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Message

FROM THE PRESIDENT AND VICE-CHANCELLOR AND VICE-PRESIDENT (RESEARCH AND INTERNATIONAL)

There is no question that 2020 and 2021 have been challenging years, with the global pandemic disrupting everything from our classrooms to our social lives to the way we interact as a community. But at Carleton University, it has also been a time for transformation, collaboration and increased impact.

For many researchers, the main question throughout the pandemic has been: “how can we help?” In several of our key areas of research, including health and wellness, sustainability, information and communications technology, physics, public policy, accessibility and others, many pivoted their focus or designed new projects, whether to directly contribute to the fight against COVID-19 or to deepen our understanding of the pandemic’s future impact on society.

For Carleton University, acting quickly to support these researchers with additional funding was a priority. We’re proud to say that, along with our five faculties, we jointly invested more than $800,000 in 59 COVID-related projects.

We funded projects that studied the virus and led the charge towards a vaccine; studies that examined societal aspects of COVID-19, from border crossings to remote work; and research that delved into social provocations of the pandemic, from the long-term care crisis to anti-Asian discrimination.

This urgent funding initiative is just a continuation of our ever-increasing research productivity and impact. We’re proud to share that our external annual research funding has grown by 59 per cent over the last three years, now standing at more than $86 million. This includes a 38 per cent increase in Tri-Agency funding and a staggering 300 per cent increase in corporate partnership research income. This growth curve is unmatched in Canada.

Carleton has been recognized in several other top rankings, including:

• Third in social sciences and humanities research funding and fifth in science and medical funding in the annual Maclean’s magazine rankings, where we also earned third place in overall student satisfaction.

• Third in Canada and 19th globally in telecommunications engineering, according to the Academic Ranking of World Universities.

• First in Ontario and second in Canada in the 2020 UI GreenMetric World University Rankings measuring campus sustainability around the globe.

We also opened our new $29.5 million Advanced Research and Innovation in Smart Environments (ARISE) building, a hub for multidisciplinary research from all five faculties in partnership with the government and private sector. The 40,000-square-foot, five-floor building overlooks the Rideau River and features many forward-thinking energy-saving features at the forefront of sustainable design.

Despite the challenges of this pandemic year, Carleton continues to think to the future. We ushered in our exciting new Strategic Integrated Plan 2020-2025. We also launched our ground-breaking Kinámagawin (Learning Together) Indigenous Strategy, our bold and ambitious Equity, Diversity and Inclusion Action Plan, and our first comprehensive International Strategic Plan. Together, these important documents ensure that we continue to adapt to a rapidly changing world and further increase our global relevance and impact over the next decade.

With this report, we renew our appreciation for the creativity, excellence and compassion of our dedicated researchers, whose work you will learn more about in the pages ahead.
## Research Growth and Impact - By the Numbers

### Our Notable Revenue Growth

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<td>$86.47M sponsored external research revenue</td>
<td>59% increase in sponsored research revenue over 3 years</td>
<td>300% increase in corporate partnership research income over 3 years</td>
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<td>38% increase in Tri-Agency funding over 3 years</td>
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### Impact: Our Research Output

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<td>9.7 citations per publication</td>
<td>16.6% increase in number of Carleton University authors over 5 years</td>
<td>27.1% increase in scholarly output over 5 years</td>
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### Our People

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<td>27,370 undergraduate students</td>
<td>4,215 graduate students</td>
<td>965 full-time faculty members</td>
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<td>165,000 alumni</td>
<td>836 contract instructors</td>
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Our Award-Winning Researchers

40 Royal Society Fellows and College Members
28 Canada Research Chairs
1 Canada 150 Chair
25 Order of Canada Recipients
3 Highly Cited Researchers named in 2020 by Web of Science Group
13 IEEE Fellows
7 Killam Research Fellows
1 Killam Prize recipient
10 Banting Postdoctoral Fellows
48 Ontario Early Researcher Award Recipients
2 NSERC Strategic Networks
6 SSHRC Partnership Grants

Carleton University was named #1 in Ontario (#2 in Canada) in sustainability efforts by UI GreenMetric World University Rankings in 2020.
COVID-19: Reinventing Research for a Pandemic

The COVID-19 pandemic has been called a once-in-a-generation event. Yet the insights we gain now will help us far into the future, as we leap forward in numerous fields, from epidemiology to technology to mental health.

