Introduction

The past academic year has been one of many accomplishments, celebration, and varied activities that have continued to build upon the academic successes of Carleton University. Over the past few years we have reported on these activities through the annual report to Senate on the Carleton Academic Plan. Now that this plan has been incorporated into the Strategic Integrated Plan (SIP), the annual academic report has been replaced by this Academic Review, which provides some of the highlights over the 2013-14 academic year. There are always a huge number of activities and accomplishments that are happening at any one time across a university the size of Carleton, and often we are simply unaware of what is going on beyond our own section of the university. So it is not the intention of this review to capture all that is being done academically at Carleton, but rather to provide an overview of the academic achievements, challenges, and opportunities during the year in the various Offices and Faculties that report to the Provost and Vice-President (Academic).

I hope you will find this review valuable in providing you with a broad sense of the academic activities and initiatives that are occurring across Carleton, and how we are moving forward on initiatives that were started under the Carleton Academic Plan and are now being implemented under the SIP. I encourage you to follow up on those areas where you would like more detail by looking at the various newsletters, articles and reports that are available on the web pages of the individual units themselves.

Peter Ricketts
Provost and Vice-President (Academic)

Office of the Provost and Vice-President (Academic)

Strategic Mandate Agreement

One of the major initiatives of the Office of the Provost and Vice-President was the development, submission and approval of the Strategic Mandate Agreement (SMA). Under the guidance of Katherine Graham, as one of her responsibilities as Senior Advisor to the Provost, this agreement with the Ministry of Training Colleges and Universities (MTCU) was developed in the context of “Ontario’s Differentiation Policy for Postsecondary Education” and all Ontario universities and colleges were required to submit revised SMAs. Building upon the first SMA that we submitted to MTCU in October 2012, and then the development of Carleton’s Strategic Integrated Plan (SIP) during the 2012-13 academic year, the revised SMA was submitted to the Minister in March 2014. This agreement will influence the allocation of graduate spaces in the coming years, the approval of new academic programs, the allocation of capital resources, and ultimately the establishment of a new funding framework for universities and colleges. Although the new Minister has not as yet released the final SMAs into the public domain, further information on the SMA development process and the document can be found at https://www.carleton.ca/provost/carleton-universities-strategic-mandate-agreement/.
Decanal Search and Review

A major responsibility of the Provost and Vice-President (Academic) is to make recommendations to the President on the appointment and re-appointment of senior academic administrators. This year, the Office of the Provost conducted an extensive search for a new Dean of the Faculty of Graduate and Postdoctoral Affairs resulting in the appointment of Matthias Neufang from the School of Mathematics and Statistics who took up his position on July 1, 2014; and a review of Jerry Tomberlin who was in the final year of his appointment as Dean of the Sprott School of Business. After feedback from the community, and upon the recommendation of the review committee, Dean Tomberlin was reappointed for a second term. Additionally, Wayne Jones was appointed Interim University Librarian in May and will begin his appointment in September when Margaret Haines takes administrative leave before retirement.

Strategic Integrated Plan (SIP)

Following Board approval in June 2013, the Strategic Integrated Plan (SIP) has been a focal point for the Office of the Provost. Although this Office is primarily responsible for the academic components of the SIP, the integrated nature of the plan ensures that all areas of the university collaborate and work together to achieve its goals. The title of the SIP, “Sustainable Communities – Global Prosperity,” aptly describes Carleton’s strength of being rooted in its community but global in outreach and impact. Many key initiatives (such as the Bachelor of Health Sciences, the Bachelor of Global and International Studies, the Discovery Centre, the Global Academy, and the PhD in Ethics and Public Affairs) are directly aimed at implementing important goals of the SIP. For more information see http://carleton.ca/sip/.

The Discovery Centre

This year was an important year for Discovery Centre for Undergraduate Research and Engagement (known simply as the Discovery Centre) with the appointment of the first administrator and the official opening of the learning space on December 5, 2013, as part of the official opening of the renovated MacOdrum Library. The approximately 9,000 square feet space on the 4th floor of the new Library expansion has a range of seating and technology for collaborative learning. Three rooms are adjacent to the Centre: the Gaming Lab, the Multi-media Lab, and the Learning Lab. Each has its own use and offers specific technology. The 2013 Carleton University Service Excellence for Innovation Award was presented to the Centre Director Alan Steele and Administrator Ashley Fleischer in recognition of their efforts in launching this unique learning environment and the immediate impact that it had on the student experience at Carleton.

Events in the Discovery Centre

Since the opening, the Discovery Centre space has become a popular venue for various events. In the first six months the Centre has held: GIS Day with the Department of Geography and Environmental Studies, ‘Expert & A Movie’ evenings, FPA Undergraduate Showcase, 3D-print presentations, Healthy Workplace Yoga, Quality Initiatives and EDC trainings and meetings, a COU Aboriginal Education Conference, and Lisgar High School 3D printed model-car performance testing (linked to a mathematics class). Carleton class events were held for courses in Geography, History, Architecture, Canadian Studies, Chemistry, Applied Linguistics, Engineering and Journalism. Students gather daily in groups to work on class projects.

The Discovery Centre hosted Professor Dominique Marshall and history students during their poster presentations at the end of winter term 2014.

Programs and Funding

Support of undergraduate research through the Internship-Carleton University Research Experience for Undergraduate Students (I-CUREUS) was ongoing. I-CUREUS supports students in their undergraduate years to conduct beneficial research that may inspire them to continue into graduate studies. This year it funded 32 students for a total of $34,232. These students were from all faculties (FASS 9, Science 11, FED 10 and 2 for FPA and Sprott).

