



# CARLETON U PRESIDENT'S REPORT 2020



**Carleton**  
UNIVERSITY

## MESSAGE FROM THE PRESIDENT



It's been a wonderful and crazy year.

Wonderful because everything that we measure is trending sharply up. With more than 31,000 students, we are larger than ever. Our research funding — a proxy for research impact — is growing by leaps and bounds and has reached \$81.7 million, a two-year compounded increase of nearly 50 per cent. We are ranked as the second most sustainable university in Canada and among the most sustainable on the planet. Our commitment to health and wellness, especially mental health, has been recognized with two national awards. And our men's basketball Ravens — of course, some would say — are the national champions again!

# A YEAR TO REMEMBER

As we enjoyed these successes, we planned for the future. After an 18-month collaborative process, our inspiring Indigenous strategy *Kinàmàgawin* (Learning Together) has been released and will guide us toward long-term, positive change. Throughout the year, we also engaged our entire community in the process of writing a new Strategic Integrated Plan. The result, to be officially launched in September 2020, is a powerful roadmap that sets clear aspirations for our bright future.

The crazy part started in March with the rapid acceleration of the COVID-19 public health crisis. Putting the safety and wellness of our community first, we moved our winter semester online within a week and rallied to finish the term brilliantly! In

everything we did, we took care of one another with flexibility and compassion — the Carleton way. As we look to a disrupted future, I am confident that we have the talent and mindset to thrive and continue to make a difference in Ottawa and around the world. Onwards and upwards!

Benoit-Antoine Bacon  
President and Vice-Chancellor

@CU\_President  
[carleton.ca/president/p15](https://carleton.ca/president/p15)

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## A BANNER YEAR FOR RESEARCH

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. Our community is charging ahead with more exciting research projects, awards and collaborations than ever. With 965 faculty members, 31,522 students and \$81.7 million in sponsored external research funding this past year — a compound increase of more than 50 per cent over two years, the largest increase of any comprehensive or medical university in Canada — we have many success stories to celebrate.

# SOLVING THE CHALLENGES OF TODAY AND TOMORROW

Carleton's new Advanced Research and Innovation in Smart Environments (ARISE) building, a hub for multidisciplinary research collaborations with government and the private sector



### Smart Environments Building

In August 2019, Carleton unveiled the new Advanced Research and Innovation in Smart Environments (ARISE) building, a hub for multidisciplinary research collaborations with government and the private sector. Research teams and staff began moving into ARISE over the winter and are welcoming new external partners to the building.

### PermafrostNet

In August, the National Sciences and Engineering Research Council (NSERC) funded two Strategic Partnership Grants in Canada. One was for PermafrostNet, led by Carleton Geography and Environmental Studies Prof. Stephan Gruber. With \$5 million over five years, the network brings together researchers from 12 universities and 40-plus partner organizations — including industry, Indigenous communities and government agencies nationally and internationally — to boost Canada's ability to adapt to large-scale permafrost thaw.

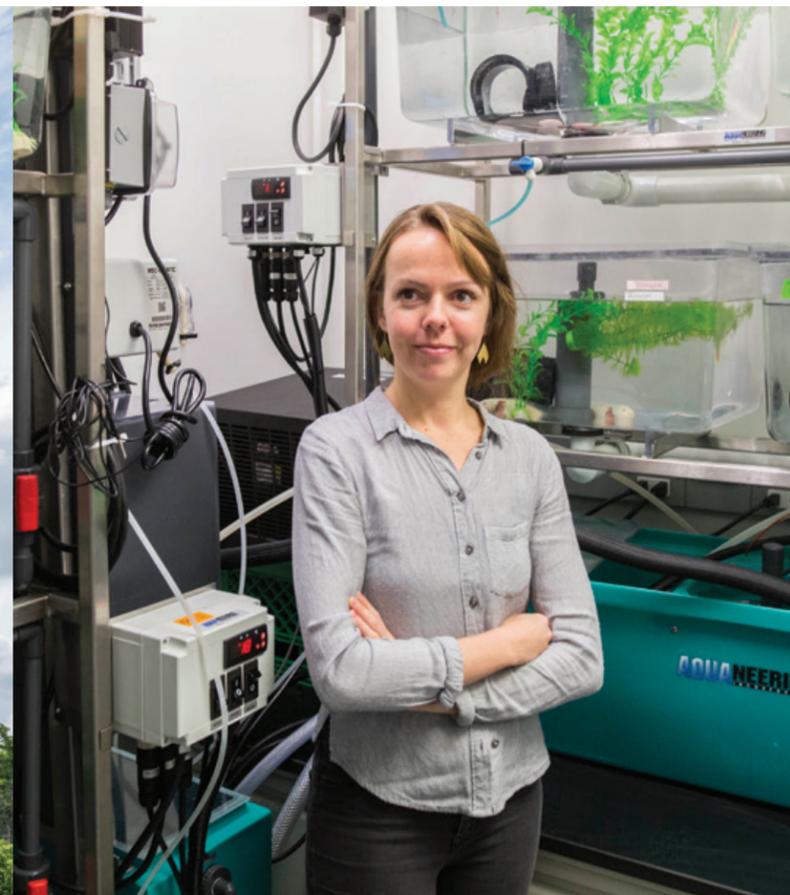
### Canadian Defence and Security Network

Carleton's Stephen Saideman, the Paterson Chair in International Affairs, received a \$2.5-million Partnership Grant from the Social Sciences and Humanities Research Council for the Canadian Defence and Security Network, which has more than 30 external partners. The network advances knowledge of Canadian defence and security studies while informing policy-making and improving cross-sector sharing.

### Groundbreaking Fossil Discovery

A team led by Earth Sciences Prof. Hillary Maddin has discovered the earliest fossil evidence of parental care, a finding that predates the previous oldest record of this behaviour by 40 million years. The breakthrough was covered by more than 130 media outlets across Canada and around the world.

