

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

September 29, 2020



Carleton
UNIVERSITY

Canada's Capital University



COMMUNITY AND REPUTATIONAL HIGHLIGHTS

Prime Minister Praises Post-Secondary Graduates in Speech at Carleton

"I trust you will be the 21st century's greatest generation. You know what is wrong with the world and how to fix it." It was high praise for post-secondary graduates across Canada as Prime Minister Justin Trudeau delivered a congratulatory speech from Carleton on June 10 in recognition of Convocation ceremonies going virtual nationwide. Trudeau was joined in the Richcraft Hall atrium by four outstanding graduating students, including Carleton's Jordan Gray, from the Bachelor of Global and International Studies program, who reflected on the monumental shifts currently happening in society. "Let us roll up our sleeves," said Gray, "for we have much work to do."



New Strategic Integrated Plan Approved and Set to Launch

After a year-long process that engaged the whole community, Carleton's Strategic Integrated Plan (SIP) was approved by the university's Board of Governors at its June 2 meeting on the heels of Senate approving the SIP on May 29. The plan was finalized over the summer, including a full design treatment, and will be officially launched on Sept. 30. "Carleton must leverage our location in the capital city, Ottawa, to be deeply connected to the complex issues of our world and our time," President Benoit-Antoine Bacon writes in his introductory message. The SIP, he continues, "must impact not only Carleton's future, but [also] the future of our communities, our society and our planet.... We hold ourselves to a responsibility to make a difference for the greater good."



Carleton Enhances EDI and Indigenous Leadership

Three highly-respected Carleton leaders have accepted new roles and expanded responsibilities that will strengthen our capacity to make important progress across the university in equity, diversity and inclusion (EDI) and Indigenous initiatives. The new structure, effective July 1, follows the establishment of the Equity and Inclusive Communities (EIC) Advisory Group and the recent release of the Kinàmàgawin (Learning Together) report. All three roles will report operationally to the Provost and will advise the President and senior leadership on strategic matters. Prof. Kahente Horn-Miller (Kaniien:keha'ka/Mohawk) is the inaugural Assistant Vice-President, Indigenous Initiatives. Michael F. Charles has been promoted to the role of Assistant Vice-President and University Advisor, EIC. Benny Michaud has been appointed to the new role of Director, Centre for Indigenous Initiatives.



Carleton Launches New Chapter for Equity, Diversity and Inclusion

The summer of 2020 will be remembered as a turning point in Carleton's institutional commitment to anti-racism, Indigenous initiatives and EDI. The Department of Equity and Inclusive Communities (EIC), in partnership with various campus agencies, hosted a number of virtual events to bring people together after the police killing of George Floyd and killings of other racialized and Indigenous people in the U.S. and Canada. "It's been a busy summer for my team with pandemic dislocation, economic compression and overdue racial reckoning pressing on all sides," said Michael F. Charles, Assistant Vice-President and University Advisor, EIC. "Strategic and programmatic planning that has been months in the making has been elevated and accelerated."

Carleton Applauds Graduates in Virtual Celebrations

With in-person Convocation ceremonies impossible, last June's graduates were celebrated with online events, congratulatory videos, slide shows, uplifting social media posts and billboards around the city marking their achievements. Carleton's Clerk of Senate and Marshal of Convocation, Betina Appel Kuzmarov, said she was hoping that graduates would get a sense that the university is honouring their achievements through these virtual celebrations. "We wanted to find a way to ensure that all our graduates could celebrate their amazing achievements," said Kuzmarov. "We hope to celebrate with them when it is safe and appropriate to do so."

Congratulating our 6000+ graduates of

2020

CARLETON.CA





ACADEMICS

Making the Most of Shift to Online Learning

The COVID-19 pandemic precipitated a rapid shift to online learning, and Teaching and Learning Services has been working overtime to ensure success. One innovative solution is the Students as Partners Program. More than 120 instructors have paired up with students to evaluate approaches to online learning this fall semester, the largest program of its kind in Canada. “Good online learning is not just about getting on Zoom and holding a class live with people in boxes on the screen,” says David Hornsby, Carleton’s Associate Vice-President (Teaching and Learning). “It’s about creating more flexibility for students.”



