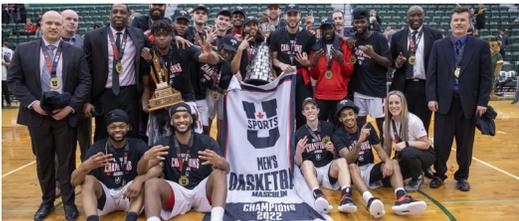


PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

April 28, 2022



REPUTATION AND COMMUNITY HIGHLIGHTS



The Ravens men's basketball dynasty continues with the team's 16th championship in 19 years

Ravens Win Men's Basketball National Championship (Again!)

For the third straight season and the 16th time in the last 19 years, the Carleton men's basketball team has won the USPORTS National Championship. The Ravens beat the University of Saskatchewan Huskies 85-72 in a thrilling final game in Edmonton on April 3. Carleton's Alain Louis was named the Championship MVP and forward Lloyd Pandi, who announced plans to enter the 2022 NBA draft, was honoured with the Mike Moser Award as the USPORTS men's basketball Player of the Year.



Breaking ground on a nine-storey, 450-bed, 180,000-square-foot residence

New Student Residence Project Begins

A ground-breaking ceremony was held in mid-March to mark the start of construction on Carleton's new 450-plus bed, nine-storey residence for first-year students. This state-of-the-art, 180,000-square-foot facility will feature an amenity floor with study, social, fitness and cooking spaces for the entire residence community. The building's design was developed in consultation with faculty, students and staff — including Residence Life staff — and uses the fundamentals of passive house design. It's expected to be completed in 2024-2025.



Carleton's new responsible investment policies align with the university's goal to strive for sustainability

New Responsible Investment Policies

On March 11, Carleton announced updated responsible investment policies that include a commitment to divest of all direct fossil fuel investments in its Endowment and Non-Endowed Operating Funds, as well as a strategy to achieve significant decarbonization of these portfolios by 2030. Moreover, Carleton announced it will establish a fossil-fuel free investment fund by the end of 2022, to which donors may direct their gifts, and signed the United Nations-supported Principles for Responsible Investment.



Biology researcher Jenny Bruin, whose work on diabetes was featured in the Challenge campaign

Challenge Campaign Continues

The Challenge brand campaign continued in its second month with stories profiling how Carleton is positively impacting the world. In April the focus is on health and wellness with stories about research that suggests links between everyday chemicals and diabetes, researchers using a robotic arm to support orthopedic innovations, improving the cognitive abilities in older adults, and helping children with mental health. Visit challenge.carleton.ca to read all the articles.

RESEARCH



Ericsson Chair in 5G Wireless Research Ioannis Lambadaris wants to tackle the challenges faced by 5G

Developing the Real-World Potential of 5G Wireless

The [Ericsson-Carleton University Partnership for Research and Leadership in 5G Wireless Networks](#) has established a new \$2-million Ericsson Chair in 5G Wireless Research. It was awarded to the Department of Systems and Computer Engineering's Ioannis Lambadaris, who will focus on the development of solutions to real-world application challenges of 5G. Lambadaris' research has also been funded by the Natural Sciences and Engineering Research Council (NSERC).



Carleton researchers Leila Mostaçõ-Guidolin (left) and Shichao Liu have received new funding from CFI

CFI Invests in Health and Critical Infrastructure Research

The [Canada Foundation for Innovation](#) (CFI) is investing \$195,000 in two important projects at Carleton. The projects, led by Systems and Computer Engineering [Prof. Leila Mostaçõ-Guidolin](#) and Electronics [Prof. Shichao Liu](#), an IEEE Senior Member, will investigate aspects of health-related chronic disease fibrosis and securing electrical grids against cyberattacks and weather-related damage respectively.



Neuroscience's Kim Matheson is addressing health inequities in underserved communities

Addressing Health Inequities in Underserved Communities

Carleton and The Royal's Institute of Mental Health Research have renewed their joint [Culture and Gender Mental Health Research Chair](#) held by the Department of Neuroscience's Kim Matheson. In this second five-year term, Matheson will continue to focus on health inequities in underserved communities. Her most recent work is in partnership with First Nations communities and organizations in the Nishnawbe Aski Nation region of Northwestern Ontario.



