

President's Report 2024



Carleton
University



Message from the President



It is my pleasure to share with you this annual report, highlighting some of the many achievements of our Carleton community over the 2023-2024 academic year.

First and foremost, I'd like to extend my most sincere thanks to our students, staff, faculty, alumni, Board members and community partners – you are what make our university so special, and it is your hard work, creativity, collaboration and talent that this report celebrates.

From innovative approaches to pedagogy and experiential learning, to hitting another institutional milestone in sponsored research funding, Carleton is experiencing a period of transformative growth. Over the past year, we have continued to work toward the ambitious goals outlined in our Strategic Integrated Plan, strengthening our commitment to our three pillars: Share Knowledge, Shape the Future; Serve Ottawa, Serve the World; and Strive for Wellness, Strive for Sustainability.

While this report is an opportunity to celebrate our successes as a community, it is also a preview of all there is to look forward to in the months ahead – major campus development projects, bold research partnerships and, of course, the arrival of a new president and vice-chancellor, Wisdom Tettey, who I am confident will carry this impressive momentum forward upon his arrival in January 2025.

On a personal note, I will be staying on as Carleton's interim president and vice-chancellor until the end of 2024 to facilitate Dr. Tettey's transition, after which I will be embarking on the next chapter of my

professional life. As I reflect on my 16 years at Carleton, I cannot help but feel tremendously proud of our community and how much progress we've made as an institution. While endings are always bittersweet, I am gratified to be leaving my position knowing there is a strong foundation here for my colleagues to build even further and higher.

Jerry Tomberlin
Interim President and Vice-Chancellor
@CU_President
carleton.ca/president

“Jerry Tomberlin leaves behind a legacy of service and stewardship to our university that won't be forgotten.

On behalf of the Board of Governors, we would like to thank him for his leadership and tremendous commitment to Carleton.”

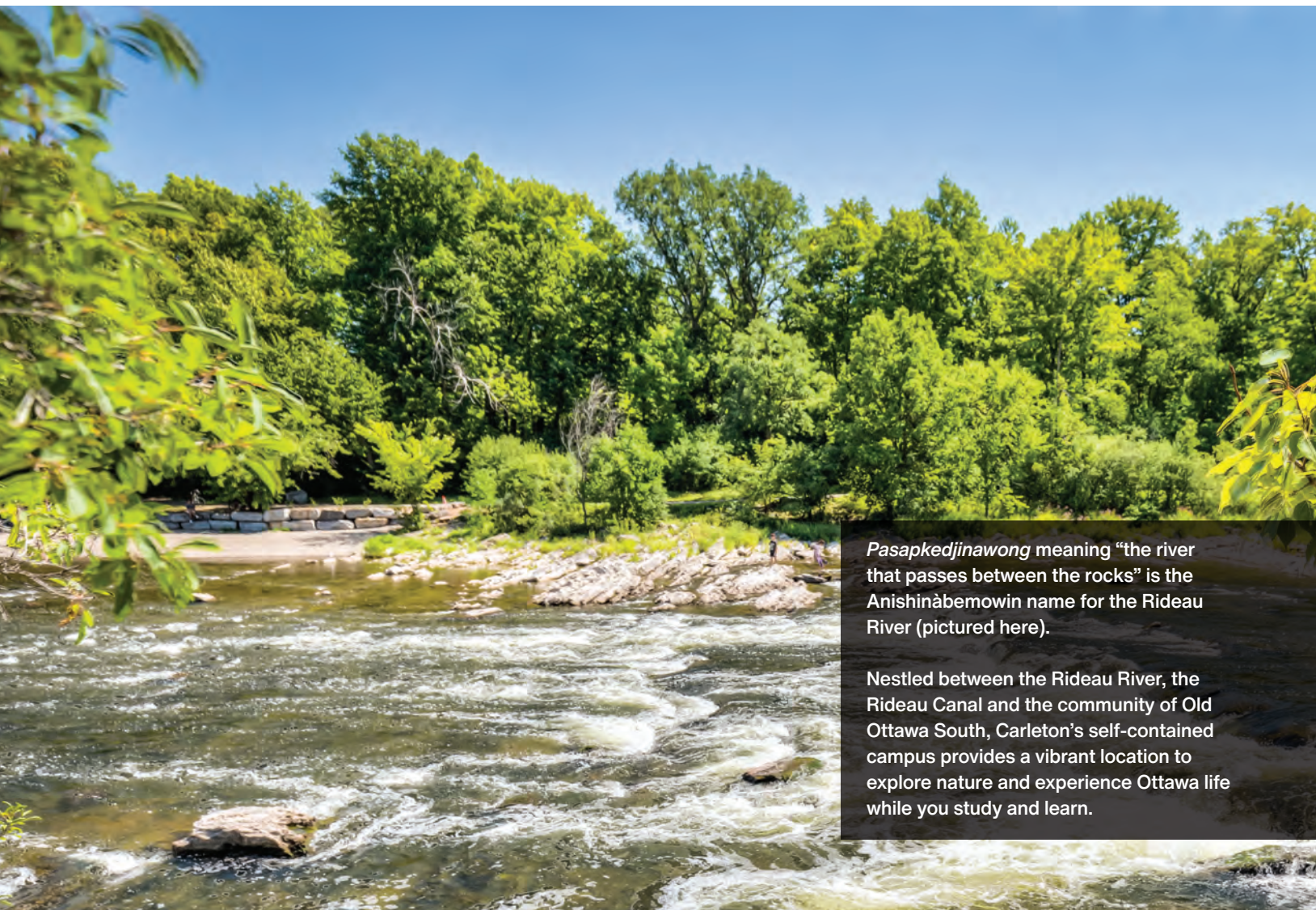
Greg Farrell,
Chair of the Board of Governors

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Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin Anishinaabeg nation.

