

Helping Ravens Soar Final Report 2026

*Students and Enrolment Strategic Plan
2021-2026*



Contents

Contents.....	2
Message from the Vice-President.....	3
Introduction	4
Helping Ravens Soar by the Numbers.....	5
Student Success.....	6
Enrolment Management.....	14
Collaboration and Community Partnerships	18
Staff Success and Organizational Excellence	22
Impact	28
Challenges and Lessons Learned.....	30
Implementation and Measurement.....	32
Looking Ahead.....	34
Students and Enrolment Division	35

Algonquin Territory Acknowledgement

We acknowledge the location of our campus on the traditional, unceded territory of the Algonquin nation. As we reflect on the progress and impact of this strategic plan, this acknowledgement reaffirms our shared responsibility to advance reconciliation with Indigenous Peoples through sustained action.



Message from the Vice-President

Over the past five years, the Students and Enrolment division has worked collectively and collaboratively with students, faculty and staff partners to advance the priorities set out in *Helping Ravens Soar: Students and Enrolment Strategic Plan 2021–2026*. This final report provides an opportunity to reflect on what was achieved, celebrate accomplishments and recognize the care, commitment and expertise that staff across the division bring to their work every day. While it does not capture every initiative undertaken, it offers a meaningful snapshot of the division's achievements and impact over the past five years and into the future.

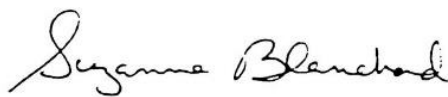
This period was marked by both challenge and growth. Beginning with the COVID-19 pandemic, the division adapted quickly to new ways of working while continuing to support students through a time of significant uncertainty. In the years that followed, programs and services expanded and new approaches were developed to respond to evolving student needs and organizational change. What stands out most is the resilience and adaptability demonstrated by our teams — not only in sustaining support for students during this period, but in establishing a strong foundation for future work.

I am especially proud of the progress made in strengthening a culture of excellence and continuous improvement across the division. Our journey with Excellence Canada began in 2019 with Bronze in Excellence, Innovation and Wellness, followed by Organizational Excellence Gold in 2023 and culminating in Organizational Excellence Platinum in 2024. These milestones reflect a shared commitment across the division to service excellence, innovation and continuous improvement.

As my term as Vice-President (Students and Enrolment) approaches its conclusion on Jan. 31, 2027, I am reflecting on the accomplishments of this team and the strong foundation that has been built for what comes next. I am confident that this team will continue to adapt, evolve and support students in meaningful and integrated ways, building on the progress achieved through *Helping Ravens Soar*.

I would like to sincerely thank all members of the Students and Enrolment team for their dedication, care and many contributions over the years. The work reflected in this report would not have been possible without their expertise and commitment, and I look forward to seeing their impact continue to grow in the years ahead.

Sincerely,



Suzanne Blanchard
Vice-President (Students and Enrolment) and University Registrar



Introduction

Helping Ravens Soar: Students and Enrolment Strategic Plan 2021–2026 was developed to articulate the division's shared aspirations, values, commitments and goals over a five-year period. Introduced in 2021 and building on the accomplishments of the previous plan, it provided a framework for coordinated action across the division's diverse portfolio while aligning priorities with broader institutional goals outlined in *Carleton University's Strategic Integrated Plan* and other institutional plans. The plan was guided by the aspiration to empower students to leverage the power of higher education to be a force for good by supporting them in achieving their academic, personal and professional potential through exceptional programs and services. Its development was informed by broad consultation with the Carleton community, including students, faculty and staff.

Helping Ravens Soar was organized around four strategic themes: student success, enrolment management, collaboration and community partnerships, and staff success and organizational excellence. Within these themes, broad strategic goals were supported by evolving annual objectives, enabling the division to remain responsive to changing needs and emerging priorities over the life of the plan.

This report reflects on the successful implementation of *Helping Ravens Soar*, providing a high-level snapshot of progress over five years, including key achievements and notable impacts. While it does not capture every initiative undertaken across the division, it highlights the breadth of accomplishments made possible through the dedication, collaboration and expertise of staff across the Students and Enrolment division.

The achievements highlighted throughout this report were also made possible through the support and collaboration of many partners across the university. Faculties, academic departments, administrative units, student groups and student associations contributed their expertise, resources and leadership to advancing shared priorities. The success of *Helping Ravens Soar* reflects a collective commitment by all members of the Carleton community to enhance the student experience and support student success across Carleton University.



Helping Ravens Soar by the Numbers

UNDERGRADUATE Students

24,847

GRADUATE Students

5,828

TOTAL Students

30,675

92.3%

FIRST-YEAR RETENTION rate

85.7%

undergraduate graduate EMPLOYMENT
IN A RELATED FIELD

\$115M

in SCHOLARSHIPS awarded
to undergraduate students

50,000+

downloads of
CARLETON MOBILE

6%

overall increase in CO-OP
WORK TERMS

158%

increase in COUNSELLING
VISITS

13,000+

students SUPPORTED BY
THE PAUL MENTON
CENTRE

90%

POSITIVE EXPERIENCE
in residence

97%

RIDEAU HOUSE
OCCUPANCY RATE in its
first year of opening

21,300

positions added to the
CO-CURRICULAR
RECORD

150+

collaborator organizations in
the CANADIAN
ACCESSIBILITY NETWORK

24

new THERAPY DOGS
TRAINED

74%

of all staff completing
KINAMAGAWIN
INDIGENOUS LEARNING
CERTIFICATE

94%

overall score in
ORGANIZATIONAL
EXCELLENCE PLATINUM

70%

of units achieved GREEN
WORKPLACE
CERTIFICATION

18

men's BASKETBALL
NATIONAL TITLES

#1

women's 3X3 BASKETBALL
FISU UNIVERSITY WORLD
CUP CHAMPIONS

33,000

SUMMER CAMP
registrations

Student population, retention and employment figures are based on 2025–2026 reporting. All other metrics reflect achievements during the 2021–2026 strategic plan period.

Student Success

Student success was a primary focus of *Helping Ravens Soar*, reflecting the Students and Enrolment division's commitment to supporting students across their academic, personal and professional journeys. Across the plan period, a wide range of initiatives advanced key pillars of the student experience, including academics, employability, finances, campus life and wellness

Supported Student Transition, Progression and Achievement

The division advanced a coordinated set of initiatives to support student transition and academic progression from their first day on campus through to graduation. These efforts improved how students navigate both academic and campus environments, supporting steady progress toward degree completion and contributing to sustained gains in retention and graduation outcomes.

- The Student Experience Office, Office of Student Affairs, Undergraduate Recruitment Office and Housing and Residence Life Services launched the *Return of the Ravens* program in September 2022, a five-week initiative supporting three student cohorts returning to campus following the COVID-19 pandemic. Programming focused on academic transition, life skills development and social connection.
- The First-Year Grading Policy, implemented in 2022–2023 by the University Registrar's Office, supported student transition by introducing greater academic flexibility. Eligible students may now convert up to two credits of passing grades to CR (Credit), while F grades are converted to NR (No Record) and withdrawn courses do not appear on transcripts.
- The Academic Continuation Evaluation (ACE) framework, introduced in 2021–2022 by the University Registrar's Office, simplified continuation rules and supported student progression by providing leniency in the first year of studies while encouraging incremental progress toward degree requirements. ACE is applied at the end of each term to assess student academic standing.
- The University Registrar's Office, in collaboration with the Academic Advising Centre and other university partners, updated the calendar regulations to maintain clarity and consistency, helping students better navigate program requirements and understand academic expectations throughout their studies.
- In June 2022, Carleton held in-person convocation ceremonies for the classes of 2020, 2021 and 2022 following pandemic-related delays. Over a two-week period from June 13 to 24, the University Registrar's Office, in collaboration with campus partners, supported 6,737 graduates across 40 ceremonies, marking a significant milestone for students and their families and guests.