New Mental Health and Well-Being Stream

As companies and governments recognize the need to foster better workplace mental health and well-being, they need support. Carleton’s new program stream is seeking to bridge this gap. Offered through the Department of Psychology, the stream will launch this fall, with up to 30 fourth-year students already registered. It will include content in positive psychology, clinical psychology and mental health, as well as experiential learning outside the classroom. “If you want a workforce that is healthy, happy and productive, these are needs that you have to address,” says Psychology chair Joanna Pozzulo.



Carleton Launches Online Projects Initiative with uOttawa

Carleton and the University of Ottawa are joining efforts to develop online modules and courses that can be shared and adapted between the institutions for the fall 2020 term. In light of the shift to online teaching, they have established the Shared Online Projects Initiative, providing instructors with grants of up to \$8,000 each to work with colleagues at the partner university in developing online courses or modules.

New Teaching Innovation Chair

Music Prof. James McGowan is the 2020 Carleton University Chair in Teaching Innovation. Established last year, the chair is awarded annually to an educator who has demonstrated teaching excellence and innovation across their career and provides a \$45,000, three-year grant to advance teaching, learning and student success.



Achievements and Awards

Prof. Joy Mighty has won the Christopher Knapper Lifetime Achievement Award, given out every two years by Canada’s Society for Teaching and Learning in Higher Education, for the 40-plus-years of contributions she has made to teaching, learning and development in higher education. Since finishing her term as Carleton’s Associate Vice-President (Teaching and Learning) in 2018, Mighty has served as the Senior Scholar for Innovation in Teaching and Learning.

Carleton Neuroscience Prof. Kim Hellemans has received an Award of Excellence from the Ontario Minister of Colleges and Universities in recognition of her dedication to the local community, students and the broader post-secondary education sector during the COVID-19 pandemic.



Prof. Winnie Ye (Electronics) received the Partners In Research Canada Technology and Engineering Ambassador Award. Prof. Jerry Hacker (Azrieli School of Architecture and Urbanism) is one of three winners in an international design competition for his home office project called Social Void. The competition was launched to raise funds for the World Health Organization COVID-19 Solidarity Response Fund. Profs. Kyle Biggar (Biology), Susan Braedley (Social Work), Janna Fox (Applied Linguistics and Discourse Studies), Audrey Girouard (Information Technology), Julie Murray (English), Brian Schmidt (Political Science) and Dale Spencer (Law and Legal Studies) received the Faculty Graduate Mentoring Award in March.

Provost Scholar Awards

Eight Carleton students received Provost Scholar Awards on May 1. These awards are given to undergraduates who have demonstrated outstanding achievements in research, community engagement, immersive learning and/or international activities. The winners are: Arts and Social Sciences — Samphe Ballamingie, Calla Tait; Engineering and Design — Jonique Gardien, Mary-Johanna Weir Weiss; Public Affairs — Jordan Gray, Shaked Karabelnicoff; Science — Khadija Baig, Duncan Spencer. The Peter J. Ricketts Outstanding Provost Scholar Award, named after Carleton’s former Provost and Vice-President (Academic), is given to an outstanding recipient of the Provost Scholar Award. Worth an additional \$1,700, it was presented this year to Jordan Gray.

SUSTAINABILITY

Carleton Sustainability Efforts Recognized with Carbon 613 Award

Carleton was recognized by Ottawa's Sustainable Business Network — known as Carbon 613 — with an excellence award for its sustainability efforts on Aug. 11 during a virtual event. The Emerging Excellence Award particularly recognized Carleton's carbon-based program, which has accomplished a 35-per-cent reduction in carbon emissions since 2005, its zero waste programs, and the level of high student engagement in its overall sustainability efforts. Carbon 613 is a network of Ottawa businesses committed to working toward a net-zero region by 2050. "It's an honour to see Carleton's sustainability efforts recognized by Carbon 613 for the work we have done so far and our long-term commitment to become a zero-carbon campus by 2050," said Carleton President Benoit-Antoine Bacon.

