

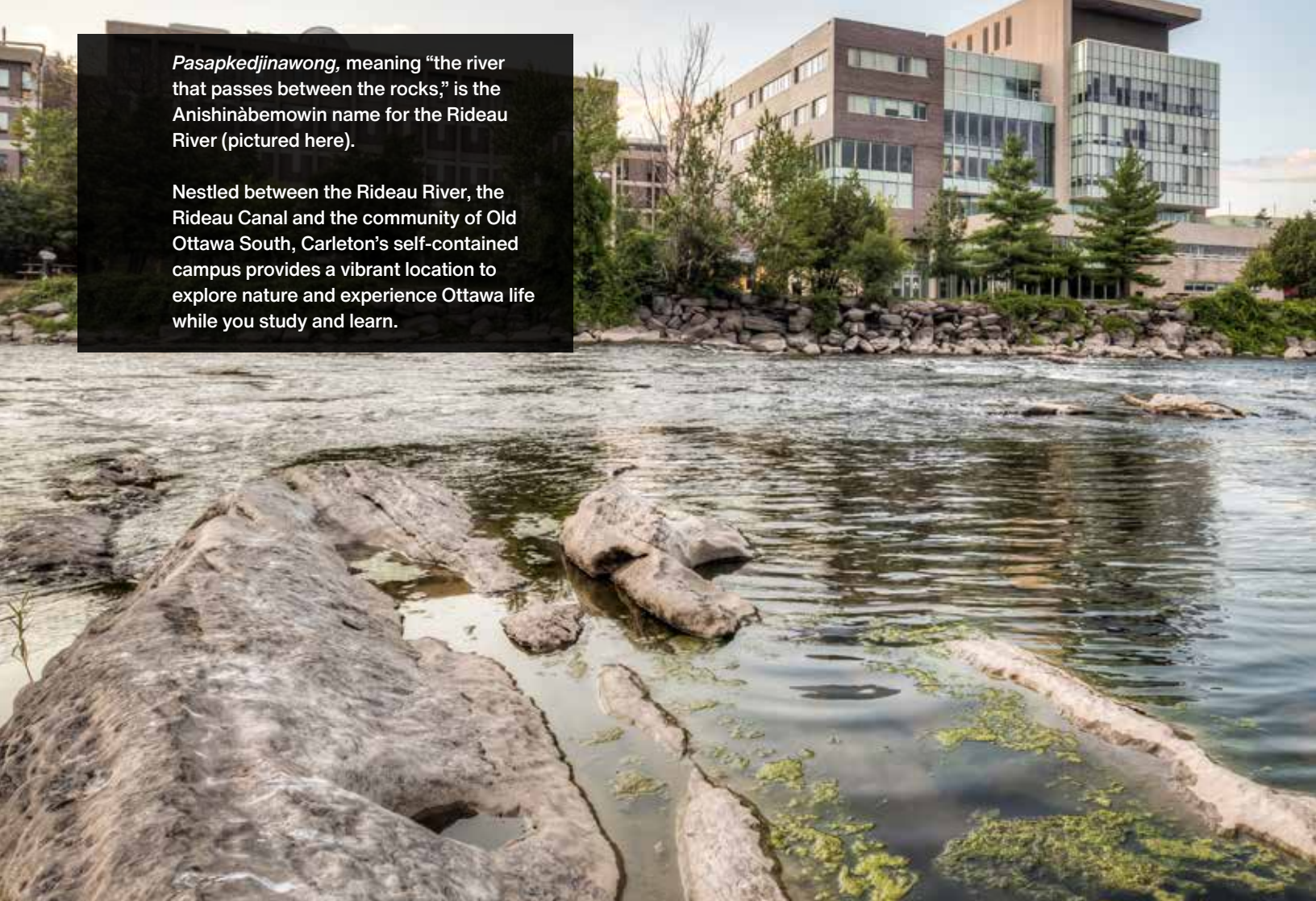
# President's Annual Report 2025



**Carleton**  
University







*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.

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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 to adhere to Algonquin cultural protocols.

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# Message from the President



It is my great pleasure to share with you this annual report, showcasing some of the many achievements of our Carleton community throughout the 2024-2025 academic year.

Let me start, however, by expressing my gratitude to former interim president Jerry Tomberlin, who served Carleton for more than 16 years in various roles, and to the Board of Governors for ably guiding the institution and supporting me during the transition to my tenure as the university's 17th President and Vice-Chancellor on January 1. I am also thankful to the campus and local community for your warm welcome.

Since assuming the privilege of this office, I have been deeply impressed by the tireless work and dedication of our students, faculty, staff, alumni, board members and community partners. We owe everything that we celebrate in this report to their unwavering spirit of collaboration, generosity, innovation and creativity, which emanates from the shared purpose and values that are exhibited by our extraordinary community. You are what makes our university so special, sustaining its promise as a place of inclusive excellence and impact, even in these trying times.

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'It is in times like this that our mission and values become critically important.'

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Like universities across Canada, Carleton is navigating significant challenges and uncertainty. We, however, have the ability to transcend them, together. It is in times like this that our mission and values become critically important. We remain a welcoming, forward-looking and vibrant place that nurtures and cultivates diverse ideas and people to shape knowledge and make a positive impact. We demonstrate the resilience, mutual care and entrepreneurial mindset necessary to drive our mission and to sustain our upward momentum.

From innovative approaches to pedagogy and experiential learning to world-class research, Carleton is experiencing a period of transformative growth. While this report is an opportunity to celebrate our successes as a community, it is also a preview of everything we have to look forward to, including bold new research projects and partnerships and the launch of new academic programs, such as the first new university nursing degree in Ontario in more than 20 years.

I'm excited to be part of this journey and look forward to our work together to strengthen and amplify opportunities, commitments and outcomes that enable inclusive excellence to flourish in our communities at home and around the world.

Wisdom Tetey  
President and Vice-Chancellor  
[carleton.ca/president](http://carleton.ca/president)





# Carleton by the Numbers



UNDERGRADUATE Students

**25,119**

GRADUATE Students

**5,594**

TOTAL Students

**30,713**



**\$533**  
million

operating expenditure  
BUDGET for 2025-26



**\$86.5**  
million

in SCHOLARSHIPS AND  
BURSARIES awarded to  
students



**\$113.5**  
million

in SPONSORED  
RESEARCH FUNDING



**33**

CANADA RESEARCH CHAIRS



**\$3.8**  
billion

Annual  
ECOMONIC IMPACT



**86.3%**

Graduate **EMPLOYMENT**  
IN A RELATED FIELD



**3rd**

**LARGEST CO-OP PROGRAM** in  
Ontario and fastest growing co-op  
program in Canada



**150+** countries representing a  
**DIVERSE** student population



**#2**

in Ontario and #4 in Canada in  
comprehensive category\*



**108%**

increase in research  
investment since 2017



**#1**

in Canada in comprehensive  
category for social sciences  
and humanities grants\*



**16**

counsellors and 7 general  
practitioners offering  
**MENTAL HEALTH SUPPORT**



# Teaching and Learning

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## Meeting the needs of students, society and our economy in a rapidly changing world

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.