**\$81.7 million**  
in sponsored research funding



Left: Groundbreaking Earth Sciences Prof. Hillary Maddin in her lab on campus. Right: PermafrostNet leader Stephan Gruber on northern British Columbia's Mount Gunnell, reading data that's used to calibrate and test permafrost models from a temperature sensor embedded into the rock.

## MULTIDISCIPLINARY CLUSTERS

# CARLETON SHINES IN CRITICAL RESEARCH AREAS

### IMPROVING BUILDING PERFORMANCE, REMOTE HEALTH MONITORING, AND ENHANCED ACCESSIBILITY FOR ALL.

#### Sustainability and Energy Efficiency

Carleton's strengths in this critical area have never been greater. In the past year, Carleton received more than \$5 million in funding from Natural Resources Canada (NRCan) and the Ontario Research Fund. Mechanical and Aerospace Engineering Prof. Cynthia Cruickshank's Carleton Centre for Advanced Building Envelope Research will develop technologies to make Canada's buildings more energy efficient and less greenhouse gas intensive. Civil and Environmental Engineering researchers Burak Gunay, Liam O'Brien and Scott Bucking also received funds from NRCan to develop new data-mining tools to improve building energy efficiency, occupant comfort, health and workplace productivity. These projects add to the extensive work of Carleton's Building Performance Research Centre and complement the work being done by Gabriel Wainer (Systems and Computer Engineering), Stephen Fai (Architecture) and O'Brien in partnership with Autodesk to investigate technologies for designing more sustainable buildings. Also part of this portfolio are the Northern Nomad tiny house, the Urbandale Centre for Home Energy Research and Efficiency Canada.



Clockwise from top left: Research facilitator Cathy Malcolm Edwards at the launch of Carleton's Canadian Accessibility Network in December 2019; Neuroscience Prof. Kim Hellemans and Cognitive Science Prof. Jim Davies, hosts of the award-winning Minding the Brain podcast; Mechanical and Aerospace Engineering Prof. Mojtaba Ahmadi with an early prototype of his assistive walking device; Mechanical and Aerospace Engineering Prof. Cynthia Cruickshank, head of Carleton's new Centre for Advanced Building Envelope Research



Left to right: Paul Menton Centre for Students with Disabilities director Larry McCloskey, Ontario Minister for Seniors and Accessibility Raymond Cho and Systems and Computer Engineering Prof. Adrian Chan, director of Carleton's NSERC-funded Research and Education in Accessibility, Design and Innovation (READI) training program, during a tour of accessibility services and labs on campus

#### Cognition and Wellness

Carleton continues to build its research excellence in these fields. Beyond existing strengths in health sciences, psychology, biomedical engineering, e-health and patient monitoring continue to emerge. Mohamed Ibnkahla, the NSERC/Cisco Industrial Research Chair in Sensor Networks for the Internet of Things (IoT), Jason Jaskolka (Systems and Computer Engineering) and Ashraf Matrawy (School of Information Technology) launched a program supported by the Department of National Defence's Canadian Safety and Security Program to investigate how e-health systems are vulnerable to cyberattacks. Carleton researchers are also partnering with the Bruyère Research Institute and

the AGE-WELL NCE National Innovation Hub on the design of smart homes to remotely monitor people's health and wellness. And Carleton is proud of the award-winning Minding the Brain podcast hosted by Kim Hellemans (Neuroscience) and Jim Davies (Cognitive Science).

#### Accessibility

Building on our reputation as Canada's most accessible university, Carleton launched the Canadian Accessibility Network (CAN) in December 2019. CAN provides leadership to a national partnership in advancing accessibility for persons with disabilities through research, design and innovation, education and training, policy, employment and community engagement.

## PARTNERSHIPS WITH PURPOSE

At Carleton, we believe that higher education is a force for good in the community and understand the value of partnership in this effort. Locally, nationally and globally, we continuously seek community, industry and philanthropic partners to help serve the greater good and realize positive social change together.

### Efficiency Canada

Efficiency Canada, a partnership between Carleton and industry partners, utilities and funders, completed its first full year of operation. This unique collaboration, housed at Carleton's Sustainable Energy Research Centre, is working to make Canada a global leader in energy efficiency policy, technology and jobs.

develop the next generation of changemakers. The partnership will lead to a Sprott case study on Bridgehead that can be used in business courses and provides opportunities to collaborate on strategic events focused on sustainability and social innovation. It will also bring a Bridgehead outlet to the new Nicol Building, Sprott's future home.



Left to right: Bridgehead Coffee Chief Operations Officer Kate Burnett, Bridgehead Chief Culture Officer (and former CEO) Tracey Clarke and Sprott School of Business Dean Dana Brown celebrate their new partnership



Left: Carleton President Benoit-Antoine Bacon forges a new holistic collaboration on 5G wireless communications with Marcos Cavaletti, the head of Ericsson's operations in Ottawa. Right, from left to right: TVO executive producer Kathy Vey, journalist-in-residence Shelby Lisk, Benoit-Antoine Bacon, Adjunct Research Professor John Medicine Horse Kelly and TVO host Steve Paikin at the launch of the TVO Indigenous Hub at Carleton.

### Holistic Integrated Partnerships

This new initiative offers Carleton-based solutions to business needs in research and innovation, talent development and workforce recruitment, and reputation and corporate social responsibility. Working through one point of contact, businesses can engage with top researchers and promising research projects, develop new co-op and internship opportunities, and amplify their focus on critical social or business needs. In February 2020, the first partnership was unveiled in the ARISE building. The Ericsson-Carleton University Partnership for Research and Leadership in Wireless Networks will expand experiential learning and research opportunities in 5G wireless communications. Ericsson will support future leaders in wireless communications by continuing to be a top employer for Carleton co-op students and through experiential learning. The partnership will also create graduate student internships and establish a fellowship program.

