From Defining Dreams to Building Sustainability

Dr. Roseann O’Reilly Runte, President and Vice-Chancellor
2008-2017
From Defining Dreams to Building Sustainability

We began nine years ago by defining our dreams together. The excellence of Carleton’s academic community as a whole was relatively unknown, although pockets of strength, like Journalism and Communication and the Norman Paterson School of International Affairs, enjoyed national reputations. The natural beauty of the campus, bordered by the sparkling waters of the Rideau River and quiet paths along the historic Rideau Canal, offered a paradise for scholars, little known to passersby. The caring community, the extraordinary entrepreneurs, the rich campus life were among the best-kept secrets of Ottawa. Of course there were exceptions when faculty and students won research awards or when the Ravens brought home another trophy. People remembered Chancellors like Lester B. Pearson and the visits by great writers, notable scientists, brilliant economists and Prime Ministers, Heads of State, and Secretaries General of the United Nations. But nobody forgot the economic difficulties of former days and their continuing discomfort. And all tried to focus on celebrating the Capital advantage.

We all agreed that we must grow, to increase our graduate and undergraduate programming and research. We needed to offer an attractive range of programs that were truly unique, unavailable elsewhere and which met national needs. We recognized that Carleton was, and is, a strong interdisciplinary institution, capable of working across fields in ways other universities could not. We understood that our strengths and potential were aligned in four areas: the environment, health, digital and information technologies, and international/global affairs. Together, we set about creating the 74 new academic programs that are listed in this report. Research developed around the new programs and in particular in the areas of concentration. We never lost sight of the central place of our students and the importance of offering them the best education and experience possible.

At the same time, we understood that it would be necessary to attract students to these innovative programs and that we should spread the news about them to potential students in metropolitan areas of Canada, especially Toronto, and to interested students around the world. Suzanne Blanchard, Vice-President (Students and Enrolment), led these efforts and her team’s enthusiasm was infectious. The International Student Services Office staff worked on programs created specially to welcome off-campus students. We also added services to support all students in their studies, helping them make the transition to university, learn how to study and to succeed. Mindful of the caring characteristic of our academic community, students were invited to volunteer and a co-curricular record was established. Remembering the global emphasis, exchange programs were increased and activities like the Alternate Spring Break which supported students wishing to volunteer abroad were encouraged. The Faculty of Arts and Social Sciences played a very strong role in this and special recognition is due to John Osborne, the retired Dean. We renovated existing residences and built a new one to be able to guarantee spaces to incoming first-year students. We added study areas, renewed laboratories, redid the cafeteria and completely renovated the Library. Facilities Management and Planning
(FMP) staff worked tirelessly and Assistant Vice-President (FMP) Darryl Boyce’s strength and experience were invaluable. Programs attracting significant numbers of students like aerospace engineering, computer science, communications and environmental engineering and sustainable energy policy, health science and health science policy all required additional space. New buildings were funded through government programs and generous donations.

The campus Master Planning process led us to create zones for residences, athletics and academic spaces. Buildings were constructed with easy access to sidewalks giving a more urban feel to the campus. Green spaces were cultivated and parking was moved to the periphery. Campus lighting and safety were central elements in the campus design. The connectivity by tunnels was continued to include new buildings thus avoiding inclement weather and ensuring accessibility.

We linked whenever possible teaching, research and campus design. The Canal Building combined teaching and research elements along with environmental considerations to reduce energy consumption. It is but one example of the combination of energy efficiency and research. The Green Revolving Fund enabled the campus community to share good ideas for efficiencies and to implement them. The co-generation plant currently under construction continues to add to the profile of a sustainable campus.

When we considered our commitment to globalization, we all realized that China would be a fine partner due to the early efforts of the Sprott School of Business in Shanghai, and a number of existing research collaborations. The establishment of the National Capital Confucius Centre under the direction of Justin Li, allowed us to offer courses in Mandarin, open to all students at Carleton. This access to language courses enabled Sprott International Business students to spend a year in China. The Centre has worked on creating computer games to teach Chinese culture with the Bachelor of Information Technology students and professors, has created a Chair in Asian Art History with the School of Art and Culture, and arranged many tours and visits between Canadian and Chinese students and faculty, including our music students who have been able to work with the Beijing Conservatory.

India is another major partner to Canada and Carleton had a number of exchange programs with IITs and universities there. We built on the foundations already existing and created the Canada-India Centre which hosts courses, lectures, visiting scholars and faculty. With the leadership of Pradeep Merchant, Chair, and Harry Sharma, Executive Director, it brings together the Indo-Canadian community and our scholars and builds bridges of understanding through major conferences, study tours, and entrepreneurial activities. The newsletter, library, and study tours are all highly regarded and well-attended.

The stand-alone African Studies program is built on years of exchanges and long-standing relationships with NGOs, universities, and graduates living and working there. The lively curriculum is delivered by strong faculty with excellent publication records. Associate Vice-President (Research and International) Pauline Rankin’s work on globalization is stellar.
The International Water Institute epitomizes the assembly of many disciplines: science, engineering, policy and many nations. Banu Ormeci, the Jarislowsky Chair in Water and Global Health, is working assiduously with her International Advisory Board.