In partnership with Ottawa's Queensway Carleton Hospital, Carleton has launched Ontario's first university nursing program in more than 20 years. The direct-entry program is compressed into three years and includes early and frequent clinical placements starting in the first semester of the first year. In support of this new program, Carleton received \$1 million through the Ministry of Colleges, Universities, Research Excellence and Security's Training Equipment and Renewal Fund to establish

advanced nursing simulation labs. The program will welcome its first students in fall 2025, alongside several new programs, including Data Science, Cybersecurity, Engineering – Mechatronics, Accounting, an online Bachelor of Arts (General Studies) and a Certificate in Journalism in Indigenous Communities.

A unique Master of Engineering - Engineering Practice program, designed specifically for internationally trained engineers with undergraduate degrees

from outside the Canadian accreditation system, was introduced and is open to graduates from all engineering disciplines. The Sprott School of Business added new streams for current business undergraduates and new minors in business (finance, information systems, international business, marketing and supply chain management) for undergraduates in other faculties.

Sprott's Master of Finance program has been accepted to





the CFA Institute's University Affiliation Program for its alignment to the Certified Financial Analyst program curriculum. The new Bachelor of Accounting and Bachelor of Commerce – Accounting programs cover several modules of the Chartered Institute of Public Finance and Accountancy (CIPFA) body of knowledge, providing graduates with an accelerated pathway to the internationally recognized Chartered Public Finance Accountant designation. Sprott also announced a new partnership with CIPFA, which

will provide students with a launch pad to global careers in public sector finance and accounting.

Carleton's FUSION Skills Development program received \$350,000 from Employment and Social Development Canada this year. The support will enhance the program's series of skill-specific, interactive and self-directed online modules, which are available to all undergraduate and graduate students to help them develop, articulate and transfer a range of skills

to future work situations and environments. The broader FUSION (Future Skills Innovation Network) project was launched in 2020 across a network of Canadian universities and has received funding through the Future Skills Centre and the Government of Canada Skills for Success initiative.

Carleton is a leader in fostering collaboration between instructors and learners through the Students as Partners Program (SaPP) and the Internship-Carleton

University Research Experience for Undergraduate Students (I-CUREUS) program, which 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, 146 undergraduate students had the opportunity to develop and apply new skills, impact teaching and research, and enhance their employability through these programs.

Previous page: Ontario Premier Doug Ford is greeted by Carleton's Provost and VP Academic L. Pauline Rankin and then-president Jerry Tomberlin when he came to campus in November 2024 to announce the launch of the university's new nursing program. Above: Sprott School of Business students have several new programs to choose from.





The Ravens women's basketball team celebrating its Capital Hoops victory.

# Student Life and Athletics

## Building skills and resilience beyond the classroom

At Carleton, students are enabled and encouraged to take charge of their educational journeys, find their people and make the most of the university experience.

More students are choosing co-op to enhance their experiential learning and career readiness. Carleton's Co-operative Education program continues to be the fastest growing in Canada and is the third largest co-op program in Ontario. Since fall 2021, the number of students interested in the co-op option has increased by 31 per cent, with 5,810 students interested in fall 2024 compared to 4,440 students in fall 2021. In 2024-25, 3,531

students completed co-op work terms, bolstering what they learn in the classroom with practical experience, and helping students gain valuable skills, build networks and boost their career prospects.

The Student Experience Office offered diverse experiential opportunities through community-engaged learning. The Campus to Community program enables students to develop skills, gain experience

and learn about important issues by engaging with a local non-profit organization. In 2024-25, 19 half-day service events were offered at The Ottawa Mission, Operation Come Home, Fletcher Wildlife Garden and In from the Cold, with 136 students participating. Nine students also had the opportunity to travel to Santa Lucía Utatlán, Guatemala, as part of the Alternative Spring Break program. Aligned with the United Nations' Sustainable



Development Goals, students applied their academic knowledge to real-world challenges.

The Co-Curricular Record (CCR) is a resource offered to all Carleton students to record and encourage involvement in holistic and experiential learning opportunities during their academic career. The CCR helps students understand and translate their transferable skills and provides official documentation for prospective employers and graduate schools to complement their academic transcript. During the

2024-25 academic year, there were more than 3,400 positions added to students' records, over 2,000 students with at least one position on their records and over 2,500 positions in the database.

This year has been another successful chapter in Carleton's storied athletic history. The women's basketball team finished the Ontario University Athletics (OUA) regular season undefeated, with an impressive 22-0 record. The team captured the U SPORTS silver medal, its third consecutive national medal and fifth since 2017.

The women's Nordic ski team continued its dominance, securing its third consecutive OUA title and eighth in the last nine seasons. Carleton's men's curling team claimed the OUA Championship and silver at the U SPORTS National Championship, while the men's baseball team won the National University Championship. In recognition of their outstanding academic achievements, more than 100 student-athletes were named Academic All-Canadians and OUA Academic All-Stars.

Community engagement remains at the heart of

Carleton's athletics and recreation offerings. In 2024-25, the Department of Recreation and Athletics provided over 3,000 hours of campus recreation and intramural sports and activities for students. It also continues to serve the Ottawa community, setting a record of 7,679 campers registered in a diverse range of summer programs, including a variety of sports, high-performance training, creative writing, aquatic lifesaving camps and podcast journalism.



The Ravens men's curling team won silver at the national championships.



Carleton's co-op program is the fastest growing in Canada.

# Research

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## Fueling progress, understanding and innovation

Carleton continues its rise as one of the fastest growing research-intensive universities in Canada. With **\$113.5 million in sponsored research income**, an increase of 108.8 per cent since 2017 and 25.8 per cent since last year, Carleton's commitment to critical areas of inquiry is ensuring a better world for Canadians.



Biochemistry researcher Tyler Avis.

## Sustainability

Sustainability research is a well-recognized strength at Carleton, and the past year has seen tremendous commitment to furthering innovation and scholarship. Carleton launched the Rosamond Ivey Research Chair in Sustainability Transitions and named Daniel Rosenbloom from the School of Public Policy and Administration as the inaugural chairholder. This chair will generate new actionable knowledge to accelerate desirable pathways towards reaching sustainability goals and enhance Canada's capacity through training of the next generation.