### TVO Indigenous Hub at Carleton

Through a partnership between TVO and Carleton, the TVO Indigenous Hub opened in November 2019. The hub and its journalist-in-residence, Shelby Lisk, will amplify Indigenous voices that are under-represented in current affairs stories and analysis. The hub has also created a new TV studio in Southam Hall — a valuable resource for Carleton and media outlets seeking expert commentary, allowing journalists to interview university experts remotely.

### Bridgehead and Sprott School of Business

Sprott and Ottawa's Bridgehead Coffee have established a partnership rooted in their shared vision for the future of business and a desire to

**WORKING THROUGH ONE POINT OF CONTACT, BUSINESSES CAN ENGAGE WITH TOP RESEARCHERS AND PROMISING RESEARCH PROJECTS, DEVELOP NEW CO-OP AND INTERNSHIP OPPORTUNITIES, AND AMPLIFY THEIR FOCUS ON CRITICAL SOCIAL OR BUSINESS NEEDS.**

## TEACHING AND LEARNING FOR TOMORROW

**150**  
Co-op programs

# PATHWAYS TO STUDENT SUCCESS

Carleton strives to create a 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.

Aerospace Engineering student Daniel Deck on the job during his co-op term with the industrial engineering team at Alstom

### Co-ops

Already one of the largest co-op programs in Canada, the Carleton Co-op Office is adding options to its roster of around 150 co-op programs, streams and concentrations. Students in the Bachelor of Media Production and Design co-op option will begin their first work term in winter 2021. The M.A. Migration and Diaspora Studies and the MEng Sustainable Energy programs will see students seeking their first co-ops in summer 2021. And the Interdisciplinary Science and Practice co-op option will see its first cohort in summer 2022. Carleton students completed 2,789 co-op placements in summer 2019, fall 2019 and winter 2020, a 3.5 per cent increase over the previous year.

### Awards and Grants

- Carleton launched the Chair in Teaching Innovation to recognize the university's top educators and encourage faculty to develop a scholarly approach to teaching and learning. The three-year appointment is awarded to educators who have demonstrated teaching excellence and are looking to further innovate. It provides faculty with \$45,000 to undertake scholarly projects to advance teaching excellence. Profs. Melanie Adrian (Law and Legal Studies) and Mira Sucharov (Political Science) are the inaugural chairs.
- Prof. Anne Trépanier (Indigenous and Canadian Studies) received a D2L Innovation Award in Teaching and Learning for the thoughtful and creative incorporation of technology into her courses. The award recognizes educators who are redefining the learning experience through innovative, student-centred practices. Trépanier is the fourth Carleton professor to receive this award.

### Student Initiatives

- The Students as Partners Program (SaPP) was launched in winter 2020 to foster greater collaboration between instructors and students in developing and designing courses and to help faculty, contract instructors, educational and instructional developers, and librarians to provide a paid work experience to undergraduate students interested in teaching innovation and curriculum design. In its first term, 34 students participated in the program.
- Carleton is one of six Canadian institutions that have joined forces to form a new network of universities focused on encouraging experimentation and scaling effective approaches to skills development. FUSION, the Future Skills Innovation Network, focuses on skill development to ensure that graduating students are ready for a rapidly changing world.



Top: Communications and Media Studies student Margaret Johnston during her work term as a marketing assistant at Gusto Worldwide Media. Above: Indigenous and Canadian Studies Prof. Anne Trépanier, who received a D2L Innovation Award in Teaching and Learning for the thoughtful and creative incorporation of technology into her courses.

Law and Legal Studies Prof. Melanie Adrian (standing) was one of two recipients of Carleton's new three-year Chair in Teaching Innovation



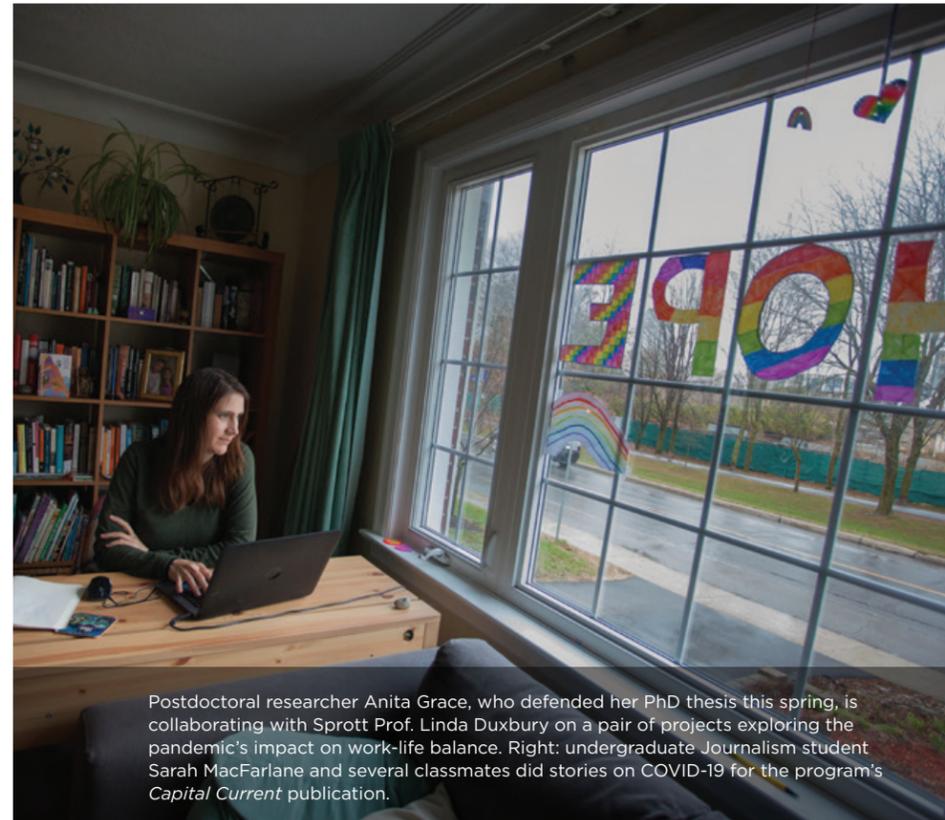
## COVID: TRANSITIONING ONLINE IN A WEEK

The unprecedented impacts of the COVID-19 pandemic have been disruptive to Carleton, Canada and the world. At times like this, communities define their values. Carleton is a community of respect and care, and this was demonstrated by our collective composure and grace under pressure while prioritizing the health and wellbeing of our students and peers. Preserving our academic mission amid the pandemic is a powerful symbol of our strength, adaptability and commitment to learning.

