**INTRODUCTION**

I am very pleased to present the second annual report from the Office of the Provost and Vice-President (Academic). The 2014-15 academic year has been one of many accomplishments. We have continued to build upon the academic successes of Carleton University, and this is being realized in continued growth in student enrolments, increasing recognition and achievements of our faculty in research, scholarship, teaching and service to the wider community, and outstanding accomplishments by our students and graduates. Of course, we cannot capture all of the activities and accomplishments that occur across a university the size of Carleton, but hopefully this review will provide you an interesting overview of the academic activities, achievements and initiatives during the past year in the various units and Faculties that report to the Provost and Vice-President (Academic).

On a personal note, I was delighted to be renewed for a second term as Provost and Vice-President (Academic), and I am excited to continue working with such a wonderful community that constitutes Carleton University. I was also moved by the warm celebrations that took place upon the completion of John Osborne’s tenure as Dean of Arts and Social Sciences. There is no doubt that he has made a significant contribution to the Faculty and the University during his ten years as Dean. For this year, I am delighted to welcome Catherine Khorodo as Interim Dean of Arts and Social Sciences, and to congratulate Wayne Jones on his appointment as University Librarian and Malcolm Butler on his renewal as Dean of Science.

I encourage you to follow up on anything in this Annual Report about which 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.

Thank you to all of you who have made 2014-15 such a successful and positive academic year for Carleton University.

Peter Ricketts
Provost and Vice-President (Academic)
making recommendations to the Financial Planning Group (FPG) on space allocation. Time is also allocated each meeting for more in-depth discussions on relevant topics.

SMC is chaired by the Vice-President (Finance and Administration) and continues to be responsible for approving and reviewing all administrative policies of the university.

**CARLETON’S 75TH ANNIVERSARY IN 2017**

Margaret Haines retired last year but not before fulfilling her dream to ride a cart in the tunnels. She is back volunteering for the 75th Anniversary Steering Committee and chairing the Academic Events Planning Committee.

Plans are well underway for celebrations to mark Carleton’s 75th anniversary in 2017. Peter Ricketts is chairing a Steering Committee whose main purpose is to coordinate the planning and timing of events associated with the 75th anniversary and to identify the signature events in 2017. As well there are two subcommittees: an Advancement/Communications subcommittee co-chaired by Don Cumming and Ryan Davies, and an Academic Events Planning subcommittee co-chaired by Joy Mighty and Margaret Haines. Plans include a “75 photos project” depicting Carleton through the years, and an academic conference that will take place in October 2017.

**REAPPOINTMENTS, SEARCHES AND NEW APPOINTMENTS**

Peter Ricketts was reappointed by the Board of Governors to a second term as Provost and Vice-President (Academic) commencing July 1, 2015 and concluding on June 30, 2020. President Roseann O’Reilly Runte thanked Dr. Ricketts “for the many achievements which were realized under his leadership over the last six years. We are grateful to him for his impressive leadership and look forward enthusiastically to future successes.”

Under the Provost’s mandate to make recommendations to the President on the appointment or reappointment of senior academic administrators, Peter Ricketts chaired a committee that conducted an extensive search and consultative process for a new university librarian. Wayne Jones, who had held the position as Interim Librarian since May 2014, was selected. Mr. Jones was previously Associate University Librarian at Carleton, and has proven himself to be a very effective leader, bringing his substantial experience, knowledge and skills to this role. He took up his new duties on April 1, 2015.

The Faculty of Arts and Social Sciences Decanal Search Committee was established in early September 2014. The committee has worked diligently throughout the fall and winter creating a position profile and job advertisement that was distributed widely; seeking comments from the university community on what they wanted to see in a new dean for FASS; and meeting with the faculty and staff of FASS to discuss what are the challenges and opportunities for their new Dean. The Committee reviewed a number of applications, conducted interviews, and was prepared to take a number of candidates forward to the faculty for wider consultation. However, circumstances beyond our control resulted in only one candidate remaining, and so the Search Committee unanimously decided that it did not wish to proceed with only one candidate to present to the faculty. Therefore, it was agreed to continue the search in order to increase the pool of short listed candidates. Morgan Leadership Search has been hired to help complete the search process.

This extension of the search necessitated the appointment of an Interim Dean. Dr. Catherine Khordoc (pictured right) agreed to take on this important interim role while we continue the search. The Committee anticipates that the search process will be completed by the end of the calendar year and that a new Dean will start on July 1, 2016.

Malcolm Butler has been renewed for a second term as Dean of Science beginning on July 1, 2015. Dr. Butler’s reappointment was accepted by President Roseann O’Reilly Runte following a unanimous recommendation by the University Science Decanal Review Committee. The Review Committee made its recommendation following a detailed review of Dean Butler’s performance as Dean since August 2010, and a consultative process that included input from the broader Carleton community. Dr. Butler’s appointment will be for five years and he will continue to hold a faculty appointment in our Department of Physics at the rank of Full Professor with tenure.

André Loiselle was appointed to a term position as Assistant Vice-President (Academic) in the Office of the Provost and Vice-President (Academic). His responsibilities include being the academic lead for the Carleton Leader program, the Academic Leadership and Development Program, and the academic co-
facilitator of the Strategic Integrated Planning Committee. However, Dr. Loiselle’s primary area of responsibility will be to support the Quality Assurance (Academic) process in the Office of the Vice-Provost and Associate Vice-President (Academic).

In January 2015, Suzanne Blanchard (pictured below) was promoted to Vice-President (Students and Enrolment). In the announcement to the university community, President Roseann O’Reilly Runte noted that “the elevation of this position underscores the importance we attach to student satisfaction and success and recognizes Ms. Blanchard’s extraordinary contribution to the university. Not only has she led successful recruiting efforts, but she has worked creatively and tirelessly on behalf of our students. Ms. Blanchard will continue to work closely with the Provost and Vice-President (Academic) and will also collaborate with the Vice-President (Research and International) and the Vice-President (Finance and Administration). This appointment does not represent a new position and comes at a time when the workload of each of the existing portfolios has intensified as we strive to meet the objectives of the Strategic Integrated Plan and the Strategic Mandate Agreement in the context of changing demographic and economic forecasts.”

Ms. Suzanne Blanchard

**The Provost’s Task Force on Enrolment, Retention and Program Renewal**

The work of the Task Force, under the direction of John Shepherd, Vice-Provost and Associate Vice-President (Academic), progressed well during 2014-15 and it submitted a final report to the Provost in February, 2015. Follow-up continues in many of the strategic areas identified by the Task Force. As a result of the work of the University Panel on the Future Directions of the BA, a number of short-term working groups were formed to implement various initiatives arising from the Panel’s recommendations: Learning Outcomes Working Group; First-Year Seminar Working Group; Course Cluster Working Group; and Undeclared Students Working Group.