Physics researcher Manuella Vincter has won the Royal Society of Canada's Henry Marshall Tory medal

Carleton Physicist Recognized with Prestigious Medal

Carleton Physics researcher [Manuella Vincter](#) has accepted the [Royal Society of Canada's prestigious Henry Marshall Tory medal](#), recognizing outstanding research. Vincter was instrumental in enabling the science underneath the discovery of the Higgs boson, including making sure the LHC detector was able to identify some of the particles the Higgs boson produces. This led scientists to make the Nobel prize-winning discovery at the European Organization for Nuclear Research (CERN).



Susan Phillips (left) and Nathan Grasse from Master of Philanthropy and Nonprofit Leadership program

New Insights Into Canada's Charitable Sector

The [Master of Philanthropy and Nonprofit Leadership](#) faculty team at Carleton is launching a major five-year research project within the School of Public Policy and Administration that will change knowledge about the charitable sector in Canada. The [Charity Insights Canada Project](#) will collect and share accurate, relevant and timely information about the Canadian charitable sector. The data generated through this work will support the long-term economic viability, impact and resiliency of the sector.

Carleton's Steven Cooke Awarded Highly Cited Researcher

For the second year in a row, Environmental Science and Biology researcher [Steven Cooke](#) has been named a [Highly Cited Researcher](#) for 2021 by Clarivate Analytics. This honour recognizes researchers with multiple publications that rank in the top one per cent of citations in their field. Cooke researches Canada's freshwater fish species that are at risk of extinction.



Biology's Steven Cooke has been named a Highly Cited Researcher for the second straight year

A Societal Approach to Music Research and Creation

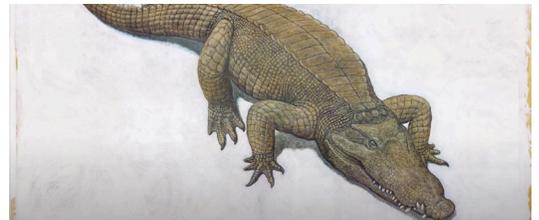
A new research centre has launched in Carleton's Faculty of Arts and Social Sciences. [Music, Sound and Society in Canada](#) (MSSC) will take a critical lens to music and sound in this country. Led by Ellen Waterman, the Helmut Kallman Chair for Music in Canada, the centre will explore how music is both shaped by and helps to shape Canadian society.



Music in Canada researcher Ellen Waterman explores the relationship between music and society

Carleton Scientist Discovers New Ancient Crocodile Relative

Carleton Earth Sciences researcher Michael J. Ryan has [discovered a new ancient crocodile relative](#) that reveals how crocodiles evolved to hunt prey while still breathing underwater. The discovery has been published in *Royal Society Open Science*. The 155-million-year-old relative, *Amphicotylus milesi*, discovered in Wyoming, is a new species and the best-preserved fossil known of a goniopholidid, a close relative of modern crocodylians.



The new ancient crocodile relative discovered by Carleton Earth Sciences researcher Michael J. Ryan

Helping Afghan Scholars Find a New Intellectual Home in Canada

Researchers at Carleton and UBC are joining forces to [help scholars and others who are fleeing the crisis in Afghanistan](#), especially women and ethnic minorities, establish a new intellectual community in Canada. Their project, "Placement, Preservation and Perseverance: Afghan At-Risk Scholars, Activists and Students," received a \$1.096 million grant from the International Development Research Centre. Carleton is also contributing \$164,000 towards the project, reflecting the university's leadership in supporting the [Scholars at Risk](#) initiative.



Shuchi Karim, Melanie Adrian and Rehana Hashmi (left to right) from the Scholars at Risk initiative

Carleton Research Promises to Reduce Food Waste

As climate change and supply chain bottlenecks make it more challenging to grow fruits and vegetables, the term "food security" has become commonplace, yet half of all food produced in Canada is thrown away. Carleton [Chemistry](#) researcher [Tyler Avis](#) and his team are exploring the use of [beneficial microorganisms](#) to outcompete the bacteria, viruses and fungi that damage or destroy plants, a biocontrol method that can protect crops and extend the shelf life of produce.