In doing so, Carleton acknowledges it has a responsibility to the Algonquin people and a responsibility to adhere to Algonquin cultural protocols.



Pasapkedjinawong meaning “the river that passes between the rocks” is the Anishinàbemowin name for the Rideau River (pictured here).

Nestled between the Rideau River, the Rideau Canal and the community of Old Ottawa South, Carleton’s self-contained campus provides a vibrant location to explore nature and experience Ottawa life while you study and learn.



Carleton by the Numbers



UNDERGRADUATE Students

26,163

GRADUATE Students

4,545

TOTAL Students

30,678



\$521
million

OPERATING BUDGET



\$31.9
million

in SCHOLARSHIPS AND
BURSARIES awarded to
undergraduate students



\$113.5
million

in SPONSORED
RESEARCH FUNDING



33

CANADA RESEARCH CHAIRS



\$3.8
billion

Annual
ECOMONIC IMPACT



87.7%

Graduate **EMPLOYMENT**
IN A RELATED FIELD



3rd

LARGEST CO-OP PROGRAM
in Ontario

DIVERSE



students from 150+
DIFFERENT COUNTRIES



#5

in Canada for **SCIENCE AND**
MEDICAL RESEARCH FUNDING*

#1

in Canada for **SOCIAL SCIENCES AND**
HUMANITIES RESEARCH FUNDING*



17

THERAPY DOGS



19

MENTAL HEALTH
Counsellors

*Maclean's University Rankings, 2023



Teaching and Learning

Carleton is constantly striving for excellence in teaching and learning through the creation of new programs, spaces, tools and supports for our educators and students.

Future Skills Innovation Network

Carleton is expanding and improving the Future Skills Innovation Network (FUSION) program thanks to \$2.8 million in funding provided in part by the Government of Canada's Skills for Success Program. The FUSION network consists of five Canadian universities (Carleton University, University of Calgary, Concordia University, Memorial University of Newfoundland and the University of Saskatchewan) and was initially launched and funded by the Future Skills Centre to collaborate, design and deliver the FUSION skills development program to students.

The program contains seven modules providing students — particularly those from underrepresented groups — with the technical knowledge and soft skills they need to succeed in personal and future work situations and environments. Carleton will lead the evolution of FUSION by creating six additional training modules and introducing new partnerships with industry leaders who will lend their business experience to promote and improve the program.

In October 2023, Carleton celebrated the official opening of the **Experiential Learning Hub**, a dedicated space for students and instructors to engage and experiment with emerging immersive technologies. The hub includes an active learning classroom, creation suites featuring a variety of extended reality (XR) and media creation tools and two state-of-the-art XR experience studios. The Experiential Learning Hub benefits students by providing them with the essential skills and knowledge to excel in their chosen careers.

Future Learning Innovation Fellowship

The Future Learning Innovation Fellowship supports faculty members and instructors in exploring and implementing new and innovative teaching and learning practices. This year, 10 recipients developed and piloted their innovative teaching and learning projects. The selected projects highlighted the use of emerging technologies to solve teaching and learning challenges, such as using virtual reality field trips and extended reality (XR) to help equip instructors and students with tools and resilience against the distressing effects of climate change.

Carleton University Experiential Learning Fund

Twenty-five projects have been awarded funding through this year's Carleton University Experiential Learning Fund (CUELF) to create new and enhanced experiential learning opportunities for students. The projects range from supporting water treatment and education in the Yukon to creating a virtual reality environment to

study earthquake data from Turkey. Each project provides Carleton students with the chance to apply theory to real-world experiences.

Students as Partners Program

Carleton is a leader in fostering collaboration between instructors and learners through the Students as Partners Program (SaPP), the largest program of its kind in Canada. Student partnerships help build meaningful academic relationships that promote trust and engagement, and the SaPP model better prepares students for their transition into the world of work. This year, an impressive 84 new SaPP projects were funded.

Course Transformation Projects

The Course Transformation Fund provides support for instructors and academic units interested in redesigning courses in which students and instructors may face significant challenges. This academic year, nine instructors each received \$8,000 in funding for projects that include the use of AI-augmented microprocessors and game-based elements to transform and improve courses.

Pathy Foundation Fellowship Partnership

Carleton has joined the Pathy Foundation Fellowship program to expand its experiential learning opportunities. This fellowship provides graduating students with a 12-month intensive experiential learning opportunity to lead a self-

directed project in a community in which they connect. Fellows receive comprehensive training, dedicated ongoing support and up to \$40,000 to make a sustainable impact in their chosen community, while supporting their growth as active and effective leaders and change-makers. The addition of this fellowship provides Carleton students at the undergraduate and graduate levels an opportunity to apply what they have learned and the skills they have gained to the betterment of their communities.

Co-Op Continues to Grow

Our co-operative education program continues to be the fastest growing in Canada and is the third largest co-op program in Ontario, with 3,770 work terms completed during the 2023-2024 academic year by our talented students. Employers continue to be impressed by our students' preparedness and the high level of professional service Carleton employees provide.

Undergraduate Research

The Internship-Carleton University Research Experience for Undergraduate Students (I-CUREUS) is a cornerstone of Teaching and Learning Services' programming. It provides undergraduate students with opportunities to conduct faculty-supervised research and gain hands-on experience in their program or an area of interest. This year, 125 students completed projects.



