

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

April 29, 2025



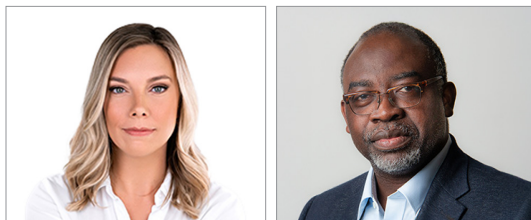
REPUTATION AND COMMUNITY HIGHLIGHTS



A supportive workplace and sense of community make Carleton one of the region's top employers.

One of the Region's Top Employers

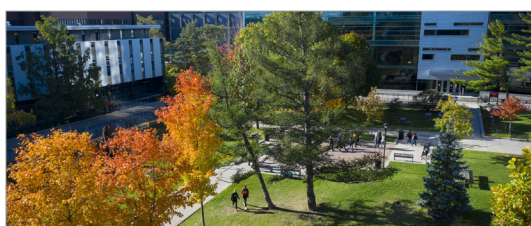
Carleton University was recently named one of Canada's Top 100 Employers and has now, for the 11th consecutive year, been recognized as one of the National Capital Region's [Top Employers](#). This award recognizes Carleton's long-standing commitment to creating a workplace that values creativity and encourages its more than 2,700 full-time employees to aspire to what's possible in their careers.



Microsoft's Kate Purchase and Carleton's Adegboyega Ojo will speak at the Carleton Challenge Conference.

Carleton Challenge Conference

The [Carleton Challenge Conference](#) returns May 13. Business, government, research and community leaders will gather to explore the current and future state of AI and its ethical, policy and security considerations. Speakers include Kate Purchase, Senior Director for International AI Governance at Microsoft; [Adegboyega Ojo](#), a Canada Research Chair in Governance and Artificial Intelligence at Carleton; Mark Schaan Deputy Secretary to the Cabinet – Artificial Intelligence, Government of Canada; and Elena Fersman, Vice President and Head of Global AI Accelerator at Ericsson.



Carleton's campus will be even more sustainable with a new natural gas steam boiler reducing emissions.

Clean Energy Upgrade

In early March, MP Yasir Naqvi announced [funding of over \\$1.6 million](#) to replace a natural gas steam boiler with an electric boiler in Carleton's central heating plant. This is expected to cut over 2,900 tonnes of emissions in 2030, equivalent to taking 888 gas-powered cars off the road for a year.



Sprott School of Business Interim Dean Howard Nemiroff will become Dean for a five-year term on July 1.

New Dean for Sprott

Howard Nemiroff has been appointed Dean of the Sprott School of Business for a five-year term, effective July 1. Since becoming Interim Dean at Sprott in September 2023, Nemiroff has led the school through a successful Association to Advance Collegiate Schools of Business re-accreditation for another six-year term, supported the development of a new Bachelor of Accounting degree that will launch in fall 2025 and expanded program offerings across undergraduate and graduate levels.

REPUTATION AND COMMUNITY HIGHLIGHTS



Mobility research and other forms of accessibility are the main focus at Carleton's new Abilities Living Lab.

ALL Aboard

Leaders from industry, government and the research community gathered at Carleton's Abilities Living Lab (ALL) on Mar. 6 to [celebrate the facility's opening](#). ALL is an integrated, interdisciplinary research environment for co-creation, iterative prototyping, experimentation and simulation to pursue a fully inclusive and accessible Canada. Funded by the Canada Foundation for Innovation and the Ontario Research Fund, the lab is motivated by the "nothing about us, without us" imperative, engaging people with disabilities in accessibility R&D.



A new guide from the Carleton-led Canadian Accessibility Network will help create more inclusive spaces.

Supporting Accessible Communities

Carleton is enhancing accessibility on campus and across Canada on multiple fronts. The university's [Student Support Certificate](#) has been refreshed, helping faculty and staff address diverse student needs. In the 2024-2025 academic year, more than 100 individuals also participated in the [Accessibility Institute's training and professional development offerings](#). And the Canadian Accessibility Network has created a new [Guide to Understanding and Dismantling Ableism](#), which will help remove barriers and create more inclusive spaces, policies, practices and interactions.



