

Compilation

Question 1: What do we want Carleton University to be known for?

Community Engagement / Reciprocity:

- Carleton University is very good at community engagement but there is always room for improvement
- Carleton needs to ensure that there is an element of reciprocity involved in any community engagement (This was mentioned as part of the discussion from 2 of the 3 tables)
- Ensuring that community groups are benefiting from Carleton's involvement
- Re-evaluating community service model in an honest and ethical way
- Community interface – being in the community with facility (Music Festivals) built from scratch
- Video recording hub for streaming international
- Downtown location for events and lectures

Perception:

- Carleton has greatly improved the quality of teaching and research and is no longer known as a “second rate” university (This was mentioned as part of the discussion from 3 of the 5 tables)
- The success of graduates has improved
- Want Carleton to be known as a place where students want to come
- Student experience is next to none
- Scholarships for international students (This was mentioned as part of the discussion from 2 of the 5 tables)
- Recognized for the services and student support (This was mentioned as part of the discussion from 4 of the 5 tables)
- Carleton needs to be known for focusing on their students. Making students the first priority is important for the reputation (This was mentioned as part of the discussion from 3 of the 5 tables) Show them that they are the priority. Not a tag line, can't just do it once, has to be the fabric of what you do.
- Community pride and outcomes, would love to be known for putting out enthusiastic infectious graduates.
- Need to be known for excellence – quality of education much higher at CU – advocating for ourselves

Culture:

- Students, faculty and staff are incredibly engaged and welcoming
- A real desire from the Carleton community to help and collaborate (This was mentioned as part of the discussion from 3 of the 5 tables)
- Students frequently end up becoming staff members
- The sense of community on campus is apparent to those outside of the university as well (This was mentioned as part of the conversation from 2 of the 3 tables)
- There is something very special about Carleton and that energy needs to be harnessed
- Carleton community is very proud (This was mentioned as part of the discussion from 5 of the 5 tables)
- Have the highest attended hockey, football and basketball games (This was mentioned as part of the discussion from 2 of the 5 tables)

Location:

- Because of our location in Canada's Capital there is a wealth of opportunities in the area that needs to be communicated (This was also mentioned as part of the discussion from 3 of the 5 tables).
- Every university showcases their greenspace and while we have a beautiful campus it is advantageous to also demonstrate how and why our location in the capital can benefit our students (This was mentioned as part of the discussion from 2 of the 3 tables)
- We are centrally located within the city (This was also mentioned as part of the discussion from 3 of the 5 tables).
- Beautiful campus with plenty of greenspace that needs to be maintained (This was mentioned as part of the conversation from 2 of the 3 tables)

Accessibility:

- Carleton is known for being one of the most accessible schools for students with disabilities; That characteristic needs to be portrayed more as a strength (This was mentioned as part of the conversation from 2 of the 3 tables)
- Carleton is known for ensuring that students from all backgrounds are accommodated.

Research:

- Research focused faculty and a great graduate program (This was mentioned as part of the discussion from 5 of the 5 tables).
- Highlighting all of the great achievements that are happening within the university (This was mentioned as part of the discussion from 5 of the 5 tables).
- Showcasing current research projects ties in to student engagement as they will look to see what professors are currently working on and this is an incentive for

attending Carleton University (This was mentioned as part of the discussion from 5 of the 5 tables).

- International Research funding (This was mentioned as part of the discussion from 2 of the 5 tables)

Question 2 & 3: How do we get there? How do we improve?

Reciprocity:

- Including this as a constraint within the research ethics protocol
- Asking researchers how their project will benefit the community and offering an incentive to ensure this constraint is met by way of an award

Perception:

- Carleton is known for now as last chance U, it is an old idea but still persistent, need to change this view. However, when you have been here you see it as higher than how it is perceived in the community/public (This was mentioned as part of the discussion from 3 of the 5 tables)
- How do we want Carleton to change:
 - Graduates to be known for having true education – challenging the boundaries of their education and connecting with other programs
 - Carleton offers other areas of education though CO-OP
 - Known for breadth of opportunities, not just one well known program, all well rounded
 - Reputation and excellence (based on quality)
- One participant felt that she kept returning to dispel this view of Last Chance U, wanted to work hard for the University and excel to prove it is not so. There is potential here that needs to be tapped into want to bring in ideas (This was mentioned as part of the discussion from 3 of the 5 tables).
- Increased emphasis on research (This was mentioned as part of the discussion from 5 of the 5 tables).
- Enhance our reputation globally (This was mentioned as part of the discussion from 2 of the 5 tables).
- Need to become better at sending out the message of excellence and a higher quality education (This was mentioned as part of the discussion from 3 of the 5 tables).
- Need for developing a strong brand and advocating for ourselves (This was also mentioned as part of the discussion from 2 of the 5 tables)
- We are competing with a lot of news and it can be difficult to disseminate all of the stories. We need to uncover different ways of connecting with the external world.

- Need to look at schools like U of T, Waterloo and other universities to see what they are being recognized for and what we can leverage. We need to take more risks when it comes to initiatives, thinking forward, marketing and branding. Carleton tends to act passively for fear of impacting the university negatively (This was mentioned as part of the discussion from 2 of the 5 tables)
- There needs to be a more collaborative stance on studies
- We are an institution that does not like to take risks for fear of doing the wrong thing (This was mentioned as part of the discussion from 2 of the 5 tables)
- Students should be the most important consideration for programming and the university (This was mentioned as part of the discussion from 2 of the 5 tables)
- Opportunities both in school and out will engage students
- Graduates should be leaving Carleton feeling inspired and wanting to inspire the next wave of students by leaving a lasting impact and legacy
- Continue with the in depth video footage of lives and telling their stories as this has a much greater impact than presentations and brochures. The videos provide a good look into what the life of a student at Carleton is like (i.e. working in the labs and working with scientists, community engagement and campus life)
- Need to offer competitive benefits for faculty. We lose good profs because they move on for benefits or because they become discouraged when working with other faculty members that have lower levels of performance but are paid a similar amount (This was mentioned as part of the discussion from 3 of the 5 tables)
- Carleton has more recognized programs such as Psychology, Journalism and Engineering, however there is a call to be more well-rounded in more programs. What is well known? Strength of program? Jobs secured after? Reputation is seen as fickle, hard fought and lost – different for different people. Adaption of different people and change in society, giving relevant skills
- Sometimes Carleton can be viewed as a community of communities that are not connected. Events like the Talk Exchange help to eliminate this perception (This was mentioned as part of the conversation from 3 of the 5 tables).

Culture:

- We need to become better at showcasing our strong culture externally (This was mentioned as part of the conversation from 3 of the 5 tables).
- While we have a strong athletic community we also need to focus on the arts community and events, which can at times get lost in the “Raven’s Culture”. Both are incredibly important for enhancing student experience
- Carleton has a very laid back and positive atmosphere
- Lessons from Queen’s
 - They make an effort to look at more than student’s grades when looking at applicants (i.e. extracurricular is seen as a way to see if the students will be engaged in the community once they are on campus)

- They have a lot of induction ceremonies during the first week so students feel welcomed and it creates a large sense of pride in the school
- Frosh week is completely class free to allow students more time to get to know the university and take part in the community events.
- Sports way of bringing community together (Raven Culture) but not for some – can be excluding for some as it only speaks to a certain group, the more visible and vocal students. Larger community - Aboriginal, International, mature and Students of Colour are excluded from this culture. They are also not matched in area of leadership and do not feeling represented.
- There is also a focus on specific sports - basketball and football, other sports are not as invested in as they are not as successful however lack of investment leads to lack of improvement as a result of not being invested in
- To create greater community, one might want to consider having more than one club day during the first week of the school year. Students may miss the first club afternoon due to other obligations, and clubs are one of the best ways to create a sense of community and to meet people
 - Possibly hold a club day once every week for the first month, or have more of them during the first week to ensure people have time to check them out
- Being more limber and responsive
- More intermingling between departments and collaborative stance on studies.

Community Engagement:

- Involving our community partners in all stages of community projects, from conception to the final presentation and conferences.
- Inviting other community members/groups to have a seat at the table and be involved in discussions (i.e. greater involvement with indigenous community groups)
- Highlighting student community involvement. Carleton sports teams are out in the community as volunteers for several different events (i.e. Relay for Life, Shinerama, etc.)
- The potential of the new church could extend community reach and bring several different community groups together through music and art festivals (i.e. Involving the indigenous community in hosting indigenous art events)
- Community pockets within Carleton are seen as useful and significant when it comes to connecting the University to the community
- The larger questions then is how to connect Carleton more; To connect with each other; To connect outside these walls and outside this community? An example was given of a Women of Colour Night which one participant happened upon, seemed to be student run night/Carleton organized event. It was significant that many people were not of colour and willing to participate. Community pockets are seen as useful and significant in connecting the University to the community.

