



# CARLETON U PRESIDENT'S REPORT 2019



Carleton  
UNIVERSITY



MESSAGE FROM THE PRESIDENT



It's an exciting time for Carleton. With more than 31,000 students on campus (including about 4,000 graduate and 4,500 international students) we are larger than ever, and with our confirmations going up four percent for next year, we are continuing to grow. We are building three new amazing teaching and research facilities on campus, including the Nicol Building, a new home for our Sprott School of Business. And we just closed our \$300-million Collaborate fundraising campaign, the largest in our history and the largest-ever successful campaign in the National Capital Region!

PARTNERING FOR A BETTER FUTURE

We just recorded our biggest yearly increase in research funding, from \$55 million to \$70 million (a jump of more than 25 percent), and we are changing the world in telecommunications, northern and Indigenous research, autonomous vehicles, international security, energy conservation and so many other fields. Our pedagogy continues to change towards experiential learning and work-integrated opportunities, such as our flagship program with Shopify, and we were recognized as one of the best universities in Canada for graduate career outcomes.

@CU\_President  
carleton.ca/president/p15

We are now turning our minds to defining our future. Tasks forces are hard at work on Indigenous strategic initiatives, internationalization and accessibility, and soon we will launch a full-scale strategic integrated planning process to guide us into the next decade. The key to our continued success will be partnerships! Enjoy this report, which attempts to capture all the excitement on campus this year!

Benoit-Antoine Bacon  
President and Vice-Chancellor



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# LEADERSHIP RENEWAL

From the arrival of a new President and Chancellor to the appointment of several new Deans and executives, the 2018-2019 academic year has been a time of transition at Carleton. These new senior leaders — and long-serving leaders who have accepted new roles — have the opportunity to help shape the university’s growth and evolution in the years and decades ahead.

**Yaprak Baltacioğlu**  
Chancellor

**Benoit-Antoine Bacon**  
President and Vice-Chancellor

**Nik Nanos**  
Chair, Board of Governors

**Jerry Tomberlin**  
Provost and Vice-President,  
Academic

**Pauline Rankin**  
Dean, Faculty of Arts and Social  
Sciences

**Chuck Macdonald**  
Dean, Faculty of Science

**Dana Brown**  
Dean, Sprott School of Business

**Larry Kostiuk**  
Dean, Faculty of Engineering  
and Design

**Patrice Smith**  
Dean, Faculty of Graduate  
and Postdoctoral Affairs

**Lorraine Dyke**  
Deputy Provost, Academic  
Operations and Planning

**Dwight Deugo**  
Vice-Provost and Associate  
Vice-President, Academic

**Karen Schwartz**  
Associate Vice-President,  
Research and International

**Jennifer Conley**  
Chief Advancement and  
Community Liaison Officer

**David Hornsby**  
Associate Vice-President,  
Teaching and Learning

**Lisa Ralph**  
Associate Vice-President,  
Student Affairs

**Cindy Taylor**  
Assistant Vice-President,  
Human Resources

**Tim Lott**  
Assistant Vice-President,  
Information Technology  
Services, and Chief Information  
Officer

**Gary Nower**  
Assistant Vice-President,  
Facilities Management  
and Planning

**Michael F. Charles**  
Director, Equity Services, and  
University Advisor on Equity

**Mara Brown**  
Director, Carleton Dominion-  
Chalmers Centre

Opposite page, clockwise from top left:  
Yaprak Baltacioğlu, Benoit-Antoine Bacon  
and Nik Nanos, Pauline Rankin, Patrice  
Smith, Mara Brown, Chuck Macdonald





# RESEARCH HIGHLIGHTS

Carleton is a dynamic, interdisciplinary research-intensive university with a creative international approach to research that has led to many significant discoveries and collaborations in science and engineering, business, public policy and the arts. At Carleton, our community is charging ahead with more exciting research projects, awards and collaborations than ever, and with 929 faculty members, 31,202 students and \$70.3 million in sponsored research funding this past year, we have many success stories to celebrate.

# MAKING A DIFFERENCE IN THE WORLD

### Energy Efficiency

We have a long history of leadership in energy efficiency research. This year we welcomed to campus Efficiency Canada, an exciting national organization that will build on our existing research and policy expertise to advocate for public policies that promote energy efficiency. Additionally, the Urbandale Centre for Home Energy Research and the 220-square-foot Northern Nomad tiny house, created as a fourth-year capstone project by students in the Faculty of Engineering and Design, have attracted lots of attention.

### Accessibility

In August, Ontario's Minister for Seniors and Accessibility Raymond Cho praised Carleton for its leadership in accessibility services, from on-campus support for students with disabilities to accessibility design efforts by students in the Advanced Biomechatronics and Locomotion Lab. Other initiatives that boost our profile in this field include the Carleton University Accessible Experiential Learning project and the David C. Onley Initiative for Employment and Enterprise Development, both of which connect students with disabilities to employment, entrepreneurial opportunities and mentorships. Systems and Computer Engineering Prof. Adrian Chan is a leader in this area with his experiential Research and Education in Accessibility, Design and Innovation (READi) training program.