Enhanced Student Systems and Tools

The division, along with campus partners including Information Technology Services (ITS), introduced and implemented several digital systems and tools to improve how students access services and information. Together, these enhancements streamlined administrative processes, improved access and integration of services, and strengthened service delivery across the division.

- In 2021–2022, the division completed the implementation of Carleton360: Student Portal, led by Student Systems Support in consultation with Strategic Initiatives (Students and Enrolment). The system provides a centralized hub for student services, including access to Carleton Central, cMail, Brightspace and key university resources, and has since expanded to include modules such as third-party release and internal applications.
- In 2022–2023, Strategic Initiatives (Students and Enrolment) launched the Carleton Mobile app, enhancing access to student services through a refreshed user interface and integration with Carleton's Emergency Notification System. Since launch, 28 enhancements have been implemented in collaboration with ITS, including extended login, and the app has been downloaded more than 50,000 times, reflecting strong student and community adoption.



- The Paul Menton Centre for Students with Disabilities (PMC), Scheduling and Examination Services and ITS implemented the Ventus accommodations management system in summer 2022. Redesigned at Carleton, Ventus

strengthened the division's capacity to support increasing demand for accommodations and more complex student needs.

- The Campus Card Office launched a single card solution in September 2024, in collaboration with OC Transpo, integrating the U-Pass and Campus Card into a single card. This approach simplified student mobility, enhanced convenience and campus access, and reduced costs for students. The project received the 2025 National Association of Campus Card Users Innovation Technology Award.
- The division launched its *Students and Enrolment Information Technology Plan 2025–2027*, in collaboration with ITS, establishing a coordinated approach to digital enhancements across the division. At the mid-point of implementation, half of the plan's recommendations are complete or underway, reflecting sustained progress on key priorities and strong engagement across divisional units.



Supported Career Readiness and Employability

The division expanded opportunities for students to develop employability skills, gain practical experience and connect with employers through career programming and experiential learning. These efforts strengthened career readiness by helping students explore pathways, build workplace competencies and transition to the workforce.

- In 2021–2022, Career Services launched the *Employability Framework* with the help of faculty participation. The framework maps how Carleton supports the development of employability skills and career competencies across academic and co-curricular experiences. It helps students recognize and articulate their skills, identify opportunities beyond the classroom and make connections between their learning and future career pathways.
- Co-operative Education work terms increased by six per cent overall from 2021–2022 to 2025–2026, with a peak year-over-year increase of 16.1 per cent in 2022–2023. This growth reflects early expansion followed by stabilization above baseline, with the program remaining one of the largest co-op programs in Ontario.
- Career Services and Co-operative Education hosted 13 Career and Networking Fairs, attracting more than 20,000 students across all events. These fairs supported student and alumni engagement with employers, providing opportunities to explore career pathways and connect with professionals across a range of industries.
- Career Services launched the International Student Employment Program in September 2024 to support international students in navigating the Canadian labour market. In its first two years, 2,052 students registered, 867 completed educational modules and 186 paid placements were secured, strengthening access to work-integrated learning opportunities.
- Launched in 2019, Act to Employ supported students with disabilities and employers in advancing inclusive employment practices. The program maintained 100 per cent satisfaction and consistently contributed to positive career development outcomes for participants, and by April 2026 has facilitated more than 1,600 employment placements while supporting more accessible and inclusive hiring practices.



Expanded Health and Wellness Supports

The division expanded health and wellness supports through new initiatives, enhanced service delivery models and increased capacity to meet evolving student needs. These efforts improved timely access to care and strengthened the division's ability to respond to growing demand and increasingly complex student needs.

- Following an extensive consultation process, the *Student Mental Health Framework 2022–2026* was developed and outlined four areas of focus and 30 recommendations, all of which have been completed or embedded in ongoing work. This provides a strong foundation for an integrated and sustained approach to student mental health and wellness as the university consults on a renewed framework in fall 2026.
- Health and Counselling Services expanded capacity and improved access to care in response to significant growth in demand, with total patient encounters increasing 36 per cent from 61,293 in 2021-2022 to 83,504 in 2025-2026. Counselling visits also increased 158 per cent from 7,954 in 2017 to 20,551 in 2025-2026, supported by new service models such as single-session counselling, which increased capacity by 54 per cent and reduced psychiatry wait times to two to three weeks compared to four to 12 months in the community.
- In response to growing demand, a \$25 per term mental health fee was supported by Carleton University Students' Association and Graduate Students' Association and was approved through undergraduate and graduate referenda in fall 2024, establishing a sustainable funding model to expand services and increase capacity across the student population.
- From Intention to Action (FITA) expanded its service model in response to increased demand, introducing flexible five- and 10-session models and reintroducing group-based programming. Nearly 1,000 students were supported in managing stress and improving their academic performance.
- The Carleton University Therapy Dog Program expanded following the return to campus, adding 24 new therapy dogs over the strategic plan period and supporting 1,128 visits and 16,350 student interactions to reduce stress and connect students to mental health resources. In March 2024, the program also hosted its first Therapy Dog Convocation, recognizing 17 therapy dogs and handlers for their contributions in supporting student mental health.
- Through a partnership between the Carleton University Alumni Association, MacOdrum Library and the Office of the Associate Vice-President (Student Health and Wellness), the Wellness Desk was launched in 2023, providing a centralized, accessible space for students to connect with resources and decompress.
- Following its return post-pandemic, Attendant Services strengthened its care model by expanding Personal Support Worker capacity to provide 24-hour support, while maintaining its students helping students approach. A more rigorous intake process further aligned services with individual student needs.
- In response to *Kinàmàgawin* Call to Action #8, Health and Counselling Services continues to collaborate with the Centre for Indigenous Support and Community Engagement to enhance supports for Indigenous students, including ongoing consultation, improved identification practices and the integration of Indigenous approaches to health and wellness.
- Student Affairs strengthened harm reduction efforts through the installation of 26 Naloxone emergency boxes, delivery of 44 training sessions to more than 2,200 participants and distribution of more than 1,500 kits.
- Health and Counselling Services, in partnership with the Harm Reduction team, received \$648,976 through the 2025–2026 Ontario Mental Health and Addictions Call for Proposals. Building on a prior pilot, the project is expanding counselling services, enhancing group programming and strengthening campus education initiatives.

Fostered Inclusion, Belonging and Student Engagement

The division expanded inclusive opportunities for students to engage in campus life and foster a sense of belonging within the Carleton community. These efforts strengthened connection across diverse communities and supported a more inclusive and engaged student experience.

