

# COLLABORATION LEADERSHIP AND RESILIENCE

**SUSTAINABLE COMMUNITIES – GLOBAL PROSPERITY**  
**THE CARLETON UNIVERSITY**  
**STRATEGIC INTEGRATED PLAN**  
**2013-2018**



**Carleton**  
UNIVERSITY

Canada's Capital University



## **COLLABORATION, LEADERSHIP AND RESILIENCE**

## **SUSTAINABLE COMMUNITIES – GLOBAL PROSPERITY**

### **CARLETON UNIVERSITY'S STRATEGIC INTEGRATED PLAN, 2013-2018**

### **A MESSAGE FROM THE PRESIDENT TO THE CARLETON COMMUNITY**

I am pleased to present Carleton's proposed Strategic Integrated Plan, "Collaboration, Leadership and Resilience: Sustainable Communities – Global Prosperity." The plan builds on our strengths and core values to move us forward, toward and beyond our 75th anniversary in 2017.

This plan was developed through a highly consultative process. We all most sincerely thank Katherine Graham, Senior Advisor to the President and Provost, and the members of the Strategic Planning Task Force - 15 faculty, professional services staff and students from across the institution - for their extraordinary dedication. Forty academic and professional services units and student organizations responded to the call for consultative meetings. The task force also received submissions from individuals and held two town halls that were filled to capacity. Coincident with this, four internal consultations were held that focused specifically on research. External consultations occurred with leaders from the private sector, major granting councils, community leaders and Carleton alumni. The Senior Executive worked with the Strategic Planning Task Force and others to bring this Plan into its present form.

Throughout the process, people spoke passionately about Carleton and gave numerous examples of collective and creative work to achieve innovation and excellence. They want the university to continue on its positive trajectory by building on its strengths and adhering to its core values. We will proudly carry forward the defining characteristics of Carleton – collaboration, leadership and resilience. The community wants to focus on the quality of what we do now and to innovate as we fulfill our vision. Participants in the consultations offered many ideas about implementing specific initiatives for Carleton University. These ideas have informed the high level goals that this Strategic Integrated Plan establishes for the next five years. As the operational elements of this integrated process are developed, more specific details will emerge.

The success of this Plan will require leadership and guidance from all parts of our university. The collaborative and consultative process by which the Plan was developed demonstrates that there is a strong collective interest in creating the best future possible for Carleton. This is our Plan. I call on you, all members of the Carleton community, to work together internally and collaborate with our many partners to make our university ever stronger in reality and in reputation.

# COLLABORATION, LEADERSHIP AND RESILIENCE SUSTAINABLE COMMUNITIES – GLOBAL PROSPERITY

## CARLETON UNIVERSITY'S STRATEGIC INTEGRATED PLAN, 2013-2018

Carleton University will be 75 years old in 2017 when Canada celebrates its 150th birthday. This Strategic Integrated Plan lays out the vision, goals and strategic actions for Carleton@75, Canada's Capital University, over the next five years from 2013 to 2018.

### MISSION STATEMENT

In 1942 community leaders in Canada's capital established Carleton University to educate the population for the new, post-war economy. Today, Carleton is a dynamic and innovative university with over 27,000 undergraduate and graduate students and approximately 2,000 faculty and staff. Carleton's contemporary mission reflects both its past and its present:

Carleton University is an independent, collegial university dedicated to the advancement of learning through disciplinary and interdisciplinary teaching, study and research, the creation and dissemination of knowledge, and the betterment of its community. It is centred in Ottawa and serves the people of Ontario, Canada, and the world.

Carleton@75 builds upon this mission statement, the 2008-'13 Strategic Plan, Defining Dreams, and Carleton's Strategic Mandate Agreement (submitted to the Government of Ontario in September 2012) to set the direction for Carleton University. This is an integrated plan that brings together our academic and research mission as its core, and reflects the strong leadership of staff in professional services in supporting the successful pursuit of these endeavours. Carleton has benefitted significantly from partnership with external communities and organizations. Collaboration will continue to be a Carleton hallmark as we move ahead. True to our history, the Carleton University community believes that global prosperity can only be achieved through a foundation of sustainable communities. Equally important, Carleton will continue to be resilient. For us, resilience means overcoming obstacles and challenges to achieve new heights. As an institution, we have accomplished this at key points in our history. We will doubtless have to do so again but we are ready for the challenge. Furthermore, this plan commits Carleton to work with others, locally and globally, to confront challenges and improve the state of our world.