Student Life and Athletics

At Carleton, we support our students and encourage them to get involved in their education, find their people and make the most of their university experience.

Adrienne Clarkson Speaks at Student Leadership Conference

The Student Experience Office's 2024 SOAR Student Leadership Conference welcomed the Right Honourable Adrienne Clarkson, 26th Governor General of Canada, on January 20. Madame Clarkson delivered a keynote presentation on leadership, belonging and inclusion. The event, which had over 250 registrants, also featured 24 educational sessions hosted by Carleton alumni, students, staff and faculty.

New and Improved Carleton Mobile App

The Carleton Mobile app has been fully updated to allow students easy access to the latest student news and events, search various student support services, view their class and exam schedules, receive customizable push notifications for emergencies, grades and campus life updates and view an updated and interactive campus map. Since launching in December 2022, Carleton Mobile has over 25,000 downloads on Android and iOS platforms and a 4.4 out of 5-star rating.

Ravens Fly High on National Stage

Carleton's varsity student athletes continue to reach awe-inspiring heights and inspire our campus community with their impressive achievements, hard work and perseverance.

- The Ravens women's basketball team won the 2024 U SPORTS National Championship with a thrilling 70-67 victory over the Saskatchewan Huskies, earning them their second consecutive U SPORTS title and third championship win in just six seasons. This is the 20th championship in Ravens' basketball history, meaning that our women's and men's teams have taken home an impressive 20 national championships titles over the last 20 seasons of play.
- The Ravens women's Nordic skiing team captured the program's second CCUNC Championship at the 2024 Nordiq Canada CCUNC Championships. The unstoppable team has won seven of the last eight Ontario University Athletics' conference championships – a dynasty in its own right.



In November, the Ravens men's soccer team won the 2023 Ontario University Athletics' Championship following a 3-1 win over the York Lions. The victory marked their fourth OUA Championship and first since 2019.



Carleton hit a milestone

\$113.5
million

in sponsored research
funding in 2022-2023,
breaching the hundred-
million-dollar mark for
the first time in our
university's history.

Research

Carleton is a long-established leader in research excellence, fostering projects that focus on big ideas, tangible outcomes and the development of knowledge with long-term global impact.

Carleton's Distinguished Researchers

Security and Intelligence Researcher Wins Prestigious Award

Amid ongoing global conflicts, national security and combating terrorism are top of mind. As nations try to cut off terrorist organizations from their funding sources, governments from around the world are employing diverse strategies to counteract the financing of terrorism.

Jessica Davis, a PhD candidate in the Norman Paterson School of International Affairs, is conducting in-depth research on

counterterrorism, intelligence and Canadian national security, and is unpacking which strategies are effective and why.

In recognition of her vital and timely research, Davis received the prestigious Social Sciences and Humanities Research Council Talent Impact Award.

Given to only one person each year, the award is considered one of Canada's top honours for social sciences and humanities researchers.



The Honourable Greg Fergus, Speaker of the House of Commons and Carleton alumnus, congratulating Jessica Davis for winning the 2023 Social Sciences and Humanities Research Council's Talent Impact Award.

Carleton Welcomes Four New Canada Research Chairs

Elie Azar, Canada Research Chair in Sustainable Buildings and Communities (Tier II), Department of Civil and Environmental Engineering



Cati Coe, Canada Research Chair in Migration and Care (Tier I), Department of Political Science



Jennifer Drake, Canada Research Chair in Stormwater and Low Impact Development (Tier II), Department of Civil and Environmental Engineering



Leila Mostaço-Guidolin, Canada Research Chair in Imaging Biomaterials and Characterization (Tier II), Department of Systems and Computer Engineering



Challenging What's Possible

Helping Youth Fight Eco-Anxiety

A recent study revealed that 78 per cent of Canadians aged 16 to 25 report experiencing adverse effects on their mental health due to fears and sadness around climate change. To address this, Carleton psychology researcher Stefania Maggi has created an action-adventure video game designed to reduce eco-anxiety and motivate climate action. The project aims to mobilize knowledge and elevate spirits and conversations around climate change.

Partnership Grant for Prison Transparency Research

Carleton law and legal studies professor Dawn Moore, in partnership with a team of 17 researchers in three countries, was awarded a \$2.5 million Partnership Grant from the Social Sciences and Humanities Research Council (SSHRC) for their Prison Transparency Project, which will investigate ways of breaking down barriers in accessing prison information and protecting the human rights of those incarcerated.

Detecting Alzheimer's and Parkinson's Via Saliva

Alzheimer's and Parkinson's are devastating neurodegenerative diseases collectively affecting nearly one million Canadians, with that number expected to double by 2030. Tackling this combined health and economic challenge is difficult, but a team of researchers led by Ravi Prakash in the Department of Electronics has developed an innovative early detection tool requiring only a saliva sample. Created using a 3D printer, the portable and cost-effective device is a non-invasive alternative to spinal taps tests and allows health care providers to get real-time results.

Game-Changing Funding for Climate Research

Welcome Investment in Permafrost Research and Training

Carleton researchers have received \$1.65 million from the Natural Sciences and Engineering Research Council of Canada (NSERC)'s Collaborative Research and Training Experience (CREATE) program to support research and training around permafrost, climate change and sustainability. Carleton's Stephan Gruber, Canada Research Chair in Climate Change Impacts/Adaptation in Northern Canada and scientific director of NSERC PermafrostNet, and a team of researchers from seven Canadian universities are addressing this threat to Arctic communities by training students and postdoctoral fellows while developing practical ways to adapt to climate change effects on Canada's permafrost.