- The residence experience has been enhanced with the 2021 integration of Housing and Residence Life under the Students and Enrolment division, with record performance across key indicators. ACUHO-i/Benchworks Canadian Resident Assessment survey results (40.6 per cent participation) show more than 90 per cent of students report a positive experience, while more than 95 per cent would recommend residence. Longitudinal data confirms continued gains in satisfaction, including significant satisfaction with residence facilities.
- Housing and Residence Life Services strengthened inclusive living environments through the introduction of dedicated spaces and supports, including a smudging space for Indigenous students and the Black Student Hub. In addition, *Kinàmàgawin* Call to Action #13 was advanced through the allocation of residence spaces for first-year and upper-year Indigenous students, supporting access, community connection and culturally responsive living environments.
- In response to *Kinàmàgawin* Call to Action #29, the Convocation Working Group, in collaboration with an Indigenous Elder, integrated Indigenous cultural protocols into Convocation ceremonies, including the presence of the Eagle Staff, traditional drummers during the procession and an Elder-led welcome and closing.
- In 2021–2022, the Student Experience Office partnered with 2SLGBTQI+ students, staff and faculty to host Carleton's first institutionally-funded Pride Festival, which has continued annually. The week-long series of events supports education on sexual orientation and gender identity while creating space for connection, visibility and community engagement.
- The Student Experience Office partnered with the Afro-Caribbean Mentorship Program and later expanded programming through the Umoja Black Community Engagement Program to support Black students and communities. Initiatives included Black History Month

programming, the Black History Month Shirt Campaign and events that foster connection, cultural expression and community engagement.



The 2023 Black History Month shirt was designed by Carleton student Teju Oladipo with proceeds from sales going towards the Umoja Student Support Fund for African, Caribbean and Black students

- The Co-Curricular Record continued to support student engagement in experiential and co-curricular learning, enabling students to document involvement and demonstrate skills to employers and graduate schools. During the period, more than 21,300 positions were added to student records, reflecting strong and sustained participation.
- The SOAR Student Leadership Conference continued to provide leadership development opportunities through workshops, presentations and keynote speakers. While currently paused, the conference has welcomed speakers such as Andre De Grasse, Sarain Fox, the Right Honourable Adrienne Clarkson and Waneek Horn-Miller, supporting student leadership development and engagement.

Strengthened Student Support

The division enhanced student supports through expanded services, policy development and improved coordination across academic and wellbeing areas. These efforts strengthened capacity, improved access to supports and enabled a more responsive and integrated approach to meeting diverse student needs.

- The Paul Menton Centre for Students with Disabilities (PMC) supported more than 13,000 students over the course of the plan, with registration increasing from 4,040 in 2021–2022 to 5,461 in 2025–2026 (a 35 per cent increase). During this period, the complexity of student needs also grew, with nearly one-third presenting with multiple disabilities.



- In 2021–2022, Students and Enrolment led a collaborative, transparent and robust review of the *Sexual Violence Policy* to strengthen survivor-centred approaches and community safety, with Board of Governors approval in June 2022. A subsequent comprehensive consultation

in 2024–2025 informed further updates, approved in June 2025, reinforcing the policy's survivor-centred focus and alignment with community needs.

- The division concluded its evaluation and assessment project in 2025, providing guidelines, tools and resources to strengthen assessment practices across units. This work enhanced capacity for continuous improvement and supported more consistent evaluation of programs and services across the division.
- Information Carleton enhanced service delivery by strengthening communication channels, expanding staff training and improving responsiveness to student inquiries. In 2025–2026, the unit was embedded within the University Registrar's Office, improving coordination, efficiency and alignment across student-facing services.
- In January 2026, the Centre for Student Academic Support in collaboration with Teaching and Learning Services launched the workshop *Generative Artificial Intelligence and Student Learning: Understanding Tools, Risks and Responsible Use* supporting students in understanding these emerging technologies, identifying risks and applying strategies for responsible use.



Demonstrated Athletic Excellence and Achievement

Carleton Ravens including student-athletes, teams and alumni achieved success at provincial, national and international levels through championship performances and elite competition. These accomplishments reflect sustained excellence across programs and strengthen Carleton's reputation in university athletics.

Provincial success:

- The women's Nordic ski team captured OUA Championships in 2023 and 2025, while both Nordic ski programs earned gold in 2026. The men's soccer team also captured the 2023 OUA Championship.



- Carleton athletes also earned individual honours, including Rosie O'Brien, who was named Top Female Rower at the 2025 OUA Championship, and golfer Dylan Rouse, who earned a bronze medal at the same championship.

- Basketball, curling and fencing programs achieved multiple podium finishes and championship results. Men's curling captured the 2025 OUA Championship and earned a silver medal in 2026. The women's basketball team earned OUA silver medals in 2025 and 2026, while the men's basketball team earned silver in 2026. The women's fencing team secured consecutive bronze medals in the épée team relay at the 2025 and 2026 OUA Championships.



- In October 2025, the football team defeated the University of Ottawa Gee-Gees at the annual Panda Game, reclaiming Pedro for the first time since 2017.



National success:

- The women's Nordic skiing team captured its second national championship at the 2024 Nordiq Canada Canadian Collegiate and University Nordic Championships, while the men's baseball team won the 2024 Canadian National University Championship.
- The women's basketball team captured national championships in 2023 and 2024 and earned silver in 2025. The men's basketball program won national championships in 2022, 2023 and 2026, bringing its total to a historic 18 national titles. Notably, in 2023, both programs won national titles in the same season for the first time since 1985.



- The men's curling team earned back-to-back silver medals at the national championships in 2025 and 2026, while the men's baseball team earned a silver medal at the 2025 Canadian National University Championship.
- Carleton student-athletes also earned national recognition in rowing, with Rosie O'Brien and Hailey Murray capturing a bronze medal at the 2025 Canadian University Rowing Championships.

International success:

- Carleton alumni competed at the 2022 Winter Olympics in Beijing and the 2026 Winter Olympics in Milan and Cortina d'Ampezzo. At the 2026 Games, alumni included Jay Dearborn and Keaton Bruggeling in bobsleigh, Hannah Schmidt in ski cross, Jason Seed with Italy's men's hockey team, Lucie Quarto with France's women's hockey team and Emma Miskew for Team Canada in women's curling.
- The women's basketball team achieved and sustained international success in 3x3 competition, winning the 2024, 2025 and 2026 FISU America 3x3 Championships. The team also earned silver at the 2024 FISU University World Cup in China and gold at the 2025 FISU University World Cup in Brazil.



- The Carleton Ravens women's coxed four rowing team defended its title at the Head of the Charles Regatta in October 2025, the world's largest three-day rowing competition.

Enrolment Management

Enrolment management was a central focus of *Helping Ravens Soar*, reflecting the division's role in attracting, enrolling and supporting students throughout their academic journey. Over the course of the plan, initiatives strengthened recruitment, admissions and retention practices while enhancing the experience for prospective and current students in a competitive and evolving environment.

Strengthened Recruitment Initiatives

The division strengthened recruitment efforts to attract and engage prospective students across domestic and international markets. These activities enhanced awareness of Carleton's academic programs and student supports while enabling more personalized and sustained engagement throughout the recruitment process.

- The Undergraduate Recruitment Office participated annually in the Ontario Universities' Fair (OUF), generating prospective student leads and supporting sustained engagement with prospective students and their families. Over the strategic plan period, lead volumes from the OUF increased from approximately 3,500 to more than 4,000, reflecting the continued effectiveness of this key recruitment channel and supporting growth in applications.
- The Undergraduate Recruitment Office strengthened outreach to schools and guidance counsellors through ongoing participation in guidance forums, regional events and high school visits, supporting sustained engagement with key influencers and strengthening Carleton's presence across priority markets.
- The Undergraduate Recruitment Office continued to host open houses in collaboration with academic units, providing prospective students with opportunities to connect with faculty, staff and current students through campus tours, residence tours, academic program sessions and faculty and student panels. Survey results indicate that approximately 95 per cent of attendees felt the event met their expectations, supporting strong engagement and positive perceptions among prospective students and their families.
- The Undergraduate Recruitment Office expanded earlier-stage engagement with prospective students through initiatives targeting students in grades 10 and 11, supporting a more sustained recruitment approach and strengthening connection with prospective applicants earlier in the decision-making process.
- Over the strategic plan period, Awards and Financial Aid issued more than \$115 million in scholarships and \$25 million in bursaries, supporting both recruitment and access to education.