Also noteworthy is the work of biochemist Tyler Avis and Leanne Keddie from the Sprott School of Business, who are tackling food insecurity while using their different perspectives to help prevent hunger, make businesses more efficient and ensure that the resources put into growing, processing and distributing food don't go down the drain.

Re.Climate continues its important work as Canada's first centre dedicated to improving climate change communication. Led by Barbara Leckie from the Department of English Language and Literature and Chris Russill from the School of Journalism and

Communication, the centre helps Canadians better understand and engage with climate issues. It bridges gaps between science, policy and the public, combining STEM and the humanities to foster actionable conversations about sustainability. Additionally, Geography and Environmental Science's Stephan Gruber is now training tomorrow's leaders in permafrost thaw and northern research through an NSERC CREATE grant. The program is addressing the gap in multidisciplinary academic training while advancing research on permafrost, climate change and sustainability.



## Wellness and Accessibility

Carleton is at the forefront of accessibility and inclusive design research, advancing innovation through deep interdisciplinary collaboration between researchers, community partners and industry. Located in the state-of-the-art Advanced Research and Innovation in Smart Environments building (ARISE), Carleton's newly opened Abilities Living Laboratory (ALL) fosters an environment where expertise converges across fields to create solutions that enhance quality of life and promote full societal participation. ALL embodies the principle of "nothing about us, without us." People with disabilities are actively engaged in every stage of research

and development, ensuring that the technologies and designs emerging from the lab reflect lived experience and real-world needs. The lab's adaptable space supports collaboration between end-users, researchers and partners, enabling the co-creation of inclusive solutions that advance independence and accessibility.

The university's network of complementary labs further strengthens this mission. Together, these interdisciplinary efforts are redefining inclusive innovation. The Human Performance Laboratory brings together biomechanics, engineering and health sciences to study movement and develop

solutions for mobility challenges. In the Rehabilitation Robotics Laboratory, AI and robotics are applied to support recovery and mobility for individuals with neurological conditions. The Design Laboratory offers a flexible testbed to simulate environments, from hospital rooms to aircraft cabins, where design can be evaluated in context. Meanwhile, the Food Design Laboratory merges nutrition, engineering and health to explore tailored food solutions for individuals with eating difficulties. Finally, the We Are All Musicians Laboratory unites music, technology and accessibility to ensure music-making is a right accessible to all.

Industrial Design students at work on an infectious disease treatment module in the Abilities Living Laboratory.



# Connectivity and Community Engagement

Over the past year, Carleton has deepened its impact through bold, interdisciplinary research and strategic partnerships that address real-world challenges across technology, health and social innovation. These initiatives highlight the university's commitment to advancing knowledge, fostering innovation and building inclusive, forward-looking communities.

In partnership with Ericsson, Carleton unveiled the Ericsson-Carleton 5G Drone Lab, marking a significant leap in autonomous navigation research. This state-of-the-art facility will support the development of advanced drone technologies for diverse applications in government, industry and media. The

lab stands as a testament to Carleton's leadership in wireless network research and its growing collaboration with the private sector to pioneer next-generation solutions.

In the field of health and biotechnology, Carleton researchers are accelerating drug development through partnerships with innovative startups. Biochemist Kyle Biggar is working with NuvoBio and Capital BioVentures on peptide therapeutics, including NeoPeptix, a promising treatment for fungal meningitis. With FDA trials targeted for 2027, this project exemplifies the potential of academic-industry collaboration to bring affordable, life-saving therapies to market. Simultaneously, Jeff Smith's expertise in mass spectrometry is

supporting Virica's efforts to improve viral medicine manufacturing, another step forward in addressing global health needs.

Carleton is also leading nationally in inclusive economic research. The Black Entrepreneurship Knowledge Hub, led by the Sprott School of Business and Dream Legacy Foundation, is conducting community-driven, intersectional research which maps Black business ecosystems across Canada. This work provides data, insights and tools to close systemic gaps and support Black entrepreneurs, offering tangible economic and social impact for the future.



Biochemistry researcher Kyle Biggar with PhD candidate Ruofan (Skye) Wang.



Left to right: Black Entrepreneurship Knowledge Hub co-lead and PI Gerald Grant, the Hon. Rechie Valdez, Minister of Small Business (in February 2025) and Isaac Olowolafe Jr., the BEKH's co-lead for community engagement and founder of the Dream Legacy Foundation.



## Awards and Distinctions

Carleton researchers continue to earn national and international recognition for their innovative, high-impact work across disciplines.

In 2025, two Carleton scholars were awarded prestigious Dorothy Killam Fellowships, representing a quarter of the eight awarded across Canada. Jennifer Bruin (Biology) was honoured for her research into how long-term exposure to environmental pollutants contributes to the global rise in diabetes, while Laura Horak (Film Studies) was recognized for her work in advancing trans-inclusive media culture in Canada.

Adding to this momentum, Peter Crockford (Earth Sciences) was named a 2025 Alfred P. Sloan Research Fellow in Earth System Science. This notable North American honour highlights Crockford's influential

research in geochemistry and Earth history, placing him among the continent's most promising early-career scientists.

Five Carleton faculty members were also appointed Canada Research Chairs (CRCs), reflecting leadership in diverse fields. These include Amy Bombay (Neuroscience) for work on intergenerational trauma in First Nations communities, Janet Jull (Health Sciences) for research on accessibility and person-centred care, Kristen Schell (Engineering) for net-zero energy systems modelling, M. Remi Yergeau (Communication) for critical disability studies and Hubert Jean-Ruel (Electronics) for advanced photonic sensing.

Further affirming Carleton's research excellence, Jo-Anne LeFevre (Cognitive Science and Psychology) and Sarah Casteel (English Language and Literature) were elected Fellows of the Royal Society of Canada, while Maria Rogers (Psychology) was inducted into its College of New Scholars, Artists and Scientists. In addition, Lenore Fahrig (Biology) received the Flavelle Medal for biological science, and Rianne Mahon (School of Public Policy and Administration) was awarded the Ursula Franklin Award for contributions to gender studies.



Jenny Bruin



Laura Horak



Peter Crockford



Amy Bombay



Janet Jull



Kristen Schell



Remi Yergeau



Jo-Anne Lefevre



Lenore Fahrig

# International Highlights

## Navigating a challenging interconnected world

Through international projects and collaborations, Carleton researchers work to develop innovative solutions to complex global challenges across diverse fields and uplift underrepresented voices in both research and society.

