FINAL REPORT: STUDENTS AND ENROLMENT STRATEGIC PLAN 2019-2021
MESSAGE FROM OUR VICE-PRESIDENT

“...our work in the Students and Enrolment Division is unwaveringly consistent to Carleton’s aspiration: leveraging the power of higher education to be a force for good.”

With the 2020-2021 academic year behind us, we look back at that unprecedented time and are incredibly proud of the work we accomplished together—both within Students and Enrolment and as part of Carleton’s community. We are equally proud of the deep resiliency of Carleton students in tackling the extraordinary challenges of furthering their education during a global pandemic... all while showing an incredible amount of grace under pressure.

For our division, providing all Carleton students—as well as faculty and staff—with the comprehensive services and support they need is an undertaking that goes beyond the challenges of 2020-2021. In fact, our work in the Students and Enrolment Division is unwaveringly consistent to Carleton’s aspiration: leveraging the power of higher education to be a force for good.

All fruitful work starts with a plan. For us, it took the form of Engage. Empower. Inspire, the Students and Enrolment Strategic Plan 2019-2021. This was foundational. Through it, we supported students during a two-year period ending in April 2021: helping them step-by-step to achieve their academic, personal and professional potential through the delivery of exceptional programs and services.

Everything we do is in service of Carleton students, including our support of faculty and staff across the university as they support students. Our collective efforts as a community help ensure our students’ wellness and safety, while also helping to create ideal conditions for success in their academic and professional careers.

Outcomes matter. This final report—the first of its kind for our group—showcases the results of implementing our strategic plan. Throughout 2019-2021, our work delivered fully on our commitment to achieving meaningful results in service to all Carleton students. In future annual reports by our office, we will be showing our results in meeting the goals set by an all-new strategy, which launched in Summer 2021.

Together, we accomplished so much during this reporting period. And together, we will continue to work to set the stage for post-pandemic learning at Carleton in the times ahead.

Suzanne Blanchard
Vice-President (Students and Enrolment) and University Registrar
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This report highlights the results of the implementation of the Students and Enrolment Strategic Plan 2019-2021 Engage. Empower. Inspire. It covers approximately a two-year period up to April 30, 2021.

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ABOUT US

Carleton’s Students and Enrolment Division supports students in all aspects of life while enrolled at our university. We provide programs and services that promote positive mental health and assist students with realizing their full potential. Our division delivers on that pledge by how we collaborate with stakeholders across the university, and through our organizational mission, vision and values, which we demonstrate daily in our work together.

MISSION

To support students in achieving their academic, personal and professional potential through exceptional programs and services.

VISION

We will be innovative in empowering our students to be future leaders in their communities and the world.

VALUES

- **SERVICE EXCELLENCE**: We provide proactive, reliable, individualized and professional service.
- **INNOVATION**: We are committed to continuous improvement.
- **ACCESSIBILITY, DIVERSITY AND INCLUSIVITY**: We believe in a respectful environment for all.
- **COLLABORATION**: We engage internal and external community partners.
- **EMPLOYEE ENGAGEMENT**: We value, respect, recognize and support our employees.
- **HEALTHY WORKPLACE**: We foster a positive work environment.
CARLETON STUDENTS SAY...

“Thank you for your support and encouragement and for [the ACT to Employ] program. I am very grateful and have had so many opportunities arise from it. Personally, academically, and professionally, everything is just coming together and it feels like all of these things in my life are now starting to make a difference and that I am doing what I am supposed to be doing. An amazing feeling.”

- 2020-2021 ACT to Employ Student
From the start of the COVID-19 global pandemic, Carleton University adopted an all-hands-on-deck approach to ensuring the health, safety and wellness of students, faculty and staff. Acting on the recommendation of the Carleton University Scenario Planning Working Group, both the 2020 Fall and 2021 Winter terms proceeded online—with some leeway for selected optional instruction on campus (e.g., specific labs, capstone projects and recitals) where circumstances allowed.
As part of that team effort, the Students and Enrolment Division took a leadership role in responding to COVID-19 by:

- engaging in continuous efforts to mitigate the impact of the pandemic, including assisting in moving the entire Winter 2020 term online within a week;

- transitioning quickly to providing continuous services to our students remotely, including setting-up home offices, acquiring appropriate technology resources and building innovative virtual-engagement opportunities for students;

- developing Carleton’s COVID-19 Readiness Plan to welcome and support international students who chose to travel to Ottawa to complete their studies—the first university plan of that kind to be approved by the Government of Canada;

- revising our business model for providing a range of services, including how examinations are administered, as well as financial aid for students; and

- planning for an eventual post-pandemic return of students and staff to campus.

