

Carleton University **Strategic Integrated Plan** **Progress Update 2023**

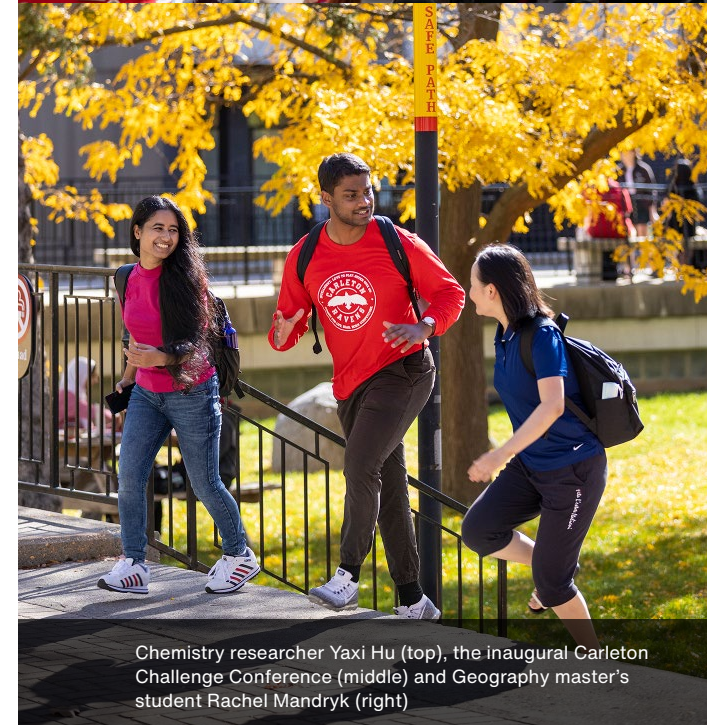


MESSAGE FROM THE PRESIDENT



THREE YEARS OF REMARKABLE PROGRESS

In the spring of 2020, in the early months of the COVID-19 pandemic, Carleton's Senate and Board of Governors approved the university's new Strategic Integrated Plan (SIP) 2020-2025. Almost exactly three years later, it is extraordinary how much progress has been achieved by the Carleton community, notwithstanding exceedingly challenging circumstances.



Chemistry researcher Yaxi Hu (top), the inaugural Carleton Challenge Conference (middle) and Geography master's student Rachel Mandryk (right)

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This progress report reviews our shared successes and accomplishments in implementing the three Strategic Directions defined by the plan:

We committed to **Share Knowledge and Shape the Future**. Our research funding, a good proxy for research excellence and impact, has grown to almost \$100 million annually, an increase just shy of 80 per cent. Similarly, our pedagogy has advanced by leaps and bounds and student success indicators are at an all-time high.

We committed to **Serve Ottawa and Serve the World**, and indeed we are delivering on both our inaugural Strategic Plan for Community Engagement (SP4CE) and inaugural International Strategic Plan.

Finally, we committed to **Strive for Wellness and Strive for Sustainability**. I am perhaps most proud of the progress we have achieved together on Indigenous initiatives; accessibility; equity, diversity and inclusion; and on our commitment to countering climate change both on and off campus.

All of these successes are directly attributable to the hard work, creativity, flexibility and compassion of the students, faculty, staff and partners of Carleton University. I am thankful to everyone for all that you contribute to our community, our country and our world.

I hope you enjoy this progress report, which out of necessity can only capture some of the highlights of an extraordinary three years. Onwards and upwards!

Benoit-Antoine Bacon
President and Vice-Chancellor
carleton.ca/president

SHARE KNOWLEDGE, SHAPE THE FUTURE

Around the world, we are witnessing dramatic shifts in the nature of social interaction and democracy, history and truth, the global economy and the changing nature of work, energy, transportation, health care and the future of telecommunications. At the local and national levels, technology is driving a renewal of our economy, and with it, a surging demand for research and the workforce of the future. Ingenuity will be a critical skill in the next decade; students and partners require their post-secondary institutions to play a tangible role in this evolution.

This direction most closely aligns with our core mission: teaching and learning, research, student experience and organizational excellence. As we look to the future, we will enhance the ingenuity and potential of our students, staff, researchers and instructors. Our vision is to move forward together on the important, complex issues of our time. We will strengthen our capacity to create, apply, mobilize and share ideas with the world. We will empower people to share knowledge that will shape the future.

Supporting operational plans include:



PREPARING STUDENTS FOR SUCCESS

2,150

courses tagged with an experiential learning component



Student Onome Oyiborhoro participated in the Carleton Model Parliament, a political science student-led initiative held in the Canadian Senate

READY FOR AN EVER-CHANGING FUTURE

Carleton is investing in impactful opportunities for students to participate in research, work-integrated learning, skill development, knowledge exchange and entrepreneurship. These commitments are outlined in the new and exciting Carleton Academic Plan.

Enhancing Student Learning

Carleton's Future Learning Lab was launched in 2023 thanks to \$2 million from the Ontario Ministry of Colleges and Universities and matching contributions from the university. The lab encourages innovation and student-centred teaching through a physical space and various programs, including undergraduate research opportunities and innovation grants. It allows instructors to experiment with pedagogical design and enhanced study spaces for individual, group and collaborative learning. The lab will be enhanced with

the opening of the Experiential Learning Hub later in 2023. The hub will feature three new spaces to support experiential learning using XR (expanded reality) media: a teaching studio, a creation studio and an experience studio. Through this lab and hub instructors will have access to innovative applications, experiences, hardware, tools and support provided in part by the Future Skills XR Grant in partnership with EON Reality, the world leader in augmented and virtual reality-based knowledge and skills transfer for industry and education.

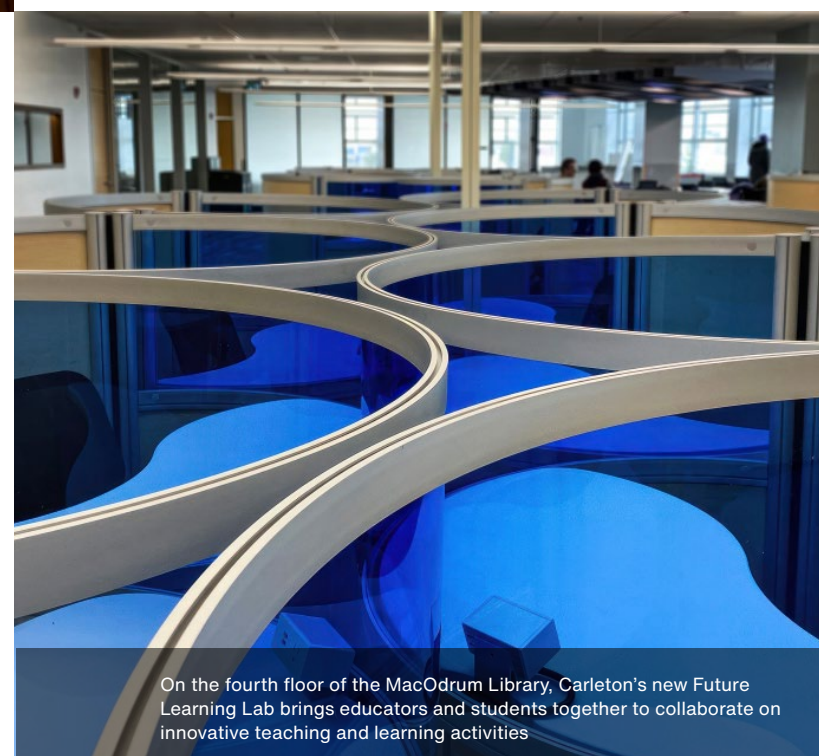
Improving Graduation and Employability Outcomes

Increased experiential learning opportunities (in research, industry, museums, government, hospitals, non-governmental organizations, or with community members) and a new suite of micro-credential offerings are helping students enhance their skillsets prior to graduation. This includes the Citizen Scholar/FUSION Skill Development initiative, a self-directed online learning experience that bridges academic and employability skills for the next generation of citizen scholars. The program enhances student skill development in three areas critical to 21st-century success and leadership: metacognition, communication and problem-solving. This year, FUSION modules were implemented in 17 academic courses taken by 336 students. In addition, 224 students enrolled in modules as part of experiential learning or work-integrated

opportunities at Carleton. The university also continues to invest in experiential learning through several initiatives such as the Carleton University Experiential Learning Fund, which supports instructors in engaging in experiential learning projects; I-CUREUS, which provides undergraduate students with the opportunity to conduct hands-on, faculty-supervised research; and the Students as Partners Program, which fosters greater collaboration between instructors and students in developing and designing courses.

Responding to Societal Needs and Questions

Quality academic programming that responds to societal needs and questions is being accomplished by introducing programs such as the MA in Human Rights and Social Justice, the Social Statistics and Data Analysis Graduate Diploma, the Engineering Practice MEng, the Master of Finance, the MA in Teaching English as an Additional Language, the Master of Biotechnology and the MSc in Clinical Trials and Regulatory Affairs. New concentrations or pathways include the Modelling and Simulation MEng and MASc in Electrical and Computer Engineering. New certificate programs such as Science Communication and Science and Policy provide students with practical skills and foundational knowledge to ensure success.



On the fourth floor of the MacOdrum Library, Carleton's new Future Learning Lab brings educators and students together to collaborate on innovative teaching and learning activities

97.9%
of undergraduates

finish Carleton having taken at least one course with an experiential learning component

87.8%
of alumni

were employed in a field related to their studies two years after graduation

LEVERAGING THE POWER OF RESEARCH



SOLVING CRITICAL ISSUES

As one of Canada's fastest growing research-intensive universities, Carleton is committed to its mission of leveraging the power of research to solve critical issues.

In 2022, the university reported \$97.4 million in sponsored research funding — an unprecedented 79 per cent gain over the past four years, placing us second in growth among Canada's comprehensive and medical universities. With a focus on interdisciplinary and collaborative research in areas of societal importance such as health and wellness, technology, sustainability and the economy, Carleton is well positioned to inspire new discoveries and have a meaningful impact on our collective future. In addition, Carleton's rankings in ReSearch Infosource highlighted our research funding in no less than seven of their Winner's Circles — a first for Carleton. We placed in the top five among comprehensive universities in Canada in categories including not-for-profit and corporate income growth and increases in federal funding from the Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC).