### **New Scholarship Drives Action on Climate Change**

In December 2024, Carleton received its third consecutive Queen Elizabeth II Diamond Jubilee Scholarship (QES) for a new transformative project. With approximately \$260,000 in funding over four years, Onita Basu (Civil and Environmental Engineering) and three co-principal investigators aim to build climate resilience through interdisciplinary research and meaningful partnerships with universities, NGOs and community-based organizations in Tanzania, Uganda and Ghana.

### **Carleton Leads International Health Research**

Neuroscience researcher Paul Villeneuve is collaborating with the Government of Colombia, Statistics Canada and researchers from both countries to investigate environmental and social disparities of health. A committed international collaborator, Villeneuve leads several global projects from Carleton, including air quality research with St. George's University in Grenada and studies on occupational exposure to diesel and crystalline silica with partners in the United States and Europe.

### **Carleton's Leadership in Supporting Refugee Responses**

As global forced displacement reaches record levels, Carleton has strengthened its partnership with the United Nations High Commissioner for Refugees (UNHCR). In November 2023, Carleton's James Milner, Director of the Local Engagement Refugee Research Network, was named co-chair of the Global Academic Interdisciplinary Network to help bring together academics, policymakers and practitioners working with UNHCR to promote actionable research, evidence-based policymaking and refugee inclusion. This led to a new agreement with UNHCR Canada in June 2024, making Carleton the first Canadian university to host the Sérgio Vieira de Mello Chair, a global initiative designed to strengthen the role of universities in forced displacement solutions.

### **A Quarter Century of Shared History, Present and Future**

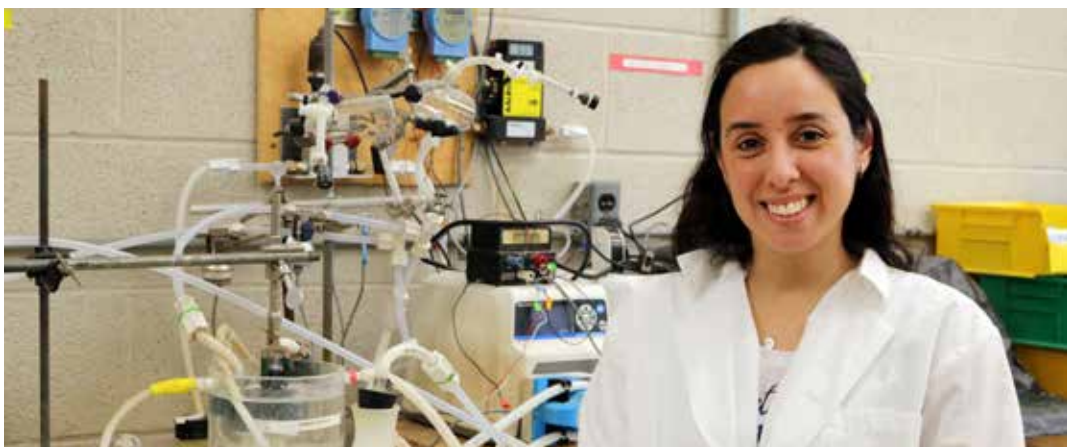
In November 2024, Krenare Recaj, a Kosovar Albanian refugee and PhD candidate in History at Carleton, organized a symposium to commemorate the 25th anniversary of the Kosovo War, during which more than a million Kosovar Albanians were forcibly displaced. This

two-day event also explored Canada's humanitarian role in welcoming 7,000 refugees and the ongoing bond between the two countries. More than 250 guests attended, including academics, immigration officials, policymakers and aid workers, as well as refugees and members of the Kosovar Albanian community, who shared their stories of resilience. The symposium underscored Carleton's commitment to fostering dialogue and a vision for a more inclusive future.

### **Strengthening Research Ties in Europe**

With Canadian universities now eligible under Pillar II of Horizon Europe — the EU's flagship funding program for research and innovation — Carleton is actively building pathways for greater participation across Europe. This includes hosting a dynamic "train-the-trainer" workshop in December 2024 with the Netherlands Enterprise Agency, which drew over 75 research facilitators and other representatives from across Ontario and Quebec. Carleton also had the honour of welcoming a delegation from Ireland in November, including the country's Higher Education Authority and university leaders, to explore joint academic programming and research opportunities.





From top: Neuroscience researcher Paul Villeneuve; Civil and Environmental Engineering researcher Onita Basu; PhD candidate Krenare Recaj; a Horizon Europe workshop.



# Community Engagement

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## Fostering trust, empowerment and participation

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 society.

Carleton partners with the City of Ottawa through the CityStudio experience, which gives students the opportunity to co-create innovative solutions for urban challenges faced by the community. By working on real projects that address Ottawa's Community Safety and Well-Being Plan, students gain hands-on experience while contributing to the community's health, safety and inclusiveness. This year, Carleton students from 12 courses had the opportunity to work on city projects and engage in civic issues directly

relevant to where they live and study through this initiative.

The Provost's Speaker Series, in partnership with Fulbright Canada, welcomed community members to two events that underscored Carleton's commitment to advancing knowledge and interdisciplinary collaboration. The events featured distinguished scholars, thought leaders and practitioners from a variety of fields and explored topics such as local and global stewardship and navigating complexities and shaping communities.

The Innovation Hub's reach extends beyond the university, engaging high school students, alumni, community entrepreneurs and international students, supporting an expansive network of innovators. Special emphasis is placed on inclusivity, aiming to support entrepreneurs from various backgrounds and ensure a diverse entrepreneurial ecosystem. This year, the Innovation Hub launched its Allies in Innovation partnership program to connect business to Carleton students to support and nurture future founders and





Previous page: Virtual Ventures; top: the Innovation Hub; bottom: Sprott researcher Tony Bailetti at Up Our Game Canada!

changemakers. Tech companies Knak and DataKinetics are the first partners in this program.

Virtual Ventures (VV), Carleton's not-for-profit youth outreach organization run through the Faculty of Engineering and Design, has been named the winner of the 2024 Actua

Excellence Award. This recognition celebrates VV's dedication to delivering high-quality STEM programming and reflects its exceptional impact on the Actua network and the youth it serves.

The Sprott School of Business launched Up Our Game Canada!, a hands-on program that equips Canadian small and medium-sized enterprises with AI-powered tools, training and a strategic framework to help them discover new opportunities and future-proof

their operations, including adapting to U.S. tariffs.

