



# CARLETON U PRESIDENT'S REPORT 2021



Carleton  
UNIVERSITY



MESSAGE FROM THE PRESIDENT



ADAPTING TO THE  
PANDEMIC WITH  
CREATIVITY AND  
COMPASSION

There’s no question that the last 12 months have been challenging, with COVID-19 creating tremendous disruption, uncertainty and suffering for so many people. Through it all, I am truly proud of how the Carleton University community has adapted to these challenges with resilience, creativity, flexibility and compassion.

Indeed, it has also been a year of great opportunities at Carleton. We launched our new and exciting Strategic Integrated Plan, an ambitious roadmap to a bright future. We have made the most of the rapid shift to online learning, supporting students in a way that prepares them to become the leaders of tomorrow. And our research continues to soar, with a record breaking \$86.5 million in external funding over the past year towards tackling some of the world’s most pressing problems, including COVID-19.

We have also made significant progress on addressing inequities within Carleton and in society. Notably, we are implementing the 41 calls to action of Kinàmàgawin — our revitalized Indigenous strategy — and have launched our new Equity, Diversity and Inclusion Action Plan. This is integral to our mission and continued success. We must stand for a more equitable society through our teaching, research and purposeful partnerships in Ottawa, across Canada and around the world.

I want to close with my sincere thanks to our students, staff, faculty, alumni, community partners and friends for all of the ways in which you have kept us going and helped one another throughout the pandemic. There is light at the end of the COVID-19 tunnel, and we are looking forward to a safe and gradual return to our beautiful campus in the near future. We will be together again soon, and we will build back better!

Benoit-Antoine Bacon  
President and Vice-Chancellor

@CU\_President  
carleton.ca/president/p15



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On the cover: Top: Fourth-year African Studies and Political Science student Tinu Akinwande, the Carleton University Students’ Association’s Vice-President Student Issues. Bottom: Karen Taylor and MacKenzie Brannen, when they were a postdoctoral fellow and undergraduate student respectively, at work in Mechanical and Aerospace Engineering Prof. Oren Petel’s helmet testing lab. Taylor is now an instructor in the department and Brannen will be starting her master’s in the fall.

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# AN AMBITIOUS STRATEGIC PLAN

Following a broad and consultative process, Carleton’s new Strategic Integrated Plan (SIP) was officially launched at a virtual event in September 2020 to an audience of more than 600 members of the university community. Although the event marked the end of the process that led to the development of the plan, it was the beginning of a new chapter for Carleton. It is now our shared responsibility — across faculties, departments and units — to reflect on our new strategic directions and bring positive, long-lasting change to the university.

# OUR ROADMAP TO A BRIGHT FUTURE



Carleton University  
**Strategic Integrated Plan**

2020-2025

Shape the future.

Launched in September 2020, Carleton’s new Strategic Integrated Plan is grounded in the university’s distinctive strengths and its community-focused and student-centred history

THE PLAN IS BUILT ON THE SYMBOL OF THE TRIANGLE, THE MATHEMATICAL SYMBOL FOR CHANGE. OUR SIP IS A CALL TO ALL OF US TO STEP UP TO THE CHALLENGES OF OUR TIME.

The new SIP articulates an ambitious vision for Carleton that is grounded in our distinctive strengths and our community-focused and student-centred history. Our new aspiration statement — formed through conversations with members of the Carleton community — focuses on leveraging the power of higher education to be a force for good. Our aspirations align along three key strategic directions which mirror the borders of our beautiful campus. Carleton sits on a triangle of land bordered by the Rideau Canal (representing ingenuity), the Rideau River (representing resilience) and Bronson Avenue (representing community). These directions inspire us to Share Knowledge, Shape the Future; Serve Ottawa, Serve the World; and Strive for Wellness, Strive for Sustainability.

The plan is built on the symbol of the triangle, which is also the mathematical symbol for change. Taken together, the three axes of this triangle comprise Carleton’s mandate for change. Our SIP is a call to all of us to step up to the challenges of our time. Carleton is well-positioned to see its new plan through with momentum and optimism.

**Share Knowledge, Shape the Future**

We draw on the ingenuity of the Rideau Canal as inspiration to pursue knowledge that can change the world. Carleton’s core mission of teaching and learning, research, student experience and organizational excellence is reflected here.

**Serve Ottawa, Serve the World**

This axis is inspired by Bronson Avenue, Carleton’s connection with community and, ultimately, the world. This axis symbolizes our community-empowered roots, sense of purpose and our deep and enduring connection to Ottawa and its people, our country and the world.

**Strive for Wellness, Strive for Sustainability**

This strategic direction, represented by the Rideau River that borders the southern edge of campus, focuses our collective efforts on our resilience and responsibility to one another, ourselves and our world. An important part of this direction is about encouraging a focus on mental health, purpose and sustainability so that we and our communities may thrive.



## RESEARCH THAT SHAPES THE FUTURE, PART I

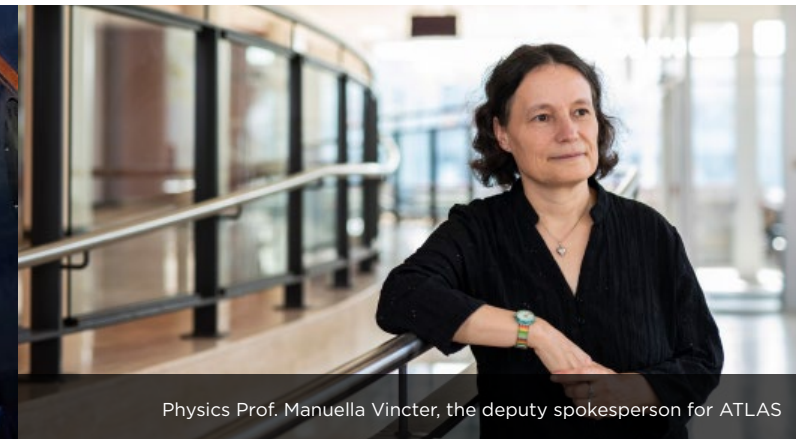


Student and undergraduate research assistant Khaled Madhoun, who is a member of Physics Prof. Alain Bellerive's research team, testing and characterizing particle detector components built at Carleton, in front of the ATLAS project's New Small Wheel at CERN in Geneva

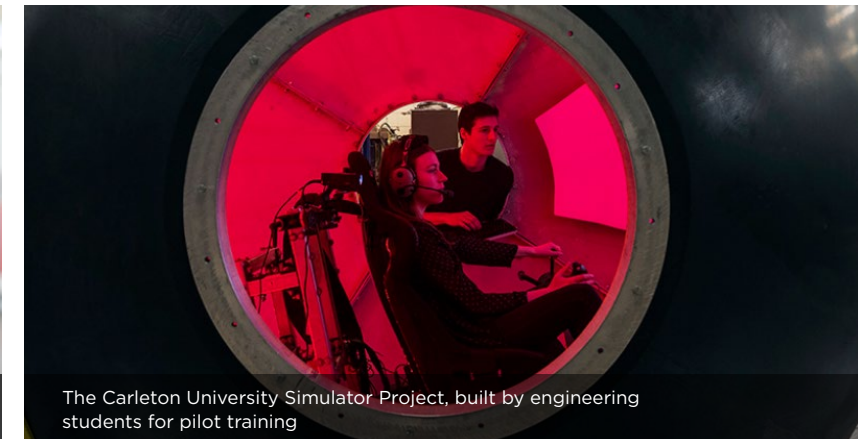
# IMPACTFUL PROBLEM SOLVING

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 969 faculty members, 32,116 students and \$86.5 million in sponsored external research funding we have many success stories to celebrate.