The Working Group on Academic Rules and Regulations submitted its final report and a small group is working on implementing some of the recommendations contained therein. A retreat will be held in August for the Senate Committee on Curriculum, Admissions, and Studies Policy to advance many of these initiatives.

The Working Group on the Undergraduate Student Experience has transitioned to an Advisory Group with two working groups: Support through the Years and Career Support. These working groups are led by the Office of the Vice-President (Students and Enrolment).

To advance the recommendations of the Working Group on Online Learning, the Online Strategy Committee began its work in June, 2015.

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

The PIF Steering Committee submitted its Final Report to the Provost in November 2014. A small Task Force has been established to advance the recommendations described in the report.

**Ontario Council on Articulation and Transfer (ONCAT) Project**

Carleton partnered with George Brown College, Algonquin College and the OCAD University to develop a generic Integrated Learning Program (ILP) model that that could be used by any partnering university and college in Ontario to develop an ILP degree based upon an existing college diploma. The generic template was created using three program developments between the four partnering institutions: a business administration degree in Finance between Carleton and George Brown College, which will integrate George Brown’s Advanced Diploma in Finance with Carleton’s Bachelor of Commerce degree for a Bachelor in Financial Services; a degree in Fashion Concept Design between GBC and OCAD U that will integrate GBC’s Fashion Techniques and Design Diploma program and OCAD U’s Material Art & Design program; and a new Bachelor of Information Technology (BIT) program in Information Resource Management (IRM) between Carleton and Algonquin based upon Algonquin’s two-year Library and Information Technician diploma program. There were numerous meetings during the course of the project both for the development of the three new programs and the development of the generic templates. The Carleton participants were Peter Ricketts, John Shepherd, Bruce Winer, Suzanne Blanchard, Rafik Goubran, Jerry Tomberlin, Antony Whitehead, Howard Nemiroff, Joy Mighty, Patrick Lyons, Margaret Haines, Jess Devries, and Lisa Ralph.

**Provost Office Committee**

Following the introduction of VPARC in October, the Provost’s Office Committee was launched. Chaired by Rosemary O’Hearn, Executive Assistant to the Provost, this new committee meets the day following VPARC and is intended for those who provide direct administrative to the Provost’s direct reports. Standard agenda items include a report on VPARC, an update on what has been happening in the Office of the Provost, and news and events across campus. Some meetings this past year also included presentations from HR, OIRP, the Discovery Centre, and the Office of the Vice-Provost and Associate Vice-President (Academic).

**Service Excellence Awards**

There were a record number of nominations for the Service Excellence Awards this year and many of the winners are part of
the OPVAC team! Congratulations to individual winners, Allie Davidson, the EDC’s ePortfolio analyst, and Laurie Jaeger, School Administrator in the School of Studies in Art and Culture. Mark Valcour, the audio technician in the School of Journalism and Communication since 1986 was recognized posthumously and his family was on hand to accept his award. Nancy Delcellier, from FMP, was also recognized.

Staff members from Teaching and Learning Services (CUOL, EDC, IMS, and OAVPTL) celebrate the successes of their team at the Service Excellence Awards. L to r: Joy Mighty, Samah Sabra, Katherine Gardner, Allie Davidson, Kalisa Valenzuela.

The service excellence for innovation award was for Carleton’s first ever Massive Open Online Course (MOOC) for the development of PSYC 1001/1002. The winners were Dragana Polovina-Vukovic, Haidee Thanda, Christina Atallah, Ziyad Muslat, Kirk Davies, Patrick Lyons, Lisa Ralph, Erika Strathearn, James Morreton, Laura Wilson, Julia Piati ogrskaia-Teplit, Jeff Cohen, Nestor Querido, Joanne Sonley, Blair Aronovitch, Natalie Mesnic, Larry McCloskey, Bruce Hamm and Boris Vukovic.

The CourseLeaf Implementation Project group was recognized for Service Excellence by a Team. Congratulations to Diana Nadel, Joseph Nelson, Joanne Bree, Vicki Haydon, Glendy Wong, Jessica DeVries, Phay Mui, Julia Piati ogrskaia-Teplit, Amy Resmer, Sandra Bauer, Anne-Marie Lepine, Dan Begin, Lisa Chow, Kelly Lauzon, Lisa Ralph and Vicki Saveland.

**Scholars-at-Risk**

In March 2015, through a joint partnership with the University of Ottawa, Carleton University invited two Scholars-at-Risk, Farai Gonzo from Zimbabwe and Baktybek Beshimov from Kyrgyzstan to participate in a panel discussion moderated by Allan Thompson Associate Professor in the School of Journalism and Communication. The panelists talked about their experiences in their home countries, the New York-based Scholar-at-Risk program, and their advice about hosting a scholar. Carleton and Ottawa will co-host a scholar-at-risk for the 2015-16 academic year, thanks to funds provided equally by the Provost and the Carleton University Academic Staff Association, and matched by the UOttawa.

**Discovery Centre**

In 2014-15 the Discovery Centre focused on expanding its programs and continuing its services to those using its space.

For the fall term, new digital screens were installed in group-study rooms, Apple Airplay was added to the Learning Lab and Multi-Media Lab Rooms, and a new standing table with an adjacent digital screen was added to the main Discovery Centre space. In response to student suggestions, 10 more tables with seating were added for increased capacity. Logistical improvements were made with the Enterprise Booking System, and by streamlining the processes for booking the Gaming Lab and using the 3-D Printers.

Discovery Centre Programs grew with 44 students receiving the I-CUREUS Research Internship Grant and 31 students receiving the Discovery Centre International Experience Bursary. Another 10 students were presented with the Provost Scholar Award. The Discovery Centre supported the annual Carleton Community Engagement Event, held in October 2014, granting five winning research projects seed funding. In addition to these awards received at Carleton, three students were accepted to present papers at the (US) National Conference on Undergraduate Research in Spokane, Washington. Travel costs for the participants were sponsored by the Centre.

The Discovery Centre hosted a wide variety of events in the past year including GIS Day, Archives Summit, movie events, Aboriginal Council of Universities Conference, Canadian Council of Libraries Training Events, UN World Water Day event, FPA and History poster sessions, healthy workplace yoga, EDC trainings, and Quality Initiatives meeting and trainings, to name but a few. Here creative writing campers learn about 3D printing.