Sprott launched the Sprott Social Impact Hub, a project-based, experiential learning initiative that connects Sprott students with community partners to deliver projects that contribute to a better future. This year, the Social Impact Hub partnered with Christie Lake Kids, Nutrition Blocs, ImmigrantsCan, Fondazione Soleterre ETS and Connected Canadians.

The Sprott Student Consulting Group serves the community and builds leaders by connecting business and organizations with student teams to provide collaborative, innovative and smart business solutions to challenges. Over the 2024-25 academic year, 84 student consultants participated in 13 projects with client organizations whose industries included renewable energy, Indigenous entrepreneurship, higher education, tech startups, long-term care and arts education.



# Mental Health and Accessibility

## Supporting the well-being and inclusion of all members of the Carleton community

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.

The new single-session counselling model launched in Health and Counselling Services (HCS) in fall 2024, prioritizing quick access to care when it is needed most. This change enabled HCS to increase its capacity to see students seeking counselling by 54 per cent compared to fall 2023 and vastly reduce the psychiatry waitlist. The average wait time for students to see the psychiatrist in HCS is two to three weeks compared to four to 12 months in the community. Feedback from students indicates that 81 per cent found single-session counselling mostly or very helpful in developing a plan to address their problem(s) and 87 per cent would refer a friend to try single-session counselling.

HCS also introduced a variety of open and closed groups, as well as miniseries and psychoeducation sessions, to support a wide range of student mental health needs.

On Jan. 11, 2025, Carleton's Therapy Dog program certified seven new therapy dogs, expanding the team to a total of 20 dogs. 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, engage in conversations that promote wellness and provide connections to resources. Feedback from students about their therapy dog visits





indicates that 100 per cent of respondents strongly agreed or agreed that they felt more positive after visiting.

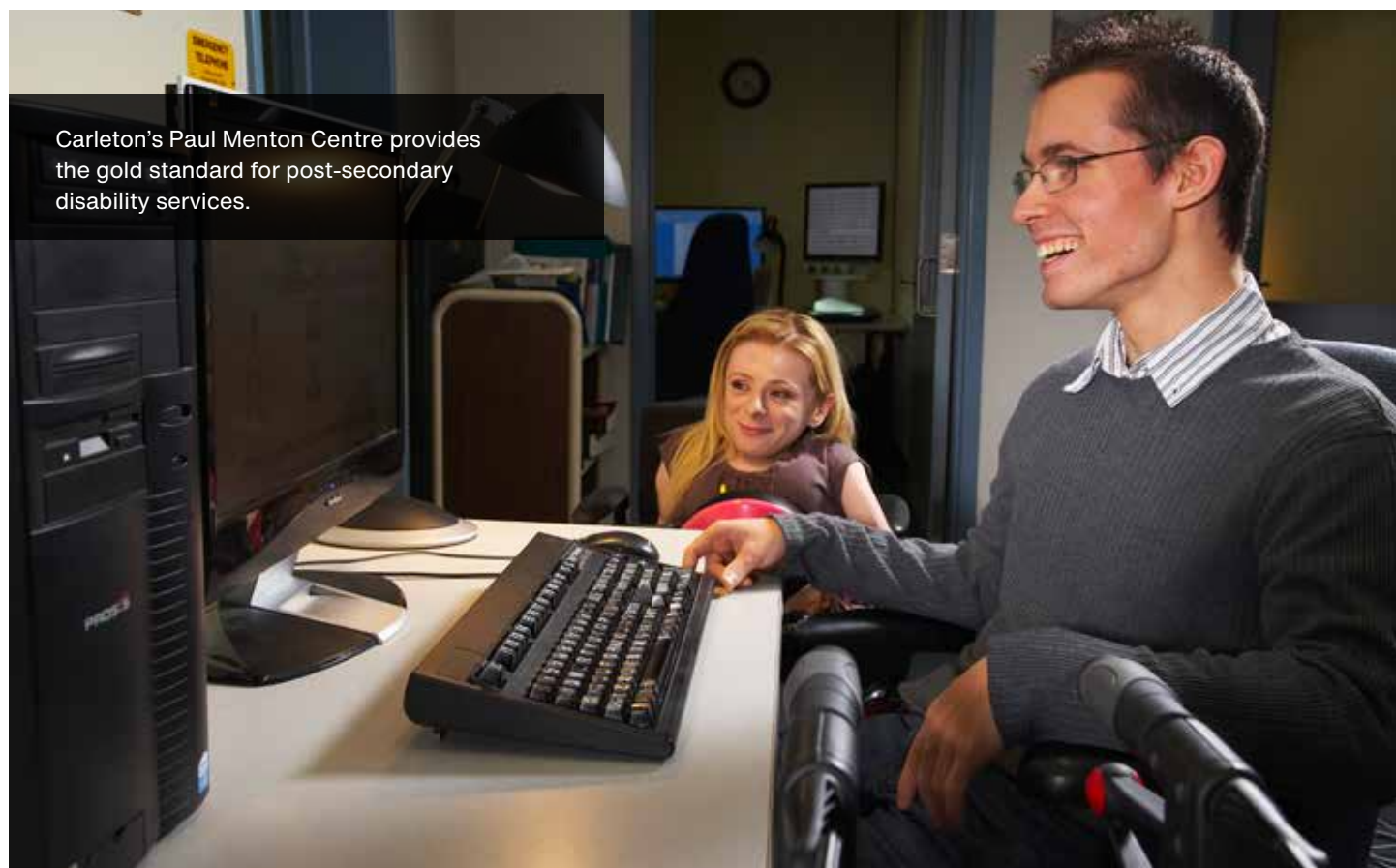
The Paul Menton Centre for Students with Disabilities (PMC) continues to strive to be the gold standard for disability services in the post-secondary sector. In 2024-25, the PMC supported over 5,000 students, an increase of almost 11 per cent over 2023-24 and 145 per cent since 2014-15. The PMC received an 87 per cent approval rating from both faculty and students. Over the last 10 years, the seven-year graduation rate for students registered with the PMC has increased from roughly six per cent lower

than the overall Carleton cohort to rates that are now equal. When comparing 10-year graduation rates, students registered with the PMC have consistently had a slightly higher graduation rate than the overall cohort by approximately two per cent.

In fall 2024, Carleton began a collaborative process to renew its Coordinated Accessibility Strategy (CAS), which launched in spring 2025. This refreshed strategy guides the implementation of accessibility initiatives at Carleton and reflects the diverse voices of the community, including those with lived experiences of disability. Carleton has made significant

progress since the first CAS launched in 2020, with the CAS inspiring more than 175 initiatives across seven areas of focus, and clear actions have been taken on 39 out of 40 recommendations.