We began a major fundraising campaign to support the many academic initiatives on campus and major gifts enabled the establishment of a significant number of scholarships, fellowships, bursaries, additional academic programs, the creation of academic space and the addition of sporting activities which included the return of football to the University and the facilities for all members of the community to pursue a healthy lifestyle. Jennifer Conley, Chief Advancement Officer, has assembled a superb team who work closely with the Deans and faculty leaders.

A communications plan enabled the campus community to know about the significant achievements of colleagues and to take pride in them. The posters have been well-received.

Attention to good governance led to programs like Carleton Leader, designed to break down silos and to bring people together across campus, disciplines, roles and functions, offering leadership training and the possibility of creating new friendships and better working relationships. Healthy workplace initiatives made our campus community a leader in sharing knowledge about health, sports, and stress-relieving activities.

The second Strategic Integrated Plan focused on sustainable communities. How could the University serve local, regional, national and global populations in the areas of economic and environmental sustainability, education and culture, security and technology, health and good governance? The Plan brought together all financial, academic, social, cultural, athletic, and service sectors of the University in support of the goals and strategies developed to meet them. These included supporting students and promoting their success, investing in research and creating the conditions required to expand the capacity of our researchers, creating partnerships with other institutions and community agencies around the world, developing innovative programs, technologies, enterprises and solutions. We stressed the importance of collaboration, leadership and resilience. We celebrated the many successes of our faculty and students. We bolstered them through our efforts in fundraising, in providing services that facilitated their work, in improving the campus environment and extending our reach out into the community.

In response to the economic challenges of the world today, student entrepreneurship has been fostered. For this, we are especially grateful to Tony Bailetti, Director of Carleton’s Technology Innovation Management (TIM) master’s program. Co-op programs have flourished and expanded exponentially. Academic programs like Lead to Win and the Technology Information Management master’s degree have grown.

In response to the challenges in the areas of engineering communications, sensors and networks, Carleton has reached out to the community and created programs in cyber security and big data management. Students have been building drones for some time and are flying
them in Cornwall. The new ARISE building will focus on innovation in the areas of sensors, 5G networks, driverless vehicles and drones, and the environment. It will be home to the new International Water Institute which combines globalization, science, technology and policy. Rafik Goubran, Vice-President (Research and International), is leading these initiatives.

The University has made significant investments in research and in the ability of our students and faculty to present their work and to enter international competitions. The results have been most rewarding. Students have won prizes ranging from financial case studies to United Nations debates, environmental racing cars, moon buggies, IDeAs (design), and Juno Awards for music. They deserve warm congratulations.

Carleton has responded to the changing needs of our own population and has been a leader among universities in providing support for mental health and in removing its stigma and recognizing the symptoms and in knowing where to seek assistance. At the same time, we have continued supporting international and interdisciplinary programs, opportunities for students and faculty to volunteer, to enjoy new kinds of teaching and learning. We have provided the new technologies to support innovation in the classroom and the lab. We have continued Carleton’s early work in distance education but have migrated to on-line platforms.

As we look back over the last nine years, we confirm positive growth in numbers of students and faculty. Increased research activity, new programs, services, facilities and support for all members of the campus community have both been a result of the growth and have fostered it. We have reached out to our alumni and created hubs and branches across North America. We have brought them back to campus and involved them in our efforts. We have extended our academic reach to Barrhaven, Kanata, and Orléans. We have research partnerships around the world and are the Canadian lead institution for the ATLAS Project at CERN. We have eliminated debt and deficits, increased the University’s endowments and ability to support students through financial awards. We have kept the administrative team small in number but agile and we have all – faculty, staff and students -- worked diligently together to make our shared dreams reality and now to make that reality sustainable.

It has been a great privilege to work with the talented and brilliant faculty, staff, and students that inhabit our idyllic peninsula. I am sure the fine work done here will continue and will be ever more recognized for its excellence and innovation as we move into the next 75 years of our existence. Thank you all for your commitment to Carleton University. I am sure that you will continue on the trajectory of success. I wish every one of you strength and wisdom to meet any challenges that arise. You are members of an incredibly strong team and will steer a fine course as you build sustainability at Carleton and sustainable communities for the world.

Dr. Roseann O’Reilly Runte
President and Vice-Chancellor
Truth and reconciliation

Carleton acknowledges the traditional lands of the Algonquin people on which we live and work. The University has added a special invocation, offered by an Elder at each special event and convocation. Ojigkwanong was built on the design of Douglas Cardinal and with the co-operation of Carleton architecture students. This space provides a home for Indigenous students on campus. The Centre for Enriched Education added support for Indigenous students. A Minor in Indigenous Studies was created and the School of Canadian Studies was renamed the School of Indigenous and Canadian Studies. The Carleton University Institute on the Ethics of Research with Indigenous Peoples, under the direction of Katherine Graham and Hugh Shewell, is most successful. The Graduate Diploma in Indigenous Policy and Administration is fully subscribed and highly rated by graduates. Recently works by Indigenous artists have been purchased and their work has been featured in the Carleton University Art Gallery.