Lauren Tham (second from left), Itoro Umanah (centre) and Jahnelle Woldegiorgis (right) with competition officials.

Carleton Wins MLSE Case Competition

Three students from Carleton's Faculty of Public and Global Affairs — Itoro Umanah (Communications and Media Studies), Lauren Tham (Public Affairs and Policy Management) and Jahnelle Woldegiorgis (Global and International Studies) — [won first place](#) in the [MLSE Global Partnerships Case Competition](#). The annual sports marketing competition drew more than 1,350 participants from across Canada to develop novel partnership proposals for one of the company's sports teams.



Carleton's Nancy Delcellier has been recognized as one of Canada's top safety leaders.

A National Safety Leader

Congratulations to Nancy Delcellier, Carleton's Director of Environmental Health and Safety, who was named a 2025 Top Women in Safety by [Canadian Occupational Safety](#). She is among 70 women who were recognized for their dedication to empowering others, promoting diversity and inclusion, and embracing new opportunities with resilience.

ACADEMICS



Winnie Ye is being recognized for her profound impact on the global optics and photonics community.



Pavel Cheben's research has advanced the state of photonics technologies in groundbreaking ways.



Audra Diptée's work reflects her interest in the ways historical thinking can advance social justice.



Steve Ulrich's new post involves promoting advances in orbital mechanics and space robotics.



Students participated in community-engaged learning during an Alternative Spring Break trip to Guatemala.

Recognizing Academic Excellence

- Profs. Kevin Cheung (Mathematics and Statistics), Rick Colbourne (Sprott School of Business), Vicky McArthur (Journalism and Communication), Brenda Morris (Social Work) and Brian Strong (Linguistics and Language Studies) are recipients of the [2024-25 Future Learning Innovation Fellowship](#).
- Prof. Winnie Ye (Electronics) was named the [2025 recipient of Optica's Robert E. Hopkins Leadership Award](#).
- Prof. Pavel Cheben (Electronics) won the [2025 SPIE Maria Goeppert Mayer Award in Photonics](#).
- Prof. Audra Diptée (History) was named [2025-26 Visiting Public Humanities Faculty Fellow at the University of Toronto](#).
- Prof. Steven Ulrich (Mechanical and Aerospace Engineering) was elected as a member of the [International Astronautical Federation Astrodynamics Technical Committee](#).
- Carleton's [2025 Achievement Award](#) recipients were announced.

Academic Program Updates

- The Sprott School of Business added several new streams for current business undergraduates and new minors in business for undergraduates in other faculties.
- [Kanata-based DataKinetics has partnered with Carleton's Innovation Hub](#) through the Allies in Innovation program, which connects Carleton students to businesses.

Indigenous Initiatives

- In April, the Centre for Indigenous Support and Community Engagement hosted the annual Kinàmāgawin Symposium featuring keynote speaker Marilyn Poitras.

Equity, Diversity and Inclusion

- The Department of Equity and Inclusive Communities and the Carleton Office for Research Initiatives and Services (CORIS) were jointly awarded the 2024-25 Canada Research Chairs Program Stipend for Equity, Diversity and Inclusion to develop resources in support of equitable and inclusive hiring practices for Canada Research Chairs.

Special Events

- Two events were hosted as part of the Provost's Speaker Series in Partnership with Fulbright Canada to feature Fulbright scholars who hold appointments at Carleton this year and to underscore Carleton's commitment to advancing knowledge and interdisciplinary collaboration.

Experiential Learning

- During the winter 2025 reading week, nine students and one staff member travelled to Santa Lucía Utatlán, Guatemala, as part of the [Alternative Spring Break](#) program in partnership with [Reto Juvenil Internacional](#). Aligned with the United Nations' Sustainable Development Goals, students applied their academic knowledge to real-world experiences.
- The Co-operative Education student advising team expanded the supports offered to students in 2024-2025, resulting in 6,756 interactions with co-op students who sought guidance in their job searches or work terms. From May 2024 through April 2025, students secured 3,531 work terms. Carleton's co-op program is the third largest in Ontario and has been the fastest growing in Canada for the past 10 years.

