

The Board of Governors acknowledges and respects the Algonquin First Nation, on whose traditional territory the Carleton University campus is located.

The 633rd Meeting of the Board of Governors
Tuesday, December 6th, 2022 at 3:00 p.m.
Richcraft Hall 2440R

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

- Circulated with this agenda is a Consent Agenda which lists items presented to the Board for action or for information.

5. OPEN – ITEM(S) FOR APPROVAL

5.1 Framework for the 2023/2024 Operating Budget (P. Dion)

- An executive summary and presentation were circulated in advance.

6. OPEN – ITEM(S) FOR INFORMATION

6.1 Digital Strategy (N. Arnold, M. Dabros & D. Hornsby)

- An executive summary and strategy were circulated in advance.

6.2 Equity, Diversity and Inclusion Action Plan: Progress and Update (N. Badiou)

- An executive summary and presentation were circulated in advance.

6.3 Report from the Chair (G. Farrell)

- A verbal report will be given.

6.4 Report from the President (B.A. Bacon)

- A written report was circulated in advance.

6.5 Committee Chair Updates

- a) Building Program (A. Tremblay)
- b) Finance (P. Dion)
- c) Governance (B. O'Connor)

7. OPEN – OTHER BUSINESS

8. OPEN - QUESTION PERIOD

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM

5.1

To:	Board of Governors	Date of Report: 3 November 2022
From:	Chair, Finance Committee	Date of Meeting: 6 December 2022
Subject:	Framework for the 2023-24 Operating Budget	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve Carleton's planning framework for fiscal year 2023-24, as presented.

3.0 EXECUTIVE SUMMARY

Carleton's planning and budget framework is based on a five-year forecast, updated annually, with the Strategic Integrated Plan providing direction for the development of individual unit plans and priorities. University-wide, long-term planning is informed by the Strategic Integrated Planning Committee (SIPC). These unit-level plans, converted to a series of goals and initiatives, are then assessed by the Provost's Budget Working Group (PBWG), which is tasked with recommending the allocation of resources in line with institutional priorities.

In March, Resource Planning Committee (RPC) Chairs meet to present their proposed budgets, promoting transparency and fostering discussion and collaboration across units. This approach ensures that proposed initiatives are aligned with the needs of the academic enterprise and service units, spending priorities are established, and that alignment and efficiency of service delivery is considered. As a result, budgetary allocations are informed not only by the overall financial situation of the university, but also by the values and priorities of individual units.

Annual allocations are also affected by the university's Enrolment Linked Budget Allocation (ELBA) model, which provides Faculties with a share of additional revenue associated with growth in enrolment. The ELBA funds are built into Faculty base budgets over time and are intended to cover increased teaching costs, lab infrastructure and equipment, as well as student initiatives associated with increases in enrolment. The academic and administrative RPCs are permitted to carry forward unspent budgets as a contingency against unexpected change in future revenues and expenses, for short-term planning and development needs and for longer-term strategic initiatives.

The planning and budgeting review process continues throughout the fiscal year. A mid-year contingency reserve is available to respond to off-cycle budget requirements presented by RPC Chairs.

In concert with the university's annual Financial Report, which includes consolidated financial statements and a management discussion, the President's annual report completes the planning and budgeting cycle, highlighting progress on our plans and priorities.

Resource Planning Committees will continue to align their planning with the the university's Strategic Integrated Plan. To guide the development of operational plans and priorities, Carleton's Strategic Integrated Planning Committee has established the following plannig priorities for 2023-24:

- Strategic Integrated Plan
 - Share Knowledge, Shape the Future;
 - Serve Ottawa, Serve the World;
 - Strive for Wellness, Strive for Sustainability;
- Innovations in recruitment, retention, programming, and curriculum

The Provost's Budget Working Group will present the 2023-24 operating budget to the Finance Committee in March, seeking recommendation for approval by the Board of Governors in April. Final operating budgets are expected to be communicated to Resource Planning Committees at the end of April.

4.0 INPUT FROM OTHER SOURCES

The 2023-24 planning framework has been prepared with the support of the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Finance and Administration), the Office of the Deputy Provost, the Office of Institutional Research and Planning, Financial Services, and the participation of the President and all Vice-Presidents.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Revenue

Given the unpredictable and competitive post-COVID recruitment landscape, the university is taking a conservative approach when projecting new student enrolment. We forecast domestic enrolment to increase by 1% annually and international enrolment by 2% in 2023-24 and beyond. With regards to our regulatory environment, the 2022-23 Tuition Fees Framework and Ancillary Fees Guidelines for Publicly-Assisted Universities will come to an end April 30, 2023. The Ministry of Colleges and Universities has not yet announced a new framework. With this uncertainty in mind, we project that in 2023-24: grant-eligible Ontario resident student tuition fees will remain frozen at 2019-20 levels; grant-eligible out-of-province student tuition fees will increase by 5%; and international tuition fees will increase by between 0% and 8%, in compliance with the international tuition framework approved by the Board in 2021-22. Beginning in 2024-25, grant-eligible Ontario resident student tuition fees are forecast to increase annually by 2% and international tuition fees continuing to increase annually in the same range as currently.

Concerning our Strategic Mandate Agreement, the Government agreed to delay the activation of performance-based funding for the first two years of the agreement (2020-21 and 2021-22) to help universities address the effects of the COVID pandemic. On February 25, 2022, MCU announced to publicly assisted colleges and universities a further delay in the activation of performance-based funding for one additional year of SMA3 (2022-23). The Ministry will assess the sector's readiness for activation in Year 4 (2023-24) at a planned system-wide proportion of 10% increasing to 25% in Year 5 (2024-25). The proportion of provincial operating grant being provided to universities via the Differentiation Envelope in 2023-24, however, will remain at a system-wide proportion of 55% and move to 60% by 2024-25, as originally planned. Carleton's total planned provincial operating grant continues to be \$165 million.

The implementation of the performance funding model will be on a lag year basis, meaning results from the 2023-24 metrics will not have any financial impacts until 2024-25. It is noteworthy that Carleton exceeded all of its allowable performance targets on all assessed metrics in 2021-22.

Expenses

During 2022-23, the university will continue to be subject to the Provincial Government's Bill 124, Protecting a Sustainable Public Sector for Future Generations Act 2019, which aims to limit public sector employee salary increases to 1% per year, over a three-year period. Bill 124 is currently being implemented through collective agreements. However, CUPE 4600 Units 1 and 2 agreements have expired and are currently engaged in collective bargaining. These new collective agreements will not be subject to Bill 124.

The university plans to continue investing in its physical asset and IT infrastructure renewal programs, ensuring our built environment meets the needs of our students, staff and faculty. Cessation of the Ontario Electricity Rebate Program, IT inflation, and anticipated market adjustments on contracted services are expected to place additional cost burden on our operating budget.

We remain committed to student employment opportunities on campus through Teaching Assistantships and casual work opportunities, and will maintain our scholarship grid as a means to attract students and grow our net revenue.

General and administrative costs are forecasted to increase at a rate of 3% per annum.

Financial Outlook & Base Budget Cuts

Carleton's planning and budgeting team refreshes the university's five-year financial plan in the fall to assess our financial health and ability to maintain a balanced budget. The team engages with subject matter experts across campus to prepare enrolment and tuition projections, and project compulsory cost increases. We remain confident in Carleton's overall financial health, as is supported by our provincial metric ratios. However, slowed growth in revenue and increasing costs are expected to place financial pressure on the university in the short term and until government policies allow for revenue growth.

As a result, a 2% base expenditure budget cut is planned for all operating RPCs with an effective date of May 1, 2023 – a value of approximately \$6 million. The aim is to reduce discretionary spending and leverage the significant amount of appropriated reserves within the units to maintain operations and invest in new growth strategies. Centrally appropriated reserves are expected to be drawn upon to maintain operating service levels. Planning estimates signal a possibility for the need to implement additional base budget cuts in the near term.

6.0 FINANCIAL IMPLICATIONS

The university plans to support RPC resource requirements through a combination of centralized investments and remaining committed to its carry forward policy, allowing units to maximize the use of existing carry forward reserves. The university will continue to maintain a balanced operating budget over the planning horizon by investing very strategically, controlling costs, and drawing down on some internal reserves.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The main risks of not being able to meet a balanced operating budget relate to: i) missing projected enrolment growth, ii) additional government funding reductions, iii) reduction in tuition fees, and, iv) poor investment returns. Uncertainty remains regarding the current economic conditions, the effect on government financing, the government's future commitment to funding the post-secondary sector and the tuition framework remains unknown. By using a conservative budgeting approach and assumptions, the university mitigates the risk of not achieving a balanced budget as well as ensuring its continued financial sustainability. In addition, Carleton is confident that existing reserves should help deal with potential unexpected expenditures, changes in regulations, or market conditions in the short-term.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The planning and budgeting process is supported by a robust framework that involves managers at all levels and is reviewed through a well-defined governance process by including the Board of Governors and Senate. The final budget report, which describes the University's priorities and resource allocations is also available to the Carleton Community.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

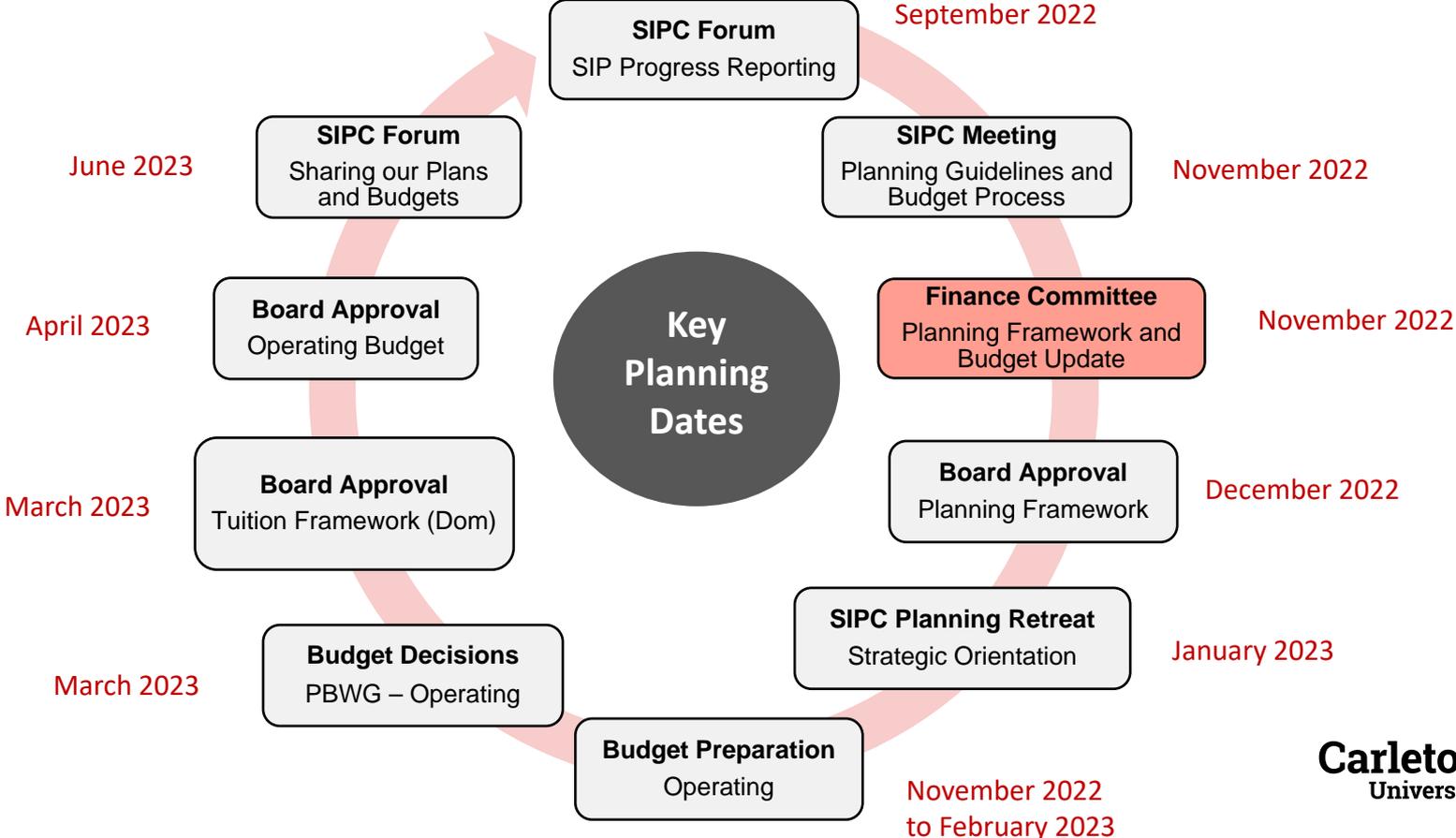
Framework for the 2023-24 Operating Budget