The Discovery Centre International Bursary, which provides funding to students for academic exchanges abroad, was launched this year with 21 students being awarded $33,500. This included seven from Sprott, five from FASS, FPA and one from FED. The Centre was able to fund four students and one faculty member to represent Carleton at the US National Conference on Undergraduate Research. This forum for undergraduate students allowed them to present their research among peers and learn about other projects in their area of interest.
Funding was also provided for immersive learning, one of the Centre’s key program areas. This financial assistance was awarded to Professor Allan Thompson to support journalism students attending a DND exercise giving them a hands-on learning experience as war reporters, and to Professor Manuel Baez who provided an immersive learning opportunity to architecture students working on the artwork for the new Aboriginal Centre.

Director Alan Steele (l), Administrator Ashley Fleischer and Provost Peter Ricketts with the 2013 Service Excellence Award.

Discovery Centre Website

A Discovery Centre website and complementary active social media presence has been developed this year (see http://carleton.ca/discoverycentre/). It provides information and student testimonials on the many activities at the Centre and on the experiences of students who are benefitting from the Centre’s involvement in community engagement, immersive learning, international experiences and undergraduate research. The Centre is also active on social media through Twitter, Facebook, Tumblr and Instagram.

Media Coverage and Conference Presentations

There has been a great deal of interest in this unique learning space. CBC Radio Ottawa Morning did a segment highlighting the treadmill desks in the Centre (http://www.cbc.ca/player/Radio/Local+Shows/Ontario/ID/2450963301/). Lisgar High School students, in collaboration with the Faculty of Engineering and Design, visited the Centre to race cars made with the 3-D printer on a 24-metre track. This story generated coverage by CBC TV and Metro News (http://newsroom.carleton.ca/2014/05/09/ottawa-high-school-students-create-race-cars-carletons-new-discovery-centre/). The Ontario Library Association Newsletter did a feature story on the state-of-the-art technology and the many activities at the Centre. The Director of the Centre, Alan Steele, promoted the Centre through two conference publications: “The Discovery Centre: creating space for active learning in the Library,” V. Critchley, P. Ricketts and A.L. Steele, STLHE Annual Conference 2013, Sydney, Nova Scotia, Canada (2013); “Implementation of a new learning space for creative and collaborative learning,” Alan L. Steele, CNIE, Kamloops BC, May 14th-16th (2014).

Tenure and Promotion Unit Standards

Work continued on finalising unit standards for all academic units for the new tenure and promotion process in the 2012-14 CUASA Collective Agreement. At the time of writing only a few units are still in the final stages of completing their unit standards.

Aboriginal Coordinated Strategy

This academic year saw the launch of the Aboriginal Education Council (AEC), as well as the opening of a wonderful new Aboriginal Student Centre called Ojigkwanong (meaning Morning Star in Algonquin). The AEC replaced the former Task Force on Aboriginal Affairs and is providing a very important forum for Carleton to engage more fully and effectively with Aboriginal communities both internally and externally. It is part of the implementation of the Aboriginal Coordinated Strategy that was approved by Senate in 2012. Also, work continued on the development of the master’s program in Indigenous Policy and Administration which Carleton was awarded after a province-wide competitive call for proposals by the MTCU.

Ojigkwanong, Carleton’s Aboriginal Centre, is open to the campus community to learn about and practice First Nations, Inuit and Metis cultures, traditions and worldview. Shown in the photo are students celebrating at the opening ceremony of the Centre in October 2013.

Funding of Academic Initiatives

Each year the Provost’s Office funds a number of academic initiatives for faculty and students including conferences, seminars, student participation in external events, and activities to promote Carleton’s academic programs. This year, supported initiatives included: Aboriginal awareness events such as the Indigenous human library; the fourth annual round dance; the two-spirit panel discussion; and a Niigaan in Conversation event. Examples of other sponsorships included: funding for new faculty
to attend Carleton’s Spring Conference; support to our student
Legal Studies Society for the 3rd annual Capital Cup national
undergraduate mooting tournament; the parliamentary and
diplomatic engagement initiative; the Department of
Communication’s Graduate Caucus and student-run conference;
the Carleton University Mathematics Conference and a student-
centered conference with the Centre for Indigenous Research,
Culture, Language and Education.

Faculty Affairs
The Office of the Provost continues to support the recruitment of
new faculty. A policy on Academic Staff Hiring Policy and
Procedures was approved by the University Academic and
Research Committee. A new Faculty Affairs website promotes
Carleton’s academic career opportunities and describes the range
of services and support provided through Faculty Affairs (see
http://carleton.ca/facultyrecruitment/). The cuLearn Faculty
Affairs Toolkit provides a comprehensive resource of
administrative procedures and tools and is available for all Chairs,
Directors, Department Heads, Associate Deans, Assistant Deans,
Associate University Librarians, Deans, the University Librarian,
and Departmental Administrators. The toolkit includes
communications, forms and template, dates and deadlines and
various procedures relating to faculty affairs. Additional materials
and documents will be added on an ongoing basis.

Course Contract e-System
In the summer of 2013, the Provost’s Office introduced Carleton’s
new Course Contract e-System to manage contract instructor
contracts. The purposes of the system are to: 1) make the
Contract Instructor appointment process, from the initial hiring
decision to the acceptance of the contract by the Instructor and
establishment of payment in Human Resources, easier and more
efficient for all stakeholders; 2) to improve consistency and
accuracy in data entry and in Banner reporting; 3) to make the
process of hiring Contract Instructors more environmentally
friendly by eliminating the use of large quantities of paper.

Establishment of the Academic Leadership Forum
Over the past two years, we have worked on implementing
improvements to the Academic Leadership Forum Program for
Chairs, Directors, Assistant Deans, Associate Deans, Associate
University Librarians, Deans, and the University Librarian. The
vision is to deliver timely information on key academic issues to
support academic managers in fulfilling their mandates. These
academic issues include the application of academic policies and
procedures, the implementation of collective agreements, as well
as building core management skills. In addition to an orientation
for new academic leaders, during this past year some of the topics
addressed were workplace training under federal and provincial
legislation, academic workload planning, and dealing with difficult
situations and critical conversations.