Physics Prof. Manuella Vinciter, the deputy spokesperson for ATLAS



The Carleton University Simulator Project, built by engineering students for pilot training

### Research Funding Soars

Carleton's sponsored external research funding has increased by 59 per cent over the past three years, including a 38 per cent increase in Tri-Agency funding — from the Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council of Canada (NSERC) and Social Sciences and Humanities Research Council of Canada (SSHRC) — and a 300 per cent increase in corporate partnership research income. This includes six SSHRC Partnership Grants, two NSERC Strategic Network grants and 48 Ontario Early Researcher Awards, and has contributed to a 27.1 per cent increase in scholarly output over the past five years.

### Particle Physics Leaders

In October 2020, Carleton Physics Prof. Manuella Vinciter was reappointed for an unprecedented second term as deputy spokesperson for the ATLAS collaboration at CERN, the European organization for nuclear research in Geneva, Switzerland. Vinciter is helping manage both technical and human aspects of ATLAS, which involves roughly 5,500 people from 38 countries. Carleton's strength in particle physics is also on display in Canada, with Prof. Mark Boulay recently receiving \$6.9 million from the Canada Foundation for Innovation (CFI) for next-generation liquid argon experiments on the nature of dark matter, an international scientific

priority. Meanwhile, on campus, a team led by Prof. Alain Bellerive has finished putting together multimillion-dollar components for CERN's Large Hadron Collider.

### ICT Innovations

Carleton research in cutting-edge information and communications technology (ICT) includes the university's strategic partnership with Ericsson, which is supporting efforts to build more reliable, secure technology for the future of 5G wireless communications. Faculty and students are also collaborating at the state-of-the-art Area X.O facility — which evolved out of the Ottawa L5 Connected and Autonomous Vehicle (CAV) test track — and at the new Hub350 technology centre in Kanata North. Prof. Richard Yu received a \$1.65-million grant this year from NSERC for his CAV research, which will fund 180 placements for students at 12 organizations, including BlackBerry QNX, Nokia and Transport Canada.

### Research Royalty

Last September, Carleton Profs. Laura Madokoro and Zoe Todd and were named members of the incoming class of the College of New Scholars, Artists and Scientists by the Royal Society of Canada. Madokoro's research explores the history of refugees and humanitarianism. Todd's research focuses on fish, colonialism and legal-governance relations between Indigenous peoples and Canada.



RESEARCH THAT SHAPES THE FUTURE, PART II

ADDRESSING  
REAL-WORLD  
ISSUES



Electronics Prof. Winnie Ye, the Canada Research Chair in Nano-scale Integrated Circuit Design for Reliable Opto-electronics and Sensors, is part of a new generation of research leaders at Carleton working toward more gender balance in STEM

Holistic Integrated Partnerships

Carleton continues to expand its Holistic Integrated Partnerships initiative, a collaboration between the university's Research and Advancement units. Working through one point of contact, industry partners can engage Carleton to generate world-class research solutions for real business challenges, support talent development (such as co-op and internship programs) that meets student and industry needs, and work together to address societal concerns. In spring 2021, Carleton launched a five-year, \$21-million (USD) partnership with BlackBerry QNX to support research collaboration and talent development in embedded systems. "This partnership is critical, both in terms of its value to Carleton researchers and students and its long-term impact on high-tech research," said Carleton President Benoit-Antoine Bacon. "It builds on our past research collaborations in connected and autonomous vehicles, biomedical engineering and robotics."

Wellness

Holistic health research is a major priority at Carleton, as evidenced by the university's COVID-19 Rapid Response Research Grants program, an \$800,000 initiative that funded 59 projects that could be mobilized quickly in areas such as mental health, epidemiology and e-health. Examples include: Prof. Banu Örmeci's wastewater monitoring; molecular biology projects by Profs. Alex Wong, Kyle Biggar, Edana Cassol and Ashkan Golshani; and a partnership between Prof. Chantal Trudel and the Bruyère Research Institute to improve long-term care spaces. Other wellness research addresses diabetes and the need for safe infant medical transport.

Canada Research Chairs

Carleton has a new Canada Research Chair (CRC), increasing the number of CRCs at the university to 28. In September 2020, Mohammad Reza Kholghy was announced as the CRC in Particle Technology and Combustion Engineering. At the same time, Prof. Natalina Salmaso was renewed as the CRC in Behavioural Neurobiology. Two months later, Prof. Sreeraman Rajan was renewed as the CRC in Advanced Sensor Systems and Signal Processing. "Carleton attracts outstanding academics due to our existing strengths in multidisciplinary research," said Rafik Goubbran, Vice-President (Research and International). "Congratulations to our newest CRCs who are making significant strides in addressing real-world issues."

More Milestones

Among other research achievements over the past year, Electronics Prof. Winnie Ye was appointed as the Chair of Women in Engineering by the Institute of Electrical and Electronics Engineers Canada; Biology Prof. Lenore Fahrig was awarded a prestigious Guggenheim Fellowship; Public Policy & Administration Prof. Frances Abele received a \$2.5-million SSHRC Partnership Grant for a project to help rebuild First Nations governance; and a team of Industrial Design students won the national Automotive Parts Manufacturers' Association Project Arrow competition, designing a zero-emission concept car using tools such as virtual reality and online communication platforms.



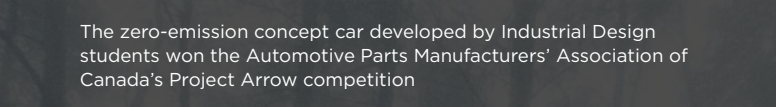
Mechanical and Aerospace Engineering Prof. Mojtaba Ahmadi (left) and his students built a remote-assessment robot for health-care workers during the pandemic



Carleton's COVID-19 Rapid Response Research Grants funded an array of projects in areas such as molecular biology and wastewater monitoring, among many others



WORKING THROUGH ONE  
POINT OF CONTACT, INDUSTRY  
PARTNERS CAN ENGAGE  
CARLETON TO GENERATE  
WORLD-CLASS RESEARCH  
SOLUTIONS FOR REAL  
BUSINESS CHALLENGES.



The zero-emission concept car developed by Industrial Design students won the Automotive Parts Manufacturers' Association of Canada's Project Arrow competition





## SHARING AND CO-CREATING KNOWLEDGE

# TEACHING FOR TOMORROW

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.

More than

# 300

Students as Partners Program courses across all faculties

TEACHING AND LEARNING SERVICES HAS BEEN WORKING OVERTIME TO ENSURE THE UNIVERSITY MAKES THE MOST OF THIS UNUSUAL ACADEMIC YEAR.