Board of Governors
December 6, 2022

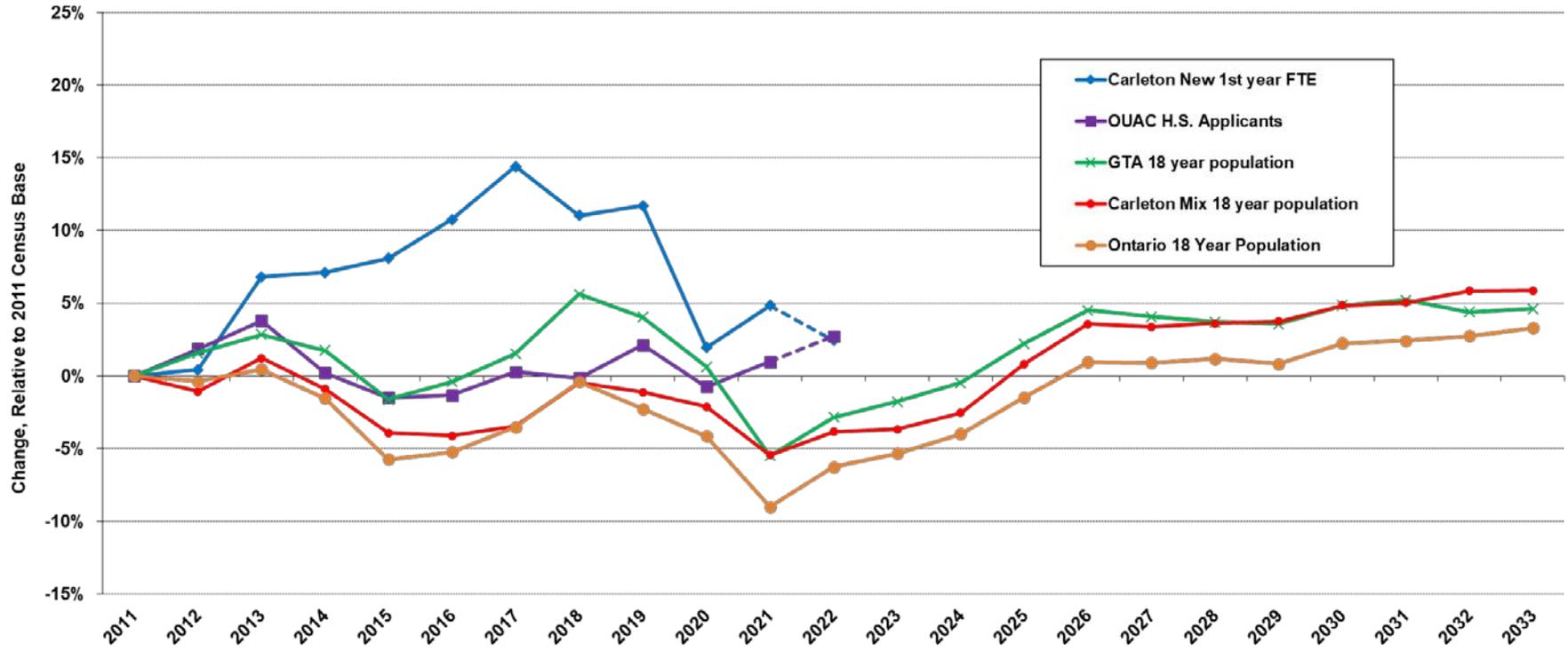
Linked Planning Exercises

- Strategic Integrated Plan
- Strategic Mandate Agreement Metrics
- 2023-24 Operating Budget
 - **To be presented to the Board of Governors in April 2023**
- Resource Planning Committee (RPC) Plans

Carleton Planning Framework



Projected Change in the 18-Year-Old Population in Ontario: Carleton Impact



Source: Ontario Ministry of Finance: *Ontario Population Projections Update, 1986-2046*(Summer 2022)

Ontario University Application Centre (OUAC) yearly statistics, OIRP Data cubes

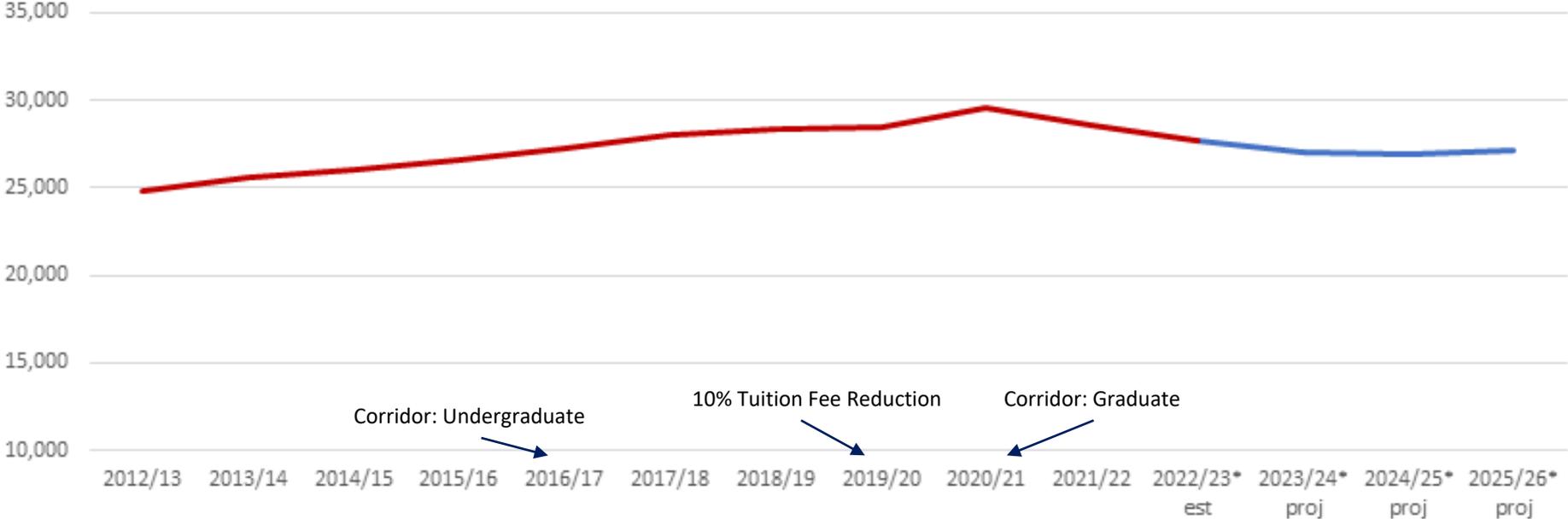
Carleton Mix* is calculated based on actual Ontario enrolment mix Ontario intake (Fall 2019).

OUAC data from 2022 is as at September 7, 2022.

Office of Institutional Research and Planning: 2022-10-05

Total Enrolment: Annualized Full-Time Equivalent

Annual FTEs, Historical and Projected



Source: Historical, OIRP datacubes. Estimated and projected based on projection models (oct 2022). UG growth after 2023: 1% domestic, 2% international. excludes incoming exchange students, and work-term only coop students in FTE calculation.

Anticipated Further Tuition Fee Freeze

Preliminary 2023-24 Budget Assumptions

Revenues

Enrolment:

- Stable over planning horizon from 2022-23 levels

Tuition Fees:

- Domestic Fees - No increase in 2023-24, modest increases thereafter.
- International Fees – Increases based on current framework

Government Funding:

- Frozen over planning horizon

Expenses

- Salaries and Benefits: Exiting Bill 124
- Infrastructure:
 - Continuation of asset and IT infrastructure renewal programs,
 - Cessation of the Ontario Electricity Rebate Program
 - IT inflation; market adjustment on contracted services.
- Student support: Maintaining scholarship grid
- General and administrative expense increases of 3%

Challenges in Maintaining a Balanced Operating Budget

Opportunities

- Returning to in-person recruitment
- Reputational enhancement
- Internationalization, including winter 2023
- Program innovation and renewal
- Material level of appropriated reserves

Base Expenditure Budget Cut

- At this time, a 2% base expenditure budget cut is planned for 2023-24

Pressures

- Tuition freeze
- International student visa delays
- Changes in enrolment patterns
- SMA – Corridor Model & Performance-Based Funding
- Provincial Government deficit
- Deferred building and infrastructure maintenance
- Rising capital project costs
- Exiting Bill 124
- Information technology needs
- Increases in university budgets
- Recurring fiscal-only investments
- Indirect costs of research

2023-24 Planning Priorities

Strategic Integrated Plan

Share Knowledge, Shape the Future

Serve Ottawa, Serve the World

Strive for Wellness, Strive for Sustainability

Innovation in recruitment, retention, programming, and curriculum

Recommendation

On the recommendation of the Finance Committee, to approve Carleton's planning framework for fiscal year 2023-24, as presented.

AGENDA ITEM

6.1

To:	Board of Governors	Date of Report: 2 November 2022
From:	Vice-President (Finance and Administration) Provost and Vice-President (Academic)	Date of Meeting: 6 December 2022
Subject:	Digital Strategy	
Responsible Portfolio:	Vice-President (Finance and Administration) Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This is for information purposes only.

3.0 EXECUTIVE SUMMARY

The purpose of Carleton University's first-ever Digital Strategy is to bring into sharper focus the role of digital technology in achieving the objectives of the SIP and to imagine opportunities to drive our academic mission and operations toward a brighter future.

The strategy has been shaped by consultations with over 1,000 faculty, staff and students, representing faculties/divisions/units from across the university, as well as dedicated sessions with senior leadership, Senate, and the Board of Governors. It articulates a broad vision for Carleton's digital future, reflected in the aspiration statement, supported by foundational principles that emerged prominently from the consultations with the community as critical underpinnings to Carleton's digital evolution. In alignment with the vision, principles and accompanying objectives are strategic priorities related to the university's mission pillars of Research, Student Experience, Teaching and Learning, and Organizational Excellence. These priorities both align to the SIP and speak to the varied experiences that make up the Carleton community.