- The International Admissions and Recruitment team strengthened global recruitment efforts through a mix of in-person and virtual activities, connecting with prospective students in more than 45 countries. Over the strategic plan period, the team delivered more than 1,600 school visits and events and generated approximately 28,000 prospective student leads, while expanding personalized engagement through webinars, live chats, peer-to-peer messaging and one-on-one advising.
- The International Admissions and Recruitment team also strengthened engagement with school counsellors and prospective students through initiatives such as the Summer Counsellor Tour, the International School Counsellor newsletter and webpage, and International Open Houses. The expansion of the International Student Ambassador Program further enhanced peer-to-peer engagement and supported a more relationship-based recruitment approach.
- The International Admissions and Recruitment team has started to actively expand its use of in-country representatives to strengthen Carleton's presence in priority markets. This approach will help support recruitment efforts by enabling more frequent engagement with prospective students, families and recruitment partners. The model will strengthen local market intelligence, enhance relationship-building and will help position Carleton to respond more effectively to evolving recruitment conditions and prospective student needs.



Norman Southward, Head of School and Suzanne Blanchard, Vice-President (Students and Enrolment) sign a Memorandum of Agreement between Ashbury College and Carleton University.

- The university formalized partnerships with GEMS For Life (47 schools across the UAE, Qatar and Egypt), Kigali International Community School and Blyth Academy, and signed a separate memorandum of understanding with Ashbury College in Ottawa, advancing a coordinated approach to domestic and international institutional partnerships.



Strengthened Inclusive Recruitment

The division strengthened inclusive recruitment efforts aimed at improving access and engagement for underrepresented and equity-deserving student populations. Through targeted outreach, community partnerships and specialized events, these initiatives enhanced awareness of Carleton's academic programs and student supports while fostering a more welcoming, accessible and inclusive recruitment experience.

- The Undergraduate Recruitment Office strengthened Indigenous recruitment initiatives through collaboration with the Centre for Indigenous Support and Community Engagement, including new on-campus, Indigenous-focused events for prospective students such as faculty workshops, campus tours highlighting Indigenous student spaces and engagement opportunities in Teraanga Commons.
- The Undergraduate Recruitment Office also advanced the Indigenous Recruitment Plan, aligned with *Kinàmàgawin* and the *Equity, Diversity and Inclusion Action Plan*, expanding participation in the Aboriginal Post-Secondary Information Program, strengthening relationships with Indigenous communities and enhancing Indigenous-focused recruitment materials, engaging thousands of prospective Indigenous students annually.



- Awards and Financial Aid collaborated with the Undergraduate Recruitment Office, University Advancement and the President's Office to strengthen access to Indigenous awards, including the Joyce Family Bursaries and the Ontario government-supported Ring of Fire scholarship, improving access to financial support for Indigenous students.
- The Undergraduate Recruitment Office expanded engagement with prospective Black students and their families through targeted programming, including the inaugural Black Applicant Information Evening held in February 2026. This initiative reflects a more intentional and evolving approach to engaging prospective students from equity-deserving communities and strengthening a more inclusive recruitment experience.

Enhanced the Admissions Process and Applicant Experience

The division strengthened the admissions process by implementing improvements in partnership with administrative and academic units across the university. These changes enhanced the applicant experience by improving clarity of information, accelerating decision-making and supporting a more seamless transition from application to enrolment.

- Admissions Services implemented process improvements in September 2025 to streamline admissions and enhance the applicant experience, including issuing decisions earlier, accelerating review timelines and improving the clarity of admissions materials. These changes were supported by a comprehensive review of admissions processes, including the establishment of service standards and enhanced communications, and further enabled by system improvements that increased efficiency. As a result, offers of admission increased across all applicant types in the final year of the plan.



The Undergraduate Admissions and International Admissions and Recruitment team with their service excellence award acknowledging the significant improvements to the offer of admission process.

- Enhancements to English as a Second Language (ESL) pathways in September 2025 strengthened access for international applicants by creating clearer pathways into undergraduate programs. These changes improved alignment between language preparation and academic readiness, supporting a smoother transition into study and student success from admission through to enrolment.
- The implementation of a renewed international tuition framework in December 2025 simplified fee structures and clarified total program costs, supporting more informed enrolment decisions among prospective international students and strengthening Carleton's competitiveness in key international markets.

- Admissions Services also enhanced the offer of admission package in September 2025 to elevate the student experience from the point of admission. The redesigned package, including a clearer and more engaging notification and summary, provided more accessible and timely information, supporting a stronger connection to the university and more confident enrolment decisions.
- Awards and Financial Aid, in collaboration with Strategic Initiatives (Students and Enrolment), launched an interactive Awards and Bursaries database in fall 2021, improving access to financial information and supporting prospective students in understanding available funding opportunities as part of the admissions process.
- To strengthen international recruitment, a new layer of scholarships for international fee-paying students was introduced in November 2024 and fully implemented throughout the 2025-2026 recruitment cycle. Integrated directly into the offer of admission, these automatic scholarships complement existing entrance awards and have become a central feature of international recruitment and outreach activities. These scholarships have enhanced the accessibility and appeal of Carleton for international students.



Collaboration and Community Partnerships

Collaboration and community partnerships were a key focus of *Helping Ravens Soar*, reflecting the division's commitment to working across the university and with external partners to enhance the student experience. Over the course of the plan, the division advanced a diverse portfolio of partnerships, strengthening programs, expanding opportunities and advancing shared priorities across campus and within the broader community.

Strengthened Strategic and Sector Partnerships

The division strengthened sector partnerships through formal collaborations with academic, industry and community partners to advance shared priorities and drive system-level impact. These partnerships supported research-informed approaches, workforce development and sector leadership, enhancing Carleton's role as a trusted partner across multiple domains.

- Industry partnerships were strengthened through an expanded collaboration with Nokia Canada, including a five-year, \$150,000 awards program supporting the Nokia Canada Future Forward Bursary and the Nokia Canada STEM Stars Scholarship, providing up to \$5,000 annually to equity-deserving students in science, technology, engineering and math programs. The partnership also marked a significant milestone of 1,000 co-op work terms completed, reinforcing connections between academic programs, co-op and workforce development while supporting long-term talent development.
- The Canadian Accessibility Network (CAN) evolved from an emerging national collaboration into a growing cross-sector network, supported by Carleton University and the Accessibility Institute. Through recruitment, outreach and Communities of Practice, CAN now includes more than 150 collaborator organizations and more than 300 individual members across Canada.
- The Office of Student Affairs established a three-year memorandum of understanding with the Canadian Centre on Substance Use and Addiction to advance the Umbrella Project Substance Use Health Strategy, in collaboration with Wellness Services and the Department of Neuroscience. This partnership integrates research, service delivery and sector expertise to strengthen substance use health supports within the student wellness framework.
- The Accessibility Institute advanced sector-wide collaboration through the second phase of the David C. Onley Initiative, a three-year project that concluded in October 2024. Working with several Ontario post-secondary institutions, the initiative examined strategic and collaborative practices affecting employability and employment outcomes for students with disabilities and produced the *#AbleTo Prepare Students for Work Field Guide* to support capacity-building across the sector.
- ENABLE Ottawa, a multi-day conference delivered through the Accessibility Institute and the Canadian Accessibility Network, brought together more than 400 professionals from academic, industry and community sectors





At Ottawa's City Hall, AccessAbility Day 2023 organizers hold declarations commemorating the day alongside Ottawa Mayor Mark Sutcliffe

during National AccessAbility Week in June 2021. The initiative convened partners including the City of Ottawa and leading accessibility organizations to share research, technologies and practices in assistive and adaptive design, supporting cross-sector collaboration and strengthening Carleton's leadership in accessibility.