### Supporting Online Teaching

The COVID-19 pandemic precipitated a rapid shift to online learning, even for courses that were never intended for online delivery. That shift won't be permanent, but Teaching and Learning Services (TLS) has been working overtime to ensure the university makes the most of this unusual academic year and has continued to successfully support Carleton's online teaching and learning through various avenues, including one-on-one consultations, virtual workshops, educational technology support, equipment loans and more.

### Brightspace

Following extensive consultations and evaluations with its teaching and learning community, Carleton selected Brightspace by Desire2Learn as its new Learning Management System. Replacing cuLearn in the spring 2021 term. Brightspace will help Carleton develop innovative and impactful ways to support teaching and learning.

### Students as Partners

Launched in January 2020, Carleton's Students as Partners Program (SaPP) gives students the opportunity to work with instructors to develop courses and create a student-centred learning environment. In the first few months of the program, the number of courses quickly expanded from an initial 20 to more than 300 across all faculties, making SaPP the largest program of its kind in Canada. SaPP offers paid work experiences to undergraduate students interested in teaching innovation.

### Experiential Learning and Employability

With employability at the forefront of everything we do, Carleton is committed to revolutionizing how we prepare students for their futures. The Employability Framework continues to be implemented across the university, including the development of the Student Assessment Tool and online toolkits for students.

### Virtual Employability Initiatives

Throughout the academic year, Career Services has transitioned its support, services and placement opportunities online. For the first time, students were offered virtual international internships during the academic year, which has allowed students to engage in these opportunities in conjunction with their courses. Since the launch of the program, 117 students have been able to access high-impact intercultural experiences for academic credit through internships with partners worldwide.

### Virtual Experiential Learning Opportunities

The Student Experience Office launched two new virtual experiential learning programs this year, connecting students with local and global community organizations. In the Community Partnership Project, students remotely supported eight organizations in Ottawa with the research, planning and execution of COVID-19 transformation initiatives. In the International Partnership Program, students completed asynchronous workshops on the UN Sustainable Development goals, and are diving deeper into topics such as allyship as they prepare for live virtual exchanges with youth ambassadors from rural Mayan communities in Guatemala.

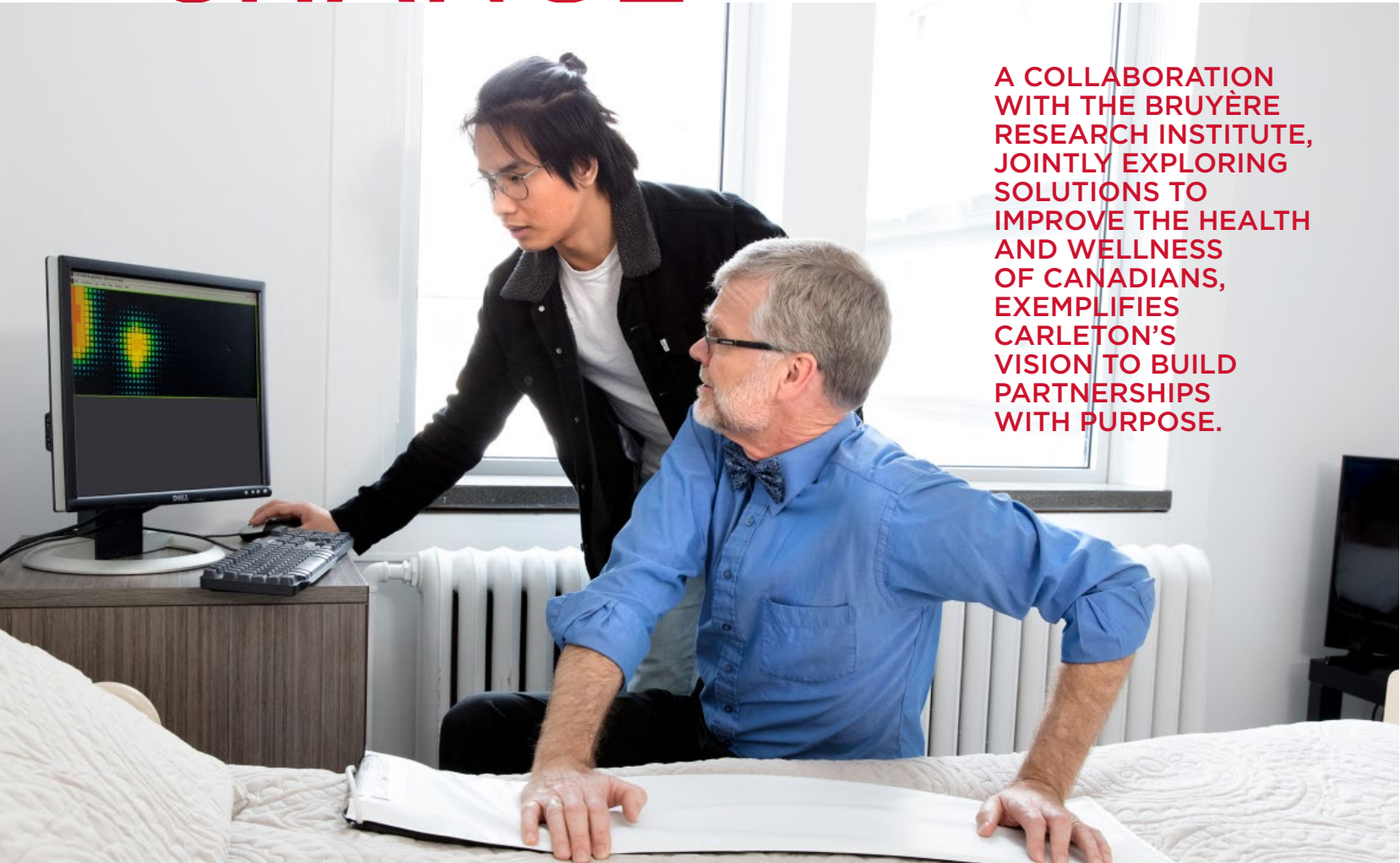
Clockwise from left: Law and Legal Studies Prof. Melanie Adrian, a Carleton Chair in Teaching Innovation; Political Science co-op student Ahmed Heshmat Ibrahim; Prime Minister Justin Trudeau and Bachelor of Global and International Studies graduate Jordan Gray at Carleton's June 2020 virtual graduation ceremony; Engineering co-op student Jessica Mayenburg



# SERVING OTTAWA

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.

# COLLABORATING ON POSITIVE CHANGE



A COLLABORATION WITH THE BRUYÈRE RESEARCH INSTITUTE, JOINTLY EXPLORING SOLUTIONS TO IMPROVE THE HEALTH AND WELLNESS OF CANADIANS, EXEMPLIFIES CARLETON'S VISION TO BUILD PARTNERSHIPS WITH PURPOSE.