The strategy includes a Digital Roadmap which outlines the action plan that supports implementation of the Digital Strategy and the SIP. It is informed by the overarching vision, guiding principles, objectives and strategic priorities. Dynamic, flexible and adaptive in nature, the Digital Roadmap has a 12-18-month time horizon to allow for flexibility in planning. It will be updated through a new, yearly planning process supported by an enhanced digital governance structure and a new IT Policy Framework that aligns with the university's budget and planning cycle.

As a result of the Digital Strategy and Digital Roadmap, Carleton is poised to shape its digital future in unprecedented ways that will accelerate the directions of the SIP and our capacity to lead digital change. Three significant areas that illustrate this anticipated impact are governance, renewal and culture.

4.0 INPUT FROM OTHER SOURCES

Extensive research and consultation were conducted throughout, informing the framework and directions emerging from the Digital Strategy. Background research included an environmental scan

of 21 Carleton strategies developed in support of the SIP, a review of the SIP Speaker Series feedback for references to digital technology, an extensive review of digital strategies in the post-secondary sector and beyond, discussions with sector and industry leaders and a literature review. The cross-institutional Advisory Committee provided invaluable knowledge, subject matter expertise and institutional experience throughout the process of developing the Digital Strategy.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Digital technology will play a critical role in advancing the SIP's directions and delivering on its objectives. While the four pillars of Teaching & Learning, Research, Student Experience and Organizational Excellence have complementary goals and objectives, our operating context requires this to be balanced by a digital ethos that facilitates growth and innovation across these pillars.

Through the widespread engagement of the consultation process, and critical input from the Advisory Committee, the Digital Strategy strikes a balance between identifying a common vision and principles while recognizing that our organizational context is made up of differing needs that require us to maintain flexibility and creativity in our digital environments.

6.0 FINANCIAL IMPLICATIONS

Although there are no financial implications directly associated with the Digital Strategy, any funding required to support initiatives would be requested through the appropriate governance and budgetary processes. While the strategy does represent a commitment to invest in IT excellence, it may also identify opportunities for efficiencies and savings.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Carleton University's Enterprise Risk Management Framework identifies two of the top 10 enterprise risks as:

- the potential for failure in the confidentiality, integrity or availability of information, and
- the risk that the university does not plan for or maximize the benefits of existing and future technologies.

The Digital Strategy is a key risk mitigation measure that will minimize both of the identified risks by providing a roadmap that guides decision making around IT security, privacy, hardware and systems across campus to support the goals of the university. There are increasing regulatory, insurance and risk requirements surrounding digital technology particularly as it relates to privacy and IT security issues. The Digital Strategy will assist with addressing those risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Communications resources were allocated as part of the Digital Strategy working group to ensure consistent communications and engagement with the community throughout the consultation process. A robust communications plan supported all aspects of the Digital Strategy project, including a dedicated website that provided a centralized site for all information related to the strategy. All communications vehicles were used including the Top 5, targeted email and social media to engage members of the community.

The forward-facing presentation of the Digital Strategy and Digital Roadmap will be through a dedicated website. The Department of University Communications has been engaged to assist in the final presentation of the strategy in document form.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

Uncoordinated IT initiatives and investment without an overarching vision or clear roadmap is a significant risk, which the Digital Strategy is mitigating.

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Shaping the Digital Future

Carleton University's
Digital Strategy & Roadmap



Carleton
University





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Introduction

In an increasingly connected world, Carleton University has an opportunity to enhance our digital practices. Our inaugural Digital Strategy is a roadmap for this evolution—one guided by intention, responsibility, and innovation.

We live in an age of easy access to information, on-demand and personalized service, and instantaneous global communication. All sectors—including higher education—have had to adapt to these expectations. Today's students ask for a digital environment that is cutting-edge and flexible, and they expect equitable, inclusive, and secure access to education. At the same time, the workplace is changing. Technology is transforming collaboration, communication, and service delivery on campus and within the community. While the COVID-19 pandemic rapidly accelerated these changes—Carleton, like all other institutions, pivoted to online delivery and

working from home almost overnight—the digital evolution was already underway.

These are external pressures, imposed by changes in the world around us. But Carleton also has an impressive record of innovation, whether through the discoveries and solutions of researchers, or the unique ideas of staff and students. In research, student experience, teaching and learning, and organizational excellence, the Carleton community can develop, adopt and lead meaningful technological change.

While these changes are exciting and dynamic in nature, we must proceed with care. In the **Strategic Integrated Plan (SIP)**, we are reminded of the role of technology in our past and our future; our western edge, the Rideau Canal is an engineering marvel and an ever-present example of ingenuity and perseverance. But its complex history and symbolism is a reminder that the cost of

In research, student experience, teaching and learning, and organizational excellence, the Carleton community can develop, adopt and lead meaningful technological change.

progress is not borne equally by all people. As we embark upon a new digital path, we must bear in mind the varying impact of technology, the need to act with ethics and compassion, and the extraordinary social responsibility we bear.

It is with this spirit—of being active, intentional and responsible drivers of change—that we must set a course for the

digital future. It is a path laid out in the SIP, and one that will be accelerated by the Digital Strategy.

Over the past year, we embarked on a series of consultations with the Carleton community. We gathered a diverse range of perspectives inclusive of faculty, staff, and students, as well as the Senate, IT governance committees and senior leadership. In total, we engaged with more than 1,000 members of the Carleton community about how to use digital technology to build on the footprint of the SIP. We also tapped into our in-house expertise by striking a cross-institutional **Advisory Committee** to provide guidance and input into the interpretation of the consultation feedback and complement it with more specialized areas of knowledge.

Throughout the consultation process, we learned that our capacity for a digital evolution relies on a culture that can adapt to change, while grounding ourselves in people-focused principles. This was consistent with our research, which emphasized the critical role of culture in facilitating a digital evolution. As a recognized leader in organizational excellence, Carleton is poised for a step change that challenges us to embrace digital technology. We must all be part of creating the conditions that will allow this ethos to flourish, including a dedicated focus on process improvement and people-centred leadership of change.

We have created a framework comprised of five guiding principles and associated objectives that is intended to support the

growth of a digital culture. Based on this framework, a cross-cutting Digital Roadmap has been developed that will support and accelerate the three directions of the SIP.

Setting the tone for the Digital Strategy and Digital Roadmap, the Aspiration Statement encapsulates the vision; one that reflects a focus on people, while harnessing the power of digital technology. Together, our inaugural Digital Strategy, Digital Roadmap, and Aspiration Statement lay the foundation for a thriving digital culture that will enable a digital evolution.

Aspiration Statement

Carleton University will leverage digital technology to empower our collective capabilities to be a force for good in our communities.

In this strategy, we see technology as an enabler—a mechanism to enhance the ingenuity and potential of our students, staff, researchers, instructors, and community

partners. It helps each of us in our daily lives and work: whether in pursuit of our core mission (research, student experience, teaching and learning, and organizational excellence) or in alignment with Carleton's original sense of purpose and founding story—to create, apply, mobilize, and share knowledge that serves our community and the world.

We see technology as an enabler—a mechanism to enhance the ingenuity and potential of our students, staff, researchers, instructors, and community partners.



Carleton has invested in extended reality (XR) for experiential learning and research. Pictured: Anthony Scavarelli, a doctoral student who used virtual reality—one of the technologies under the XR umbrella—to tell the story of Viola Desmond.



Guiding Principles and Objectives

The principles and related objectives are the building blocks of our digital culture. By internalizing the Digital Strategy principles and objectives as an institution, we will deepen our alignment to the directions of the SIP and bolster our capacity for change.

While the principles and objectives can be implemented in a variety of ways by faculties, divisions, departments, and individuals, they will also drive large-scale initiatives within and across the mission pillars of Research, Student Experience, Teaching and Learning, and Organizational Excellence.

User-Focused

We will translate our people-focus to the digital-user experience. We will provide personalized, intuitive digital-user experiences that strengthen and complement our core services, and ensure our community has the support it needs to embrace these digital experiences.

User-Focused Objectives

- Implement interoperable platforms that provide cohesive end-to-end user experiences.
- Streamline operations by reducing duplicated functionality, automating the transactional and realizing process efficiencies.
- Offer the training, resources, and support that meets our community needs.

Inclusive

The voices of our communities are our most important asset. We will seek out diverse perspectives and make choices concerning digital technology with stakeholders that create inclusive and equitable physical and virtual spaces, allowing access for all.

Inclusive Objectives

- Adopt strategies for mitigating barriers to access.
- Develop a university-wide approach to digital accessibility.
- Establish an ongoing systems review process to collect feedback on system use.



Digital technology has empowered collaborative learning, community engagement and knowledge mobilization so that we can continuously improve and innovate.

Collaborative

We value constructive relationships and understand that collaboration drives our successes. We will expand our boundaries by utilizing digital technology to empower community engagement and knowledge mobilization.

Collaborative Objectives

- Foster and enable meaningful collaboration through online platforms.
- Launch internal communities of practice and networks of expertise focused on inclusive technology.
- Adopt open access in policy and in practice.

Responsible

We will be a leader in security, privacy, and ethical decision-making, working together as a community to create safe and secure digital environments.

Responsible Objectives

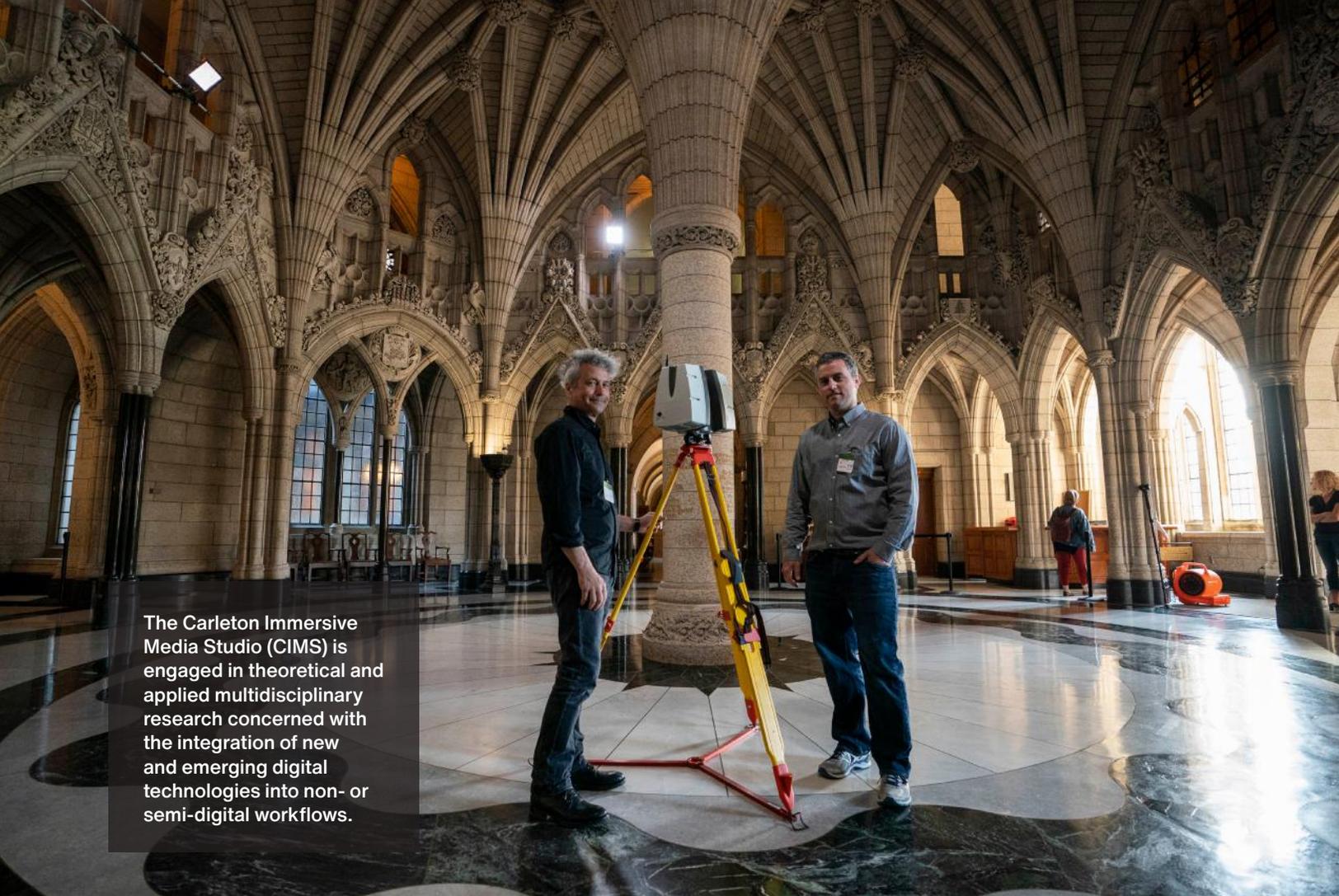
- Implement and maintain industry standard security practices to safeguard institutional data, student data, and collaborator data that we hold in trust and work with our communities to ensure data is protected, respected and accessible.
- Consider contributions to sustainability in the selection and use of digital technology, including reducing energy usage, the need for printing, travel avoidance, and responsible evergreening and e-waste management
- Set transparent policies and practices that allow users to make informed decisions about their data.