- More arts events to bring in more people – to bring in artists and more people of the community to feel safe.
- Need to be reflected in leadership and outreach to bring communities together like athletics does.
- Community of communities is not connected as there is a lack of cohesiveness within the University.

Communication:

- Improving our internal communication will reflect on our external communication (This was mentioned as part of the discussion from 3 of the 5 tables).
- Communication about strategic decisions needs to be improved so that all who would like to be involved can be (This was mentioned as part of the conversation from 2 of the 5 tables).
- Better communication on who controls what space and how it is managed will eliminate conflict.
- Improving our international communications and eliminating misinformation (This was mentioned as part of the conversation from 3 of the 5 tables).
- Improving consultation and valuing the professional contribution of our faculty (This was mentioned as part of the discussion from 5 of the 5 tables).
- The Carleton community at large needs to be involved in decisions, not just the Board of Governors. More collaboration will make for an even better community at Carleton, where everyone approves of a decision and feels content (This was mentioned as part of the discussion from 2 of the 5 tables).
- Branding or making Carleton known.
- How we interface with the community - Carleton university building from the community.
- Call for more 360 reviews – reviewed by peers, those above and those outside so no bias is involved.
- Visibility is key – don't even know about others on campus (each other, their work, programs), need to work on this before we are recognized by others – cross pollination needed, don't know what people in Music or Political department doing. Making links between departments is key – don't have a clear view of how to do this? Lack of transparency is what it is known for in all areas - need to tackle it in order to work on all other areas spoken about.
- Proposal for an Archival memory – place to have things/memories from 10 years ago. Make it easier for staff/teachers to engage with this project:
 - To see the changing culture of community – in 80's how difficult it was to get through the snow but now the university is much more accessible

Research and Funding:

- We need to become better at showcasing what we are doing here (This was mentioned as part of the discussion from 4 of the 5 tables).
- We are competing with a lot of news and it can be difficult to disseminate all of the stories. We need to uncover different ways of connecting with the external world.
- Projects can be showcased on the homepage of the university's website.
- Developing a hub or "Research Portal" on the website to showcase all that Carleton is doing.
- Assisting faculty with the administrative process involved in bigger research projects (i.e. To eliminate disengagement of faculty in applying for grants) (This was mentioned as part of the discussion from 3 of the 5 tables).
- The US model bases the number of grants students can obtain on the number of grants faculty receives. This eliminates the threshold of funds.
 - Developing a framework that incentivizes faculty work to increase interest and involvement in quality research projects. This could be done by implementing a points based system that commends faculty on the different elements involved (i.e. teaching, research and administration). U of Ottawa has a point system for faculty members to reward high-performance faculty
 - Teaching, research, administration all receive points and can impact Career Development Increments
 - These are not unpopular views:
 - At U of Ottawa, the point system came from within the department because of annoyance at lower performing professors getting the same salary as ones that did a lot more.
 - Look for substantiation of what the collective agreement asks of Profs (50% teaching, 35% research, 15% administrative) (This was mentioned as part of the discussion from 2 of the 5 tables)
 - Taxpayers pay profs to not perform all the things expected of them
 - Students as well are paying 5000-7000 dollars to not have profs do their jobs outside of the teaching element
 - Tri-council as a method of assessing profs and giving faculty members ratings based on what they've accomplished
 - We must quantify research
 - Standard Career Development Increments if you don't get grants or a high rating for faculty responsibilities
 - Students need to see the research that has been done by profs