Faculty, Instructor and Librarian Awards
The Office of the Provost and Vice-President (Academic) and the
Office of the Associate Vice-President (Teaching and Learning)
continues to collaborate to provide awards to recognise teaching
excellence and innovation among our faculty, instructors,
librarians and contract instructors. During the year, we were
pleased to announce the following outstanding educators who
received awards during the 2013-14 academic year.

From left to right: Emma Cross, Librarian III (Acquisitions and
Cataloguing); Patti Harper, Librarian IV (Archives and Research
Collections); Alfonso Abizaid, Associate Professor, Neuroscience, Science;
Tom Sherwood, Sociology and Anthropology/Humanities, FASS; Aaron
Doyle, Associate Professor, Sociology and Anthropology, FASS; Leonard
MacEachern, Associate Professor, Electronics, FED; Iryna Kozlova,
Instructor I, Linguistics and Language Studies, FASS; Marc St-Hilaire,
Associate Professor, Information Technology, FED

Teaching Achievement Award
Enshrined within the Collective Agreement between Carleton
University and CUASA, the Teaching Achievement Awards are
selected based on demonstrated excellence in teaching and on the
quality of proposed teaching development projects. Each award is
valued at $15,000. The committee selected the following winners
for the 2014 Teaching Achievement Award:

- Alfonso Abizaid, Associate Professor, Neuroscience, Science
- Aaron Doyle, Associate Professor, Sociology and Anthropology, FASS
- Iryna Kozlova, Instructor I, Linguistics and Language Studies, FASS
- Leonard MacEachern, Associate Professor, Electronics, FED
Marc St-Hilaire, Associate Professor, Information Technology, FED

Professional Achievement Award (Instructors and Librarians)

Also part of the CUASA Collective Agreement, Professional Achievement Awards recognise outstanding performance of an Instructor and a Librarian in meeting their responsibilities. Each award is valued at $10,000. The committees selected the following winners for the 2014 Professional Achievement Awards:

- For Instructors: Dan Patterson, Instructor III, Geography and Environmental Studies, FASS
- For Librarians: Emma Cross, Librarian III (Acquisitions and Cataloguing) and Patti Harper, Librarian IV (Archives and Research Collections).

Contract Instructor Teaching Award

The Contract Instructor Award is incorporated within the Collective Agreement for CUPE 4600 Unit 2 and is awarded to contract instructors on the basis of outstanding performance in meeting his/her responsibilities. The award is valued at $1,500. The committee selected Tom Sherwood, Sociology and Anthropology/Humanities, FASS as the winner of the 2014 Contract Instructor Teaching Award. As a result of negotiations for the 2014-16 Collective Agreement, in future there will be five awards per year, one for each Faculty.

Provost’s Fellowship in Teaching Award

Kim Hellemans (Neuroscience), Vincent Kazmierski (Law and Legal Studies) and Wayne Horn (Math) received awards for their leadership and dedication to teaching and learning. They have all been designated as Carleton University teaching fellows and received $2,500 each.

Carleton University Excellence in Teaching with Technology Award

Professor Cheryl Schramm (Systems and Computer Engineering) and Paloma Raggo (Public Policy and Administration) were recognised for their use of technology and the development of online courses. Both winners received $750.

New Faculty Excellence in Teaching Award

Three new faculty members were recognised for their passion, creativity and student-centered approaches to teaching at Carleton, namely Danielle Kinsey (History), Audrey Girouard (Interactive Media and Design) and Melanie Adrian (Law and Legal Studies). Each winner received $500.

Capital Educators’ Award

Carleton University was proud to announce that three of its outstanding educators were honoured with a Capital Educators’ Award this year: Claudia Buttera (Biology), Dan Patterson (Geography and Environmental Studies) and Kevin Cheung (Mathematics and Statistics) were among 18 winners who were celebrated at the 2014 EduGala ceremony in May at Algonquin College. The awards recognise outstanding educators’ achievements and celebrate public education in the community across the entire spectrum, from elementary to post-secondary.

Congratulations to all our academic award winners, and also to the many Teaching Assistants who were recognised by the Educational Development Centre.

Office Staffing

In the last year, the Office of the Provost has undergone some reorganisation. This resulted in Norah Vollmer moving to a restructured position of Manager of Faculty Affairs and Rosemary O’Hearn replacing her as Executive Assistant to the Provost. Farnaz Ogaick continues as Administrative Assistant to the Provost, and the reporting line for Valerie Pereboom, Systems Functional Analyst, changed to report to the Manager of Faculty Affairs. The following diagram shows the current structure of the office and the broader organisation chart of those reporting to the Provost.

Office of the Vice-Provost and Associate Vice-President (Academic)

The role of the Vice-Provost and Associate Vice-President (Academic) has increased significantly over the past few years, particularly in the areas of strategic academic initiatives, academic program and curriculum development, and quality assurance. The Office was engaged in strategic academic initiatives such as the Provost’s Task Force on Enrolment, Retention and Program
Renewal and the Productivity and Innovation Fund Project (PIF): A Strengthened Process for Quality Improvement and Sustainable Cost Avoidance in Academic Programs. Much emphasis has also been placed on supporting academic units in the development of new programs and modification of existing programs. This context allowed the Office to take an integrated approach to academic quality assurance, ensuring that we not only meet the external requirements of Ontario’s university Quality Assurance process (including new program approval, program modifications, and cyclic review) but also strive for continuous improvement in the quality of the academic programs that we deliver to our students. This commitment to quality improvement is a responsibility shared with everyone engaged in the development and delivery of academic programs at Carleton. To ensure that we provide seamless support to all academic units and Faculties, the responsibilities of the former Office of Quality Assurance (Academic) have been incorporated under the broader responsibilities of the Office of the Vice-Provost and Associate Vice-President (Academic).