Agile

We will elevate our foundations, preparing ourselves for unanticipated changes, continuously improving and creating space for innovation.

Agile Objectives

- Establish strong, transparent IT governance, including data governance.
- Proactively and holistically build for the future, strategically considering technology, process, and people.
- Foster digital innovation.



The Carleton Immersive Media Studio (CIMS) is engaged in theoretical and applied multidisciplinary research concerned with the integration of new and emerging digital technologies into non- or semi-digital workflows.

Sharpening Our Focus

The guiding principles and objectives provide a framework to navigate decisions involving digital technology at Carleton. While they represent broader perspectives affecting the university as a whole, other feedback gathered from our community inspired more specific strategic priorities.

These strategic priorities buttress the mission pillars of the university (Research, Student Experience, Teaching and Learning, and Organizational Excellence), bringing alignment with the SIP, while reflecting the varied experiences that make up the Carleton community.

Progress of the Digital Strategy will be evaluated against a set of measurable outcomes, developed through the IT governance committees, and reported on at regular intervals. Anticipated measures

are likely to include a combination of annual benchmarking surveys and system analytics.

Research Strategic Priorities

- Researchers experience a seamless end-to-end process and are well supported by interoperable, integrated systems.
- Easy to use administrative systems help researchers better manage research projects.
- Research computing is accessible and secure and takes into consideration the needs of data-intensive and non-data intensive researchers.
- We have the digital environment needed to promote Carleton as a hub of research communications, including research into digital areas.
- There is a shared understanding of the resources and tools we have available.

These strategic priorities buttress the mission pillars of the university (Research, Student Experience, Teaching and Learning, and Organizational Excellence), bringing alignment with the SIP, while reflecting the varied experiences that make up the Carleton community.



The Digital Strategy will bring into sharper focus how technology will be leveraged to support and enhance the strategic priorities within Research, the Student Experience, Teaching and Learning and Organizational Excellence.

Student Experience

Strategic Priorities

- Tools are intuitive and easy to use.
- Students can participate and interact from anywhere.
- Tools facilitate consistent interactions from recruitment through graduation and beyond.
- Accessibility is embedded in all aspects of the digital student experience.
- Student feedback informs our decisions concerning digital technology.
- Our tools and structures reinforce communication and relationship-building, both virtually and in person.

Teaching and Learning

Strategic Priorities

- Educators and learners across Canada and the world can easily engage with one another.
- Digital tools support universal design for learning and accommodate diverse pedagogical needs.
- Digital tools enable teaching and learning across a range of modalities.
- Digital tools foster relationship-rich education between instructors, students, and their peers.
- Learning analytics are used ethically to enhance student success and learning.
- There is an ongoing commitment to experimenting and innovating with digital tools for teaching and learning.

Organizational Excellence

Strategic Priorities

- Organizational excellence is optimized by intuitive, easy-to-use systems.
- Systems are in alignment with processes and policies.
- Integrated systems reduce duplication and realize process efficiencies.
- We have the systems, policies, procedures and training needed to make data-informed decisions.
- Equity, diversity, inclusion and accessibility are inherent.
- Digital technology enables a productive, flexible work environment.



Carleton's newly opened Nicol Building, which houses collaboration spaces and connected classrooms, was built with digital at its core.

Follow Our Journey

We want to ensure that as progress is made on the Digital Strategy, we take the time to reflect and identify lessons learned at regular intervals throughout implementation. This is to accommodate the changing circumstances encountered in real time, despite the best-laid plans. Our strategy must be flexible and adaptable enough to adjust to the real world. Reviews by appropriate governance bodies will

be conducted to provide the feedback necessary to keep our plans on track.

We are excited to embark on this journey. In order to keep the Carleton community informed, periodic updates will be shared through the Digital Strategy website.

You are invited to follow our journey at Carleton.ca/DigitalStrategy.

Our strategy must be flexible and adaptable enough to adjust to the real world.



Carleton's MacOdrum Library is committed to providing digital resources, offering of thousands of online journals and databases for students and researchers.

Digital Roadmap

Overview

The Digital Roadmap outlines our action plan to support the Digital Strategy and Strategic Integrated Plan (SIP) and was informed by the guiding principles, objectives and strategic priorities described in the Digital Strategy. It further describes our plan for how we will keep the Digital Roadmap current, as we must remain adaptable to changing circumstances.

We envision a digital future at Carleton University that includes:

1 A nimble Enterprise Architecture Framework that will allow us to define sustainable high-level architectural standards to enable optimized, business-aligned technology processes.

2 A robust IT Governance and Policy Framework which prioritizes initiatives that support and align with our Digital Strategy and Strategic Integrated Plan.

3 A revitalized Enterprise Resource Planning environment that is representative of, and responsive to, the diverse needs of our community.

By creating this shared vision for what the future of digital technology will look like at Carleton University, the Digital Strategy and Roadmap will inform and guide divisional and unit-level plans across the university.

Digital Roadmap Planning Process

We will institute an annual fall digital planning and alignment session with the Information Systems Steering Committee (ISSC). This session will dovetail the portfolio of digital initiatives selected for the coming fiscal year with the university's

existing budget and resourcing cycle, institutionalizing predictable, annual 12-18 month planning horizons for the Digital Roadmap. Though budgets and resources have already been committed for the current fiscal year with respect to digital initiatives and projects, fall 2022 is the first opportunity for our IT governance, the ISSC and supporting committees, to apply our Digital Strategy's principles and priorities to the selection of initiatives and projects for the university's upcoming planning and budgeting cycle for 2023-2024.

Through a systematic and strategic review process, the ISSC will strive for a balanced portfolio that aligns with the principles and priorities identified in the Digital Strategy, while ensuring that we are always pursuing a blend of strategic, enterprise, and organizational initiatives.



Figure 1: Strategic Initiatives Planning Lifecycle

Digital Roadmap

Projects and initiatives at Carleton vary greatly in focus and scope. To achieve a balanced portfolio of digital initiatives that align with the Digital Strategy's principles and priorities, while supporting the direction of the SIP, the Digital Roadmap provides three focus areas:

1 Strategic Initiatives

These initiatives take a long-term view of digital investments, have the potential to impact and influence all mission pillars of the university, and represent all of the Digital Strategy guiding principles. They are digital enablers, laying the groundwork that will make all other projects and initiatives possible, fostering systems thinking, integration, and architectural standards, and typically have no defined end-date.

2 Enterprise Initiatives

These are projects that address strategic priorities, involve cross-functional collaboration (including the Information Technology Services department), and have a defined end-date. They are aligned with some of the mission pillars and guiding principles and are broader in scope than the Organizational Initiatives due to their cross-functional nature.

3 Organizational Initiatives

These are divisional or departmental projects funded and resourced internally and thus do not necessarily require funding decisions, but which the university would benefit from having visibility at the ISSC. The reasons will vary but the underlying strategy and intent is to improve the level of transparency and collaboration within the university.

The Digital Roadmap presents planned initiatives within their respective category, as well as noting their alignment with the Digital Strategy's principles and mission pillars. Going forward, it will be the role of IT governance to determine what is the optimal balance between Strategic, Enterprise, and Organizational, as well as alignment with the Digital Strategy and SIP.

Through Carleton's annual planning and budget cycle, many of the Digital Roadmap initiatives for fiscal year 2022-2023 have already been budgeted with resources committed by the various units, departments, and faculties. But work on the Digital Roadmap will continue beyond this time period. For the purposes of the Digital Strategy, 2022-2023 is Year Zero of the Digital Roadmap. Subsequent fiscal year initiatives will be submitted and prioritized at the annual ISSC fall planning session.

[View the Digital Roadmap.](#)

Appendix A – Contributors

The creation of the Digital Strategy and Roadmap was a collaborative effort involving many individuals whose dedication and commitment were critical to this endeavour.

Project Sponsorship

Information Systems Executive Committee (ISEC)

- Lorraine Dyke, VP (Finance and Administration)
- Suzanne Blanchard, VP (Students and Enrolment)
- Jerry Tomberlin, Provost and VP (Academic)
- Rafik Goubran, VP (Research and International)
- Marc Dabros, Associate VP (Information Technology Services) and CIO

Project Oversight

Information Systems Steering Committee (ISSC)

- Lorraine Dyke, VP (Finance and Administration)
- Marc Dabros, (Chair), Associate VP (ITS) and CIO
- Jerry Tomberlin, Provost and VP (Academic)
- Suzanne Blanchard, VP (Students and Enrolment)
- Rafik Goubran, VP (Research and International)
- Dwight Deugo, Vice-Provost and Associate VP (Academic)
- Dana Brown, Dean, Sprott School of Business
- Patrice Smith, Dean, Faculty of Graduate and Postdoctoral Affairs
- Larry Kostiuik, Dean, Faculty of Engineering and Design
- Sandra Crocker, Associate VP (Strategic Initiatives and Operations), Industry and Partnership Services
- Amber Lannon, University Librarian
- David Hornsby, Associate VP (Teaching and Learning)
- Cindy Taylor, Associate VP (Human Resources)
- Tim Sullivan, Associate VP (Financial Services)
- Janice O'Farrell, Associate VP (Enrolment Management)
- Sandra Nelson, Director, Strategic Procurement
- Nancy Arnold, Director, Office of Quality Initiatives
- Tony Lackey, Director, Risk and Insurance Services
- Danny Brown, Director, Enterprise Applications, ITS
- Gary Nower, Associate VP (Facilities Management & Planning)
- Betty Baxter, Manager, Project Management Office, ITS

