

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

December 4, 2024



REPUTATION AND COMMUNITY HIGHLIGHTS



Ontario Premier Doug Ford praised Carleton's new nursing program at an event in Richcraft Hall on Nov. 5.

New Nursing Program at Carleton Launched with Premier Ford

Ontario Premier Doug Ford, Minister of Health Sylvia Jones and Minister of Colleges and Universities Nolan Quinn [came to Carleton on Nov. 5](#) to announce the launch of a new undergraduate nursing program, which was developed in partnership with Ottawa's Queensway Carleton Hospital. One of [five new programs](#) for high-demand careers launching in fall 2025, the [innovative program](#) will accelerate new nurses into the workforce to address a shortage and help transform patient care in the province.



Carleton also secured top-five rankings in Scholarships & Bursaries and Student Awards from Maclean's.

Carleton Climbs in Maclean's Rankings

Carleton [rose to fourth in Canada](#) and second in Ontario in the annual *Maclean's* rankings. Success in the comprehensive university category is a testament to Carleton's overall excellence and its strengths in research and student experience in both its undergraduate and graduate programs. Carleton was also first in social sciences and humanities funding in the comprehensive category and its engineering program cracked the national top 10.



Carleton's recognition is due to professional development, employee benefits, work atmosphere and more.

Carleton Named One of Canada's Top Employers

For the third consecutive year, Carleton has been named one of [Canada's Top 100 Employers](#). The recognition is a testament to the university's commitment to career growth and satisfaction, and its strong sense of community. With more than 1.3 million businesses and over 220 universities in Canada, Carleton can take great pride in this accomplishment. The university was honoured at an event in Toronto on Nov. 19.



Students celebrated with their families, friends and loved ones in the Fieldhouse on Nov. 9.

Graduates Shine at Fall Convocation

More than 1,200 students crossed the stage at Carleton's annual [fall Convocation](#) on Nov. 9 to celebrate an important milestone in their lives. Musician and youth music educator Tina Fedeski was also celebrated with an honorary degree for her inspiring efforts and leadership, demonstrating the transformative power of music.

REPUTATION AND COMMUNITY HIGHLIGHTS



"I look forward to contributing to an institution that's on the rise and has great momentum," says Duane McNair.

Carleton Appoints New VP (Finance and Administration)

Duane McNair became [Vice-President \(Finance and Administration\)](#) on Dec. 2. A chartered professional accountant with an MBA and over 24 years of senior leadership experience in financial and administrative operations, McNair served as VP, Finance and Administration at Algonquin College since 2010. At Algonquin, he managed a \$96 million budget, led a team of over 500 staff and implemented strategic initiatives that significantly enhanced the college's financial health and operational efficiency.



Carleton's booth was in a prime spot at OUF, which was attended by more than 70,000 students and their families.

Spreading the Word on Carleton

Carleton faculty and staff talked to hundreds of prospective students and their families about the university's programs and offerings at the [Ontario Universities Fair](#) in Toronto in early October, and at the end of the month welcomed hundreds more potential future Ravens onto the beautiful Carleton campus for the annual [Fall Open House](#). Both were opportunities for students to discover the program that is right for them and find out how to apply.



People attend the Butterfly Show because it's fun, free and to have an intimate experience with a beautiful insect.

Butterfly Show Celebrates a Quarter Century of Natural Wonder

Carleton's annual [Biology Butterfly Show](#) took over one of the Nesbitt Building's greenhouses from Oct. 5 to 13, a wonderful example of the university's connection to the community. Almost 12,000 people attended, according to main organizer Ed Bruggink, Carleton's greenhouse manager, who will be retiring next spring after 44 years at the university. "Our butterflies," he says, "have brought so much positive attention to Carleton."



Carleton PhD student Krenare Recaj is leading research into the humanitarian response that saved her family.

Reuniting Kosovar Refugees with Canadian Supporters

Krenare Recaj, a PhD student in history at Carleton, has helped develop a [special exhibition](#) for the Canadian Museum of Immigration at Pier 21 about the Canadian government actions that helped save her family 25 years ago. They were among thousands of Kosovar Albanians airlifted to Canada through [Operation PARASOL](#), a humanitarian mission to provide refuge for those displaced by the conflict.