Leadership, collaboration and resilience are the cornerstones of this plan.



## VISION

### Our vision for Carleton@75:

Carleton University will be known nationally and internationally as a leader in collaborative teaching and learning, research and governance. Our students, faculty and staff will be critically engaged, productive citizens and highly qualified contributors to the 21st century. At Carleton, we encourage creative risk-taking enabling minds to connect, discover and generate transformative knowledge. Through education, research, service and innovation, and through the building of sustainable communities, we can foster new ideas and future leaders to create a more sustainably prosperous future for Canada and the world.

Carleton is a university that promotes and leads in:

- Teaching and research that respond to the needs of society today and in the future through a learning environment that fosters and nourishes critical and creative inquiry; knowledge preservation, creation, dissemination and transfer; employability through the development of transferrable skills and intellectual capabilities; and the education of highly skilled and qualified citizens.
- Research excellence and connectedness that focus on tangible outcomes, as well as development of knowledge with longer-term impact. Carleton recognizes and supports basic research as a cornerstone of research excellence.
- A student-centred educational experience with a national and international reputation for linking academic endeavours with student support and accessibility, and for empowering students to be productive and engaged citizens.
- Creativity, enterprise, entrepreneurship and innovation by our students, faculty and staff.

## OUR VALUES AND STRENGTHS

This Strategic Integrated Plan builds upon the values and strengths that define Carleton and its unique characteristics.

### Our Values:

- Excellence: The pursuit of excellence in research, teaching and administration is at the core of all that we do and is our driving force.
- Interdisciplinarity: We have long recognized that the complex problems and issues of the 21st century cannot be resolved by a single discipline and we have built solid foundations in interdisciplinary teaching and research. We understand that strength in individual disciplines is essential for interdisciplinary achievements.
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- Internationalization and Global Outreach: The education of global citizens requires exposure to international and global experiences and perspectives. Carleton has a tradition of being a Canadian university of choice for international students and encouraging all students to think globally.
- Experiential Learning and Student Engagement: We provide our students with real-life experiences that bring the classroom to the world and the world to the classroom. Innovative educational environments incorporate hands-on research, community engagement, work experience and immersive learning.
- Collaboration and Partnerships: As a modern university, Carleton is an active partner with communities, business, industry, government, institutions and organizations, providing research, education opportunities and solutions to the challenges of society and the economy.
- Efficiency and Sustainability: A strong commitment to financial and administrative efficiency, combined with innovative and effective management of the university's operations and activities, means that Carleton leads by example.
- Diversity and Accessibility: Carleton has a long-standing commitment to welcoming people with diverse backgrounds and educational experiences, from Canada and from around the world. We are proud to be Canada's most accessible university for persons with physical disabilities.
- Accountability: Carleton recognizes its accountability and responsibility to those who support and nurture our university, including governments and taxpayers, the communities of the National Capital Region and Eastern Ontario, our generous donors and benefactors, as well as our students, their parents and our alumni.

These values produce a university that is flexible, dynamic, open to new ideas, collaborative and responsive to the needs of society today and proactive in defining the needs of the future. They combine with key strengths to create a unique environment for teaching, learning and research.

### Our Strengths

- Our People: Carleton's greatest strength is the collaborative outlook and diversity of the people who dedicate themselves to excellence as they work and study at our university.
- Our Commitment to Our Students: Innovation characterizes our ground-breaking initiatives in helping students realize their full potential to be effective citizens and lifelong learners. Carleton is a leader in interdisciplinary programming, experiential learning, student support and accessibility, and the student experience here is characterized by a strong sense of community and the desire to engage in activities that will make a difference in the world - educating productive global citizens who are creative, critically minded and entrepreneurial.