Top Researchers Honoured

National and international recognition for Carleton researchers is a direct indicator of the impact they are having. Two of our highly accomplished researchers were awarded major awards from NSERC. Lenore Fahrig from the Department of Biology won the Gerhard Herzberg Canada Gold Medal for Science and Engineering, the country's top science and engineering honour. Sonia Chiasson from the School of Computer Science received an Arthur B. McDonald Fellowship, given to only six early-stage researchers annually in all fields of natural sciences and engineering to enhance their research capacity so they can become leaders in their field. Additionally, in 2022 the annual Highly Cited Researchers List from Clarivate Analytics included three Carleton researchers. Fahrig was named along with Steven J. Cooke from the Department of Biology and Peter Xiaoping Liu from Systems of Computer Engineering.

\$97.4 million
in annual research funding — an increase of nearly 80%



Biology researcher Lenore Fahrig (top, with President Benoit-Antoine Bacon) won the Gerhard Herzberg Canada Gold Medal for Science and Engineering, the country's top science and engineering honour; Mitacs Industrial Postdoctoral Fellow Annemarie Dedek does research on chronic pain



Computer Science researcher and CRC Sonia Chiasson received an Arthur B. McDonald Fellowship

32 Canada Research Chairs

Engineering researcher Fateme Rajabiyazdi (right) with PhD student Mahsa Sinaei and graduate research assistant Connor Haberl

National and International Collaborations

Carleton renewed its fruitful partnership for a second term with Turnstone Biologics, which began in 2019. The partnership supports Carleton's growing biosciences programs and the development of scientific talent and augments the university's expertise in novel oncology research. A new collaboration with Best Buy Health, the Bruyère Research Institute and AGE-WELL has been formed to research how technology introduced into the home can improve the quality of life for older adults aging at home. Carleton also marked the official opening of the Ericsson-Carleton Mobile Wireless Lab in 2022. The lab is a part of the existing Ericsson partnership to expand experiential learning and research in wireless

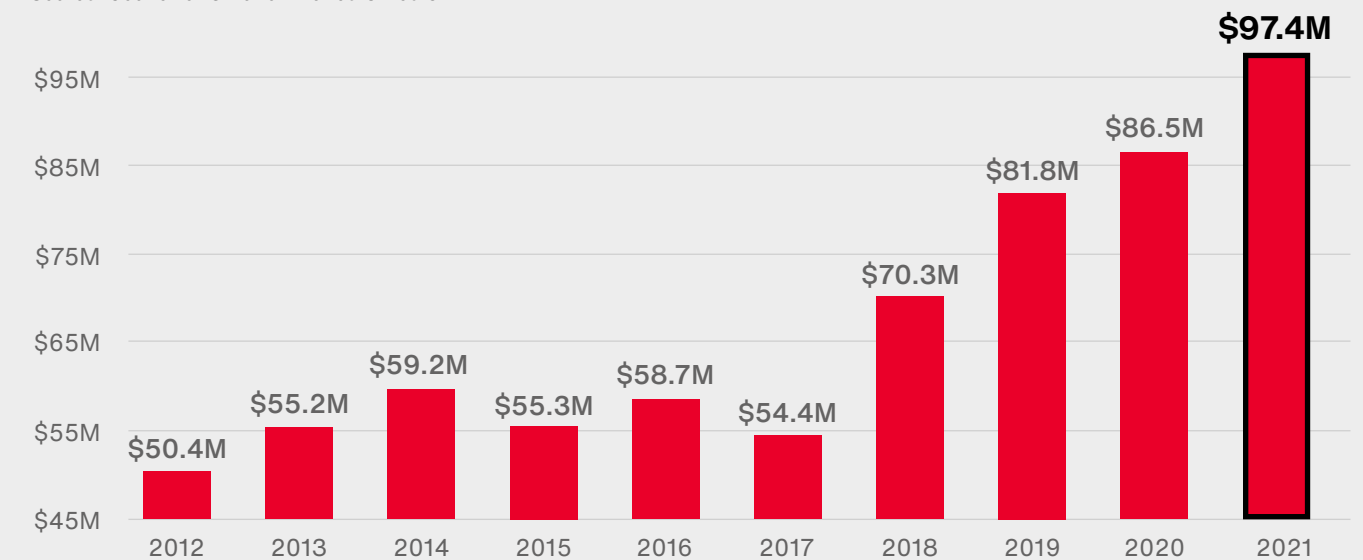
communications. A first of its kind in Canada, the lab hosts a private standalone 5G network that will allow graduate students and researchers to develop, test and optimize state-of-the-art applications. Additionally, our funding from Mitacs has increased by more than 153 per cent since 2020, further expanding our innovative capacity.

Making a Difference in Health

In the winter of 2023, Carleton researchers received over \$3 million from the Canadian Institutes for Health Research (CIHR). This represents a single-round record of CIHR funding for Carleton, supporting critical research on diabetes, chronic pain, gut health disturbances and brain injuries.

External Research Revenue

Source: Council of Ontario Finance Officers



A CULTURE OF INTERDISCIPLINARITY

Increasing collaboration, partnerships and interdisciplinarity in research and teaching is a major theme of the new and exciting Carleton Academic Plan, which was approved in 2023. In addition to programming related to entrepreneurship and collaboration on campus, the physical space of the new Future Learning Lab encourages innovation and student-centred teaching.

Cultivating an Entrepreneurial Mindset

Carleton is building additional opportunities for entrepreneurship and innovation and cultivating an entrepreneurial mindset across campus through programs and events delivered by the Innovation Hub. Launched in 2021, the Innovation Hub provides student entrepreneurs with opportunities and resources to collaborate and engage in experiential learning focused on entrepreneurship education and new venture creation pursuits.

Unique New Interdisciplinary Programs

- Data science is the next frontier of information technology. Carleton's new Data Science, Analytics and Artificial Intelligence (DSAAI) master's and PhD programs are a natural extension of the popular Collaborative Specialization in Data Science, which is offered jointly by several departments. The Collaborative Specialization is focused on interdisciplinary data science, while the DSAAI programs offer opportunities to undertake groundbreaking research in data science and analytics from several directions, such as statistics, AI methods and software engineering. DSAAI is a joint program between the Faculty of Science and Faculty of Engineering and Design, spanning four academic units, offering a wide disciplinary breadth and providing students with multiple perspectives.
- The one-of-a-kind Collaborative PhD program in African Studies will offer students interdisciplinary knowledge, training and skills in the field of African Studies through a collaborative partnership between



INTERDISCIPLINARY PROGRAMMING AT THE INNOVATION HUB

- 258 program participants from Sprott School of Business (118), Engineering and Design (43), Science (35), Public Affairs (33), Arts and Social Sciences (17) and non-student (12)
- 15 participants for Nest (learn about entrepreneurship), 62 for Hatch (start a business), 31 for Launch (grow a business), 11 for Breakthrough (scale a startup), 58 for Ideas Internship (multidisciplinary problem solving teams) and 81 for Changemaker (social innovation challenge)
- 48 domestic student ventures supported, 12 international ventures supported, 12 non-student (including alumni) ventures supported

EMBEDDING INTERDISCIPLINARITY INTO OUR CULTURE

THE INNOVATION HUB PROVIDES STUDENT ENTREPRENEURS WITH OPPORTUNITIES AND RESOURCES TO COLLABORATE AND ENGAGE IN EXPERIENTIAL LEARNING FOCUSED ON NEW VENTURE CREATION

Cinema and Technology students participated a virtual reality film screening in the new Future Learning Lab; opposite page: Carleton's Innovation Hub, whose acting director is John Nelson (top, at right), invites students from all faculties to join a vibrant community of entrepreneurial exploration

the Faculty of Arts and Social Sciences, the Faculty of Public Affairs and Sprott School of Business. The new Collaborative MA Specialization in Digital Humanities provides training in critical theories and methodologies in humanities scholarship enabled by new digital media, texts and tools.

- The new interdisciplinary Environmental and Climate Humanities Minor in English is the first of its kind in Ontario and responds to the urgency of the current moment by introducing students to environmental and climate-related work being done in a range of disciplines in the humanities and social sciences, including English, French, History, Religious Studies, Visual Art, Film, Music, Curatorial Studies, Law, Geography, Economics, Sociology and Anthropology, Communication and Journalism, Human Rights, African Studies, and Indigenous and Canadian Studies.

Skill Development for Grad Students

Over the past two years, the graduate professional development team has developed and implemented new initiatives that aim to prepare graduate students for future success. These initiatives include the introduction of the Trajectories non-credit certificate program, further development and expansion of skill-development workshops, and increased engagement with alumni in the form of alumni conversation events for current students. This represents a significant enhancement of the Faculty of Graduate and Postdoctoral Affairs' professional development portfolio, which includes coordinating a full calendar of workshops, organizing research communication competitions such as the Three Minute Thesis, thesis-writing and career planning consultations, and conducting class visits.

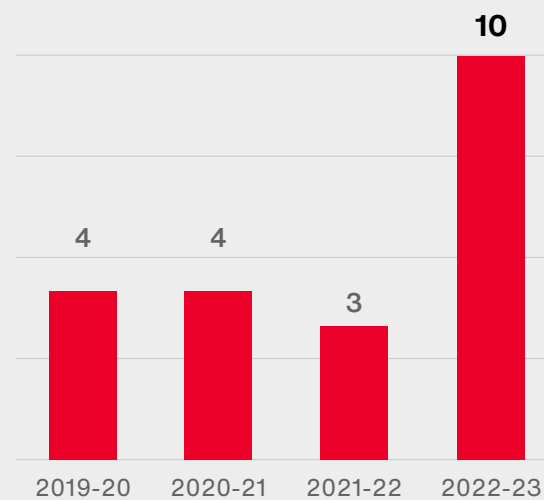
IMAGINATION IN PEDAGOGY

LEVERAGING LESSONS FROM THE PANDEMIC



Communication researcher Irena Knezevic is a Carleton University Chair in Teaching Innovation who experiments with different methods to create engaging learning environments for students

New Academic Programs



“Transforming University Education: A Report by the Future of Teaching and Learning Working Group” was published in 2023 to envision the future of teaching and learning at Carleton. The report proposes a set of directions to guide thinking around student engagement, strong pedagogy, experiential learning and more. These directions build on the SIP and emphasize that teaching and learning at Carleton should be empowering, collaborative, flexible and sustainable.