Quality Council Audit
The Ontario Universities Council on Quality Assurance (OUCQA), the provincial body responsible for assuring the quality of all academic programs and for overseeing the regular audit of each university’s quality assurance processes, conducted an audit of Carleton’s Institutional Quality Assurance Process (IQAP). Nearly 4,000 pages of documentation were supplied to the audit team in December, with the site visit taking place March 17 to 19, 2014. The final report is expected in the fall of this year.

New Program Support
The Office played a major role in the development and approval of new programs and in providing academic units with a high level of support and advice. This year, considerable effort was put this year into the development and approval processes for the proposed Bachelor of Global and International Studies, as well as for the proposed collaborative master’s program in Data Science. Both programs were passed by Senate on May 30, 2014. The Office also provided support for the development and approval of the Indigenous Policy and Administration initiative, which was approved by Senate at its June meeting.

Cyclical Program Reviews
Reviews of the PhD in Cultural Mediations, the Bachelor of Journalism program, the graduate programs in the School of Public Policy and Administration, and the undergraduate programs in Physics are complete, with Executive Summaries posted on the university’s website. The review of the joint master’s program in biomedical engineering has been finalized by the Ottawa-Carleton Committee on Graduate Quality Assurance. Fifty other reviews are in progress, 10 of which (including four joint graduate programs conducted by the Ottawa-Carleton Committee on Graduate Quality Assurance) are anticipated to be completed in the early fall.

Revising the IQAP and Quality Assurance Template
Carleton’s IQAP, also covering the philosophy and non-vocational theology programs of Dominican University College, was last ratified by the Quality Council on May 30th, 2012. Amendments to the IQAP became necessary because of changed circumstances and a revised IQAP was submitted to the Quality Council in December 2013. The University received a communication from the Quality Council in January asking for a small number of issues to be addressed and it was felt that it would be appropriate to wait for receipt of the draft report of the Audit Team before resubmitting in case there were issues raised in the draft report that could appropriately be addressed in a revised IQAP. Work has continued in refining and improving the template for the submission of documentation for new programs, cyclical program reviews and major modifications to existing programs. A major development has been the distilling of custom templates for each initiative from the composite template contained in the Institutional Manual for Academic Units and Programs. Also improvements are being made to streamline the review of programs following professional accreditation reviews.

Pilot Project on Learning Outcomes Assessment
This project is in its final stages and a final report is being prepared. Best practices identified during the project with respect to the development and implementation of methodologies for the assessment of learning outcomes are to become part of regular quality assurance business for new program approvals and cyclical program reviews. The importance of the outcomes from this project is such that the final report will be included in the final report of the Productivity and Innovation Fund project as an appendix.
The Provost’s Task Force on Enrolment, Retention and Program Renewal

The work of the Task Force progressed well during 2013-14. Final reports have been received from the Working Group on Online Learning and the Working Group on the Governance, Administration and Resourcing of Interdisciplinary Programs. The Task Force is currently developing implementation and action plans for both of these reports.

The BA Panel continued its work, and participated in a retreat on May 16th for the Panel and the Task Force, which included a presentation by Diana McKay (Conference Board of Canada) on the work of the Centre for Skills and Post-Secondary Education and reports from the chairs of the Working Group on Academic Rules and Regulations and the Working Group on the Undergraduate Student Experience. A final report has been submitted to the Task Force, which will review the recommendations and discuss implementation plans with the Provost.

The Productivity and Innovation Fund Project (PIF): A Strengthened Process for Quality Improvement and Sustainable Cost Avoidance in Academic Programs

In November 2013, Carleton was awarded $275,000 by the Ministry of Training, Colleges and Universities to undertake an analysis of academic program costing and quality improvement (see Provost’s message of February 2014 for a description of this project). This project will lay out a framework for greater integration of academic and financial planning with respect to academic programs, and will make recommendations for implementation. Work has progressed quickly with this project, and a final report for submission to the Provost is being developed.

Staff Reorganisation

During the past year, there has been a major reorganisation of the staff in the Office of the Vice-Provost and Associate Vice-President (Academic) that began with the departure of Maggie Cusson, who joined Algonquin College. This has resulted in the appointment of Jessica DeVries to the position of Manager of the Office, Meredith Warner as Program Review Officer, and Cassandra Larose as the Academic Initiatives Coordinator (see OPVAC Organisation Chart above). Other appointments and reclassifications have been made to more accurately reflect the current needs in the Office. Recently, Vicki Haydon has accepted a Career Development Assignment as the Program Officer in the Faculty of Graduate and Postdoctoral Affairs. We are thankful to all the staff who gave extra efforts during this time of change.

Office of the Associate Vice-President (Students and Enrolment)

Undergraduate Enrolment

Once again, Carleton exceeded its undergraduate enrolment targets. The target for incoming students for the 2013-14 academic year was 6,000 first year full-time students. As of November 1, 2013, there were 6,158 full time students registered compared 5,908 last year (a 4.2% increase).

Student Success

The From Intention to Action program was featured in the October issue of University Affairs and mentioned in the welcome from the editor. The FITA program received $640,000 in funding from the Student Mental Health Initiative through the Ministry of Training, Colleges and Universities.

The OAVP SE, in partnership with the Departments of University Communications, Computer and Computing Services, and the Office of Quality Initiatives developed a social media strategy draft for the university. The strategy was presented at a well-attended town hall on January 15 and received positive comments and feedback. Feedback is currently being implemented and plans to finalize the strategy are underway. The key themes of the strategy are leadership and accountability, training and consultation, reputation, and assessment.