## CARLETON'S FOCUS: SUSTAINABLE COMMUNITIES – GLOBAL PROSPERITY

The strategic focus for Carleton University over the life of this plan will be “Sustainable Communities-Global Prosperity.” As a modern Canadian university, Carleton has a vision and outreach that is national, international and global in perspective and scope and rooted in the local and regional communities in which it is located. At Carleton, we believe that global prosperity can only be achieved through the building of sustainable communities and this link between the global and the local is at the heart of our endeavours as an academic community.

Sustainable communities are culturally vibrant, technologically smart and connected, healthy, environmentally conscious and sustainable, safe and secure, economically successful and well-governed and administered. These elements of a sustainable community contribute to equal opportunities for all and foster global prosperity. Carleton will conduct research, develop programs and undertake other initiatives that foster further understanding of community strengths, needs and interests, build community capacity and enhance community sustainability. Our initiatives will focus on regional community development across Canada and around the world. We envision significant engagement with communities in eastern Ontario, Aboriginal communities and northern communities. We will enhance our global reach through a number of international initiatives.

Carleton has made significant progress in developing new academic and research programs under the four interdisciplinary areas that have guided Carleton’s academic development over the past four years of the 2008-’13 Strategic Plan, *Defining Dreams*: sustainability and the environment, health, new digital media, and global identities and globalization. In each case,

Carleton has implemented or is in the process of implementing undergraduate and graduate programs, research initiatives, partnerships and other scholarly activities.

The unifying theme, “Sustainable Communities – Global Prosperity” will enable researchers in many disciplines to come together to work on a large number of projects which may be discipline-specific, interdisciplinary, local, regional or global. The theme is inclusive and integrates areas in which we have considerable strength in terms of teaching and research and areas of strategic interest, both internally and externally. Among these areas are: governance for sustainable communities - contributing to the engagement of all sectors of society to ensure sustainable prosperity, justice and well-being; security and protection - addressing the increasing risks and threats in a globalized and digitized world; large-scale data analytics - tackling the analysis of massive data sets and complex information systems; and technology innovation and communications - building upon Carleton’s partnerships with the high-tech sector and our long-standing leadership in the field of communications and journalism.

Our strategic focus on “Sustainable Communities – Global Prosperity” will engage us with the public, private and not-

- Our Capital Advantage: As Canada’s Capital University, Carleton benefits from its location in Ottawa, including access to national and international institutions, associations and agencies, and to the capital’s high-tech industrial sector.
- Our Partners: From local communities to international and global enterprises, colleges and sister universities around the world and next door, Carleton gains strength by working with external partners, whether it be in cutting-edge research and knowledge mobilization and transfer or in providing unique and exciting learning opportunities for students.

for-profit sectors locally, nationally and globally. Carleton will develop new research programs - interdisciplinary undergraduate and graduate programs; professional programs; regional, national and international partnerships and collaborations; and employment opportunities for students that are consistent with this focus.

In order to accomplish our own aspirations and to meet the expectations of others for Carleton, this plan identifies four strategic themes that require integrated operational planning and action. These concern our program and enrolment profile, our research profile, the students we graduate and our organizational excellence. This Strategic Integrated Plan sets out goals, strategic actions and key performance measures for each of these themes. Development of each strategic theme builds on our values and strengths.

### STRATEGIC THEMES, GOALS, STRATEGIC ACTIONS AND KEY PERFORMANCE MEASURES

Theme 1: Carleton University will be known nationally and internationally for its research and teaching in programs which respond to the needs of society today and which anticipate the needs of the future.

Goal 1-1: To develop new programs and initiatives that build on academic strengths and respond to societal needs.

#### Strategic Actions:

- Develop new undergraduate programs and select professional and interdisciplinary graduate programs in areas associated with our strategic focus.
- Renew the core objectives and character of the BA to focus on the value and application of Carleton's innovative approach to the liberal arts and social sciences for students pursuing a wide range of career pathways, as well as graduate education.
- Ensure alignment between our undergraduate and graduate programs and our research strengths.
- Expand academic pathways with partner community colleges.
- Under the umbrella of the Carleton Global Academy, develop a suite of summer institutes/programs that serve society, increase Carleton's profile and raise revenue.
- Review governance, administration and resource allocation arrangements to ensure that they support development of interdisciplinary programs.