Engagement, Innovation and Excellence

Carleton is promoting and rewarding engagement, innovation and excellence in teaching and learning through continued investment in opportunities such as the Carleton University Chair in Teaching Innovation, which was established to assist in achieving an institutional commitment to teaching, learning and innovation. Currently, there are three active chairs: Irena Knezevic (Journalism and Communication), Martha Mullally (Biology) and James McGowan (Music).

Fostering Student Success

Carleton is enabling and encouraging teaching that fosters student engagement, access, inclusion and success by providing funding to opportunities such as the Future Learning Innovation Fellowship, which supports faculty members and instructors in exploring and implementing new and innovative teaching and learning practices. These selected projects highlight the use of emerging technologies, including virtual reality-aided instruction, augmented reality storytelling and artificial intelligence detection, to solve teaching and learning challenges.

- The Course Transformation Fund provides support for instructors and academic units interested in redesigning courses in which students and instructors may face significant challenges. This

academic year, 13 instructors from all faculties received funding to work on projects with the goal of improving student engagement and academic success.

- Carleton received the Future Skills XR Grant in partnership with EON Reality. The grant will provide institutional access to the EON-XR Platform, the XR self-directed learning program, licences and hardware. This project will enable Carleton students to engage in hands-on learning experiences and empower them to become creators of artifacts using immersive technologies.
- In 2022, Carleton received \$177,000 through the second round of the eCampusOntario Virtual Learning Strategy to support two projects, building on the success of the first round of funding the previous year when Carleton received approximately \$800,000 in funding for 14 projects.
- Carleton welcomed Profs. Peter Felten and Susan Hrach this year as the newly appointed Fulbright Canada Distinguished Chairs in the Scholarship of Teaching and Learning (SoTL).

Flexible Student-Centred Learning

Carleton is offering new and flexible opportunities for student-centred learning. For example, Teaching and

Learning Services and the Sprott School of Business developed and launched a fully online delivery mode of the MBA program. Delivered asynchronously, the online MBA can be completed full-time over 12 months or part-time over 24 months. The program welcomed its first cohort of students in 2022 and features six entry points throughout the year. More than 400 students enrolled during the first five admissions points during this inaugural year.

Engaging Indigenous Knowledge

Carleton is engaging Indigenous knowledge to build new ways of teaching and learning through the Carleton Indigenous Learning Bundles, which were created as a way to gather Indigenous ways of knowing and make them available to the Carleton learning community without overburdening Indigenous experts. Designed as both a resource for instructors and a learning tool for students to use in the classroom, the Bundles provide the necessary factual and theoretical basis for understanding Indigenous history and politics in Canada, while also prompting students to consider how this knowledge might be applied in their area of study.



Kahente Horn-Miller, Carleton's inaugural Associate Vice-President, Indigenous Teaching, Learning and Research, has received Canada's most prestigious recognition of excellence in post-secondary teaching and educational leadership

THE CARLETON INDIGENOUS LEARNING BUNDLES PROVIDE THE NECESSARY FACTUAL AND THEORETICAL BASIS FOR UNDERSTANDING INDIGENOUS HISTORY AND POLITICS IN CANADA

SCHOOL OF INDIGENOUS AND CANADIAN STUDIES PROFESSOR KAHENTE HORN-MILLER IS A RECIPIENT OF A 2023 3M NATIONAL TEACHING FELLOWSHIP

ORGANIZATIONAL EXCELLENCE

SETTING BEST PRACTICES

Carleton is deeply committed to organizational excellence. Over the last three years almost 50 strategic planning, benchmarking and lean process improvement projects were completed or are underway. These collaborative projects continue to have an impact on how daily work is done in service to the university. Emerging opportunities around equity and inclusion, and embedding EDI in campus culture, continue to open exciting new areas for growth.



The Black Entrepreneurs Knowledge Hub team at Carleton (left to right: Noreen Smith, Gerald Grant, Shamim Shabani, Kimisha Grant and Andrea Pierce) exemplifies the university's emphasis on excellence in the workplace, a focus that has earned Carleton recognition for mental health at work (opposite page, top) and as one of Canada's top 100 employers (opposite page, bottom)

Top 100 Employer in Canada in 2023

Carleton was named a Top 100 Employer in Canada in 2023 — a first for the university — as well as a Top Employer in the National Capital Region for the ninth consecutive year, a Top Employer for Canadians over 40 and one of Canada's Top Family-Friendly Employers (also both firsts for the university). These awards are a testament to Carleton's commitment to continuous improvement and putting into place innovative initiatives like Carleton Leader and the Identify, Foster and Share Talent framework, which provide learning opportunities and support career growth. Another contributor to this recognition was the introduction of flexible working arrangements which have allowed many staff to better manage work-life balance.

Inspiring Collaborative Leadership

The rigorous consultation process adopted for the development of Carleton's SIP has become a best practice at all levels of the university. This comprehensive and collaborative approach was implemented in the development of Carleton's inaugural Digital Strategy and Roadmap. Each iteration of this university-wide strategy was presented to the campus community (faculty, staff, students and governing bodies) for feedback in order to capture diverse perspectives. As a result, the final Digital Strategy and Roadmap provides a broad and holistic guide for Carleton's digital mindset.

A Very Healthy Workplace

Carleton's healthy workplace initiatives have earned the university Platinum certification in Mental Health at Work from Excellence Canada, an independent, not-for-profit corporation dedicated to advancing organizational performance across Canada. Carleton is also the first post-secondary institution to achieve Gold certification in Mental Health at Work from Excellence Canada. Over the last several years, the university has implemented a number of initiatives to support the mental wellness of students, faculty and staff, including an award-winning student Mental Health Framework and training for faculty and staff.

Systematic Approaches to Service Excellence

One of the 46 service excellence projects that was completed in 2022 was a collaboration between the Office of Quality Initiatives and Facilities Management and Planning. The work order process was reviewed and updated before moving from a paper-based system to an electronic one. The goal was to improve efficiency and accuracy throughout the lifecycle of a work request. A year later, the positive impact of moving to an electronic system was nothing short of phenomenal as average work order completion times dropped from 60 to 1.2 days.

Using Resources Strategically and Sustainably

Carleton has made numerous investments in its infrastructure — lighting, tunnel ventilation systems and a new student residence to name a few — to ensure that physical assets meet the needs of the campus community and support the university's sustainability goals. This also includes Carleton's IT infrastructure, which has moved to an "evergreening" model. Evergreening is a reliable and sustainable maintenance approach to key IT services. Other examples of the strategic and sustainable use of resources include the recently completed co-generation power plant and updated responsible investment policies.



CARLETON IS A TOP 100 EMPLOYER IN CANADA

TOP EMPLOYER IN THE NATIONAL CAPITAL REGION FOR THE NINTH CONSECUTIVE YEAR



SERVE OTTAWA, SERVE THE WORLD

Ottawa is a nexus of change. It is a growing city, which brings with it the attendant challenges of social justice, housing, transportation, safety, culture and economic prosperity. At the same time, the city's status as the national capital provides an important context. From here, solutions to Canada's shared social, economic, ecological and political challenges are created — from public policy to health to technology to the changing North. From a global perspective, other nations look to Ottawa as a symbol of Canada's evolving role on the world stage. Local, national and international organizations are engaging institutions of higher education as partners in this transition.

As we look to the future, we will focus on community engagement and outreach. Our vision is to extend our influence beyond campus, inspire our students to be engaged citizens and strengthen meaningful community partnerships. We will serve Ottawa and the world by remaining true to our community-empowered roots and sense of purpose.

Supporting operational plans include:



OPENING OUR DOORS TO THE COMMUNITY

In 2021, Carleton established the Centre for Community Engagement to provide the appropriate infrastructure to support the community engagement priorities outlined in the SIP. The centre led the development of Carleton's first Strategic Plan for Community Engagement (SP4CE), released in October 2022, and is working to develop the corresponding support systems required for implementation. Serving as a focal point for strategically aligning community engagement across the university and with partners, the centre collaborates with key stakeholders, including community partners, Carleton's Community Engagement Steering Committee and senior leadership.



18 academic courses
at Carleton Dominion-Chalmers Centre
in 2022-23

The Carleton Dominion-Chalmers Centre has helped grow the university's presence in Ottawa



CU@KANATA AND HUB350 HAVE HOSTED SEVERAL INTERNATIONAL DELEGATIONS (U.K., BAHAMAS, SOUTH KOREA, INDIA AND TAIWAN) INTERESTED IN CONTRIBUTING TO THE CITY'S EMPLOYMENT BASE AND ECONOMIC DEVELOPMENT

Carleton Dominion-Chalmers Centre

Our downtown arts, performance and learning centre expanded community programming opportunities with the transformation of two physical spaces in the building. With support from the Ottawa Community Foundation, a new hardwood sprung floor movement studio was created to promote health and wellness for movement arts, welcoming tap dance and all-abilities dancers at the centre for the first time. And a former chapel was converted into The Jean Teron Green Room to provide a warm and calming space for artists and groups prior to and after being onstage. Hundreds of community members have been thriving in the new spaces already.

Engaging with Indigenous Communities

Carleton is engaging with Indigenous communities through sustained relationships founded in mutual responsibility and accountability through the Centre for Indigenous Support and Community Engagement, which is developing Indigenous community engagement protocols for the Carleton community.

Partnerships and New Opportunities

Carleton is growing partnerships and associations with alumni, community and not-for-profit organizations, industry and governments, and is expanding service-learning opportunities for students, faculty, staff and community partners to work together. In collaboration with several campus partners, the Centre for Community Engagement has made great strides in developing university-wide affiliation agreements between Carleton and partner institutions to support and expand student placement opportunities. Along with campus partners, the centre is leading the university's participation in the City of Ottawa's new Innovation and Technology Advisory Table to foster strategic relationship building across city representatives, industry stakeholders and community organizations to better serve the citizens of the region through evidence-based research and decision making on key city challenge initiatives.