New Sustainability Plan

Carleton has finalized its new five-year Sustainability Plan and it will be presented to the Board of Governors in September. The plan is a result of comprehensive consultation with faculty, staff and students to reflect on areas where the university can make the largest sustainability impact, whether that is research, teaching and learning or our own operations. The plan has six key themes: Leadership, Teaching and Learning, Research, Operations, Community Engagement and Collaboration. Sustainability is defined in the plan as an inclusive style to encompass human and ecological growth, social justice, secure livelihoods, wellness and a better world for all generations. The plan includes tangible and measurable objectives at the campus level that will be reported on. An area of focus in Carleton's new Strategic Integrated Plan is "Strive for Wellness, Strive for Sustainability," highlighting the university's goal to become a global leader in sustainability.

Outdoor Space Master Plan

The final touches are being put on Carleton's first-ever Outdoor Space Master Plan, which will help the university identify and prioritize improvements to the urban environment on campus and support improvements to pedestrian and cycling pathways. Over the last several months Brook McIlroy, the consultant hired by the university to oversee the process of developing the plan, has done broad consultations with members of the campus community to ensure the plan reflects Carleton's sustainability vision and goals, as well as supports the areas of focus as outlined in the new Strategic Integrated Plan. The final report is expected to be presented to the Board of Governors in late 2020.

New Environment and Sustainability Policy

Carleton has adopted a new Environment and Sustainability Policy (<https://carleton.ca/secretariat/wp-content/uploads/Environment-and-Sustainability-Policy.pdf>), which outlines the university's commitment to sustainability. The policy also demonstrates our collective dedication, within the community and with partners, to continuous improvement as we implement wide-ranging programs and initiatives to make the campus and our operations more environmentally friendly.

The Caf Receives Green Restaurant Certification

Carleton is proud to become only the second Canadian university to receive Green Restaurant Certification from the Green Restaurant Association. Through a collaboration between Dining Services and Aramark, The Caf was certified as a Three-Star Green Restaurant with a focus on its zero-waste status, extensive vegan options and education efforts related to sustainable operations.

Carleton Partners with the World Wildlife Fund

Carleton and the World Wildlife Fund have partnered to bring the Living Planet @ Campus to life. Throughout the year, Carleton will engage and deliver activities students can get involved in to experience the practice of sustainability, provide resources to take action, and support students as they become Living Planet Leaders. Details can be found at: <https://carleton.ca/sustainability/get-involved/student-sustainability/>

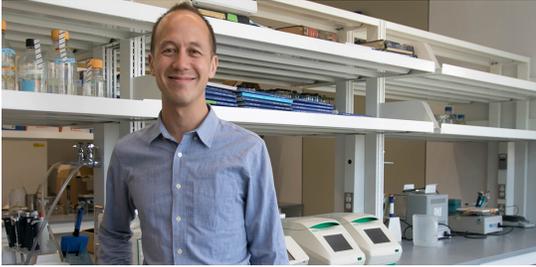




RESEARCH

Frances Abele Receives SSHRC Funding to Investigate the Indian Act

Frances Abele from Carleton's School of Public Policy and Administration (SPPA) will receive \$2.5 million over six years from the Social Sciences and Humanities Research Council (SSHRC) Partnership Grant Program to support an investigation into transforming Indian Act governance, furthering Carleton's commitment to Indigenous issues. Led by Abele and project co-founders Satsan (Herb George) of the Centre for First Nations Governance and Catherine MacQuarrie, a Fellow with SPPA, the Rebuilding First Nations Governance project tackles perhaps the most intractable issue in Indigenous-Canada relations: how can First Nations work free of Indian Act governance to become fully self-governing within Canada?