#### ▪ Key Performance Measures:

- A minimum of five new programs and five summer institutes.
- Increased enrolments and retention in BA programs.
- Increase by 25 per cent the number of community college students transferring to Carleton.



Goal 1-2: To ensure the sustainability of Carleton University through a long-term enrolment model and effective and efficient management of resources.

#### Strategic Actions:

- Pursue modest enrolment growth that supports the recalibration of our undergraduate enrolments and the development of select graduate programs to respond to changing societal demand and the resource needs of the University.
- Further diversify the student population at Carleton in order to offset the projected decline in the traditional domestic student market.

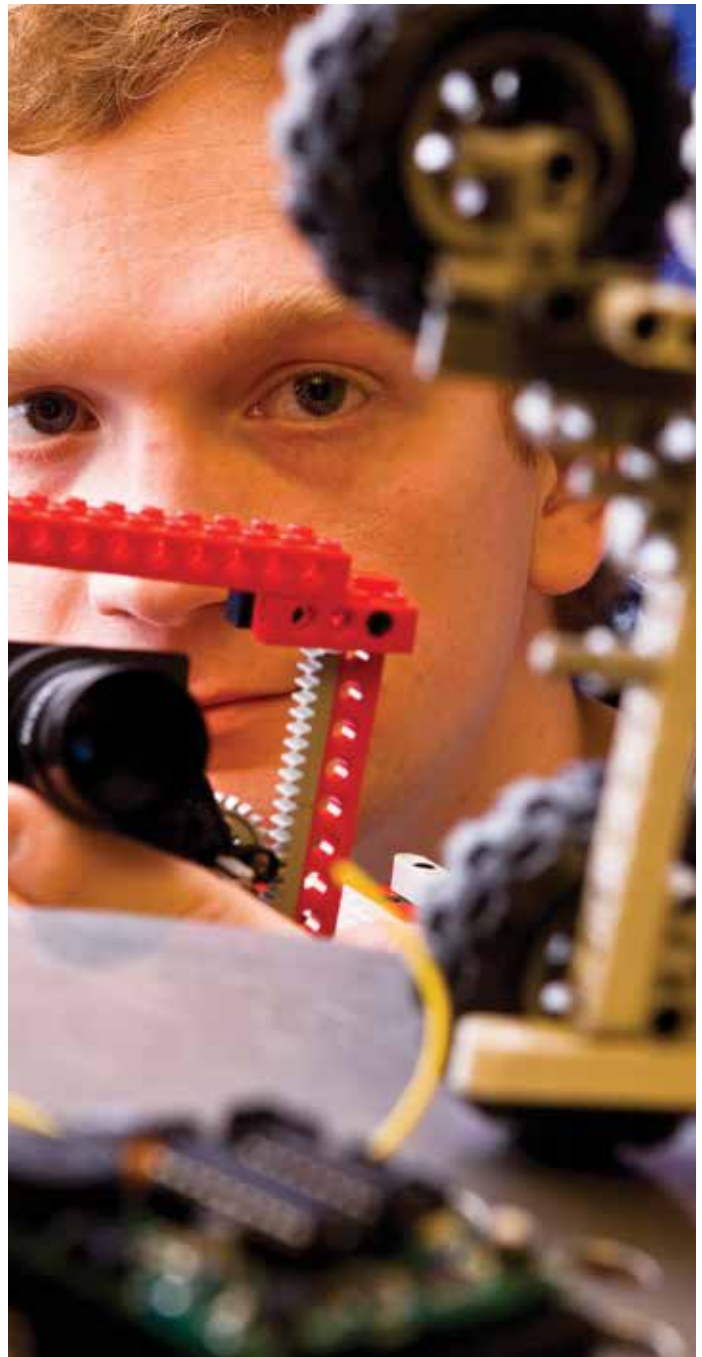
- Expand Carleton’s reach and enrolments through the development and implementation of a strategy for distance and blended learning.
  - *Key Performance Measures:*
    - Enrolment:
      - First-year undergraduate growth of a minimum of one per cent a year.
      - Meet provincial graduate enrolment allocations.
      - Increase first-year international student enrolment by three per cent a year.
      - Meet or exceed the provincial average student retention rate by one per cent.
    - Develop at least three blended learning/online programs and implement at least five open on-line courses.