Chemistry researcher Tyler Avis (left) and students from Carleton's Food Science program

ACADEMICS



After serving in an interim role, Maria DeRosa is now Dean of the Faculty of Science

Maria DeRosa Appointed Dean of the Faculty of Science

Carleton is pleased to announce that Maria DeRosa has been appointed Dean of the Faculty of Science. DeRosa is a researcher in the Department of Chemistry and Institute of Biochemistry and served as the faculty's interim Dean. She has a distinguished history at Carleton, serving as Associate Dean (Recruitment and Retention) in Science from 2018 to 2020 and receiving several awards for teaching and research, including the John Charles Polanyi Research Award. DeRosa's term runs until June 30, 2027.



A faculty member since 2006, Betina Appel Kuzmarov is becoming Associate VP (International)

Betina Appel Kuzmarov New Associate VP (International)

The good news continues with the announcement that Betina Appel Kuzmarov, the current Chair of Carleton's Department of Law and Legal Studies, has been appointed Associate Vice-President (International). A faculty member since 2006, Kuzmarov previously served as Clerk of Carleton's Senate and Associate Dean (Students and Enrolment) in the Faculty of Public Affairs. She brings practical understanding of the value of international mobility and her five-year term is effective July 1.



Dr. James Makokis was one of the keynote speakers at this year's Kinàmàgawin Symposium

Kinàmàgawin Symposium

The third annual [Kinàmàgawin Symposium](#) was hosted by the Centre for Indigenous Support and Community Engagement on March 3. The day-long symposium included keynote speakers Drs. James Makokis and Raven Sinclair, panel discussions and cultural performances, all focused on the theme *Surviving the Pandemic: Indigenous Approaches to Wellbeing*. The event empowers students, staff and faculty to further their own knowledge and become a positive force for change.

New Programs

- In response to the growing demands for flexibility and convenience in management education, Sprott is [expanding its MBA degree offerings to include a fully online program](#) starting this July.
- Sprott and Carleton's Innovation Hub have collaborated to provide a [specialized leadership program for Indigenous entrepreneurs](#). The four-week program is being delivered by Sprott alumnus and Métis serial entrepreneur Richard Tuck (BIB/01) through Carleton's Future Edge Talent Ecosystem.



Nine new projects have been funded to create and enhance experiential learning opportunities

Carleton University Experiential Learning Fund

Nine projects were awarded funding through the second round of the 2021-22 Carleton University Experiential Learning Fund to create and enhance experiential learning opportunities for Carleton students. \$100,000 in funding was distributed to create and enhance 20 course- and program-level projects in 2021-22.

Celebrating Student Success

- Teaching and Learning Services celebrated student success at the annual I-CUREUS Conference and Students as Partners Showcase on April 5 and 6.
- Teaching and Learning Services hosted a FUSION Student Showcase where recipients of the 2022 FUSION and Citizen Scholar Skills Grant showcased how they are articulating and translating FUSION skills to develop learning strategies, improve communication and problem solve in their academic, work and community contexts.

Partnerships with Purpose

- Sprott and Canada's LGBT+ Chamber of Commerce (CGLCC) are partnering to develop an [inclusive entrepreneurial ecosystem](#) to support the growth and success of LGBTQ2S+ owned businesses and entrepreneurs. Carleton's Innovation Hub is working with CGLCC to deliver a business incubation program for ventures founded by LGBTQ2S+ entrepreneurs, as well as inclusive business training for student entrepreneurs.
- The Centre for Research on Inclusion at Work at Sprott is [partnering with the World Skills Employment Centre and Recruiting in Motion](#) on a three-year research initiative aimed at enhancing labour market outcomes for newcomers through sector-specific employer engagement interventions.
- An internship program to support and encourage Black youth in STEM careers is expanding to Carleton. The [Experiential Learning in Innovation, Technology and Entrepreneurship \(ELITE\)](#) Program for Black Youth will be offered through a partnership with the Faculty of Engineering and Design this summer.
- Carleton's School of Public Policy and Administration is partnering with the International Air Transport Association to launch the [Professional Online Certificate in Air Transport Principles and Policy](#). With its unique focus on policy, the certificate is expected to position Carleton on the world civil aviation training and professional development stage.