# GRACE UNDER PRESSURE



Carleton staff hold a virtual meeting in the early days of the university's quick — and successful — transition to moving almost all operations online



Postdoctoral researcher Anita Grace, who defended her PhD thesis this spring, is collaborating with Spratt Prof. Linda Duxbury on a pair of projects exploring the pandemic's impact on work-life balance. Right: undergraduate Journalism student Sarah MacFarlane and several classmates did stories on COVID-19 for the program's *Capital Current* publication.

**PRESERVING OUR ACADEMIC MISSION AMID THE PANDEMIC IS A POWERFUL SYMBOL OF OUR STRENGTH, ADAPTABILITY AND COMMITMENT TO LEARNING.**



### Adapting Coursework and Projects

Sarita Cuadros Sanchez, a third-year Biology student, was scheduled for a major end-of-term presentation. When Carleton replaced face-to-face instruction with alternative modes, Cuadros Sanchez and Prof. Ashkan Golshani decided that she would present from home using an online video and screen-sharing platform, with her classmates invited to watch and ask questions. "It feels good that our professors are here to support us," said Cuadros Sanchez, "no matter what."

### Reassuring Students

For Prof. Stephanie Carvin of Carleton's Norman Paterson School of International Affairs, one of the top priorities when corresponding with students has been reassurance. "They take their grades seriously and worry about normal things such as getting assignments finished on time," she said. The first thing Carvin emphasized in emails to students is that they wouldn't be penalized amid this uncertainty. She also promised to consider their individual circumstances when grading and shared links to wellness supports.

### Flexible Teaching and Testing

Mechanical and Aerospace Engineering Prof. Jeremy Laliberté was juggling an undergraduate course, a graduate course, students doing fourth-year capstone projects and supervising graduate students. His focus shifted to online teaching and figuring out alternatives to in-person final exams. "This is a big test for all of us," he said, "and the key for me has been flexibility."

### Crisis Management and Recovery (CMR)

This Spratt School of Business initiative helps small- and medium-sized enterprises and non-profit organizations, while providing students with a unique opportunity to gain skills and experience. Through Spratt's Project-Based Service Learning enterprise, teams of CMR-trained students, supervised by faculty, are providing free consulting services to help organizations manage the pandemic and develop recovery plans.

## WELLNESS AND MENTAL HEALTH



Left, clockwise from top left: Carleton students Luke Barkovich, Molly Zhang, Isabel Mertick-Sykes and Olivia Turner join an anti-stigma campaign. Above: Carleton's Vicki Boman with Mertick-Sykes, Turner and President Bacon at Recovery Day Ottawa. Below: an International Student Services Office snowshoe outing in Gatineau Park.



# TOOLS FOR THRIVING

Carleton has developed and shares numerous resources and tools that provide students with the information and education needed to build skills and gain knowledge that will help them resolve personal difficulties and thrive while at university and beyond.

**IN RESPONSE TO COVID-19, THE THERAPY DOG PROGRAM QUICKLY ADAPTED AND BEGAN OFFERING LIVE VIRTUAL VISITS THROUGH SOCIAL MEDIA.**

### Mental Health

- The Carleton Therapy Dog program expanded to include 14 dogs with faculty and staff as handlers. This program is part of a campus-wide mental health initiative that fosters a welcoming and supportive environment. During the fall 2019 term, more than 1,600 students attended sessions. The program also received recognition at Excellence Canada. In response to COVID-19, it quickly adapted and began offering live virtual visits through social media, with student services officers joining the dogs to promote resources and answer questions.

- We are continuing to focus on promoting free, confidential, 24/7 counselling services in the community to undergraduate students through Empower Me — support that's available in person, by telephone, video-counselling or e-counselling. This allows students to connect with qualified counsellors, consultants and life coaches for free 365 days a year.
- Carefor and Carleton, through the Department of Recreation and Athletics, launched a new young onset dementia program called The Club to help keep people aged 65 and younger active and socially connected while slowing advancement of the disease.

### Sexual Violence

- The Department of Equity and Inclusive Communities has engaged the Carleton community in creating a campus sexual violence prevention and education strategy called "Honouring Each Other,"

which provides a three-year blueprint that focuses on prevention and education. Many of the feedback items identified in the consultation on the Sexual Violence Policy have been used to develop this strategy.

- Carleton has developed a user-friendly visual aid for understanding the formal reporting process under the Sexual Violence Policy. This document, along with the Responding to Disclosures Guide, is available to members of the community upon request through [carleton.ca/studentsupport](http://carleton.ca/studentsupport)



Carleton's Students and Enrolment division, led by Vice-President (Students and Enrolment) Suzanne Blanchard, holding certificate, won Bronze Level certification in Excellence, Innovation and Wellness at the Excellence Canada Summit in Toronto in November 2019, where Carleton also became the first post-secondary institution to reach Gold Level certification in Mental Health at Work

# KINÀMÀGAWIN: LEARNING TOGETHER

## A COLLECTIVE CALL TO ACTION

Carleton is renewing its commitment to ensure that all students have an understanding of Indigenous peoples, histories and world views. After its formation in December 2018, the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC) conducted more than 40 consultations — on and off campus — that included more than 600 people. CUSIIC was convened to revitalize Carleton'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).