One group of students in the Alternative Spring Break program travelled to San Marcos, Guatemala. There, they helped construct walls for a school using “eco-bricks,” or plastic bottles stuffed with dry waste that would otherwise end up in landfills.

A major initiative this past year was the planning of the 2014 International Summit on Accessibility which took place in mid-July. The Honourable David C. Onley, Lieutenant Governor of Ontario and honorary patron of the summit, as well as Rick Hansen, C.C.,
O.B.C., CEO, Rick Hansen Foundation, were among more than 60 speakers gathered for this event, and who provided valuable learning opportunities for all those who wanted to review best practices in accessibility and make changes. Participants were from several sectors, and included service organisations, governments, post-secondary institutions, hospitals, businesses and others organisations. See the summit website at accessibilitysummit.ca.

After a year of research and consultation, Carleton University has launched a new multi-year Alcohol Awareness Strategy that builds on its programs to promote responsible drinking among students. Called the “Carleton University Alcohol Awareness Strategy: A Community Committed to Responsibility,” the plan includes 17 recommendations to increase co-ordination of services on campus, deliver them more widely, and assess their effectiveness.

Career Services and On-Campus Employment

The new Carleton Student On-Campus Employment Program has started to assist Carleton students to find on-campus employment opportunities by providing a centralized and web-based resource where part-time positions are posted and easily accessed.

Associate Vice-President (Teaching and Learning)

Teaching and Learning Framework

A major undertaking in the past year was the development of a Teaching and Learning Framework to help guide the implementation of teaching and learning activities at Carleton University over the next five years. The process involved getting feedback from the university community including administrators, faculty members and instructors, undergraduate and graduate student leaders and professional service staff. The T&L Framework is consistent with the Strategic Integrated Plan (SIP) and with research-based principles of effective educational practice in higher education.

Enhanced Educational Development

The Office continues to promote and enhance educational development for faculty, instructors and teaching assistants by providing comprehensive programs, services and resources appropriate for various stages of the academic career. Evidence of continued success is found in increased participation rates.

Promotion of Instructional Technology

Promoting and enhancing the effective use of instructional technology in teaching and learning was emphasised. This included developing a strategy and plan of action for advancing blended and online teaching and learning at Carleton; obtaining $225,000 from the MTCU’s Productivity and Innovation Fund (PIF) for an institutional project to create a Certificate in Blended and Online Teaching; participating in two multi-institutional PIF projects (one aimed at developing a Teaching Evaluation Toolkit and the other on Shared Modular Course Development for large enrolment undergraduate courses); and obtaining funding from the Ontario Online Initiative (OOI) to develop six online courses that would have a monopoly on online enrolment of Ontario learners for the next five years.

![CUOL Registrations 2009/10 - 2013/14](chart)

Growth of Online Courses

The Online Working Group (OWG) was tasked by the Provost to complete an integrated report on the expansion of blended and online learning at Carleton. Co-chaired by André Plourde and Joy Mighty, the final report was submitted to Provost’s Task Force on Enrolment, Retention and Program Renewal.

Over the last five years, Carleton University OnLine (CUOL) has expanded significantly both in terms of the number of courses offered and the total number of registrations. In the 2013-14 academic year, registrations rose to 17,075 and the total number of courses offered online to 128, representing 13% and 7.5% growth respectively compared to 2012-13.

The academic year 2013-14 was the first year of significant enrolment in web-based online courses (versus CUTV type online courses) with nearly 1,200 student registrations. CUOL forecasts that web based enrolments will continue to climb as the majority of faculty members interested in online course development and teaching are drawn more to this model than CUTV type courses. Carleton’s first online program, Master of Philanthropy and Non-Profit Leadership, offered its first courses in fall 2013.
MacOdrum Library

Our Learning Environment

The major highlight in 2013-14 was the opening of Carleton’s newly renovated Library. With over $26m in funding from the province and the university, the library added two floors and a five-story front extension totalling 75,000 square feet. Featuring nine new beautiful bright reading rooms for those who want quiet individual study space; the Discovery Centre – an innovative and dynamic group activity space for experiential and interactive learning; three new special labs for gaming, geospatial/data and multimedia and design projects; spacious archival vaults; special collection reading rooms; three new state of the art teaching facilities with over 1,000 new seats including 28 new group study rooms and space for community engagement through concerts and exhibitions. Our goal – to create a flexible, responsive and beautiful research and learning environment which would be the hub and highlight of the campus – was achieved!

Collections

Through a number of generous donations, Carleton Library now has one of the largest international jazz collections with approximately 37,000 CDs and 27,000 LPs. The late Jacques Emond, former director of the Ottawa jazz festival, left his collection of 5,000 CDs to Carleton as did jazz collector John Scholes, who donated 4,000 CDs.

The Library’s game collection now has over 500 video games, 90 plus board games and a new gaming lab located in the Discovery Centre on the fourth floor of the Library. Additionally there is access to over 100 online video games through Steam. Other acquisitions include the archives of Maureen McTeer, Joe Clark, G.V. Ferguson, Canadian University Press, and ICOMOS Canada as well as many rare books including a large donation of poet Bp Nichols original works. The Carleton Library also played a leading role in rescuing many federal government library collections which were in jeopardy of being lost when cuts were made to several government funded departments, advisory bodies, crown corporations and non-profit agencies.

Outreach and Community Engagement

The Library continues to provide support for students and researchers on campus. Reference Services is developing a suite of online tutorial videos as YouTube Videos addressing fundamental research skills for undergraduate students. Importantly the request for workshops on qualitative data management is being referenced to course requirements. MADGIC also delivered research data management training to graduate students as well as many 1:1 consultations and were asked to offer training at major international conferences. They are currently working with CURO to embed research data management training into the Carleton Scholar program.