Advisory Committee

- David Hornsby (Co-chair), Associate VP (Teaching and Learning)
- Nancy Arnold (Co-chair), Director, Office of Quality Initiatives
- Marc Dabros (Co-chair), Associate VP (ITS) and CIO
- Ryan Davies, Director, Digital Transformation, University Advancement
- Terry Odin, Director, Transformation and Technology, Human Resources
- Jamie Carmichael, Associate Registrar, Scheduling and Examination Services
- Janice O'Farrell, Associate VP, Enrolment Management
- Hemant Gupta, PhD Graduate Student, Computer Science
- Nairah Ahmed, Third-Year Undergraduate Student, Journalism
- Larry Kostiuik, Dean, Faculty of Engineering and Design
- Sue Bertram, Associate Dean, Research and University Affairs, Faculty of Science
- Sandra Crocker, Associate VP (Strategic Initiatives and Operations), Industry and Partnership Services
- Amber Lannon, University Librarian, MacOdrum Library
- Kasia Muldner, Associate Professor, Institute of Cognitive Science, Faculty of Arts and Social Sciences
- Gerry Grant, Professor, Information Systems, Sprott School of Business
- Tracey Lauriault, Associate Professor, School of Journalism and Communication, Faculty of Public Affairs

Appendix A – Contributors *(cont'd)*

Digital Strategy Project Team

- David Hornsby (Co-chair), Associate VP (Teaching and Learning)
- Nancy Arnold (Co-chair), Director, Office of Quality Initiatives
- Marc Dabros (Co-chair), Associate VP (ITS) and CIO
- Ben Schmidt, Manager, IT Strategic Initiatives, ITS
- Amanda Bennett, Senior Business Analyst, ITS
- Dragana Polovina-Vukovic, Research and Strategic Initiatives Officer, Teaching and Learning Services
- Elspeth McCulloch, Assistant Director, Digital Learning, Teaching and Learning Services
- Mandi Crespo, Office of Quality Initiatives
- Clancy Harris, Office of Quality Initiatives
- Sierra McLean, Office of Quality Initiatives
- The Office of Quality Initiatives Team

Digital Roadmap Team

- Danny Brown, Director Enterprise Applications, ITS
- Bruce Clemmer, Director, Operations & Infrastructure, ITS
- Steve Fraser, Director Information Security, ITS
- Patrick Lyons, Director, Teaching and Learning Services
- Cameron Metcalf, Head, Library Tech Services
- Steve Sweeney, Director Client Services, ITS
- Amanda Bennett, Senior Business Analyst, ITS
- Ben Schmidt, Manager, IT Strategic Initiatives, ITS

Communications Support

- Christopher Cline, Communications Advisor, Information Technology Services
- Maria McClintock, Manager of Strategic Communication, Office of the Vice-President (Finance and Administration)
- Charlotte Bradley, Web Co-ordinator, ITS

Appendix B - Sources Consulted

A wide range of sources were reviewed during an initial research phase prior to the development of the Digital Strategy and Roadmap.

View the full details of this research in our [Sources Consulted document](#).



digitalstrategy@carleton.ca
Carleton.ca/digitalstrategy

Carleton
University



Shaping the Digital Future

Carleton University's Inaugural Digital Strategy & Roadmap

Principles & Aspiration

USER FOCUSED

INCLUSIVE

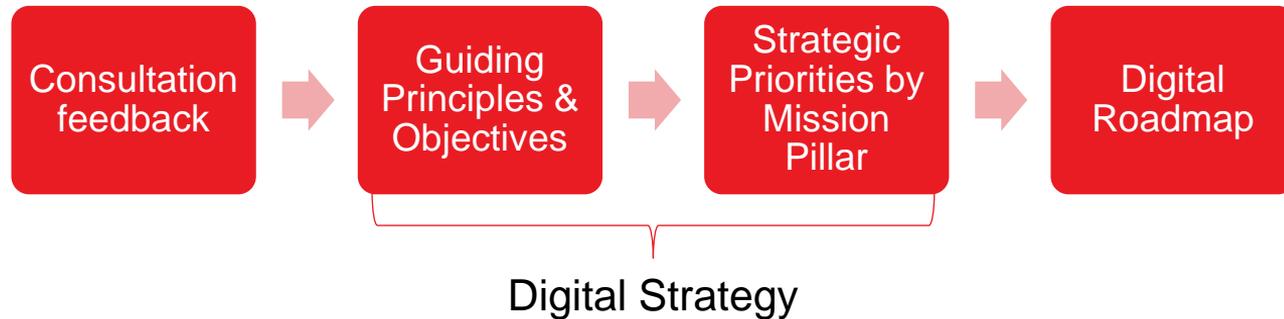
COLLABORATIVE

RESPONSIBLE

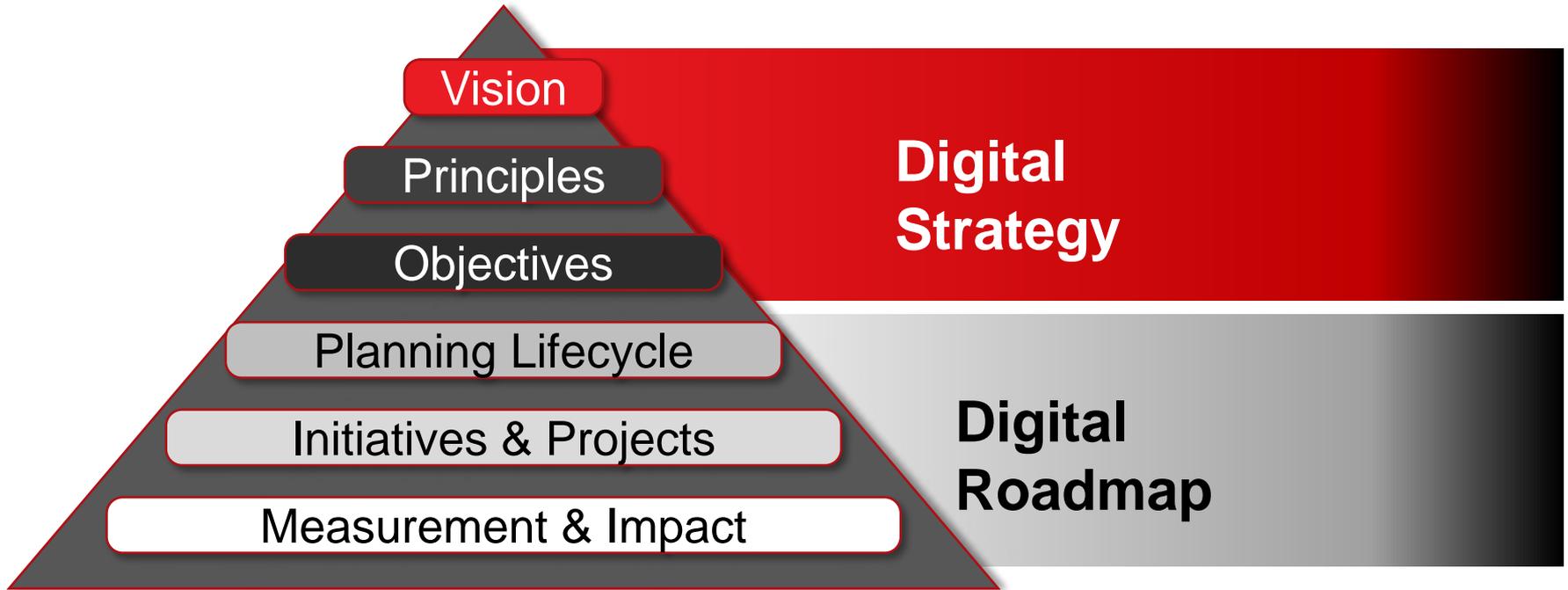
AGILE

Carleton University
will leverage digital
technology to
empower our
collective capabilities
to be a force for good
in our communities.

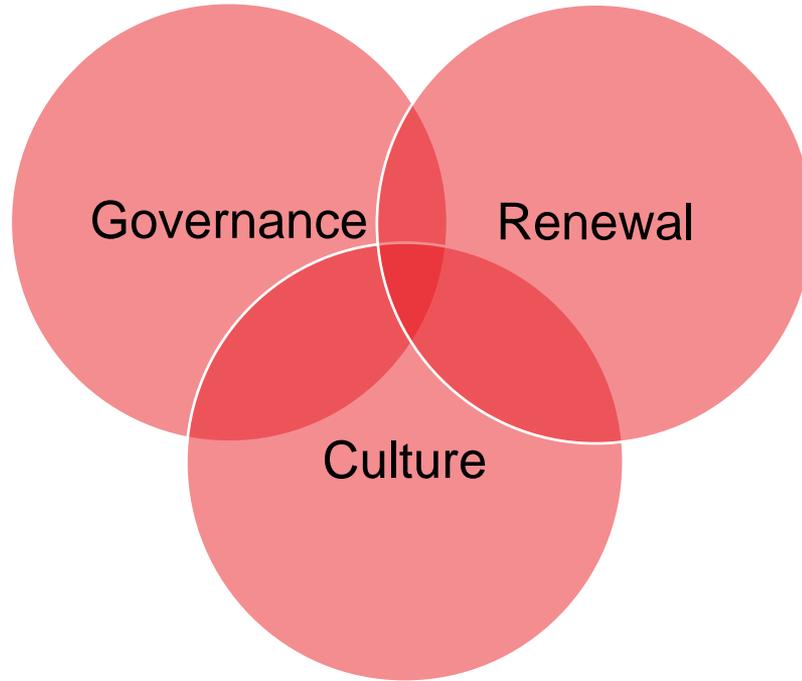
Digital Strategy & Roadmap Creation Process



Roadmap

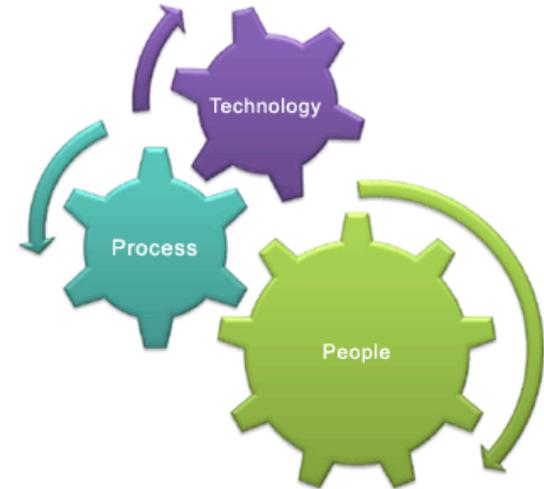


Main Contributions of the Digital Strategy



Implementation

- Enhancing digital governance structure
- Supported by new IT Policy Framework
- Alignment of Digital Planning cycle with the university's budget and planning cycle
- Digital Roadmap has 12-18 month time horizon to allow for flexibility in planning



Next Steps

Fall/Winter
2022-2023

- Presentations to Carleton community
- Launch Digital Strategy & Roadmap
- Implementation of first year of Digital Roadmap

AGENDA ITEM

6.2

To:	Board of Governors	Date of Report: 22 November 2022
From:	Associate Vice-President (Equity and Inclusive Communities)	Date of Meeting: 6 December 2022
Subject:	Equity, Diversity and Inclusion (EDI) Action Plan: Progress and Update	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Over the last several years, Equity, Diversity and Inclusion (EDI) has been identified by Carleton's Board of Governors, Federal Tri-Agency Research Funders, faculty, staff, students, public and private sector employers, and members of the external community as critical to the future success of the university and the broader society. Launched in March 2021, Carleton's EDI Action Plan is a five-year plan that proposes an operational framework to advance anti-racism and EDI on campus.