Ojigkwanong, the Indigenous student centre, welcomes students for informal gatherings and meals, meetings with Elders and quiet study.
**Nine Years by the Numbers**

**Students**

<table>
<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>23,443</td>
<td>29,573</td>
</tr>
<tr>
<td>Graduate</td>
<td>4,099</td>
<td>4,966</td>
</tr>
<tr>
<td>Total</td>
<td>27,542</td>
<td>34,539</td>
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**Students in co-op**

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<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
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<tbody>
<tr>
<td></td>
<td>3,316</td>
<td>8,998</td>
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**Students on-line**

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<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Registrations</td>
<td>10,930</td>
<td>26,555</td>
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</table>

**Staff**

<table>
<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
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<tbody>
<tr>
<td></td>
<td>1,057</td>
<td>1,163</td>
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**Faculty**

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<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
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<tbody>
<tr>
<td></td>
<td>1,577</td>
<td>1,892</td>
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**Women faculty and staff**

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<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
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</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>35.2%</td>
<td>38%</td>
</tr>
<tr>
<td>Staff</td>
<td>58.8%</td>
<td>61.9%</td>
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</table>

**Indigenous faculty**

<table>
<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
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<tbody>
<tr>
<td></td>
<td>5</td>
<td>9</td>
</tr>
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</table>
**Finances**

<table>
<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenditures</td>
<td>$283M</td>
<td>$470M</td>
</tr>
<tr>
<td>Ancillary expenditures</td>
<td>$42M</td>
<td>$65M</td>
</tr>
</tbody>
</table>

**Tri-Council funding**

<table>
<thead>
<tr>
<th></th>
<th>2007/2008</th>
<th>2016/2017</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>$18,617,000</td>
<td>$24,480,000</td>
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**Examples of growth**

<table>
<thead>
<tr>
<th></th>
<th>2011/2012</th>
<th>2014/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research applications</td>
<td>114</td>
<td>777</td>
</tr>
</tbody>
</table>

**Total number of publications**

<table>
<thead>
<tr>
<th></th>
<th>2007/2008</th>
<th>2016/2017</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>640</td>
<td>1,021</td>
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</tbody>
</table>

**Fundraising**

June 2017 - $230M (approximately)

**Endowment**

<table>
<thead>
<tr>
<th></th>
<th>2008/2009</th>
<th>2016/2017</th>
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<tbody>
<tr>
<td></td>
<td>$180M</td>
<td>$257M</td>
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**Scholarships awarded 2016/2017**

<table>
<thead>
<tr>
<th></th>
<th>Value: $20.3M</th>
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<tbody>
<tr>
<td>12,203 scholarships and bursaries</td>
<td></td>
</tr>
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</table>
Major capital projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canal Building</td>
<td>$30,400,000</td>
</tr>
<tr>
<td>River Building</td>
<td>$54,600,000</td>
</tr>
<tr>
<td>Residence Commons</td>
<td>$12,400,000</td>
</tr>
<tr>
<td>Lennox-Addington Residence</td>
<td>$39,955,000</td>
</tr>
<tr>
<td>MacOdrum Library</td>
<td>$27,500,000</td>
</tr>
<tr>
<td>Alumni Hall</td>
<td>$3,300,000</td>
</tr>
<tr>
<td>Herzberg Laboratories</td>
<td>$5,560,000</td>
</tr>
<tr>
<td>Parking</td>
<td>$34,000,000</td>
</tr>
<tr>
<td>Health Science</td>
<td>$52,000,000</td>
</tr>
<tr>
<td>ARISE</td>
<td>$29,500,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$285,215,000</strong></td>
</tr>
</tbody>
</table>

Capital projects underway or pending approval (fully-funded)

<table>
<thead>
<tr>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-generation Facility</td>
</tr>
<tr>
<td>Business School</td>
</tr>
<tr>
<td>Concert Hall</td>
</tr>
</tbody>
</table>

Economic impact 2016/2017

<table>
<thead>
<tr>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3.7 Billion</td>
</tr>
</tbody>
</table>

The newly renovated Library (2014) invites readers to reach new levels of knowledge.
Chairs established

- Cisco Chair in Sensor Technology for the Internet of Things
- Jarislowsky Chair in Global Health and Waste Water Management
- Royal Hospital Chair in Culture, Gender and Mental Health Research
- Chair in Canadian Music
- Fulbright Chair in Entrepreneurship
- Fulbright Chair in Environmental Science
- Fulbright Chair in Arts and Social Sciences: Canada and the U.S.
- Fulbright Chair: Public Affairs in North America: Society, Policy, Media
- Confucius Chair in Asian Art History
- Canada-India Centre Chair

Excellence in teaching and research

Carleton University has become a leader in Quality Assurance and Senate has approved 74 new academic programs that are interdisciplinary and unique in Canada. The Carleton programs include:

2008-09
- B.Sc. in Food Science and Nutrition
- Master of Design (M.Des.)
- M.A. in Music and Culture

2009-10
- Ph.D. in Anthropology

2010-11
- Master’s in Infrastructure Protection and Information Security (M.I.P.I.S.)
- B.Sc.in Nanoscience
- B.Eng. in Architectural Conservation and Sustainability
- M.Sc. in Neuroscience
- Ph.D. in Neuroscience