RESEARCH



Jennifer Bruin (left, Biology) and Laura Horak (Film Studies) are Carleton's two new Dorothy Killam Fellows.

Two Carleton Researchers Receive Killam Fellowships

Two Carleton researchers have been honoured with [Dorothy Killam Fellowships](#), which are awarded for ground-breaking, best-in-class research that stands to have significant impact on a national or global scale. With two of the eight recipients across the country, Carleton's research excellence and prominence is being increasingly recognized. [Jennifer Bruin](#) (Biology) received her fellowship for work examining how chronic exposure to environmental pollutants contributes to rising global diabetes rates. [Laura Horak](#) (Film Studies) has been recognized for research in building a trans-inclusive media culture in Canada.



Amy Bombay is the new CRC in Multigenerational Trauma and Resilience in First Nations Peoples.

Four New Canada Research Chairs for Carleton

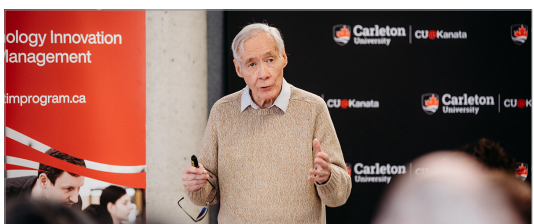
Four Carleton researchers have been appointed to newly created [Canada Research Chair](#) (CRC) positions, driving forward innovative research that tackles real-world challenges. Congratulations to Amy Bombay (Neuroscience), CRC in Multigenerational Trauma and Resilience in First Nations Peoples; Janet Jull (Health Sciences), CRC in Accessibility and Person-centred Care; Kristen Schell (Mechanical and Aerospace Engineering), CRC in Uncertainty-informed Net-zero Energy System Modelling; M. Remi Yergeau, CRC in Critical Disability Studies and Communication.



Peter Crockford is noted for the exceptional impact of his work in geochemistry and Earth history.

Carleton Scientist a Sloan Research Fellow

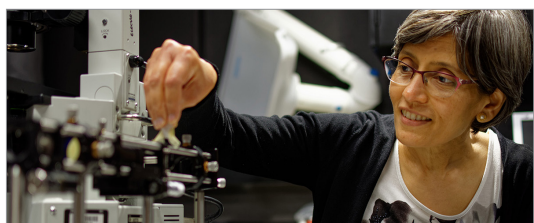
The Department of Earth Sciences's Peter Crockford has been awarded a [2025 Alfred P. Sloan Research Fellowship](#) in Earth System Science, one of the most prestigious honours for early-career researchers in North America. Recognizing the exceptional impact of his work in geochemistry and Earth history, Crockford is one of 10 Earth System Science scholars to receive the 2025 fellowship, joining an elite group of scientists whose discoveries have shaped our understanding of the natural world.



Sprott's Tony Bailetti is helping Canadian SMEs navigate economic uncertainty amid U.S. trade tensions.

Helping Canadian SMEs Overcome American Tariffs

Carleton's Technology Innovation Management (TIM) program, led by Sprott's Tony Bailetti, is helping Canadian small and medium-sized enterprises (SMEs) [navigate economic uncertainty](#) and U.S. trade tensions. Through the "Up Our Game, Canada!" initiative, TIM equips businesses with AI-powered tools, digital training and diversification strategies. Supported by 130 TIM students annually, the program focuses on experiential learning and tailored solutions. Bailetti emphasizes the urgent need for SMEs to adapt, innovate and future-proof their operations.



Physicist Sangeeta Murugkar is investigating how radiation affects cells to improve cancer treatment and safety.

Improving Radiation Therapy to Treat Cancer

Carleton researchers, led by physicists Rowan Thomson and Sangeeta Murugkar, are investigating how radiation affects cells to [improve cancer treatment and safety](#). Their multidisciplinary project involves culturing cells, irradiating them and analyzing responses using Raman spectroscopy and bioinformatics. Supported by the New Frontiers in Research Fund, their goal is to refine radiation therapy, reduce side effects and develop personalized treatments, potentially using real-time diagnostic tools to tailor care to individual patients.