- The *Students and Enrolment Partnership Plan* was launched in 2025 to support the development and enhancement of partnerships, outlining key considerations for building mutually beneficial relationships and strengthening service to the community.

- More than 570 professionals completed accessibility training through the Accessibility Institute, including the *Professional Education for Accessibility Competence Program* and the *Rick Hansen Foundation Accessibility Certification*.
- In 2021-2022, Strategic Initiatives (Students and Enrolment) collaborated with Dr. Kim Helleman, Dr. Zachary Patterson, the Department of Neuroscience and the Students as Partners Program to launch the interactive Wellness Services Navigator on the Mental Health and Wellness website, Brightspace and Carleton Mobile app, helping direct students to curated mental health and wellness resources.



Expanded Community Engagement and Programmatic Partnerships

The division expanded community engagement through partnerships that supported student development, access to programs and meaningful connections with the broader Ottawa community. These initiatives increased participation, strengthened relationships with community organizations and contributed to positive social impact through applied learning and service delivery.

- Carleton partnered with Nishnawbe Aski Nation (NAN) to host three NAN Youth Leadership Programs between 2023 and 2025. Each summer, participants from NAN territory in northwestern Ontario stayed in residence and engaged in a week-long series of learning sessions and community activities in Ottawa.



Participants at the 2024 NAN Youth Leadership Program.

- The Student Experience Office expanded the Campus to Community program, partnering with organizations including the Ottawa Mission, Operation Come Home and In From the Cold to deliver community-engaged learning events. These initiatives supported skill development, civic engagement and meaningful contributions to the Ottawa community.



- Health and Counselling Services partnered with the Waterstone Foundation and the Hopewell Eating Disorder Centre to expand eating disorder supports on campus, including specialized counselling and group programming.

This collaboration was further supported by grant funding from the Centre for Innovation in Campus Mental Health, strengthening access to targeted wellness services.

- The Office of the Associate Vice-President (Student Health and Wellness) partnered with the Carleton University Students' Association (CUSA) to deliver integrated wellness programming through the CUSA Wellness Centre, combining workshops, peer support and skill-building initiatives to increase access to health-promoting resources for students.
- Carleton's ice hockey facility was renamed the Advanced Capital Ice House following a \$1 million contribution from alumnus Michael Hapke, supporting enhanced athletic facilities and expanded access to hockey programming for youth and families in Ottawa.



Suzanne Blanchard, Vice-President (Students and Enrolment), Corrie Hobin, Interim Chief Advancement Officer and Michael Hapke, Advanced Group of Companies CEO celebrate his contribution.

- Recreation and Athletics maintained a formal partnership with the Ottawa Sports and Entertainment Group, collaborating to host major events at TD Place, including the Panda Game, which regularly attracts more than 20,000 attendees, as well as the Capital Hoops Classic and Colonel By Classic, strengthening community engagement and Carleton's visibility in Ottawa.

- In November 2021, Carleton hosted the U SPORTS Men's Soccer National Championship, welcoming teams and supporters from across Canada and showcasing the university's capacity to deliver national-level sporting events. The championship enhanced community engagement and strengthened Carleton's profile on the national stage.
- Carleton Athletics participated in Black Leaders in Sport Day, hosted by the Inclusion in Canadian Sports Network at Parliament Hill in February 2026. The event brought together more than 70 leaders from across Canada's amateur and high-performance sport systems. Carleton sent the largest delegation of student-athletes, coaches and athletics leadership and participated in engagements with policymakers focused on advancing equity and inclusion in sport.
- In 2021–2022, Recreation and Athletics launched a comprehensive adaptive sports program, followed by the introduction of an adaptive multi-sport camp for children with disabilities in 2022–2023, supported by a \$10,000 Jumpstart grant. The program offers a range of activities, including wheelchair basketball, pickleball, bocchia, wheelchair tennis, wheelchair badminton and t-ball, expanding inclusive recreation opportunities across the Ottawa community.



- Carleton Athletics has delivered summer camps in Ottawa for more than 50 years, offering recreation and skill development opportunities for children while fostering a lifelong interest in sport. During the strategic plan period, camps recorded more than 33,000 registrations across land, water and ice programs, reflecting strong and sustained community participation.
- Recreation and Athletics trained and graduated hundreds of lifeguards, helping to address the lifeguard shortage in Ottawa and supporting aquatic safety across the community.



Staff Success and Organizational Excellence

Staff success and organizational excellence was a foundational focus of *Helping Ravens Soar*, recognizing that staff are central to the Students and Enrolment division's success. Over the course of the plan, the division advanced initiatives supporting staff wellbeing, professional development and service excellence while strengthening organizational capacity and enabling continuous improvement across the division.

Strengthened Staff Engagement and Fostered a Supportive Work Environment

The division strengthened staff engagement and fostered a supportive work environment through initiatives focused on communication, professional development and recognition. As teams navigated a post-pandemic environment and organizational change, these efforts strengthened connections, supported continuous feedback and learning, and reinforced an engaged and resilient workforce across the division.

- The Students and Enrolment division strengthened staff engagement through initiatives including staff newsletters with an average open rate of 60 per cent, breakfast with the vice-president sessions and the divisional orientation program to support communication, connection and alignment with divisional priorities. The divisional orientation program was particularly well received, achieving an overall satisfaction score of 9.1 out of 10.
- The division hosted two town halls annually, providing consistent opportunities for staff to connect, share updates and recognize achievements. These sessions also showcased work across the division and supported transparency, communication and shared direction. Participant feedback indicated strong overall satisfaction, averaging 8.0 out of 10 across all town halls.
- A Work Environment Survey conducted in February 2024 achieved a response rate of approximately 70 per cent, with overall satisfaction exceeding the university average, indicating strong staff engagement across the division.



- Divisional staff communications surveys conducted in 2022 and 2025 demonstrated continued improvements in engagement with key communication channels. The proportion of respondents who reported always reading the monthly staff newsletter increased from 60 per cent to 69 per cent, while agreement that staff meetings supported connection to divisional goals rose from 3.5 to 3.9 out of 5.



- The annual Service Excellence Awards Celebration recognized many divisional staff across the Individual, Innovation Change Initiative and Team categories, celebrating the contributions that enhanced services, advanced innovation and supported continuous improvement across the division and the broader university community.
- The *Student Support Certificate (SSC)* was revitalized and relaunched in January 2025 following community consultation. Building on more than 1,300 participants in the original program, the updated SSC offers flexible learning through core and specialized workshops, with sustained strong satisfaction ratings averaging 9 out of 10.
- Strategic Initiatives (Students and Enrolment) and Student Systems Support, in collaboration with Teaching and Learning Services and Information Technology Services, launched foundational training on generative artificial intelligence (GenAI) and Microsoft Copilot. The initiative is strengthening staff capacity to use this emerging technology responsibly and effectively while reinforcing privacy, accountability and professional judgement in daily work.
- Students and Enrolment managers participated in Managers and Mental Health in the Workplace training, delivered by the Office of Quality Initiatives with a 90 per cent completion rate. The training has strengthened managers' capacity to support employee mental health and wellbeing across the division.
- More than 74 per cent of Students and Enrolment staff completed the *Kinàmàgawin Indigenous Learning Certificate*, delivered by the Centre for Indigenous Support and Community Engagement, strengthening staff understanding of Indigenous perspectives and supporting a more inclusive and informed workplace.