An Expanded Ottawa Footprint

Carleton is strengthening its physical and reputational presence within Ottawa through the ongoing support of events and services delivered through the Centre for Community Engagement, Carleton Dominion-Chalmers Centre, Innovation Hub and CU@Kanata. In partnership with Invest Ontario and Invest Ottawa, CU@Kanata and Hub350 have hosted several international delegations (U.K., Bahamas, South Korea, India and Taiwan) interested in contributing to the city's employment

base and economic development. CU@Kanata, the Innovation Hub and the Future Edge Talent Ecosystem have partnered to engage local communities through a variety of programming and events, which include technovation events with the Faculty of Engineering and Design, generation changemaker events with Kanata high schools and lifelong learning and executive education experiences in CU@Kanata on broad topics of interest.



Prime Minister Justin Trudeau (top, photo courtesy Melanie Coulson) visits Hub350 in Kanata North, home to CU@Kanata, an innovation space where industry, finance and academic partners (such as Carleton Faculty of Science Dean Maria DeRosa, middle) collaborate and connect

2,000-plus students, faculty and partners attended CU@Kanata events in the past year

COMMUNITY ENGAGEMENT

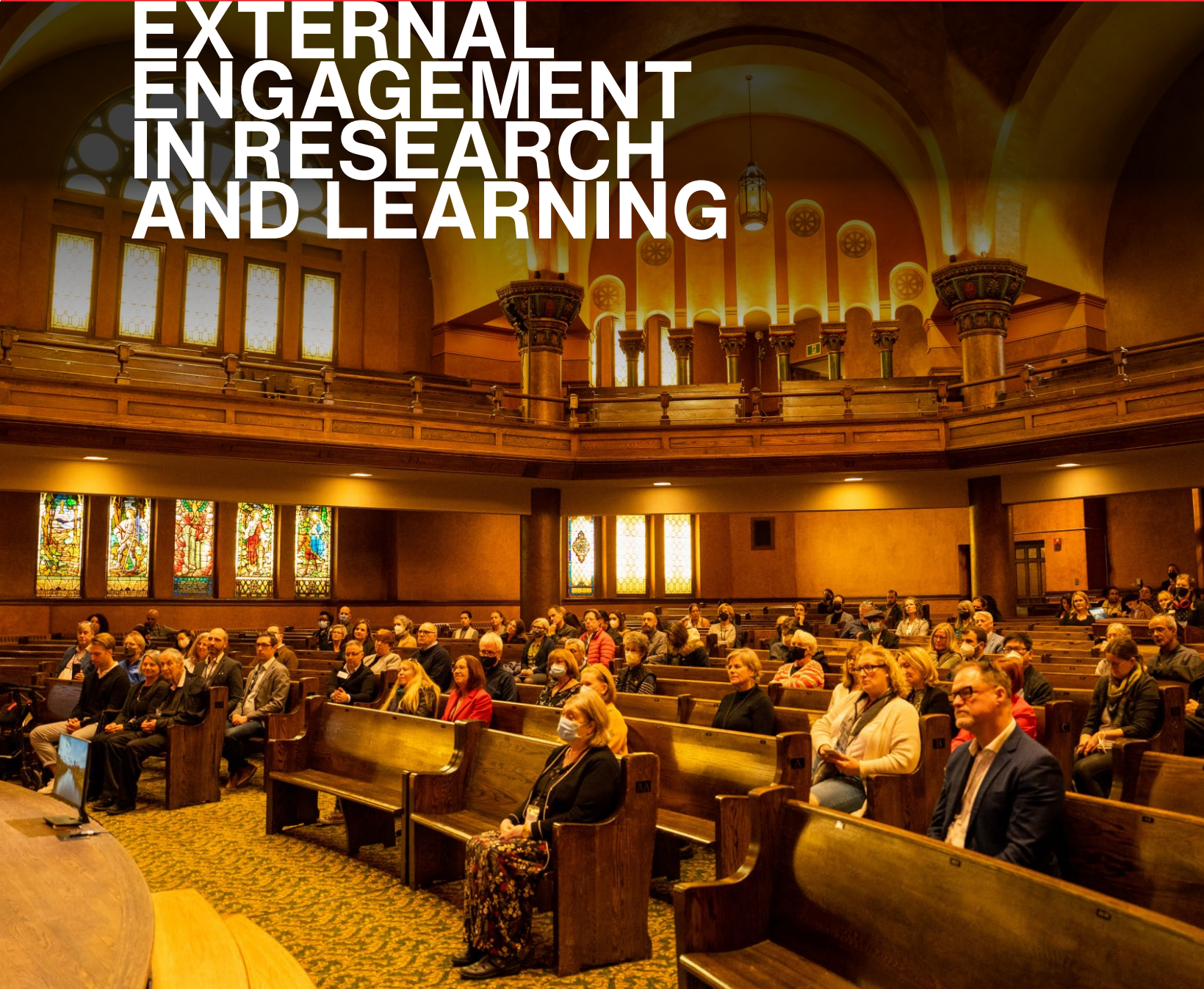
Carleton continues to focus on community engagement as a priority. The Carleton Academic Plan discusses the ways in which community engagement aligns with the academic and research mission of the university. “The purpose of higher education is perhaps more important now than ever,” it declares. “The pursuit of knowledge production, mobilization and consumption is a response to the complex issues of our time and necessitates a need for citizen scholars — those who embrace knowledge and its power to do good. In this realm, universities have a critical role to play in stepping up to a social mission of creating and fostering spaces for academic discovery and knowledge creation, preservation and sharing.”



Carleton's first Strategic Plan for Community Engagement was launched at the Carleton Dominion-Chalmers Centre (opposite page) in October 2022

REFLECTING A YEAR-LONG CONSULTATIVE PROCESS, CARLETON'S STRATEGIC PLAN FOR COMMUNITY ENGAGEMENT OUTLINES FIVE KEY PRIORITIES THAT WILL GUIDE THE UNIVERSITY'S COLLECTIVE EFFORTS

EXTERNAL ENGAGEMENT IN RESEARCH AND LEARNING



Benefits on Campus and Beyond

Carleton is expanding community-based research and community-based pedagogy opportunities for the benefit of researchers, students, instructors and communities.

- As an institutional member of Community-Based Research Canada (CBR Canada), Carleton actively attends and promotes community-based research events and related opportunities. The Centre for Community Engagement has been accepted to present at the annual Community-Based Research Canada C2U Expo. This year's conference is being hosted in June 2023 by Lakehead University. The C2U Expo is CBRCanada's international conference providing leadership and space for both academics and communities to showcase community-campus partnerships that address local and global societal problems.
- The Centre for Community Engagement has been approached to support Carleton's efforts in developing course content for Research Impact Canada's Summer 2023 MobilizeU program. Two areas of focus include knowledge mobilization and community engagement-focused communications.
- Researchers are driven to expand their knowledge and influence beyond academia for the betterment of society. Among Carleton's many community-based initiatives are Engendering Disability-Inclusive Development (Thuy Nguyen, SOAN); the Transgender

Media Lab (Laura Horak, SSAC); and a research collaboration between the First Nation of Na-Cho Nyäk Dun (FNNND) in the Yukon and Carleton.

Strategic Plan for Community Engagement (SP4CE)

Reflecting a year-long consultative process that engaged approximately 600 members of the internal Carleton community — including students, staff, faculty, Senate and the Board of Governors — and external community partners, the plan outlines five key priorities that will guide the university's collective efforts around community engagement:

1. Foster and maintain existing relationships, while building new ones for positive impact;
2. Develop systems and services to support our relationships;
3. Focus on creative and innovative community engagement that is sustainable;
4. Improve communications across communities to support connection; and
5. Provide greater recognition of collective efforts that exemplify community engagement.

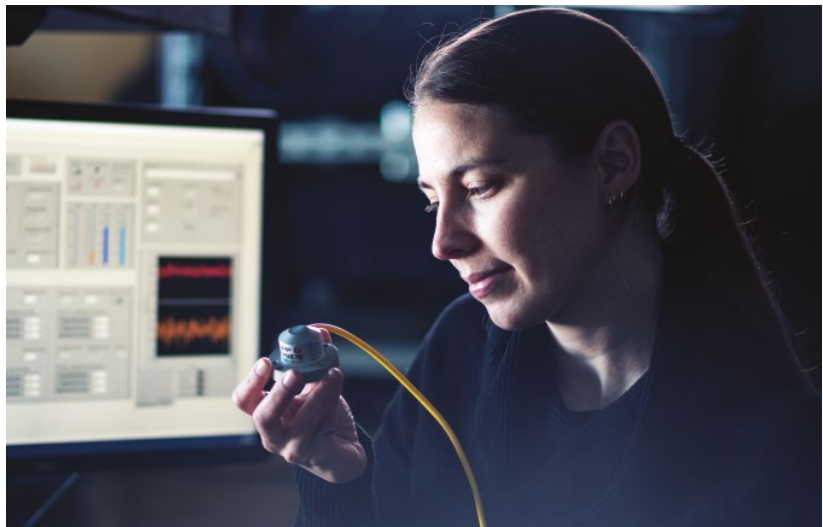
COLLABORATION

PARTNERSHIPS WITH PURPOSE

Carleton takes a purpose-based approach to partnership — collaborating with industry, community and individual supporters to focus on shared issues and solutions that benefit society, its economy and institutions and the health and well-being of citizens around the world. Through the SIP, Carleton has developed unique approaches to partnership that have amplified the university’s external voice, given meaningful opportunities to students, encouraged innovative research and provided significant benefit to partners and the communities Carleton serves.

Holistic Integrated Partnerships

The Office of the Vice-President (Research and International) and University Advancement are leading a new value-added approach to industry collaboration. The Holistic Integrated Partnerships (HIP) program streamlines engagement between the university and a corporate partner, enabling better research and development collaborations, creating learning and employment opportunities for students and advancing mutual societal goals. Since 2020, the HIP initiative has helped establish and enhance numerous high-value collaborations with industry leaders. The Ericsson-Carleton University Partnership for Research and Leadership in 5G Wireless Networks focuses on the challenges and opportunities of 5G; the collaboration has advanced significant research and created more than 500 co-op work terms for Carleton students. The BlackBerry QNX-Carleton University Partnership is a five-year partnership that provides Carleton faculty and students with access to leading technology for



48.6% INCREASE IN CORPORATE RESEARCH INCOME GROWTH IN THE PAST YEAR

THE ERICSSON-CARLETON PARTNERSHIP HAS CREATED MORE THAN 500 CO-OP WORK TERMS FOR STUDENTS



Cynthia Cruickshank (top), director of Carleton’s new Centre for Advanced Building Envelope Research; MP and Carleton alumnus Yasir Naqvi (middle) speaks at the opening of the Ericsson-Carleton Mobile Wireless Lab; Bruce Wallace, executive director of the Sensors and Analytics for Monitoring Mobility and Memory project, a partnership between Carleton, the Bruyère Research Institute and the AGE-WELL Network

research and learning opportunities in a wide range of industries. And Carleton and IBM Canada have embarked on a multimillion-dollar collaboration to equip students for essential jobs in emerging digital careers such as AI, machine learning and data science.