**Faculty Affairs**

Academic Leadership Forum and Departmental Administrators Leadership Forum

Throughout the fall and winter, academic managers were invited to attend a series of Academic Leadership Forum (ALF) meetings. The vision of the program is to provide timely information on key
academic issues and provide a forum for discussion on common issues. This year’s topics included: Equity and Human Rights; Working with the CUPE 2424 Support Staff Team; Mentoring Peers and New Faculty; CU/CUPE 4600 Navigating Collective Agreements; Fear and Loathing in the Life of Chairs/Directors and Burning Issues; and an Orientation and Update. All chairs, directors, department heads (library), assistant deans, associate deans, associate university librarians, deans, and librarians are invited to attend.

Complementing the ALF, the Departmental Administrators Leadership Forum holds three meetings per year with administrative staff in the faculty offices and departments/academic units focusing on academic administration issues.

New Program Development

New program development is a collaborative and integrated process at Carleton and many hands have a part in moving programs from idea to reality including all the faculties, the library, the Office of the Vice-President (Students and Enrolment) and University Registrar, the Office of Institutional Research and Planning, and the Office of the Vice-Provost and Vice-President (Academic). A number of new programs were launched this past year or will be welcoming students in the fall.

Graduate programs

Sprott launched its Master of Accounting (MAcc), a rigorous program offering students academic training and research experience aligned with the evolving labour market conditions to provide a gateway to a career as a professional accountant. Accredited by CPA Ontario, graduates of the program will be exempt from the CPA Professional Education Program and may proceed directly to the CPA Common Final Exam, the last step in achieving the Chartered Professional Accountant designation. The program is delivered in two streams: a 16-month stream with internship, and a part-time stream that can be completed in 24 months. Students will particularly benefit from experiential learning combined with opportunities to conduct applied research.

In June, FPA welcomed its first cohort to the Indigenous Policy Administration (IPA) graduate program, offered by the School of Public Policy and Administration (SPPA). IPA brings together leaders and innovators in First Nations, Métis, and Inuit governments and organizations who will gain expertise in indigenous history, law, economics and public policy. The program enables students to understand the complexity of First Nation, Métis and Inuit history and politics essential for professionals working in or with Indigenous governments and organizations. The IPA offers two graduate diplomas as well as a concentration within our MA in Public Administration.

Launched in the fall of 2014, the Collaborative Master in Data Science is geared at graduate students and professionals in the high-tech sector who are interested in analyzing and exploiting big data sets - collected for purposes as diverse as predicting national security threats, improving the efficiency of health care delivery, or identifying trends in online marketing. Students will earn a Master’s degree in one of six collaborating programs with a Specialization in Data Science, or a Concentration in Business Analytics as part of our MBA program. These highly interdisciplinary programs span across units from all Carleton Faculties.

Also in September 2015 we shall admit the first students in the interdisciplinary PhD Program in Ethics and Public Affairs, administered in the Dept. of Philosophy. The new graduate programs in Ethics and Public Affairs, comprise a PhD as well as
Master’s level Graduate Diplomas. These programs are unique in their design, and fill a research and scholarship gap with their focus on public reason. Students will acquire interdisciplinary preparation in managing issues of public policy, drawing on both social sciences and analytical methods of ethics and political philosophy.

Also starting this fall, a Master of Engineering degree will be offered as a new completion option in our Infrastructure Protection and International Security program.

Undergraduate Programs
The Library and the School of Information Technology collaborated with Algonquin College on developing a new program, the Bachelor of Information Technology - Information Resource Management. This is a four-year joint program in which graduates receive both the bachelor’s degree, and a library and information technician diploma. The first cohort is expected to start in fall 2016.

In the fall of 2015, Carleton University will proudly launch a minor in Archaeology. The minor in Archaeology is designed to train students in the recovery and understanding of the past through the interpretation of material remains. The minor facilitates a terrific opportunity for students to combine in-class learning with hands-on experience in the field.

In addition, the Bachelor of Global and International Studies (BGINS) program, which is a joint initiative between FPA and FASS, is off to an exciting start with more than 200 students registered for the program in fall 2015. Two new faculty members have been hired for this unique interdisciplinary program that features a number of specializations, a study abroad component and a foreign language requirement.

At the undergraduate level, Sprott has introduced a Minor in Arts Management and has partnered with the Department of Earth Sciences to deliver a Finance concentration in Resource Valuation in its Bachelor of Science program.

The minor in Disability Studies, launched in September 2014, was so successful that an additional section of the first-year core courses had to be added. Other new programs:

- Expanding on the current “minor,” a Combined Honours B.A. in Indigenous Studies has been developed and is currently making its way through the approval process
- A new minor begins this fall in Medieval and Early Modern Studies
- The Department of Psychology developed a co-op program to complement its existing practicum

Cyclical Program Reviews
Reviews of the undergraduate programs in Environmental Science, undergraduate programs in Communication Studies, Bachelor of Public Administration and Policy Management, Bachelor of Social Work, undergraduate and graduate programs in French, and undergraduate and graduate programs in Philosophy are complete, with Executive Summaries posted on the university’s website. The review of the joint programs in Biomedical Engineering, Electrical and Computer Engineering, Mechanical and Aerospace Engineering, Earth Sciences, Physics, and Chemical and Environmental Toxicology have been finalized by the Ottawa-Carleton Committee on Graduate Quality Assurance. Forty-one other reviews are in progress, thirteen of which are anticipated to be completed in the fall semester of 2015 and the remaining eighteen in the winter and spring semesters of 2016.

Revising the IQAP and Quality Assurance Template
Carleton’s Institutional Quality Assurance Process (IQAP), also covering the non-vocational 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 2014 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 report of the Audit Team before resubmitting in case there were issues raised in the report that could appropriately be addressed in a revised IQAP. The revised IQAP was circulated to Deans, Associate Deans, the...
associate vice-president (teaching and learning)

Dr. Joy Mighty

Teaching and Learning Council

The Office of the Associate Vice-President (Teaching and Learning) (OAVPTL) established Carleton’s Teaching and Learning Council. It is tasked with helping to implement the Teaching and Learning Framework. The Council is not an advisory committee, but rather an action-oriented, self-directed group that works on initiatives targeting the overarching goal of enhancing student engagement and promoting teaching, learning and student success.

The Council is made up of members from various departments across Carleton, and includes broad faculty member representation, the Library, the Student Experience Office, CUSA, the GSA, Co-Op and Career Services, Equity Services, the Paul Menton Centre, Quality Assurance, and several other teaching and learning stakeholders. This diverse membership highlights the fact that everyone, from students to instructors to staff, has a role to play in enhancing the university’s teaching and learning environment.