Strengthened Organizational Excellence and Effectiveness

The division implemented organizational and strategic changes to strengthen collaboration, improve coordination and support a more integrated approach to student services. Through leadership restructuring, strategic planning and operational improvements, these efforts strengthened organizational capacity, reinforced a culture of continuous improvement and enhanced the division's ability to respond to evolving student and institutional needs.

- The Students and Enrolment division's commitment to continuous improvement was recognized nationally through its Excellence Canada journey, achieving Organizational Excellence Gold in 2023 and Platinum in 2024. The Platinum assessment resulted in a 94 per cent overall score and an impressive 100 per cent for the customers category, reflecting strong service delivery for students and faculty and staff partners and sustained organizational effectiveness.
- In July 2022, the Students and Enrolment division implemented a major leadership restructuring, establishing new Associate Vice-President roles for Student Health and Wellness and Student Affairs and Student Life. These changes strengthened leadership capacity and supported a more coordinated and strategic approach to addressing increasingly complex student needs.
- Building on this restructuring, the division integrated key units into these coordinated portfolios. The Student Health and Wellness portfolio brought together Health and Counselling Services, Wellness Services, the Paul Menton Centre for Students with Disabilities, Attendant Services and From Intention to Action, while the Student Affairs and Student Life portfolio combined the Office of Student Affairs, the Student Experience Office, the Centre for Student Academic Support and the International Student Services Office.
- The division continued to strengthen alignment across portfolios through organizational changes, including the transition of the International Student Services Office to the Global Opportunities and International Student Services Office (GO-ISSO) in 2025 and the integration of Career Services and Co-operative Education into the Student Affairs and Student Life portfolio in 2023, supporting a more connected and student-centred service model.
- Carleton advanced its *Coordinated Accessibility Strategy*, led by the Accessibility Institute, with a renewed framework launched in May 2025 following extensive consultation. The updated strategy strengthens the university's commitment to accessibility and guides the implementation of initiatives across the institution.
- Sustainability efforts advanced through initiatives such as the Green Workplace Program, supported by a divisional working group. By the end of the strategic plan period, 70 per cent of units held active Green Workplace certification, reflecting strong engagement in sustainable practices.
- Since 2021, the division's ancillary units have been transformed through a renewed focus on student-centred service, operational excellence and alignment with the academic mission. Strengthened integration and coordinated planning with units across the division and the university improved service delivery, enhanced customer satisfaction and generated positive financial results across multiple units. Together, these changes increased the contribution of ancillary services to student success, campus life and institutional sustainability while reinforcing a culture of continuous improvement and accountability.
- The division developed and launched a *Knowledge Management Plan* with six targeted recommendations to strengthen communication, connection and knowledge sharing across units. This work improved how staff access information, collaborate and support students, contributing to a more coordinated and effective service environment.

Enhanced Efficiency in Service Delivery

Units across the division implemented operational and digital improvements in collaboration with other university departments to strengthen service delivery and internal processes. These efforts streamlined workflows, increased capacity and enhanced the division's ability to deliver efficient, scalable services.

- Strategic Initiatives (Students and Enrolment) strengthened divisional operations through the implementation and support of our in-house Student Affairs Registration Management System (SARMS) modules. These digitized and streamlined workflows increased capacity and enabled more efficient service delivery across the division and the university.
- Scheduling and Examination Services implemented and refined infrastructure to support both fully online exams and in-person assessments where students use their own devices. Enhancements to CoMaS, originally deployed as an e-proctoring solution during COVID-19, strengthened the division's ability to deliver examinations across in-person and remote environments and improved the identification and resolution of technical issues.
- In 2025–2026, Scheduling and Examination Services, in collaboration with Strategic Initiatives (Students and Enrolment), implemented a digital exam check-in process. Following a pilot in December 2025, enhancements were introduced for April 2026, including the use of a QR code and MC1 credential verification, improving efficiency and accuracy. The system has replaced labour-intensive paper processes and delivers real-time data on exam attendance.
- The Print Shop supported campus operations during the COVID-19 pandemic and return to campus planning by fulfilling significant signage requests related to health, safety and wayfinding. In 2024–2025, the team also launched the Order Print Now platform, improving accessibility and streamlining the ordering process.
- Mail Services implemented operational changes to improve efficiency and service delivery, including assignable locker kiosks, and consolidation into the Print Shop. An Amazon locker project is also underway to further enhance efficiency and provide a faster, more convenient pickup.



Enhanced Campus Spaces

Campus spaces under the division's purview were expanded and renewed in collaboration with Facilities, Management and Planning to support a growing and evolving student population. Through renovations, new facilities and enhanced retail and dining offerings, these initiatives strengthened the campus experience and enhanced the university's capacity to support student life and community engagement.

- The caf was renovated and transformed into the Teraanga Commons Dining Hall, expanding capacity to 1,000 people and supporting the delivery of 7,000 to 10,000 meals each day. This transformation enhanced the dining experience while maintaining strong relationships with local suppliers and a continued focus on fresh, locally sourced ingredients.
- Rideau House, Carleton's newest residence building, opened in fall 2025, welcoming 452 students. The residence includes shared amenities such as a community kitchen, half-court gym and sensory-free space, and achieved a 97 per cent occupancy rate following its opening in September 2025.
- Dining Services expanded offerings with the addition of Chatime, introduced in response to student feedback, and Quick Eats, a 24/7 autonomous retail location, improving convenience and diversifying food options on campus.
- Riverbank Social, Carleton's full-service restaurant located in Richcraft Hall, opened in September 2025. Overlooking the Rideau River, it provides a welcoming space for dining and includes private rooms to support meetings and events.
- The Campus Store, formerly the Bookstore, reopened in summer 2025 following renovations and transitioned to internal operation after 28 years of third-party management. This shift improved alignment with institutional priorities, enhanced the customer experience and strengthened collaboration with campus partners. In its first year, the store covered its start-up costs and turned a profit while keeping costs low for students, faculty and staff.
- The Campus Store, in collaboration with Housing and Residence Life Services and the Undergraduate Recruitment Office, designed and installed a replica residence room in the

store. The space enhances campus tours and prospective student engagement by providing a realistic and consistently available representation of the residence experience, strengthening recruitment efforts and the overall campus visit experience.

- In fall 2024, Carleton students voted in favour of an athletics fitness centre expansion, supporting future enhancements to Carleton's athletics facilities. The expanded facility will feature upgraded equipment, additional multipurpose space and a dedicated women-only area.



Rendering of the proposed athletics fitness centre expansion.

- The division continues to work collaboratively with the City of Ottawa and the People, Finance and Operations division to lay the foundation for a future joint aquatics centre at Carleton. Through planning, partnership development and stakeholder engagement, this work has the potential to lead to a transformative recreation and wellness facility that would expand aquatic programming, strengthen community access and enhance opportunities for student wellbeing and campus life.
- After more than 70 years of service, the Science Technology Centre closed in 2025, marking the conclusion of a long-standing contribution to custom design and fabrication services at Carleton and reflecting the evolving role of campus service operations in supporting the university community.

Earned Recognition Beyond Campus

The division received provincial, national and industry recognition for excellence in areas including recreation and aquatic programming, hospitality and event services, dining operations and sustainability initiatives. These awards and certifications reflect the division's commitment to high-quality services, innovation and community impact, reinforcing its leadership in these areas.