Notable system developments supporting research included the launch of our “Summon” search and discovery platform, providing our patrons with a search index expanded to include over 300 million items from our print and digital holdings, including article level full-text searching. In partnership with ISSC, we also conducted a major review of enterprise systems for AODA / accessibility improvements, and significantly augmented our support for mobile technology in three key library enterprise systems: Summon discovery search service, library website and the library catalogue.

All service points are experiencing an increase in client demand including a 300% increase in reference requests in ARC and a 57% increase in the number of practicum students indicating that more faculty and students view ARC collections as an excellent learning opportunity. MADGIC also saw an amazing increase in GIS questions – over 3,000, with more than 650 Carleton community members signed the GIS Data Use Agreement to obtain access to the library’s collection of geospatial data.

All library departments were involved in community outreach including successful partnership events with the Ottawa Chamber Music Festival, the International Brotherhood of Magicians and the Ottawa International Writers Festival. Algonquin is our partner in two initiatives – the Museum Studies program works with ARC and the Library Technician program works with the Library and the School of IT on the development of a new BIT-IRM program which will allow students to graduate in four years with a BIT degree and a Library Technician diploma from Algonquin. Internal partnerships include the sponsorship of GIS Day with the Department of Geography and Environmental Studies, and the art display in the main reading room which was done with the cooperation of CUAG.
Sprott School of Business

AACSB Accreditation

Sprott School of Business has been selected as one of 10 business schools to be added to a group of 681 business schools in 45 countries to have achieved accreditation status with the Association to Advance Collegiate Schools of Business (AACSB). This accreditation was formally awarded to Carleton for its programs in business in June 2013, in recognition of the overall high quality of degree programs and their commitment to continuous improvement. AACSB Accreditation is the hallmark of excellence in business education and has been earned by less than five per cent of the world’s business programs.

Collaboration with Bogotá

Sprott successfully launched the MBA Program in Bogotá, Colombia in collaboration with Colegio de Estudios Superiores de Administración (CESA). Carleton University is the first Canadian university to offer an MBA in Columbia in a partnership that combines the experience and expertise of two leading institutions to deliver a world-class, truly international business education. Classes for the inaugural cohort began in April.

Carleton Entrepreneurs

Sprott launched a new campus-wide venture accelerator for Carleton Entrepreneurs, offering a single point of access to all the entrepreneurship-focused programs available at Carleton. This unique initiative offers participants access to specialized expertise and support to help transform their business ideas into successful ventures, while strengthening Ottawa’s thriving business community.

Collaborations, Funding and New Programs

Collaborations with Ontario’s community colleges continue with significant progress in developing a joint degree/diploma in Financial Services to be offered in collaboration with George Brown College in Toronto. Program improvements were made which included a new Accelerated Stream for the Sprott MBA which allows recent university business graduates to earn an MBA in just 12 months and includes an internship that provides resume-building experience. The courses in the MBA Accelerated Stream are tailored to build on and complement past education. A new concentration in Business Analytics within the MBA program was also approved this past year. The Certified General Accountants of Ontario (CGA) provided funding in the amount of $327,500 allowing for the construction of a new large meeting/conference room on the 10th floor of Dunton Tower and funding students to attend more international academic business competitions.

New Appointments

At the start of the 2013-14 academic year, there were a number of new appointments in Sprott, including an entirely new management team with the appointment of two new Associate Deans (Howard Nemiroff and Lorraine Dyke) and with Linda Schweitzer moving to a new portfolio. There were also two new in-residence appointments – one in entrepreneurship (Niraj Bhargava) and one in public sector management and leadership (Maria Barrados).

Faculty of Arts and Social Sciences

Program Developments

Recent advances in program development include the important progress realized for the proposed Bachelor of Global and International Studies (BGINS), a joint initiative with FASS and the Faculty of Public Affairs which received Senate approval on 30 May 2014. Next steps involve securing provincial approval for this exciting new initiative. Additional curriculum development included various “minors” in the BA; development of a Ph.D. in Ethics and Public Affairs, and a graduate diploma in Curatorial Studies, which are both ongoing.
Power of the Arts National Forum

FASS co-hosted the first-ever Power of the Arts National Forum (co-founded and co-organised with Jean-Daniel Lafond and the Michaëlle Jean Foundation) which mobilized researchers, business leaders, legal experts, policy-makers, youth, health practitioners, artists and others to explore cutting edge research and social innovation for bettering the lives of underserved Canadians and revitalizing communities through the power of the arts. A national action plan was drafted, outlining ways key sectors in Canadian society can enhance strategies for inclusion, personal and community development and prosperity for all Canadians, using the arts.

New Appointments and Faculty Awards

This past year saw the naming of the first “musician-in-residence” in SSAC (Mauro Bertoli), and the naming of two associate deans, six chairs and directors, and nine new faculty searches. Many faculty members were honoured for their research through external awards, but pride of place goes to Fraser Taylor (Geography & Environmental Studies) who was selected as the 2014 recipient of the national Killam Prize in the Social Sciences for his work in the field of cybercartography.

Reaching beyond the walls of Carleton

FASS is increasingly engaging with the external community in a variety of ways (such as the Power of the Arts Forum mentioned above). This year the highly successful “CU in the City” lectures were expanded to Toronto. FASS also increased the number of courses taught outside Ottawa and Canada, with courses delivered on location in Jerusalem, Mexico City, Rwanda, and Québec City in May 2014. In these courses, the professor and students travel to the location and the course is delivered within the physical, social, and cultural environment of that location. There is growing support from community members as well, with advancement activities increasing the level of external financial support for the Faculty. A highlight was a $100,000 gift from the Crabtree Foundation for use by the Dean for special projects.