The Canadian Accessibility Network (CAN) has grown to more than 135 CAN Collaborator organizations and over 245 individual members, advancing accessibility across Canada. In December 2024, CAN held its inaugural business meeting at Carleton, celebrating its five-year anniversary.





# Green Initiatives

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## Striving for a better, more sustainable future

Carleton remains steadfast in its commitment to advancing meaningful sustainability outcomes, with a long-term goal of achieving net-zero by 2050. Carleton's campus programs closely align with its academic mission, integrating research and teaching with real-world practices to position the university as a living lab for sustainability and a model of academic responsibility.

### Reducing Carbon Emissions

In 2025, Carleton secured \$1.6 million in federal funding through the Decarbonization Incentive Program to support the transition from a natural gas steam boiler to an electric boiler in the university's central heating plant. Moving to an electric boiler is expected to cut over 2,900 tonnes of emissions annually, equivalent to taking 888 gas-powered cars off the road for a year. Carleton was also recognized as a bronze-tier participant in the Government of Canada's Net-Zero Challenge, a national initiative supporting organizations in their transition to net-zero emissions by 2050.

### Biodiversity on Campus

Furthering its focus on biodiversity and campus

ecology, Carleton has received support from Green Communities Canada to establish a "tiny forest" on campus, part of broader biodiversity initiatives that include a comprehensive biodiversity assessment, bird-friendly design efforts and recognition as both a "nature positive university" and a WWF Living Campus. These initiatives reflect a growing engagement with ecological stewardship and an ongoing appreciation for Carleton's beautiful campus.

### Supplier Code of Conduct

Recognizing that sustainability efforts extend beyond campus operations, Carleton has also deepened its supplier engagement to promote environmental best practices. In 2025, a new Supplier Code of Conduct was introduced to

embed sustainability values into the university's procurement processes and reinforce a commitment to responsible sourcing and community-wide climate action.

### From Waste to Resources

Carleton researchers are advancing solutions to one of the major drivers of the climate crisis: throw-away culture. Instead of sending food, agricultural and plastic waste to landfills, where it generates greenhouse gases and pollution, Carleton is contributing to a more sustainable, circular economy in which waste is transformed into valuable resources. Researcher Abid Hussain (Civil and Environmental Engineering) is developing technologies to convert organic waste into biofuels and chemicals. His lab's custom-built anaerobic digestors

use microorganisms to generate biogas suitable for electricity, heating or fuel from green bin waste. Master's student Seyedomid Ahmadinejad worked in this lab on a project to convert brewery waste into biofuel. Meanwhile, Eugene Fletcher (Biology) is using genetic engineering to transform yeast into a powerful tool for waste management. By editing yeast DNA, he enables it to break down plastics and agricultural waste, converting them into ethanol and propionic acid. These scalable, cost-effective processes tackle both plastic pollution and food waste while creating useful bio-based products. Together, these projects illustrate Carleton's leadership in sustainable innovation with meaningful environmental and economic impact.





Master's student Seyedomid Ahmadinejad.



Civil and Environmental Engineering researcher Abid Hussain.



Biology researcher Eugene Fletcher with students Hannah Doyle and Sara Takaloo.

# Indigenous Initiatives

## Fostering reconciliation and contributing to a more just and equitable society

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

The Office of the Provost and Vice-President (Academic) hosted “Walking Together in Allyship” on Sept. 30, 2024, as a way of bringing the Carleton community together to honour Orange Shirt Day, an annual day of remembrance to acknowledge the history and harmful impacts of Canada’s residential and day school system. In addition, an Every Child Matters flag was raised on campus and the north end campus bridge and Richcraft Hall overpass were illuminated in orange. Campus Safety Services also hosted a food drive in support of Minwaashin Lodge.

Carleton adopted two policies to verify Indigenous identity for employment competitions, academic programs and awards, grants, bursaries and scholarships that are limited to Indigenous candidates. The verification and assessment processes

maintain the integrity of Carleton’s hiring practices and strengthen community connections, contribute to the well-being and safety of all Indigenous faculty, staff and students and increase collective knowledge about the problematic issue of Indigenous identity appropriation in academia.

The Centre for Indigenous Support and Community Engagement hosted the sixth annual Kinàmàgawin Symposium on Apr. 1, 2025. It serves to amplify Indigenous perspectives, teachings and ways of being and facilitates relationship building, learning and appreciation of Indigenous cultures and ways of knowing across the university. This year’s theme was “Indigenization: How to use Design Thinking with Indigenous Community.”





The Centre for Indigenous Support and Community Engagement hosted two land-based learning opportunities for students. In August 2024, Two-Spirit students participated in Two-Spirit-focused knowledge keeper sessions to learn about the roles and responsibilities of Two-Spirit people in Indigenous communities. In March 2025, southern-based Inuit students travelled to Cambridge Bay, Nunavut, to work with Elders and Knowledge Keepers at the Canadian High Arctic Research Station.

Students from Nunavut Arctic College's (NAC) Environmental Technology Program visited Carleton as part of a collaboration between the Centre for Indigenous Support and Community Engagement and NAC aimed at encouraging Inuit participation in post-secondary education and environmental science careers.

In February, four Indigenous students travelled to Peru to engage in land-based learning in the Indigenous community of Paru Paru. Students contributed to building a ceremonial space using traditional building techniques, learned about potato farming and traditional textile production.

This year, two new Collaborative Indigenous Learning Bundles were established that share Indigenous ways of knowing on the topics of Indigenous sciences and engaging with land and water. Led by Associate Vice-President (Indigenous Teaching, Learning and Research) Kahente Horn-Miller, the Bundles are produced and delivered by Indigenous experts and can be incorporated into any course.

Previous page: Orange Shirt Day speakers, from left to right: Associate VP Kahente Horn-Miller, Prof. Stephan Schott, Centre for Indigenous Support and Community Engagement director Benny Michaud, CUAG director Sandra Dyck, then-president Jerry Tomberlin and Provost and VP Academic L. Pauline Rankin. Top: Geography researcher Murray Richardson with visiting students from Nunavut Arctic College. Bottom: Indigenous students from Carleton engaged in land-based learning in Peru.





# Equity, Diversity and Inclusion

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## Supporting, enabling and leveraging Carleton's rich diversity

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

The Student EDI Research Award provides opportunities for students to engage in faculty-supervised research projects that use EDI-informed considerations and reflect upon diversity and identities. This year, the award was given to six recipients, who presented key findings from their research projects in the fall.

