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# **CARLETON UNIVERSITY STRATEGIC INTEGRATED PLAN**

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[MESSAGE FROM THE PRESIDENT]

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# OUR LOCATION ANCHORS OUR ASPIRATIONS

We are guests on this land. Carleton University acknowledges and respects the Algonquin Anishinaabeg people within whose unceded, unsundered territory the Carleton campus is located.

This acknowledgement is important to us. It is a reminder of the significance of this location, and it is our pledge for reconciliation with Indigenous Peoples.

This is a meeting place, a convergence of three major transportation routes: one built by human ingenuity, one created as an urban link, and one an historic waterway.

There is power in this convergence. It frames our values and our commitments. And it is the point from which we navigate to a bright and hopeful future.

## **Our journey continues from here.**

On a map, our campus creates a unique triangle—one of nature's strongest shapes. It also reminds us of delta, the mathematical symbol for change.

This triangle is both Carleton's strength and delta, our mandate for change. It is a symbol of what we are and where we can go.

- The western edge follows the path of the iconic Rideau Canal—a hint at the ingenuity and innovation that helped establish this city and a waterway that tells a story of the creation, application and mobilization of knowledge.
- To our east, we border an important arterial road—an axis that creates our connection to the community, to this city's cultural heart and the country's political centre, and ultimately leading to the gateway to the world.
- To our south, we travel along the Rideau River—moving forward to a prosperous future with momentum and resilience, reminding us of our connection to the natural world.

The symbol frames everything we stand for at Carleton: the power of higher education and innovation, the value we place on community and collaboration, and the importance of sustainability and wellness.

As we plan our future, we look to this symbol for our strategic directions—the pathways we will follow and the steps we will take.

## THE POINT OF DEPARTURE

**We are also at a time of convergence.** This is a moment for opportunity—but also one of great urgency.

Globally, we grapple with technological change and its implications for the future workforce, an accelerating climate crisis, worldwide migrations, and challenges to truth and democracy.

In Canada, we are confronted by political challenges, an aging population, a need for greater understanding and more diverse perspectives around accessibility and inclusion, and the difficult legacy of colonization. A national conversation about reconciliation has something to teach us all moving forward.

Closer to home, our province and our city are growing and changing. As a national capital and a major regional hub, Ottawa is a city that matters. New economic and cultural opportunities arise for some of its population, while ecological, infrastructure and other social challenges burden many more.

Alongside all of this change, the very nature of education is shifting. Students are eager for new instructional models, and the value of a post-secondary degree is under scrutiny as more accountability is demanded from public institutions.

In all of these matters, there has never been a greater need for knowledge exchange—creating it, mobilizing it, and sharing it with future generations. And perhaps there has never been a greater moment for Carleton University to take a bold step forward and be a participant in global change.

Carleton's roots as a non-denominational college, established by and for the citizens of Ottawa, make it unique among Canadian universities. At the end of the Second World War, the university was founded by a group of volunteers to educate and provide a way forward for returning veterans and others who had moved to Canada's capital as part of the war effort. From those earliest days, Carleton has maintained a strong community connection and an enduring sense of purpose.

More than 75 years later, Carleton has evolved into a research-intensive institution whose reach and impact goes far beyond the city limits. We continue to draw our strength from our history and our location.

Our story is a testament to hope for the future and a belief in the power of education for good. Now is the moment to reconnect with our values, to step up to the challenges of our time, and to fully embrace our potential.



## ASPIRATION STATEMENT

**Carleton University will leverage the power of higher education to be a force for good.**

We will co-create and share knowledge to shape a better future.

We will embed partnership and community engagement, locally and internationally, in our actions and culture.

We will work to enhance the wellness of people, communities and the planet.