The members have branched off into five action teams that meet at various times throughout the term, while the council meets as a whole one to two times per term. Initial work from the action teams has already been used to support various initiatives at the university, including the improvement of learning spaces and experiential learning.

Staffing

The OAVPTL added a permanent communications officer position (Christina Atallah) to support TLS’s many communication activities. The Educational Development Centre added one additional continuing staff member, Dr. Morgan Rooney, in the position of Educational Development Facilitator.

Teaching and Learning Events and Forums

TLS hosted three significant educational events for the broad university community in 2014-15. These teaching events attracted more than 300 participants.

- Online Learning: Today and Tomorrow focused on blended and online learning and included a presentation from the Education Advisory Board’s Matthew Pellish.
- The TLS Symposium included a keynote address from Dr. Roberta Bondar and 24 concurrent sessions led by Carleton instructors.

key contacts in quality assurance – annual meeting

The Ontario Universities Council on Quality Assurance hosts an annual meeting for those responsible for quality assurance activities at each university in Ontario to discuss key topics and challenges and to share experiences and best practices. Carleton presented in two panels: Engaging Stakeholders in the Creation of Self-Studies and New Program Development; and Preparing for and Responding to the Audit: Tips for Doing it Well, Best Practices Going Forward, and Emerging from the Experience. Based on feedback from the meeting, Carleton is well positioned as a leader in quality assurance among Ontario universities.

Pilot project on learning outcomes assessment

Best practices identified during the project with respect to the development and implementation of methodologies for the assessment of learning outcomes informed some of the revisions to the IQAP and are becoming part of regular quality assurance business for new program approvals and cyclical program reviews. Plans are being developed to prioritize and action the recommendations arising from the pilot project over the next three academic years.

Learning outcomes symposium

Representatives from the Office of the Vice-Provost attended the Council of Ontario Universities’ Learning Outcomes Symposium in October, 2014. The focus of the symposium was on how learning outcomes can be used as tools at various levels across an institution. The Vice-Provost presented an interactive workshop entitled: Putting Financial Oversight and Quality Assurance on the Same Page, which explored how a well-developed learning outcomes assessment process can contribute to improved fiscal responsibility. It was attended by approximately 80 participants representing universities and colleges across the province.

committees involved in quality assurance and a number of faculty and staff who have direct and recent experience with quality assurance processes. Following this stakeholder review, Senate Academic Program Committee unanimously passed a motion at its meeting on May 21, 2015 to recommend that Senate approve the revised IQAP. Senate will consider the revised IQAP at its meeting on June 26, 2015. Following Senate approval, the IQAP will be submitted to the Quality Council for review and ratification. The Office wishes to thank all those who took time to review and provide comments on the revised IQAP.
• Teaching and Learning in Community: Experiential Learning, ePortfolios, and Collaborative Projects featured keynote presentations from Dr. Alan Davis and Dr. Jesse Stewart, as well as a number of other sessions from Carleton instructors, alumni and students.

TLS also hosted two special guest speakers – Professor Mandla Makhanya, Principal and Vice-Chancellor of the University of South Africa, and Xavier Prats Monné, the Director-General for Education and Culture of the European Commission.

**CAPITAL EDUCATORS’ AWARD**

Troy Anderson and Maria DeRosa celebrate at the Capital Educators’ Awards ceremony in May 2015.

Maria DeRosa from the Department of Chemistry and Troy Anderson from the Sprott School of Business have been honoured with 2015 Capital Educators’ Awards. The awards recognize outstanding educators’ achievements and celebrate public education in the Ottawa area. Both Carleton winners were recognized for their ability to connect classroom learning to the real world. DeRosa has been a “bridge-builder” for her students, linking the fundamental concepts of chemistry to real-world applications and linking textbooks to research. She includes innovative learning support methods in the classroom, and is always volunteering to incorporate and test new teaching technologies. Anderson introduced the new course Developing Critical Thinking into Sprott’s curriculum, which gets interdisciplinary student groups to work on real-world projects. Student testimonials praised the depth of learning and practical experience they gained in his courses.

**NEW TEACHING AWARDS**

Two new teaching awards were established this year. The Excellence in Learning Support Award recognizes the many Carleton University educational support staff members who contribute to the student learning experience. Though they do not hold instructor, faculty or teaching assistant positions, these individuals positively impact student learning through their tireless work and support in labs, classrooms and many other diverse learning environments across Carleton. One award of $750 will be presented annually.

The second award is the Contract Instructor Teaching Innovation Grant. In accordance with the new CUPE 4600, Unit 2 Collective Agreement, the purpose of the Contract Instructor Teaching Innovation Grant is to provide support for investigating student learning and alternative approaches to teaching and assessing student learning at the individual, departmental, faculty, or institutional levels.

**PROVOST’S FELLOWSHIP IN TEACHING AWARD**

Simon Power (Department of Economics), Peter Thompson (School of Canadian Studies), and Jim Davies (Institute of Cognitive Science) all received the Provost’s Fellowship in Teaching Award for their leadership and dedication to teaching and learning. They have also been designated as Carleton University teaching fellows and will receive $2,500 each.

**EXCELLENCE IN TEACHING WITH TECHNOLOGY AWARD**

Eva Kartchava (School of Linguistics and Language Studies) and Anne Trépanier, (School of Canadian Studies) were recognized for their thoughtful incorporation of technology into the classroom. They will both receive $750.

**OUTSTANDING TEACHING ASSISTANT AWARDS**

The following five TAs (from over 200 nominations) were selected as this year’s recipients of the award: Dirk Boon (Department of Sociology and Anthropology), Gabrielle Doiron (Department of Religion), Sabrina Fernandes (Department of Sociology and Anthropology), Rowida Mohamed (Department of Chemistry), and Ryan Rafferty (Department of Philosophy). This award celebrates the support TAs give to the undergraduate programs in their disciplines, the roles they play in establishing a positive learning environment, and the work they do to implement innovative teaching practices.

**NEW FACULTY EXCELLENCE IN TEACHING AWARD**

Stacy Douglas (Department of Law and Legal Studies), Jeffrey Erochko (Department of Civil and Environmental Engineering) and
Eva Kartchava (School of Linguistics and Language Studies) underscored Carleton’s commitment to teaching excellence and innovation, earning them new faculty awards. Each winner will receive $500.