Carleton Funds COVID-19 Rapid Response Research Grants

In April 2020, Carleton launched the COVID-19 Rapid Response Research Grants program. The \$800,000 initiative was coordinated by the Office of the Vice-President (Research and International) and all five of Carleton's faculties, and funded research that could be mobilized quickly. Fifty-nine projects across all faculties were funded in areas such as wellness and mental health, business and economic concerns, social adaptation and epidemiology, e-health technology and artificial intelligence, as well as impacts on Indigenous and international communities.



READ Initiative Receives Funding

The funds will allow the Research, Education, Accessibility and Design (READ) Initiative to pursue two collaborative research projects, the Accessibility Standards Canada (ASC) project and the Skills Catalyst project, with a combined total of more than \$940,000. READ and McGill's International Institute of Education are collaborating on the next stage of a project for development of local expertise in special education in Tanzania. The partnership includes Tanzania's University of Dar es Salaam, Patandi Teacher's College and St. Francis School for children with disabilities; it has received support from Academics Without Borders and private sponsors and drawn interest from UNESCO. READ is also working with the Conference Board of Canada and Future Skills Centre to publish its final report on Employment Pathway Facilitators for Students with Disabilities: A Feasibility Study, which came out the David C. Onley Initiative.



NSERC Provides \$9 Million for Science and Engineering Research

Carleton researchers will receive more than \$9 million from the Natural Sciences and Engineering Research Council of Canada (NSERC) through funds such as the CREATE program, Discovery Grants, Research Tools and Instruments Grants, Northern Research Supplements, Discovery Launch Supplements and Subatomic Physics Grants to support important and diverse research in fields including subatomic physics, permafrost thaw, and connected and autonomous vehicles.



SSHRC Supports a Broad Range of Research

Eighteen Carleton researchers will receive approximately \$3.2 million from the Social Sciences and Humanities Research Council (SSHRC) Insight Grant Program to support vital research into understanding business cycles, integrating skilled immigrants into the Canadian labour market, evaluating how social workers deal with uncertainty and looking at how environmentally sustainable behaviour can improve happiness.

SSHRC Funding for Projects that Benefit Canada and the World

Four Carleton researchers will receive \$792,883 from the Social Sciences and Humanities Research Council (SSHRC) Partnership Development Grants to support work on national historic sites, community policing, women in early cinema and investigating how gender norms influence social institutions.

NSERC Grants to Support Innovative Industry Partnerships

Seven Carleton researchers have received Engage Grants from the Natural Sciences and Engineering Research Council of Canada (NSERC). The funding will support research on a range of subjects including wearable smart devices, snow science and unmanned aerial vehicles (UAV), data encryption, virtual reality, manufacturing, edge computing and turbines.

Audrey Girouard Earns Outstanding Young Researcher Award

Prof. Audrey Girouard's research pioneers novel interaction techniques with emerging computer interfaces, and it earned her a 2019 CS-CAN/Info-CAN Outstanding Young Computer Science Research Prize. The annual award is given to a small number of researchers working at Canadian university Computer Science departments and recognizes excellence in research by an academic who has completed a PhD within the last 10 years.



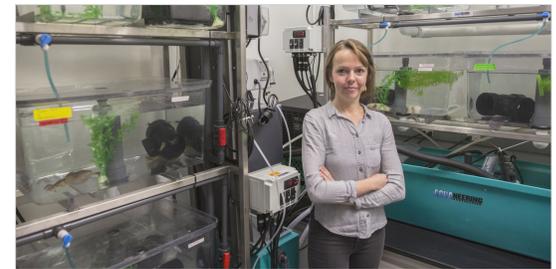
Derek Mueller Studies Climate Change in Arctic

The Milne Ice Shelf on the northwest coast of Nunavut's Ellesmere Island has broken up, reducing in size by almost half and setting large ice islands adrift in the Arctic Ocean. The Milne Ice Shelf was the last remaining intact ice shelf in Canada's North. Carleton Geography Prof. Derek Mueller has visited the ice shelf 12 times since 2001 and was scheduled to visit again this summer before the trip was cancelled due to COVID-19. Mueller is the co-director of the Water and Ice Research Laboratory. The research is funded by NSERC, the Polar Continental Shelf Program and ArcticNet and explores how climate change is impacting the melting of ice shelves.