An interdisciplinary group of researchers at Carleton are harnessing the power of chemistry to make northern heating more practical, less expensive and greener. Supported by a \$1.1M, five-year NSERC Alliance grant, mechanical and aerospace engineering professors Jean Duquette and Ron Miller, and economists Maya Papineau and Stephan Schott are designing and prototyping a solar-driven adsorption thermal energy storage system for use by remote northern communities.





International Highlights

With a comprehensive approach to international outreach, Carleton University attracts students, faculty and researchers from every continent who discover, generate and share transformative knowledge from a global perspective.

Unprecedented Potential for Global Collaborations

Carleton's International Strategic Plan outlines a clear path to further enhance our visibility, and better support our faculty and students to collaborate with global partners. As we prepare for the second iteration of the plan, launching in 2025, we look forward to paving the way for even more meaningful engagements through our new association with Horizon Europe, the European Union's flagship program for research and innovation.

With a substantial budget of €53.5 billion, Pillar II of Horizon Europe is focused on

addressing our shared global challenges and in helping achieve the UN's Sustainable Development Goals. Under this program, Canadians will have equal consideration for funding alongside EU Member States, as well as access to an extensive network of researchers worldwide. This landmark agreement represents the deepest form of collaborative research offered by the European Union.

Carleton Political Scientist Raises Refugee Voices

James Milner has been appointed co-chair of the Global Academic Interdisciplinary

Network (GAIN), a group of 213 university members from countries around the world, formed from the Global Compact of Refugees. Through his initial 3-year term, he will work to advance the efforts of the international higher education sector in forced migration and displacement by facilitating community engagement, research, training and scholarship opportunities, particularly in the Global South.

One of Milner's priorities as co-chair, and as project director of the Local Engagement Refugee Research Network (LERRN)



at Carleton is the active participation of refugees as equal partners in the development of effective and sustainable responses. GAIN, alongside LERRN, will deliver on key outcomes of a multistakeholder pledge supported by the United Nations High Commission on Refugees.

From the Classroom to Cuba

Last spring, 20 Carleton students had the privilege of travelling to Cuba for a two-week field course in urban studies with the University of Havana. Through site visits, in-class learning and research, participants were exposed to an entirely different form of social organization and established a deeper understanding of Cuba's history through the prism of this one contemporary urban system. Integral in actualizing this field course was Global Skills Opportunity, a pilot program funded by the Government of Canada that is designed to address barriers preventing student participation in outbound mobility.

Strengthening Ties in South Africa

In May 2023, a delegation from Carleton had the pleasure of visiting South Africa, where they were welcomed by several prominent universities, as well as the National Research Foundation, to discuss research, teaching and exchange opportunities. With the higher education sector focused on problem-solving, technology, sustainability and interdisciplinarity, partnering with South Africa aligns with Carleton's strategic vision. The synergy between our respective institutions is strong and positions Carleton as a potential Canadian hub for the new South Africa-Canada Universities Network, which aims to promote ties between our two countries.



Carleton physicist Thomas Koffas is joining an international initiative currently underway to replace old tech in the High-Luminosity Large Hadron Collider at CERN in Switzerland, with over 170 institutions involved. Working alongside partners at Université Paris Cité, Koffas will contribute to the new particle tracking detector. With a target end date of 2029, this partnership is playing a leading role in the development of pixel and strip detector technologies, providing critical expertise to this global enterprise.



Community Engagement

Carleton continues to collectively seek to build and maintain reciprocal and mutually beneficial relationships with the community – in Ottawa, Canada and beyond – towards the betterment of our society.

Innovation Hub

Carleton's Innovation Hub serves aspiring student entrepreneurs from all faculties and programs across campus and focuses its experiential learning incubator programming on new venture creation and experimentation. The Innovation Hub also supports entrepreneurs from marginalized populations, removing systemic barriers from the venture creation process and disrupting any ecosystem that its participants enter.

This year, the Innovation Hub supported more than 100 aspiring student entrepreneurs and hosted in November its first two roundtables for Black and women entrepreneurs, co-curated panel discussions for the Sustainable Finance Forum in Ottawa and partnered with community programs that support entrepreneurs with diverse backgrounds and interests. In addition, the Innovation Hub collaborated with the Technology Innovation Management (TIM) program to relaunch the Lead to Win Program, an accelerator which

provides current TIM students and recent TIM graduates with a network to rapidly advance their business growth.

Carleton Dominion-Chalmers Centre

The Carleton Dominion-Chalmers Centre (CDCC) (pictured right) celebrated its fifth academic year anniversary in spring 2024. The beautiful downtown heritage building is an ever-evolving hub of arts and learning activity presented by university and community groups. This year, 14 Carleton academic courses for students

and hundreds of events including concerts, conferences and lectures were held at the CDCC, welcoming more than 60,000 guests through its doors. The CDCC also launched "The Hive," a special collection of small meeting and practice rooms, and was selected as the venue for the Honourable Ed Broadbent's state funeral.

CityStudio Ottawa

Carleton's Centre for Community Engagement announced an exciting new partnership this academic year with CityStudio Ottawa,



CU@Kanata is a purpose-built innovation space within the Kanata North's Hub350 that strives to be the academic partner of choice in Canada's largest technology park. In addition to numerous partnership engagements facilitated with individual companies in Kanata, CU@Kanata has enabled "creative collisions" for partnerships and engagements for more than 1,500 individuals (students, faculty members, community members, government and industry) over the past year.

in collaboration with the City of Ottawa, the University of Ottawa and Algonquin College. CityStudio Ottawa is an innovation platform for civic and post-secondary education that links the City's needs with the expertise and creativity of local researchers, faculty experts and students. The collaboration is advancing key priorities outlined in the university's Strategic Plan for Community Engagement and provides students, faculty and staff with new ways of contributing to regional priorities and expanding the City's collective impact.