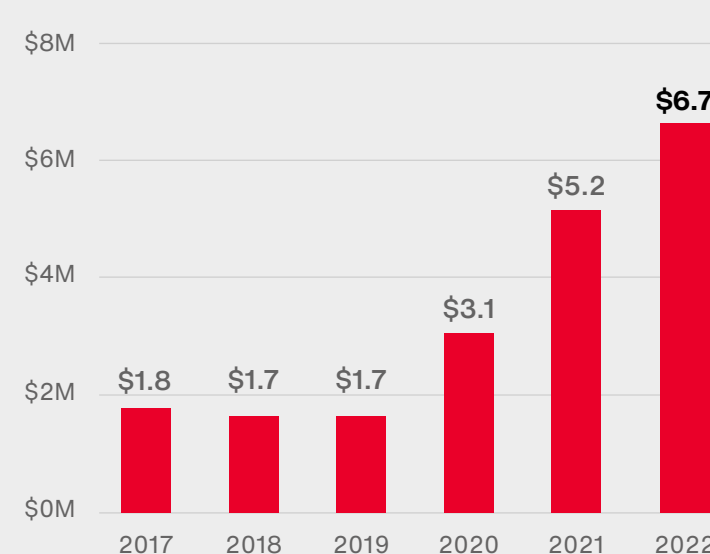
Broader Social Impact and Purpose

Through philanthropic partnerships, donors and champions give not to Carleton but *through* Carleton, investing in the power of higher education to advance social progress, community impact and the greater good. Since 2020, thousands of private supporters and foundations have helped establish teaching and learning opportunities, new research initiatives and inspiring community engagement projects that make a difference on campus and beyond. The Joyce Family Foundation established a \$2.5 million endowment to support bursaries, mentorship, Indigenous programming, student recruitment and create conditions for Indigenous student success at Carleton. The Cristine Rotenberg Scholarship for Academic and Creative Pursuits, established by a celebrated Carleton alumna and entrepreneur, supports students who have demonstrated a commitment to their education while pursuing creative interests. And with the support of generous grants from Jumpstart Charities, Carleton is able to offer a variety of adaptive sports and recreation programs for community members of all ages.

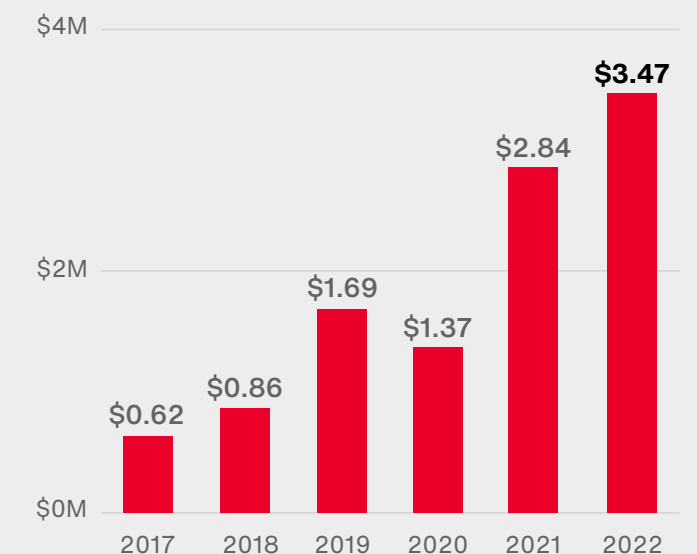
To meet the growing need for new approaches to health and well-being, Carleton has established significant research partnerships with health-care institutions in Ottawa. Working closely with The Ottawa Hospital (TOH) Research Institute, researchers from the Faculty of Engineering and Design are developing ways to improve the success of orthopedic surgeries, such as hip and knee replacements. Meanwhile, a comprehensive partnership with the Bruyère Research Institute and the AGE-WELL Network is developing smart home systems to help older adults live safely and independently.

The fight against climate change requires diverse approaches, including a renewed focus on energy efficiency in homes, workplaces and commercial facilities. Carleton’s new Centre for Advanced Building Envelope Research (CABER) — funded in collaboration with Natural Resources Canada and the Ontario Research Fund — is exploring numerous “building envelope” innovations that can help homeowners and industry renovate their facilities both effectively and quickly, while keeping costs down. CABER is also working with Ottawa Community Housing to test techniques to add exterior panels to existing structures, a cost-effective approach that doesn’t require a full renovation and displacement of residents.

Business Enterprise (3-year average) \$M



Mitacs Funding (cash revenue) \$M



BUILDING BRIDGES TO THE WORLD

BECOMING A GLOBAL INSTITUTION

As an interdisciplinary, research-intensive institution, Carleton prioritizes a strong international focus. With a comprehensive approach to global outreach, we believe in the immense value of building bridges and fostering partnerships around the world. Whether it be through research funding, mobility opportunities or institutional relations, these linkages help our community members participate as global citizens and support us in our mission to transform Carleton into a hub for intellectual engagement and knowledge sharing.



An MOU signed by Carleton and South Africa's University of Pretoria (top), the work of Carleton researchers Luciana Nardon and Amrita Hari on immigrant work integration (middle), the Canada-India Centre's annual Dhahan Lecture (bottom) and former visiting Queen Elizabeth Scholar Sophia Bakili (opposite page) showcase the university's global reach



4,490
international students
from **142 countries** in the
2022-23 academic year



New Connections with International Students

Thanks to \$287,360 in funding from the IDRC, Carleton is one of 11 Canadian universities participating in the QES-Advanced Scholars West Africa program. Funding was awarded for initiatives with an emphasis on gender equality. Coordinated by Nduka Otiono and the Institute of African Studies, the Her Own Room to Write project will enable 17 women PhD and post-doctoral scholars from West Africa to engage in research training and placement opportunities. It will support them in overcoming the institutional prejudice and structural barriers that prevent many African women from completing the necessary requirements of their education.

International Experiences for Student Mobilization

A group of Carleton students led by David Hugill, Department of Geography and Environmental Studies, and Patrizia Gentile, Institute of Interdisciplinary Studies, recently travelled to Havana, Cuba, for a newly developed two-week field course. The experience engaged in urban history, urban development, sustainability, architecture, urban culture and questions of urban equity. Students met with local faculty from the Latin American Faculty of Social Sciences at the Universidad de La Habana, as well as researchers specializing in Cuban sustainability and urban planning.

Expanding Overseas Research Partnerships

Currently, the Punjab Probation and Parole Service Department in Pakistan does not have a systematic means of assessing the risks, needs and strengths of women on probation, making it difficult to know what programs they should receive to help them transition into life post-incarceration. Thanks to funding from the International Research Seed Grant program (IRSG), Shelley Brown, Department of Psychology, and Mazhar Bhutta from PMAS-Arid Agriculture University Rawalpindi in Punjab are working on a Probation Services and Assessment Plan (P-SAP) to develop an easily administered and sustainable assessment measure to be permanently adopted by the probation department in Punjab.

Helping Afghan Scholars Find a New Intellectual Home

Researchers at Carleton and the University of British Columbia joined 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 (IDRC). Carleton is also contributing \$164,000 towards the project, reflecting the university's leadership in supporting the Scholars at Risk initiative.

Shifting How Migration Policy Is Made

A new initiative based in Carleton's Local Engagement Refugee Research Network (LERRN) is seeking to correct the imbalance in research informing forced displacement policy. Supported with \$8 million over seven years, the IDRC's Research Chairs on Forced Displacement Network will establish 12 research chairs at universities in Africa, South and Central America, the Middle East and Southeast Asia. The chairs will form an international network to encourage collaboration and amplify their findings.

CARLETON HAS 64 ACTIVE INTERNATIONAL MOUs AND 133 STUDENT EXCHANGE AGREEMENTS

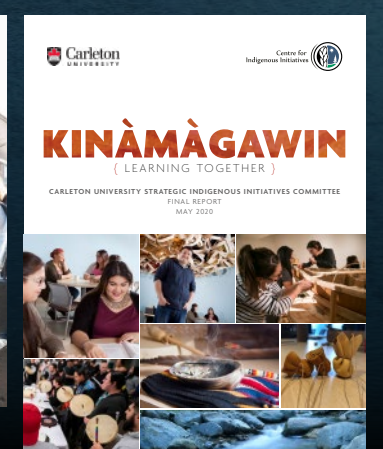
CARLETON ENGAGED DIRECTLY WITH 32 EMBASSIES AND HIGH COMMISSIONS IN 2022

STRIVE FOR WELLNESS, STRIVE FOR SUSTAINABILITY

Sustainability is the wellness of the planet; wellness is the sustainability of individuals. Both are under pressure. We are facing public health issues and mounting urgency in mental health concerns, an accelerating climate crisis, and a pervasive need for greater understanding and commitments to accessibility, equity, diversity and inclusion. We seek reconciliation with Indigenous Peoples. The values of resilience and strength — for people, for society and for our planet — are more important than ever. Increasingly, the world looks to post-secondary institutions to be leaders and models for positive change.

As we look to the future, we will explore how the well-being of people and the natural world can intersect. Though this will be an ever-present challenge, our vision is to chart paths of resilience, helping us all overcome obstacles and step toward a future with purpose. Together we will strive for wellness and sustainability — for individuals, for communities and for our planet.

Supporting operational plans include:



HEALTH AND WELLNESS

Carleton strives to enhance personal wellness and health, choosing a holistic, campus-wide approach to personal wellness and health for students, faculty, staff and the community. We will encourage a focus on mental health, purpose, activity, resilience and togetherness so that we and our communities may thrive.