Co-chaired by Prof. Kahente Horn-Miller (Indigenous and Canadian Studies), Benny Michaud (Assistant Director, Indigenous Initiatives, Equity and Inclusive Communities) and Provost and Vice-President (Academic) Jerry Tomberlin, the committee is comprised of First Nations, Métis and Inuit members from local communities, as well as Carleton faculty, staff and students. CUSIIC categorized the feedback it gathered into several themes: relationships;

student support; recruiting and retaining Indigenous students, faculty and staff; Indigenous spaces; Indigenous visibility on campus; Indigenous teaching methods and ways of knowing; knowledge keepers; new positions; research ethics; and metrics.

Based on this substantial feedback, the committee published a set of 41 draft Carleton-specific calls to action in October 2019 as part of an institutional response to the TRC. These calls to action are aspirational recommendations that have evolved throughout this process. The CUSIIC co-chairs published the committee's final report, "*Kinàmàgawin: Learning Together*," which details a timeline of Indigenous initiatives at Carleton, CUSIIC's methodology and consultation process, a summary of the feedback and the final 41 calls to action. The next step is to implement the calls to action. "Kinàmàgawin is about the future," Algonquin Elder Barbara Dumont-Hill (Kitigan Zibi Anishinabeg) wrote in the foreword of the report. "Learning in the Indigenous way, the humility of seeking and sharing knowledge of all of our gifts will ensure that the next seven generations will benefit."

In late November, Carleton's Centre for Indigenous Initiatives hosted more than 150 people at a round dance in celebration of the university's Indigenous community and in support of students as they headed into exams; the Carleton University Strategic Indigenous Initiatives Committee's final report, "*Kinàmàgawin: Learning Together*," was released in May, a milestone on the journey toward revitalizing Carleton's Indigenous strategy and re-energizing relationships with Indigenous communities



# KINÀMÀGAWIN

{ LEARNING TOGETHER }

CARLETON UNIVERSITY STRATEGIC INDIGENOUS INITIATIVES COMMITTEE  
FINAL REPORT  
MAY 2020



**"THE HUMILITY OF SEEKING AND SHARING KNOWLEDGE OF ALL OF OUR GIFTS WILL ENSURE THAT THE NEXT SEVEN GENERATIONS WILL BENEFIT."**

— ALGONQUIN ELDER BARBARA DUMONT-HILL



## STRATEGIC PLANNING

Higher education continues to change — in fact, the pace of change is accelerating — and we must ask ourselves: What must we do now to be the best Carleton that we can be in the next 5 to 10 years? Over the 2019-20 academic year, Carleton undertook a broad and consultative process to design our next Strategic Integrated Plan (SIP). This is a crucial step in determining the direction of Carleton’s future, because our plans will ultimately become our reality.

In June 2019, four collaborative leaders were named as co-chairs of the SIP Task Force: Lorraine Dyke, Deputy Provost (Academic Operations and Planning); Betina Appel Kuzmarov, Clerk of Senate; Patrice Smith, Dean, Faculty of Graduate and Postdoctoral Affairs; and Cindy Taylor, Assistant Vice-President, Human Resources. During the fall

# WRITING THE NEXT CHAPTER

Strategic Integrated Plan Task Force Co-Chairs Lorraine Dyke (Deputy Provost, Academic Operations and Planning) and Patrice Smith (Dean, Faculty of Graduate and Postdoctoral Affairs) at the start of Carleton’s collaborative strategic planning process



President Bacon and Canadian higher education expert Ken Steele in September 2019 at the first event of Carleton’s Strategic Planning Speaker Series



term, the Task Force engaged in more than 1,000 conversations with the Carleton community about our strengths and vision for the future. This input shaped a second consultation phase. The Carleton community was enthusiastically engaged in both consultation phases and in the Strategic Planning Speaker Series, which brought 13 experts to campus over 8 events and prompted us all to think strategically about topics such as research and internationalization.

At the beginning of the winter term, the SIP Task Force published a progress report to share a summary of the feedback received. This feedback played a crucial role in the development of the draft plan. Carleton’s next SIP draws inspiration from our unique geographical position at the confluence of the Rideau river and canal, and from a third triangular axis, Bronson Avenue, representing campus-community connections. The plan is scheduled to be approved in June 2020 and launched in September 2020.

### Raven Magazine Takes Flight

One of the ideas at the heart of Carleton’s strategic planning process is the importance of telling our stories in a bold way. Befittingly, *Raven* magazine — a showcase for the important and inspiring work of Carleton faculty, students, staff, alumni and the university’s community partners — was launched in February 2020. The biannual print magazine, produced by the Department of University Communications, is a celebration of Carleton’s sense of purpose and powerful momentum. “In today’s era of digital overload and fake news, launching a print publication is an act of countercultural resistance,” President Benoit-Antoine Bacon writes in the debut issue. “It carries the insistence that these words and pictures are real, meaningful and lasting — that these stories matter.”