Mental Health and Accessibility

Carleton is dedicated to ensuring students have all the help, resources and supports they need to thrive throughout their university experience and achieve their goals.

Strengthening Our Mental Health Supports

- With support from the Carleton University Alumni Association, and in a partnership between the MacOdrum Library and the Office of the Associate Vice-President (Student Health and Wellness), Carleton opened a centralized Wellness Desk in the library. This initiative provides a space for students to learn about resources on campus, as well as how to engage in self-care activities and wellness-related events. The Wellness Coordinator and their team of student staff helps students navigate Carleton's various resources and connect them to support, especially in times of distress.
- To meet increased demand for mental health support, Health and Counselling Services (HCS) expanded its team to 19 counsellors, including the addition of a second permanent racialized counsellor, a term eating disorder counsellor and a term racialized counsellor in residence. In addition, HCS expanded its team to six general practitioner psychotherapy physicians, with the addition of two general practitioner psychotherapy physicians, to increase the university's capacity to support students.
- Working with the Student Mental Health Advisory Committee, the Student Health and Wellness team completed the second year of implementing the Student Mental Health Framework 2022-2026, with actions taken on all 30 recommendations. The framework strives to proactively promote a holistic and intersectional approach to student mental health and well-being by coordinating programs, services and initiatives to build skills and foster resilience.

Advancing Accessibility on Campus and Beyond

- The Coordinated Accessibility Strategy (CAS) has definitive actions being taken on 38 of the 40 recommendations in the strategy. Over 70 individuals from 35 units across campus are directly involved in CAS implementation activities and are working to advance accessibility at Carleton.
- The Canadian Accessibility Network (CAN), under the leadership of the Accessibility Institute, has reached 100 CAN collaborators and more than 180 individual members supporting the work of advancing accessibility across Canada.
- In May 2023, CAN celebrated National AccessAbility Week by co-hosting AccessAbility Day with the City of Ottawa and the Institute of Public Administration of Canada – National Capital Region. The virtual event featured a Canada-wide discussion on accessibility legislation and policy with leaders from federal, provincial and municipal governments, including Stephanie Cadieux, Canada's Chief Accessibility Officer. Furthermore, CAN continues to foster partnerships with accessibility-minded organizations and individuals through the CAN Connect Forums event series.
- The Accessibility Institute has launched a new Accessibility Standards Canada funded project, "Enabling Independence: Assessing Activities of Daily Living to Inform Safety Standards for Built Environments". This multi-year project will generate \$450,000 in research revenue and plans to explore innovative ways to integrate smart home technologies within the home to improve safety and facilitate higher degrees of independent living for persons with disabilities, especially those aging in place.

Carleton University's Therapy Dog Program held its first-ever Therapy Dog Convocation on March 7 to celebrate its 17 therapy dogs and handlers. Each dog and their handler received a certificate of completion to acknowledge the completion of their significant training and to recognize their contributions to Carleton's mental health and wellness services. The Carleton Therapy Dog Program is made up of faculty and staff volunteers and is funded through donations by members of our community. Pictured on the right are Jane van den Dries and Beatrice





Green Initiatives

Carleton is a recognized leader in sustainability and continues to move towards a greener campus.

Climate Solutions for a Sustainable Future

In May 2024, the second edition of the Carleton Challenge Conference brought together Canadian changemakers and thought leaders from a wide range of sectors for a single day of forward-thinking discussions on a pressing global issue: climate change. The conference's invited speakers and guests enjoyed a day of engaging conversation around climate adaptation and how leadership can champion sustainable practices in their business or organization.

On Track to Net-Zero Emissions

As part of our target to achieve carbon neutrality by 2050, Carleton proudly became the first university to join the Government of Canada's Net-Zero Challenge. To date, significant progress has been made towards our carbon-neutral goal, by conducting a comprehensive greenhouse gas emissions (GHG) inventory, in addition to multiple energy-saving upgrades and audits across campus.



Leaders in Climate Adaptation

As a founding member of the Nature Positive Universities program, Carleton reaffirmed its dedication to environmental stewardship, underscored by the implementation of bird-friendly glazing on existing campus edifices. We also received a three-star Green Restaurant certification for Carleton's residence dining facility and retained our Fair Trade Campus designation. Carleton also received global recognition in the 2023 Times Higher Education Impact Rankings, placing within the Top 50 for Sustainable Development Goals 12 and 14.

In March 2024, the Carleton Conservation Collective – a collective of Carleton faculty members, graduate and undergraduate students creating conservation action on campus – teamed up with local artist Maria Gomez Umana (far right) on a **mural-painting project to make campus buildings more bird-friendly** and prevent future collisions. Standing with the artist in front of the mural are students (r to l) Rachel Buxton, Stasha Lysyk, and Justin Kreller.

Indigenous Initiatives

In keeping with the calls to action outlined in the Kinàmàgawin report, Carleton continues to develop resources, training and supports for Indigenous students, and to educate the university community about the experiences, histories and worldviews of Indigenous Peoples.

Kinàmàgawin Symposium

The fifth annual Kinàmàgawin Symposium was hosted in February 2024 by the Centre for Indigenous Support and Community Engagement. The day-long symposium included keynote speakers, panel discussions and cultural performances, all focused on the theme *Connecting to Indigenous Spirituality: Learning from the Land, Community and Culture*.