Racialized Student Counsellor Manal Haji Egeh is part of an expanded support team at Wellness Services

PRIORITIZING PHYSICAL AND MENTAL HEALTH

Wellness Services expanded to a total of **17** counsellors from 10 in 2020

Student Mental Health Framework

Following the successful implementation of the Student Mental Health Framework 2.0, Carleton launched a broad and inclusive consultation in 2021 to update our framework. The new Student Mental Health Framework 2022-2026 strives to proactively promote a holistic and intersectional approach to student mental health and wellness by effectively and strategically coordinating programs, services and initiatives to build skills and foster resilience.

A Coordinated Student Wellness Portfolio

In July 2022, the Students and Enrolment Division established a new student health and wellness portfolio to better streamline and consolidate health, mental health and wellness services and programs for students. The newly created Student Health and Wellness portfolio brings together Health Services, Wellness Services, Attendant Services, the Paul Menton Centre for Students with Disabilities and From Intention to Action under the leadership of an inaugural Associate Vice-President Student Health and Wellness. This amalgamation enables a more holistic, coordinated and collaborative approach to supporting students with increasingly complex needs.

An Expanded Counselling Team

To meet increased demand for mental health support, Wellness Services expanded to a total of 17 counsellors. The team includes a variety of specialized counselling roles, such as an Intake Counsellor, who helps to assess risk and supports students to receive the right services at the right time; a Trans and 2SLGBTQ+ Counsellor; Indigenous Cultural Counsellor; Racialized Student Counsellor; Graduate Student Counsellor; counsellor with a specialization in eating disorders; and a Crisis Counsellor for same-day urgent support. Wellness Services went from a 300-person psychiatry waitlist to a less than 40-person waitlist at any given time by establishing a partnership with The Royal Ottawa Mental Health Centre for telemedicine psychiatry.

Therapy Dogs and More Tools

Wellness Services continues to share tools and resources for managing and improving student mental health and well-being. Through the Student Mental Health Engagement Committee, wellness presentations and workshops, the Therapy Dog Program, distributing virtual care packages and more, Carleton's Health Promotion team continues to strive for improving wellness across campus. With the support of Naloxone Care, Carleton has installed a total of 19 Emergency Naloxone stations across campus. These stations each contain two doses of Narcan nasal Naloxone which can temporarily reverse the effects of an opioid overdose.

Since spring 2020, Naloxone Care has offered 22 training sessions with 1,237 students, staff and faculty registered, providing almost 1,000 Naloxone kits to participants. Additionally, over 500 Naloxone kits have been provided to the Carleton University Students' Association to support their Party Safe(r) campaigns, which are run in advance of events like the Panda Game and St. Patrick's Day.

Updated and Interactive Resources

In 2022, the Office of the Vice-President (Students and Enrolment) updated and mailed printed copies of the Student Support Resources to faculty and staff across the Carleton community to assist in supporting students through their time at Carleton. In addition, all updated resources were also made available digitally on the Student Support website. Resources include a Student Referral Guide, Resource Guide for Mental Health and Wellness, Responding to Disclosures of Sexual Violence, Supporting Students in Distress and more. A new Mental Health and Wellness website was launched to help students discover the tools and resources Carleton offers to help understand, manage and improve their mental health and wellness while at university. The new website features a calendar of wellness events and workshops across the Carleton community, an interactive Wellness Services Navigator tool and information on healthy living, spirituality, substance use health and more.



Left to right: Carleton Challenge Conference keynote speaker and mental health advocate Clara Hughes, President Bacon and Clerk of the Privy Council and Carleton alumna Janice Charette, who spoke at the May 2023 conference about the federal public service's shift from focusing on individual wellness to organizational health

WELLNESS SERVICES **REDUCED A 300-PERSON PSYCHIATRY WAITLIST TO LESS THAN 40** THROUGH A TELEMEDICINE PARTNERSHIP WITH THE ROYAL OTTAWA MENTAL HEALTH CENTRE

A LEADER IN SUSTAINABILITY

Carleton has made significant progress on our sustainability plans and has identified opportunities for carbon reduction, demonstrated our climate commitment and assessed our sustainability work against benchmarks and external assessments.

Carleton defines sustainability in an inclusive style, encompassing human and ecological health, social justice, secure livelihoods and a better world for all generations. The university has received national and international recognition for our sustainability initiatives over the last three years. This includes the UI Green Metric World University Rankings. This is a global ranking concerned with broader sustainability impacts including waste, energy and teaching, which ranked Carleton as the most sustainable university in Ontario and the second most sustainable university in Canada.

FIGHTING CLIMATE CHANGE ON AND OFF CAMPUS



1st

**IN ONTARIO AND
2ND IN CANADA
IN UI GREEN
METRIC WORLD
UNIVERSITY
RANKING**

Geography and Environmental Studies professor Elyn Humphreys has been conducting research at Ottawa's Mer Bleue since 2005, with an eye toward protecting the important ecological role that the bog plays — an example of Carleton's wide-ranging sustainability leadership

Deeply Embedded Sustainability Considerations

Carleton is working towards a future where both operations and infrastructure embody and exemplify sustainability principles, best practices and innovation. New initiatives include the installation of bird-friendly glazing within several of our buildings. LED lighting retrofits have been completed for MacOdrum Library and lighting audits and retrofits are ongoing. A Carbon Budget, which documents the path to our 50 per cent carbon reduction by 2030, is also in development. To facilitate this, a comprehensive evaluation of the university's electrical infrastructure is underway across campus, including a detailed nodal plant study, an electric steam boiler feasibility study and the future replacement of the hydroelectric sub-station.

Sustainability Gold STARS

Carleton earned a Sustainability Tracking Assessment and Rating System (STARS) Gold rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE). With more than 900 participants in 40 countries, the STARS program is the most widely recognized global framework for publicly reporting information related to a college or university's sustainability performance. Carleton was named a top performer in the 2022 AASHE Sustainable Campus Index, achieving a Top-10 ranking in the impact areas of Water and Well-being & Work. As part of our commitment to the global effort to find solutions to climate change, Carleton is a signatory of Investing to Address Climate Change: A Charter for Canadian Universities, which provides principles and practices to guide responsible investment decisions. This builds upon the university's commitment to the United Nations supported Principles for Responsible Investing (PRI), one of the key elements of the Climate Charter. These actions align with Carleton's review of Environment, Social and Governance (ESG) considerations in areas such as investments and energy.

Academic Programming Around Sustainability

A key component of Carleton's holistic approach to sustainability is the new Sustainability and Climate Change committee, established with pan-campus representation including faculty, staff and students. To support the committee's work, sub-groups focusing on Teaching, Research and Operations have been created. In 2022, Carleton updated its Environment and Sustainability Policy to reflect sustainability programs and to provide guidance to the university for future operations.

IN 2022, CARLETON'S CO-GENERATION PLANT PRODUCED 17% OF THE ELECTRICITY USED ON CAMPUS, REMOVING THE LOAD FROM THE PROVINCIAL GRID

THERE ARE NOW MORE THAN 25 ELECTRIC VEHICLE CHARGING STATIONS ACROSS CAMPUS

ACCESSIBILITY

THE MOST ACCESSIBLE UNIVERSITY IN CANADA

Over many years, Carleton has led the accessibility conversation across Canada's higher education sector. Carleton has an extensive history of making its campus, courses and culture increasingly accessible and is committed to being the most accessible campus in Canada. Leveraging the new Coordinated Accessibility Strategy and leadership in the Canadian Accessibility Network, as well as other initiatives and programs across campus, Carleton will advance accessibility across research, training, employment, policy and community engagement.

Introducing The New Accessibility Institute

The Research, Education, Accessibility and Design (READ) Initiative celebrated its 10-year anniversary in October 2022 by announcing its transformation into the Accessibility Institute, the first-ever institute of its kind in post-secondary and in Canada. The institute will further strengthen and expand collaborations to advance accessibility across disciplines and sectors and reaffirm Carleton's ambition to continue leading toward a fully inclusive and accessible Canada. Since the launch of the SIP in spring 2020, the initiative-turned-institute has attracted \$7 million in funding for accessibility research. Some examples of its projects include accessible housing for autistic adults, employment outcomes for post-secondary students with disabilities and the effectiveness of artificial intelligence in assessing disability-related needs. In 2021, the initiative-turned-institute launched the second phase of the David C. Onley Initiative (DCOI): DCOI 2.0: Building a Collective Impact Strategy.



Funded by the Ontario government with \$3 million over three years, its objective is to create an online toolkit that will build the capacity of post-secondary institutions across Ontario to provide enhanced employment supports for students with disabilities as they transition into the workforce.

Rick Hansen Foundation Certification

The Accessibility Institute continues Carleton's longstanding partnership with the Rick Hansen Foundation. The Accessibility Institute and Facilities Management and Planning are leading a project to assess each building on Carleton's campus using the Rick Hansen Foundation Accessibility Certification standards. The goal of the audit is to increase overall accessibility on campus, remove barriers in the built environment and create inclusive spaces for everyone.

Coordinated Accessibility Strategy

The Coordinated Accessibility Strategy (CAS) is making steady progress toward continuing to

build Carleton's culture of accessibility and be a catalyst for creating a more accessible and inclusive university community, in particular for persons with disabilities. Since its launch in 2020, definitive actions have been taken on 36 of the strategy's 40 recommendations based on our community's priorities. Under the guidance of the Associate Vice-President, Human Resources, and in response to the strategy's recommendations, an extensive benchmarking project facilitated by the Office of Quality Initiatives was completed to identify best practices that improve the experiences and increase inclusion of persons with disabilities throughout the employee lifecycle at Carleton. From this research, the Benchmarking Team identified 10 recommendations aimed at growing a culture of accessibility for Carleton employees.

Canadian Accessibility Network

Carleton's leadership in accessibility continues to be reflected in the growth of the Canadian Accessibility Network (CAN), a national collaboration led by the

CARLETON'S NEW ACCESSIBILITY INSTITUTE – THE FIRST OF ITS KIND IN POST-SECONDARY AND IN CANADA – IS INVOLVED IN PROJECTS SUCH AS ACCESSIBLE HOUSING FOR AUTISTIC ADULTS AND EMPLOYMENT OUTCOMES FOR POST-SECONDARY STUDENTS WITH DISABILITIES



Accessibility Institute. CAN's vision is to be Canada's cross-sectoral, national platform to empower persons with disabilities, improve socio-economic and health outcomes and change mindsets and behaviours. Since its inception in 2019, CAN has brought together 76 organizations and 150 individuals from not-for-profits, service providers, educational institutions, government organizations, community organizations and other sectors, representing eight provinces across Canada.

