Message from the Dean

As I look back on the previous academic year, I see transformation and opportunity. It has been a year of change across the School - we are in the midst of a search for a new dean; we have a substantial number of new faces in various staff and faculty roles; and we have achieved our goal of a new facility for the School. After a more than 10-year campaign, this June we broke ground on the new 115,000-square-foot Nicol Building, the future home of the Sprott School of Business. Situated in the centre of campus, the Nicol Building’s stunning and innovative design will provide an inspiring and collaborative learning environment in which business students can pursue their dreams.

The Sprott School of Business enacts our mission through an understanding of the importance of creativity, the need to be connected to our communities - both local and global - and the nurturing of caring bonds between faculty, staff, students, alumni and other stakeholders.

We celebrated the 50th anniversary of the business banquet with an evening of networking and celebration of our Sprott Business Student Society alumni. We strengthened our connections to our alumni through a new career panel series, entitled, Navigating your Career, and Sprott Serves, a volunteer initiative that gives back to the community.

At Sprott, we strive to empower students to step outside their comfort zone to try something new, challenge conventional thinking and bring their ideas to life. Our From Buckets to Rainbarrels initiative, which brings interdisciplinary teams of students together to address sustainable water challenges in Tanzania, won the David Gillingham Award from the Network of International Business Schools. The Sprott Student Investment Fund surpassed $1 million and our Sprott Competes students won the John Molson School of Business Van Berkom Small Cap Case Competition.

Sprott prides itself on its culture of collaborative, interdisciplinary and global research. This year we launched a new research centre, SCARAB, with a goal of promoting Africa-focused business research. Our faculty produced 243 intellectuals contributions, 112 journal publications, 12 book chapters and three books on the topics of generations, intercultural competence, and work-life balance.

I extend my sincere thanks to our community of faculty, staff, alumni, students and stakeholders for all you’ve done, and all you continue to do, to contribute to the Sprott community.

Linda Schweitzer
Interim Dean
Sprott Snapshot

At Carleton University’s Sprott School of Business, we explore complex business issues through our innovative programs, interdisciplinary research and collaborative partnerships.

<table>
<thead>
<tr>
<th>Our Core Strengths</th>
<th>Our Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>• International</td>
<td>• Creative</td>
</tr>
<tr>
<td>• Innovation</td>
<td>• Connected</td>
</tr>
<tr>
<td>• Responsible Management</td>
<td>• Caring</td>
</tr>
</tbody>
</table>

**SPROTT BY THE NUMBERS**

**ENROLMENT**

Domestic Programs

- 2,492 Students
- 21% International
- 44% Female

International Programs

- 132 Students
- 36% Female

**ALUMNI**

- 11,500+ Alumni
- Working in 82+ countries

**FACULTY/STAFF**

- 61 Full-time faculty
- 34 Full-time staff

**RESEARCH**

In the past year, Sprott researchers have produced 243 intellectual contributions.

- 112 journal articles
- 131 books, chapters, proceedings & presentations
The Nicol Building
A New Home for Sprott

On June 19, 2018, Carleton University officially broke ground on the Nicol Building - the future home of the Sprott School of Business. Located in the heart of Carleton’s campus, the Nicol Building will serve as the front door to the university and a place where students, faculty, staff, alumni and the community can engage with one another, share ideas and together find creative solutions to the challenges faced by business and society.

Designed by Hariri Pontarini Architects, the spaces and flow of the 115,000 square-foot facility will deliver an inspiring and collaborative learning environment in which business students can pursue their dreams. It features flexible classrooms, spaces for Sprott’s experiential programs including Sprott Competes and Sprott Student Investment Fund, informal and formal meeting spaces, a large atrium and theatre for events, and more. It will also house Carleton’s campus-wide venture accelerator.

The building honours the vision of the Nicol family and in particular, the late Wes Nicol, to build a better future for Ottawa. The Nicol family led the way for a new building for the Sprott School with their generous gift of $10 million. Construction on the Nicol Building will be completed in 2020.