\$70.3  
million

in sponsored research funding



Music Prof. Ellen Waterman, the Helmut Kallmann Chair for Music in Canada



Benoit-Antoine Bacon, federal Minister of Environment and Climate Change Catherine McKenna, Engineering Prof. Ian Beausoleil-Morrison and Vice-President (Research and International) Rafik Goubran outside the Urbandale Centre for Home Energy Research



RESEARCH HIGHLIGHTS

High-Tech Transportation

Carleton is helping to create transportation of the future. Across the university, more than 125 researchers from all faculties are engaged in projects related to connected systems and autonomous vehicles, from design aspects and safety to connectivity. Together, these researchers are working with industry partners to help transform Ottawa into an international R&D hub. Among many highlights, Carleton faculty and students joined provincial government officials at the opening of Ottawa's connected and autonomous vehicle testing facility, federal Environment and Climate Change Minister Catherine McKenna came to campus for a major funding announcement, and NASA's top leader, Jim Bridenstine, came to Carleton to demonstrate new Mars rover technology developed by Carleton-based startup Mission Control Space Services.

Migration and Diaspora Studies

Political Science Prof. James Milner has received \$3.6 million in funding, including a SSHRC Partnership Grant, to study global refugee policy. In collaboration with international NGOs and academics, Milner's research team is studying efforts to implement global refugee policy in diverse places, identifying factors that impact implementation and how civil society can contribute to improved outcomes for refugees.

AT CARLETON, OUR COMMUNITY IS CHARGING AHEAD WITH MORE EXCITING RESEARCH PROJECTS, AWARDS AND COLLABORATIONS THAN EVER.

929

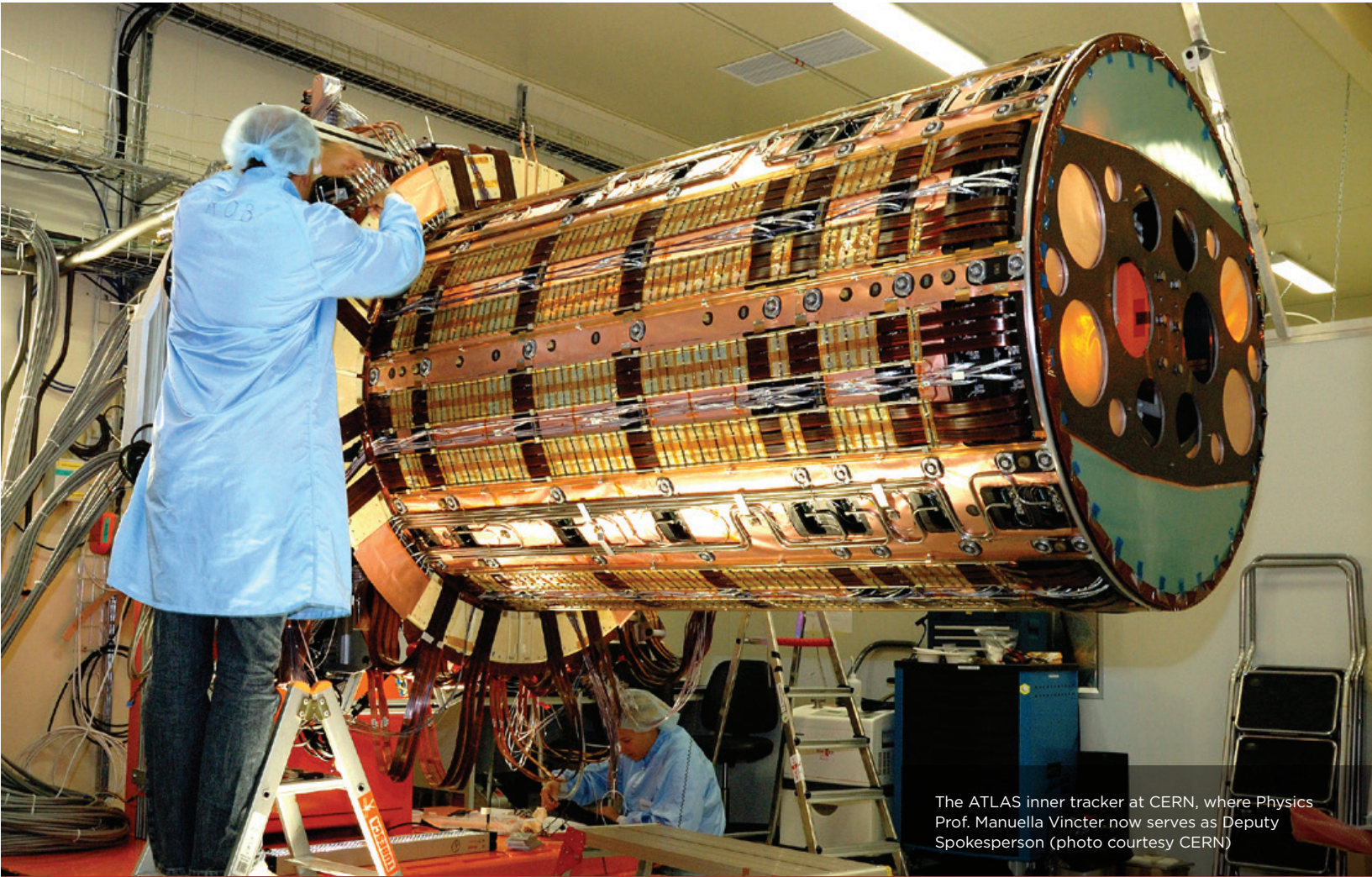
faculty members

31,202

students



Rafik Goubran, Ontario Minister of Economic Development Todd Smith, Ottawa Mayor Jim Watson, Ontario Minister of Training, Colleges and Universities Merrilee Fullerton and Benoit-Antoine Bacon at the city's new connected and autonomous vehicle test track



The ATLAS inner tracker at CERN, where Physics Prof. Manuella Vinciter now serves as Deputy Spokesperson (photo courtesy CERN)

**Physics Prof. Manuella Vinciter** has become the Deputy Spokesperson at ATLAS, the largest particle detector ever built and one of four major experiments at CERN, the most prestigious scientific facility in the world, site of the Higgs boson discovery.