# **DIRECTION: SHARE KNOWLEDGE. SHAPE THE FUTURE.**

## ***The Canal***

*On our western edge, the nearly 200-year old Rideau Canal is an engineering marvel—the internet of its time. It is recognized worldwide for its beauty and enduring quality, and it is Ontario’s only UNESCO World Heritage Site; to many, it represents human ingenuity and perseverance. But the difficult construction of the Canal is a reminder that the cost of progress is not borne equally by all people. Today we see the Canal as a symbol of resourcefulness and responsibility—a living example of how innovation and effort can respond to real societal challenges, but only if both the burdens and the rewards of knowledge are shared.*

Change and its human and policy implications—particularly in technology—is constant and ever accelerating. Around the world, we are witnessing a dramatic shift in the nature of social interaction and democracy, history and truth, the global economy and the changing nature of work, energy, transportation, health care and the future of telecommunications. At the local and national levels, technology is driving a renewal of our economy and with it, a surging demand for research and the workforce of the future.

Ingenuity will be a critical skill in the next decade; students and partners require their post-secondary institutions to play a tangible role in this evolution. While the ingenuity required to build the Canal changed this city and this country, its legacy reminds us to co-create and share knowledge responsibly. **In this moment, Carleton can draw on the symbolism of the Canal as inspiration to pursue knowledge that can change the world.**

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

## **We will prepare students for success in a changing future.**

By investing in impactful opportunities for students to participate in research, work-integrated learning, skill development, knowledge exchange, and entrepreneurship, Carleton will advance the next generation’s capacity to harness the power of knowledge and shape the ideas and careers of the future.

## **Pathways**

- Introduce and expand initiatives that further enhance student success in the classroom

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- Develop recruitment and retention strategies that meet the needs of diverse student populations
- Improve students' graduation and employability outcomes
- Build quality academic programming that responds to societal needs and questions

### **We will leverage the power of research to solve issues.**

Carleton will invest in its people and processes to empower researchers at every level to co-generate and share meaningful knowledge that will inspire future discoveries. We will bridge the gap between academia and application, helping our community and partners to mobilize knowledge.

#### **Pathways**

- Increase research funding and sponsorship
- Maximize impact of foundational and applied research
- Improve the dissemination of research through increased publications and citations
- Enhance opportunities for national and international research collaborations

### **We will approach teaching and pedagogy with imagination and new expectations.**

We must continue to adopt new pedagogical philosophies and technologies. Experiential learning, high-impact practices, and a greater appreciation for the value of teaching will ensure we meet the expectations of a changing student population, create positive learning and career outcomes, and respond to societal needs.

#### **Pathways**

- Enable and encourage pedagogical practices that foster student engagement and success
- Engage Indigenous knowledge to build new ways of teaching and learning
- Promote and reward engagement, innovation and excellence in teaching and learning
- Offer new and flexible opportunities for student-centred learning

### **We will embed interdisciplinarity and collaboration in our culture.**

Building on a culture of openness and cooperation, Carleton will continue to focus on ways to embed collaboration through the organization. We will encourage our community—students, faculty and professional staff—to engage with ideas across disciplines and boundaries to build stronger, more connected approaches.

#### **Pathways**

- Build additional opportunities for entrepreneurship and innovation and cultivate an entrepreneurial mindset across campus
- Expand collaboration and development opportunities for faculty and staff



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**We will deploy talent and resources strategically.**

With a focus on financial sustainability and both organizational and personal leadership, we will encourage our community's capacity to innovate and excel. We will find ways of working smarter, and we will develop a culture of pride in our potential and our community.

**Pathways**

- Foster the development of collaborative leadership throughout our community
- Ensure the sustainable and strategic use of resources

**SHARE KNOWLEDGE. SHAPE THE FUTURE.**

# DIRECTION: SERVE OTTAWA. SERVE THE WORLD.

## ***The Community***

*From the eastern side of campus, Carleton opens to a major arterial road—one that connects the city, links to its cultural and economic core and the seat of the Government of Canada, and leads ultimately to the international airport, the gateway to the world. It is a permeable edge—the main point of access between campus and the surrounding neighbourhoods. It serves as a powerful reminder of our original purpose and founding story—built by, for and with the community—and symbolizes our deep and enduring connection to Ottawa and its population, our country and the globe.*

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

Local, national and international organizations are engaging institutions of higher education as partners in this transition. ***In this moment, Carleton can draw on the community to inspire and guide our commitment and responsibility to society.***

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

## **We will open our doors to the community.**

Carleton will expand our reach, physical presence and interaction with the local community, ensuring our university, our facilities, our spaces and our people are recognized as a part of daily civic life and contributors to the social, cultural and economic goals of Ottawa and its population.