As part of the AGE-WELL Sensors and Analytics for Monitoring Mobility and Memory (SAM<sup>3</sup>) collaboration, which revolves around supporting independent living for seniors, the Bruyère Research Institute's Dr. Frank Knoefel and Carleton student Haoyang Liu use sensors to monitor health during sleep (photo by John Hryniuk, courtesy AGE-WELL)



The four-year Ericsson-Carleton University Partnership for Research and Leadership in Wireless Networks, which launched in February 2020, will position both organizations to continue their leadership in 5G



When in-person gatherings resume, the Carleton Dominion-Chalmers Centre will continue its role as a hub for community partnerships and performances with organizations such as the Ottawa Symphony Orchestra

### Community Partnerships

A new collaboration with the Bruyère Research Institute, jointly exploring solutions to improve the health and wellness of Canadians, exemplifies Carleton's renewed vision to build partnerships with purpose. Under a new mandate for community liaison, we are celebrating and brokering more community partnerships — opportunities for volunteer service, mentorship, community-engaged research and philanthropic support. The unique Hub for Good web platform is the digital “front door” in this effort, guiding members of the community through the university in search of people, departments and active initiatives that are open to collaboration. Throughout 2020, the hub showcased the efforts of Carleton faculty, staff, students and alumni who are helping their communities with the challenges of COVID-19.

### McConnell Dialogue

In March 2020, Carleton hosted a community dialogue in collaboration with the McConnell Foundation. This virtual conversation provided a unique opportunity for Carleton and community leaders to discuss the interconnected nature of the various challenges facing our communities. Through a collaborative dialogue that covered topics related to people, places and social infrastructure, participants discussed a need for collaboration to address challenges such as economic and social disparities; equity, diversity and inclusion; rebuilding

Ottawa's business sector; social isolation, mental health and social connectedness; and economic and employment challenges.

### Canadian Pilot of the Carnegie Classification

Carleton was selected in 2019 to participate in a Canadian Pilot of the Carnegie Classification on Community Engagement. The Carnegie Classification system is the leading framework in the United States for institutional assessment of community engagement — more than 350 campuses in the U.S. currently hold the classification. The system is expanding internationally and the Canadian pilot has brought together 16 post-secondary education institutions to collaboratively tailor the program to the Canadian context. In December 2020, Carleton completed the initial application before hosting a site visit in the winter 2021 term. Through this process, an audit of Carleton's community engagement initiatives was completed, which showed the breadth and extent of our engagement with community partners. This process also brought to light best practices relating to governance, measurement, communication and strategic partnership development that Carleton can work towards in its efforts to take our community engagement to the next level. This experience will also inform our collaboration with the other Canadian pilot institutions as we develop a Canadian version of the classification.



## SERVING THE WORLD

# 98

international  
memorandums of  
understanding in  
44 countries

# GLOBAL OUTREACH



Clockwise from above: Queen Elizabeth Scholarship program visiting scholars and hosts Stephanie Pineau, Sophia Bakili, Alinafe Kamangira, Prof. Mike Brklacich and Enock Dankyi; African Studies Prof. Nduka Otiono, who is instrumental to Carleton's collaborations in West Africa; Political Science Prof. Achim Hurrelmann, co-director of the Centre for European Studies; Linguistics and Language Studies Prof. Jaffer Sheyholislami, an international leader in Kurdish studies

Carleton's SIP outlines a comprehensive approach to global outreach, which involves partnering with international universities, communities, governments, industries and civil society organizations to become a global hub of intellectual engagement and knowledge exchange. The university's first International Strategic Plan flows from the SIP and introduces five goals — which revolve around research funding; international students; teaching and expertise; mobility and experiential learning; and internationalization at home — that represent a unified approach to internationalization that will take us to 2025 and beyond.

### International Mobility

Through co-ordination by Carleton International, we have welcomed 1,500 faculty and student researchers from over 80 countries and 740 institutions since 2000. In recent years, we have seen a significant growth in mobility, particularly with incoming students, as new opportunities for research-based funding become available. We have also witnessed remarkable growth in the number of mobility programs offered, in addition to an increase in the number of applicants. As a result, we have hosted over 100 inbound students and have sent 70 Carleton researchers abroad. Outbound mobility is an important goal of the federal government. While international travel has been on hold due to the pandemic, we continue to lay the groundwork for movement once restrictions are lifted.

### Scholar Exchanges

Carleton is one of 11 Canadian universities to receive funding from the new Queen Elizabeth Scholars Advanced Scholars West Africa program, which supports collaborative work on addressing the world's increasingly complex challenges. Specifically, the funding supports projects in West Africa with an emphasis on gender equality. Due to institutional prejudice and cultural barriers, many African women cannot find the time or space to complete the necessary requirements of their education. Carleton's Institute of African Studies is offering research training to 17 female PhD and postdoctoral scholars from West Africa. Prof. Nduka Otiono is instrumental to the success of this project, alongside four key external partners (IMPACT-Partnership Africa, CODE, Africa-Canada Chamber of Commerce and Fourah Bay College) that are providing work experience to help the candidates' career advancement. In 2020, we also introduced the Virtual Visiting Scholar program, a new initiative that allows scholars to collaborate and conduct research remotely during the pandemic.

### International Partners

Prof. Amir Hakami and the Department of Civil and Environmental Engineering have a partnership with the Health Effects Institute (HEI), a non-profit corporation funded by the U.S. Environmental Protection Agency and the motor vehicle industry that supports independent research into the health effects of air pollution. Through funding provided by HEI, Carleton is leading research on quantifying marginal societal health benefits of transportation emission reductions in the U.S. and Canada. Carleton's Centre for European Studies and its co-director, Prof. Achim Hurrelmann, receive international funding from the European Commission, promoting excellence in European Union studies worldwide.





# IMPLEMENTING KINÀMÀGAWIN

Although it did not take place this past year, Carleton's Centre for Indigenous Initiatives resumed its annual round dance (this image and opposite page) in November 2019. Below: Prof. Kahente Horn-Miller, Carleton's Assistant Vice-President, Indigenous Initiatives.

## INDIGENOUS CALLS TO ACTION

In May 2020, Carleton published Kinàmàgawin, a revitalized long-term Indigenous strategy with 41 calls to action to make the university a more welcoming space for current and future Indigenous students and faculty members. Post-secondary institutions across Canada have committed to furthering reconciliation by renewing efforts to support Indigenous learners and bring Indigenous knowledge into classrooms following the release of the Truth and Reconciliation Commission's final report in 2015.

Carleton joined this collective movement in 2018 by establishing the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC). Kinàmàgawin is the product of an 18-month collaborative process undertaken by CUSIIC. The broad and inclusive committee included First Nations, Métis and Inuit members from local communities, as well as Carleton faculty, professional services staff and students. Kinàmàgawin is both a powerful statement and an overarching strategy.

### Indigenous Leadership Appointments

In June 2020, Prof. Kahente Horn-Miller (Kanien:keha'ka/Mohawk) became Carleton's Assistant Vice-President, Indigenous Initiatives. The new role will oversee strategic Indigenous initiatives and build partnerships on research and funding to work towards advancing conciliation with Indigenous communities. At the same time, Benny Michaud became Director of the Centre for Indigenous Initiatives. This new role will fulfill the 23rd call to action in Kinàmàgawin, which calls for structural changes aimed at consolidating all Indigenous initiatives.

### Kinàmàgawin Symposium

The annual Kinàmàgawin Symposium addresses timely topics relevant to Indigenous peoples and serves to empower students, staff and faculty at Carleton to further their own knowledge and become a positive force for change. In February 2021, the second annual event was a day-long virtual symposium that included keynote speakers, panel discussions and Inuit cultural performances, all focused on the Inuit Relocations, the Government of Canada's relocation of Inuit to the High Arctic in the 1950s, which led to years of hardship and intergenerational trauma that continue to impact Inuit communities.