Special Events

- Jointly hosted by the Faculty of Science and the Carleton University Institute for Data Science, [Data Day 8.0](#) saw a virtual global audience of more than 280 participants representing industry, the public sector and academia come together for the symposium and poster competition.
- Designed to showcase and promote excellence in science journalism, the Faculty of Science and the School of Journalism co-hosted the 2022 Discovery Lecture in February, entitled "Dangerous Genes: From CRISPR Babies to the COVID-19 Lab Leak Theory," by Antonio Regalado, a science writer with the *MIT Technology Review*.
- The CHAIM Centre hosted its annual [One HEALTH \(Human, Environmental, Animal Links to Health\) Student Challenge](#), asking students to consider the need for outdoor green spaces, highlighted by the COVID-19 pandemic.
- Carleton's Innovation Hub hosted the [Changemaker Challenge](#), which provided students from all fields an opportunity to think creatively and use their skills to help solve a real-world challenge guided by the United Nations sustainability development goals.

Award Winners and Honourees

Here are the recipients of Carleton's [2022 Achievement Awards](#):

- Research Achievement Award: Mohamed Al Guindy, John Anderson, Jenny Bruin, Rachel Burns, Matthew Johnson, Heath MacMillan, Ashraf Matrawy, Leila Mostaço-Guidolin, Dipto Sarkar, Paul Villeneuve
- Teaching Achievement Award: Mark Lanthier, Danette Nearing-Guibord, Isaac Otchere, Nigel Waltho
- Professional Achievement Award: Janne Cleveland, Joanne Rumig, Chris Trainor
- Contract Instructor Teaching Award: Christie Brien, Logan Ewanation, Hoda Khalil
- Contract Instructor Innovation Grant: Gerry Kanter
- [Faculty Graduate Mentoring Awards](#) were presented to Linda Duxbury (Business), Martin Holcik (Health Sciences), Minjoon Lee (Economics), Robyn McQuaid (Neuroscience), Justin Paulson (Sociology and Anthropology), Omair Shafiq (Information Technology), Benjamin Woo (Journalism and Communication) and Winnie Ye (Electronics).
- Thomas Garvey (Industrial Design) was named [President-Elect of the World Design Organization](#).
- Fred Afagh (Mechanical and Aerospace Engineering) was inducted as an Associate Fellow of the American Institute of Aeronautics and Astronautics.
- Fen Hampson (Norman Paterson School of International Affairs) received the [Canada Distinguished Scholar Award](#) from the International Studies Association.
- Ozayr Saloojee (Azrieli School of Architecture and Urbanism) received a [Creative Achievement Award](#) from the Association of Collegiate Schools of Architecture.



Canada Research Chair in Data Science and Analytics Sanjeena Dang spoke at Data Day 8.0



Students Ritika Bhatia (left) and Abigail Meloche joined the Innovation Hub's Changemaker Challenge



Cognition and wellness researcher John Anderson has won a Research Achievement Award



Psychology researcher Rachel Burns has won one of Carleton's Research Achievement Awards

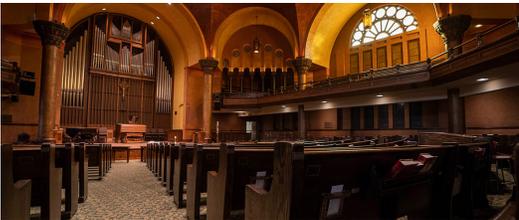
ADVANCEMENT



Social movement researcher Derrick Feldmann is helping Carleton's fundraising efforts



Carleton's Holistic Integrated Partnership with Ericsson is part of a new revenue model



Donors will help support capital improvements at the Carleton Dominion-Chalmers Centre



Alumna Cristine Rotenberg (right) and Criminology's Evelyn Maeder, one of her former professors

Revenue (May 1, 2021 to March 29, 2022)

| | |
|----------------------------------|----------------------|
| Philanthropic | \$ 10,826,907 |
| Gifts in Kind | \$ 5,373,274 |
| Sponsorships | \$ 1,189,571 |
| Holistic & Research Partnerships | \$ 23,222,603 |
| Total | \$ 40,612,355 |

Approaching the end of the 2021-22 academic and fiscal year, University Advancement has been focused on meeting annual objectives while preparing for the return to campus and in-person engagement with partners. The department also maintains its long-term focus on Carleton's coming transformational campaign; staff are strategically creating a pre-campaign pathway based on research, prospect identification and engagement, creating innovative solutions for non-traditional philanthropy and diversifying our revenue streams.