The purpose of this presentation is to provide an update to the Board of Governors about the progress made on the implementation of the EDI Action Plan to date, from the perspective of the Department of Equity and Inclusive Communities (EIC). Progress has been made in several areas across the Strategic Actions in the plan, which is outlined in the attached presentation.

4.0 INPUT FROM OTHER SOURCES

This progress report has been prepared by EIC. It represents the actions that have been undertaken by EIC, often in collaboration with other areas on campus. The implementation of the EDI Action Plan requires collective contributions from each area of the university.

Equity and Inclusive Communities will coordinate a written report that gathers specific information from Faculties, departments and units to develop a more comprehensive update on institution-wide efforts in 2023.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The EDI Action Plan flows directly from the commitments enunciated in the Strategic Integrated Plan and aligns without replicating, other roadmap documents, including the Coordinated Accessibility Strategy and the Kinàmàgawin report. This update presentation is being provided in line with Strategic Action 4 of the EDI Action Plan:

The Senior Leadership Team and the BoG will make themselves accountable by requesting annual reports, supporting and resourcing efforts to realize progress against the strategic actions set out in this document.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

While there are no risk or legal implications in this progress report, ensuring that the University continues to make progress on the implementation of the EDI Action Plan is critical to the University’s reputation and strategic initiatives. Failure to appropriately recognize EDI could be a reputational risk and continuing to implement the EDI Action Plan is a part of mitigating the potential risk.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Given the high visibility of the issues and implications for the academic mission, there is risk to reputation and outcomes for failure to take measures deemed necessary in the current environment. Many higher education institutions in Ontario are continuing to work on responses to their internal/external stakeholder concerns and petitions for greater action. Carleton’s advanced efforts will be judged against sector performance.

Equity and Inclusive Communities will continue to collaborate with the Office of the Provost and Vice-President (Academic) and the Department of University Communications to communicate progress made on the implementation of the EDI Action Plan to the internal Carleton community.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EDI Action Plan: Progress and Updates

December 2022

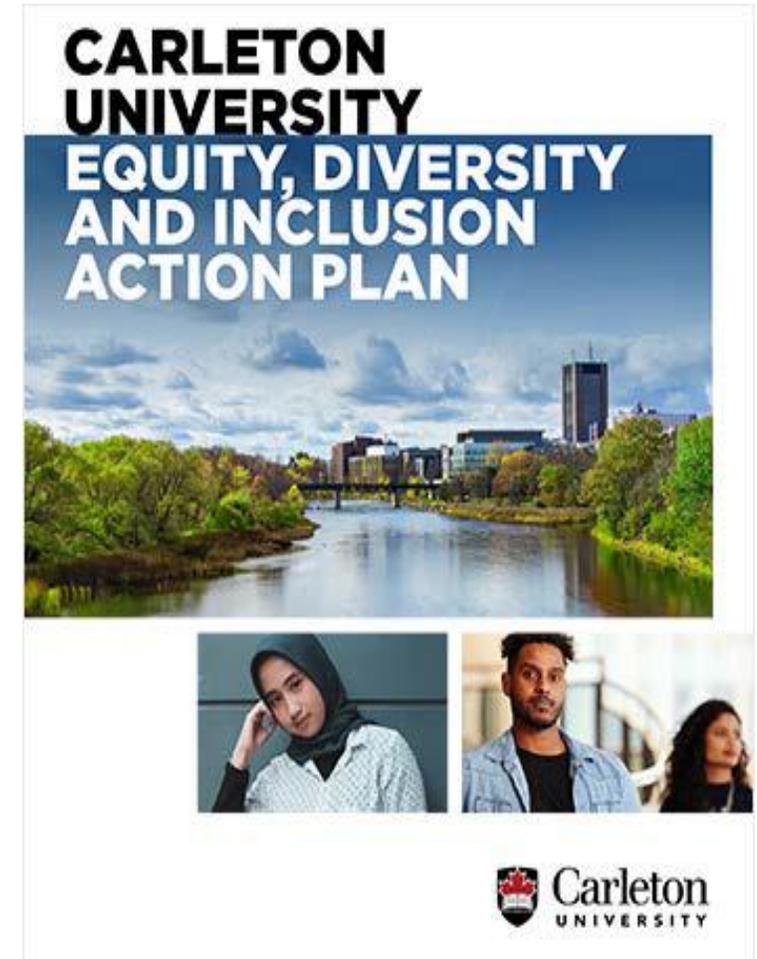
Noël A. J. Badiou (him/hui)

Associate Vice-President, Equity and Inclusive Communities

Purpose of the EDI Action Plan

An institutional strategic vision for EDI at Carleton that proposes an operational framework of essential actions that will build upon efforts to integrate and embed EDI principles into the core activities and academic mission of the university to accelerate positive institutional and societal outcomes.

EDI Action Plan Themes				
Innovative	Integrated	Holistic	Flexible	Ambitious



<https://carleton.ca/edi-plan/wp-content/uploads/Carleton-University-EDI-Action-Plan-Full.pdf>

EDI Action Plan: 10 Strategic Actions

SA 1
Curriculum
and Pedagogy

SA 2
Student
Supports

SA 3
Research

SA 4
Senior
Leadership
and Board of
Governors

SA 5
Leadership
Development
(Non-
Academic)

SA 6
Leadership
Development
(Academic)

SA 7
Disaggregated
Demographic
Data

SA 8
Representation
and Outreach

SA 9
Culture

SA 10
EDI Planning
Infrastructure
and Reporting

SA 1: Curriculum and Pedagogy

- ✓ Hired an EDI Learning Specialist who provides workshops, consultations and support on equity-driven and inclusive pedagogy tailored to the needs of programs/departments.
- ✓ Some movement at the course level in Sprott, FPA and at the program level in FASS with the creation of the Critical Race Studies minor
- ✓ EDI Toolkit developed by Faculty of Science has been well received
- ✓ Undertaking broad establishment of systemic decolonial and EDI-informed approaches to course design and delivery, especially in gateway courses



SA2: Student Supports

- ✓ The following positions have been created and filled:
 - Equity, Diversity and Community Programs Coordinator (Student Experience Office)
 - Designated Counsellor for graduate students
 - Designated Counsellor for racialized students (Health and Counselling Services)
- ✓ All Health and Counselling team members have completed one session on Anti-Black racism and more professional development opportunities will be offered in the near future
- ✓ EIC will consult with Health and Counselling Services on enhancements for counselling resources
- ✓ 36 EDI related awards/bursaries/funds are in place to support equity deserving students

SA3: Research

- ✓ Sprott MOUs – Inter-Institutional Agreements:
 - Black Entrepreneurship Knowledge Hub (Research to Support Enterprises and Communities)
 - Canadian LGBT+ Chamber of Commerce (Inclusive Entrepreneurship)
- ✓ Office of the Provost established the Student EDI Research Award (April 2021) to support students conducting EDI-driven research with faculty mentorship
 - EIC provides additional support through check-in meetings
 - Award recipients present research findings during Inclusion Week

SA 4: Senior Leadership Team and Board of Governors Inspiration and Development

- ✓ Board of Governors adopted an Equity, Diversity and Inclusion Statement ahead of the EDI Action Plan.
- ✓ Board of Governors adopted *ISED 50-30: Innovation, Science & Economic Development Canada*
 - Framework to accelerate diversity actions already taking place in many Canadian organizations and to encourage others in adopting practices that improve equity
 - Goal of the program is to challenge Canadian organizations to increase the representation and inclusion of diverse groups within their workplace
- ✓ As part of this initiative, the Board of Governors is participating in a voluntary Self-Identification initiative.
- ✓ The Board of Governors has put in place a strong nomination process to assist in its diversification.
- ✓ Two EDI educational modules have been developed specifically for BoG members, one on Human Rights at Carleton University and one on Indigenous Learning.

SA 5: Leadership Development (Non-Academic)

- ✓ Collaborating with Campus Safety Services to implement the *Campus Safety Services Action Plan: Service Excellence and Engagement with Carleton's Diverse Communities*. Accomplishments include:
 - Established Engagement and Inclusion Officer Program
 - Conducted employment systems review
 - Developed Campus Safety Services recruitment website in collaboration with HR
 - Provided EDI-informed training to all Patrol Officers
 - Establishing a community engagement table

SA 6: Leadership Development (Academic)

- ✓ EDI-informed recruitment practices are explored within discussions of the Joint Committee on Employment Equity Diversity and Inclusion (JCEEDI) with members from university administration and CUASA.

SA 7: Disaggregated Demographic Data Collection

- ✓ The Carleton University Disaggregated Demographic Data Survey (CUDDDS) has already made significant progress on this item with the completion of a draft survey.
 - Starting phase 2 with consultations on the draft survey within the Carleton community this year
 - Working with ITS to create a dynamic form for the online self-identification application that will be ready for the finalized self-identification questions
 - Planning to launch the application in September 2023

SA 8: Representation and Outreach

- ✓ FPA Faculty Recruitment (Racialized)
- ✓ FED Faculty Recruitment (Gendered)
- ✓ In consultations with CUASA, two new EDI designated faculty positions are being created in the FASS (one addressing Disability related issues and one related to Anti-Black racism.)

SA 9: Culture

- ✓ Partnering with Teaching and Learning Services in the development of an online human rights module that will focus on equity and anti-oppression
- ✓ Working with Information Technology Services on Pronoun Enhancement Project, which will add capability to Carleton Central to accommodate best practices in pronoun identification
- ✓ Carleton's Human Rights Policy will be reviewed and updated in the next year
 - Training will be developed for complaint managers (which include managers, chairs, supervisors, Deans) on the Human Rights Policy and Procedures
- ✓ Associate/Assistant Deans specializing in EDI have been appointed in Faculty of Science, Sprott School of Business, Faculty of Public Affairs
- ✓ Two Faculty Advisors on Anti-Black Racism and Black Inclusion have been appointed
- ✓ A number of EDI committees within Faculties and departments have been formed
- ✓ The EIC hosted its fourth annual Inclusion Week in October 2022 with seven events focused on the theme of *Disrupting Cultures of Inequity: Engaging in Brave Actions and Making Meaningful Change*

SA 10: EDI Planning Infrastructure and Reporting

- ✓ Hired EDI Learning Specialist
- ✓ Hiring Manager, Strategic Initiatives to support the implementation and measurement of these Strategic Actions, conduct internal and external environmental scans, literature reviews, co-lead consultations and undertake applied research.
- ✓ Expanding the Trans and Non-Binary Inclusion Coordinator role to a full-time position



Thank You !

Carleton
University



AGENDA ITEM

6.4

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

December 6, 2022



REPUTATION AND COMMUNITY HIGHLIGHTS



More than 1,200 graduates from the class of 2022 were celebrated at Convocation on Nov. 12

Fall Convocation Ceremony a Success

More than 1,200 members of the class of 2022 walked across the stage in the Fieldhouse to receive their degrees at Convocation on November 12, the second consecutive in-person ceremony on campus since last June's "Super Convocation" event celebrating graduates from all of Carleton's COVID cohorts. "What a great day!" said President Benoit-Antoine Bacon. "Congratulations to the class of 2022! We are proud of you and wish you all the best as you embark on the next steps in your journey."