### Northern Partner

Carleton's interest in northern research, in areas that range from permafrost to governance, was in the spotlight this past February as one of the university's partners, the Yukon's First Nation of Na-Cho Nyak Dun, was awarded a \$485,000 Arctic Inspiration Prize. The prize will support the community's food sovereignty and capacity development needs by reducing barriers to accessing healthy and culturally relevant foods.

KINÀMÀGAWIN IS AN OVERARCHING STRATEGY THAT ACKNOWLEDGES THE INSTITUTIONAL HUMILITY THAT WE MUST ADOPT TO MAKE CARLETON A SAFER SPACE FOR CURRENT AND FUTURE INDIGENOUS STUDENTS AND FACULTY MEMBERS.





BOLD ACTION ON EDI

Carleton’s Equity and Inclusive Communities (EIC) Advisory Group is a body of students, staff, faculty and external community members dedicated to the strategic integration of equity, diversity and inclusion (EDI) planning into the work of the university. Since its first meeting in May 2020, the killing of George Floyd and other police-involved incidents in the U.S. and Canada have jarred the public consciousness and renewed calls to accelerate anti-racism and EDI efforts within our institutions and in the broader culture.

ADVANCING AND ACCELERATING EDI



THE EDI ACTION PLAN REFLECTS THE PRIORITIES IN CARLETON’S SIP AND RECOGNIZES THE CRITICAL WAYS IN WHICH GREATER INTEGRATION OF EDI INTO OUR WORK AND MISSION WILL BE ESSENTIAL TO THE CONTINUED SUCCESS OF THE UNIVERSITY.



Human rights activist Martin Luther King III, the son of Martin Luther King Jr., spoke at Carleton’s SOAR Leadership Conference on January 30, beginning the university’s Black History Month celebrations — part of a constellation of efforts to promote EDI



**CARLETON UNIVERSITY**  
**EQUITY, DIVERSITY AND INCLUSION ACTION PLAN**



On July 1, Michael Charles was promoted to the role of Assistant Vice-President and University Advisor, Equity and Inclusive Communities (EIC) to reflect the growing capacity of the portfolio. In August, the EIC Advisory Group presented recommendations to the Carleton community for discussion and feedback, which formed the university’s EDI Action Plan, unifying related plans and specifying steps and accountabilities with the goal of accelerating institutional EDI outcomes.

**EDI Action Plan**  
While the university has taken steps to lay the foundation for progress in EDI, much work to advance anti-racism and EDI still needs to be done. As a large institution, the university is an extension of society and is not insulated from its challenges. In August 2020, the EIC Advisory Group presented recommendations to the Carleton community for discussion and feedback in order to develop an institutional strategic vision for EDI at Carleton. These proposed actions emerge directly from the SIP. They will build upon efforts to integrate EDI in the core activities and the academic mission of the university to accelerate positive institutional and societal outcomes. In September and October 2020, Carleton engaged the community through

four town hall events and an online feedback form. The conversations and comments helped inform the final EDI Action Plan, which was formally launched at a virtual event in March 2021. The launch of this forward-looking and ambitious document represents an important milestone. It reflects the SIP’s priorities and recognizes the critical ways in which greater integration of EDI into our work and mission will be essential to the continued success of the university. The plan outlines ways to reimagine curricular and pedagogical practices, and makes recommendations about how to further enhance student supports, research infrastructure, leadership development for academic and non-academic staff, organizational culture and more.

**Inclusion Week**  
During a time of worldwide calls for greater EDI in society — and in the midst of a global pandemic — Carleton’s second annual Inclusion Week hosted urgent conversations about advancing EDI in our community. The week of virtual events, including panelists from across the country and around the world, was hosted by EIC in October 2020 and kicked off with an interview with Innovation, Science and Industry Minister Navdeep Bains.

Award-winning journalist and radio host Nana aba Duncan, the new Carty Chair in Journalism, Diversity and Inclusion Studies at Carleton’s School of Journalism and Communication (photo by Ian Stevens)



## A MORE ACCESSIBLE WORLD



Systems and Computer Engineering Prof. Adrian Chan, who recently received a \$2.4-million grant from the Canada Foundation for Innovation to create the Abilities Living Laboratory



From left: READ Initiative director Boris Vukovic (standing); Vice-President (Students and Enrolment) Suzanne Blanchard speaks at an Accessible Experiential Learning Showcase; Yazmine Laroche, Canada's Deputy Minister, Public Service Accessibility

**CARLETON HAS ESTABLISHED A STANDARD FOR ACCESSIBILITY BY ADOPTING THE RICK HANSEN FOUNDATION'S ACCESSIBILITY CERTIFICATION, PERFORMING A FULL AUDIT OF PHYSICAL CAMPUS ACCESSIBILITY.**



# EQUITABLE ACCESS FOR ALL

**Building on our reputation as Canada's most accessible university, Carleton released its Coordinated Accessibility Strategy in June 2020. The strategy represents the diverse voices of our community and will provide a framework to guide our continued commitment toward a campus that is accessible for all students, employees and visitors. We have implemented a governance structure and action teams for each of the seven areas of focus and several initiatives are underway.**

### Projects and Research

The Research, Education, Accessibility and Design (READ) Initiative has launched Researchers in Accessibility, an interdisciplinary network of Carleton researchers. In the past year, READ has been granted over \$3.3 million in research funding, including funding from Accessible Standards Canada and the Skills Catalyst Fund (which has more than 20 business-employment-education partners). This is in addition to the \$9.2 million brought in by READ through different projects and research initiatives since 2018. READ and McGill University's International Institute of Education are collaborating on the next stage of a project for the development of local expertise in special education in Tanzania.

### On-Campus Infrastructure

Under the Coordinated Accessibility Strategy, Carleton has established a standard for accessibility by adopting the

Rick Hansen Foundation's Accessibility Certification (RHFAC) program, performing a full audit of physical campus accessibility. Utilizing RHFAC, all buildings will receive Rick Hansen Certification or, in the case of new constructs, Rick Hansen Gold Standard Certification. Carleton is one of only six Canadian post-secondary institutions that offer RHFAC Assessor Training. Meanwhile, Contactless Access, a small module and app, has been added to the elevators and accessible doors in Paterson Hall, Richcraft Hall and the Canal Building to improve accessibility and support the need for reduced contact of high-touch surfaces. Carleton is now supporting the installation of Contactless Access modules at Toronto's Pearson Airport.

### CAN Leadership

The Canadian Accessibility Network (CAN) celebrated its first anniversary in December 2020. Led by Carleton, which houses the CAN national office, membership currently represents more than 60 individuals from across the country recruited from various sectors, geographical locations, disciplines and lived experiences

of disability. Through our leadership in CAN, we are gaining momentum as a national leader in accessibility.