Research and Engagement

Working with social movement researcher Derrick Feldmann, Advancement completed extensive qualitative and quantitative research with more than 20,000 members of Carleton's donor base. This data will inform a competitive "purpose-based" value proposition for the campaign, focusing on community needs in sustainability, health and wellness, technology, the new economy and the social fabric. As a further step, this framework will shape next steps for fundraising (both immediate and long-term donor opportunity) and broader alumni relations/engagement activity, including international outreach.

Diversify Revenue Options

Advancement has proactively invested in new models to diversify revenue and establish new partnership markets for Carleton. The Holistic Integrated Partnerships program, led in conjunction with the Vice-President (Research), has established multi-year and multi-million-dollar relationships with key corporate partners. The program's initial focus has been with technology firms, such as Ericsson, IBM Canada, BlackBerry QNX and CAE. In 2022, the program will focus on stewardship (demonstrating measurable success to partners) and expand to new sectors such as health technology.

Digital Transformation

Both in response to the pandemic and to anticipate donor expectations, Advancement has made significant investments in new digital infrastructure and techniques. In 2022, the department piloted new e-marketing software, allowing better measurement and tracking of donor response to fundraising appeals.

Purpose-Based Giving

At all giving levels, donors seek more impactful philanthropic partnerships. Advancement and academic leadership are developing inspirational giving opportunities (including high-level "whitepapers") to reflect donor interest and community impact. This approach has led to the creation of 26 new EDI-related financial awards; the establishment of a new wheelchair basketball program in Athletics; a fund to support research regarding aging in place; specialized capital improvements for Carleton Dominion-Chalmers Centre initiatives; philanthropic support for research and policy around sustainability in the built environment; support for student entrepreneurs and innovators in the new economy; investment in the School of Social Work for student aid and research into poverty and social justice; and the innovative Cristine Rotenberg Scholarship to support students who have a creative interest outside of their academic studies.

STUDENT LIFE

Carleton is giving the graduating classes of 2020, 2021 and 2022 the well-deserved opportunity to cross the stage at 40 (!) in-person [Convocation ceremonies](#) in June. Convocation for the class of 2020 and the class of 2021 will be held from June 13 to 17 and convocation for the class of 2022 will be held from June 20 to 24.

Leading up to International Women's Day (IWD) on March 8, Carleton profiled several stories celebrating the efforts of students and faculty to "break the bias" — this year's IWD theme — and work toward a more equitable society. Articles included a look at student leaders, in areas from STEM to disability rights, who are making a positive impact in their communities, and a story on a student-designed digital platform to inspire girls to enter STEM.

Career Services continues to position Carleton students for career success. The spring virtual career fairs attracted over 60 employers seeking to recruit Carleton grads, students and alumni and saw over 1,100 students attend with more than 3,900 individual chats. The newly developed [campus recruitment packages](#) have also been highly effective, resulting in campus recruitment sessions being continuously hosted by dedicated employers, engaging over 1,000 students.

Despite the challenging labour market, the Co-operative Education team has supported a record number of 3,412 work terms in 2021-22. As of March 2022, Carleton's co-op program is the second fastest growing co-op program and the third largest co-op program in Ontario.

As part of an [Action Team Project](#), a group of Research and Education in Accessibility, Design, and Innovation (READi) students identified recurring themes regarding barriers to coursework engagement for students and instructors in Brightspace.

The Student Experience Office partnered with the [Afro-Caribbean Mentorship Program](#) to host a Black History Month event featuring keynotes from Hon. Gline Clarke, High Commissioner of Barbados; Hon. Greg Fergus, Liberal MP; Michelle Jean-Paul and Sarah Onyango.

Health and Counselling Services hired Oliver Debney in the role of trans and 2SLGBQ+ counsellor. Debney has several years of experience working with diverse communities and specializes in working with trans and 2SLGBQ+ folks navigating their sense of self and interpersonal dynamics.

As part of a Mindful Campus grant awarded from Mindful Employer Canada, the Health Promotion team delivered its first in-person workshop of the year, titled "From Surviving to Thriving: Developing Personal and Academic Resilience."