The Department of Equity and Inclusive Communities and CORIS were jointly awarded the 2024-25 Canada Research Chairs Program Stipend for Equity, Diversity and Inclusion. This grant is funding the

development of two key resources in support of equitable and inclusive hiring practices for Canada Research Chairs.

The Department of Equity and Inclusive Communities hosted the annual Canadian Association for the Prevention of Discrimination and Harassment in Higher Education Conference on campus. The three-day conference gathered participants from universities and colleges across Canada.

The Carleton community participated in Consent Awareness Week, a national

campaign held annually during the third week of September to raise awareness about consent as a daily practice and commitment, sexual violence prevention and bystander intervention.

EDIT-STEM (EDI Transformation for STEM), led by the Faculty of Science and Faculty of Engineering and Design, aims to advance equity, diversity and inclusion in STEM and tackle the unsolved problem of how to change the attitudes, behaviours and knowledge of those who are currently doing, leading and teaching across STEM fields.





Computer science student and Black and Indigenous Summer Research Internship recipient Precious Kolawole.

The Carleton community held a variety of events as part of Carleton's annual Sexual Assault Awareness Week. This year's message, "Practice makes patterns, creates culture, weaves new worlds," was dedicated to prioritizing this work until a world free from sexual and gender-based violence is achieved.

A revised Human Rights Policy and Procedures that articulates Carleton's commitment to discrimination and harassment prevention and response was approved. The revised document addresses the Ministry of Colleges, Universities, Research Excellence and Security directives on anti-racism and

anti-hate and serves to affirm the human rights and dignity of every Carleton community member.

The Faculty of Engineering and Design launched the 2025 Indigenous and Black Engineering and Technology (IBET) Momentum Fellowship Competition as part of its partnership with the IBET PhD

Project. Open to new domestic PhD applicants for 2025-2026 in engineering, architecture, and IT programs, this initiative offers a funding package of \$32,000/year for four years, with the goal of fostering equitable and inclusive research environments and increasing the presence of Indigenous and Black academics in STEM.

# Fundraising and Alumni Engagement

## Unlocking and aligning mutual interests

Carleton partners with donors and alumni to identify strategic opportunities that strengthen the university's offerings, outlook and help shape a better society.

### **Relationships that Foster Lasting Engagement**

Creating a robust teaching and learning environment for the next generation of leaders continues to be top of mind for the Carleton community. Collaborating with the Carleton University Alumni Association to demonstrate the mutual benefits of staying connected post-graduation and strengthening alumni engagement in key geographic areas with significant alumni presence extends Carleton's reach beyond Ottawa and Canada.

With support at every level of giving, Advancement has helped launch new initiatives that are created through cross-campus partnerships. Programs like the Carleton University Student Leadership Initiative and the International Student Employment Program exemplify collaborations that celebrate diversity, embrace difference and help students develop skills that prepare them to lead with tolerance. Fostering multi-disciplinary collaboration on campus helps students — Carleton's future alumni — become well-rounded individuals and reinforces the value of a university education.

### **Partnerships with Global Impact**

Donor partnerships advance knowledge with long-term global impact. The Ivey Research Chair in Sustainability Transitions was enabled by a \$3.5 million donation from the Ivey Foundation and Rosamond Ivey. This is Canada's first chair explicitly dedicated to deepening scholarship and practice surrounding the rapidly growing field of sustainability transition in Canada.

Carleton's Office of the Vice-President (Research and International) and Advancement collaborate to deliver Holistic Integrated Partnerships that



Carleton-based Efficiency Canada is supported by the Ivey Foundation and other Carleton donors.





Certificate in Journalism in Indigenous Communities program partners, from left to right: Jennifer Brennan, Mastercard Foundation's Senior Director, Canada Programs; First Nations Technical Institute Senior Vice-President (Academic) Adam Hopkins; Kenjgewin Teg President Beverley Roy; Carleton journalism professor Duncan McCue.

address long-term objectives and integrate research, talent acquisition and corporate social responsibility through mutually beneficial relationships. Three new holistic partnerships integrating research, talent and scholarships have been confirmed this year.

### Working with Donors to Launch New Initiatives

The Chloe Graf Memorial Scholarship provides vital

support to students with permanent disabilities who are registered with the Paul Menton Centre. In 2024, Chloe's grandfather, Robert Blair, passed away and bequeathed a generous donation to Chloe's scholarship fund, enhancing accessibility and inclusivity for all.

Led by Carleton's Master in Philanthropy and Nonprofit Leadership program, the

Women in Philanthropy Initiative launched thanks to generous support provided by the Leacross Foundation. The initiative recognizes the significant impact of women as changemakers as well as the value of facilitating mutual learning and building networks among women leaders.

A new Certificate in Journalism in Indigenous Communities, spearheaded by the School of

Journalism and Communication in partnership with the Mastercard Foundation, was announced in January 2025. The program collaborates with Indigenous community partners to encourage learners in remote communities to build their journalism skills and produce stories that relate to Indigenous perspectives for the benefit of all Canadians.





New student residence.

# New and Ongoing Projects

## Building a living learning environment that is second to none

### New Student Residence

Construction on Carleton's newest addition to the residence precinct entered its final stages in 2025. This 450-plus bed residence offers modern amenity spaces that recognize the changing needs of the university's student population. Developed with passive house design principles, the building is targeting an overall energy and heating demand reduction. The building will welcome its first residents in fall 2025.

### 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. New windows will also be installed as part of this project. 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. The project will get underway in fall 2025.

### Dining Hall Renovation

The three-phased expansion of the dining hall in Teraanga Commons was completed at the end of August 2024, ahead of student residence move-in. Located on the third floor of Teraanga Commons, the award-

winning dining hall is an all-you-care-to-eat facility. In addition to reimagining favourite food stations and menus, new stations were added to bring students even greater variety.

### New Fitness Centre

In fall 2024, Carleton students overwhelmingly voted in favor of a fitness centre expansion. The expanded facility will feature state-of-the-art cardio, weight and fitness equipment, along with four new multipurpose rooms and a dedicated women-only area. Construction of the new fitness centre is projected to start in spring 2026 and is expected to take two years to complete.





The new pedestrian and cyclist bridge over the Rideau River opened last year, providing a great new way to access campus.



A peek inside the proposed new fitness centre.



The renovated dining hall.

# 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 the university.



Chair Beth Creary.