The Students and Enrolment team accepted the Organizational Excellence Platinum award in Toronto.

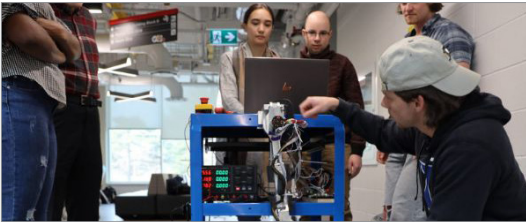
Students and Enrolment Division Wins Excellence Award

Carleton's Students and Enrolment Division earned Platinum in Excellence Canada's [Organizational Excellence Standard](#), receiving the award at the Canada Awards for Excellence in Toronto on Oct. 28. Reaching Platinum indicates that the division has "achieved a sustainable practice of excellence with the outcomes to prove it." The division earned an overall score of 94 per cent across all criteria, with an impressive 100 per cent score in the "Customers" category.

ACADEMICS



Sprott is seeking an innovative, inclusive and collaborative leader to serve as its next Dean.



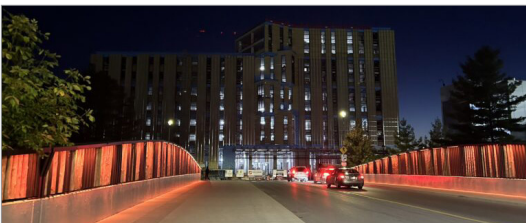
Mechatronics students will learn how to create, operate, test and maintain the next generation of “smart” machines.



Nurses who graduate from Carleton will help address a provincial shortage and transform patient care in Ontario.



An Orange Shirt Day event brought together speakers and panelists from across the university community.



On Sept. 30, Carleton honoured Orange Shirt Day by illuminating the north end campus bridge in orange.

Executive Leadership

- The search for a Dean of the Sprott School of Business is underway. Carleton has engaged Boyden, a global executive search firm, to assist with this search and an advisory search committee has been formed.

Academic Updates

- The Ministry of Colleges and Universities has approved several new undergraduate programs including Nursing, Data Science, Cybersecurity and Mechatronics Engineering. These programs, along with the Bachelor of Accounting and a new online Bachelor of Arts (General Studies), are set to launch in fall 2025.
- The Office of Graduate Studies is engaging faculties, departments and graduate programs to move to a continuous or “rolling” admissions framework. Rolling admissions enables programs to offer admission earlier in the admission cycle, enabling Carleton to offer early admission to strong applicants and convert a higher percentage of admission offers to registered students.

Indigenous Initiatives

- On Sept. 30, nearly 200 Carleton faculty, staff and students gathered for [Walking Together in Allyship: A Panel Discussion in Honour of Orange Shirt Day](#). The event brought together speakers and panelists from across the university community, offering a space to reflect on the history and lasting impact of residential schools while encouraging participants to explore ways to contribute to Indigenous allyship.
- In collaboration with Teaching and Learning Services, the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) is developing a VR Longhouse Project in Ganondagan, NY, that will bring Indigenous knowledges and histories into classrooms through an immersive and accurate experience.
- Associate Vice-President (Indigenous Teaching, Learning and Research) Kahente Horn-Miller conducted a cultural exchange, inviting a Kanyen'kehà:ka cohort to Peru to engage with local Indigenous Peoples in Cusco and Paru Paru. This exchange helped to bridge dialogue regarding the upcoming Indigenous land-based learning partnerships.
- In November, the Centre for Indigenous Support and Community Engagement hosted the Sixth Annual Indigenous Winter Market.

Equity, Diversity and Inclusion

- The Department of Equity and Inclusive Communities' Sexual Assault Support Centre participated in [Consent Awareness Week](#), a national campaign held annually during the third week of September to raise awareness about consent as a daily practice and commitment, sexual violence prevention and bystander intervention.
- In October, the Department of Equity and Inclusive Communities published the [EDI Action Plan Progress Report](#), which highlights the ongoing efforts to promote equity, diversity and inclusion at Carleton and the ways in which the community's collective dedication is making an impact in creating a more inclusive campus environment.
- In October, recipients of the 2024 Student Equity, Diversity and Inclusion (EDI) Research Awards presented key findings from their EDI-related research projects conducted over the summer. The award was established in 2021 as part of Carleton's commitment to support, fund and disseminate research that advances EDI.