2011-12
- M.A. in Sustainable Energy Policy
- M.A.Sc.in Sustainable Energy
- M.Eng. in Sustainable Energy
- M.A. in Women’s and Gender Studies
• Master of Political Management (M.P.M.)
• M.A. in Religion and Public Life
• Ph.D. in Social Work
• Master of Architecture Studies (M.A.S.)
• Master of Architecture (M.Arch)
• M.A. in Human and Computer Interaction
• M.A.Sc. in Human and Computer Interaction
• Ph.D. in Architecture
• Ph.D. in Legal Studies
• Ph.D. in Applied Language and Discourse Studies

2012-13
• Undergraduate Certificate in American Sign Language
• M.Sc. in Health: Science, Technology, and Policy
• Graduate Diploma in Health: Science, Technology, and Policy (G.Dip.)
• Master of Philanthropy and Non-profit Leadership (M.P.N.L)
• Graduate Diploma in Philanthropy and Non-profit Leadership (G.Dip.)
• Collaborative Master’s in African Studies

2013-14
• Bachelor of Health Sciences (B.H.Sc.)

2014-15
• Bachelor of Global and International Studies (B.G.In.S.)
• Graduate Diploma in Indigenous Policy and Administration (G.Dip.)
• Collaborative Master’s in Data Science
• Collaborative Master’s in Digital Humanities

2015-16
• Ph.D. in Ethics and Public Affairs
• Graduate Diploma (Type 2 and 3) in Ethics and Public Affairs (G.Dip.)
• Bachelor of Information Technologies in Information and Resource Management (B.I.T)
• Graduate Diploma (Type 3), Conflict Resolution
• Master of Accounting (M.Acc.)
• Post Baccalaureate Diploma in Economics
• Certificate in Carillon Studies
• Post Baccalaureate Diploma in Women’s Studies
2016-17
- M.A. in Northern Studies
- M.Sc. in Northern Studies
- Graduate Diploma in Northern Studies (G.Dip.)
- B.A. Combined Honours in Indigenous Studies
- Graduate Diploma in Infrastructure Protection and International Security (G.Dip.)
- Master of Information Technology (Network Technology) (M.I.T.)
- Master of Information (Digital Media) (M.I.T.)
- Ph.D in Information Technology (Digital Media)
- Post Baccalaureate Diploma in Accounting
- Post Baccalaureate Diploma in Cognitive Science

2017-18
- M.Sc. in Health Sciences
- Ph.D. in Health Sciences
- Ph.D. in Biomedical Engineering (with the University of Ottawa)
- Graduate Diploma in Curatorial Studies (G.Dip.)
- Post Baccalaureate Diploma in Film Studies

2018-2019
- Bachelor of Media Design and Production (B.M.P.D.)
- Post Baccalaureate Diploma in Professional Writing
- Certificate in Professional Writing

Twelve new programs established by our affiliate, Dominican University College, are not listed by name.

Carleton supports excellence in teaching and research with a series of programs and facilities that enable faculty to hone their communications and teaching skills, master and apply new technologies. This effort has resulted in many courses being offered via distance learning, flipped classes and even several Massive Open Online Courses (MOOCs). Capstone projects have been highly successful in Engineering. The Paul Menton Centre for Students with Disabilities has been cited as the model for such programs in the world. Over 40 National Research Council researchers serve as Adjunct Professors, offering extraordinary opportunities and expertise to our students. The Rockefeller Foundation funded the World Health Organization (WHO) newsletter which was published through Carleton University.
Outstanding faculty

Carleton faculty have excelled in their work. Examples include the fact that Carleton researchers were invited to be the national lead for the ATLAS experiments with CERN. The establishment of the Mass Spectrometry Centre, and the Urbandale Centre for Home Energy and Research. The following awards are symbolic of the success of our faculty overall: David Miller won the Synergy Award; Marie-Odile Junker, the Governor General’s Innovation Award; Fraser Taylor, the National Social Science Award; Ken Storey, the Biology Medal; Alan Steele, the 3M Teaching Award; Eric Anony, the Humboldt Research Fellowship; Adrian Chan, the Outstanding Biomedical Engineer of the Year; Miles Copeland, the IEEE Peterson Medal; Monique Frize, several medals from the World Congress on Medical Physics and Biomedical Engineering; Patricia Smart, the medal of the Académie des Lettres du Québec; Norman Hillmer, the Order of Canada; Ming Tiampo, the best curated exhibit in New York for her exhibit at the Guggenheim Museum. Tony Bailetti’s Lead to Win program was recognized as one of the Top 10 Incubators in North America.

The Department of Earth Sciences shares its discovery of ‘Carletonite,’ a new mineral they found in Mont Saint-Hilaire, Quebec.
Institutes and centres

The Canada-India Centre for Excellence in Science, Technology, Trade and Policy has accomplished a great deal, organizing international conferences on topics including education and innovation, bringing speakers to Ottawa, working with the Indo-Canadian community, actively establishing links, programs and partnerships in India.

2011 Unveiling of the Gandhi Statue in front of the River Building with (left to right), President Runte, Dr. Kanta Marwah, Dr. Pradeep Merchant (Chair of the Board of the Canada-India Centre), Indian High Commissioner Gavai, and Professor Jag Humar.

The National Capital Confucius Institute has been active in teaching language and culture. Carleton now offers a Minor in Mandarin. Student exchanges and visits to China have sparked considerable interest among the students. Visits by cultural groups such as the Beijing National Conservatory of Music who played with the National Arts Centre Orchestra and Carleton students on stage at the NAC have been very well-received. A Chair in Asian Art has been established and interactive learning modules are being developed to teach Chinese history through innovative computer games.