RESEARCH



Sprott researcher Jinsun Bae focuses on how multinationals can adopt more responsible business practices.

Reforming Global Apparel Supply Chains

Sprott researcher Jinsun Bae studies [labour practices in global apparel supply chains](#), focusing on how multinationals can adopt more responsible business practices. Her research highlights gaps in corporate codes of conduct, particularly beyond first-tier suppliers, and the limitations of third-party audits. Bae emphasizes the need for stronger, consistent enforcement and support for compliant suppliers. By incorporating worker perspectives, she aims to bridge business and labour research, fostering sustainable practices and reducing exploitation in the fast fashion industry.



Carleton industrial designers are transforming infectious disease care with a rapidly deployable treatment centre.

Rapid-Response Treatment Centre for Infectious Diseases

Carleton researchers are transforming infectious disease care with a rapidly [deployable treatment centre](#) designed to help curb outbreaks like Ebola. As part of the global INITIATE² program, Industrial Design program director Chantal Trudel and her team developed a transparent screen enabling healthcare workers to safely treat patients from behind a barrier, using glove box access and secure supply transfer systems. Tested internationally, the design enhances infection control and patient comfort. Open-source blueprints with 3D-printable parts will ensure global accessibility.



Carleton researchers are revolutionizing food production with 3D printing to help people who struggle to eat.

Carleton Lab Cooking Up Innovative 3D-Printed Meals

Carleton researchers are [revolutionizing food production with 3D printing](#) to help people who struggle to eat, like those with dysphagia. Led by Food Science professor Farah Hosseini, the team will be creating nutritious, customizable meals using layers of proteins, grains, fruits and vegetables — improving texture, taste and safety. Based in Carleton's new Abilities Living Laboratory, their innovative work could benefit seniors, cancer patients and even astronauts with a goal of making eating more enjoyable for everyone.



Carleton's Accessibility Institute is investigating National Housing Strategy-supported housing accessibility.

Supporting Accessible Housing

Carleton's Accessibility Institute is investigating National Housing Strategy-supported housing accessibility as part of the Carleton-led "A Safe and Affordable Place to Call Home" study. Funded by the Canada Mortgage and Housing Corporation and Social Sciences and Humanities Research Council, the institute is leveraging expertise in the accessibility of built environments and is scheduling accessibility audits with affordable housing providers in Montreal, Ottawa and Saskatoon.



The Paul Menton Centre for Students with Disabilities has helped develop a virtual assistant to support students.

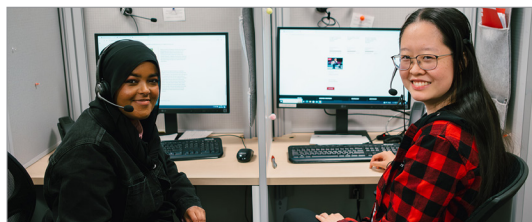
AI Prototype for Assessment of Functional Limitations

The Accessibility Institute, in collaboration with Carleton's Paul Menton Centre for Students with Disabilities, has developed the Accessibility Virtual Assistant (AVA), a prototype of an equity-focused artificial intelligence platform that can assess functional limitations of university students and propose intervention strategies and disability supports. The project will refine AVA to complement human expertise, ensuring that disability services remain responsive and student-centered in the future.

ADVANCEMENT



A welcome event with President Tetey offered a personal engagement opportunity for top donors.



Carleton's telephone outreach program, which employs student callers, had a successful fundraising year.



Retirees are one of the key audiences for Advancement's digital communications strategies.



A scholarship reception with recipients and staff from the Paul Menton Centre for Students with Disabilities.



A Master of Philanthropy and Nonprofit Leadership program event with TD on Women in Philanthropy.