## **Pathways**

- Engage with Indigenous communities through sustained relationships founded in mutual responsibility and accountability
- Grow partnerships and associations with alumni, community and not-for-profit organizations, industry and governments
- Expand service-learning opportunities for students, faculty, staff and community partners to work together
- Strengthen our physical and reputational presence within Ottawa

## **We will encourage community engagement in research and learning.**

Carleton will encourage its faculty, staff and students to be leaders in community engagement and service-oriented research, learning and other activities to create linkages between academic study and our roles as global citizens.

### **Pathways**

- Expand community-based research and community-based pedagogy opportunities for the benefit of researchers, students, instructors and our communities
- Expand co-op, internships and other work-integrated learning opportunities for students

## **We will build partnerships with purpose.**

Building on its founding mandate, Carleton will forge and foster purposeful and holistic partnerships with individuals, industry and organizations in Ottawa, Canada and around the world. These partnerships will allow collaboration on shared issues, create stronger opportunities for students and researchers, and bring our communities together for good.

### **Pathways**

- Establish new holistic integrated partnerships with organizations that share our values and strategic objectives
- Innovate and lead collaborative approaches for broader societal impact and purpose

## **We will build bridges to the world.**

With a comprehensive approach to global outreach, we will partner with international universities, communities, governments, industries and civil society organizations to make Carleton a global hub of intellectual engagement and knowledge exchange.

### **Pathways**

- Build new connections between our domestic and international students, our alumni, our faculty and our partners
- Provide positive international experiences for student mobilization
- Expand international study opportunities in different disciplines
- Expand international research partnerships

## **We will embrace our role as a global institution in a G7/G20 capital.**

From our home in the nation's capital, and building on our expertise across various fields, we will expand our dialogue with government officials, dignitaries and the diplomatic community.

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**Pathways**

- Attract talented visiting scholars who impact positive global change
- Expand our network of governmental and international partners

**SERVE OTTAWA. SERVE THE WORLD.**

# **DIRECTION: STRIVE FOR WELLNESS. STRIVE FOR SUSTAINABILITY.**

## ***The River***

*Flowing along our southern edge, the Rideau River gives Carleton its distinctive connection to the natural world. It is an active part of our campus: students, faculty and staff visit it for moments of reflection and peace. Its Algonquin name, Pasapedjinauwong, or the river that passes between the rocks, evokes a path of resilience, momentum, and adapting to overcome hardship. It is part of a vulnerable ecosystem, reminding us of the consequences of change and the need for constant stewardship. But its waters run resolutely forward, from the past to the future, connecting campus to something greater.*

Sustainability is the wellness of the planet; wellness is the sustainability of individuals. Both are under pressure. We are facing an accelerating climate crisis and a mounting urgency in mental health concerns. We approach these challenges through the lens of our commitment to accessibility, equity, diversity, inclusion and reconciliation with Indigenous Peoples. We move forward in a spirit of mutual responsibility for people, for society, and for our planet.

Increasingly, the world looks to post-secondary institutions to be leaders and models for positive change. ***In this moment, the River inspires our resilience.***

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

## **We will be a leader in sustainability.**

Carleton is a leader in sustainability in many ways, but we have more work to do. We need to be more than conscious of our environment—as individuals, in our community partnerships, and through our research and operations, we need to work steadfastly towards solutions that ensure a sustainable future.