Left to right: Hannah Di Virgilio, President, Sprott Business Students’ Society; Dr. Linda Schweitzer, Interim Dean, Sprott School of Business; Dr. Jerry Tomberlin, Interim Provost and Vice-President (Academic), Carleton University; Dr. Chris Carruthers, Chair, Carleton University Board of Governors; Bruce Nicol; Darryl K. Boyce, Assistant Vice-President, Facilities Management and Planning, Carleton University.
Celebrating 50 Years of the Business Banquet

The annual Business Banquet brings together business students, alumni and industry professionals for a special evening of networking. On November 27, 2017, the Sprott community celebrated the 50th anniversary of the student-organized event at the Shaw Centre, overlooking the iconic views of Parliament Hill and Ottawa’s historic downtown.

“Banquet is an event that brings together the entire Sprott community,” said Hanna Di Virgilio, President of the Sprott Business Students’ Society, who co-hosted the evening alongside alumnus Mark Featherstonhaugh, BCom/10.

Following a networking reception, students and professionals were seated at tables based on their industry and area of interest, which provided an invaluable opportunity to share industry insights, career advice and make lasting connections.

Steve Spooner, BCom/80 and Chief Financial Officer of Mitel, was one of the evening’s alumni speakers.

“Take advantage, work the room and use this opportunity to market yourself,” he advised the students.

Steve reflected on his own experience at the 1979 Business Banquet at which the Chartered Accountant host at his table invited him to meet his firm’s partners. He followed up on that opportunity and by December of his third year, he accepted a full-time job offer from that firm. His experience has gone full circle as the previous year he met a promising student at Banquet and Mitel hired her.

The legacy of the Business Banquet dates back as far as the establishment of Carleton’s School of Commerce. The longstanding tradition would not be possible without the loyalty of Sprott’s alumni network and their unwavering desire to give back to the community that gave them so much.
Connecting to the World

At the Sprott School, we focus on Canada’s role in the global economy and offer unique experiences that expose students to a variety of languages, cultures and business practices.

INTERNATIONAL EXCHANGE

All Sprott undergraduate students have the opportunity to participate in an international exchange. Bachelor of International Business students are required to complete two academic terms abroad in their third year of the program, while Bachelor of Commerce students may study abroad for one or two academic terms.

BIB on Exchange in 2017-18
35 Bachelor of International Business Students studied in 11 countries.

<table>
<thead>
<tr>
<th>BIB Language</th>
<th>Exchange Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>French</td>
<td>Belgium, France</td>
</tr>
<tr>
<td>German</td>
<td>Austria, Germany</td>
</tr>
<tr>
<td>Japanese</td>
<td>Japan</td>
</tr>
<tr>
<td>Mandarin</td>
<td>China</td>
</tr>
<tr>
<td>Spanish</td>
<td>Spain, Chile, Colombia, Peru, Mexico</td>
</tr>
</tbody>
</table>

BCom on Exchange in 2017-18
15 Bachelor of Commerce students studied abroad in 7 countries.

Exchange Countries

Australia, Brazil, China, Finland, France, Netherlands and United Kingdom (England, Scotland)

Hannah Finlan

“Living in Vienna, Austria for the past eight months has been the most incredible endeavor of my life! Not only have I learned so much about the German language, the Austrian culture and history, but I have made connections with people from all around the globe. I chose the BIB program specifically for its incredible international focus and I have not been disappointed.” -- International Business student Hannah Finlan studied at the University of Vienna in 2017/18.
INTERNATIONAL PROGRAMS

In addition to the Carleton’s Ottawa campus, the Sprott MBA is also delivered in Shanghai, China (at Donghua University) and in Bogotá, Colombia (at CESA). Both programs are delivered in an intensive, executive format with courses taught by Sprott faculty members.

<table>
<thead>
<tr>
<th>Programs</th>
<th>Enrolment</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA Shanghai</td>
<td>93</td>
</tr>
<tr>
<td>MBA Bogotá</td>
<td>39</td>
</tr>
</tbody>
</table>

FROM BUCKETS TO RAIN BARRELS WINS INTERNATIONAL IMPACT AWARD

A collaboration between the Sprott School of Business and Carleton’s Engineering and Industrial Design programs won the 2017 David Gillingham Award from the Network of International Business Schools (NIBS).