Theme 2: Carleton University will be known as a university that promotes research excellence and connectedness. It will be recognized as a leader in research that focuses both on tangible outcomes and the development of knowledge with longer-term impacts.

*Goal 2-1: Enhance Carleton University as a highly reputable research-intensive comprehensive university.*

Strategic Actions:

- Identify and pursue opportunities that position Carleton as a leader in research and knowledge mobilization for the development of sustainable communities.
- Develop and promote Carleton as a recognized force with the capacity to take a leadership role in major research initiatives.
- Build local, national and international partnerships and collaborations to enrich and sustain research.
- Create the facilities (The Innovation Edge: A Living Laboratory) and programs that provide opportunities for collaboration and knowledge mobilization.
- Maximize Carleton’s impact within scholarly realms, as well as in other forums.
  - *Key Performance Measures:*
    - Rank among the top three research-intensive comprehensive Canadian universities based on relative research funding and publication intensity.
    - Annually increase the number of strategic partnerships with industry, government, or national and international agencies that invest and leverage investments in research at Carleton, and who benefit from the research and training conducted at Carleton.



Theme 3: Carleton University will be nationally and internationally known for being student centred, linking its academic endeavours and student supports to empower students as productive and engaged citizens in an increasingly diverse world.

*Goal 3-1: To ensure the employability and future success of our students through experiential learning, engagement, innovative teaching and holistic support services.*

Strategic Actions:

- Ensure a high-quality learning environment at Carleton through the promotion, facilitation and recognition of excellence in teaching and learning. Particular emphasis



will be placed on expanding student opportunities for learning enrichment and engagement outside of the classroom through research and experiential and immersive learning.

- Further develop the retention strategy to create an integrated approach that links our student support and registrarial services with initiatives undertaken in academic units and that meets the needs of a changing student population and changing curriculum.
- Establish the Discovery Centre for Undergraduate Research and Engagement and implement programs to increase student engagement in research, experiential learning, international experiences and immersive learning.
- Offer our undergraduate and graduate students professional skills programs and the opportunity to develop ePortfolios to demonstrate their acquisition of soft and transferrable skills through their academic program and co-curricular activities.
- Increase financial support for students through raising our endowment to provide more scholarships, bursaries and support for student activities.
- Provide more on-campus employment opportunities through a Carleton Student Employment Program, with better promotion and expansion of student employment opportunities and career advising on campus.

▪ *Key Performance Measures:*

- Increase in endowments to support student scholarships and bursaries.
- Carleton places in the top one-third among its comparator institutions in the levels of student engagement and satisfaction in the National Survey of Student Engagement (NSSE), the Canadian University Survey Consortium (CUSC), and the Canadian Graduate and Professional Student Survey (CGPSS) results.

**Goal 3-2: To have an internationalization strategy that provides our students with a variety of opportunities to be knowledgeable, active citizens in a global community.**

**Strategic Actions:**

- Expand opportunities for Carleton students to increase their awareness of global issues and cultures.
- Incorporate global learning as a specific learning outcome in Carleton programs where appropriate.
- Expand and promote opportunities for students to gain international experiences both at Carleton and through learning experiences abroad.
- Use Carleton's capital location to expand its engagement in global education and training through the Carleton Global Academy, a multi-faceted initiative that will provide a focal point for training, education, research and engagement on global issues across traditional boundaries.

- **Key Performance Measures:**

- Introduce a new undergraduate program in Global and International Studies and new course options.
- Number of programs with global learning as a specific learning outcome.
- Establish the Carleton Global Academy with a minimum of five program offerings.

**Goal 3-3: To consolidate and build on Carleton's status as Canada's most accessible university.**

**Strategic Actions:**

- Complete the linkages among the research, support services and academic programming related to



accessibility in order to develop a university-wide Co-ordinated Strategy for Accessibility that builds on our accomplishments.