Revenue (May 1, 2024 to March 28, 2025)

Philanthropic.....	\$13,121,493
Gifts in Kind	\$4,001,962
Sponsorships	\$1,764,543
Research & Partnerships	\$16,653,722
Total.....	\$35,541,720

Relationship Building — Recognizing that Advancement's work is based on strategic and meaningful engagement

- Introduced President Tetey to top donors with a multi-pronged strategy, ensuring key audiences were offered a personal engagement opportunity.
- Launched the Quad, a four-edition all-alumni newsletter aimed at increasing connection and pride of association with Carleton.
- Launched digital communications strategies for a variety of key audiences (retirees, recent grads, parents) including a Women's History Month series, which included posts acknowledging the important role of women in philanthropy and announcing a new donor-funded Women in Philanthropy research initiative at Carleton.

Research and Operations — Modernization in support of the alumni and donor pipeline

- Audited international geographic hubs with a critical mass of alumni to leverage connections in support of recruitment, reputation and engagement opportunities.
- Developed two new funding models in partnership with Finance for donors making gifts of more than \$500,000.

Revenue Generation — To support Carleton's mission

Goal: Grow annual giving revenue (gifts under \$25,000) to \$4.8 million

Results: **\$3.49 million to date**

Highlights include:

- Carleton's telephone outreach program, which employs current students to raise money from alumni and other constituents, reduced its scope this year and is still poised to raise close to \$100,000 by the end of April.

Goal: Secure 90 new major gifts and pledges over \$25,000

Results: **78 of 90 to date (39 gifts totalling \$10,488,273 and 39 pledges totalling \$8,680,714)**

Highlights include:

- \$230,000 committed to establish six new student awards.
- \$106,000 to establish a new experiential learning fund in the Norman Paterson School of International Affairs.
- Confirmed donor funded Chair in Philanthropy, Canada's first.

Goal: Increase the number of new gifts by will to 25 and continue to enhance the profile of the planned giving program

Results: **18 new individuals have confirmed that they have made provisions in their will for a planned gift**

Highlights include:

- Over \$4.4 million in realized legacy gifts have been received, supporting a range of initiatives, a substantial increase from the \$1.7 million received during the same period last year.
- Nine scholarships, eight bursaries and five annual funds were supported through realized estate gifts including \$50,000 to the Wellness Desk.

Goal: Secure three new Holistic Integrated Partnerships

Results: **Three confirmed to date**

Highlights include:

- Public announcements of the research, talent and philanthropic investments by the three industry partners will be made beginning this spring.

STUDENT LIFE



The Ravens women's basketball team won the U SPORTS silver medal, its third consecutive national medal.



Carleton men's baseball team won the national university championship this season.



The Ravens women's Nordic ski team won its third consecutive OUA title and eighth in the last nine years.



Student and figure skater Katherine Medland Spence won a gold medal in her first international competition.



Three Minute Thesis finalists gather with competition judges after another successful event.

Carleton's [Therapy Dog Program](#) certified seven new therapy dogs this winter, expanding the team to a total of 20 dogs dedicated to supporting students across campus through a low-barrier approach to mental health support. From September 2024 to April 2025, therapy dogs and their handlers conducted more than 300 visits across campus, facilitating over 5,200 interactions to help students reduce stress and engage in conversations that promote wellness and provide connections to resources.

The International Student Services Office (ISSO) immigration advising team supported over 1,000 students in the winter 2025 term, with a focus on navigating complex cases due to the recently updated immigration and refugee protection regulations. The ISSO also hosted a range of events, from educational offerings about off-campus housing and how to file income tax to peer-led engagement activities such as snowshoeing in Gatineau Park.

Health and Counselling Services now offers specialist physician consultations to support substance use health for students and staff. This service aligns with Carleton's substance use health approach, which understands that substance use is influenced by and has impacts on an individual's social, physical and mental health and well-being.

The newly developed International Student Employment Program, funded by the Royal Bank of Canada, is off to a strong start in strengthening the employability of Carleton's international students. In the program's first academic year, over 800 students registered, 276 completed the educational modules and 44 paid placements were filled.

The Co-Curricular Record (CCR) continues to provide an opportunity for Carleton students to document and showcase their involvement in leadership, mentorship, extracurricular activities and community service. During the 2024-2025 academic year, more than 3,400 positions were added to students' records, bringing the total number of students with at least one position on their CCR to over 2,000.