**Carleton University Online (CUOL)**

Enrollments in online courses at Carleton continue to grow substantially year-to-year, with more than 18,000 course registrations in 2014-15, a 7 per cent increase from last year. There are now nearly 10,000 unique students in online courses.

CUOL, which includes the popular Video on demand (VOD) course sections, continues to represent the majority of Carleton’s online offerings. These CUTV courses have an in-class section and a parallel video-streamed section, which is accessed either through the internet or using VOD. In addition to CUTV, there has been significant growth in web-based CUOL courses that have been purposely designed for online delivery. These are either fully online courses, or they are blended or hybrid courses which combine in-class activity and online components. The flipped class is an example of a blended CUOL course, where lectures and course materials are presented online and the class periods are used for discussion, seminars, or small group work.

The five broadcast classrooms in which VOD courses are produced are enhanced to allow live streaming. This means that any online student registered in the course is able to view and participate in the course at the same time as students in class. Additionally, online students continue to be able to review any of their course lectures on any device at their convenience via the VOD service.

Many of the web-based courses contain content that is produced in CUOL’s state-of-the-art media production studio on the sixth floor of Southam Hall. This studio is also used to produce media content for blended and face-to-face courses, content for staff development, and many other productions on campus.

During the late summer of 2014, the CUOL Student Centre underwent a small renovation to enhance its CU Testing Centre capabilities and to consolidate VOD viewing facilities. This renovation allowed CUOL to receive certification from the National College Testing Association (NCTA), becoming only the second institution in Canada to obtain this certification. The certification has enabled the CU Testing Centre to attract additional clients to the service, proctoring more than 3,000 tests and exams for non-Carleton students and generating close to $117,000 in revenue.

CUOL revamped its website to better market the university’s many online courses and programs to students outside of Carleton, and has laid the ground work for a marketing campaign to take place in early 2015-16.

CUOL staff organizes the Enrichment Mini-Courses Program (EMCP), a week-long enriched learning experience for highly motivated high school students in grades 8-11 (Ontario) and Sec. 2-5 (Québec). Every year, Carleton hosts more than 1,000 students in 60 courses. EMCP generates close to $118,000 in revenue for the university.

**Educational Development Centre (EDC)**

The EDC undertook a number of significant initiatives during 2014-15 across its three main service areas: educational development, instructional design and educational technology.

One of the most significant activities centered on the MTCU initiatives to develop online courses for Ontario Online. During the summer of 2014, the EDC, with the support of CUOL, developed six courses as part of the Ontario Online initiative (funding of $347,000) for delivery in fall 2014. Two of these courses, PSYC 1001 and PSYC 1002, were created as open courses, similar to MOOCs.

For the second call for Ontario Online courses, the EDC submitted 27 proposals on behalf of instructors and was awarded funding totaling $490,000 to develop six courses and three modules. Delivery of these nine initiatives will be for fall 2015 and winter 2016.

In addition to online course production, CUOL supports the Media Commons, which saw five classes use the facilities to produce course assignments. Some of the student-produced programs supported by CUOL were shown at the Mayfair Theatre.
Additionally, the EDC launched eCarleton (www.ecarleton.ca), Carleton’s public facing learning management system. This system (mirroring culearn) hosts the open versions of PSYC 1001/1002, the blended and online teaching certificate, and a variety of professional development courses. This tool is an important method for the university to provide learning resources to external members and to attract potential future students.

cuOpen (www.carleton.ca/cuopen) was established to showcase open educational resources that are produced at Carleton. Resources from cuOpen are used by at least seven different institutions for faculty development in e-Learning.

The EDC supported instructors on four research projects related to various aspects of teaching and learning at Carleton, as well as the blended courses initiative by the Faculty of Public Affairs.

Carleton instructors and EDC staff members are actively engaged in the Scholarship of Teaching and Learning. Twelve instructors presented at the 2014 and 2015 Society for Teaching and Learning in Higher Education (STLHE) Annual Conference, as well as the 2014 and 2015 Congress of the Humanities and Social Sciences.

EDUCATIONAL DEVELOPMENT

Faculty, contract instructor and teaching assistant professional development activities include four certificate programs, a large number of workshops/teaching roundtables and individual consultations. The certificate programs require a significant commitment from participants, as these are 10-week long programs that total 39 hours of instruction and activities. Workshop topics in the past year include assessment strategies, learning outcomes, ePortfolio and culearn.

Instructors completed the following:

- Certificate in University Teaching: 46 instructors
- Certificate in Blended and Online Teaching: 30 instructors
- Workshops: 137 participants
- Teaching roundtables: 194 participants
- Individual consultations: 100 instructors

Teaching assistants completed the following:

- Preparing to Teach Certificate: 30 TAs
- Certificate in TA Skills: 32 TAs
- TA training: 50 training sessions, 1,207 participants
- TA Training Day: 18 sessions, approximately 540 participants
- TA Mentor Program: 44 sessions led by mentors, 600 participants

In addition to faculty and teaching assistant development, the Office of Quality Initiatives and the EDC collaborated to launch the Train the Trainer program, a multiday workshop designed to help staff members from across the university improve their training and facilitation skills, and to incorporate learning outcomes in their training and development activities.

EDUCATIONAL TECHNOLOGY

Depending on the term, between 57 and 68 per cent of all courses make use of cuLearn, and the educational technology team supported about 1,500 instructors and teaching assistants with its use. Lecture capture continues to be a popular tool for instructors and students, with about 40,000 users either creating or viewing content, as well as clickers (personal response devices), which are used by 100 instructors in multiple course sections.

cuPortfolio, powered by Mahara, was installed in the TLS development environment and was piloted in 41 courses with 1,100 students. The EDC team continues to work with the Office of the Vice-Provost and Vice-President (Academic) and CCS on implementing Mahara as an enterprise tool and cuPortfolio as a tool for helping assess program-level outcomes.

Scantron operations (multiple-choice exam processing) continue to see growth. The EDC processed about 500,000 exams during the 2014-15 academic year.

INSTRUCTIONAL DESIGN

In addition to the MTCU funded Ontario Online courses, the instructional design team worked on approximately 40 different blended and online courses in Canadian Studies, English, History, Physics, Accounting, Linguistics, Policy and Program Evaluation, and Public Administration in Indigenous Studies.

The group also supported the development of modules for student support with SASC, helped with AODA training materials, as well as training modules created by the Library and Health and Safety.