Special Events

- In October, business deans from 63 universities across Canada gathered at the Sprott School of Business for the annual Business Schools Association of Canada conference to discuss their current challenges and opportunities.

RESEARCH



Chemistry researcher Amy Rand's work on "forever chemicals" is part of Carleton's research success.



Daniel Rosenbloom plans to develop a world-class hub for research and policy around sustainability transitions.



Carleton communications engineering students learn how to succeed in a world of rapidly changing technology.



Alexander McClelland (Criminology and Criminal Justice) and Lynda A. Khalaf (Economics) received SSHRC funding.



Anil Somayaji (Computer Science) and Monique Sénéchal (Psychology) are two of Carleton's highly cited scholars.

ReSearch Infosource Rankings Confirm Continued Growth

[ReSearch Infosource](#), an independent research and consulting firm, has once again ranked Carleton among Canada's fastest growing research-intensive universities. Carleton's external research income of \$113.5 million in 2022-23 represents an increase of 25.8 per cent over last year and 108.8 per cent since 2017. Carleton is also listed as first in international government research income growth and is featured for both its number and growth of AI publications, coming in third for both categories in the comprehensive tier.

New Research Chair in Sustainability Transitions

Enabled by a generous donation of the [Ivey Foundation](#) and Rosamond Ivey, Carleton announced the launch of the [Rosamond Ivey Research Chair in Sustainability Transitions](#), which will be held by [professor Daniel Rosenbloom](#). This is the first chair explicitly dedicated to deepening scholarship and practice surrounding the rapidly growing field of sustainability transition in Canada. The chair will be located in the School of Public Policy and Administration.

Communications Engineering Climbs in Prestigious Ranking

Carleton has once again been recognized as an international [leader in telecommunications engineering](#) by ShanghaiRanking in its [2024 Global Ranking of Academic Subjects](#) report. Carleton's communications engineering profile was ranked 32nd in the world (12 spots up from last year) and third in Canada, just behind the University of Waterloo and the University of British Columbia. ShanghaiRanking's 2023 [Global Ranking of Academic Subjects \(GRAS\)](#) ranked 55 subjects, including engineering, at 5,000 universities across 104 countries.

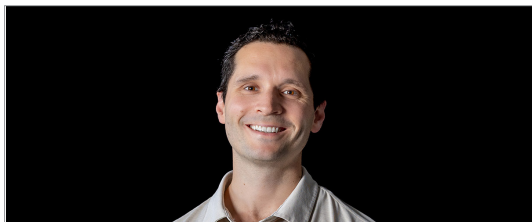
\$2.8 Million to Build Knowledge and New Initiatives

A total of [25 Carleton researchers](#) received \$2.8 million from the Social Sciences and Humanities Research Council (SSHRC) in [Insight Grants](#) and [Insight Development Grants](#). The Insight Grant program supports high-calibre research projects that build knowledge and understanding about people, societies and the world. The Insight Development Grants support research in its initial stages, enabling new research initiatives and experimentation with new methods, theoretical approaches and ideas.

Carleton Researchers Among World's Most-Cited Scholars

Carleton has once again been recognized for its world-class research, contributing to its position as one of Canada's fastest growing research-intensive universities. For the second year in a row, 85 of its researchers have been recognized among the [world's most-cited scholars](#). The influential [Stanford-Elsevier list](#) has placed Carleton researchers in the top two per cent of most-cited scholars, showcasing the impact of their innovative work in science, engineering, business, public affairs and the arts.

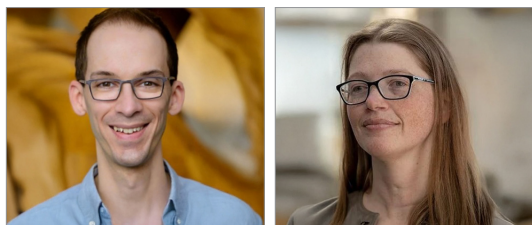
RESEARCH



Hubert Jean-Ruel's research will help facilitate the quick provision of diagnostic tests in non-laboratory settings.