Recognizing this incredible opportunity – even in the face of uncertainty – the Office of the Vice-President (Research and International), along with our five faculties, moved quickly to support our forward-thinking researchers by investing more than $800,000 to support 59 projects.

This rapid response funding focused on five major areas, including:

- Business, Economics and Data Modelling
- Epidemiology, Testing, Tracing and Security
- Mental Health, Wellness and Social Adaptation
- Indigenous and International Communities
- E-Health, Technology, AI and Autonomous Systems

Our researchers were also successful in securing support from major national funding agencies. Besides assisting in the immediate crisis of a global pandemic, this rapid response fund has also allowed researchers to charge ahead on related issues of immediate and long-term consequence.

Mental Health and Well-being Research and Training Hub (MeWeRTH)

Carleton’s new MeWeRTH virtual space is increasing access to mental health research within the community. The project brings together people inside and outside Carleton, from researchers to students to practitioners, and is housed in the Department of Psychology.

Rethinking planning and design in long-term care

Led by Chantal Trudel, professor in the School of Industrial Design, this innovative project promises to protect Canada’s most vulnerable populations by designing long-term care spaces to protect residents and staff from infectious disease. The project is supported by a $40,000 grant from the Foundation for Health Environments Research and involves collaboration with local partners.

Harnessing AI in the fight against viruses

Using artificial intelligence (AI) and Canada’s most powerful supercomputer, professors Ashkan Golshani and Frank Dehne have spent years analyzing protein interactions to develop algorithms that predict which ones are responsible for various viruses. In 2020, they applied that deep AI expertise to the specific problem of COVID-19.

Wastewater monitoring provides early warning system for COVID-19 levels

The presence of SARS-CoV-2, the virus that causes COVID-19, in wastewater presents an opportunity for researchers to monitor its incidence in a community. Carleton Civil and Environmental Engineering professor Banu Örmeci, the Jarislowsky Chair in Water and Global Health and director of the university’s Global Water Institute, has developed an early warning system that can alert public health authorities about an outbreak before people start to show symptoms.
Creating a new roadmap for the future means pausing to think afresh about our community, our values and our future.

In 2020, Carleton released its latest Strategic Integrated Plan 2020-2025, the result of a year-long process of reflection on our place in our city, our community and our time. It is wonderfully anchored in our location and history, while being resolutely global and future oriented. Here we share the plan’s three pillars, as inspired by touchpoints from our beautiful campus.

SHARE KNOWLEDGE – SHAPE THE FUTURE
How lucky is our Carleton community that Ontario’s only UNESCO World Heritage Site makes up the western edge of our campus? A living example of connection and human ingenuity, the Rideau Canal is one of our city’s greatest achievements. But, as our Strategic Integrated Plan observes, its history and symbolism also remind us that we must not let progress come at the cost of social responsibility. This pillar reflects our commitment to sharing knowledge and shaping the future with enthusiasm, but also with care.

**Canadian Defence and Security Network**

Carleton Professor Stephen Saideman in the Norman Paterson School of International Affairs, in partnership with the Faculty of Public Affairs, created the Canadian Defence and Security Network to foster conversation and collaboration for everyone from researchers to policy makers in the field. The Network focuses on five research themes, including defence procurement, military personnel, operations, security, and civil-military relations. Besides connecting this community, the Network also aims to improve public knowledge about defense and security issues through tools like podcasting, as well as foster the next generation of scholars through its summer institute.

**Manuella Vincter reappointed as deputy spokesperson for ATLAS at CERN**

Manuella Vincter, professor in the Department of Physics, has been reappointed for another term as deputy spokesperson for ATLAS at CERN, the European organization for nuclear research. Vincter’s mandate will be extended until March 2023, when she will have served as deputy for two different spokespeople – an unprecedented milestone in the ATLAS Collaboration. Her ongoing role will continue to connect Carleton to the global scientific community and its ground-breaking research.