**Biology Prof. Lenore Fahrig**, an expert in road ecology, sustainable agriculture, and habitat connectivity and fragmentation, has received the Royal Society of Canada's Miroslaw Romanowski Medal for significant contributions to the resolution of scientific aspects of environmental problems.

**Social Work Prof. Pam Grassau** is teaming up with a local community-led volunteer initiative to launch the Healthy End of Life Project (HELP), a combined public health intervention and research project that will pilot a groundbreaking practical approach to helping people receive end-of-life care in their homes.

**Prof. Shireen Hassim** has joined Carleton as the Canada 150 Research Chair in Gender and African Politics, one of 24 Canada 150 Research Chairs awarded nationwide.

**Prof. Carmen Robertson** was appointed as a Tier 1 Canada Research Chair in North American Indigenous Visual and Material Culture at Carleton.

**Prof. Ellen Waterman** has joined Carleton's School for Studies in Art and Culture as the first Helmut Kallmann Chair for Music in Canada.

**Prof. Chris Burn** from the Department of Geography and Environmental Studies was awarded the Canadian Polar Medal for Northern Research.



# TEACHING AND LEARNING

Carleton strives to create an institutional culture that values, rewards and sustains engagement, innovation and excellence in teaching and learning. We promote outcomes-oriented, high-impact teaching practices that foster deep, lifelong learning and, ultimately, student success. To enhance the development of hands-on learning opportunities for students, Carleton has embarked on a project to co-ordinate the coding of all courses for experiential learning content, which will help the university link course and registration information to provide a complete picture of all students’ experiential learning activities.

# THE EXPERIENTIAL LEARNING ERA

In October 2018, Carleton hosted a university-wide Experiential Learning Symposium, which brought together more than 200 faculty, contract instructors, teaching assistants, staff and students for a full day of presentations, demonstrations, workshops and displays that showcased experiential learning at the university. In February 2019, seven faculty were awarded funding to develop or enhance course or program-level initiatives with experiential learning components. One shining example of experiential learning at Carleton is the Dev Degree work-integrated learning partnership with Ottawa-based commerce leader Shopify, where students spend about half of their time during their four-year Computer Science degrees, earning academic credits and a competitive salary while their tuition is covered — and gaining valuable real-world skills for careers in the tech sector.

### 3M National Teaching Fellowship

Prof. Sarah Todd from Carleton’s School of Social Work was selected as a recipient of a 2019 3M

National Teaching Fellowship. The 3M National Teaching Fellowship is the most prestigious recognition of excellence in post-secondary teaching and educational leadership in Canada.

### Sprott Students Soar

Students from Carleton’s Sprott School of Business triumphed at JDC Central, Canada’s largest business school competition, in January. The team brought home first place in the accounting case competition, as well as third in digital strategy and third in entrepreneurship. Bachelor of Commerce students Cassandra Lee, Nicole Opsteen and Hala Saoudi won the University of Vermont Global Family Enterprise Case Competition; the team advanced to first place among teams representing 13 business schools from four continents. MBA students Andrei Ghita, Blake Daly, Harsh Vaniwala and Kiarash Khorram won first place in the marketing case competition at the 2019 MBA Games in January. More than 600 MBA students from 20 Canadian universities competed in the games.

Carleton students participating in the Dev Degree program at Shopify, where students work on development teams with the company in parallel with their university studies

WE PROMOTE OUTCOMES-ORIENTED, HIGH-IMPACT TEACHING PRACTICES THAT FOSTER DEEP, LIFELONG LEARNING AND, ULTIMATELY, STUDENT SUCCESS.

Top: Sprott School of Business students who won at JDC Central, Canada’s largest business school competition. Bottom: Heritage Engineering graduate student Alex Federman doing digital documentation work in ancient Egypt.





STUDENT SUCCESS,  
SUPPORT AND RESILIENCE

Carleton is committed to providing a living and learning environment that promotes student success both inside and outside of the classroom. Accomplishments over the past year include the launch of a new cutting-edge transition website for students called Pathways to Graduation ([pathways.carleton.ca](http://pathways.carleton.ca)), which was designed to help guide students along a path to graduation that’s right for them, as well as an expansion of the Sprott School of Business’ Project-Based Learning initiative, which aims to provide every third- and fourth-year business student with direct experience in working on real projects with local organizations.