## SUSTAINABILITY LEADERS

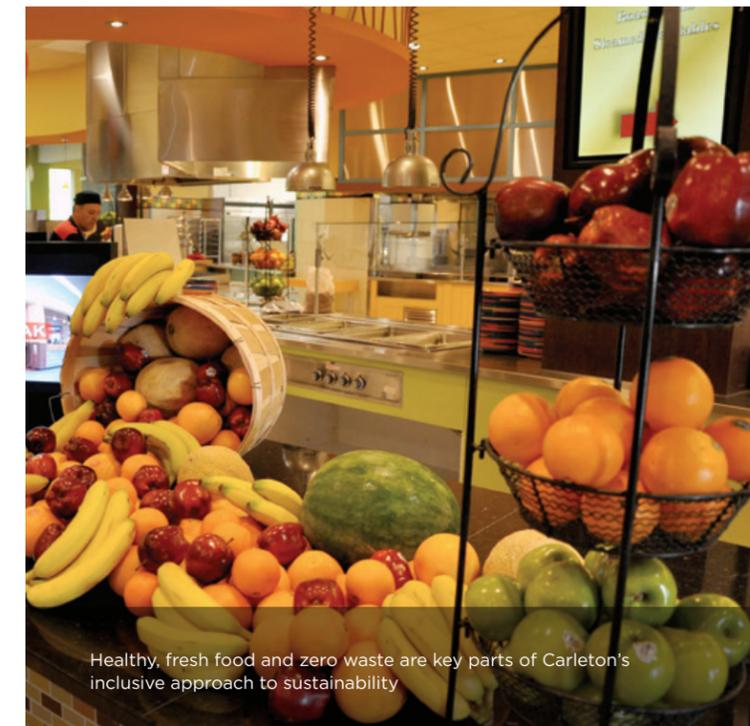
# FOR PEOPLE AND FOR THE PLANET

Carleton defines sustainability in an inclusive style, encompassing human and ecological health, social justice, secure livelihoods and a better world for all generations. The UI Green Metric World University Rankings, a global ranking concerned with broader sustainability impacts, including waste, energy and teaching, has ranked Carleton as the second most sustainable university in Canada and 35th in the world. Carleton has achieved a 35 per cent reduction in carbon emissions, zero waste in our central food court and residence dining hall, and more than 70 per cent of all trips coming to campus now use active modes of transportation.

**Second**  
**most sustainable**  
university in Canada

To increase our commitment to sustainability, a Carleton Sustainability Plan has been drafted with community input from themed workshops, online consultation, targeted consultation and benchmarking across other institutions and industry best practices. This plan will play a key role in supporting the university's wider goal of integrating sustainability into its academic programs, research and engagement initiatives, and ensure collaborative efforts across the campus.

Operationally, Carleton has committed to reducing our carbon emissions to achieve carbon neutrality by 2050, with an interim measure of a 50 per cent reduction by 2030. Within our Teaching and Learning environment, Carleton will continue to strengthen sustainability in formal programs and practices, ensuring that our students have the skills and knowledge to succeed in their future sustainability careers. Our focus on research will ensure that Carleton can address the complex challenges associated with sustainability, with a focus on interdisciplinary research with social, environmental and economic impact.



Healthy, fresh food and zero waste are key parts of Carleton's inclusive approach to sustainability

## NATIONAL CHAMPIONS



**15** national basketball titles in 18 seasons!

# RAVENS BRING HOME GOLD

Capping off another stellar season for Carleton Ravens varsity teams, the men's basketball squad captured its 15th U SPORTS National Championship in the last 18 years on March 8, beating Dalhousie 74-65 at TD Place arena in Ottawa. En route to the national title, the Ravens also won their third consecutive Ontario University Athletics (OUA) championship, their 12th since 2003.



Coming off a strong season and a top-10 national ranking, the women's basketball team lost in the first round of the U SPORTS championships at TD Place, falling to the eventual national champs from the University of Saskatchewan. The joint tournaments, hosted by Carleton and the University of Ottawa, marked the first time women and men competed for national hoops titles on the same court as well as the biggest venue ever for a women's basketball championships in Canada.

Another Ravens sports dynasty — the women's Nordic ski team, led by Zoë Williams — won its fifth straight OUA championship in Sault Ste. Marie, Ont., in late February. The men's ski team also won the provincial title, its first OUA championship since 2017.

The men's soccer team also won the provincial championships, at Toronto's York University in early November, and qualified as the number-one seed for the U SPORTS Men's Soccer Championship a week later in Montreal, where it finished fourth.

Other athletics highlights include the women's rugby team winning the RSEQ Consolation Final, defeating the Université de Montréal 50-24, and the men's hockey team finishing first in the OUA regular season, setting a new program record for wins by finishing 24-3-1.



Opposite page: Guard Connor Vreeken cuts the mesh after the Carleton Ravens won the national men's basketball championship in March 2020. This page: Zoë Williams and her sister Bronwyn in training at Nakkertok after leading the Ravens women's Nordic ski team to its fifth consecutive provincial championship.

## EXPANSION AND IMPROVEMENT

# BUILDING FOR THE FUTURE

### Update on Nicol Building

The \$65-million Nicol Building is taking shape with the roof, exterior precast and the curtain wall installations almost complete. Framing of the interior is also well underway on all seven floors, with mechanical and electrical work started. The structure incorporates innovations such as two mega beams to mark the “topping” of the building — the first time these kind of beams have been used on campus. It’s also the first institutional building in the Ottawa region to use a “bubble deck,” which allows for spanning greater distances without supporting columns. This will create beautiful open interior spaces for students to gather and study or for academic and ceremonial activities.

### Science Laboratories

A number of projects to improve research labs and teaching spaces in science buildings (Nesbitt, Steacie and Herzberg) have resulted in modernized spaces for faculty and students. Renovations to labs in the Nesbitt biology building are complete and plans are underway for a new facility for hummingbirds, as



Sprott School of Business Dean Dana Brown and Vice-President (Academic) and Provost Jerry Tomberlin, the former Dean of Sprott, look forward to the completion of the 115,000-square-foot Nicol Building, the new home for Carleton’s business school. Alongside the intensification of campus, the university is developing an Outdoor Space Master Plan to better plan and manage the outdoor areas.



well as an outdoor classroom. The Dean of Science and Facilities Management and Planning (FMP) have collaborated on multi-year plans to upgrade fume hoods in Steacie as well as teaching and research labs and office spaces in Herzberg. Alongside the completion of the Health Sciences Building, these upgrades will open new possibilities for research and learning.

### Student-Focused Study Space

Working together, Teaching and Learning Services, the Faculty of Public Affairs, the Faculty of Arts and Social Sciences and FMP unveiled a new \$1-million student study space in the Herb Gray Lounge in the Loeb Building. This modernized space is part of

a multi-phase plan to renew and upgrade student study spaces and is in addition to the \$1.5 million invested to change 22 classrooms in Southam Hall into “active learning” spaces, equipped with wireless projection and student-centred furniture, layout and design.