**Carleton faculty recognized by the 2020 Web of Science Highly Cited Researchers list**

Steven Cooke, Lenore Fahrig and Richard Yu have all earned places on the annual Highly Cited Researchers List from Clarivate Analytics. These prolific researchers join 6,167 others from more than 60 countries and regions who have demonstrated significant influence through the publication of multiple highly cited papers during the last decade. All three of the Carleton faculty members included on this year’s list have research interests closely tied to sustainability, a central focus of Carleton’s Strategic Integrated Plan.
Indigenous initiatives

Carleton has strengthened our focus on Indigenous initiatives by welcoming advisors and setting new strategic priorities. The portfolio of the Provost is being expanded to include the Centre for Indigenous Initiatives, and a new Director role has been created. Dr. Kahente Horn-Miller (Kanien'kehá:ka/Mohawk), an associate professor in Carleton’s School of Indigenous and Canadian Studies, has been appointed as the inaugural Assistant Vice-President, Indigenous Initiatives. The new role will oversee strategic Indigenous initiatives and build partnerships in research and funding to work towards advancing reconciliation with Indigenous communities.

Carleton has also released the Kinamagawin (Learning Together) report of the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC). The revitalized long-term Indigenous strategy contains 41 calls to action to make Carleton a more welcoming space for current and future Indigenous students and faculty members. Following the establishment of CUSIIC in 2018, Kinamagawin is the product of an 18-month collaborative process. Throughout the 2018-19 school year, more than 600 Indigenous and non-Indigenous people from within the university and broader community participated in more than 40 consultations.

Benny Michaud has been appointed as director of the Centre for Indigenous Initiatives. Michaud is a two-spirit eagle clan Michif person who has dedicated much of their career to supporting the academic, cultural and spiritual needs of Indigenous youth in both the mental health and education sectors. The new position will fulfill the 23rd call to action outlined in Kinamagawin, which calls for structural changes aimed at consolidating all Indigenous initiatives.
SERVE OTTAWA – SERVE THE WORLD

As noted in our Strategic Integrated Plan, Bronson Avenue is a major arterial road connecting Carleton to our city’s economic and cultural offerings, as well as the Government of Canada and, ultimately, the international airport – our literal gateway to the world. This roadway also provides another hinge for our strategic plan: to serve Ottawa and serve the world. Both a growing city and the long-established capital of Canada, Ottawa is an important place that inspires us towards community engagement and outreach.

We acknowledge and respect the Algonquin Anishinaabeg people within whose unceded, unsurrendered territory the Carleton campus is located. This acknowledgment is important to us as a reminder of the significance of our location and our pledge for reconciliation with Indigenous peoples.

Partnerships with purpose

ARISE

Our new Advanced Research and Innovation in Smart Environments (ARISE) building has launched as a hub for multidisciplinary projects. ARISE researchers from all five faculties are working collaboratively with government, hospital and industry partners.

Different from an incubator or accelerator, the ARISE project focuses on partnered collaboration. Space is allocated on an as-needed basis with partners bringing research and funding alongside the university. At 40,000-square-feet, the five-storey building overlooks the Rideau River and is a model for sustainable design.

ARISE building partnerships include:

- Ericsson
- BlackBerry QNX
- Bruyère Research Institute
- Efficiency Canada
- IBM

CU@Kanata

Yet another space that promises to be a centre for meaningful connection for our community is CU@Kanata, adjacent to the region’s new global technology centre, Hub350. The 2,000-square-foot space will provide a hub for meaningful engagement where researchers can meet with partners, alumni can attend workshops and programming, and students can gather for events such as hackathons and mixers.

Area X.0

South of the city, within a state-of-the-art facility across from the Nepean Sportsplex, Carleton has a presence at a 160-acre secure environment called Area X.0 where researchers can create and test mobility, autonomy and connected technologies. The research hub is home to technology projects that include everything from lidar to GPS to autonomous snowplows. Our Mars Rover group even uses the space to test drive its roadway to the future!
Holistic Integrated Partnership

The new Holistic Integrated Partnership program between Research and Advancement coordinates strategic collaboration between Carleton and industry partners. Through this unique initiative, Carleton and industry partners work together to generate world-class research solutions to real business challenges, address pressing social challenges, and support talent development (such as co-op and internship programs) that meets student and industry needs.

In the past year, Carleton has unveiled several holistic partnerships. One promising example is the Ericsson-Carleton University Partnership for Research and Leadership in Wireless Networks, which focuses on wireless communications within next-generation mobile telecommunication networks, 5G and beyond.
To meet Canada’s goal of reducing methane emissions by at least 40 per cent by 2025, federal and provincial governments are rolling out regulations to fix methane leaks on oil and gas facility equipment. To detect these leaks, Prof. Matthew Johnson and his Energy & Emissions Research Lab (EERL) have been testing a new laser-based monitoring tool developed by Bridger Photonics Inc.
Telecommunications leadership

Carleton has long been a leader in telecommunications, artificial intelligence and information and communications technology (ICT) research excellence. The 2021 Academic Ranking of World Universities, formerly the Shanghai Ranking, placed Carleton among the world’s top institutions in the field. Carleton was ranked 3rd in Canada and 19th globally.