A SAFE AND  
INCLUSIVE  
ENVIRONMENT

Standing Against Sexual Violence

One of the most important issues that Carleton continues to work on alongside its post-secondary peers throughout Ontario is its effort to enhance education, prevention and response to sexual violence. Beyond the Equity Services department’s stand-alone website outlining sexual violence support and sexual assault services on campus, in September 2018 all faculty and staff received the Responding to Disclosures of Sexual Violence reference document as part of Carleton’s Supporting our Students package.

Sexual Assault Awareness Week was held in January 2019; the main event was an art project called “Love Letters to Survivors,” during which President Benoit-Antoine Bacon, Vice-President

(Students and Enrolment) Suzanne Blanchard, faculty, staff and students wrote messages of support to survivors on campus. Since January 2018, more than 5,000 members of the campus community have received sexual violence response training, including specialized training for varsity athletes, Campus Safety officers and fall orientation leaders. In April 2019, Carleton’s Sexual Violence Prevention and Education Committee was tasked with implementing the Campus Sexual Violence Prevention Strategy. Many of the feedback items identified throughout the extensive consultation and review of Carleton’s Sexual Violence Policy over the previous nine months were used in the creation of this strategy.

CARLETON IS COMMITTED TO PROVIDING A LIVING AND LEARNING ENVIRONMENT THAT PROMOTES STUDENT SUCCESS BOTH INSIDE AND OUTSIDE OF THE CLASSROOM.

Equity Services Assistant Director Benny Michaud speaks as Equity Advisor Bailey Reid looks on at the official opening of the department’s new home



5,000  
members

of the campus community have received sexual violence response training

Benoit-Antoine Bacon and Vice-President (Students and Enrolment) Suzanne Blanchard at the “Love Letters to Survivors” event



MENTAL HEALTH AND WELLNESS



WE ALL HAVE  
A ROLE TO PLAY

As a university, we all have a role to play in the health and well-being of our students. In October 2016, Carleton launched its Student Mental Health Framework 2.0 with the goal of building a holistic, campus-wide approach to mental health and well-being. Students, staff and faculty have been working collaboratively towards implementing the recommendations outlined in the framework. As of February 2019, 34 of the 38 recommendations have been implemented or are ongoing.

24/7

mental health service  
with Empower Me

These positive steps include: 24/7 off-campus professional mental health service Empower Me introduced in fall 2018; reduced wait times with the addition of three counsellors and three part-time psychiatrists in fall 2018; access improved with same-day counselling in fall 2018; embedded grad student counsellor piloted in 2018-2019; 900-plus staff, faculty and students participated in Supporting Students in Distress workshops; the health promotion team delivered 20 mental wellness workshops to 800-plus students and held 22 events;

and the Student Mental Health Engagement Committee increased awareness of mental health and well-being with 11 pop-up wellness events.

In September 2018, Carleton launched a pilot Therapy Dogs Program, a unique program that integrates Carleton employees as therapy dog handlers in order to foster a supportive environment for students that can help address mild to moderate mental health needs and facilitate referrals. Seven trained therapy dogs and handlers have provided care and support to 750-plus visitors since fall 2018.

Last fall, Carleton began piloting a mental health peer-support program in collaboration with the Student Experience Office’s newly developed Community Connections program, with a focus on students who may be struggling with low-to-moderate mental health issues. The program matches upper-year trained mentors with students needing additional peer support and provides a

customized program to aid students in becoming more familiar with resources and skills to improve their overall mental health and well-being.

IN SEPTEMBER 2018,  
CARLETON LAUNCHED  
A PILOT THERAPY DOGS  
PROGRAM, A UNIQUE  
PROGRAM THAT INTEGRATES  
CARLETON EMPLOYEES AS  
THERAPY DOG HANDLERS.



Opposite page: Shannon Noonan, Healthy Workplace Champion for the Office of the Vice-President (Students and Enrolment), runs Carleton’s unique Therapy Dogs Program



## COLLABORATE CAMPAIGN

# MORE THAN 300 MILLION REASONS TO SAY THANK YOU

We can all take pride! In February 2019, Carleton officially surpassed the \$300-million goal of the Collaborate campaign and on April 17, 2019, the campaign closed at \$308,139,166 million. Carleton received gifts from more than 29,000 donors from throughout the community — alumni, parents, faculty, staff, students and the general public. Donors established 404 new scholarships. Crowdfunding was a significant component of the campaign strategy. Through the award-winning FutureFunder platform, students, faculty, staff and alumni were able to lead fundraising initiatives for personal and specific projects. Over the course of the campaign, more than 191 FutureFunder projects were launched.

More than

# 29,000 donors

from throughout the community



Carleton students, faculty and staff, including Chief Advancement Officer Jennifer Conley (standing with President Bacon, second from top), celebrate the successful completion of the Collaborate campaign at an April reception in Richcraft Hall featuring a balloon installation created by Architecture Prof. Manuel Báez





# STRATEGIC INDIGENOUS INITIATIVES

In spring 2019, the Carleton University Indigenous Strategic Initiatives Committee (CUIASIC) facilitated consultation sessions with more than 30 on- and off-campus stakeholder groups. The discussions at these sessions — and in a series of invitation-only and open sessions with specific on-campus groups — were rich, collaborative and informative. The purpose of these sessions was to gather feedback on broad themes, including community engagement, ways of teaching and learning, Carleton’s culture and systems, and the student experience. Feedback and comments on these themes will help to inform Carleton’s Indigenous strategy.