The Carleton Wellness team recently partnered with the Department of Psychology to support the first ever Community Mental Health and Well-Being Practicum for master's level students. The Wellness team supported and offered five weeks of training tailored to the university's stepped model of care and peer support models to prepare students to be coaches for the [Psychology Wellness Centre](#).

The [Student Mental Health Framework consultations](#) have been completed and the final Framework will be shared with the Carleton community following the Board of Governors meeting on April 28. This new framework strives to proactively promote a holistic and intersectional approach to student mental health and well-being, and will guide progress in four areas of focus, including recommendations related to substance use health, engaging students and accessing services.

[Consultations on the Carleton University Sexual Violence Policy](#) have been completed. Additional edits based on the feedback are underway, with the final Sexual Violence Policy to be presented to the Board of Governors for approval in June 2022.



After a two-year pandemic pause, in-person Convocation ceremonies return to Carleton in June



Researcher Manjeet Birk was part of International Women's Day coverage at Carleton



Member of Parliament and Carleton alumnus Greg Fergus joined a Black History Month event at Carleton



Oliver Debney is the new trans and 2SLGBQ+ counsellor with Health and Counselling Services

ENROLMENT AND RECRUITMENT UPDATE

UNDERGRADUATE ENROLMENT UPDATE

First Year 101 (Ontario High School) Applications

| | 2021 | 2022 | % Change |
|-----------------------------|---------|---------|----------|
| Carleton Total Applications | 19,172 | 19,923 | 3.9 |
| Carleton Applicants | 14,166 | 14,483 | 2.2 |
| System Total Applications | 478,007 | 518,202 | 8.4 |
| System Applicants | 90,717 | 92,229 | 1.7 |

First Year, New, Applicants (Carleton Data) by region as of March 22, 2022 – 101 Applicants

| | 2021 | 2022 | % Change |
|---------------|--------|--------|----------|
| All | 14,166 | 14,483 | 2.2 |
| Ottawa | 5,018 | 4,918 | -2.0 |
| Other Ontario | 8,720 | 9,133 | 4.7 |
| Other | 428 | 432 | 0.9 |

First Year, New, Approvals (Carleton Data) as of March 22, 2022 – 101 Applicants

| | 2021 | 2022 | % Change |
|-----------|--------|--------|----------|
| Approvals | 10,253 | 10,543 | 2.8 |



UNDERGRADUATE RECRUITMENT UPDATE

The Undergraduate Recruitment Office booked 265 virtual high school visits (compared to 90 in 2021) to speak to applicants about their next steps and accepting their offer to Carleton, and continues to promote a variety of [videos](#) to prospective students.

In-person campus tours resumed in February with close to 200 students and guests participating from February 7 to March. Guided virtual tours also continued to run from January to mid-March, reaching an additional 150 people.

The March Open House Series provided prospective students the chance to connect with faculty, staff and current students through both virtual and in-person events. The weeklong series included a Virtual March Open House with over 730 students in attendance; guided virtual tours; in-person campus tours including residence tours; Engineering and Science facility tours; faculty and academic program sessions; and faculty and student panels with over 1,000 prospective students and their families in attendance. There were also opportunities for Indigenous students to connect with Carleton at an Indigenous student table every day during the series.

Carleton's successful [Live at Five series](#) continued in the winter term. From January to March, the series covered a range of themes, including Live Beyond the Classroom; I've Applied, Now What?; Your Career, Your Future; Funding Your Education; The Carleton Community and Top 10 at Carleton. [The Talking Raven podcast](#) also

built on the weekly themes covered in the Live at Five series, offering an insider view into each topic.

In February and March 2022, the International Admissions and Recruitment team undertook 44 virtual events, including webinars, school visits, online education fairs and agent sessions. The team also continued to engage students through daily live chats, instant messaging and one-on-one appointments.

Online U.S. fairs have started and will continue through spring 2022. Carleton is also participating in an in-person "Choose Canada" eastern U.S. tour in April.

The telecounselling "congratulations call" campaign collaborates with faculty members to call prospective students holding an offer of admission to share information and the opportunity to answer prospective students' questions.

New in 2021-22, all Ontario high school students with an offer of admission are receiving postcards from the Undergraduate Recruitment Office with the top five ways they can stay connected through the winter and spring to encourage applicants to stay engaged and informed.