## **Pathways**

- Deeply embed sustainable considerations into research, teaching, learning and organizational operations
- Learn from and alongside Indigenous Peoples as we deepen our understanding of the land and adapt to a changing environment
- Expand academic programming and knowledge exchange in the areas of wellness and sustainability
- Join global efforts to find solutions to climate change

## **We will strive to make a difference in mental health and personal wellness.**

Carleton chooses a holistic, campus-wide approach to mental health and personal wellness for students, faculty, staff and the community. We will encourage a culture of health, purpose, resilience, physical activity and togetherness so that we, and our communities, may thrive.

### **Pathways**

- Build and promote infrastructure projects and spaces that embrace a commitment to social, physical, cultural and environmental wellness
- Increase openness, knowledge and capacity across campus to proactively support and empower the mental health and well-being of our communities

## **We will take action together to achieve reconciliation.**

Carleton has a responsibility to the Algonquin Anishinaabeg people within whose unceded, unsurrendered territory our campus is located. We will develop relationships based on mutual respect, accountability and reciprocity with Indigenous communities.

### **Pathway**

- Deepen understanding of Indigenous worldviews throughout the Carleton community
- Fulfill the Carleton-specific Calls to Action developed by the Carleton University Strategic Indigenous Initiatives Committee in community engagement; Indigenous student support; student experience; ways of teaching and learning; culture, systems and structure; research and innovation; and accountability

## **We will strive to make our campus, country and our world accessible for all.**

Over many years, Carleton has led the accessibility conversation across Canada's higher education sector. Carleton has an extensive history of making its campus and courses increasingly accessible and is committed to being the most accessible campus in Canada. Supported by several initiatives and programs across campus, and by its leadership in the national Canadian Accessibility Network partnership, Carleton will advance accessibility across research, training, policy and community engagement.

### **Pathways**

- Provide national leadership on accessibility issues through strategic partnerships
- Embed a culture of accessibility in organizational excellence, programming and services

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**We will foster individual distinctiveness and a sense of belonging.**

Carleton's strength lies in its diversity—the diversity of its communities and in the perspectives it engages. We will continue to progress in equity and inclusivity across our organization and across the academic and research enterprises.

**Pathways**

- Encourage and nurture inclusivity and a diversity of perspectives and identities to strengthen our communities

**STRIVE FOR WELLNESS. STRIVE FOR SUSTAINABILITY.**

## WHERE DO WE GO FROM HERE?

In this delta is Carleton's collective mandate for change. It invites us to begin a renewed conversation about Carleton, and to focus on what we can achieve together.

This plan provides directions and pathways. Each of us can take specific and individual steps to move forward.

**Align your planning.** We ask everyone to consider what strengths your work can draw from our location and its symbolic boundaries. Develop Faculty- and unit-specific plans and directions in alignment with this map to further operationalize the aspirations of our faculty, staff and students.

**Step up to the challenges of our time.** We are a university with a purpose. We ask you to bring that spirit into our organizational culture, your teaching and research, and your personal outlook. We can be a force for good.

**Tell our story.** The story of Carleton belongs to all of us, and telling that story is a task we can share. Share Carleton's potential. Inspire yourself and others with what you have achieved. Teach each other.

**Be strong and positive.** We encourage you to be hopeful for the future, and believe in the power of higher education to work together for good.

### **Campus-Wide Strategies and Plans**

A number of strategic documents already developed or in development support and operationalize the aspirations described in this Strategic Integrated Plan. Other strategies and plans will also emerge over time as the work of planning and implementing is never done.

- Campus Master Plan
- Canada Research Chairs Program Equity, Diversity, and Inclusion Action Plan
- Coordinated Accessibility Strategy
- Energy Master Plan
- Final Report of the Carleton University Strategic Indigenous Initiatives Committee
- Finance and Administration Strategy
- Healthy Workplace Strategic Plan
- Internationalization Strategy (currently under development)
- Strategic Research Plan (currently under development)



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- Sexual Violence Prevention and Response Strategy (currently under development)
- Student Employment Framework (currently under development)
- Student Mental Health Framework
- Students and Enrolment Strategic Plan
- Sustainability Strategy (currently under development)
- Teaching and Learning Framework (currently under development)

**[ACKNOWLEDGEMENTS]**