The International Water Institute has been established with an international advisory board and the Jarislowsky Chair.
The Aerospace Cluster has brought together researchers working on vibration and noise, sensors and drones, flight simulation and pilot fatigue, and the next airplane design. This group is collaborating with researchers around the world.

The African Studies group is an interdisciplinary team that built the only stand-alone Institute of African Studies in Canada.

The Northern and Indigenous Studies groups are also doing trailblazing work which has resulted in both new academic programs and research.

Collaborations and affiliations

Academic

Carleton and Dominican University College have become officially affiliated. This rather major joining of two institutions went very smoothly. Financial and registration systems, academic procedures and Senate governance, have been merged and collegial relationships among faculty and students are quietly being fostered. Jointly sponsored conferences and volunteer activities have been most impressive and worthwhile.

Carleton University proudly shares 28 joint graduate institutes with the University of Ottawa. More recently joint degrees have been created. Several innovative programs have been developed with Algonquin College to create unique degrees such as the Bachelor in Information Technology in which students study at both institutions at the same time and receive two degrees at once. Carleton University and La Cité Collegiale work together on agricultural research.

The Working Group on Academic Rules and Regulations conducted the first major review of university rules and regulations since 2005. The Final Report was filed in December 2014 and it contained 13 recommendations with respect to the following items: Examinations, Grading, Undergraduate Degree Classification, Laddered Programs, Audit, Electives, Credit for ESL courses, Academic Performance Evaluation, Double Counting, Preclusions and Equivalences, B.A. Template, Transfer of Grades—Exchange and Letter of Permission, and Withdrawal from Programs. These recommendations have either been implemented or are currently in progress to assist with the retention and graduation of our students.

International collaboration has grown significantly both in breadth and depth. The new co-tutelle programs inspired by Matthias Neufang, Dean of Graduate and Postdoctoral Affairs, are most innovative and make Carleton a leader in making exchanges more valid and of profound importance. Carleton has over 300 international exchange agreements for students and research.
The agreement with Ashbury College is an example of collaborations with secondary schools in this region. It is unique in that it provides opportunities for Carleton students to share their expertise while gainfully employed.

The work with Shopify is an example of the nimble and creative minds at Shopify and Carleton University. Each year Shopify will select a number of Carleton computer science students for four-year scholarships and full-time employment. The students will work and study at Shopify and on campus. They will gain excellent experience and will contribute new ideas while accomplishing many tasks.

Richcraft Hall was named in 2016 after a donation by the Singhal family.

**Student services**

A Mental Health Framework has been developed and successfully launched. It is currently in its second level of implementation. A Constituent Relationship Management System was purchased and is being implemented. This system will provide a central location to allow prospective students, current students and alumni to view their personalized information about their relationship with Carleton. Many student support systems were put in place including a student mentor network, academic advising, increased counselling services, and programs such as Bounce Back, designed to help students succeed. Online programming to educate students in financial literacy has been developed. Student Orientation was redesigned collaboratively with students to include training to avoid and recognize sexual violence. Alcohol awareness programming was put in place. The International Student Services Office has implemented additional programming and services for students. The Page program, the Co-op program, and the co-curricular record were implemented most successfully. Social media was adopted to communicate with students and to serve them usefully and in the way they most desire.
The new Fitness Centre (2015) has proved popular with all students, faculty, and staff.

**Student excellence**

Students have been excelling competitively nationally and internationally. A few examples include the Sprott Business students bringing home gold medals in international Council for Advancement and Support of Education (CASE) competitions and winning the finance competition sponsored by the *Economist* magazine. The Engineering and Design students won the IDEAs competition every year for the last seven years. The Architecture and Urban Design students won first place in England for their innovative design. The School of Public Policy and Administration students won the Blueprint 202 paper contest. The Engineering students won the Solar Decathlon in California. The Blackbird Uninhabited Aerial Vehicles (UAV) team won third place in the Unmanned Systems competition while two graduate engineers won the top award in Canada for innovation. Debating students received many accolades over the years and the UN students won 22 awards one year and took top honours at Harvard University. Students built the 3D printer in the Discovery Centre, designed a residential complex and planned a reconfiguration of a slum area in Mumbai. Carleton students won recognition for their writing, their inventions (which one student sold on the CBC television show, Dragons’ Den), and their artistry. The Ravens teams have all done well. The men’s basketball team deserves special recognition for the incredible series of national championships won. Student Emily Tieu won the Governor General’s Caring Canadian Award and her dedication to volunteer service typifies the student body at Carleton. Not only do they pursue excellence, but they do so with compassion, kindness, and thought for others.
Another national championship (2017) for the Carleton University Ravens Men’s Basketball Team. A proud moment.

**Good governance**

In the past few years, Carleton has been recognized as one of the Top Regional Employers.

We are completing our second Strategic Plan which is one of very few integrated plans in the world done by a university. We have also completed our second Master Plan, an Energy Master Plan, and two Strategic Mandate Agreements with the Province of Ontario. Each of the Faculties and the Library as well as Financial Services and Physical Plant all have strategic plans that are co-ordinated with the university plan.