# CONSULTING INDIGENOUS COMMUNITIES

Co-chaired by Prof. Kahente Horn-Miller (Program Coordinator, Indigenous Studies), Benny Michaud (Assistant Director, Indigenous Initiatives, Equity Services) and Provost and Vice-President (Academic) Jerry Tomberlin, CUISIC convened last fall to revitalize the university’s Indigenous strategy and re-energize relationships with Indigenous communities in the region and across the country as we recognize our special responsibility to support the recommendations of Canada’s Truth and Reconciliation Commission (TRC). The committee is comprised of First Nations, Métis and Inuit members from local communities, as well as Carleton faculty, professional services staff and students. The committee has been meeting regularly since December and plans to finalize its report by December 2019.

Another significant accomplishment over the past year was the launch of the Carleton University Collaborative Indigenous Learning Bundles (CUCILB) project. One of the TRC’s Calls to Action is about integrating Indigenous knowledge and teaching methods into the country’s post-secondary institutions. Prof. Horn-Miller’s idea — a series of focused Indigenous knowledge modules, available online for faculty members to deliver in their classes — is now available as a resource for members of the Carleton community.

Consultation sessions with more than

30 stakeholder groups



Prof. Kahente Horn-Miller, co-chair of the Carleton University Indigenous Strategic Initiatives Committee, speaks in the Ojigkwanong Centre at the launch of the Collaborative Indigenous Learning Bundles project



Carleton students building a traditional birchbark canoe now on display in the MacOdrum Library as part of an experiential learning project



# SUSTAINABILITY

Sustainability is embedded in everything Carleton does — in teaching, research and campus operations. Carleton was named the second most sustainable university in Canada and 33rd most sustainable university in the world by UI Green Metric World University Rankings, a global ranking concerned with broader sustainability impacts, including waste, energy and teaching. This ranking is rooted in several major milestones, such as a 35 percent reduction in emissions intensity (since 2009), a 21 percent reduction in energy intensity (since 2009), a 56 percent overall waste diversion rate and 71 percent of all trips coming to campus now using sustainable modes of transit.

But we are not content with these results. Beyond increasing the number of sustainability-related research and experiential learning opportunities for faculty and students, after an engagement process with the Carleton community the university's Sustainability Strategy is now being updated and a revised strategy is expected to be ready in summer 2019. Also this year, Carleton has joined Carbon 613, an Ottawa network of organizations committed to reducing greenhouse gas emissions.

A Transportation Strategy is being developed and will encourage the use of electric vehicles, more car sharing and pooling, and bike share expansion, and Carleton is continuing to implement actions and programs within its Energy Master Plan. The plan provides key strategic direction for achieving reductions in energy use and emissions; utility and

carbon cost savings; and campus engagement towards the university's plan and individual actions. Carleton has also set aggressive targets towards carbon reduction with a 50 percent reduction by 2030 and carbon neutral by 2050.

Construction of a \$25-million co-generation facility (\$5 million was funded through a Hydro Ottawa incentive program) better equips Carleton for the building growth on campus that has resulted in increased burdens on the existing steam plant and electrical service capacities of the heating plant. This project expands the heating plant to accommodate the installation of a combined heat and power (co-generation) system to support increasing needs in the most economical manner. Completion is expected in fall 2019.

## A GREENER CARLETON, A GREENER WORLD

CARLETON WAS NAMED THE SECOND MOST SUSTAINABLE UNIVERSITY IN CANADA AND 33RD MOST SUSTAINABLE UNIVERSITY IN THE WORLD.

**35%**  
**reduction**

in emissions intensity (since 2009)



Overlooking the Rideau River, Carleton's Richcraft Hall won a best earth-friendly venue award in 2018; the four-Green Globe building was recognized for its LED lighting systems, low-flow water saving fixtures, a high-efficiency HVAC system, green wall and other sustainability features



# CAMPUS EXPANSION

Several major construction projects at Carleton will wrap up in 2019-2020. Once completed, these buildings will enhance the university’s ability to attract world-class researchers, form strategic third-party partnerships, offer a state-of-the-art business school and have upgraded infrastructure in place to handle the additional energy demands on the campus heating plant. Capital projects totalling \$212.8 million are currently underway.

# BUILDING OUR BEAUTIFUL CAMPUS



This page: The Carleton Dominion-Chalmers Centre. Opposite top to bottom: the Health Sciences Building, ARISE Building and a rendering of the Nicol Building.

## Health Sciences Building

Occupancy of this spectacular \$52-million research and teaching facility started in December 2017, with floors one, two, three and five completed. The vivarium on the seventh floor is now 99 percent complete, with certification expected shortly and occupancy planned for fall 2019. The fit-up of floors four and six is ongoing as the original design left these two floors unfinished to allow for future program growth. Project completion is scheduled for summer 2019.