### Student Support

In the fall 2020 term, the Paul Menton Centre for Students with Disabilities (PMC) launched the Meta-cognition, Outcomes, Resilience, and Education (MORE) Program, a novel pilot designed to complement the accommodation services currently offered by PMC. New students to PMC will receive a curated selection of supports that focus on student engagement, self-development and resilience. A Student Accessibility Champions program is also being launched. Through mentorship, these student leaders play a critical role in supporting the Accessibility Action Plans associated with the Coordinated Accessibility Strategy, both on campus and within our communities in Ottawa and around the world.



# STRIVING FOR WELLNESS



Carleton President Benoit-Antoine Bacon and Sociology master's student Charlotte Smith with their Inspiration Awards for mental health leadership

## Mental Health Support

Carleton has increased the number of counsellors available in Health and Counselling Services and continued to offer virtual counselling appointments, including same-day appointments. Specialized counsellors now provide services for racialized, Indigenous, graduate and international students, and a new intake counsellor assists students in quickly connecting with the counselling services and resources that best fit their mental health needs. Undergraduate students continue to have access to 24/7 free, confidential counselling services through Empower Me and all international students studying from outside of Canada can access mental health professionals in more than 60 languages through International SOS. And the Carleton Therapy Dog program welcomed nine new therapy dogs in-training and continues to provide weekly virtual sessions.

## Substance Use and Harm Reduction

As part of our overall harm reduction strategy, Carleton continues to offer free virtual support for all members of the Carleton community who are impacted by substance use, in partnership with the Community Addictions Peer Support Association (CAPSA). In collaboration with the Carleton Cognitive Science Association, CAPSA, Ottawa Public Health and other partners, Carleton has created an online training program for staff and faculty.

## Top Employer

Carleton was recognized as a top regional employer for the seventh year in a row due, in no small part, to the importance that the university placed on supporting staff and faculty. During the pandemic, Carleton increased its efforts to foster mental health and well-being. Carleton's Healthy Workplace Initiative has guided us during this journey and led to the university being recognized as a leader in mental health, both locally and nationally. Healthy Workplace's holistic approach recognizes the multiple dimensions of wellness (mental, physical, professional and social) and is bolstered by our new SIP, which highlights the importance of striving for wellness.

## Royal Inspiration Awards

In March 2021, Carleton President Benoit-Antoine Bacon joined a list of illustrious Canadians, including retired general Roméo Dallaire and former Ottawa Senators captain Daniel Alfredsson, when he received a Transformational Leader award at the Royal Ottawa Foundation for Mental Health's 2021 Inspiration Awards. Sociology master's student Charlotte Smith won the Personal Leader for Mental Health award at the same ceremony, giving people from Carleton two of the five awards, highlighting the fact that the university works hard to create environments where conversations about mental health and well-being are welcomed and encouraged.

# TAKING CARE OF EACH OTHER

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. The impacts of the COVID-19 pandemic have put on a strain on the mental health of many Canadians. Over the past year, we have continued to provide substantive supports and resources for students and have added new and innovative supports.



CARLETON WAS RECOGNIZED AS A TOP REGIONAL EMPLOYER FOR THE SEVENTH YEAR IN A ROW DUE, IN NO SMALL PART, TO THE IMPORTANCE THAT THE UNIVERSITY PLACED ON SUPPORTING STAFF AND FACULTY.

Racialized counsellor Manal Haji Egeh (top) and Indigenous cultural counsellor Rylee Godin are part of the growing team supporting the mental health of students at Carleton's Health and Counselling Services



# STRIVING FOR SUSTAINABILITY

Carleton defines sustainability in an inclusive style, encompassing human and ecological health, social justice, secure livelihoods and a better world for all generations. In 2020, the UI Green Metric World University Rankings, a global ranking concerned with broader sustainability impacts, including waste, energy and teaching, ranked Carleton as the most sustainable university in Ontario and the second most sustainable university in Canada.

# GREENER CAMPUS, GREENER WORLD

## Nicol Building

Located at the heart of campus, the Nicol Building is an inspiring 115,000-square-foot collaborative learning environment in which business students will be able to pursue their dreams. The interior is enhanced by a mix of natural materials, including locally sourced stone. There are two central skylights that bring in sun. The exterior walls are comprised of series of vertical “fins” which provide a solid wall between each glass pane to further insulate the building and prevent direct glare from the sun coming in. This will help keep the heating and cooling costs down. To reduce embedded carbon within the building, the facility uses a void concrete slab system, which lowers the weight of the building by replacing typical cast-in-place concrete slabs with frames of recycled plastic bubbles over which

1<sup>st</sup>  
in UI Green Metric  
World University  
Rankings of the most  
sustainable universities  
in Ontario and 2<sup>nd</sup>  
most sustainable  
university in Canada



Carleton's new Nicol Building, which will soon become home to the Sprott School of Business, is expected to achieve 4.5/5 Green Globes, a nationally recognized environmental building certification



Architecture master's students Shari Husic (left) and Robin Papp are developing sustainable building materials, with concrete and hemp respectively, in the Carleton Sensory Architecture and Liminal Technologies lab

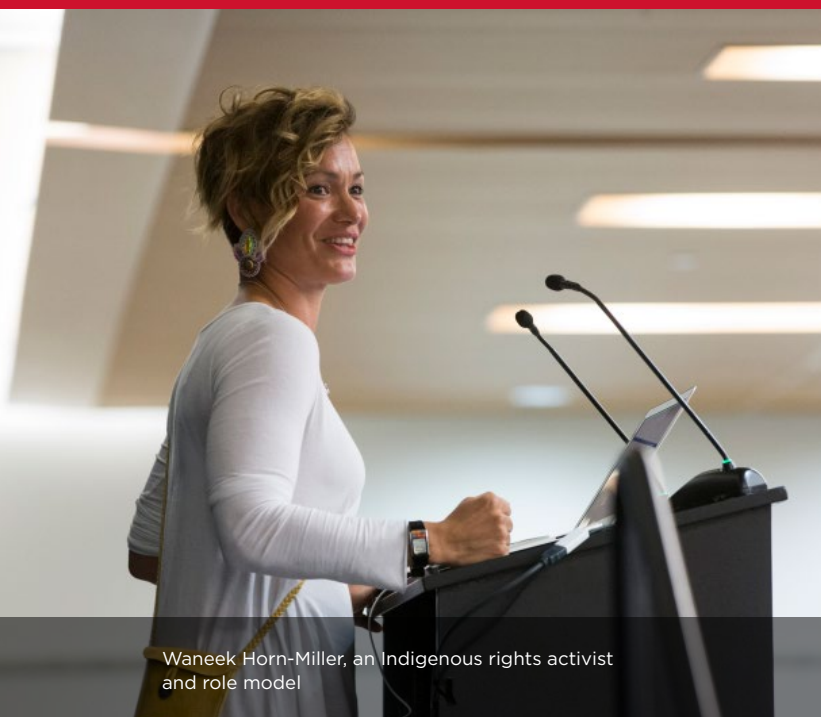
concrete is poured. All of the components in the building's ventilation system are outfitted with heat and energy recovery wheels, which take the heat and moisture from the exhaust air and supply it to the cold fresh air coming in, resulting in a significant reduction in energy consumption. The ventilation is also demand-controlled. All rooms have sensors which measure carbon dioxide to determine how many people are in the room, then ventilate the room accordingly. The thermostats and lights are also equipped with occupancy sensors. If a room is empty, the thermostat will reduce the room temperature to 18°C and the lights will turn off. Sustainability has been embedded in every facet of the building, which is expected to achieve 4.5/5 Green Globes, a nationally recognized environmental building certification.