Early Jurassic Dinosaur Embryos Tell an Ancient Tooth Tale

A recent discovery of embryonic bones and teeth from the Early Jurassic period of Yunnan, China, has given researchers a rare glimpse of early tooth formation in a baby dinosaur. Carleton's Hillary Maddin, a professor in the Department of Earth Sciences, was part of an international research team that recently studied the well-preserved embryonic jawbones of an early sauropodomorph dinosaur called Lufengosaurus — a distant relative of the giant, long-necked sauropod dinosaurs. These embryonic dinosaur skeletons are among the oldest in the world and preserve several jaws with teeth still inside.



Researching Alcohol Use at Post-Secondary Institutions

Carleton's Andrea Howard has received \$172,000 in funding from the Canadian Institutes of Health Research (CIHR) to support research that explores drinking in post-secondary environments. Howard, from the Department of Psychology, will use the funding to assess alcohol use and its associated harms in connection with intentions, drinking motives, self-control and protective strategies. Findings from this research will provide insights that may improve the effectiveness of campus-deployed prevention and harm-reduction initiatives.



PhD Graduate's Medical Imaging Research Wins Prestigious Medal

Recent Carleton doctoral graduate Fatemeh Zabihollahy has been awarded the University Medal for Outstanding Graduate Work at the PhD level for her research into developing a computer-aided detection method to identify abnormalities in the body, such as cancer.

Three Carleton PhD Students Win Prestigious Vanier Awards

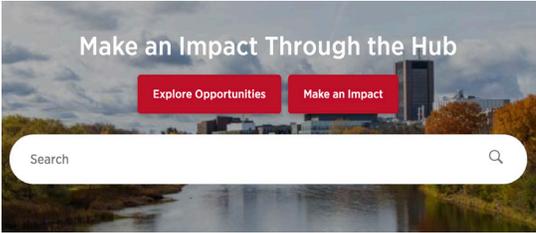
Systems and Computer Engineering student David Luong, Legal Studies student Jean Ketterling and Public Policy student Antoine Genest-Gregoire, all doctoral students at Carleton, have won 2020 Vanier Canada Graduate Scholarships. These extremely prestigious scholarships are awarded to Canadian PhD students who conduct exceptional research. They are valued at \$50,000 per year for three years during their doctoral studies.

Research Aimed at Protecting the Most Vulnerable Patients

Carleton researcher Robert Langlois from the Department of Mechanical and Aerospace Engineering, in partnership with Adrian Chan and James Green from Systems and Computer Engineering, and neonatologist Dr. Stephanie Redpath from the University of Ottawa, will receive more than \$522,000 over three years as part of the Collaborative Health Research Projects (CHRP) to support an investigation into improving infant safety during medical transportation.

Investigating Impact of Public Health System Changes

Mehdi Ammi in the School of Public Policy and Administration has received \$200,000 from the Canadian Institutes of Health Research (CIHR) to support an investigation into how changes to the public health system over the years have impacted the health of Canadians.



ADVANCEMENT

Revenue (May 1 to August 27, 2020)

Philanthropic	\$1,727,687
Sponsorships	\$554,858
Research Partnerships	\$3,371,463
Total	\$5,654,008



While many charitable organizations struggle to cope with the COVID-19 public health crisis, Carleton and the Department of University Advancement head into the fall term with volume and velocity. Advancement’s new strategic plan — which aligns with the university’s Strategic Integrated Plan — will offer meaningful tools and solutions to the urgent needs of our stakeholders and our partners.