Paul Menton Centre for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC), in partnership with Scheduling and Examinations Services and Information Technology Services, began wrapping up a multi-year effort to bring a new academic accommodation management system to Carleton in the fall of 2022. The Ventus portal became a one-stop solution linking students with disabilities, their course instructors and staff from the McIntyre Exam Centre and the PMC.

TAKING ACTION TOWARD RECONCILIATION

Carleton is guided by the sector-leading Kinàmàgawin report in its commitment to seek reconciliation with Indigenous Peoples and make campus a safe and welcoming space for all Indigenous students, faculty and staff. These efforts have been complemented by a \$2.5 million donation from the Joyce Family Foundation — matched by an additional \$2.5 million from the university — which has allowed the university to mobilize many of its intentions.

Addressing the Calls to Action

The university is fulfilling Carleton-specific Calls to Action developed by the Carleton University Strategic Indigenous Initiatives Committee. Carleton continues to work towards implementing the Kinàmàgawin report. In response to the report, the Office of the Associate Vice-President (Indigenous Teaching, Learning and Research) was established to support Indigenous faculty, develop Indigenous pedagogical tools and guide the Ānako Indigenous Research Institute and other research initiatives. The Centre for Indigenous Support and Community Engagement (CISCE) was established to support students, staff and faculty by providing culturally safe spaces for dialogue and learning. CISCE nurtures a sense of belonging for Indigenous students and develops and delivers resources and training to educate the Carleton community about the experiences, histories and worldviews of Indigenous Peoples. The Ānako Indigenous Research Institute was established to bring together researchers, students and Indigenous communities to foster dialogue and understanding of ethical, balanced and respectful research with Indigenous Peoples and in Indigenous territories.



Embracing Indigenous Worldviews

Carleton is deepening understanding of Indigenous worldviews throughout the university community through events such as the annual Kinàmàgawin Symposium, which addresses timely topics — chosen by Indigenous students — relevant to Indigenous Peoples and empowers students, staff and faculty to further their knowledge and become a positive force for change.

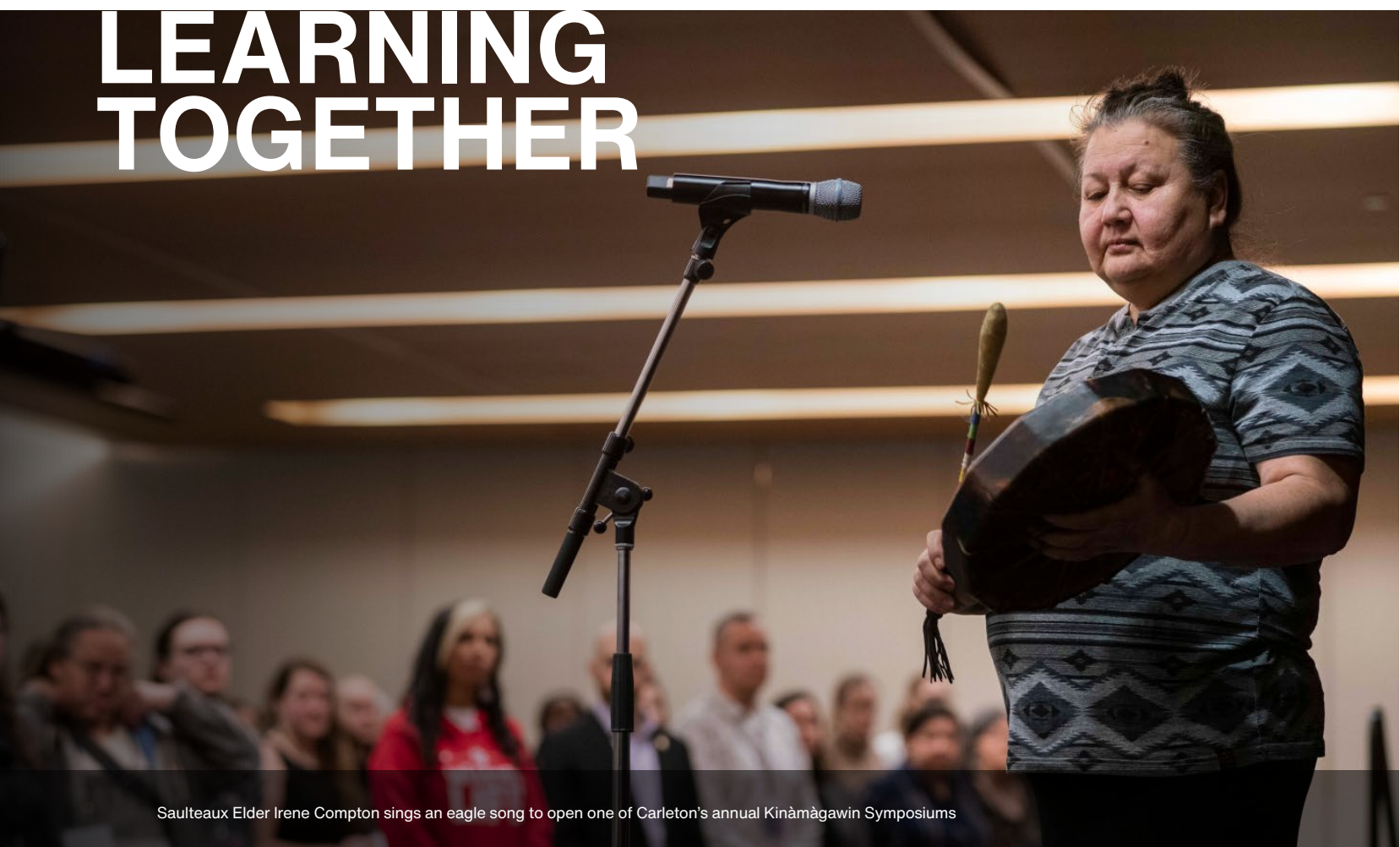
Carleton is situated on the traditional, unceded and unsundered territory of the Algonquin Nation. In an effort to embody a significant territory acknowledgement in a meaningful way, Carleton engaged in a thorough consultation with the Algonquin Advisory Council and Algonquin communities in the region — notably Kitigan Zibi and Pikwakanagan — to rename the University Centre, which is the crossroads of all campus activity. The new name is Nideyìnàn, which translates to “our heart.”

With the gracious support of the Robertson family, Carleton has renamed its main administrative building to acknowledge and honour Inuit and to further commit to the recommendations of the Kinàmàgawin Report. Following a thorough engagement process with the Inuit Advisory Council and Inuit in the region and in the North, Carleton now calls this building Pigiariq, which translates to “a place to begin” or “the starting place.”

Motivated by pursuits of justice found in the self-determining practices of Indigenous Peoples, and the critical and urgent problems associated with climate change and the disconnect of humanity from the Earth, a new course (Land As A Relation Field Course, INDG 4015) offered through the School of Indigenous and Canadian Studies brings together Indigenous knowledge keepers from the Algonquin community of Kitigan Zibi to provide basic knowledge and direction for understanding what it means to live in relationship with the land.

CARLETON ENGAGED IN A THOROUGH CONSULTATION WITH THE ALGONQUIN ADVISORY COUNCIL AND ALGONQUIN COMMUNITIES IN THE REGION TO RENAME THE UNIVERSITY CENTRE — THE NEW NAME IS NIDEYİNÀN, WHICH TRANSLATES TO “OUR HEART”

LEARNING TOGETHER



Saulteaux Elder Irene Compton sings an eagle song to open one of Carleton’s annual Kinàmàgawin Symposiums



Odeskin Thusky, Carleton Algonquin Community Liaison Officer Philip Macho Commonda, Elder Barbara Dumont-Hill, Associate Vice President (Indigenous Teaching, Learning and Research) Kahente Horn-Miller and President Bacon celebrate the new name Nideyìnàn, formerly the University Centre (top left, left to right)

FOSTERING BELONGING

WHERE EVERYONE IS INCLUDED

In 2020, Carleton published an institutional Equity, Diversity and Inclusion (EDI) Action Plan which outlines specific strategic actions to advance EDI on campus. In 2022, Carleton joined several other Canadian universities in signing the Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education. As part of this commitment and in support of building faculty-specific initiatives, Profs. Audra A. Diptée (History) and Nduka Otiono (African Studies) were appointed as Faculty Advisors on Anti-Black Racism and Black Inclusion.



Nurturing Inclusivity and Diverse Perspectives

Carleton is encouraging and nurturing inclusivity and a diversity of perspectives and identities to strengthen the university's communities. Teaching and Learning Services and the Department of Equity and Inclusive Communities are collaborating to develop an introductory module discussing human rights and intersectional anti-oppression. The module will be available to Carleton's first-year students and it will include testimonials from students, examples, definitions and information on how to be an anti-oppressive Carleton community member.

The Department of Equity and Inclusive Communities hosts a variety of events, including the annual Inclusion Week event series, which raise the visibility and awareness of the value of human rights work and EDI, explore practical ways to integrate its principles into the university's organizational structures and culture, and strengthen the potential for prosperity in the community.