For the last three years, Sprott’s Troy Anderson, together with Carleton professors Bjarki Hallgrimsson and Onita Basu, has spearheaded From Buckets to Rain Barrels, a project dedicated to developing solutions for sustainable access to clean water in Tanzania. Each year, interdisciplinary teams of students enrolled in three courses continue the work of the previous years. The students spend two weeks in Tanzania’s Longido region where they conduct research, test prototypes and implement solutions, in consultation with local community members and the project’s partner organization, TEMBO.

SHINING A SPOTLIGHT ON CANADA’S TRADE AND DIVERSITY ADVANTAGE

Ailish Campbell, Canada’s Chief Trade Commissioner and Assistant Deputy Minister for International Trade, opened the event. Manjit Minhas, CEO of Minhas Breweries and Distillery and venture capitalist on CBC’s Dragon’s Den, delivered a keynote address that highlighted her experiences and challenges in starting and expanding her company. A lively panel discussion followed, giving the panelists who came from private and public sectors the opportunity to reflect on how Canada’s progressive trade agenda can be put into action. The panel was moderated by Phil Rourke, director of the Centre for Trade Policy and Law. Interim Dean Linda Schweitzer provided the closing remarks.
A Creative, Connected and Caring Experience

Known for our close-knit community, Sprott offers a rich student experience that enables students to find success and make a difference.

SPROTT COMPETES

Through Sprott Competes, faculty, alumni and industry professionals help to train and prepare Sprott students to compete in interuniversity case competitions.

Sprott students win prestigious investment case competition

In March 2018, Sprott undergraduate finance students Cason Bravener, Parker Olineck, Sarah McKinnon and Chiara Palumbo won the Van Berkom JMSB Small-Cap Case Competition in Montreal. They defeated teams of graduate and undergraduate students from some of North America’s top-ranked business schools, including the University of California at Berkley, Tulane University and Queen’s University.

Sprott MBA students awarded $10,000 to support safe spaces

At the MBA Games which took place at University of Ottawa in January 2018, Sprott MBA students Max Sherry, Phillip Pratt-Vaugeois, Steve Deery and Grouav Mitra won a $10,000 grant in the social case category for their proposal to bring the Moose Hide Campaign’s Safe Space, Safe Place vision to campus.
SPROTT STUDENT INVESTMENT FUND
A team of 16 top finance students actively managed the Sprott Student Investment Fund. The value of the fund has grown to over $1 million.

SPROTT STUDENT COMMUNITY
Sprott students are known for their passion and entrepreneurial spirit. There are 13 student-run organizations at Sprott that offer students opportunities to explore their interests, develop leadership skills and build their networks.

Raising awareness of youth homelessness
The Sprott Business Students’ Society, the largest of all Sprott clubs, organizes a variety of events for Sprott undergraduates throughout the year. In March, SBSS runs the 5 Days for the Homeless campaign during which a team of students spend a week living outside without the comforts of home to raise funds to support services for homeless youth.

ALUMNI ENGAGEMENT
11,500+ alumni living and working in 82+ countries.
At Sprott, we continue to look for new ways to engage our alumni. In 2017-18, we introduced two new alumni programs with plans to launch them across Canada.

Navigating Your Career is a series of career panels and networking events featuring successful alumni who share their career journeys and advice to alumni in their cities.

Sprott Serves allows alumni to network with their fellow alumni while volunteering in their local community. At the inaugural Sprott Serves event, Ottawa area alumni helped Interval House, an emergency shelter for women and children fleeing domestic abuse, to prepare their yard and gardens.
Building the Foundation for Success

Sprott’s comprehensive approach to business education is designed to give students the foundation they need to find success and create positive change.

SPROTT STUDENT ENROLMENT 2017-18

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>ENROLMENT</th>
<th>% INTERNATIONAL</th>
<th>% FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Commerce</td>
<td>1977</td>
<td>21</td>
<td>40</td>
</tr>
<tr>
<td>Bachelor of International Business</td>
<td>221</td>
<td>8</td>
<td>58</td>
</tr>
<tr>
<td>Master of Accounting</td>
<td>106</td>
<td>10</td>
<td>79</td>
</tr>
<tr>
<td>MBA (Ottawa)</td>
<td>138</td>
<td>60</td>
<td>48</td>
</tr>
<tr>
<td>PhD in Management</td>
<td>50</td>
<td>18</td>
<td>46</td>
</tr>
</tbody>
</table>

Bachelor of Commerce (Honours)

Sprott’s BCom program delivers a complete business education with options for co-op and study abroad, and the choice of eight concentrations. Half of all BCom students are concentrating in either Accounting or Finance concentration.