Carleton Honours Orange Shirt Day

In honour of Orange Shirt Day, an Every Child Matters flag was flown on campus on Sept. 29 and 30. Carleton community members were encouraged to wear orange Every Child Matters shirts to commemorate the day and to take time to reflect meaningfully on the responsibilities we all have to conciliation in Canada.

Smudge-Friendly Spaces on Campus

This year, Carleton added more than 40 pre-approved smudge friendly spaces on campus, including the Architecture Building and Carleton Dominion-Chalmers Centre, which are the first Carleton buildings to be entirely smudge-friendly. Smudging is a tradition

common to First Nations and Métis communities that involves the burning of one or more medicines gathered from the earth. Carleton's Senior Management Committee approved an updated policy that formally recognizes the unique relationship that Indigenous cultures have with traditional and sacred medicine.

Children and Youth Powwow

Carleton's Centre for Indigenous Support and Community Engagement welcomed approximately 1,500 people to campus for a two-day Children and Youth Powwow hosted in collaboration with several community partners. This event provided both Indigenous and non-Indigenous people with an opportunity to practice traditions and be in community. Carleton is honoured to support children and youth in dancing out to community for their first time with their families present in a safe and welcoming environment.

Land-Based Learning

In May 2023, six Inuit students and three team members from Carleton's Centre for Indigenous Support and Community Engagement traveled to Nunavut to participate in a land-based





learning opportunity hosted by Nunavut Arctic College. The week-long experience was facilitated by Inuit Elders, Knowledge Keepers, and community members at the Piqqusilirivvik Cultural Centre in the community of Clyde River. Students spent days out on the ice learning about Inuit storytelling, arctic survival skills and Inuit pedagogy.

Indigenous Research Talks

Carleton's Ānako Indigenous Research Institute hosted a series of Research Talks that explored Indigenous research methods. Indigenous subject matter experts, including Josée Bourgeois, Brian Maracle, Dr. Lorna Wanosts'a7 Williams and Kaniehtio Horn, shared their work and experience with the Carleton community and provided pedagogical support to Indigenous and non-Indigenous faculty and students.

Indigenous Research Ethics Board

With the cooperation and support of the Office of Research Ethics, the Ānako Indigenous Research Institute is working to establish an Indigenous Research Ethics Board to ensure that research involving Indigenous Peoples and communities is conducted respectfully and the benefits of research are shared fairly with affected communities. The Indigenous Research Ethics Board will also promote respect for Indigenous culture, traditions, interests and ways of knowing, ensure

Community members, Indigenous and non-Indigenous, participated in an evening of traditional dance and sharing at the annual Round Dance, hosted by Carleton's Centre for Indigenous Support and Community Engagement. This traditional Indigenous event, usually held in the winter, brings people together to heal, honour and celebrate life.

Through his innovative visual language, Anishinaabe artist Norval Morrisseau gifted viewers a vision of our interconnected world expressed as a sense of balanced motion at play, understood as Mino Bimaadiziwin in Anishinaabemowin. *Medicine Currents*, an exhibition on display at the Carleton University Art Gallery in fall 2023, featured a range of paintings, drawings and objects by Morrisseau that celebrate the artist's storytelling vocabulary.

that Indigenous communities' research priorities are reflected in Carleton studies, and that Ownership, Control, Access and Possession (OCAP) principles are respected. After two years of consultations, the Indigenous Research Ethics Board is ready to be implemented.

Decolonizing Journalism: A Guide to Reporting in Indigenous Communities

Carleton journalism professor Duncan McCue published the textbook *Decolonizing Journalism: A Guide to Reporting in Indigenous Communities*. McCue joined Carleton in 2023 as a professor specializing in Indigenous Journalism and (Story)telling, following a career at CBC News.

Equity, Diversity and Inclusion

Building on its EDI Action Plan, Carleton is working to transform curriculum and pedagogy, student supports, research and culture to make education, and consequently our world, more equitable, diverse and inclusive.



Michele Lewis, Carleton's 2023-2024 Fulbright Distinguished Chair.

Fulbright Scholar Michele Lewis

The Faculty of Arts and Social Sciences welcomed 2023-2024 Fulbright Distinguished Chair Dr. Michele Lewis, hosted by the Feminist Institute of Social Transformation. Hailing from Winston-Salem State University in North Carolina, USA, Lewis brings a wealth of expertise as a dynamic professor and psychologist. During her time at Carleton, Lewis has continued her barrier-breaking work that elevates and centers non-western frameworks in psychology, delving into cross-cultural experiences and exploring the realm of cultural neuroscience among marginalized communities.

Faculty Engineering and Design EDI Action Plan

The Faculty of Engineering and Design (FED) launched a faculty-specific EDI Action Plan and webpage. Created through a collaborative process, the report represents the synthesis of diverse perspectives and embodies the expertise and lived experiences of individuals within the FED community.

Inclusive Excellence in Science Research

Designed by Carleton's Faculty of Science, the Inclusive Excellence in Science Research Pocket Guide equips researchers

with strategies, ideas, activities and practical tools to help integrate equity, diversity and inclusion into research projects. The pocket guide suggests actions that nurture inclusive research environments as well as ideas that support the success of diverse teams and provides resources for learning about different knowledge systems and research methodologies.

A Hub for Black Students

Housing and Residence Life Services launched the Black Students Hub in 209 Teraanga Commons. This new vibrant space aims to be a sanctuary where Black students



can gather, connect and find support within a community that recognizes and celebrates their unique experiences and contributions.