Researchers Lenore Fahrig and Sonia Chiasson have won major science awards from NSERC

Two Science Researchers Win Major National Awards

Lenore Fahrig, Chancellor's Professor in Carleton's [Department of Biology](#) known for her [trailblazing research](#) on wildlife habitat fragmentation, has won the [Gerhard Herzberg Canada Gold Medal for Science and Engineering](#) from the Natural Sciences and Engineering Research Council of Canada (NSERC), the country's top science and engineering honour. [Sonia Chiasson](#) from the [School of Computer Science](#) has received an [Arthur B. McDonald Fellowship](#), given by NSERC to early-stage researchers in the natural sciences and engineering so they can become leaders in their field.



Carleton's standing and reputation continued to improve in this year's annual *Maclean's* rankings

Carleton Scores High in Maclean's Rankings

Carleton is once again one of Canada's [top five comprehensive universities](#) in the *Maclean's* rankings. Notably, Carleton placed first overall in the Social Sciences and Humanities Grants category and fifth for Science Grants, jumped up three spots to fifth in Faculty Awards and moved two spots to fifth in Scholarships and Bursaries. Carleton also saw improvements with regards to the reputation rankings for the second straight year. New bests were established in both Best Overall and Highest Quality, key indicators for a university's reputation.



President Bacon, VP Lorraine Dyke and Carleton staff accept the Canada's Top 100 Employer award

Carleton Named one of Canada's Top 100 Employers

Carleton has been named a Top 100 Employer in Canada by the *Globe and Mail*. The annual national competition compares employers to determine which are leaders in their industries and offer the most progressive, forward-thinking programs for their employees. Eight criteria are used in the evaluation process: physical workplace; work atmosphere and social; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement.

REPUTATION AND COMMUNITY HIGHLIGHTS



Carleton reaffirmed the university's commitment to truth and conciliation on Orange Shirt Day

Honouring Orange Shirt Day

A keynote address from Carleton alumna [Kimberly Murray](#), Independent Special Interlocutor for Missing Children and Unmarked Graves and Burial Sites associated with Indian Residential Schools, [was one of several events](#) on campus on September 30, demonstrating Carleton's commitment to truth and conciliation. These events, along with a variety of stories and resources, were shared with the Carleton community via a [dedicated webpage](#) and through social media to mark Orange Shirt Day.



Steven Cooke and Rowan Thomson are two of Carleton's new members of the Royal Society of Canada

Carleton Researchers Join the Royal Society of Canada

Profs. [Steven Cooke](#), [Jesse Stewart](#) and [Rowan Thomson](#) have been elected to the [Royal Society of Canada \(RSC\)](#). Cooke (Biology) has been named an RSC Fellow, noted for being peer-elected as the best in their field. Stewart (Music) and Thomson (Physics) have been named members of the RSC College of New Scholars, Artists and Scientists, which consists of mid-career leaders who provide a multi-generational capacity to address major challenges nationally and globally.



Home to the Sprott School of Business, the Nicol Building was officially opened on Sept. 21

Nicol Building Official Opening

The Carleton community celebrated the official opening of the [Nicol Building](#) on September 21, a year later due to the pandemic. The new facility is full of life and bustling with the energy of students, innovators and changemakers challenging what's possible. The Nicol Building is home to the [Sprott School of Business](#), which includes the cross-faculty [Innovation Hub](#) and [Black Entrepreneurship Knowledge Hub](#), making it a key focus of entrepreneurial culture at Carleton.



Carleton's new Engineering Design Centre provides flexible labs and collaboration space

New Engineering Design Centre Completed

The new four-storey Engineering Design Centre (EDC) was completed in November, with final touches slated for completion in January 2023. The new addition to the engineering precinct provides the Faculty of Engineering and Design (FED) with a state-of-the-art facility, which broadens FED's ability to attract and retain top talent and deliver enhanced instruction. The new building, located on Library Road, also addresses FED's requirement to provide learning, flexible labs, and networking and collaborative space.



The addition of 20 new electric vehicle charging stations brings the total number to 28 now

Twenty New Electric Vehicle Charging Stations

Twenty new electric vehicle charging stations are now available on the Carleton campus, bringing the number of charging stations up to 28 at various locations. Faculty and staff with any parking permit can use the charging stations free of charge as part of their permit. These new charging stations contribute to Carleton's Sustainability Plan and the goal of encouraging the campus community to travel in a sustainable manner and contribute to a low-carbon future.

ACADEMICS

New First Year Grading Policy

Recognizing that the first year of university can be a challenging transition, Carleton passed a new First Year Grading Policy that aims to ease the transition for students. Effective fall 2022, the policy allows eligible students to convert up to two credits of passing grades in the first two terms of study to a notation of CR (Credit); all F grades will be automatically converted to NR (No Record) and will not appear on transcripts; and any withdrawn courses (WNR) will not show on transcripts. This policy applies to all new Carleton undergraduate degree students who do not have any previous post-secondary education.

Community Engagement

The [Centre for Community Engagement](#) launched Carleton's inaugural Strategic Plan for Community Engagement (SP4CE) during a celebration at the [Carleton Dominion-Chalmers Centre](#). The year-long consultative process engaged more than 600 members of the Carleton community and external community partners, and outlines five key priorities:

1. Foster and maintain existing relationships, while building new ones for positive impact;
2. Develop systems and services to support 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.

Carleton celebrated its inaugural [Community Engagement Month](#) in October with a variety of events hosted by the Centre for Community Engagement in collaboration with partners across campus.

Special Events and Initiatives

The Faculty of Arts and Social Sciences hosted a [Healthy Cities event](#), featuring panelists Sherwyn Solomon (principal, Le Phare Elementary School), Maria Rogers (Psychology), Leila Angod (Childhood and Youth Studies) and moderator Julie Garlen (Childhood and Youth Studies). The expert panel offered crucial insights into some of the challenges that Ottawa students face as we move into a new "post-pandemic" era.

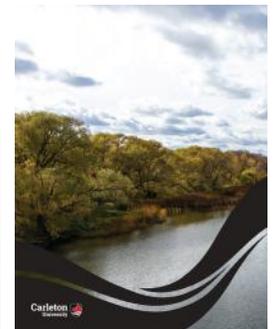
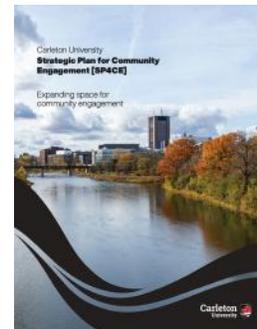
The Mental Health and Well-being Research and Training Hub (MeWeRTH) co-hosted [Psychology Mental Health Day](#) in October, featuring a keynote from Prof. Natalie Durand-Bush (University of Ottawa) and a presentation of the Courage to Speak Award to Benjamin Leikin (Ottawa Public Health).

Carleton's hub for studies in disability, gender, race and sexuality continues to grow, as this fall [marks the renaming](#) of the Pauline Jewett Institute of Women's and Gender Studies to the Feminist Institute for Social Transformation (FIST).

Teaching and Learning Services launched the [Future Learning Innovation Fellowship](#), which provides \$10,000 to support instructors and academic units incorporating technologies to solve teaching and learning challenges.



Carleton launched its inaugural Strategic Plan for Community Engagement (SP4CE) this fall



The year-long process to create the SP4CE engaged over 600 members of the Carleton community



Psychology's Maria Rogers spoke at the Faculty of Arts and Social Sciences' Healthy Cities event



Childhood & Youth Studies' Leila Angod joined Healthy Cities, which was moderated by colleague Julie Garlen



Prof. Amrita Hari is the director of Carleton's renamed Feminist Institute for Social Transformation (FIST)

ACADEMICS



National accessibility leader Yazmine Laroche helped celebrate accessibility efforts at Carleton

Accessibility Research, Education and Advocacy

The Research, Education, Accessibility and Design (READ) Initiative celebrated its 10-year anniversary on October 27. Over 50 supporters and collaborators, including Yazmine Laroche, Canada's former Deputy Minister, Public Service Accessibility, gathered to celebrate the milestone.

The READ Initiative will transform into the Accessibility Institute, the first-ever of its kind in post-secondary and in Canada. The Accessibility Institute will further strengthen and expand collaborations to advance accessibility across disciplines and sectors and reaffirms Carleton's ambition to continue leading toward a fully inclusive and accessible Canada.

The Canadian Accessibility Network (CAN) continues to grow and has now reached 70-plus CAN collaborator organizations and 155-plus individual members supporting the work of advancing accessibility across Canada.



Prof. Marylynn Steckley has received the highest honour an educator can receive in Ontario

Recognizing Academic Achievement

Marylynn Steckley ([Arthur Kroeger College of Public Affairs](#)) has been named one of two recipients of the [Ontario Confederation of University Faculty Associations \(OCUFA\) Teaching Awards](#) – the highest honour an educator can receive in the province.

This year's [Carleton University Teaching Awards](#) have been announced:

- Provost's Fellowship in Teaching Award: Profs. Jeffrey Erochko (Civil and Environmental Engineering), Marylynn Steckley (Arthur Kroeger College of Public Affairs) and Jesse Stewart (Music)
- New Faculty Excellence in Teaching Award: Profs. Beth Martin (Social Work), Zachary Patterson (Neuroscience) and Shoeleh Shams (Civil and Environmental Engineering)
- Excellence in Blended and Online Teaching Award: Profs. Andrew Crosby (Sociology and Anthropology) and Michael Follert (Sociology and Anthropology)
- Excellence in Learning Support Award: Prof. Trinda Crippin (Chemistry)



Music Prof. Jesse Stewart has received a Provost's Fellowship in Teaching Award

Kahente Horn-Miller (Indigenous and Canadian Studies) was selected for the [Intellectual Advancement award](#) at the Celebration of Nations ceremony for her dedication and contribution to Indigenous culture and knowledge.

Nduka Otiono (African Studies) has been shortlisted for the Archibald Lampman Award for poetry for his new collection, [DisPlace: The Poetry of Nduka Otiono](#), in addition to being listed as an Association of Nigerian Authors Fellowship nominee.

PhD student Sneha Sumanth (Geography) has won a [2022-2023 Fulbright Student Award](#).



Institute of African Studies director Nduka Otiono's poetry book is shortlisted for an award

Carleton Bachelor of Public Affairs and Policy Management student [Maeve Collins-Tobin](#) has become the university's seventh Rhodes Scholar. Valued at more than \$100,000, the [Rhodes Scholarship](#) is one of the most prestigious in the world, covering the cost of postgraduate studies at the University of Oxford in the U.K. Collins-Tobin is one of only 11 students from across Canada selected to receive the award this year.

RESEARCH

Groundbreaking Ericsson-Carleton Mobile Wireless Lab Opens

Government officials that included MP Yasir Naqvi and industry representatives gathered on September 28 to mark the official opening of the [Ericsson-Carleton Mobile Wireless Lab](#) in Carleton's [ARISE building](#). The lab is a part of the [existing Ericsson partnership](#), created 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 researchers to develop, test and optimize state-of-the-art applications.



Officials gathered to officially open the Ericsson-Carleton Mobile Wireless Lab on Sept. 28

Carleton Research Will Prevent and Address Family Violence

MPs Yasir Naqvi and Jenna Suds came to Carleton on October 18 to announce [\\$946,859 in funding](#) for Health Sciences researcher Francine Darroch, who will use the support to adapt, implement and test the inclusion of a trauma and violence-informed physical activity approach into physical activity programs for women and children experiencing violence. "Carleton and MediaSmarts are leading the way in developing programs that seek to create safe and supportive environments for survivors," says Naqvi, "empowering them to make choices and break the cycle of violence."