Bachelor of International Business (Honours)

The first-of-its-kind BIB delivers a truly international business education and experience. In addition to taking business courses, students develop proficiency in one of five offered languages and are immersed in another culture through a full year of study abroad in a location where that language.

Master of Accounting

The CPA-accredited MAcc is a rigorous program that provides a gateway to CPA accreditation. Graduates can proceed directly to the CPA Common Final Exam.

MBA

The Sprott MBA equips students to lead and make a difference in a changing global context. It features a project-based, experiential and integrated management curriculum.

PhD in Management

Sprott’s PhD in Management produces skilled graduates with both the theoretical and practical understanding of the complex issues facing business and managers. It can be completed full or part-time.

The Sprott School continues to offer business minors to undergraduates across campus in Business, Business for Engineers, Entrepreneurship and Arts Management.

Carleton’s Technology Innovation Management program is a unique master’s program delivered jointly by the Faculty of Engineering and Sprott School of Business. The program leads to a Master of Applied Science, Master of Engineering, or Master of Entrepreneurship. In 2017-18, 97 students were enrolled in the program.
ENHANCING OUR ACADEMIC PROGRAMS

During 2017-18, Sprott faculty and staff developed new program offerings that will welcome students in the 2019/2020 academic year.

The **Master of Science in Management** will provide students with the research training to advance to doctoral studies or applied research careers in the public, private and not-for-profit sectors. Students in the MSc in Management may be permitted to transfer into the PhD in Management program after their first year of study.

The **Professional MBA** is a new stream in Sprott’s MBA program that has been designed for professionals who have been in the workforce for a minimum of five years. The program’s intensive format with courses delivered every second weekend allows the time to balance MBA team projects and coursework with the demands of career and personal priorities. The course offerings are responsive to the current needs of organizations and market trends.

In 2017-18, Sprott piloted a **project-based learning enterprise** with 37 students working on two projects – an evaluation of a merger and acquisition for a private sector company and a new governance and recruitment model for a community organization. The vision of Sprott’s project-based learning enterprise is to provide every third and fourth year student with direct experience in working on real projects for organizations.

EXECUTIVE AND PROFESSIONAL TRAINING

Sprott’s Professional Programs Division delivers a wide range of open enrolment and customized programs in non-degree professional development and executive training. These programs are grouped into six learning pathways:

- Transitioning to a Manager Role
- Earning a Designation (PMP, CRM, CHRP, CBRP, CIA)
- Renewing Leadership Capabilities
- Communicating Well with Others
- Gaining Broad Business Acumen
- Transitioning to a Marketing Role

<table>
<thead>
<tr>
<th>Professional Programs Enrolment 2017-18</th>
<th>Program type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses Offered</td>
<td>Open Registration</td>
</tr>
<tr>
<td>Total Participants</td>
<td>Custom for Organizations</td>
</tr>
<tr>
<td>60</td>
<td>700+</td>
</tr>
</tbody>
</table>
Preparing for Career Success

Sprott’s Business Career Management Centre (BCMC) provides a full range of specialized career services and support exclusively to Sprott business students. The size of our school enables students to have more access to individualized support, employers and events, from first to final year.

SUPPORTING STUDENTS IN CAREER DEVELOPMENT & EMPLOYER CONNECTIONS

BCMC provides Sprott students with a variety of opportunities to explore career paths, develop career skills and make valuable connections with employers and alumni. On-campus events included concentration-centered career panels, employer information sessions and BCMC’s unique Triple Etiquette Series, which features sessions on business dress, networking and dining etiquette.