## Advanced Research and Innovation in Smart Environments (ARISE) Building

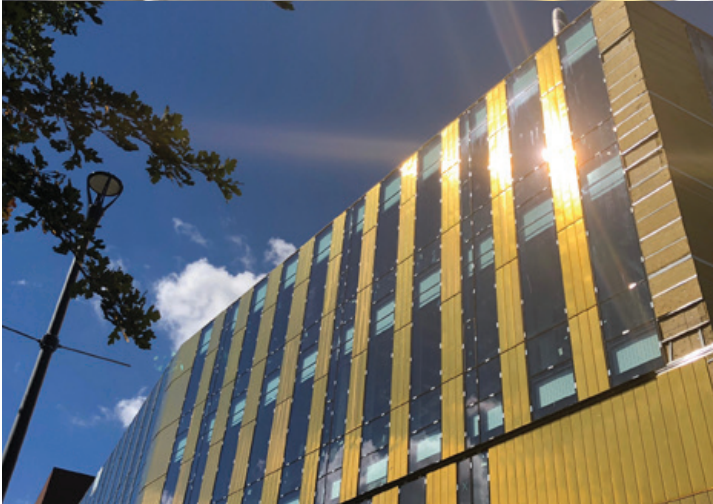
The ARISE Building was substantially completed in November 2018. Phase 2 is now underway and includes the fit-up of the facility at a cost of \$8.5 million to be completed in summer 2019. Future occupancy will support strategic priorities regarding research and economic development in the fields of clean technology, health technology, and information and communication technology.

## Nicol Building (Sprott School of Business)

Work on the \$65-million Nicol Building is progressing as per the approved schedule, with anticipated completion in fall 2020. In early April 2019, the third-floor slab was poured. The 100,000-square-foot building will include public assembly space, electronic and interactive classrooms of various sizes, student resource rooms, office space, space for entrepreneurial programming and shell space to accommodate future program growth. This project is funded, in part, from a \$10-million donation from the Nicol family. This facility represents a unique opportunity for the Sprott School of Business to enhance its visibility and brand.

## Carleton Dominion-Chalmers Centre

Carleton’s new downtown arts and community hub is open for business. An Ottawa Symphony Orchestra concert at the Dominion-Chalmers on April 1 celebrated a new partnership between Carleton and the orchestra that will lead to experiential learning and development opportunities for Carleton students by way of internships, placements and hands-on experiences. It’s one of many new directions for the centre, which will begin hosting classes in September as faculty and students start to increasingly use the space for performances, rehearsals and community engagement.



Capital projects totalling  
**\$212.8 million**  
are currently underway





# NATIONAL CHAMPIONS

This year we celebrated the continued success of Carleton Ravens varsity teams at the provincial and national levels, such as the men’s basketball team winning its record 14th Canadian championship in Halifax in March.

After the basketball season, men’s head coach Dave Smart — who was behind the bench for 13 of those national titles over the last 17 years — moved on to become Director, Basketball Operations at Carleton. He will be responsible for developing both

the men’s and women’s basketball programs and continuing to build a culture of sport excellence, with former women’s head coach Taffe Charles — who led the Ravens women to their first national championship in 2018 — becoming head coach of the men’s team.

Other athletic highlights include the men’s curling team winning its first U SPORTS gold medal in March and the women’s Nordic ski team winning the OUA Championship in February, its fourth consecutive title.



The Carleton Ravens men’s basketball team won its 14<sup>th</sup> national championship in the last 17 years in March. Opposite page: the women’s Nordic ski team won its fourth straight provincial championship in February.





## FEATURED ALUMNI

# CARLETON GRADUATES ARE HERE FOR GOOD

**Chancellor**  
**Oscar Winner**  
**Designer**  
**Novelist**

This page and opposite top to bottom: alumni Heather Jeffrey, Yaprak Baltacıoğlu, Derek Bradley and David Chariandy



### **Yaprak Baltacıoğlu: Public Servant Extraordinaire**

After earning a master's degree from Carleton's School of Public Policy and Administration in 1989, Yaprak Bältacıoglu, who was installed as the university's 12th Chancellor in June, had a distinguished career in the federal government spanning more than 25 years in roles of increasing responsibility. She shaped federal policy, oversaw programs and operations, led transformation and influenced the direction of government affairs at the highest levels of decision-making, all the while taking time to mentor colleagues who were just starting their careers. Now, as Chancellor, she will serve as a symbol of the aspirations of the university's students and as a link to the broader community.

### **Derek Bradley: Oscar Winner**

Disney research scientist Derek Bradley, who has both a master's and bachelor degree in Computer Science from Carleton, was part of a team that won a Technical Achievement Award at the Academy of Motion Picture Arts and Sciences' Scientific & Technical Awards ceremony in Los Angeles in February. They were recognized for the conception, design and engineering of the Medusa Performance Capture System, which allows filmmakers to record and digitally reconstruct an actor's face as a full-motion animated character. Medusa has been used in nearly 20 Hollywood movies, including all of the recent *Star Wars* blockbusters, 2016's *The Jungle Book* and other hits that blend the real world with special effects.



### **Heather Jeffrey: Creative Sustainability**

Over the last three and a half years, Industrial Design graduate Heather Jeffrey has been steadily growing her Ottawa-based manufacturing company, Re4m, building furnishings and displays for local businesses out of reclaimed material. Re4m revolves around "upcycling," which Jeffrey defines as "taking something that would otherwise be discarded and transforming or manipulating it into something with a new purpose." She's an entrepreneur, a builder and an artist whose goal is to educate consumers about making more responsible decisions when we purchase and dispose of things.