Internal Changes

Physical space changes allowed for the Faculty to support the establishment of the new Aboriginal Centre in Paterson Hall and renovations for Psychology, Geography & Environmental Studies, English, and Music. An agreement has been reached with the Institute for Comparative Studies in Literature, Art and Culture (ICSLAC) to move administratively into the School for Studies in Art and Culture (SSAC) over the course of 2014-15 academic year; and there was a reorganisation of professional staff duties in the joint office of Interdisciplinary Studies and Cognitive Science.

Faculty of Public Affairs

New Program Developments

Along with the progress realized for the proposed Bachelor of Global and International Studies (BGINS) mentioned under FASS above, FPA also played an instrumental role in the creation of a new undergraduate credential at Carleton – the Post-Baccalaureate Diploma – and the first such program (this one in Economics) was approved by Senate early in 2014. Following up on a successful bid in response to an MTCU request for proposals, sustained progress was also realized by the team in the School of Public Policy and Administration (SPPA) to develop graduate program initiatives in Indigenous Policy Administration.

Inaugural Research Month

For the first time ever, FPA held a “Research Month” this past year. All in all, some 30 events were organized to showcase and celebrate research achievements by FPA undergraduate and graduate students, post-doctoral fellows, and faculty members. All FPA units participated in the activities and some events also highlighted our Faculty’s long tradition of research partnerships with off-campus groups. As part of 2014 FPA Research Month, SPPA organised a one-day conference in celebration of its 60th anniversary. In April, SPPA also hosted the 18th annual conference of the International Research Society for Public Management (IRSPM), which entrusted the School with the organisation of its first conference held in North America.

Research Achievements

In 2013-14, Communication Studies welcomed both a Banting Post-doctoral Fellow (Rena Bivens was ranked first nationally amongst all Banting applicants) and a Tier II CRC – Merlyna Lim who joined us in the winter term. A number of FPA researchers and organised research units were successful in securing external research grants and contracts in the course of the last year. In particular, an inter-Faculty interdisciplinary group, led by Blair Rutherford (from Sociology and Anthropology in FASS) and Doris Buss (Law and Legal Studies) obtained some $1.4 million in
research funding from SSHRC and the International Development Research Centre (IDRC) in support of projects related to artisanal mining in Africa. The Metropolis Secretariat was also very active this past year: grants and contracts in excess of $400,000 support the organisation of workshops and training programs.

Bagels and Banter

FPA also continued to support our monthly Bagels & Banter series, where researchers from across the Faculty (and beyond) gather to discuss common interests in pre-announced areas of inquiry. Through Author Meets Readers off-campus events, FPA provided a means for colleagues to bring their recently published books to the attention of the broader community. This year, “Future Babble”, a book by local author Dan Gardner, was the focus of activities for FPA Reads 2013.

New Faculty Award

In recognition of the fact that FPA colleagues actively seek to reach broader publics when disseminating their work, a new Faculty-level award in celebration of excellence in public commentary was established this year. Dwight Winseck (School of Journalism and Communication) was the inaugural recipient and received his award at the Faculty’s annual Spring Celebration in April.

Moving FPA Forward

After broad consultation, the Faculty of Public Affairs adopted a statement of priorities and directions. Moving FPA Forward is designed to integrate with the University’s strategic integrated plan and will help guide the broad orientation of activities in the Faculty over the 2013-18 period.

Faculty of Science

New Program Development

The Bachelor of Health Science (BHSc) was approved in the fall and has been going through its launch. This unique, interdisciplinary and career-focused program will provide students with the skills required to succeed in the rapidly changing world of health care and health research. The program has been recruiting students and will begin classes in fall 2014. The Collaborative Masters in Data Science was recently approved in Senate. This is an exciting opportunity, in that it is truly pan-university in scope (with the inclusion of Business Analytics). It is designed to prepare students for growing job opportunities in the next frontier of the IT sectors.

Increased Research Fellowships

Through a focused fundraising effort, the Faculty has doubled the number of first-year research fellowships from 15 to 30 (the Dean’s Summer Research Internships). The goal is to maintain these and to look at extending these into the second year cohort.

Faculty Achievements

The Faculty successfully completed the MOU with TRIUMF regarding a joint position in underground physics, a high-profile research area for Carleton and better collaboration with TRIUMF. Professor Kevin Cheung piloted a very successful online course (MATH 1107 linear algebra). The Faculty launched the Centre for Qualitative Analysis and Decision Support (CQADS) – a “consulting” centre out of the School of Mathematics and Statistics designed to take our expertise out to the local community. It is entering the second year of a two-year pilot phase and is well on its way to meeting the goals of its business model.

The Faculty of Science celebrated its 50th year anniversary in 2013! Homecoming celebrations in September included a series of events geared to Science alumni, faculty staff and students.
Faculty of Engineering and Design

Increased Enrolments and First-year Applications

Total FED 2013-14 enrolment (5,236) was up 5.6% compared to 2012-13 (4,957). M.Eng. International enrolment (145) was up 55% compared to 2012-13 (93), and has more than quadrupled since 2011-12 (34). To date, 2014-15 first-year confirmations (1,402) are up by 19% compared to 2013-14 (1,175).

Research Achievements

External sponsored research funding was over $12M in 2013-14 and the NSERC success rate was one of the highest ever. FED invested in summer research internship to expand the NSERC USRAs and in RA supplements to encourage researchers to support graduate students, and in funding grant writers to assist in large grant applications. FED continues to offer communication workshops and writing clinics for graduate students to help improve their soft skills.