Carleton Self-Identification Survey

As a priority of the EDI Action Plan, the Carleton Self-Identification Survey was launched and is available for all Carleton community members to complete. The data is essential to assess the diversity of the campus community, to progress the university's goal towards eliminating barriers and conditions of disadvantage for students and employees. The data is also critical to the university's ability to recruit the broadest

spectrum of talent, expertise, knowledge and experience necessary to enrich the student experience, promote the best decision-making and accelerate academic excellence.

Human Rights Module

Carleton's Department of Equity and Inclusive Communities, in collaboration with Teaching and Learning Services, has been piloting an online Human Rights Module in partnership with 17 instructors across the university. The module serves as an entry point for students to learn about how human rights can be upheld at Carleton.

Carleton students, faculty and staff participated in the 2023 Capital Pride Parade in August, marking the first instance that a local university joined the parade as a collective official marching group. The idea to have Carleton join the Capital Pride Parade came from Sprott School of Business Bachelor of Commerce student Aanya Baidur.

Fundraising and Partnerships

Holistic Integrated Partnerships

The Office of the Vice-President (Research and International) and University Advancement continue to lead the Holistic Integrated Partnerships (HIP) program, streamlining engagement between the university and corporate partners, enabling better research and development collaborations, creating learning and employment opportunities for students, and advancing mutual societal goals.

Over the last five years, the HIP initiative has helped establish and enhance numerous high-value collaborations with industry leaders emphasizing sustained and strategic interactions. Recently, Carleton established a three-year partnership with Ross Video to advance research and engage students through experiential learning in robotics, artificial intelligence, and digital systems and hardware design. The company also established an award for Indigenous students to foster a more diverse workforce.



“As a long-time collaborator with Carleton University, we are thrilled to establish this integrated partnership that combines our shared expertise and commitment to innovation,” said David Ross, Ross Video’s CEO. “Carleton’s exceptional talent in science and engineering, coupled with their dedication to producing top-notch graduates, makes them an ideal partner for Ross Video. We are confident that together we will push the boundaries of technology and advance the live event and video production industry.”

Carleton University and Ross Video leaders and collaborators who were integral to the partnership’s success, present at the celebration and signing of the three-year partnership.



New and Ongoing Projects

New Student Residence

Construction on Carleton's newest addition to the residence precinct continues. The nine-floor student residence is already taking shape with all levels now erected and the cladding on the exterior walls underway. This 450-plus bed residence will house first-year students and offer modern amenity spaces that recognize the changing needs of our student population. The building is expected to welcome its first residents in fall 2025.

Dining Hall Expansion

An expansion of the residence dining hall in Teraanga Commons began in November 2023. This project recognizes the increased need for a larger dining hall and kitchen facilities to accommodate the additional student population that will be living in our new residence and will include new and innovative food service stations. The expansion is scheduled to be completed in August 2024.

Loeb Building Upgrades

Plans are underway to upgrade the Loeb Building envelope to replace the existing façade with new, ceramic facing that will increase the building's energy efficiency, as well as improve its architectural integrity. Bird-friendly glazing on the windows and solar panels are also under consideration as part of the renovation plans. Reimagining the lobby of the building to include a modern, open-concept area with additional seating is part of the vision to provide a more welcoming space for students and building occupants. Construction is planned to start in late 2024.

Concept drawings of Carleton's new student residence featuring nine floors, 180,000+ sq. ft. and 450+ beds for first year students. This state-of-the-art, highly sustainable facility will showcase an amenity floor that includes study, social, fitness and cooking spaces, and will serve as a beacon as community members come onto campus.





Board of Governors

The Board of Governors oversees the administrative and financial operations at Carleton. As the corporate body of the university, the Board consists of volunteers who are equipped with various expertise backgrounds, and a unique understanding of higher education and its force for good. The Board plays an integral role in long-term planning, including university budgets, capital projects and initiatives that shape the future of our university.

**Greg Farrell**

Chair
Community Member
FCPA, FCA, President and COO (retired), Giant Tiger Stores Ltd.

Beth Creary

Vice-Chair
Community Member
Senior Vice-President, Legal and Compliance (retired), Ligado Networks

Yaprak Baltacioğlu

Chancellor (ex officio)

Jerry Tomberlin

Interim President and Vice-Chancellor (ex officio)

Howard Babb

Community Member
Project Director, Tthree Facilities Management

Jennifer Camelon

Community Member
Chief Financial Officer and Vice-President, Corporate Services, Canadian Blood Services

Adrian Chan

Faculty
Department of Systems and Computer Engineering

Jim Devoe

Community Member
Chief Executive Officer, Congress of Aboriginal Peoples

Patrick Dion

Community Member
President, Patrick Dion Consulting

Konrad von Finckenstein

Community Member
Federal Ethics Commissioner

Dan Fortin

Past Chair, Community Member
President (retired), IBM Canada Ltd.

Kim Furlong

Community Member
Chief Executive Officer, Canadian Venture Capital and Private Equity Association

Mira Gillis

Undergraduate Student
Public Affairs and Policy Management

Dan Greenberg

Community Member
President and Owner, Ferguslea Properties Ltd.