MP Yasir Naqvi, Prof. Francine Darroch, MediaSmarts ED Kathryn Ann Hill, President Bacon and MP Jenna Suds

Jagmohan Humar Invested into Order of Canada

After a long wait due to the pandemic, Carleton Distinguished Research Professor Jagmohan Humar was invested as a Member of the Order of Canada by Governor General Mary Simon at a ceremony at Rideau Hall on November 3. Humar, whose appointment was [announced in 2020](#), devoted his career to protecting Canada's built environment, contributing to earthquake-resistant design, to project's such as Toronto's SkyDome (now Rogers Centre) and helping to shape country's national building code, as well as presiding over several cultural organizations.



Carleton's Jagmohan Humar was invested as a Member of the Order of Canada at Rideau Hall

New Research Network Will Shift How Migration Policy is Made

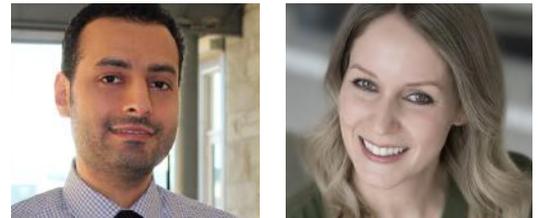
A new initiative based in Carleton's [Local Engagement Refugee Research Network](#) (LERRN) is seeking to correct the imbalance in research informing forced displacement policy. Supported with \$8 million over seven years, the International Development Research Centre's (IDRC) Research Chairs on Forced 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.



Network coordinator Heather Alexander, Roula El-Rifai of IDRC and project director James Milner

Carleton Receives Investment from the CFI

Ten Carleton University researchers have been successful in the latest round of research infrastructure funding from the Canada Foundation for Innovation's [John R. Evans Leaders Fund](#). Armed with more \$1 million, Carleton's research capacity will be bolstered to support important projects in areas such as health and wellness, sustainability and climate change, the new economy, telecommunications and more.



Researchers Mohamed Al Guindy and Robyn McQuaid are 2 of 10 profs receiving funding from CFI

ADVANCEMENT



After building a community pantry, architecture students will receive more support for community work



Ravens football alumni gathered to lend their support to the team at Throwback this fall



Mary Nicol (centre) with relatives Kathy Brown and Joan Robertson at the Nicol Building opening



Marrienne Bridge and Ethel Taylor from the CAA board with President and CEO Jay Woo and President Bacon

Revenue (May 1, 2022 to November 4, 2022)

Philanthropic	\$3,637,567
Gifts in Kind	\$5,258,553
Sponsorships	\$898,587
Research & Partnerships	\$19,763,110
Total	\$29,557,817

With students and staff on campus for the 2022-23 fall term, University Advancement focused its efforts on bringing alumni, donors and partners back to Carleton.

The department is renewing strategic relationships in preparation for the coming transformational campaign; staff are identifying key fundraising priorities, testing marketing messages and communication channels, creating innovative solutions for non-traditional philanthropy, diversifying revenue streams and recruiting potential champions for peer-to-peer engagement.

Purpose-Driven Fundraising

Fundraising efforts continue to focus on the opportunity to give *through* Carleton, addressing societal challenges through research, education and community action. A \$150,000 gift will enable architecture students to provide design and architectural services to community groups. A multi-channel fundraising initiative was launched to support the Changemaker Challenge, an experiential learning program focused on the UN's Sustainable Development Goals. An investment in professional development and resources initiatives delivered by the Master of Philanthropy and Nonprofit Leadership program will strengthen the work of charities and non-profits across Canada. And as part of Carleton's annual Giving Tuesday tradition (November 29), students and community members led crowdfunding initiatives in support of community-engaged projects, capstone research and diversity and inclusion efforts.

Engagement and Partnership Building

Many fall engagement activities centred around athletics as varsity seasons began. At Throwback, Panda and several road games, Ravens football alumni gathered to lend their support. Planning is underway to bring alumni to upcoming basketball and hockey events. Outside athletics, Advancement worked with the Centre for Community Engagement to launch its new strategic plan; Advancement will continue to support partnership building across campus through the Hub for Good, Carleton's virtual front door. Meanwhile, Advancement and Research and International continue to collaborate on expanded corporate relations efforts. And fundraisers are making connections with alumni and supporters outside of Ottawa, meeting prospective partners in-person and virtually in Toronto and internationally.

Celebrating Donors

Returning to campus created opportunities to bring donors to Carleton for recognition events and to connect with students and faculty. Advancement was honoured to welcome the Nicol family and Eric Sprott to Carleton for the opening of the Nicol Building during Throwback. Alumnus Jay Woo, president of the CAA, visited to meet recipients of a prestigious scholarship established in his name. On November 28, alumna and Governor Emeritus Jean Teron visited the Carleton Dominion-Chalmers Centre to open The Jean Teron Green Room, named in honour of her strong support of the arts.

Campaign Preparation

Advancement continues consultations with deans and faculty members to identify potential transformational fundraising priorities. Key "whitepapers" that outline major campus initiatives and their potential community impact are in development; these documents will prompt conversations, feedback and partnership development for cross-campus interdisciplinary projects.

STUDENT LIFE

[Inclusion Week](#), hosted by Equity and Inclusive Communities in collaboration with colleagues and partners, highlighted several activities that are moving conversations forward to address diversity and create a more inclusive environment at Carleton.

In partnership with 2SLGBTQIA+ students, staff and faculty, Carleton hosted its second institutionally funded [Pride Festival](#). The week-long series of events facilitated education about sexual orientation and gender identity and raised awareness about 2SLGBTQIA+ issues. Highlights included a virtual Q&A with disability and LGBTQ+ advocate Spencer West, a speaker series on 2SLGBTQIA+ identities in Indigenous, racialized and disabled communities and a drag show.

Wellness Services relaunched the **CU Therapy Dog program** on campus, with three returning dogs passing their recertification test. By January 2023, there will be approximately seven therapy dogs able to host visits on campus. For the fall 2022 term, the therapy dogs are offering pop-up visits, attending classes, events and office spaces on a request basis. One therapy dog partnered with the Carleton University Students' Association's (CUSA) Wellness Centre for the first in-person visit and had over 300 students in under an hour.

[First Year Connections](#) (FYC) supported over 600 first-year students in their transition to university during the fall 2022 term. New this year, FYC introduced a Returning Ravens Stream which supported over 125 upper-year students who started in-person studies for the first time. More than 2,500 meetings were facilitated by 150 trained peer mentors who supported students in connecting with the Carleton community, adjusting to post-secondary education and developing plans for success focused on the seven dimensions of wellness.

The **Centre for Student Academic Support (CSAS)** provides evidence-informed programs and services that assist all Carleton students in developing academic learning and writing strategies, leading to successful educational experiences. In September and October, CSAS supported 4,465 students through its asynchronous [Learning and Writing Support workshops](#), while Peer Assisted Study Sessions (PASS) had 2,643 visits.

Career Services virtually hosted its **largest ever career fair** on October 19, with 1,600 students and alumni attending to speak with 305 employer representatives from 78 employers. An average of 600 chat interactions took place per hour, for a total of almost 5,300 individual chat interactions, the largest number of connections to date.

The **International Student Services Office (ISSO)** offers robust programming such as orientation events, museum and Gatineau Park visits, Global Cafés and Q&A sessions spotlighting topics like Study Permit Applications, Post-Graduation Work Permits, Pathways to Permanent Residency and more. The team saw over 575 interactions each month leading into the fall term. The ISSO also hosted a Warming Up to Winter event to support students in preparing for the transition to winter in Ottawa, with over 200 Carleton community members attending.

Carleton is making it easier for students to make climate-friendly food choices by introducing **Cool Food Meals** on residential dining menus this term. The World Resources Institute's Cool Food Meals badge will appear on Aramark menus, identifying dishes with a lower carbon footprint that meet certain criteria based on their ingredients (from farm to fork) and the land used to produce the meal. If a dish's carbon footprint falls below an established per-meal threshold and meets nutritional safeguards, it is approved as a Cool Food Meal.



Carleton's Pride Festival featured events and education about sexual orientation and gender identity



Carleton's therapy dogs are back on campus, offering pop-up visits, attending classes, events and office spaces



The International Student Services Office helps foreign students get settled with trips to Gatineau Park



Carleton's new Cool Food Meals program identifies dishes on residential menus with a lower carbon footprint

ENROLMENT AND RECRUITMENT UPDATE



ENROLMENT UPDATE

Provincial count date: November 1, 2022

Fall Full-Time New Undergraduate First Year	2021 Enrolment	2022 Enrolment	% Difference
Domestic	4,319	4,292	-0.6%
International	559	491	-12.2%*
Total Fall Full-Time New Undergraduate First Year	4,878	4,783	-1.9%

Fall New Graduate	2021 Enrolment	2022 Enrolment	% Difference
Domestic	1,318	1,344	2.0%
International	578	484	-16.3%*
Total Fall New Graduate	1,896	1,828	-3.6%

**Confirmations of international undergraduate and graduate students were up by 5.5% and down 5.8% respectively but unusual and significant delays in visa processing made it impossible for many students to enter the country in time for fall. All universities across the country have been similarly impacted.*

Undergraduate Recruitment Update

The Ontario Universities' Fair returned to a two-day, in-person event, with close to 80,000 students and their families in attendance. Carleton collected close to 3,500 names of prospective students and follow-up emails were sent to thank them for visiting the booth and inviting them to join the on-campus Fall Open House.

The majority of Undergraduate Recruitment's high school visits are happening in-person, however there are still limited online high school visits, with close to 400 visits booked across Canada. Carleton is also participating in the Ontario Universities' Regional Fairs and the Post-Secondary Information Events in the Greater Toronto Area. New this year, in certain areas of Ontario in-person drop-in sessions are being hosted while a Recruitment Officer is visiting that area. Out-of-province recruitment also returned to in-person, with tours taking place in British Columbia, Alberta, Québec, Nova Scotia and New Brunswick.

The on-campus Fall Open House was back this year, featuring all five faculties, with 1,044 students and 2,451 guests registered. The Carleton Online Showcase, for students who missed events like the Fall Open House, will be offered in December.

The International Admissions and Recruitment team returned to in-person recruitment, travelling to India, Southeast Asia, the

Caribbean, Turkey and the Middle East, in addition to continuing to participate in virtual events for a global audience. Altogether, 142 visits and events were completed from mid-August to October, engaging with more than 1,200 prospective international students.

The on-campus High School Guidance Counsellor Breakfast returned on October 28, which included a welcome by Suzanne Blanchard, Vice-President (Students and Enrolment), a keynote address from Kim Hellemans from the Faculty of Science, a networking and information fair and a student panel. Carleton also participated in the online Guidance Forum with universities from across Ontario, with close to 1,000 guidance counsellors attending.

Carleton is participating in the Aboriginal Post-Secondary Information Program (APSIP) tour to facilitate the recruitment of Indigenous students. The university is also offering Indigenous-specific outreach to Ottawa high schools.

Annual high school packages were sent out to approximately 2,400 high schools. They included a general Carleton poster, either a poster with the date of an upcoming visit to their high school (if scheduled) or an invitation to visit the campus, viewbooks and a letter for guidance counsellors outlining all of the ways that they and their students can connect with Carleton. Across Canada, all high schools can request boxes of viewbooks and students can also request a viewbook through Carleton360.