New Programs

A number of new programs are presently going through the approval process including the Master and Doctorate in Information Technology (MIT-DIT, the new undergraduate degree in Information Resource Management (IRM) in collaboration with Algonquin College and the FED is part of the Collaborative Master’s in Data Science (with Science). The fourth-year entrepreneurship pilot proved to be a great success and will be expanded.

Student Achievements

Aliaggar Morbi, a PhD student in mechanical engineering and co-founder of GaitTronics, has received a one-year $50,000 Martin Walmsley Fellowship from the Ontario Centre of Excellence (OCE) for his device, GaitEnable, a unique robotic patient-handling technology. FED students dominated the provincial Council of Ontario Universities IDeA Competition since its inception in 2012 and this year won 1st and 3rd place (portable toilet for those in wheelchairs and social interaction for people with visual impairments using vibrating bracelets).

Team Ontario, a collaboration of Carleton, Queen’s University and Algonquin College students, competed in the prestigious U.S. Department of Energy Solar Decathlon in which teams from around the world designed and built energy-efficient houses powered by the sun. The team won first place in engineering, energy balance and hot water.

Pedram Falsafi, a PhD student in the Department of Civil and Environmental Engineering, won a Trillium Award, given to outstanding international students. It is worth $40,000 a year for four years.

The fourth-year capstone design project group had a successful first flight of the Corvus Uninhabited Aerial Vehicle (UAV) demonstrating safety of flight. Corvus has applications in airborne mapping, wildlife surveys and infrastructure inspections.

Faculty Awards and Achievements

David Falconer, professor emeritus, Department of Systems and Computer Engineering, has been appointed a Fellow of the Wireless World Research Forum (WWRF). Gabriel Wainer, professor in the Department of Systems and Computer Engineering, won the Distinguished Professional Achievement Award given by the Society for Modeling and Simulation International. Ram Achar’s 2013 was recognised as an IEEE Fellow for his contributions to interconnect and signal integrity analysis in high-speed designs. This is an extremely prestigious membership as only one-tenth of one percent of the total voting Institute membership is ever recognised in any given year.

Events

In the fall of 2013 there were celebrations to recognise the 50th anniversary of the Faculty of Engineering and Design. There was also an Electronics Dinner which recognised four extraordinary professors; Roy Boothroyd, Miles Copeland, John Knight and Jim Wight.
Faculty of Graduate and Postdoctoral Affairs

New and Niche Program Development

Through the Strategic Mandate Process, FGPA has secured BIU eligible places for a three-year period. Together these new programs complete several overall directions for Carleton. The two graduate degrees in Health Sciences complement the new undergraduate degree in Health Sciences and will make a major difference for recruiting research-intensive faculty into this new program. The two graduate degrees in Information Technology complement the expansion of undergraduate programs in this area. In these two cases, the graduate programs will provide needed teaching assistants with the right skills to support the undergraduate programs and provide a pool of research assistants for research-active faculty. The Biomedical Engineering grows a highly successful joint program with the University of Ottawa. Northern Studies is a professional one-year program building on existing Carleton expertise. Ethics and Public Affairs is an interdisciplinary PhD building on a strong research foundation across campus and will provide key area support to other interdisciplinary initiatives requiring ethics components. It includes a graduate diploma.

We have launched or will soon be launching a series of valuable niche graduate programs. The Health: Science, Technology and Policy (H:STP) professional degree in Health includes both an MSc and graduate diplomas. This has been followed by an initiative in Philanthropy with the same model. In the near future, a new concentration will be added to the Master’s in Public Administration on Indigenous Policy and Administration also with graduate diploma options. We have also developed several collaborative specializations at the graduate level with enrich the graduate experience and provide value added to existing degrees. These are in African Studies (with 15 departments participating), Digital Humanities (with 12) and Data Science (with 5) paralleled by a Sprott concentration in Business Analytics. New Master’s degree initiatives are underway in Statistics, Data Science and Analytics, Entrepreneurship, Accounting, Management Studies and a MA/MBA in Economics and Finance, and at the master’s diploma level in Conflict Resolution and Curatorial Studies.

Electronic Thesis Deposit

FGPA successfully implemented the Electronic Thesis Deposit. Doctoral and Master’s students are no longer required to submit two hard copies of their thesis to FGPA. Instead, as of Aug. 1, the new Electronic Thesis Deposit (ETD) procedure came into effect and all graduate students are now required to submit their final theses and dissertations electronically via Carleton Central. Once the students graduate, FGPA electronically transfers the theses to the Library. To date 491 theses have been electronically submitted; and 260 theses have been transferred to the Library.

Welcoming Dominican University College

Over the past year we have welcomed Dominican University College into Carleton. At the graduate level this meant securing Quality Assurance approval for several graduate degrees at the Masters and PhD levels in Theology and Philosophy. We have regularized their allocation of graduate places.

New Centralized Website for Students

In terms of enriching the student experience, the Coordinator of Graduate Services and Professional Development, with the assistance of the Recruitment and Communications officers, developed a centralized website, “Grad Navigate”, to publicize graduate student professional training opportunities and manage registration in training sessions. Over 1,000 graduate students participated in training workshops between September 2013 and March 2014 which is approximately one third of the graduate student population. The most popular training topics are: Research & Writing; Teaching Skills; Career Planning; Professional Skills; Wellness. We have continued to improve existing events and services such as the fall and winter orientation sessions, the Newsletter and the 3MT.

Enrolment and Cotutelle agreements

In 2013-14, graduate enrolment management and funding essentially met the Provincial domestic BIU targets (within 3% and 5% of master’s and doctoral caps, respectively), while coming in under the available graduate support budget allocation. Overall graduate enrolment at Carleton, including international students, reached an all-time high in 2013-14. We continue to sign new Cotutelle agreements (6 in 2013-14) resulting in tailor-made collaborative academic study/research programs with strong international and experiential components.