## Energy Efficiency

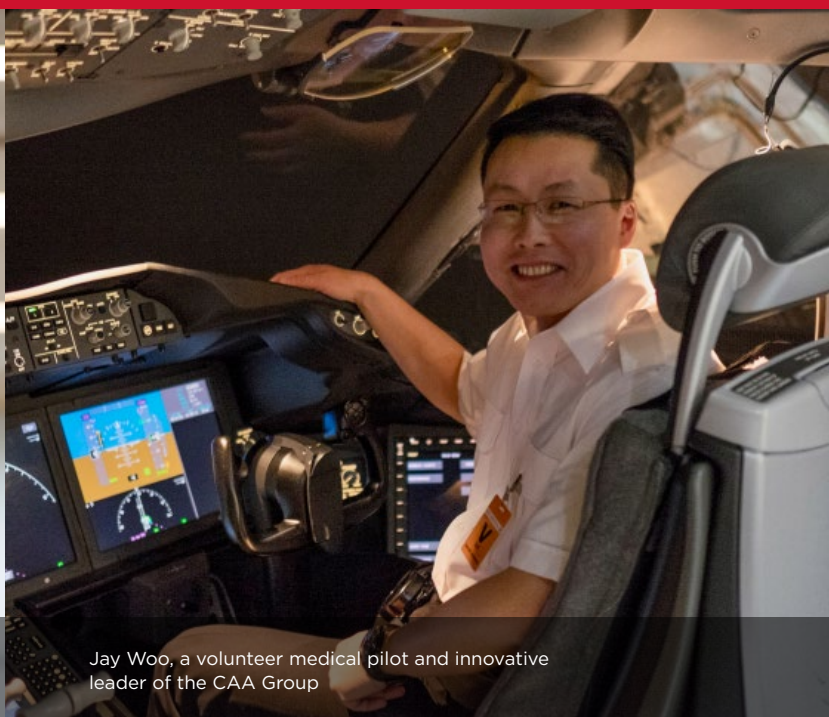
Carleton's Energy Master Plan (2021-2026) has set a clear vision and objectives: to develop a utility strategy for the campus to become carbon neutral by 2050. Building upon the university's previous energy master plans and other initiatives, the new plan takes a strategic approach to transforming the existing utility infrastructure into a low-carbon system. The master planning process considers and responds to the existing utility infrastructure conditions, future capital development plans, policies, programs, other strategic plans and key performance drivers, with input from the Facilities Management and Planning team and researchers. This plan outlines a carbon-neutral strategy for the campus, identifies action items in the short- and long-term, and provides an implementation framework that reinforces performance reporting.



# FEATURED ALUMNI



Waneek Horn-Miller, an Indigenous rights activist and role model



Jay Woo, a volunteer medical pilot and innovative leader of the CAA Group

## Waneek Horn-Miller, Olympian and Activist

In September 2020, Waneek Horn-Miller, who graduated from Carleton with a BA in 2000, joined the Board of Governors for a three-year term. As a former varsity water polo player, she won two provincial championships and was named Women's Athlete of the Year three times. After graduation, she became the first Canadian Mohawk woman to compete in the Olympics. Today, she is an activist for Indigenous rights and a prominent role model and advocate for youth involvement in sports. The Canadian Association for the Advancement of Women and Sport and Physical Activity named Horn-Miller one of the country's most influential women in sport in 2015.

## Nadia Theodore, Inclusive Executive

After more than 20 years in the federal public service, including a turn as Canada's Consul General to the Southeastern U.S., Nadia Theodore, who has a master's in Political Science from Carleton, recently joined Maple Leaf Foods as Senior Vice-President of Global Government and Industry Relations. But she remains actively involved with the Carleton community through the Alumni Mentors program, where she helps people — including Black and racialized students — navigate the educational system and encourages them to consider careers in international relations. In January 2021, Theodore came back to Carleton virtually to moderate the SOAR Leadership Conference, where she discussed the civil rights movement with keynote speaker Martin Luther King III.

## Jay Woo, Lifesaving Leader

As a volunteer medical pilot and President and CEO of the CAA Group, Jay Woo, who has a BA in Psychology from Carleton, has a track record of technological innovation and community impact. He recently developed a predictive analytics system — for which he credits his statistical research method courses at Carleton — that can better determine the likelihood of vehicle breakdowns in a specific geographic area and help the CAA deliver better roadside service and save lives. In fall 2020, the CAA Club Group's Board of Directors officially established the Jay Woo and CAA Scholarship to support new undergraduate students with demonstrated academic excellence and community service.

## Jim Watson, Stalwart Mayor

In March 2021, Jim Watson became the longest serving Mayor in Ottawa history, leading the city's government for a total of more than 13 years to surpass Stanley Lewis. Watson, who earned a BA in Mass Communications from Carleton in 1983, was first elected to council in 1991 and became Ottawa's youngest Mayor ever in 1997. Three years later, he left office to become CEO of the Canadian Tourism Commission and, later, an MPP and Ontario cabinet minister. Watson became Mayor again in 2010 and is now in his fourth term, overseeing the city's response to COVID-19, expansion of the light rail network and other major projects.

## Giving Tuesday

On Giving Tuesday — an annual global day of generosity — Carleton faculty, staff and students use social media and FutureFunder to promote learning, research and student projects to potential donors and supporters. This year, donors contributed more than \$1 million and Carleton matched funds one-to-one to support efforts in EDI, mental health, athletics and more.

# INSPIRING LEADERS



Nadia Theodore, an accomplished civil servant and executive, and alumni mentor



Mayor Watson and a portrait of Ottawa's second longest serving mayor, Stanley Lewis



CARLETON BY THE NUMBERS

2020-2021  
QUICK FACTS

\$502  
million

operating budget

14,709

scholarships and bursaries  
totalling \$28.6 million awarded  
to undergraduate students

\$86.5  
million

in sponsored research funding  
in 2019-2020

More than  
\$3.8  
billion  
economic impact

27,829

Undergraduate Students

4,287

Graduate Students

32,116

Total Students



FACULTY, STAFF  
AND ALUMNI

Faculty Members: 969  
Staff Members: 1,372  
Contract Instructors: 835  
Graduate Teaching Assistants: 2,020  
Library Staff: 108  
Carleton Alumni: 165,000+  
Employed Retired Faculty: 24

Well-known alumni include:

Farida Abu-Bakare, Kluane Adamek, Jane Arraf, Yaprak Baltacioğlu, Karla Briones, Kim Brunhuber, Janice Charette, Kati Csaba, Bill Fox, Christiane Fox, Amanda Galbraith, Linda Grussani, Hamza Haq, Justin Howell, Jagmohan Humar, Emily Jones Joannis, Stefan Keyes, Rawlson King, Brian Kingston, Catherine Kitts, Yazmine Laroche, Humphrey Law, Boston Levi, Kwesi Loney, Fiona McKeen, Emma Miskew, Mark Monahan, Kimberly Murray, Kevin Parent, André Picard, Cristine Rotenberg, John Ruddy, Dawolu Saul, Matt Sekeres, Charlene Theodore, Nadia Theodore, Debra Thompson, Rosemary Thompson, Jim Watson, Jay Woo