<table>
<thead>
<tr>
<th>2017-18 Activities</th>
<th>Students Reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Campus Career Events</td>
<td>556</td>
</tr>
<tr>
<td>In-Class Career Content</td>
<td>1,566</td>
</tr>
<tr>
<td>Off-Campus Industry Events</td>
<td>317</td>
</tr>
<tr>
<td>Individual Advising Appointments</td>
<td>340</td>
</tr>
</tbody>
</table>

ACCESS TO JOB OPPORTUNITIES

BCMC posted 475 job postings to Sprott student career portal in 2017-18.

SPROTT STUDENTS GET JOBS

Sprott graduates report high employment rates within 1 year of graduation. (Based on responses to a survey of 2017 graduates.)

<table>
<thead>
<tr>
<th>Program</th>
<th>Employment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCom</td>
<td>93%</td>
</tr>
<tr>
<td>BIB</td>
<td>94%</td>
</tr>
<tr>
<td>MBA</td>
<td>94%</td>
</tr>
<tr>
<td>MAcc</td>
<td>100%</td>
</tr>
<tr>
<td>PhD</td>
<td>100%</td>
</tr>
</tbody>
</table>
Exploring Complex Management Issues

**THE VALUE OF POLICE IN SCHOOLS**

In January 2018, Sprott management professor Linda Duxbury and Craig Bennell, Carleton psychology professor, released an extensive two-year study of Peel Regional Police's $9-million School Resource Office (SRO) program.

They concluded that the SRO program not only reduces crime and bullying but also provides extensive social and economic benefits, estimated at 11 times the cost, especially for students who feel safer and less stressed, miss less school, are better able to learn and are mentally healthier. School staff spend less time on disciplinary matters and property damage. The SRO program also reduces pressure on the police force's front lines.

Their research was based on a survey of nearly 1,300 Grade 9 students and 100 interviews with SROs, their bosses, school administrators and students in five Peel Region high schools. The researchers reviewed daily records kept by SROs and shadowed them during their working hours on 10 occasions. They also conducted a social return on investment analysis (SROI).

From left to right: Marianne Mazzorato, Director of Education, Dufferin-Peel Catholic District School Board; Peel Regional Police Chief Jennifer Evans; Craig Bennell; Linda Duxbury; Peel Regional Police Deputy Chief Chris McCord.

**SPROTT BOOKSHELF**

Three books authored by Sprott faculty members were published in 2017-18.

*Generational Career Shifts: How Matures, Boomers, Gen Xers, and Millennials View Work*
By Eddy S. Ng (Dalhousie University), Sean T. Lyons (University of Guelph), Linda Schweitzer (Sprott)

This book provides a timely, wide-ranging examination of inter-generational differences in work priorities, career attitudes, careers experiences and career outcomes, while offering crucial insights into what these shifts mean for employers.

*Working in a Multicultural World: A Guide to Developing Intercultural Competence*
By Luciara Nardon (Sprott)

This book guides employees and managers through the uncertainty of today's multicultural workplace by providing a framework for understanding intercultural interactions and developing the skills for successful intercultural situations.

*Something’s Gotta Give: Balancing Work, Childcare and Eldercare*
By Linda Duxbury (Sprott), Chris Higgins (Western University)

This book delivers practical advice and a comprehensive overview of the challenges facing employees and employers as they try to respond to a dramatic demographic change will redefine dependent care in the coming years.
RESEARCHERS IN TRAINING

Over the summer, three Sprott undergraduate students participated in research internships supervised by Sprott faculty.

Liam Hoselton, third year Bachelor of International Business, conducted an exploratory study into first hand narratives of migrants and refugees from around the world.

Gemma Rod, fourth year Bachelor of Commerce, examined the usefulness and relevance of applying entrepreneurship theory to a particular management context.

Shiyu Liu, third year Bachelor of International Business, examined xenocentrism in China by exploring the connections between job satisfaction, job engagement, organizational engagement and intent to quit.