INSTRUCTIONAL MEDIA SERVICES (IMS)

During 2014-15, IMS completely revamped the teaching technologies in seven classrooms, did significant evergreening in an additional 14 classrooms, and replaced 40 teaching computers out of Carleton’s pool of 160 classrooms. The majority of these upgrades took place during the summer months and during the December exam period, minimizing the impact on students and instructors.
IMS is a key partner in the Learning Space Strategic Planning Committee, the university’s key committee that guides the development and planning of the learning spaces on campus.

IMS also developed its strategic plan, updated classroom design guidelines, and has started to offer enhanced support to departmentally controlled classrooms.

In September, IMS reduced its equipment rental rates between 30 and 50 per cent across the board to help reduce costs to departments holding events on campus. The number of events on campus requiring AV and technical support continues to increase, with growth of 56 per cent from last year. In terms of revenue generation, the university’s performance space, the Kailash Mital Theatre, hosted 61 external revenue-generating events, bringing in $80,000 in revenue. The KM Theatre also hosted 44 student groups and 48 additional events.

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MacOdrum Library

**Strategic Plan**

The Library updated its Strategic Plan so that it aligns more clearly and explicitly with the University’s Strategic Integrated Plan. The four main themes are:

- The Library is the primary source of scholarly resources and services to support Carleton’s teaching, learning, and research activities, wherever these take place
- The Library will play a key role in improving the research experience for undergraduate and graduate students as well as for faculty
- The Library will improve the learning experience for all students through client-centred programs, effective partnerships with other learning support services, and the use of state-of-the-art technology
- The Library’s structure will allow us to be proactive and nimble in meeting the needs of our users and changing along with the University community

**Collections**

Given the challenges to the collections budget due to inflation and the decline of the value of the Canadian dollar against the US dollar, the Library was not able to acquire many new electronic resources during the year. Generous contributions from donors via the Future Funder site enabled us to purchase the archives of the journal *Géotechnique*, with much study and research value to both faculty and students. The Library also purchased more monographs and was able to increase the number of e-books to which we provide access, with a total now of over 700,000 titles.

**Research Help**

The Library made a concerted effort to increase its awareness and services for both researchers and students. The institutional repository CURVE (https://curve.carleton.ca/) was revamped, and deposits -- including electronic deposit of all Carleton theses -- are increasing. The Library also built on its ability to provide advice about research data management.

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**Sprott School of Business**

Dr. Jerry Tomberlin

**Wes and Mary Nicol donate $10M toward new building for Sprott School**

Wes Nicol (BA/54), together with his wife Mary, announced a $10 million donation toward a new building for the Sprott School of Business. The Nicol Building will provide innovative learning...
environments and collaborative spaces that foster the creative, connected and caring spirit of the Sprott community. It will also provide the facilities to support the school’s growth and allow for the introduction of new programs and initiatives that build upon the entrepreneurial culture of the Carleton community and Ottawa region. “Carleton and the Sprott School are important parts of our community and our economy. A stronger business school means a stronger city. I encourage my peers, colleagues and classmates to help break the ground and build a brighter future for Ottawa.” – Wes Nicol

THE BACHELOR OF INTERNATIONAL BUSINESS turns 20!
In the fall, Sprott celebrated the 20th anniversary of the Bachelor of International Business with a special gathering of alumni, students, faculty and staff. The BIB was launched as the first program of its kind in Canada. It is recognized as a leading program in international business today for unique elements that include intensive language training and a full-year of study abroad to enhance fluency and cross-cultural skills. Students choose one of six languages: French, German, Japanese, Mandrin, Portugese and Spanish. In third year, students study abroad at one of over 30 partner institutions in 13 countries.

SPROTT STUDENTS COMPETE TO TOP RESULTS
Sprott students competed to the top in interuniversity business case competitions this year.

- BCom students and members of the Sprott Student Investment Fund Kevin Pei, Kyle Stolys and Peter Teowolde won third place in the Kerrisdale Capital Investment Case Study Competition hosted by the Economist.
- BCom students Richard Coffin, Lena ElChamaa and Laura O’Reilly won first place at the University of Vermont Family Enterprise Case Competition
- BCom students Arya Abawi and Karen Tran won second place in the Management of Information Systems case at Queen’s University InterCollegiate Business Competition
- BCom student Arya Awabi and BIB students Andy Banciu and Charlotte Burrows won third place in the Entrepreneurship case at Jeux du Commerce Central (JDCC)
- BCom students Heather Olgilvie, Alex Pilon and Brianna Sonnenburg-Patterson won third in the JDCC Accounting case

STUDENT ENTREPRENEURSHIP
The entrepreneurship ecosystem at Carleton continues to drive student entrepreneurship. There were 340 students from across campus enrolled in Introduction to Entrepreneurship (BUSI 2800) this academic year. Currently, 23 startups are part of the Carleton Accelerator. In March, a team of Carleton students and alumni launched their social app, Props, at the renowned SXSW Interactive Festival in Austin, Texas.

NEW ADDITIONS TO THE FACULTY
Sprott welcomed two new faculty members in July. Sujit Sur is an Associate Professor of Sustainable Management and Angela Dionisi is an Assistant Professor of Organizational Behaviour.

SPROTT HOSTS NIBS WORLDWIDE CASE COMPETITION
Sprott hosted the Network of International Business Schools (NIBS) Worldwide Case Competition in February 2015. Sixteen student teams representing universities in 11 countries across four continents competed in the weeklong championship round. This year, BIB students Sarah McRae and Martina Witt, together with BCom students Alex Pilon and Renée Tavares, won the bronze medal.
Faculty of Arts and Social Sciences

Outreach Activities

- In November 2014 FASS held the second annual Power of the Arts National Forum, in collaboration with the Michaëlle Jean Foundation, and planning is under way for a third event in November 2015.
- The partnership with the Ottawa International Writers Festival, whereby Carleton students receive free entry to the spring and fall events, was expanded to include VerseFest.
- The Carleton University Art Gallery was a major participant in the Ottawa-wide celebration of the “Ontario Scene” organized by the National Arts Centre. CUAG’s first ever summer camp was also a great success.
- We continued our “CU in the City” lecture series in a variety of Ottawa neighbourhoods, and Jim Davies (Cognitive Science) gave the second annual “CU in Toronto” lecture.

Canadian Studies, CIE, and Sociology and Anthropology all made appointments in this category.