More than 300 researchers work in telecommunications and ICT at Carleton, including over 80 faculty members. We have more than 8,000 students studying in ICT-related programs. We also maintain longstanding research partnerships with key players including Ericsson, Cisco, IBM, Blackberry, Nokia, Mitel and Telus.

Sustainability

Cynthia Cruickshank awarded $5.1 million for building sector innovation

Cynthia Cruickshank has received $5.1 million in funding from the National Resources Canada (NRCan) Energy Innovation Program and the Ontario Research Fund (ORF) to develop new building envelope technologies. Cruickshank is a professor in the Department of Mechanical and Aerospace Engineering and director of Carleton's Centre for Advanced Building Envelope Research (CU-CABER). Her research program will foster clean energy innovation and play an important role in developing new solutions leading to more efficient, resilient buildings.

PermafrostNet

Carleton was awarded one of two highly competitive NSERC Strategic Partnership Grants for Networks to provide more than $5 million over five years to fund PermafrostNet, a Canadian research network of 12 universities and more than 40 partner organizations. Led by Carleton's Stephan Gruber, professor and Canada Research Chair in Climate Change Impacts/Adaptation in Northern Canada, this network will transform Canadian permafrost science by enabling systematic investigation, training the next generation of experts, and positioning Canada as a decision-making leader in the Arctic. Permafrost underlies more than one-third of the Canadian land surface and nearly all of it will experience thaw during the 21st century.

Wellness

The Canadian Accessibility Network

The Canadian Accessibility Network (CAN) was conceived by a group of colleagues at Carleton and has established its headquarters here on campus. Now, CAN is bringing together post-secondary leaders, community service providers, government champions and corporate partners from across the country to help drive cultural shifts and system-level change. CAN builds on Carleton's culture of accessibility, as outlined in our new Strategic Integrated Plan, and will focus on five key areas: research, design and innovation, education and training, policy, and employment and community engagement.
In 2020, Carleton International published its five-year International Strategic Plan with a vision to further enhance Carleton’s international impact and to better support the capacity of faculty and students to engage internationally. The plan reaffirms our commitment to serve our world and nurture global citizens.

Priority focus areas include:
- enhancing international research and funding
- improving international students’ experiences
- strengthening international teaching capabilities
- increasing international student mobility
- cultivating a campus culture that promotes and celebrates internationalization at home

- 98 memoranda of understanding (MOUs) in 44 countries
- 178 student exchange partners in 39 countries
- 4542 international students representing 14% of total enrolment in 132 countries
- 124 visiting scholar applications from 24 countries*
- 27+ research mobility grants involving 8 countries*

*For travel post-COVID-19
Honours and Awards

EXTERNAL AWARDS AND DISTINCTIONS

Winnie Ye (Electronics) has been named the Institute of Electrical and Electronics Engineers (IEEE) Canada's Chair of Women in Engineering, and is a recipient of the Partners in Research Canada Technology and Engineering Ambassador Award.

Reza Kholghy (Mechanical and Aerospace Engineering) has been named Canada Research Chair in Particle Technology and Combustion Engineering.

Audrey Girouard (Information Technology) has received the CS-CAN/Info-CAN's Outstanding Young Computer Science Researcher Award.

Zoe Todd (Sociology and Anthropology) and Laura Madokoro (History) have been named Royal Society of Canada Members of the College of New Scholars, Artists and Scientists.

Norman Hillmer (History), Robert Letcher (Biology), Tim Cook (History) and Rianne Mahon (Public Policy and Administration) have been named Fellows of the Royal Society of Canada.

Melanie Adrian (Law and Legal Studies) has been named to the Order of Ontario.
Orders of Canada have been bestowed upon Jag Humar (Civil and Environmental Engineering), William Fox (Political Management) and Yaprağ Baltacıoğlu (Chancellor of Carleton University).

Joshua Shepherd (Philosophy) has been named Canadian Institute for Advanced Research (CIFAR) Azrieli Global Scholar.