The Carleton Ravens women's basketball team completed the 2024-2025 Ontario University Athletics (OUA) regular season with an undefeated 22-0 record and won the U SPORTS silver medal, its third consecutive national medal and fifth since 2017. Ravens head coach Dani Sinclair was named the Peter Ennis U SPORTS Coach of the Year and guard Jacqueline Urban was named an OUA First-Team All-Star and U SPORTS Second-Team All-Star.

It's been a year of sporting success. The Ravens women's Nordic ski team won its third consecutive OUA title and eighth in the last nine seasons. The men's curling team won the OUA championship and silver at the national championship, while the men's baseball team won the national university championship. Carleton chemistry student Katherine Medland Spence [won gold](#) in her first international figure skating competition, and 101 student athletes were recognized for their academic performance as Academic All-Canadians and OUA Academic All-Stars.

Carleton held its annual [Three Minute Thesis Competition](#) on March 27. Two rounds of competition were held earlier in the day before eight finalists competed for the top prizes in the late afternoon. Contest prizes up for grabs by grad students consisted of one first-place prize of \$500, one second-place prize of \$300, one third-place prize of \$200 and an honourable mention.

ENROLMENT AND RECRUITMENT UPDATE

Undergraduate Enrolment Update

First year 101 (Ontario high school) applications

	2024	2025	% Change
Carleton total applications	21,894	22,126	1.1
Carleton applicants	15,622	15,676	0.3
System total applications	560,981	585,250	4.3
System applicants	95,475	100,250	5.0

First year, new, applicants (Carleton data) by region as of Mar. 19, 2025 — all applicants

	2024	2025	% Change
All	21,837	20,598	-5.7
Ottawa	6,603	6,798	3.0
Other Ontario	10,448	10,319	-1.2
Other Canada	1,700	1,557	-8.4
International	3,086	1,924	-37.7

OUAC data as of Mar. 6, 2025, Carleton applicant data Mar. 19, 2025

Recruitment Update

The Undergraduate Recruitment Office (UGR) hosted the March Open House on Mar. 8, followed by an additional week-long series of daily campus tours. Through these events, prospective students and their families had a chance to connect with faculty, student services staff and current students on campus; 2,518 guests and 1,030 students registered, an increase from 2,248 guests and 1,007 students in 2024.

UGR continues to collaborate with faculties and academic departments to support a variety of events, such as a fair organized

by the Faculty of Arts and Social Sciences for prospective and current students at the Carleton Dominion-Chalmers Centre. UGR also supported a Bachelor of Humanities student spotlight, an architecture open house, a social work information session and more, helping to connect over 375 students with Carleton.

UGR hosted a Grade 10 family night on Feb. 18, attracting 352 guests, more than double the 152 attendees in 2024. Held during the Grade 10 high school course selection period, the event shares insight on prerequisites and how high school decisions can impact university applications. Families also had the opportunity to hear from Rebecca Renfro, an associate dean at Sprott, and experience a university lecture.

UGR completed close to 90 in-person high school follow-up visits in winter 2025, primarily targeting Ottawa and Greater Toronto Area schools. This follow-up high school visit is a chance to speak to applicants about next steps and accepting their offer to Carleton. New this cycle, recruiters also offered a Grade 11 university preparation information session.

UGR revived the CUin2 event from pre-pandemic activities, welcoming Grade 11 students to campus for a day of guest lectures, two workshops and lunch in the Teraanga Commons dining hall. A total of 163 students participated and positive feedback was received from both the students and faculty members.

The Recruitment Coordinator, Indigenous Initiatives, participated in the Aboriginal Post-Secondary Information Program tour, a provincial initiative with other Ontario universities and colleges. Across seven weeks, the coordinator participated in over 50 visits with more than 1,600 students attending from grades 9 through 12. The coordinator also participated in the Aqsarniit Trade Show and Conference, an event highlighting the importance of working in unity to build a strong and healthy economy for all Inuit.