- Promote understanding of accessibility across the post-secondary sector, among policy makers and among the public.
  - Key performance Measures:
    - Co-ordinated Accessibility Strategy developed and implemented.

Goal 3-4: To support Aboriginal communities and position Carleton as a university of choice for Aboriginal students by implementing the university's Aboriginal Co-ordinated Strategy.

#### Strategic Actions:

Expand Aboriginal student enrolments at Carleton.

- Expand programming that meets the needs and interests of Aboriginal students.
- Increase the number of Aboriginal faculty at Carleton.
- Create partnerships with Aboriginal communities to meet community needs and increase research, development and educational opportunities for Carleton faculty and students.
- Undertake initiatives that enhance understanding of indigenous knowledge and cultures.
  - Key Performance Measures:
    - Significant progress in implementing the Co-ordinated Aboriginal Strategy.

Theme 4: Carleton University will be known as a university that nurtures leadership, encourages innovation, recognizes achievement and embraces sustainability.

Goal 4-1: To pursue organizational excellence by building leadership capacity and through the continuous improvement of our academic and administrative processes.

#### Strategic Actions:

- Implement Carleton Leader with the aim of building a community of leaders and supporting a leadership succession plan.
- Further develop a healthy workplace culture and supportive environment.
- Undertake a review of academic regulations and administrative practices and policies to ensure best practices in supporting our core missions of research, teaching and learning.
- Implement Service Excellence Standards in all administrative and academic support areas.
- Ensure the best use of resources by focusing on innovation and efficiencies.

- Key Performance Measures:
  - Meet established performance benchmarks in regular surveys of student and staff customer satisfaction.
  - Within six months of completing the Carleton Leader program, 60 per cent of participants recognize they are taking on more of a leadership role.
  - Achieve Excellence Canada's Healthy Workplace, Progressive Excellence Program Levels 2 and 3 certification.

Goal 4-2: To develop an integrated approach to environmental stewardship and campus sustainability.

#### Strategic Actions:

- Develop a Climate Action Plan.
- Adopt the Sustainability Tracking and Reporting Systems (STARS) to track progress in sustainability.
- Continue to use the Green Globes environmental assessment system for campus construction with a focus on continuous improvement.
- Develop a Green Labs certification program.
- Improve the efficiency of fleet vehicles and the extent of use of green certified cleaning products.
- Integrate our environmental initiatives through research, teaching and professional services initiatives.
  - Key Performance Measures:
    - Meet the targets identified in the Sustainability Plan.
    - Number of projects that engage the academic and research community with professional services in environmental initiatives.

Goal 4-3: To support excellence at Carleton University by identifying and developing new sources of revenue and increasing donor support.

#### Strategic Actions:

- Complete the capital campaign.
- Explore opportunities for collaborative investments in new initiatives.
  - Key Performance Measures
    - Capital campaign target of \$300 million achieved.
    - Increased revenues from non-traditional sources.

### Next Steps: From Strategy to Implementation

As stated at the beginning, this is a Strategic Integrated Plan. We will ensure that our academic planning processes, our financial planning and resource allocation process and our professional services plan work together to move the university forward. The next order of business will be to develop an Integrated Operational Plan, incorporating the academic, research and professional services areas of the university in order to implement this Strategic Integrated Plan.

### Celebrating Carleton

This Plan was developed through a highly consultative process, within Carleton and with our partners. We heard two consistent messages. The first is that Carleton is creative, innovative, enterprising and engaged and is achieving

excellence in many areas. The second is that Carleton needs to do more to tell its own story. Over the life of this Plan, there will be a significant effort to raise Carleton's profile as a world-class comprehensive university dedicated to outstanding research, teaching and service to society. To a considerable degree, this should occur organically, as Carleton students, faculty and staff engage, often with others, in the context of our strategic focus, "Sustainable Communities – Global Prosperity." Carleton community members are proud of the university and are its best ambassadors. However, the university will also undertake two specific initiatives. The first is to develop and implement a reputational campaign that reflects the full scope of Carleton's strengths and achievements. The second is to undertake a series of initiatives to profile Carleton@75. These will be celebrations and special initiatives that focus on the university's accomplishments and its dynamic future.