- Our musician-in-residence for 2014-15 was the singer-songwriter Ian Tamblyn.
- Canada Research Chair Stuart Murray (Deptartment of English) was among the inaugural inductees to the Royal Society of Canada’s College of New Scholars, Artists and Scientists.
- Jesse Stewart (Music) was inducted into the Order of Ottawa.
- Carleton alumna and 2014 Giller Prize winner, Lynn Coady, presented the annual Munro Beattie lecture in the Department of English.
- Nahla Abdo (Sociology & Anthropology) received the 2014-15 Marston LaFrance Research Fellowship, the Faculty’s highest internal research award.
- In the fall term of 2014 we launched our “Art History in Venice” program in collaboration with the University of Warwick (UK). Five Carleton students spent the fall term studying in Venice.

Farewell to Dean Osborne

The academic year ended with a celebration of the achievements of John Osborne as he completed ten years as Dean of FASS. At a number of events, faculty, staff, students and senior administrators praised Dean Osborne for his excellent service and many achievements as Dean. We wish John well as he takes administrative leave before returning to the faculty ranks as Full Professor in the School for Studies in Arts and Culture and the College of the Humanities.

Faculty of Public Affairs

Peggy Hartwick, an instructor in the School of Linguistics and Language Studies, won a 2015 Society for Teaching and Learning in Higher Education (STLHE)/Brightspace Innovation Award. Peggy was selected for this prestigious award as she thoughtfully blends technology and pedagogy to create safe, authentic and engaging learning opportunities for students. Her creation of a 3-D virtual environment for teaching English as a Second Language, entitled “Virtual Carleton”, is pioneering and transformative.

Other items of note

- Faculty renewal continued with the hiring of nine new tenure-track faculty members. In keeping with the SIP goal to increase the number of Indigenous faculty members, the hiring continued to reflect our commitment to hiring Indigenous faculty members.

Last year, FPA laid the groundwork for several new initiatives that reflect our mission to foster informed citizenship both on campus and in the community. In the 2014-15 academic year, those initiatives came to fruition.

FPA Research Month

Dozens of undergraduate and graduate students as well as post-doctoral fellows and faculty members presented research findings over the course of the second annual FPA Research Month, which was held from February 24 to March 24, 2015. This event highlights
the Faculty’s groundbreaking and innovative research, which influences public policy and practice at home and abroad.

Highlights included graduate research conferences, the FPA Research Excellence Award Symposium, featuring Professor Piotr Dutkiewicz’s research on modern Russian society, and the annual Bell Lecture delivered by noted economist Jim Stanford.

**Research Achievements**

A number of FPA researchers were successful in securing external research grants and contracts in the course of the last year. These included:

- Radovan Vadović, an assistant professor of Economics, who won a Canada Foundation for Innovation grant and an Ontario Small Infrastructure grant to build the region’s first behavioural economics laboratory at Carleton University.
- Dawn Moore, an associate professor in Law and Legal Studies, won a SSHRC Insight Grant to examine how visual evidence, such as photographs of injuries, is used in cases of domestic violence.
- Blair Rutherford, the director of the Institute of African Studies, and Doris Buss, an associate professor in Law and Legal Studies, won a SSHRC Insight Grant to conduct research along with other Canadian and African colleagues on the role of women in artisanal and small-scale mining in three “post-conflict” African countries. This grant is in addition to the International Development Research Centre (IRDC) grant and the SSHRC grant they were awarded last year for research on the same topic, but in three different sub-Sahara African countries.

**Public Outreach**

In accordance with FPA’s mission to inform the public discussion about democratic values and public policy, the Faculty launched a new online magazine, *FPA Voices*. The magazine introduces the fascinating work of FPA’s researchers, students, and alumni to a campus audience and beyond. It can be found here: [http://carleton.ca/fpa/fpa-voices/](http://carleton.ca/fpa/fpa-voices/).

**Moving FPA Forward**

This was the Faculty’s first full year operating under the guidance of this statement of priorities and directions that was adopted in 2013. In keeping with these goals, FPA successfully advanced online learning opportunities, improved public outreach, expanded the professional institute program, and much more. The progress report *FPA in Motion 2014* can be found here: [http://carleton.ca/fpa/wp-content/uploads/FPA-IN-MOTION-2014.pdf](http://carleton.ca/fpa/wp-content/uploads/FPA-IN-MOTION-2014.pdf)  *Moving FPA Forward* is designed to integrate with the University’s strategic integrated plan and will continue to help guide the broad orientation of activities in the Faculty until 2018.

**Faculty of Science**

*First Cohort of BHSc Students*

The first cohort of BHSc students joined us on campus in September. As well, two new faculty members (Edana Cassol, Assistant Professor and Renate Ysseldyk, Assistant Professor) joined us as part of the growing Department of Health Sciences. The students had a great start to the program and a number were successful in being awarded Dean’s Summer Research Internships.

*Herzberg Addition Completed and Occupied*

Three new floors were added on top of the old INCO wing of the Herzberg building and the space opened up to occupancy in Summer 2014. The additional floors house a number of units, including the Science Student Success Centre, the Math Tutorial Centre, the Institute of Environmental Science and the Department of Health Sciences. As well, there is space for student societies and graduate students in this wing.
Faculty Achievement

Our faculty had a very strong year. Most recently, Maria DeRosa, Associate Professor, Department of Chemistry won a Capital Educators’ Award (featured earlier). Steven Cooke, Associate Professor, Institute of Environmental Science and Department of Biology, was awarded an E.W.R. Steacie Memorial Fellowship from NSERC, and Richard Amos, Assistant Professor, Institute of Environmental Science and Department of Earth Sciences, was on a team recognized with an NSERC Synergy Award for Innovation. Rowan Thomson, Associate Professor, Department of Physics, received an Early Research Award from the Ontario Government. Hillary Maddin, Postdoctoral Fellow, Department of Earth Sciences (current Banting Fellow) and Andrew Simons, Associate Professor, Department of Biology received Discovery Accelerator Supplements through this past year’s NSERC Discovery grant competition. Researchers in Physics, led by Gerald Oakham, Professor, Department of Physics were successful in leading the effort to secure from the Canada Foundation for Innovation over $6M towards the Canadian contribution to the upgrade of the ATLAS detector at CERN. At the same time, Manueilla Vincter, Professor, Department of Physics, is using her Killam research fellowship to spend time at CERN during the next phase of operation of the ATLAS detector. Mark Forbes, Professor, Department of Biology, was honoured with the Robert Arnold Wardle Award from the Canadian Society of Zoologists. The new Carleton Mass-Spectrometry Centre is open, led by Jeff Smith, Associate Professor, Department of Chemistry. This Centre is being liked through others as part of an initiative to create a “front door” to Carleton research facilities that can be accessed by external collaborators and others in need of our expertise.

Increased Enrolments and First-year Applications

The Faculty of Engineering and Design (FED) had another bonanza year for student enrolments.