- Students know when profs are only coming in to teach and have no passion for research (or have not been keeping up with what is current in the subject)
 - Better communication about what's being researched by profs (This was mentioned as part of the discussion from 4 of the 5 tables)
 - Students often have more pride in their school when they see a high level of scholarship being published
 - Low-performing profs often don't want to see other faculty members succeed and be in the spotlight because it shows their own mediocrity and forces them to excel
 - The union fighting for the lowest common denominator
 - There will be no funds to do future research or even the kind of research we are doing now if there isn't more effort put into promoting research and getting grants (This was mentioned as part of the discussion from 3 of the 5 tables)
 - If there are no grants, there are no funds for current or future research opportunities. All funds from Strategic Mandate Agreement will be diverted to research heavy universities and even basic research will be difficult to fund since Carleton is on the cusp of teaching versus research
 - Profs not working to get funding also impacts things like scholarship funding for graduate students (This was mentioned as part of the discussion from 2 of the 5 tables)
- Recognition of community service should be included in tenure reviews (This was mentioned as part of the discussion from 2 of the 5 tables)
- Carleton needs to devote funding to research administration
- If Carleton is not the Principal Investigator on grand funding we are put at a disadvantage - Benefits to the principal investigator institution not the collaborators
- There is a tri-council funding issue
- Benefits to the principal investigator institution not the collaborators
- Strategic Mandate Agreement: Province is looking more at the performance of university in research
- Perception that because Carleton is unionized there is an excuse provided to professors to not take on more grad students. Approximately, 1/3 of faculty do not apply to take on grad students (This was mentioned as part of the discussion from 2 of the 5 tables)
- There is push back from faculty members about being more research intensive. The university has a desire to fund more students but faculty members are not interested in supervising and the supervision element is mandatory

- More research focused faculty and a great graduate program will make Carleton a more desirable institution and attract more graduate students (This was mentioned as part of the discussion from 3 of the 5 tables)
 - It is not fair to have graduate students working with faculty members that have not researched their focus in over ten years
- Quality research leads to an improved reputation and everything else follows (This was mentioned as part of the discussion from 3 of the 5 tables)
- Teaching intensive vs Research intensive
 - We must be aware of what the country and/or province is looking for
 - These may not be mutually exclusive and not all professors can do both with most excelling in one or the other
- We could identify success stories on a day to day basis because of the size of the faculty and student body
- Competition is getting fierce and we need to focus on increasing our widespread research efforts (This was mentioned as part of the discussion from 2 of the 3 tables)
- Board of Governors is seen as having a big role to play in improving research. The Deans only have a connection with the undergraduate classes. The Deans are on top of undergraduate issues but there is no jurisdiction to follow for graduate programs and are not able to request professors conduct more research or pick up more graduate students. The Board should define the mandate for the provost so they can get the Deans to be more involved with the faculty they oversee.
- There is difficulty getting professors to do more research with the collective agreement and no mandate (This was mentioned as part of the discussion from 2 of the 3 tables)
- Increased emphasis on research (This was mentioned as part of the discussion from 5 of the 5 tables)

International Presence:

- Assistance with International scholarships and International student experience needs to be improved (This was mentioned as part of the discussion from 3 of the 5 tables)
- Carleton does not have an office for international internships, leaving the faculty to handle this on their own
- Institutional International Internship programs are needed instead of departmental which is not seen as strategic
- Redistributing funds from departments with larger amounts to assist with waving the fees for international students
- Providing incentives for faculty to wave international fees or provide grants to decrease the amount of opportunities lost (e.g. McGill University has designated a special office to recruit faculty and students from the United States).

- Administrative support is necessary for recognition for international research
- Increased awareness of what we are contributing to international partnerships on grants (This was mentioned as part of the discussion from 2 of the 5 tables)

Accessibility:

- Highlighting success stories:
 - Canadian Forces Veteran competing at Invictus Games and also developed Veteran Student Affairs group.
- Continue to promote inclusivity and diversity on campus and in campaigns by featuring students from various backgrounds and making sure their needs are being accommodated (This was mentioned as part of the discussion from 2 of the 5 tables)

Side discussions:

Dominion Chalmers Church:

- Offers increased visibility in the community
- Improving the amount of available space will increase our capacity and assist in backing university promotions
- Offers a high quality acoustic space for the music department
- A venue for multiple community events (e.g. art shows and music events)
- Endorsement of the National Symphony Orchestra
- Offers both community and academic purpose
- Downtown location for events and lectures
- Provides Carleton with a music portfolio on an international stage
- Much more financially sound than building a concert hall on campus
- The province is providing the university with \$5M towards the purchase