### **David Chariandy: Writer and Dreamer**

Novelist and literature professor David Chariandy, who has both a bachelor's degree and master's degree from Carleton, has achieved international acclaim for books that explore, according to *The Guardian*, the "cultural divide between the displaced and their offspring." Chariandy, who delivered the annual Munro Beattie lecture at the Carleton Dominion-Chalmers Centre in February, is the author of two novels, including *Brother*, which received rave reviews and won the Rogers Writers' Trust Fiction Prize, the Toronto Book Award and the Windham-Campbell Literature Prize.





QUICK FACTS

CARLETON  
2018-2019 BY  
THE NUMBERS

27,152

Undergraduate Students

4,050

Graduate Students

31,202

Total Students

\$505  
million

operating budget

12,763

scholarships and bursaries  
totalling \$22.5 million awarded  
to undergraduate students

\$70.3  
million

in sponsored research funding  
in 2017-2018

More than

\$3.8  
billion

economic impact



FACULTY, STAFF  
AND ALUMNI

Faculty Members: 929

Staff Members: 1,131

Contract Instructors: 778

Graduate Teaching Assistants: 1,811

Library Staff: 107

Carleton Alumni: 153,000+

Employed Retired Faculty: 31

- Founded in 1942
- Student entry average is 83.9%
- More than 65 degree programs
- 200+ new startup companies since 2010
- Award-winning mental health strategy 2.0
- 1,000+ research projects underway
- 25 Canada Research Chairs
- 11 Endowed chairs
- 29 Royal Society Fellows
- 6 Royal Society College of New Scholars
- 20 Recipients of the Order of Canada
- 9 3M National Teaching Award Winners
- 8 Banting Postdoctoral Fellowships
- 3 National Killam Award winners

Well-known alumni include:

Niki Ashton, Nahlah Ayed, Yaprak Baltacioğlu, Rosemary Barton, Keith Boag, Jacques Bourbeau, Patrick Boyer, Robyn Bresnahan, Shona Brown, Dave Carroll, Rita Celli, Janice Charette, Lynn Coady, Zita Cobb, Barry Devolin, Paul Dewar, Ward Elcock, Kellylee Evans, Matthew Fraser, Evelyn

Gigantes, Edward Greenspon, Allan Gregg, Sara Gruen, Waneek Horn-Miller, Peter Jennings, Pauline Jewett, Wilbert Keon, Warren Kinsella, Yazmine Laroche, Robert MacNeil, John Manley, Yasir Naqvi, Julie Nesrallah, Wes Nicol, Susan Ormiston, Gordon Pape, Karim Rashid, Eric Sprott, Norman Sterling, Jane Taber, Jim Watson





BOARD OF GOVERNORS

Carleton University’s Board of Governors is a diverse group of 32 members with a unique understanding of higher education and its force for good. As the corporate body of the university, the Board provides oversight of budgetary and infrastructure decisions, and appoints the school’s President and Vice-Chancellor and other key senior executives.