Linda Grussani

Alumni
Curator and Art Historian

Al Hamdani

Community Member
Executive Vice-President and Chief Business Officer, Canada Development Investment Corporation

Nina Karhu

Professional Services Staff
Manager, Classroom Support and Development

Alice Keung

Community Member
Chief Transformation Officer (retired), Definity

Mat Main

Alumni
Vice-President, Corporate Development, Dymech Engineering

Dudley Maseko

Community Member
In-House Counsel, Royal Canadian Mint

Susan Mingie

Community Member
CPA and Partner (retired), Deloitte LLP

Georgette Morris

Graduate Student
Law and Legal Studies

Janakan Muthukumar

Graduate Student
Law and Legal Studies

John Nelson

Professional Services Staff
Director, Innovation Hub

Laura Newton Miller

Faculty
Head of Collections and Assessment, Carleton Library

Brenda O'Connor

Community Member
Vice-President, Governance and Strategy, Canadian Credit Union Association

Jonathan Ojangole

Undergraduate Student
Computer Science

Patrice Smith

Faculty-Senate
Dean, Faculty of Graduate and Postdoctoral Affairs

Jane Taber

Community Member
Senior Vice-President, Public Affairs, National Public Relations

Christina Tessier

Community Member
President and CEO, Ingenium

Ann Tremblay

Community Member
Project Director, Project Management and Delivery, Science and Parliamentary Infrastructure, Public Services and Procurement Canada

Pamela Wolff

Faculty-Senate
Department of Chemistry

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

- Jerry Tomberlin, Interim President, Vice-Chancellor and Chair of Senate
- Elinor Sloan, Clerk of Senate
- Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar
- Rafik Goubran, Vice-President (Research and International)
- L. Pauline Rankin, Provost and Vice-President (Academic)
- Lorraine Dyke, Vice-President (Finance and Administration)
- David Hornsby, Vice-Provost & Associate Vice-President (Academic)
- Maria DeRosa, Dean, Faculty of Science
- Larry Kostiuk, Dean, Faculty of Engineering & Design
- Anne Bowker, Interim Dean, Faculty of Arts & Social Sciences
- Patrice Smith, Dean, Faculty of Graduate & Postdoctoral Affairs
- Brenda O'Neill, Dean, Faculty of Public Affairs
- Howard Nemiroff, Interim Dean, Sprott School of Business
- Amber Lannon, University Librarian
- Wonjoon Chung, Director, School of Industrial Design
- Michel Barbeau, Director, School of Computer Science
- Anne Bordeleau, Director, Azrieli School of Architecture & Urbanism
- Omair Shafiq, Interim Director, School of Information Technology

- Elie Abou Zeid, President, GSA, term ends April 30, 2024
- Sahil Rajput, Vice-President (Academic), GSA, term ends April 30, 2024
- Mohamed "Faris" Riazuddin, President, CUSA, term ends April 30, 2024
- Francesca Lepore, President, CASG, term ends April 30, 2024

Board of Governor Representatives

- Howard Babb, Board Member
- Brenda O'Connor, Board Member
- Jane Taber, Board Member

Special Appointments

- Margaret Haines, Alumni Representative
- Kim Hellemans, COU Academic Colleague

Elected Faculty Senators

- Terms end June 30, 2024
- Bernadette Campbell, Arts and Social Sciences
 - Jonathan Malloy, Public Affairs
 - Paul Mkandawire, Arts and Social Sciences
 - Julie Murray, Arts and Social Sciences
 - Augustine Park, Arts and Social Sciences
 - Karen Taylor, Engineering and Design (Secretary of the Faculty Board)

Terms end June 30, 2025

- Jeni Armstrong, Public Affairs
- Hilary Becker, Sprott School of Business

- François Brouard, Sprott School of Business (Secretary of the Faculty Board)
- Sean Burges, Public Affairs
- Amanda Clark, Public Affairs
- Edward Cyr, Engineering and Design
- Sarah Everts, Public Affairs
- Root Gorelick, Science
- Kevin Graham, Science
- Tim Haats, Engineering and Design/Industrial Design
- Douglas Howe, Science/Computer Science
- Lynn Marshall, Engineering and Design
- Lisa Moffitt, Engineering and Design/Architecture
- Matthew Pearson, Public Affairs
- Rebecca Renfroe, Sprott School of Business
- Daniel Siddiqi, Arts and Social Sciences
- Christopher Smelser, Engineering and Design
- Christian Viau, Engineering and Design
- Julia Wallace, Science (Secretary of the Faculty Board)
- Pamela Wolff, Science

Terms end June 30, 2026

- Manuel Baez, Engineering and Design/Architecture
- Jean-Pierre Corriveau, Science/Computer Science
- Shane Hawkins, Arts and Social Sciences
- Beth MacLeod, Arts and Social Sciences (Secretary of the Faculty Board)
- Laura Madokoro, Arts and Social Sciences

- Jody Mason, Arts and Social Sciences
- David Mendeloff, Public Affairs (Secretary of the Faculty Board)
- David Sprague, Engineering and Design/Information Technology
- Gabriel Wainer, Engineering and Design
- Paul Williams, Arts and Social Sciences

Elected Contract Instructors

- Kathleen Moss, Arts and Social Sciences (term ends June 30, 2024)
- Morgan Rooney, Arts and Social Sciences (term ends June 30, 2026)

Elected Student Senators

- Graduate Students - Terms end June 30, 2024
- Robert Nelson, Public Affairs
 - Mehrnaz Taghavihavazi, Sprott School of Business
- Undergraduate Students - Terms end June 30, 2024
- Benjamin Albright-Peakall, Arts and Social Sciences
 - Davin Caratao, Public Affairs
 - Yash Gandhi, Sprott School of Business
 - Nir Hagigi, Public Affairs
 - Mackenzie Huckvale, Science
 - Alexandria MacDonald, Engineering and Design
 - Aaron North, Arts and Social Sciences
 - Gabriella Pickton, Public Affairs
 - Shaun Seneviratne, Engineering and Design

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