As part of the follow-through on the Strategic Plans and to deal with issues as they arise, Strategic Integrated Planning sessions are held throughout the year. They involve different groups on campus to ensure good communication of goals and performance indicators.

Among the many activities undertaken, the Carleton Leader Program stands out. It now has over 300 graduates who have come together from across campus creating a community of understanding and good communication while breaking down the silos that exist among disciplines, and reducing the distance that separates faculty and staff working in different locations with unsynchronized schedules. Those in the program receive training and then are
encouraged to identify a “wicked problem” which they then attempt to solve with the usual time and financial constraints known in the University. The result has been many brilliant ideas, a number of which have been adopted.

The administration has reviewed committee structures and reduced the number to simplify work and reduce time spent to achieve goals. Each year one or two sectors are reviewed with a Six Sigma-inspired process to improve efficiency and reduce costs. The budget process has been improved and is becoming more integrated and inclusive year upon year.

Under the leadership of Ed Kane, Assistant Vice-President (University Services) and Cindy Taylor, Director, Office of Quality Initiatives, the University has been a leader in Canada — especially among academic institutions — in the Healthy Workplace Initiative and the Excellence program where we have reached the platinum, gold and silver levels. Carleton’s Healthy Workplace and Mental Health programs are why, of 45 organizations, Carleton was chosen as a poster organization in our approach to the national standard for psychological health and safety. Speakers, serious lectures on how to recognize mental health issues for example, interactive learning and personal growth programs, shared hobbies and tips for achieving personal growth and goals are shared by diverse groups across campus that meet to walk, run, knit, chat, share recipes and figure out how to balance life and work in these challenging, fast-paced times.

Orientation is recognized as an important way to inform new employees and volunteers and share our culture and values. Student Affairs works with student organizations in partnership to create a good student orientation program. The Educational and Teaching Development Services operates orientation for new full and part-time faculty under the leadership of the Provost and Vice-President (Academic), and graduate students, in collaboration with the Dean of Graduate and Postdoctoral Affairs. The Board of Governors has also adopted an orientation program for new members and has included a retreat during the annual schedule to reflect in depth on issues of importance. The President provides the Board with a weekly message on campus activities and an annual report. (Over nine years that is 468 messages.) The Board also approved $14M a year for the next 10 years to enable and execute a plan for dealing with deferred maintenance. This is an example of responsible planning.

Human Resources has been working diligently to offer staff recognition for long service and on retirement. They organize an appreciation day for all members of the campus community. The Vice-President (Finance and Administration) organizes a holiday luncheon and Service Excellence Awards. The Provost and Vice-President (Academic) and Vice-President (Research and International) organize events that show case excellence in teaching and research and offer significant rewards to those deemed by their peers to have excelled in their work.

In addition to the regular documentation of performance, the President wrote personal notes of encouragement and congratulations to staff, students and faculty members. Each
administrator on campus echoes this activity in his or her own way through emails, calls or recognition at meetings or celebratory events.

Ransomware Warriors – 2017 Service Excellence by a Team Award winners with Michel Piché, Vice-President (Finance and Administration) (bottom right), for their work saving and restoring files and increasing security after a cyberattack in November, 2016.

Community

Carleton has worked through Tony Bailetti, Director of Carleton’s Technology Innovation Management (TIM) master’s program, in Orléans with Cyber Security (Project Venus), with Barrhaven on big data management and agricultural instrumentation and with Kanata on the possible development of a hub for IT Communications (5G networks and driverless vehicles).

Carleton University has been engaged with the City of Cornwall for several years over the course of which an agreement outlining multiple pathways for admission and credit transfer from St. Lawrence College was signed. Work with the River Institute and the Faculty of Science continues apace due to the shared interest in water as a resource and in marine life. The School of Social Work and the Akwasasne Nation have been working on a special program in Social Work to be offered in situ. The Nav Centre and the Faculty of Engineering and Design and especially aerospace engineering have been working together to create joint research and
teaching programs. The first courses on drones have been successfully offered. The Centre of Excellence in Entrepreneurship has already gotten off the ground and several new companies are being initiated by Tony Bailet in his Lead to Win program. The City of Cornwall has been extremely supportive and is a model partner in supporting these activities which will enhance the economic and social development of the region.

In Ottawa, the Faculty of Science’s Front Door project offers local industries the opportunity to work with researchers to establish quality controls, to solve problems and to improve products. Examples of successful collaborations include work with Bridgehead Coffee and Broadhead Brewery.

In the City of Ottawa, the Carleton community has been working on an Arts Hub and we are hopeful that that project will become a reality in the near future.

Carleton students and faculty worked with the City of Ottawa’s Biodome project, with heritage restorations and renovations, with parklands, and with Batawa to design their municipality, including infrastructure, to apply successfully for funds to improve the water supply, to create local businesses and a dinosaur park. Students designed a section of Mumbai and with Associate Professor of Architecture Stephen Fai, have worked on the renovations to the Senate and have created a visualization to show the public what will be done there.