## **Beth Creary**

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

## **Christina Tessier**

Vice-Chair  
Community Member  
President and CEO, Ingenium

## **Yaprak Baltacioğlu**

Chancellor (ex officio)

## **Wisdom Tetley**

President and Vice-Chancellor (ex officio)

## **Logan Breen**

Undergraduate Student  
Politics, Economics and French

## **Howard Babb**

Community Member  
Project Director, Tiree Facilities Management

## **Yafet Bizuneh**

Undergraduate Student  
Economics

## **Jennifer Camelon**

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

## **Julie Carr**

Community Member  
Vice-President, Finance, BioTalent Canada

## **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

## **Greg Farrell**

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

## **Kim Furlong**

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

## **Dan Greenberg**

Community Member  
President and Owner, Ferguslea Properties Ltd.

## **Josh Greenberg**

Faculty-Senate  
School of Journalism and Communication

## **Linda Grussani**

Alumni  
Curator and Art Historian

## **Al Hamdani**

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

## **Nathalie Laporte**

Community Member  
Executive Director, CAUBO

## **Mat Main**

Alumni  
Vice-President, Corporate Development, Dymech Engineering

## **Dudley Maseko**

Community Member  
Counsel, Sodexo

## **Susan Mingie**

Community Member  
Partner (retired), Deloitte LLP

## **Georgette Morris**

Graduate Student  
Law and Legal Studies

## **Janakan Muthukumar**

Graduate Student  
Law and Legal Studies

## **John Nelson**

Administrative Staff  
Director, Innovation Hub

## **Laura Newton Miller**

Librarian  
Head of Collections and Assessment, Carleton Library

## **Brenda O'Connor**

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

## **Melissa Shea**

Community Member  
Architect and Senior Associate

## **James Simpson**

Administrative Staff  
Administrator, Finance and Business, Housing and Residence Life

## **Jane Taber**

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

## **Ann Tremblay**

Community Member  
Project Director, Project Management and Delivery, Science and Parliamentary Infrastructure (retired), 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

- Wisdom Tettey, President, Vice-Chancellor and Chair of Senate (as of Jan. 1, 2025)
- Jerry Tomberlin, Interim President, Vice-Chancellor and Chair of Senate (until Dec. 31, 2024)
- Elinor Sloan, Clerk of Senate
- Suzanne Blanchard, Vice-President (Students and Enrolment) and University Registrar
- Rafik Goubbran, Vice-President (Research and International)
- L. Pauline Rankin, Provost and Vice-President (Academic)
- Duane McNair, Vice-President (Finance and Administration) (as of Dec. 2, 2024)
- Angela Marcotte, Interim Vice-President (Finance and Administration) (until Dec. 2, 2024)
- David Hornsby, Vice-Provost and Associate Vice-President (Academic)
- Maria DeRosa, Dean, Faculty of Science
- Larry Kostiuik, Dean, Faculty of Engineering and Design
- Anne Bowker, Dean, Faculty of Arts and Social Sciences
- Brenda O'Neill, Dean, Faculty of Public and Global Affairs
- Howard Nemiroff, Interim Dean, Sprott School of Business
- Amber Butler, University Librarian
- Chantal Trudel, Director, School of Industrial Design
- Michel Barbeau, Director, School of Computer Science
- Anne Bordeleau, Director, Azrieli School of Architecture and Urbanism
- Rob Teather, Director, School of Information Technology
- Allan Buri, CASG President (term ends Apr. 30, 2025)

- Sarah El Fitori, CUSA President (term ends Apr. 30, 2025)
- Jayesh Kundu, GSA President (term ends Apr. 30, 2025)
- Mahsa Abarghouei, GSA VP Academic (term ends Apr. 30, 2025)

## Board of Governors Representatives

- Nathalie Laporte
- Dudley Maseko

## Special Appointments

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

## Elected Faculty Senators

Terms end June 30, 2025

- Jeni Armstrong, Public and Global Affairs
- Amanda Clark, Public and Global Affairs (until Nov. 15, 2024)
- Sarah Everts, Public and Global Affairs (until Jan. 1, 2025)
- Sean Burges, Public and Global Affairs
- Matthew Pearson, Public and Global Affairs
- François Brouard, Sprott School of Business (Secretary of the Faculty Board)
- Rebecca Renfroe, Sprott School of Business
- Root Gorelick, Science
- Kevin Graham, Science
- Douglas Howe, Science/Computer Science
- Julia Wallace, Science (Secretary of the Faculty Board)
- Christopher Smelser, Engineering and Design
- Edward Cyr, Engineering and Design
- Karen Taylor, Engineering and Design (Secretary of the Faculty Board) (until Dec. 31, 2024)

- Christian Viau, Engineering and Design
- Lynn Marshall, Engineering and Design

Terms end June 30, 2026

- 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 and Global Affairs (Secretary of the Faculty Board)
- Yuu Ono, Engineering and Design (Secretary of the Faculty Board)
- Gabriel Wainer, Engineering and Design
- David Sprague, Engineering and Design/Information Technology (until Dec. 31, 2024)
- Paul Williams, Arts & Social Sciences

Terms end June 30, 2027

- Juan Garcia, Engineering and Design (until Jan. 31, 2025)
- James Brunet, Engineering and Design/Information Technology
- Tonya Davidson, Arts and Social Sciences
- Janine Debanne, Engineering and Design/Architecture
- Emily Gray, Sprott School of Business
- Josh Greenberg, Public and Global Affairs
- Tim Haats, Engineering and Design/Industrial Design
- Guy Lacroix, Arts and Social Sciences
- Gabriel Maracle, Public and Global Affairs

- Azar Masoumi, Arts and Social Sciences
- Maya Papineau, Public and Global Affairs
- Megan Rivers-Moore, Arts and Social Sciences
- Shazia Sadaf, Arts and Social Sciences
- Ozayr Saloojee, Engineering and Design/Architecture
- Alexis Shotwell, Arts and Social Sciences
- Rania Tfaily, Arts and Social Sciences
- Simon Viel, Science

## Elected Contract Instructors

- Morgan Rooney, Arts and Social Sciences (term ends Sept. 30, 2026)
- Mustafa Bahrán, Science (term ends Sept. 30, 2027)

## Elected Student Senators

Graduate Students – Terms end June 30, 2025

- Bronwyn Heerspink – Public and Global Affairs
- Jessica Lynch – Arts and Social Sciences

Undergraduate Students – Terms end June 30, 2025

- Jacky Chan, Public and Global Affairs
- Lacia Grant, Arts and Social Sciences
- Nir Hagigi, Public and Global Affairs
- Xavier Haziza, Engineering and Design
- Peter Kouzovnikov, Sprott School of Business
- Alexandria MacDonald, Engineering and Design
- Samantha Monastero, Arts and Social Sciences
- Maryam Nadeem, Science
- Ashley Paiva, Arts and Social Sciences
- Rhea Treasure, Public and Global Affairs

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