### Outdoor Space Master Plan

Carleton is working on a campus Outdoor Space Master Plan. Specific areas of focus include: sidewalks, paths and trails to enhance safety and access for pedestrians and cyclists; renovations to existing open spaces to make them more welcoming and multi-seasonal; Indigenous-focused elements; and a new pedestrian bridge over the Rideau River.

## FEATURED ALUMNI

# IMPACTFUL GRADUATES

### Dan Fortin: Incoming Board Chair

After two terms as Vice-Chair of Carleton's Board of Governors, Dan Fortin succeeds Nik Nanos as Chair on July 1. Fortin retired as President of IBM Canada in 2014 after a rewarding 35-year career, during which he held numerous leadership positions in Canada and globally. Since then, he has remained active on many boards and associations, including the Conference Board of Canada, World Vision Canada and Evok Innovations, an investment fund for clean tech startups. He has both a Civil Engineering degree and an honorary degree from Carleton.

### Felix Denomme: Engineering Innovator

This spring, when Ottawa's B-Con Engineering shifted half of its operations from making optical systems for communications satellites to manufacturing face shields for health-care workers in the front

lines of the coronavirus pandemic, recent Carleton Aerospace Engineering graduate Felix Denomme played a key role in the transformation. Denomme helped design the shields and figured out how to use a network of 3D printers to create crucial parts. "It's our responsibility as engineers to help during this crisis," says Denomme, who was praised by PM Justin Trudeau during a press conference. "Engineering allows you to be creative and apply your problem-solving skills to help people."

### Kellylee Evans: Musical Superhero

Juno Award-winning singer-songwriter Kellylee Evans makes waves around the world with her energy-charged performances and recordings. The Carleton graduate (with bachelor's degrees in both Law and English) and past artist-in-residence at the university knows the hard work required for a successful career.

Since a life altering lightning strike in 2013 and a concussion in 2015, the mother of three has explored multiple healing modalities and released the Juno-nominated album *Come On*. When not performing, Evans shares her story to inspire others to find their superpower in the face of adversity.

### Rawlson King: Civic Trailblazer

In a historic byelection in Ottawa's Rideau-Rockcliffe ward in April 2019, Rawlson King was elected as the city's first-ever black city councillor. King, who has both a bachelor's degree in Journalism and Law and a master's in Communication from Carleton, was an entrepreneur and communications professional with

**Board Chair**  
**Problem Solver**  
**Juno Winner**  
**Trailblazer**  
**Trudeau Staffer**

more than 20 years of experience before entering municipal politics. He is now chair of Ottawa's Built Heritage Sub-Committee and is on the Standing Committee on Environmental Protection, Water and Waste Management as well as the boards of Crime Prevention Ottawa and the Ottawa Community Housing Corporation.

### Susan Menchini: Planning Perfectionist

As deputy director of tour and scheduling in the Office of the Prime Minister, Susan Menchini leads a team that's responsible for ensuring Justin Trudeau's meetings and public appearances come off without a hitch. "It's the experience of a lifetime," says Menchini, who graduated from Carleton with a Communication and Media Studies degree in 2011, with a concentration in Image, Politics and Persuasion. "We need to communicate the government's message. We need to understand what the government's policy is, what the big issues are, and mesh that with all of the logistics."

Opposite page: Felix Denomme; this page, clockwise from top left: Rawlson King, Kellylee Evans, Dan Fortin, Susan Menchini



## QUICK FACTS

# CARLETON 2019-2020 BY THE NUMBERS



# 27,370

Undergraduate Students

# 4,152

Graduate Students

# 31,522

Total Students



More than  
**\$3.8 billion**  
economic impact

# \$489 million

operating budget

# 14,286

scholarships and bursaries  
totalling \$25 million awarded  
to undergraduate students

# \$81.7 million

in sponsored research funding  
in 2018-2019

## FACULTY, STAFF AND ALUMNI

**Faculty Members: 965**

**Staff Members: 1,317**

**Contract Instructors: 836**

**Graduate Teaching Assistants: 1,870**

**Library Staff: 105**

**Carleton Alumni: 165,000+**

**Employed Retired Faculty: 30**

### Well-known alumni include:

Tunde Adeleke, Richard Arbeiter, Yaprak Baltacioğlu, Neala Barton, Rosemary Barton, Robyn Bresnahan, Karla Briones-Hoey, Eric Chan, Andrew Chang, Janice Charette, David Coletto, Joseph Cressy, Michael Crichton, James Duthie, Kellylee Evans, Elanor Forbes, Brittany Forsyth, Carey Frey, Victoria Hermann, Yazmine

Laroche, Mischa Kaplan, Adam Kingsbury, Danika Littlechild, Komaljit Minhas, Emma Miskew, Khawar Nasim, Yasir Naqvi, Julie Nesrallah, Jay Nordenstrom, Nicholas Osborne, Josipa Petrunic, Peter Popplewell, Jane Porter, John Ruddy, Andrew Scott, Thomas Scrubb, Jamie Sinclair, Stacey Siopis, Eric Sprott, Ryan Van Stralen

- Founded in 1942
- Student entry average is 84.8%
- More than 65 degree programs
- 200+ new startup companies since 2010
- Award-winning mental health strategy
- 1,000+ research projects underway
- 28 Canada Research Chairs
- 11 Endowed chairs
- 32 Royal Society Fellows
- 6 Royal Society College of New Scholars
- 22 Recipients of the Order of Canada
- 10 3M National Teaching Award Winners
- 9 Banting Postdoctoral Fellowships
- 3 National Killam Award winners