Carleton began the Eastern Ontario Task Force to bring together universities, colleges and economic development officers, Mayors and Wardens from across Eastern Ontario to work together. The first project completed was a joint listing of all on-line courses offered by Algonquin, La Cité, Liberty, St. Lawrence, Queen’s, Ottawa, Trent, Fleming, and Carleton. These are being organized by topic to respond to the needs of small municipalities. The group is working on the simulation and visualization of warehouse and vacant space to facilitate a transportation and economic development plan. They are also working on a micro co-op emporium to enable small enterprises to engage usefully students.

Building community

The Mental Health Framework for staff and faculty, the Carleton Leader program, the Healthy Workplace and Service Excellence programs have brought the community together most impressively. The University has been recognized by Excellence Canada with Platinum, Gold, and Silver Level certifications. The Interfaith Chaplaincy, established on the recommendation of the Task Force on Cultural, Racial and Religious Understanding, has brought students together to serve and the community together to offer service to our students. The Pause Tables during exam times are put together every year by representatives of all religious groups in the city.
Tragic events have brought our community together in grief and sorrow but also in determination to make the world a better place. When Canada opened the door to refugees, Carleton students, together with WUSC and the campus community, provided support for a number of refugee students. When the tsunami occurred in Chile, Carleton students raised funds. The President called a number of universities across the country to participate and the funds raised helped refurbish a computer lab and a library in two universities. Students and faculty were quick to help with the tragedies in Japan, Indonesia, the Middle East, and with Alberta’s floods and fire. They organized concerts, bake sales, and fundraisers of all kinds. We all joined together to mourn those who died in the mosque attack in Québec City, those killed in the terrible train/bus crash in Ottawa, the loss of so many special students such as Rodrigo Pereira, a much-loved exchange student from Brazil who succumbed to cancer.

**Communications**

Communication is the lifeblood of community and the community has adapted to changing technologies. The intranet allows for good internal communication and the celebration of excellence, like the banners on campus, builds confidence and pride in the university community. Daily news bulletins and clippings allow us to share pride in the stellar achievements of faculty, staff, and students.

The University’s 75th anniversary has been a time to learn about our past and to dream of the future. Many activities have brought us together and have helped us all understand the special character of our university.

**Art on campus**

The Carleton University Art Gallery was always known as a gem in Ottawa, but over the recent years has earned a national reputation for excellent research and curating. The staff, faculty, and students have repeatedly won awards for the best show, the best catalog. The Gallery has also increased the numbers of visitors on campus and from the campus. Exhibits like “Walking with our Sisters,” generated extraordinary interest in the community and long lines of visitors. Projects like the campus art show and the building of the canoe involved the entire campus community. They have made the Gallery a core part of the education students receive at Carleton and have given them an extraordinary appreciation for art.
Pinock Smith guides Carleton students as they build a traditional Algonquin birchbark canoe in 2017.

Making the campus more meaningful and pleasant

The campus environment has been improved - from the wide avenue and tree-lined entrance from Bronson to the gardens planted by the Library staff, the School of Architecture and Urban Design, the History Department and the graduate students. The Chinese/Asian Scholars garden at the heart of the campus is an example of campus and community working together. The yellow benches on campus where people who sit upon them are warmly greeted also add to the hospitable feel of the campus. Renovations to Rooster’s, to the Steacie Building, Robertson Hall, Loeb Building, the Library and the gym space improve the campus experience. Every year approximately 25 classrooms have been renovated along with washroom facilities. Places like Ojigkwanong, designed by architect Douglas Cardinal in collaboration with our students, offer homes to students. The Discovery Centre offers a lively space for exchanging ideas while the quiet study space on the fifth floor of the Library welcomes those who prefer to study in silence. The Paul Menton Centre for Students with Disabilities is known internationally for making Carleton a model of accessibility. It is not surprising therefore that they were asked to host the first international Accessibility Summit. The art across campus, including works by David Fels, are sources of beauty and inspiration. The flags in the Galleria fly in welcome to our students around the world and offer a colourful note to the surroundings. The posters of publications by faculty members, assembled by MaryAnne Pomainville, that decorate the halls are points of pride and remind us of the beauty of ideas. The rather infamous “tunnel art” itself is a way students add each year to the landscape, making it personal and meaningful.
Completed in 2009, the Steacie Lab is the envy of other universities: modern, safe, and ergonomic.

**Sustainability**

Carleton University received an award for Environmental Sustainability from the VI Green metric World University Ranking.


The University also adopted a Green Revolving Fund which invites submissions from all members of the campus community and then funds three projects a year.

Among the activities undertaken are:

- construction of a co-generation plant
- refitting buildings for energy efficiency: completed Robertson, Athletics, Loeb
- building new buildings to a high green globe standard
- constructing the Canal Building with sensors to study energy use and the effects of green roofs
- creation of a sustainability guide and walking tour
- additional water bottle filling stations
• campus clean-up on Earth Day and in the fall
• installing efficiency water filters (61% savings)
• installing power bars to shut down equipment not in use
• recycling furniture, donating 400 chairs to a school in Sudan
• collecting 5000 kg of clothing, bedding and food for the Diabetes Clothesline
• implementing car and bike share programs
• creating an electric vehicle charging station
• holding annual cycle fairs (Share the Road — winning the Bike-Friendly Business, Bronze Award)

The Canal Building, completed in 2010, includes sensors to study and regulate energy consumption and green roofs.