Founded in 1942  
Student entry average is 85.5%  
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  
1 Canada 150 Chair  
3 Highly Cited Researchers named in 2020 by Web of Science Group  
13 IEEE Fellows  
40 Royal Society Fellows and College Members  
25 Recipients of the Order of Canada  
10 3M National Teaching Award Winners  
19 Banting Postdoctoral Fellows  
8 Killam Prize winners and Research Fellows



# 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.



Board of Governors Chair Dan Fortin

- Dan Fortin**  
Chair  
Community Member  
President (retired), IBM Canada Ltd.
- Greg Farrell**  
Vice-Chair  
Community Member  
President and COO (retired),  
Giant Tiger Stores Limited
- Benoit-Antoine Bacon**  
President and Vice-Chancellor (ex officio)
- Yaprak Baltacioğlu**  
Chancellor (ex officio)
- .....
- Debra Alves**  
Community Member  
Managing Director/CEO (retired), CBC  
Pension Plan
- Nathaniel Black**  
Undergraduate Student  
Global and International Studies
- Tyler Boswell**  
Undergraduate Student  
Law
- Beth Creary**  
Community Member  
Senior Vice-President, Legal and  
Compliance, Ligado Networks
- Samantha Davin**  
Graduate Student  
Social Work
- Patrick Dion**  
Community Member  
Government Affairs and Communications  
Consultant
- Jim Durrell**  
Community Member  
Mayor of Ottawa (1985 to 1991)
- Konrad von Finckenstein**  
Community Member  
Consultant and Arbitrator, Former Federal  
Court Justice and Chair of the CRTC

- Frohan Foroutan**  
Graduate Student  
Economics with specialization  
in Data Science
- Marion Fraser**  
Community Member  
CFO (retired), Vice-President Finance  
Administration and Infrastructure of the  
University of Ottawa Heart Institute
- Kim Furlong**  
Community Member  
CEO, 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
- Waneek Horn-Miller**  
Community Member  
Mentor and Advocate
- Nina Karhu**  
Staff  
Manager, Classroom Support and  
Development, Instructional Media Services
- Jonathan Malloy**  
Faculty  
Department of Political Science

- Nik Nanos**  
Past-Chair, Community Member  
Chief Data Scientist and Founder, Nanos  
Research Group of Companies
- Brenda O'Connor**  
Community Member  
Vice-President of Governance and Strategy,  
Canadian Credit Union Association
- Banu Örmeci**  
Faculty  
Department of 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  
Director of Communications to the Premier  
of Nova Scotia
- Christina Tessier**  
Community Member  
President and CEO, Ingenium - Canada’s  
Museums of Science and Innovation
- Ann Tremblay**  
Community Member  
Director, Architectural and Engineering  
Services, National Centre of Expertise  
on Accessibility, Public Services and  
Procurement Canada
- Art Ullett**  
Staff  
Assistant Manager, Access Control,  
Facilities Management and Planning

# 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 Kostiuk, Dean, Faculty of Engineering and Design
  - Pauline Rankin, Dean, Faculty of Arts and Social Sciences
  - Patrice Smith, Dean, Faculty of Graduate and Postdoctoral Affairs (Senate representative on the Board of Governors)
  - Brenda O'Neill, 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
  - Namrata Tilokani, President, GSA
  - Victoria Asi, Vice-President (Academic), GSA
  - Kathleen Weary, President, CUSA
  - Matthew Gagne, President, CASG

- Board of Governors Representatives**
- Gail Garland
  - Ann Tremblay
  - Konrad von Finckenstein
  - Jane Taber
- Special Appointments to Senate**
- Margaret Haines, Alumni Association
  - Kim Hellemans, Academic Colleague
- Elected Faculty Senators**
- Samuel Ajila, Engineering and Design
  - Manuel Baez, Engineering and Design, Architecture
  - Olga Baysal, Science, Computer Science
  - Anne Bowker, Arts and Social Sciences
  - Andrea Chandler, Public Affairs
  - Tina Daniels, Arts and Social Sciences
  - Jeff Dawson, Science
  - Dana Dragunoiu, Arts and Social Sciences
  - Paulo Garcia, Engineering and Design (Secretary of the Faculty Board)
  - Dag Gillberg, Science
  - Sonia Gulati, Science
  - Farah Hosseinian, Science
  - Jacob Kovalio, Arts and Social Sciences
  - Ernest Kwan, Sprott School of Business (Secretary of the Faculty Board)
  - Christine Laurendeau, Science, Computer Science
  - Katie Lucas, Science (Contract Instructor)
  - Alexis Luko, Arts and Social Sciences
  - Marlene Lundy, Arts and Social Sciences
  - Beth MacLeod, Arts and Social Sciences (Secretary of the Faculty Board)
  - Ruth McKay, Sprott School of Business
  - James Milner, Public Affairs
  - Howard Nemiroff, Sprott School of Business
  - Justin Paulson, Arts and Social Sciences
  - Brett Popplewell, Public Affairs
  - Morgan Rooney, Arts and Social Sciences (Contract Instructor)
  - Donald Russell, Engineering and Design
  - Shazia Sadaf, Arts and Social Sciences

- Julia Sinclair-Palm, Arts and Social Sciences
  - Siva Sivathayalan, Engineering and Design
  - Elinor Sloan, Public Affairs (Senate Representative on Board of Governors)
  - David Sprague, Information Technology
  - Karen Taylor, Engineering and Design
  - Chantal Trudel, Engineering and Design, School of Industrial Design
  - Crina Viju, Public Affairs (Secretary of the Faculty Board)
  - Johan Voordouw, Engineering and Design, Architecture
  - Julia Wallace, Science
  - Paul Wilson, Public Affairs
  - Johannes Wolfart, Arts and Social Sciences
  - Pamela Wolff, Science
  - Barry Wright, Public Affairs
  - Winnie Ye, Engineering and Design
- Elected Undergraduate Students**
- Afreen Ahmad, Public Affairs
  - Kareem AlWazir, Public Affairs
  - Julia Bruno, Arts and Social Sciences
  - Millie Close, Science
  - Cameron Davis, Engineering and Design
  - Olivia Hobbs, Arts and Social Sciences
  - Sean Maguire, Arts and Social Sciences
  - Jonathan Moore, Sprott School of Business
  - Lisa Tsintsadze, Public Affairs

- Elected Graduate Students**
- Nathaniel Bruni, Arts and Social Sciences
  - Donatus Edi, Engineering and Design
  - Rufes Stephen John Sundarraj, Engineering and Design

On the back cover: Top: Carleton’s Nicol Building is nearing completion. Bottom: A drum circle at Carleton’s annual round dance.





**“I trust you will be the 21st century’s greatest generation. You know what is wrong with the world and how to fix it.”**

– Prime Minister Justin Trudeau, Carleton University virtual commencement ceremony, June 2020



**Carleton**  
UNIVERSITY

[www.carleton.ca](http://www.carleton.ca)