Yuhong Guo (Computer Science) has been named the Canadian Institute for Advanced Research (CIFAR) Artificial Intelligence Chair.

In 2020 and 2021, Early Researcher Awards were presented to Laura Horak (Film Studies), Hillary Maddin (Earth Sciences), Oren Petel (Mechanical and Aerospace Engineering), Paul Peters (Health Sciences), Steve Ulrich (Mechanical and Aerospace Engineering), Benjamin Woo (Journalism and Communication), Amanda Clarke (Public Policy and Administration), Heath MacMillan (Biology), Laura Madokoro (History) and Alexandre Wilner (International Affairs).
Recognition for Northern research

Chancellor’s Professor Chris Burn from the Department of Geography and Environmental Studies and head of the Northern Studies program facilitated the signing of a memorandum of understanding between Carleton and the First Nation of Na-Cho Nyak Dun to collaborate on Indigenous and Northern studies, post-secondary education, research and access for learners. The project has won an Arctic Inspiration Prize in the $500,000 category – the largest annual prize in Canada that celebrates and funds innovative project ideas. This agreement was rooted in the 40-year relationship between Professor Burn, his students and the people of Na-Cho Nyak Dun.
2021:

Biologist receives prestigious 2021 Guggenheim Fellowship for conservation research

Carleton’s Lenore Fahrig, professor in the Department of Biology, has been awarded a 2021 Guggenheim Fellowship by the John Simon Guggenheim Memorial Foundation to study the importance of small natural areas in maintaining biodiversity, a project that could have profound implications for how the world approaches species conservation. The Guggenheim Fellowships are awarded each year to a diverse group of writers, scholars, artists and scientists from a broad range of scholarly disciplines and artistic fields.
Research Impact

We are so pleased to share the successes of our researchers in securing funding for their innovative research. Thanks to all councils and funders for supporting Carleton’s mission to grow our research profile and increase our impact both nationally and globally.

New Frontiers in Research Fund (NFRF)

Sprott School of Business’ Rick Colbourne received $250,000 from the Exploration stream of the New Frontiers in Research Fund (NFRF) to support his interdisciplinary research on Indigenous-led responses to restructuring in cities and urban centres using regulation theory and Two-Eyed Seeing—a decolonizing practice that stresses a weaving back and forth between separate but parallel knowledge systems.

Tri-Agency Joint Funding: Collaborative Health Research Projects (CHRP)

Carleton researcher Robert Langlois from the Department of Mechanical and Aerospace Engineering, in partnership with Adrian Chan and James Green from Systems and Computer Engineering, and neonatologist Dr. Stephanie Redpath from the University of Ottawa, received a CHRP grant worth more than $522,000 over three years. The funding will support an investigation into improving infant safety during medical transportation to mitigate damaging vibration exposure, which may cause long-term medical issues.

Natural Sciences and Engineering Research Council (NSERC)

Richard Yu, professor in the School of Information Technology (cross-appointed to the Department of Systems and Computer Engineering), has been awarded a $1.65 million Collaborative Research and Training Experience (CREATE) grant from NSERC for his project “Building Trust in Connected and Autonomous Vehicles.” The grant will fund 180 student placements at 12 partner organizations, including Blackberry QNX, Nokia, Transport Canada and more. The project also brings together collaborators within Carleton and across other universities in Canada and beyond.

Social Sciences and Humanities Research Council (SSHRC)

Frances Abele, professor in the School of Public Policy and Administration (SPPA), has received $2.5 million over six years from SSHRC to support an investigation into transforming Indian Act governance. Led by Abele and project co-founders Satsan (Herb George) of the Centre for First Nations Governance and Catherine MacQuarrie, a fellow with SPPA, the “Rebuilding First Nations Governance” project tackles the challenging issue of how First Nations can work free of Indian Act governance to become fully self-governing within Canada.

Canadian Institutes of Health Research (CIHR)

Neuroscientist Alfonso Abizaid has been awarded a five-year, $726,000 grant to study the relationship between ghrelin, stress and metabolism especially as it pertains to women. The research will provide a comprehensive examination of what happens in females, in comparison to males, and in relation to their hormonal changes.

