practice across faculties; the Vice-Provost agreed with this, stating that on average, 75% of all Carleton students (both undergraduate and graduate) have had at least one experiential learning opportunity. The DLE will make this a requirement that we can measure with metrics. Programs do not need to rewrite their learning goals and objectives, but should ensure that at least one of these can be mapped onto the DLE. As units come up for cyclical program review, they will be asked to add degree level expectations for EL or include plans for implementation in the Action Plan. Eventually, 100% of programs will have DLE for EL. Senators from FASS expressed concern with the proposal and indicated that currently more than half of their courses cannot meet the DLE. It will be difficult to represent what FASS does in this framework.

Some Senators felt that the proposed DLE should not be as focused on jobs and the workplace.

It was **MOVED** (J. Paulson, S. Klausen) that the wording of the Degree Level Expectation for Experiential Learning be modified so that the phrase "for the workplace and civil society" be changed to "for the workplace and/or civil society."

The Vice-Provost accepted this as a friendly amendment.

With this change, the Chair called the vote.

The motion **PASSED**.

10. Reports for Information:

- a. Senate Executive Committee Minutes (March 19, 2019)

There were no questions.

11. Other Business

There was none.

12. Adjournment

It was **MOVED** (W. Jones, B. Hughes) that the Senate meeting be adjourned.

The motion **PASSED**.

The meeting was adjourned at approximately 4:11 pm.