We build from a foundational goal: our intent to build continued momentum from the success of the \$300-million Collaborate Campaign and a strong \$31-million year in 2019/20. Advancement remains committed to sustaining a three-year rolling average of \$25 million per year (the sum of all philanthropic giving, sponsorship and holistic research partnership revenue). To remain at this level in the current economic climate, we are implementing new strategies.



In 2020/21, we are reimagining the potential for philanthropy and partnership in a digital environment. Centred around **the Hub for Good web platform** (a new online front door for Carleton) and building upon our industry leadership in crowdfunding, Advancement is activating a new “purpose-based” digital approach to engage community members as active partners in our core mission, rather than passive participants. Developed in collaboration with the Community Engagement Steering Committee — co-chaired by Deputy Provost Lorraine Dyke and Associate Vice-President (Research and International) Karen Schwartz — this substantive and campus-wide strategy brokers relationships between faculty, students and researchers with community stakeholders around shared social issues (such as equity and diversity, sustainability and the community’s response to the pandemic).



We are leveraging digital engagement in numerous other capacities. New online stewardship models will provide our donors with timely and customized reporting. An international outreach strategy will connect alumni and partners worldwide. Through social media and online content, we continue to expand our “Together for Good” brand promise among our stakeholders.

In collaboration with Rafik Goubran, Vice-President (Research and International), we are focusing on a **new and industry-leading holistic partnership model**, providing the corporate world with holistic university-based solutions to their business needs. Modelling our approach on the integrated research, experiential learning and employment partnership with Ericsson Canada, we pursue transformational partnerships in healthcare, wireless communications and other industries that are responding to the current crisis.

In the coming year, we also intend to rally our own staff and support their professional resilience and adaptation to the urgency of this moment. Using evidence-based decision making and alignment with research from Carleton’s Philanthropy and Nonprofit Leadership program, we are implementing sector-leading practices in all activities. Department wide, we are developing a more collaborative and cross-functional approach to initiatives, bringing multi-channel fundraising, engagement and communications teams together from the ground up. This results in more comprehensive, creative and long-term ideas. We are excited to use this approach with colleagues in Athletics to sustain Ravens pride in the absence of varsity athletics; similarly, we are working with the School of Journalism to celebrate its 75th anniversary and build support for its new Future of Journalism Initiative.

As a result of the pandemic, Carleton’s annual Throwback homecoming celebrations, which traditionally welcome thousands of alumni back to campus, have gone virtual. From Sept. 26 to Oct. 3, people will be able to participate in events such as online bingo, mixers and sessions on subjects such as Lessons in Rapid Transition: Climate Change in the Post-Pandemic World.

STUDENTS

In light of COVID-19, the **Summer Orientation program for new students** was relaunched as a mini-course on cuLearn: CU 1001-Your Start to Student Life at Carleton. The course helped prepare more than 2,000 students for their journeys as Ravens. We have also prepared an amazing virtual Fall Orientation program for students where more than 400 student volunteers helped welcome our new Ravens to the Carleton community.

The annual **Ask Me Campaign** was relaunched virtually this year on Carleton's social media platforms with various welcome videos and digital buttons. The Ask Me campaign ran the first couple of weeks of September to help make all students feel part of this supportive campus.

Carleton, through a new volunteer and student-operated organization, is leading the **launch of collegiate esports** into the post-secondary athletics system in Ontario and is the first founding member of the Ontario Post-Secondary Esports league.

A new initiative focused on virtual community building for students was launched in September. CUX focuses on three key pillars — **Create, Connect, Contribute** — in order to provide a collaborative environment for our campus groups and stakeholders to design their virtual program offerings.

The **First Year Connections program** has transitioned to be fully online. More than 170 mentors will be matched with first-year students, including international, transfer and first-generation students, to support their transition to post-secondary education.