Supervisor: Luciara Nardon (International Business)

Supervisors: Troy Anderson (Management), Michel Rod (Marketing)

SSHRC AWARDS

<table>
<thead>
<tr>
<th>Project</th>
<th>Researcher</th>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two decades of wage transparency: Taking stock of the outcomes of Ontario’s salary disclosure act</td>
<td>Principal: Isaac Otchere Co-investigator: Linda Duxbury</td>
<td>SSHRC Insight Grant: $140,766</td>
</tr>
<tr>
<td>Private Participation in infrastructure investment: An analysis of project consortium</td>
<td>Principal: Frank (Guoliang) Jiang Collaborator: Alfredo Jimenez (KEDGE Business School)</td>
<td>SSHRC Insight Grant: $61,455</td>
</tr>
<tr>
<td>What factors determine the quality of internal audit? The case of the Canadian public sector</td>
<td>Principal: Ouafa Sakka</td>
<td>SSHRC Explore Grant: $9,405</td>
</tr>
</tbody>
</table>

Recognizing Excellence

Sprott faculty members have been recognized by Carleton University for their outstanding contributions to research and teaching excellence in 2017-18.

Carleton University Research Achievement Award
Luciara Nardon, Associate Professor, International Business

Luciara’s research aims to uncover the role of various types of social support in the career path of newcomers. This study has important implications to organizations engaged with newcomers as employers or in social support roles. It also has the potential to inform policies related to professional migration.

Sprott Faculty Research Award
François Brouard, Professor, Accounting

François’s research looks at the career patterns of professional accountants, examining dimensions of both their professional and professional lives. The findings will help younger generations in their career choices, assist in the recruitment of candidates to accounting firms, and offer accounting associations a better understanding of the evolving careers of their members.
Carleton University Teaching Achievement Award
Leighann Neilson, Associate Professor, Marketing

Video has become an essential tool for marketing and knowledge sharing, yet many students have not created video content. In Leighann’s course Consumer Culture and Theory, students research a consumer behavior topic and present their results in both a traditional term paper and as a research video. They must also produce a short trailer to promote their video.

Carleton University Professional Achievement Award
Shannon Butler, Instructor, Accounting

Shannon is a compassionate and caring instructor whose teaching approach allows students to gain the technical skills in accounting and also develop as individuals. Shannon incorporates technology into her teaching methods and has been using Carleton’s new light board to create engaging videos that help students succeed.

Carleton University Contract Instructor Achievement Award
Laura Ierfino-Blachford, Contract Instructor, Strategy and Management

Laura teaches strategic management in Sprott’s undergraduate and MBA programs. She incorporates project-based learning to give students a practical and real-world experience. In the MBA strategy capstone course, students provide management consulting services to real client organizations with real challenges and opportunities to address.

Sprott Advisory Board

The Sprott School of Business benefits from the advice of a group of distinguished business leaders who represent a broad cross-section of industries and sectors. Members of the advisory board provide the Dean and faculty management with valuable advice and support in the areas of relevance, advocacy and philanthropy, as well as help to build the school’s connections to the community.

Doug Church (Chair, 2017-18)
Partner,
Phase 5

Hanif Patni (Incoming Chair)
Co-owner
Coventry Connections

Arlene Anderson, BCom/81
President and Co-Owner
SAM BAT – The Original Maple Bat Corp.

Maxim Antoshin
President
MDL International Inc.

Maria Barrados
Partner
Barrados Consulting

Niraj Bhargava
CEO
Fluent AI

Michael Curran
President
Great River Media

Frank Graves
President
EKOS Research Associates

Don Hewson
Founder and President
HBS Marketing

Bill Lawson
Adjunct Professor, Finance
Sprott School of Business

Lori O’Neill, BCom/88
Corporate Director and Consultant

Steve Spooner, BCom/80
Chief Financial Officer
Mitel

Alastair Summerlee
Adjunct Research Professor
Carleton University

Ken Tencer, BCom/87
CEO
Spyder Works Inc.

John Wilson
Founding Principal, Co-CEO
Ninepoint Partners
At the Sprott School of Business, we strive to continuously improve our activities and student experience through engagement with industry and the community. There are many ways to get involved with Sprott, including:

- Be an in-class speaker.
- Coach or judge our student case competition teams.
- Have students work on a project for your organization.
- Hire a Sprott student through our Business Career Management Centre.
- Attend an event.

Please contact us to discuss these and other opportunities at the Sprott School of Business.

**Connect with Sprott**

**Contact Us**

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**Web:** sprott.carleton.ca

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