New Funding and Canada Research Chair for Carleton

Carleton received \$6.8 million in federal funding, including an NSERC Tier II Canada Research Chair for [Hubert Jean-Ruel](#), named as the CRC in Advanced Photonic Sensing Components and Systems. Jean-Ruel's research will advance photonic sensing technology to enable rapid point-of-care testing for diseases and genetic conditions. He is developing devices that integrate multiple functions offering fast, cost-effective diagnostics outside of traditional laboratories. Funding was also received for the Research Support Fund, Incremental Project Grants and research security.



David Thue and Lesley Istead from Carleton's School of Information Technology are receiving CFI support.

CFI Funding for Six Cutting-Edge Projects

[Researchers from Carleton](#) are receiving [new funding](#) from the Canada Foundation for Innovation's (CFI) [John R. Evans Leaders Fund](#) (JELF) for six cutting-edge research projects that will explore robots supporting the construction industry, enhancing motion data to eliminate road fatalities, and tracking ancient organisms on Earth. The JELF recognizes innovative leaders or researchers with great potential for excellence in their field who are engaged in high-quality research development that meets international standards.



Steven Cooke's research focuses on integrative biology, conservation science and natural resource management.

Steven Cooke Named in Clarivate's Highly Cited Researchers List

For the fifth consecutive year, [Steven Cooke](#), a professor in Carleton's [Department of Biology](#) and director of the Institute of Environmental and Interdisciplinary Science, has earned a place on [Clarivate's annual highly cited researchers list](#) for his renowned expertise in fish ecology and conservation. This list identifies researchers who have demonstrated significant influence and rank in the top one per cent by citations for field and publication year in the Web of Science™ citation index.



The Key2Access project will make approximately 140 door openers on the Carleton campus more accessible.

Expanding Accessibility Research at Carleton

The Accessibility Institute is currently [engaged in several research project collaborations](#) with fellow Carleton departments, partner post-secondary institutions and external organizations. Project topics range from making the standards development process more inclusive for deaf individuals, informing regulatory improvements and improving access to digital tools for people with disabilities, examining long-term affordable housing across Canada and assessing employment outcomes for students and new graduates with disabilities.

ADVANCEMENT



Giving Tuesday, on Dec. 3 this year, is one of the biggest days on the annual fundraising calendar at Carleton.



With support from Carleton's FutureFunder platform, the Ravens Racing team wants to reshape the racing world.



A number of projects to support Carleton's varsity athletes are also active on the FutureFunder site.



FutureFunder features a diverse range of projects for donors to consider: futurefunder.carleton.ca/explore/



The Carleton Planetary Robotics Team is fundraising to help it compete in national competitions next year.

Revenue (May 1, 2024 to Nov. 1, 2024)

Philanthropic	\$4,742,592
Gifts in Kind	\$3,790,116
Sponsorships	\$1,079,287
Research & Partnerships	\$10,764,431
Total	\$20,376,426

Advancement aims to sustain at least a three-year rolling average of \$40 million/year (including annual gifts, major gifts, principal gifts, planned gifts, sponsorship, gifts in kind, and research and partnership revenue). Fundraising and engagement will continue while assessing capacity for a new campaign and onboarding the new President and Chief Advancement Officer.

Advancement will enhance revenue strategies to support Carleton's mission:

- Grow annual giving revenue (gifts under \$25,000): \$1.29 million
- Highlights: Alumni, faculty, staff and retiree giving is up compared to last year; the 12th annual Giving Tuesday campaign was on Dec. 3

Secure 90 new major gifts and pledges over \$25,000: 36

- 20 gifts (\$6,112,515), 16 pledges (\$3,911,206)
- Highlights: \$3,267,447 to increase the exposure and experience of practicing journalism amongst Indigenous youth; \$571,200 to establish the Canadian Women in Philanthropy initiative to explore why and how women make philanthropic decisions