Natalina Salmaso, Canada Research Chair in Behavioural Neurobiology, has been awarded a five-year, $875,000 research grant to explore how brain cells called astrocytes contribute to the lower levels of neuroplasticity associated with depression. A better understanding of the specific impacts of chronic stress and estrogen changes on astrocytes could help develop more targeted treatments for depression.

Canada Foundation for Innovation (CFI)

Carleton’s Mark Boulay and Adrian Chan have received nearly $9.3 million from the CFI Innovation Fund. Mark Boulay’s project will continue to support research into dark matter exploration at SNOLAB.
Adrian Chan’s project will create a living lab focused on accessibility with a view to creating an inclusive and accessible Canada. In addition, Razvan Gornea, professor in the Department of Physics, will be working on a CFI-funded project led by the University of British Columbia entitled “Enabling the search for neutrinoless double-beta decays in Xe-136 with nEXO.”

Carleton’s Alex Wong, Kyle Biggar, Edana Cassol and Ashkan Golshani have received $250,000 from CFI’s Exceptional Opportunities Fund (EOF). The funds will provide needed equipment to bolster ongoing molecular biology research aimed at investigating COVID-19 from prevention to treatment. The EOF is reserved for instances when an exceptional research opportunity would be missed if a project had to wait to undergo a national competition.

**Exponential growth in Mitacs funding**

In the past year, Carleton has realized considerable growth in Mitacs funding, which is a testament to the strength of our research, people and partnerships. Carleton posted a 60 per cent increase in the total number of internships under the Mitacs Accelerate program. This year, Carleton received over $5.6 million from Mitacs – a 75 per cent increase in just one year. This funding includes $828,000 from the new Research Training Awards and Business Strategy Internship programs.

**International mobilization awards**

Carleton in partnership with Mitacs offers the Mitacs Globalink Research Award (GRA), which supports inbound and outbound international student mobility around the world. With the launch of the Mitacs-CALAREO GRA, facilitating travel between Carleton and Latin America, these programs improve internationalization at home and our capacity to engage globally.
Spotlight on Student Research Achievements

At Carleton, our students work alongside faculty, industry, government and community leaders who are recognized for their research excellence. They conduct cutting-edge research in world-class facilities with the goal of positively impacting society and gaining real-world experience that complements their classroom learning.

Carleton Industrial Design students win national competition for zero-emission car

A team of Carleton University Industrial Design students have won the national Automotive Parts Manufacturers’ Association (APMA) Project Arrow competition by designing a zero-emission concept car that could be used in 2025. As part of the competition criteria, the concept integrates design from Canadian icons and symbols. The Carleton team used imagery reminiscent of the pathways carved through the rocks of the Canadian Shield.

Vanier Canada Graduate Scholarships

Carleton doctoral students David Luong (Systems and Computer Engineering), Jean Ketterling (Legal Studies) and Antoine Genest-Grégoire (Public Policy) have won 2020 Vanier Canada Graduate Scholarships. These extremely prestigious scholarships are awarded to Canadian PhD students who conduct exceptional research. They are valued at $50,000 per year for three years during students’ doctoral studies.

Liber Ero Fellowship

Laurenne Schiller has won the prestigious Liber Ero Fellowship to study as a postdoctoral fellow at Carleton University. This highly competitive fellowship supports early-career scientists in conducting and communicating world-class research that informs conservation and management issues relevant to Canada. Her research will synthesize how different stakeholders and rights-holders have effectively contributed to ensuring sustainable fisheries and protecting marine habitats in Canada.
Research Accountability

Research Support Fund and Incremental Project Grant

The federal Research Support Fund and Incremental Project Grant programs cover a portion of the costs associated with managing the research funded by CIHR, NSERC and SSHRC, such as salaries for staff who provide administrative support, training costs for workplace health and safety, maintenance of libraries and laboratories and administrative costs associated with obtaining patents for inventions.

These contributions are paramount to the success of strategic investments, such as support for researchers in information technology, library resources and intellectual property support.

Canada Research Chairs Program Equity, Diversity and Inclusion Action Plan

In 2017, the Canada Research Chairs Program launched its Equity, Diversity and Inclusion Action Plan focused on improving the program’s governance, transparency and monitoring to address long-standing equity, diversity and inclusion challenges.

In 2020, the Program conducted a formal review of the equity, diversity and inclusion (EDI) action plans for all Canadian academic institutions with five or more chair allocations. Carleton was one of just 13 institutions rated as “fully satisfies.”