**Fundraising**

From the annual Giving Tuesday, the innovative crowd funding activities, to celebrations of generosity of service and donations, the Advancement Team has worked tirelessly to meet the needs and desires of our students and academic programs, and to remind us that we are “Here for Good”.
A few interesting events on campus in the last nine years

- An honorary degree was given via Skype to Aung San Suu Kyi at the time she was under house arrest; and to Jose Antonio Abreu, the head of Sistema music in Venezuela via Skype with the simultaneous participation of Carleton music students, students of Sistema in Ottawa and Venezuela, and the Ottawa Symphony in performance.
- The Emperor and Empress of Japan visited the campus and conversed with faculty and students.

Their Royal Highnesses, the Emperor and Empress of Japan, with President Runte, applaud students during their visit to Carleton in 2009. Huette Labelle (right) joined the welcoming party.

- The Beijing Academy Orchestra performed with the National Arts Centre Orchestra and Carleton music students on stage at the National Arts Centre.
- Memorable speeches were given by Ed Broadbent, Rosalie Abella, Stephen Lewis, Joe Clark, Maureen McTeer, Louise Arbour, Naheed Nenshi, Alan Gregg, Murray Sinclair, Rick Hansen, Daniel Alfredsson, Antonio Guterres and many, many others.
• A flash mob of Carleton students painted the Rideau Canal red figuratively, dancing with red scarves on skates.
• A flash mob of Mexican opera singers surprised students in the Galleria with brilliant *a capella* performances.
• A carillon was delivered to campus and an impromptu concert was created by jazz musicians and carilloners.
• Every year Sprott students and their Dean, Jerry Tomberlin, slept out in makeshift cardboard and plastic tents to experience the life of those on the street and to raise funds for the homeless.
• An honorary degree was given to Gilles Vigneault and Carleton students performed his music for him, an honour he declared greater than the actual degree. He thought the privilege of having young musicians perform his work was extraordinary.

Dr. Gilles Vigneault shared his honorary degree and his talents in June 2017.

• Carleton faculty and staff rang the bell at the Mumbai Stock Exchange.
• Conferences, national and international, too numerous to mention were organized by Carleton students, staff and faculty. Among them was Congress, the annual gathering of social sciences and humanities faculty, the national Canadian Association of University Business Officers meeting, the national meeting of student services, the national meeting of university retirees, and international conferences on innovation, educational exchanges, and leadership training.
New and renewed traditions

Students

- Carleton Scholar program
- Orientation was renewed collaboratively
- Shinerama has developed into a most successful fundraiser
- Relay for Life was begun and has become a most successful annual event
- Student Mentor Network started successfully
- Terry’s Cause has developed into an annual tradition
- Paint the Canal Red has become an annual skating event on the Canal
- Football and the Panda Game returned
- Celebrating our basketball teams’ victories has become a delightful habit
- Campus move-in with much good will and high spirits
- Volunteer service program at the Zelikovitz Centre for Jewish Studies
- Alternate Spring Break
- Volunteering and the co-curricular record
- Campus Activity Board
- Trips to Toronto by bus for holidays
- Student Year Book
- Students’ annual charity ball
- Open mike poetry slams
- Photo exhibit of International Student Travel
- Design students’ display and show
- Ted X Talks
- Welcome cookies for new students

Prime Minister Justin Trudeau surprised students with a visit to the campus in 2016.
Alumni

- JazzFest evening with alumni
- Alumni Mentor Network
- Throwback for alumni
- Tory Society lectures and socials
- Alumni regional groups and meetings: New York, Washington, D.C., California, Toronto, Calgary, Montreal, Vancouver, Hong Kong, Jakarta, Shanghai

Campus life

- Campus community art show
- Fierce conversations
- Campus Leader
- Banners, mini-brochures and daily news items
- Annual acquisition of a work of art for the Carleton campus
- President’s Annual Campus Walk
- Campus Safety Walks
- Gardens: Library, History, Scholar’s Garden
- Tulip Festival fireworks from Dunton Tower (when over Dow’s Lake)
- Holiday Family Skate
- Healthy Workplace activities
- Remembrance Day Service at the flagpoles
- Making the Quad a part of the community (benches, picnic tables, labyrinth)
- Interfaith Council established
- Psychology fundraising potluck
- Numerous film festivals (Mexico, Latin America, India)

The Panda Game returned in 2014, thanks to the support of John Ruddy, Jim Taggart, and the Old Crows.
Academic traditions

- Student poster exhibits (criminology, psychology, science, linguistics)
- 3-Minute Thesis presentations
- Convocation arrangements
- Senate medallists’ lectures
- Deans’ honour lists and receptions
- Golden Key honour society induction
- President’s Annual State of the University Address
- President’s Annual Report
- Provost and Vice President (Academic)’s receptions for winners of teaching awards
- Vice-President (Research and International)’s receptions for winners of research awards
- Vice-President (Finance and Administration)’s reception to recognize service excellence
- Human Resources’ reception to recognize retirees and long-term service employees
- Duncan’s and then Michel’s Den, presentation of good ideas for the campus
- Vice-President (Research and International)’s “Research Matters” lunches
- Vice-President (Finance and Administration)’s breakfasts
- Established endowed lectures such as the Katherine Graham Lecture on Indigenous Issues.