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

- \$2.5 million+ in realized legacy gifts were received from May to October 2024, supporting a variety of initiatives
- Seven new gifts by will have been confirmed so far this fiscal year
- Highlights: seven scholarships, five bursaries and three annual funds were supported through realized estate gifts including a major gift to the Northern Community Collaboration Initiative

Advancement will broker, manage and celebrate partnerships with purpose:

- Launch targeted engagement programs to constituencies including faculty, retirees and recent alumni
- Rebuilding alumni and community engagement has been a focus, including growing convocation presence and creating opportunities for interaction with the Carleton University Alumni Association

Modernize Advancement's digital presence for internal and external constituents:

- Launching three Power BI dashboards, maximizing use of Microsoft tools to support the modernization of the workplace, and continuing to integrate digital communications and fundraising tools
- Giving Insight is a philanthropy-focused newsletter offering expert, unbiased guidance to inspire strategic charitable giving, with a focus on gifts by will. The first fully digital edition — launched in fall 2024 — brings this resource to life with an engaging, interactive experience

STUDENT LIFE



The theme of Carleton's fourth Pride Festival in early November was "Identity and Me."



More than 70 employers and over 1,800 students took part in the Fall Career & Networking Fair.



Connecting with a mentor helps students answer a range of questions and connect with campus resources.



Co-op work terms allow for the development of key employability skills and the exploration of career options.



As of Oct. 1, there were over 24,000 active users of Carleton's new U-Pass and Campus Card combo.

The Student Experience Office partnered with 2SLGBTQIA+ students, staff and faculty to host Carleton's fourth [Pride Festival](#) from Nov. 4 to 8. The theme was "Identity and Me" and the goal was to recognize the multitude of factors that represent one's identity and how different factions of life, experience and personality interact and intersect. Events included a student/faculty mixer, a student-centered event that included trivia and a drag show and an opportunity to learn from queer elders.

Carleton's [First Year Connections Mentorship Program](#) supported over 550 first-year students in their transition to university during the fall 2024 term. Meetings were facilitated by 120 trained peer mentors who supported students in connecting with the Carleton community, adjusting to post-secondary education and developing plans for success focused on the seven dimensions of wellness.

The new OneCard solution launched in September in collaboration with OC Transpo, integrating the U-Pass and Campus Card into a singular card. The new approach has simplified student mobility by eliminating the need for a separate U-Pass card, enhancing convenience, campus access and reducing costs for students. As of Oct. 1, there were over 24,000 active users.

Career Services launched the [International Student Employment Program](#) in September, which is designed to support international students in finding paid experiential learning opportunities and navigating the Canadian job market. With almost 550 students registered and over 70 students already completing the dedicated educational modules as of October 2024, the program is off to a strong start in positioning Carleton's international students for career success.

Career Services and Co-operative Education hosted the Fall Career & Networking Fair, with 71 employers participating and just over 1,800 students attending. It was a great opportunity for students to use their networking skills and make meaningful connections with employers regarding future employment. Employers always provide very positive feedback about how well-prepared Carleton university students are when they come to the fair.

Seven new Co-operative Education options have been developed and will be offered beginning in 2025-2026: Bachelor of Accounting; Bachelor of Arts, Human Rights and Social Justice; Bachelor of Cybersecurity; Bachelor of Data Science; Bachelor of Engineering, Mechatronics Engineering; Bachelor of Science, Psychology; and Master of Data Science, Analytics and Artificial Intelligence (DSAAI).

Over 1,500 students began their experiential learning journeys with Co-op in fall 2024 by embarking on the COOP1000 preparatory course. Most of these students will be seeking their first work terms in summer 2025.

The new single-session counselling model launched in Health and Counselling Services in fall 2024, prioritizing quick access to care when it is needed most. Feedback from students indicates that 73 per cent found single-session counselling mostly or very helpful in dealing with their problem(s), 76 per cent found single-session counselling mostly or very helpful in developing a plan to address their problem(s) and 86% per cent would refer a friend to try single-session counselling.