- In 2025–2026, the Lifesaving Society recognized Carleton with three awards — the Arnold H. Morphy Cup, the Kirk A.W. Wipper Cup and the John E. McCutcheon Bowl — highlighting the strength and reach of its aquatic training and first aid programs.
- Conference Services received national recognition for service excellence, including the Best On-Site Accommodations award in the 2021 Unique Venues Best of Awards and runner-up recognition in the Youth Retreats and Camps category at the 2023 Planner's Choice Awards, reflecting the quality of its accommodations, event services and client experience.
- Dining Services leadership was further strengthened through professional recognition, as Executive Chef Laura Richardson became the first Canadian Aramark chef to earn ProChef II certification from the Culinary Institute of America, recognizing advanced culinary expertise, leadership and operational excellence and reinforcing Carleton's commitment to high-quality campus dining.
- Dining Services earned national recognition for its commitment to sustainability and service excellence, including achieving four-star Certified Green Restaurant status for the Teraanga Commons Dining Hall in 2026, with Riverbank Social on track to receive the same designation.



The newly renovated Teraanga Commons Dining Hall.

- Dining Services also received multiple National Association of College and University Food Services (NACUFS) Loyal E. Hortons Awards between 2024 and 2025, including recognition for retail operations, residential dining and facility design. Additional honours, including Fairtrade Campus Week All-Star recognition and Iron Chef competition awards, further reflect the division's leadership in sustainable and student-focused dining.



Riverbank Social, Carleton's full-service restaurant in Richcraft Hall.

Impact

Over the course of the strategic plan period, the Students and Enrolment division worked collaboratively with each other and with partners across the university to strengthen supports, enhance services and to advance operations across the division and the university. The implementation of *Helping Ravens Soar* contributed to measurable progress across these areas and established a strong foundation for continued growth.

Enhanced the Student Experience

The division strengthened the overall student experience by expanding access to services, enhancing campus environments and improving how students navigate their academic, personal and professional journeys. Investments in transition programming, academic policy, experiential learning, health and wellness supports and inclusive student engagement contributed to a more connected and responsive experience. Improvements to campus spaces and student-facing systems further supported access, participation and engagement, contributing to stronger retention and a more integrated student experience from first point of contact through to graduation.



Expanded Access and Support Capacity

The division expanded its capacity to meet growing and increasingly complex student needs. Demand for health, counselling and accessibility services increased substantially, and the division responded by reenvisioning service models and introducing new programs and partnerships to improve access to care. These efforts supported more timely access to services and a more coordinated approach to student support, strengthening the division's ability to respond to diverse needs and contributing to improved student wellbeing, retention and overall success.

Advanced Partnerships and Community Impact

The division strengthened its impact through expanded collaboration and community partnerships. Cross-campus and external partnerships supported shared priorities in accessibility, student support, experiential learning and professional development, while strengthening connections with community organizations, sector networks and partners across Canada. These efforts expanded opportunities for community-engaged learning, increased the division's reach and reinforced Carleton's role as an active contributor to the broader community, contributing to meaningful collaboration and positive outcomes for both students and partners.

Strengthened Organizational Excellence

The division strengthened organizational effectiveness through structural, operational and cultural improvements. Leadership restructuring and portfolio integration supported a more coordinated and holistic approach to service delivery, while strategic planning and divisional frameworks enhanced alignment across units. Operational, digital and process improvements increased efficiency, enabling more streamlined and scalable services. These efforts, supported by investments in systems and knowledge management, strengthened organizational capacity and reinforced a culture of continuous improvement, culminating in Excellence Canada Organizational Excellence Platinum certification in 2024.



Representatives of Students and Enrolment at the Organizational Excellence Award Ceremony in 2024.

Improved Enrolment and Retention Outcomes

The division strengthened enrolment and retention outcomes through enhanced recruitment strategies, streamlined admissions processes and sustained investments in student support. These efforts contributed to strong first- and second-year retention rates, stable graduation outcomes and growth in graduate enrolment. While undergraduate enrolment trends remained more variable following the pandemic, early indicators for fall 2026 suggest strengthening demand and improved yield. Together, these outcomes reflect steady progress in student retention and graduation rates across a dynamic and evolving landscape.

Positioning for the Future

The implementation of *Helping Ravens Soar* has strengthened the foundation for future student and enrolment services at Carleton University. Investments in infrastructure, digital transformation, accessibility and organizational planning enhanced the division's capacity to adapt to changing priorities and respond to evolving needs. As the university transitions toward a Provostial model, this work will help to support greater integration between academic and student-focused priorities, positioning these teams to respond with agility to future challenges and continue advancing an integrated, student-centred approach to supporting success.

Taken together, the outcomes achieved through *Helping Ravens Soar* reflect a significant strengthening of the Students and Enrolment division's ability to support students and advance institutional priorities. Across the strategic plan period, the division, alongside university partners, enhanced the student experience, expanded access to supports, strengthened organizational effectiveness and advanced partnerships, resulting in more integrated, responsive and student-centred services. These collective efforts demonstrate sustained progress in building capacity and coordination across the university and establish a strong foundation for continuous improvement.

Challenges and Lessons Learned

The implementation of *Helping Ravens Soar* took place during a period marked by disruption, evolving student needs and organizational change. These circumstances required the Students and Enrolment division to adapt services, programs and operations while maintaining consistent support for students. Throughout this period, the division strengthened its ability to respond collaboratively with each other and university partners and operate with greater flexibility in meeting evolving student and institutional needs.

Responding to Disruption and Change

The early years of *Helping Ravens Soar* were shaped by the COVID-19 pandemic, requiring the rapid adaptation of programs, services and operations across the division. The Vice-President (Students and Enrolment) coordinated the university's response and supported the gradual and safe return to campus in collaboration with senior leadership and key stakeholders, while units across the division maintained continuity of service and redesigned programs for virtual and hybrid delivery. In collaboration with other university partners including Risk Management, the division also provided key university-wide support, including adapting physical spaces and service environments, implementing evolving health and safety measures, supporting vaccination compliance processes and maintaining timely communication as public health requirements changed.

This experience reinforced the importance of adaptability, coordinated leadership and collaboration across units throughout the university. It highlighted the value of flexible service delivery models, clear communication and cross-unit coordination in responding to rapidly changing conditions. These lessons have strengthened the division's capacity to respond effectively to evolving student and institutional needs and informed more resilient and adaptable approaches to service delivery.

Evolving Student Needs and Increased Service Demands

Many areas across the division experienced sustained growth in demand for services, alongside increasing complexity in student needs. Areas including accessibility, wellness, conduct and student support saw rising demand and more complex service requirements.

These pressures required units to further adapt service models and identify more flexible and scalable approaches to delivery. This experience reinforced the importance of balancing timely and responsive support with long-term sustainability. It highlighted the need for ongoing assessment, strategic planning and scalable approaches that maintain high-quality services while responding effectively to evolving student needs.

Navigating Financial and Enrolment Pressures

The division operated within a broader context of financial constraint, shifting enrolment patterns and disruption to international recruitment following changes to federal immigration policy. These conditions affected recruitment planning, admissions processes and enrolment forecasting, while also creating pressures across the division and university. They required careful prioritization of initiatives, ongoing evaluation of resource allocation and a sustained focus on maintaining high-quality services within available capacity.

In response, the division emphasized efficient use of resources, strengthened coordination across recruitment, admissions and student support functions and refined processes to respond to increased complexity. Despite significant staffing reductions between 2024 and 2026, units adapted service models and transformed service delivery while maintaining continuity of service and support for students. This experience reinforced the importance of collaboration and aligning priorities, resources and capacity to sustain service quality and student experience, while maintaining flexibility to respond to evolving financial and enrolment conditions.