A **Global PALS (Peer Advisors Lending Support) program** launched this summer to help support international students living in residence who were unable to return home due to the pandemic.

We have launched a **new Student Success Certificate for students** as a pilot project this fall. This certificate will include academic and wellness modules that aim to help students become equipped with learning, academic and mental health supports and resources as they navigate through their time at Carleton. **The Student Support Certificate for faculty and staff** has transitioned to an online environment. The program continues to expand, with plans to launch a new concentration focused on supporting student well-being this fall.

Our co-op program is one of the largest in Ontario and more than 600 students have already confirmed placements for the fall term. In light of COVID-19, the Carleton community rallied around our co-op students this past summer by increasing on-campus hiring by 110 per cent.

The Accessible Career Transitions (ACT) to Employ program team saw a 50-per cent increase in student appointments from April to July 2020 compared to the same period last year. A Career Development Series was held entirely online during the month of June.

In early June 2020, the **ENABLE Ottawa conference** was hosted as a three-day virtual summit with over 500 registered attendees and 24 speakers, all leaders in the accessibility and adaptive technology sectors. The event provides people of all abilities an opportunity to join an increasingly important conversation about how we can work together in the new world that emerges after COVID-19.

In order to strengthen our capacity to make important progress in equity, diversity and inclusion (EDI), the Student Life Team in the Students and Enrolment division has introduced a **new position of Diversity, Equity and Community Programs Coordinator**, who will look to enhance current program offerings, as well as align strategic plans related to EDI within the division. In addition, Carleton is hiring a **new racialized counsellor** and are continuing with a **graduate student counsellor and Indigenous cultural counsellor** for the upcoming year.

We are continuing to offer the **All People All Pathways peer support meetings** for the Carleton community virtually, in partnership with the Community Addictions Peer Support Association. These meetings are intended to create a safe space for people impacted by substance use, whether their own or a relative's or friend's.



ENROLMENT UPDATE

Applicant/Targets – Fall 2020

Ontario University Application Centre Systems Data – First Year Undergraduate

	2019	2020	% +/-
Applicants	151,326	147,195	-2.7%
Confirmations	104,635	107,001	2.3%
Applicants (H.S. – ‘OUAC 101s’)	91,761	89,120	-2.9%

Carleton University First-Year Undergraduate

	2019	2020	% +/-
Applicants	24,373	24,303	-0.3%
Approved	17,766	17,560	-1.2%
Registered (New full-time)	6,193	6,090	-1.7%

Carleton University Target (Full-time Fall)

	2019	2020	% +/-
First Year (Full-time)	5,402	5,000	-7.4%
Undergraduate (Full-time)	21,415	21,388	-0.1%
Total Enrolment (All Students)	31,413	31,699	0.9%

OUAC data as at Aug. 5, 2020; Carleton data as at Sept. 18, 2020 (with matched dates in 2019)

UNDERGRADUATE RECRUITMENT UPDATE

A new Undergraduate Admissions website went live in late August. The new website uses cutting edge technology and integrates new layouts and features to help our future Ravens have the best possible experience while exploring options for undergraduate admissions. Content highlights include revamped and updated undergraduate program information and admission requirements and a new landing page for international students. The website meets and exceeds standards for accessibility, usability and performance. admissions.carleton.ca

We launched a new virtual tour of the Carleton campus. Prospective students can virtually explore notable spots on the Carleton campus, including classrooms, laboratories, the library, student lounges and social spaces, athletic facilities and more.

We launched a new “learn online with Carleton this fall” website for incoming students featuring information about different types of online courses, resources and strategies, stories about online learning, a peek into an online classroom and more.

Our new Undergraduate Recruitment Officers have been thoroughly trained to ensure they have everything they need to answer questions from our prospective students and their families in a fall recruitment cycle that will be delivered mostly online.

We launched a new 30-page Chinese website allowing students in China to access more complete admissions content fully in Mandarin. china.carleton.ca