**Nik Nanos**  
Chair  
Community Member  
Chief Data Scientist and Founder, Nanos Research Group of Companies

**Dan Fortin**  
Vice-Chair  
Community Member  
President (retired), IBM Canada Ltd.

**Benoit-Antoine Bacon**  
President and Vice-Chancellor (ex officio)

**Yaprak Baltacioglu**  
Chancellor (ex officio)  
.....

**Debra Alves**  
Community Member  
Managing Director/CEO (retired), CBC Pension Plan

**Taylor Arnt**  
Undergraduate Student  
Public Affairs and Policy Management

**Christopher Carruthers**  
Past Chair  
Community Member  
Chief of Staff (retired), The Ottawa Hospital

**Gina Courtland**  
Community Member  
Vice-President of Construction, M.P. Lundy Construction Inc.

**Dale Craig**  
Community Member  
President/CEO (retired), J.L. Richards & Associates Limited

**Beth Creary**  
Community Member  
Vice-President/Assistant General Counsel, Ligado Networks

**Peter Dinsdale**  
Community Member  
President and CEO, YMCA Canada

**Jim Durrell**  
Community Member  
Mayor, Ottawa, 1985 to 1991

**Kenneth Evans**  
Community Member  
Partner (retired), Gowlings

**Greg Farrell**  
Community Member  
President and COO (retired), Giant Tiger Stores Limited

**Konrad von Fickenstein**  
Community Member  
Communications/Competition Consultant

**Gail Garland**  
Alumni  
Founder/CEO, Ontario Bioscience Innovation Organization

**Christina Gold**  
Community Member  
CEO, Western Union Financial Services Inc.

**Lynn Honsberger**  
Community Member  
Partner/Owner (retired), McLarty & Co Professional Corporation

**Oliver Javanpour**  
Community Member  
CEO, Cyrus Echo Corporation

**Nina Karhu**  
Staff  
Manager, Classroom Support and Development

**Ian Lee**  
Faculty  
Sprott School of Business

**Jonathan Malloy**  
Faculty  
Department of Political Science

**Pradeep Merchant**  
Community Member  
Chief of Neonatology, Ottawa Civic Hospital

**Jay Nordenstrom**  
Alumni  
Executive Director, NAIMA Canada

**Yvonne Osagie**  
Undergraduate Student  
Neuroscience and Mental Health

**Elinor Sloan**  
Faculty-Senate  
Department of Political Science

**Patrice Smith**  
Faculty-Senate  
Dean, Faculty of Graduate and Postdoctoral Affairs

**Alaine Spiwak**  
Graduate Student  
Norman Paterson School of International Affairs

**Art Ullett**  
Staff  
Locksmith, Facilities Management and Planning

**Lesley Watson**  
Community Member  
Partner, Watson MacEwen Teramura Architects

**Bob Wener**  
Community Member  
CEO, Wener Advisory Group Ltd.

**Elise Wohlbold**  
Graduate Student  
Department of Law and Legal Studies

SENATE

Senate is the university’s most senior academic body. Representing the Carleton community, Senate is comprised of 86 members, including faculty, students, alumni, senior administration and representatives from the Board of Governors. Senate makes decisions of significant importance to students and faculty, including awarding degrees and scholarships, approving new programs and revised curriculum, and establishing academic regulations.

Ex Officio Members

- Benoit-Antoine Bacon, President and Vice-Chancellor, Chair of Senate
- Betina Appel Kuzmarov, Clerk of Senate
- Jerry Tomberlin, Provost and Vice-President (Academic)
- Rafik Goubbran, Vice-President (Research and International)
- Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar
- Michel Piché, Vice-President (Finance and Administration)
- Lorraine Dyke, Vice-Provost and Associate Vice-President (Academic)
- Chuck Macdonald, Dean, Faculty of Science
- Fred Afagh, Interim Dean, Faculty of Engineering and Design
- Pauline Rankin, Dean, Faculty of Arts and Social Sciences
- Matthias Neufang, Dean, Faculty of Graduate and Postdoctoral Affairs
- André Plourde, Dean, Faculty of Public Affairs
- Linda Schweitzer, Interim Dean, Sprott School of Business
- Wayne Jones, University Librarian
- Bjarki Hallgrímsson, Director, School of Industrial Design
- Douglas Howe, Director, School of Computer Science
- Jill Stoner, Director, Azrieli School of Architecture and Urbanism
- Chris Joslin, Director, School of Information Technology
- Jay Ramasubramanyam, President, GSA
- Farima Afaq, Vice-President (Academic), GSA
- David Oladejo, President, CUSA
- Emily Grant, President, CASG

Board of Governors Representatives

- Nik Nanos
- Kenneth Evans
- Beth Creary
- Konrad von Finckenstein

Special Appointments to Senate

- Jeff Smith, Academic Colleague
- Jack Coghill, Alumni Association

Elected Faculty Senators

- Samuel Ajila, Engineering and Design
- Anne Bowker, Arts and Social Sciences
- Sheryl Boyle, Engineering and Design/Architecture
- Andrea Chandler, Public Affairs
- James Cheetham, Science
- Cynthia Cruickshank, Engineering and Design (Secretary of the Faculty Board)
- James Deaville, Arts and Social Sciences
- Timothy Di Leo Browne, Contract Instructor
- Chantal Dion, Arts and Social Sciences
- Dana Dragunoiu, Arts and Social Sciences
- Jeffrey Erochko, Engineering and Design
- Mariana Esponda Cascajares, Azrieli School of Architecture and Urbanism
- Pat Farrell, Science
- Nathan Grasse, Public Affairs
- Pavan Gunupudi, Engineering and Design
- John Hayes, Engineering and Design
- Wayne Horn, Science
- Farah Hosseinian, Science
- Beth Hughes, Arts and Social Sciences
- Susanne Klausen, Arts and Social Sciences
- Jacob Kovalio, Arts and Social Sciences
- Ernest Kwan, Sprott School of Business (Secretary of the Faculty Board)
- Philippe Lagasse, Public Affairs
- Jie Liu, Engineering and Design
- Anil Maheshwari, School of Computer Science
- Ruth McKay, Arts and Social Sciences
- Howard Nemiroff, Sprott School of Business
- Doron Nussbaum, Science
- Justin Paulson, Arts and Social Sciences
- Brett Popplewell, Public Affairs
- Morgan Rooney, Contract Instructor

- Wei Shi, Engineering and Design
- Alexis Shotwell, Arts and Social Sciences
- Daniel Siddiqi, Arts and Social Sciences
- Elinor Sloan, Public Affairs
- Patrice Smith, Science (Secretary of the Faculty Board)
- Chantal Trudel, School of Industrial Design
- Crina Vijju, Public Affairs (Secretary of the Faculty Board)
- Petra Watzlawik-Li, Arts and Social Sciences (Secretary of the Faculty Board)
- Johannes Wolfart, Arts and Social Sciences

Elected Student Senators

Graduate Students

- Trycia Bazinet, Arts and Social Sciences
- Alexa Dodge, Public Affairs
- Hemant Gupta, Computer Science
- Tariqa Tandon, Public Affairs

Undergraduate Students

- Afreen Ahmad, Public Affairs
- Sancho Angulo, Public Affairs
- Taylor Arnt, Public Affairs
- Millie Close, Science
- Aprile Harrison, Arts and Social Sciences
- Bashar Hnidi, Arts and Social Sciences
- Scott Kroff, Engineering and Design
- Brendan O’Malley, Engineering and Design
- Sheldon Parathundiyil, Public Affairs
- Mahamed Qalinle, Engineering and Design
- Sarah Shires, Arts and Social Sciences





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