Advancing Enterprise Digital and Systems Initiatives

Progress on several enterprise digital and systems initiatives was shaped by broader institutional dependencies, particularly where work required alignment with evolving university IT priorities. To support this work, the division collaborated with Information Technology Services (ITS) to develop a divisional IT plan that identified its priorities. Despite improved alignment and planning, competing institutional priorities and ITS resource constraints continued to affect the pace of implementation. As a result, some planned activities advanced more slowly than anticipated or remained in early stages of planning, with risks identified in areas such as core student systems, enterprise platforms and digital advising tools.

In response, the division focused on maintaining readiness by advancing internal planning, clarifying requirements and strengthening processes using available resources. This experience reinforced the importance of clearly defined priorities, coordinated planning with central IT partners and flexible approaches to implementation. It also highlighted the need to build internal capacity where possible, ensuring initiatives remain aligned with divisional priorities and positioned to advance as conditions enable.

Navigating Organizational Transition

The final year of *Helping Ravens Soar* coincided with significant organizational change, including divisional restructuring and preparation for the transition to a Provostial model. While these changes can create opportunities for stronger integration between academic and student-focused priorities, it requires ongoing adjustment across teams and leadership structures.

Balancing the continued implementation of the strategic plan with evolving organizational structures, reporting relationships, significant staff reductions and institutional priorities required flexibility, collaboration and sustained coordination across the division and the university. This experience reinforced the importance of clear communication, thoughtful change management and sustained support for staff, and highlighted the need to maintain continuity of service while enabling organizational change.



Implementation and Measurement

The implementation of *Helping Ravens Soar* was supported through unit-level planning, ongoing assessment and divisional monitoring of thematic indicators with the assistance of the Office of Institutional Research and Planning. Annual operating plans advanced strategic priorities while enabling units to remain responsive to emerging needs, supported by regular review and continuous improvement across the division.

At the divisional level, thematic indicators provided a high-level view of progress across student success, enrolment management, collaboration and community partnerships, and staff success and organizational excellence. Drawing on multiple survey cycles and institutional data, this approach supported evidence-informed decision-making and enabled assessment of trends and relative performance within the Ontario university sector.

Overall, results reflect a mixed but generally positive trajectory, with consistent gains in undergraduate retention and service capacity, and graduate enrolment alongside stable student experience measures and more variable outcomes in areas influenced by external factors.

Student Success

Results from the National Survey of Student Engagement (NSSE) and the Canadian University Survey Consortium (CUSC) indicate that undergraduate satisfaction declined modestly in line with sector trends while remaining comparable to or stronger than Ontario peers. Across survey cycles, the majority of undergraduate students consistently report positive overall educational experiences, reinforcing the division's strong relative position. Results from the Canadian Graduate and Professional Student Survey (CGPSS) show improvement at the master's level in the most recent cycle, while doctoral outcomes remained more variable.

Taken together, these findings indicate that, despite fluctuations, a strong relative position was maintained and the student experience continued to improve.

Enrolment Management

Undergraduate retention improved, with first-year retention reaching 92.3 per cent and second-year retention 84.9 per cent. Longer-term outcomes remained strong, including a seven-year graduation rate of 74.1 per cent and positive post-graduation outcomes, with 85.7 per cent of undergraduate graduates employed in a related field.

Graduate enrolment increased in the latter part of the plan period at both the master's and PhD levels, contributing to growth in graduate studies and strengthening academic capacity. Undergraduate trends were more mixed. While enrolment stabilized following pandemic-related declines, new student intake did not fully return to pre-pandemic levels. Early indicators for fall 2026 are encouraging, with confirmations increasing by 22 per cent, suggesting strengthening demand and improved yield.

Taken together, these indicators point to gains in student retention, alongside more variable, but ultimately positive undergraduate enrolment outcomes.

Collaboration and Community Partnerships

The division expanded its partnership base and strengthened collaboration across local and national contexts, including growth in networks, training and community engagement. While not all activity was captured through standardized metrics, the range and scale of initiatives indicate substantial growth in collaboration and institutional impact.

Staff Success and Organizational Excellence

Staff engagement results, based on the Work Environment Survey, indicate sustained high levels of engagement over the life of the plan, with overall engagement remaining in the mid-to-high 80 per cent range¹. Results also demonstrate measurable improvement over time, alongside strong performance relative to the broader university in the most recent survey cycle. Communication within the division improved over the period and continued to perform well relative to the rest of the university. Supervisory relationships and feedback, which were more uneven in earlier results, are now consistently strong (ranging approximately 80 to 84 per cent in 2024), while civility and respect strengthened from variable unit-level results to a consistently high-performing area (ranging 82 to 86 per cent in 2024).

Professional growth, which was below the university average in earlier results and identified as a concern, improved to levels comparable to or slightly above the university average in the most recent survey cycle. Organizational culture remained a consistent comparative strength across both survey periods, with Students and Enrolment outperforming the university comparator on every related item in 2024. These gains reflect a shift from a high-performing but uneven environment to a more consistent and aligned organizational culture.

The division's Excellence Canada journey further demonstrates progress, advancing from Gold certification in 2023 to Platinum in 2024, with a 94 per cent assessment score and full 100 per cent achievement in customers.

These outcomes reflect sustained progress in service excellence, continuous improvement and organizational effectiveness.

Taken together, these findings demonstrate how the implementation of *Helping Ravens Soar* translated into measurable improvements in student outcomes, service delivery and organizational capacity over the life of the plan, strengthening the division's overall performance and positioning its teams for continued progress.



¹ Staff survey results are based on the Work Environment Survey (five-point Likert scale) and have been converted to percentage equivalents to support high-level comparison across survey cycles. Comparisons reflect both changes over time and, where noted, differences relative to the university average in the most recent survey cycle. Differences in survey design limit direct point-to-point comparison; results should be interpreted directionally.

Looking Ahead

The implementation of *Helping Ravens Soar* has established a strong foundation for the future of student and enrolment services at Carleton University. Throughout the strategic plan period, the Students and Enrolment division expanded services, strengthened supports, enhanced collaboration and adapted to significant institutional and sector-wide change. These experiences reinforced the importance of flexibility, cross-divisional collaboration and student-centred approaches in responding to evolving needs.

As the university transitions toward a Provostial model, this work provides a foundation for continued alignment between academic and student-focused priorities. Looking ahead, the teams will build on this progress by continuing to strengthen collaboration, enhance the student experience and advance integrated approaches to student support. The initiatives, partnerships and organizational foundations established through *Helping Ravens Soar* will support this next phase of work, enabling ongoing innovation and coordinated support for students in the years ahead.



Students and Enrolment Division

The Students and Enrolment division is comprised of a dedicated team of individuals in the following units. Collectively, these units contributed to the initiatives, achievements and impacts highlighted throughout this report.

- Academic Advising Centre
- Accessibility Institute
- Admissions Services
- Attendant Services
- Awards and Financial Aid Office
- Campus Card Office
- The Campus Store
- Career Services
- Centre for Student Academic Support
- Conference Services
- Co-operative Education
- Dining Services
- From Intention to Action
- Global Opportunities and International Student Services Office
- Health and Counselling Services
- Housing and Residence Life Services
- Information Carleton
- International Admissions and Recruitment
- Mail Services
- Paul Menton Centre for Students with Disabilities
- The Print Shop
- Recreation and Athletics
- Scheduling and Examination Services
- Science Technology Centre
- Strategic Initiatives (Students and Enrolment)
- Student Affairs
- Student Experience Office
- Student Systems Support
- Undergraduate Recruitment Office
- University Registrar's Office
- Wellness Services





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