With the creation of a Psychoeducation and Group Therapy Counsellor position, HCS has been able to offer workshops, as well as open and closed therapeutic groups on a variety of issues identified by students. Fall 2024 workshop topics have included stress, emotional regulation and eating challenges, while groups have included neurodivergent women, queer students, graduate students, neurodivergent folks, eating disorder recovery (partnership with Hopewell Eating Disorder Centre), managing powerful emotions and anxiety.

ENROLMENT AND RECRUITMENT UPDATE

Recruitment Update

The university has launched ad campaigns for all six new programs (Accounting, Cybersecurity, Data Science, Mechatronics, Nursing and the online General Studies BA) and the Undergraduate Recruitment Office is supporting the new programs at all fall events and high school visits. New program brochures were handed out at the Ontario Universities' Fair, new tabletop solos were created to highlight the new programs at high school events and fairs and all new programs are highlighted in the high school presentation.

Close to 500 in-person high school visits have been booked across Canada, plus Carleton's participation in the Ontario University Regional Fairs across Ontario and the Post-secondary Information Evenings in the Greater Toronto Area. Out-of-province recruitment has also continued with tours in British Columbia, Alberta, Quebec, Nova Scotia, New Brunswick, Saskatchewan and Manitoba.

Carleton's Ottawa Guidance Breakfast was held on campus on Oct. 21, with 83 participants. Last year, the Undergraduate Recruitment Office expanded the counsellor breakfast series to three regions outside of Ottawa, and breakfast events were held in Mississauga, Durham and Kitchener/Waterloo in mid-October. Carleton also participated in the online Guidance Forum with universities from across Ontario. Over 1,000 guidance counsellors were expected to attend and have a chance to visit Carleton's virtual booth.

The Undergraduate Recruitment Office has finalized the Indigenous Recruitment Plan. This plan has six overarching categories, aligns with both the Kinàmàgawin Report and the EDI Action Plan and contains multiple action items to sustain and expand Indigenous student recruitment, both in targeted Indigenous student recruitment and mainstream recruitment initiatives. Many of the actions are already in progress with continued opportunities for ongoing growth.

The Undergraduate Recruitment Office has expanded the role of the EDI Outreach and Recruitment Officer. The role reflects the importance of reaching equity-deserving groups in undergraduate student recruitment initiatives. Starting fall 2024, the EDI Outreach and Recruitment Officer will be completing high school visits and connecting with community organizations.

To better support prospective students and applicants through the application process, the Undergraduate Recruitment Office collaborated with Admissions Services and International Recruitment and Admissions to create a new "[Considering Carleton: Before you Apply](#)" webpage and a refreshed "[I've Applied to Carleton: Applicant Information](#)" webpage. These new and updated resources were based on feedback received from prospective students and applicants in the last cycle and will help students navigate the different phases of the application process.

The Undergraduate Recruitment Office sent out its annual high school packages to approximately 2,400 schools. This year, it included a general Carleton poster and either a poster with the date of our upcoming visit to their school (if booked) or an invitation to join us on campus, in addition to viewbooks and a letter for Guidance Counsellors with all the ways to connect with Carleton this fall.

During September and October 2024, the International Admissions and Recruitment team traveled to the Indian subcontinent, Southeast Asia, Latin America, the Caribbean, Turkey and the Middle East. Activities included independent and collaborative school visits, as well as third-party and agent events hosted by in-country partners in a variety of regions. International recruiters also continued to participate in virtual events, altogether completing 121 visits and events, engaging directly with more than 732 prospective international students.

Enrolment Update

New undergraduate first year (preliminary Nov. 1, 2024, compared to Nov. 1, 2023)

	Domestic	International	Total
2023	4,433	467	4,900
2024	4,533	208	4,741
Percentage change	+2.3%	-55.5%	-3.2%

All undergraduates (preliminary Nov. 1, 2024, compared to Nov. 1, 2023)

	Domestic	International	Total
2023	22,941	2,771	25,712
2024	22,852	2,257	25,109
Percentage change	-0.4%	-18.5%	-2.3%

Fall new graduate

	Domestic	International	Total
2023	1,776	568	2,344
2024	2,049	360	2,409
Percentage change	+15.4%	-36.6%	+2.8%