# 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 Baltacioğlu**  
Chancellor (ex officio)
- Farima Afaq**  
Graduate Student  
Public Policy
- Abdulwahab Alhaimi**  
Undergraduate Student  
Sustainable and Renewable Energy Engineering
- 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
- Beth Creary**  
Community Member  
Vice-President/Assistant General Counsel, Ligado Networks
- Patrick Dion**  
Community Member  
Government Affairs and Communications Consultant
- Jim Durrell**  
Community Member  
Mayor of 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 Finckenstein**  
Community Member  
Consultant and Arbitrator, Former Federal Court Justice and Chair of the CRTC
- Jessica Fullerton**  
Graduate Student  
Public Policy and Administration
- Kim Furlong**  
Community Member  
Chief Executive Officer, Canadian Venture Capital and Private Equity Association
- Gail Garland**  
Alumni  
Founder/CEO, Ontario Bioscience Innovation Organization
- Christina Gold**  
Community Member  
CEO, Western Union Financial Services Inc.
- Dan Greenberg**  
Community Member  
President/Owner, Ferguslea Properties Limited
- Louise Hayes**  
Alumni  
Director, Parliamentary and Cabinet Affairs, Treasury Board Secretariat
- 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

- Jonathan Malloy**  
Faculty  
Department of Political Science
- Brenda O'Connor**  
Community Member  
Vice-President of Governance and Strategy, Canadian Credit Union Association
- Banu Örmeci**  
Faculty  
Civil and Environmental Engineering
- Elinor Sloan**  
Faculty-Senate  
Department of Political Science
- Patrice Smith**  
Faculty-Senate  
Dean, Faculty of Graduate and Postdoctoral Affairs
- Jane Taber**  
Community Member  
Vice President of Public Affairs, NATIONAL Public Relations
- Ann Tremblay**  
Community Member  
Director, Architectural and Engineering Services, National Centre of Expertise on Accessibility, Public Services and Procurement Canada
- Art Ullett**  
Staff  
Locksmith, Facilities Management and Planning



On behalf of the entire Carleton community, we extend a special thank you to outgoing Chair Nik Nanos, whose exceptional two years of leadership come to an end on June 30. His focus on transparency and relationship building have played a pivotal role in the Board's stewardship and the university's success.

# SENATE

Senate is the university's most senior academic body. Representing the Carleton community, Senate is comprised of more than 80 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
- Yaprak Baltacioğlu, Chancellor
- Jerry Tomberlin, Provost and Vice-President (Academic)
- Rafik Goubran, Vice-President (Research and International)
- Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar
- Michel Piché, Vice-President (Finance and Administration)
- Dwight Deugo, Vice-Provost and Associate Vice-President (Academic)
- Chuck Macdonald, Dean, Faculty of Science
- Larry Kostiuik, Dean, Faculty of Engineering and Design
- Pauline Rankin, Dean, Faculty of Arts and Social Sciences
- Patrice Smith, Dean, Faculty of Graduate and Postdoctoral Affairs
- André Plourde, Dean, Faculty of Public Affairs
- Dana Brown, Dean, Sprott School of Business
- Amber Lannon, University Librarian
- Bjarki Hallgrímsson, Director, School of Industrial Design
- Michel Barbeau, Director, School of Computer Science
- Jill Stoner, Director, Azrieli School of Architecture and Urbanism
- Chris Joslin, Director, School of Information Technology
- Ashley Courchene, President, GSA
- Hemant Gupta, Vice-President (Academic), GSA
- Lily Akagbosu, President, CUSA
- Sarah Shires, President, CASG

## Board of Governors Representatives

- Kenneth Evans
- Ann Tremblay
- Konrad von Finckenstein
- Patrick Dion

## Special Appointments to Senate

- Margaret Haines, Alumni Association
- Kim Hellemans, Academic Colleague

## Elected Faculty Senators

- Samuel Ajila, Engineering and Design
- Olga Baysal, Science/Computer Science
- Anne Bowker, Arts and Social Sciences
- Sheryl Boyle, Engineering and Design/Architecture
- Naomi Cappuccino, Science (Faculty Board Secretary)
- Andrea Chandler, Public Affairs
- James Cheetham, Science
- Cynthia Cruickshank, Engineering and Design (Secretary of the Faculty Board)
- Tina Daniels, Arts and Social Sciences
- James Deaville, Arts and Social Sciences
- Timothy Di Leo Browne (Contract Instructor)
- Chantal Dion, Arts and Social Sciences
- Dana Dragunoiu, Arts and Social Sciences
- Pat Farrell, Science
- Dag Gillberg, Science
- Pavan Gunupudi, Engineering and Design
- Farah Hosseinian, Science
- Beth Hughes, 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
- Ruth McKay, Sprott School of Business
- Howard Nemiroff, Sprott School of Business

- Doron Nussbaum, Science/Computer Science
- Justin Paulson, Arts and Social Sciences
- Brett Popplewell, Public Affairs
- Morgan Rooney (Contract Instructor)
- Wei Shi, Engineering and Design/Information Technology
- Alexis Shotwell, Arts and Social Sciences
- Daniel Siddiqi, Arts and Social Sciences
- Julia Sinclair-Palm, Arts and Social Science
- Siva Sivathayalan, Engineering and Design
- Elinor Sloan, Public Affairs (Senate Representative on Board of Governors)
- Chantal Trudel, Engineering and Design/Industrial Design
- Crina Viju, Public Affairs (Secretary of the Faculty Board)
- Johan Voordouw, Engineering and Design/Architecture
- Paul Wilson, Public Affairs
- Johannes Wolfart, Arts and Social Sciences
- Pamela Wolff, Science
- Barry Wright, Public Affairs
- Winnie Ye, Engineering and Design

## Elected Student Senators

- Graduate Students
  - Sidney Moran, Arts and Social Sciences
  - Sriyanchita Srinivasan, Public Affairs
  - Carmen Warner, Public Affairs
- Undergraduate Students
  - Afreen Ahmad, Public Affairs
  - Tyler Boswell, Public Affairs
  - Julia Bruno, Arts and Social Sciences
  - Millie Close, Science
  - Olivia Hobbs, Arts and Social Sciences
  - Zack Kryworuchka, Arts and Social Sciences
  - Sheldon Parathundiyil, Public Affairs



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