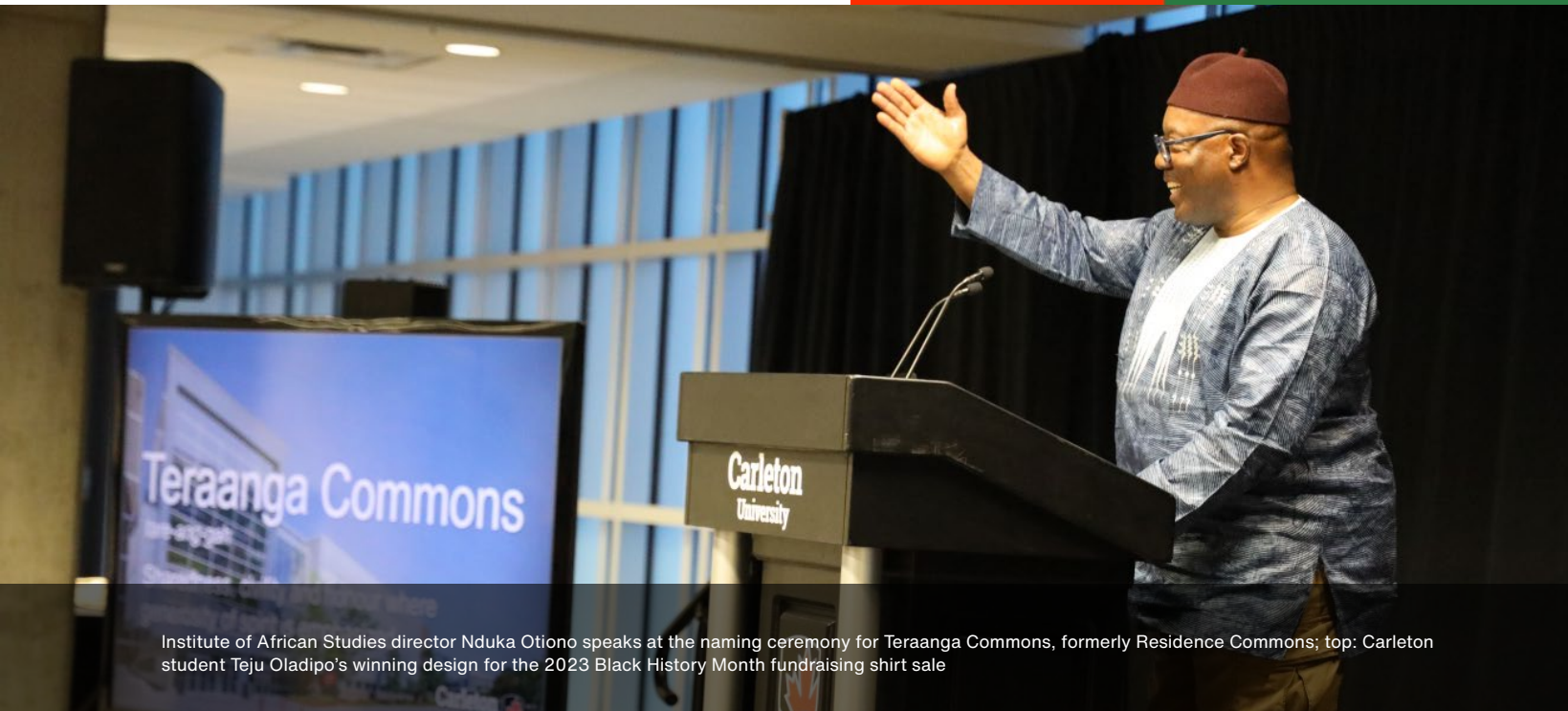
In alignment with the EDI Action Plan and in collaboration with campus partners, Equity and Inclusive Communities has launched the first phase of the Pronoun Enhancement Project, which provides students, staff and faculty with an opportunity to indicate their chosen pronouns through Carleton Central.

Several EDI initiatives are also taking place at the faculty level. For example, many Faculty of Arts and Social Sciences departments have developed EDI and

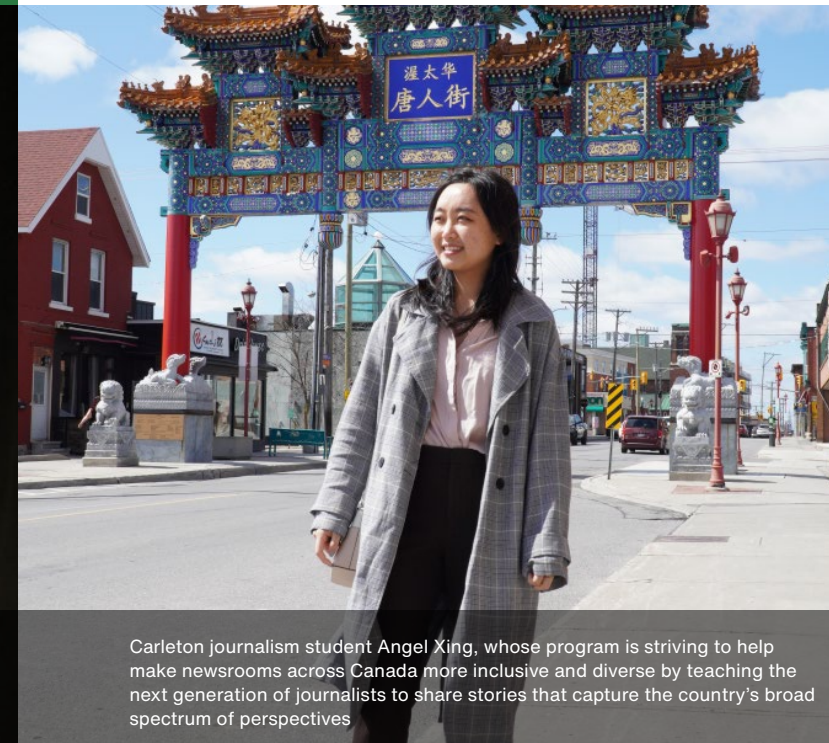
decolonization committees, which have led to significant teaching and curriculum changes. The Faculty of Engineering and Design welcomed hundreds of women students to its Women in Engineering and IT Program this past year. The two-year pilot program helps women students access mentorship, networking and soft skill development opportunities as a way to help close the gender gap in STEM. The Faculty of Engineering and Design also successfully completed its first year of the Experiential Learning in Innovation, Technology, and Entrepreneurship (ELITE) Program for Black Youth. In partnership with the University of Alberta, the program placed numerous Black students in engineering and IT in funded internships and provided them with technical support and coaching.

Inclusive Excellence and a Commitment to Equity

Carleton is strengthening employee recruitment, retention and advancement based on principles of inclusive excellence and a commitment to equity. In response to a priority outlined in the institutional EDI Action Plan, Carleton is moving forward with an initiative to collect disaggregated demographic data from students, staff and faculty in order to better understand the representation, experiences and perspectives of employees and students. This will inform the design of equitable and inclusive services, build supports and enhance outcomes across the university.



Institute of African Studies director Nduka Otiono speaks at the naming ceremony for Teraanga Commons, formerly Residence Commons; top: Carleton student Teju Oladipo's winning design for the 2023 Black History Month fundraising shirt sale



Carleton journalism student Angel Xing, whose program is striving to help make newsrooms across Canada more inclusive and diverse by teaching the next generation of journalists to share stories that capture the country's broad spectrum of perspectives

SEVERAL EDI INITIATIVES ARE ALSO TAKING PLACE AT THE FACULTY LEVEL; FOR EXAMPLE, MANY FACULTY OF ARTS AND SOCIAL SCIENCES DEPARTMENTS HAVE DEVELOPED EDI AND DECOLONIZATION COMMITTEES, WHICH HAVE LED TO SIGNIFICANT TEACHING AND CURRICULUM CHANGES

NEXT STEPS



ONWARDS AND UPWARDS FOR CARLETON

Growth and progress have been constant forces at Carleton since the university was established in 1942. At over 30,000 students and over 5,000 employees, we are now a major teaching and research hub with national and international impact. Carleton research is growing by leaps and bounds and our reputation continues to rise. The university has tremendous momentum and the future is bright for Carleton. As we continue to implement the SIP until 2025, the following projects will have a transformative impact:

New Student Residence

Construction has started on Carleton's new 450-plus bed, nine-storey residence for first-year students. The design of this new residence was developed in consultation with faculty, students and staff — including Residence Life staff — to identify and address needs. A small, informal ground-breaking ceremony was held in mid-March 2022 to celebrate this new exciting addition to the university campus. This state-of-the-art, 180,000-square-foot facility will showcase an amenity floor that includes study, social, fitness and cooking spaces for the entire residence community.



Carleton's planned Regional Aquatics Centre and Wellness Hub (opposite page), ground-breaking on the new student residence (above) and Vice-President (Finance and Administration) Lorraine Dyke with Dean of Graduate and Postdoctoral Affairs Patrice Smith at the launch of the current SIP

This building follows the fundamentals of Passive House design focusing on the high-performance building envelope and will serve as a beacon as community members come onto campus. It's expected to be completed in 2025.

New Regional Aquatics Centre and Wellness Hub

Located within Carleton's Athletics precinct, this multi-purpose building will support a full range of services, spaces and amenities for students and the broader Ottawa community. It features a new Regional Aquatics Centre designed to host international competitions as well as an expanded fitness facility, both in response to an identified city-wide need. The architectural personality and expression of the building have been derived from the Indigenous history of the land on which Carleton is situated, evoking the metaphor of a river, an element of health, life giving and movement — a journey through wellness. Design plans include the use of mass timber structure as a renewable material with sequestered carbon, a focus on occupant health through the choice of healthy materials, ample use of daylight, views of nature, the use of native landscaping and placing accessible features in equal profile to able-body infrastructure. Carleton is consulting with the City of Ottawa about the timeline and scope of this project.

Transformational Fundraising Campaign

Carleton is actively preparing for its next transformational fundraising campaign. Immediately following the close of our successful \$300-million campaign in 2019, Advancement, its campus partners and philanthropic champions began reviewing campus priorities, operational processes, fundraising strategies and market realities for an even more ambitious campaign in support of the university's mission and the SIP. Currently in the "silent phase" of the planning cycle, this \$500-million campaign will leverage Carleton's sector-leading strengths in engagement and purpose-based fundraising while exploring new accountable, responsible and impactful opportunities in philanthropy and corporate partnership to advance research, teaching and learning.

SIP Renewal

Carleton's current SIP is a roadmap guiding the university's actions and activities from 2020 to 2025 — which means that it is almost time to begin collaborating on the next iteration. This is an opportunity to look back at how far we have come and what we have accomplished as a community over the last three-plus years, and to look ahead at the goals and ambitions we will set for ourselves for the next five-year period. The challenges faced by our communities have not diminished since 2020; indeed, they have intensified. But Carleton has never shied away from challenges and remains ready to challenge what is possible.



The Carleton Ravens made history on March 12, 2023, becoming the first women's and men's basketball teams to win both U SPORTS national championships in the same season since 1985. Carleton is only the third university ever to do so and the first outside B.C. The Ravens women beat Queen's 71 to 59, while the men beat St. Francis Xavier 109 to 104 in double overtime, their fourth straight championship and 17th in the last 20 years.