- 2014-15 first year engineering enrolment of 1,274 students up by 13.5% over the previous year (1,122)
- 2014-15 total FED enrolment of 5,605 students up 7% over the previous year (5,236)
- M.Eng. International enrolment of 204 students up by 41% by over the previous year (145)
- The applications, offers and confirmations for 2015-16 are very strong

Research Achievements

Two FED faculty members received $3.3 million from the prestigious NSERC’s Collaborative Research and Training Experience Program (CREATE) program; Mario Santana Quintero, (Civil and Environmental Engineering), received $1.65 million over six years, addressing conservation, rehabilitation and sustainability of existing structures and designated historic buildings. Anthony Whitehead (School of Information Technology) received $1.65 million over six years to conduct a team project that focuses on computer interaction and usability.

David Lau, Carleton professor of Structural Engineering in the Faculty of Engineering and Design, will receive more than $2.9 million to establish a multi-hazard test facility for built infrastructure protection and resilience.

The Faculty is engaged in two new Networks of Centre of Excellence. The AGE-WELL NCE was created with the aim of helping older Canadians maintain their independence, health, and quality of life through accessible technologies. This $36.6 million project extends over five years and includes a network of 25 universities and research centres and more than 80 industry, government and non-profit partners. The Faculty is also involved in the Canadian Arrhythmia Network NCE.

Cynthia Cruikshank from the Department of Mechanical and Aerospace Engineering won the CMHC Excellence in Education Award. This award honours educators who have integrated...
sustainable concepts in housing and community development into the academic curriculum. The award is intended to recognize and support higher standards in sustainable education and to highlight the importance of sustainable practices within communities.

**Student Achievements**

FED students continue to stand out in the annual Innovative Designs for Accessibility (IDEA) student competition sponsored by the Council of Ontario Universities and the Government of Ontario that seeks innovative, cost-effective and practical solutions to accessibility-related barriers in the community. Three School of Industrial Design student projects are among the 2015 top 10 finalists:

- Ascent Line, a device to help people get up or down from a chair for use in the home
- A garden planter and hand-washing station for patients using the Healing Garden at the Children’s Hospital of Eastern Ontario
- Timsole, an application that promotes healthy, active living by checking in with users.

Carleton University’s Flyboys (Mechanical and Aerospace Engineering) have made it to the top eight of the Airbus Fly Your Ideas Best Video Team competition, the only one from Canada out of 85 team submissions. Their project involves an automated smart system that uses biometrics for check-in/check-out instead of conventional boarding documents.

Three Azrieli School of Architecture (Urbanism) students won first place in the first inaugural Ontario Urban Design Competition. This province-wide competition attracted entries from postsecondary programs in urban design, architecture, landscape design, and environmental design in designing a development for London’s new SoHo area located at the former London Health Sciences Centre’s South Street Campus.

The Carleton University Crash Dummy (CUCD), four-year project team collaborated with the Collision Investigation Unit of the Ottawa Police in this year’s dummy design that incorporated a data-acquisition system to help with collision reconstruction and to improve bicycle safety.

**Faculty Awards and Achievements**

In 2014, Cheryl Schramm (Systems and Computer Engineering) was awarded an Excellence in Teaching with Technology Award and Audrey Girouard (School of Information Technology) earned a New Faculty Excellence in Teaching Award.

In addition the following achievement awards were granted by Carleton University to the following FED faculty in 2014:

*Teaching Achievement Award*

- Leonard MacEachern (Electronics)
- Marc St-Hilaire (School of Information Technology)

*Research Achievement Award*

- Matthew Johnson, Canada Research Chair in Energy and Combustion Generated Air Emissions, (Mechanical and Aerospace Engineering)
- Gabriel Wainer (Systems and Computer Engineering)

**Events and Outreach**

FED successfully introduced “Ingenious Talks”, a speaker series that engages the community in discussions of timely and innovative ideas in engineering, design and technology. Topics covered this year included flight simulators, robotics, human computer interactions, high performance buildings, and amazing insights into engineering advancements.

Several events were held throughout the year with industry experts that addressed on-going research and developments. Experts included representatives from IBM as part of Data Day, Audi, FED Alumni from Google, FORD Motor Company and many others.

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**Faculty of Graduate and Postdoctoral Affairs**

The 2014-15 academic year constituted a very successful first year in office for Dean Matthias Neufang, as the number of graduate programs and our graduate enrolments continued to grow at Carleton.

**Graduate Research**

In the fall of 2014, FGPA launched Grad Research Link, an interdisciplinary online hub showcasing on-campus research activities and events of particular interest to graduate students, including exciting opportunities to present their own research. Along with our highly successful Three Minute Thesis competition, this website helps graduate students promote their work. In addition, FGPA is contributing graduate student support toward two major (six-year) NSERC CREATE programs launched in 2015 at Carleton, with the goal of integrating professional skills among students and postdoctoral fellows to complement their academic qualifications and technical skills.
Faculty and staff have also been recognized for their excellence, such as Professor Emeritus Michel Gaulin, who was honoured for chairing more than 1,000 Carleton PhD defences, receiving the University’s Founders Award, and FGPA’s International Recruitment Officer. Greg Aulenback (shown at right) won the Future Leader Award from the National Association of Graduate Admissions Professionals (NAGAP).

RECRUITMENT AND ENROLMENT
We have been very successful in achieving our recruitment goals. Overall, the number of new full-time Carleton graduate students increased from the previous year by approximately 7%, and the number of new full-time international graduate students increased by over 23%.

Every year, we mount a comprehensive marketing campaign that assists academic units with their individual program promotions. We use social media advertising, personalized letters to top Carleton candidates, in-person information sessions, videos, webinars, and graduate recruitment fairs. This year, we also launched Connections. This newsletter is targeted at prospective graduate students and features five stories. One of these, the so-called Application Insider, outlines pertinent information about a particular step in the application process. We also spotlight our exciting graduate programs, profile graduate student research projects, and present new and existing initiatives such as Grad Navigate – a one-stop hub for graduate students seeking professional development opportunities.

Our admissions website is in great demand, attracting approximately 32,000 visits per month. A company called Student Portals conducted a mystery consumer website analysis to compare our MBA and Architecture graduate program pages to other universities in North America. The findings showed outstanding performance in all categories. Moreover, FGPA successfully implemented phase two of the Electronic Thesis Deposit: graduate students now submit a copy of both their examinations and final theses electronically via Carleton Central. This robust system renders the thesis submission process significantly more time and cost effective.