Above and beyond the global pandemic, ensuring student success throughout every academic year is an equally vital function of the Students and Enrolment Division. Our work in that regard is about more than just promoting outcomes-orientated programs and services for students. It’s also about creating and maintaining the right environment where students can thrive and feel empowered—especially for those who are from vulnerable populations.
MAJOR THEMES AND OUTCOMES

For this reporting period, Students and Enrolment delivered solid, measurable outcomes which were the product of numerous individual achievements by each unit in our division. Those outcomes were based on a carefully developed plan. In our Students and Enrolment Strategic Plan 2019-2021, we identified a range of themes which we’ve condensed down to four major ones in this report:

- Student Success
- Enrolment Management
- Collaboration and Community Partnerships
- Staff Success and Organizational Development

The following section of this final report showcases the range of specific outcomes achieved, grouped by these themes. It is noteworthy that an overwhelming majority of our goals and priorities laid out in this strategic plan were successfully met despite significant additional responsibilities and challenges due to COVID-19 during this period.

You can review all our strategic plan goals in detail online via the Office of the Vice-President (Students and Enrolment) website.
CARLETON STUDENTS SAY…

“I received a [Virtual International Internship] placement working as an illustrator for a small artistically-driven business in Barcelona. Throughout the summer I was able to build strong professional relationships and gain many skills related to networking and working in a different cultural environment. There were many people at Carleton, both other student interns and employees, who were supportive, encouraging, and very helpful throughout the experience. I would strongly recommend this program to any student.”

- Virtual International Internship Participant
THEME ONE: STUDENT SUCCESS

Support students in achieving academic, personal and professional potential through our five pillars of student success (i.e., academics, finances, employability, campus life and wellness): all while making improvements to student supports and services.

OUTCOMES (GENERAL)

- Continued to focus on initiatives to boost graduation rates, contributing to an increase in the two-year retention rate (up by 2.7 per cent from 2019 to 2020).

- Continued to assess and evaluate various services and programs while planning for a more coordinated and consistent approach to assessment and evaluation next year.

- Continued to share information with faculty through various print and PDF publications and through the ongoing promotion of various interactive workshops through the Student Support Certificate.

- Successfully updated the Student Communication Policy to reflect current practices in communications.

- Updated the annual student communication plan in consultation with communication representatives across the university: being flexible in adapting our priorities and themes due to COVID-19. Our visual templates and graphics were also updated to ensure a consistent look-and-feel, and several unit-specific websites were updated to streamline content and provide easier navigation.

- Launched the “Carleton Pathway Podcast” and released episodes on a near-weekly basis. Based on the Pathways to Graduation website, it features interviews with current students, staff, prominent alumni and distinguished faculty.

- Successfully merged the student life social media into “Ravens Student Life,” while ensuring common branding and a centralized process for content development.

CARLETON STUDENTS SAY...

“I have found confidence in myself in ways that I never felt before. I also have this amazing team that recognizes and values my input and contributions, and I can not adequately put into words how extremely validating that is. I consistently feel heard and feel a deep sense of belonging.”

– 2020-2021 Act to Employ Student
OUTCOMES (ACADEMICS)

- Completed the first draft of the campus framework for academic advising.
- Commenced a multi-year transformation of Carleton’s Academic Performance Evaluation process, moving to the new Academic Continuity Evaluation (ACE) framework, approved at Senate. The Calendar language—detailing the ACE framework, including all exceptions from the academic units—was also approved.
- Implemented significant program-specific enhancements to the Pathways to Graduation website in consultation with each faculty and department: exceeding content-update plans for the year. A new Academic Prep section was also added to help prepare students for their first year of university.
- Participated in the Student Success in the Classroom Working Group, which focused on delivery of first-year courses. This included: twelve courses identified for re-design; ten courses identified for a rewrite/reform/revision; and a review of how to transform Carleton University Online lecture captures.
- Developed a non-credit Student Skills Certificate to consolidate student workshops and programs across the division, which can be added to the Co-Curricular Record.
- Pivoted quickly to move all examinations online, while establishing innovative solutions to providing robust support to faculty and students.
- Successfully implemented an e-proctoring solution, while taking into account concerns raised by students, student groups and other members of the community.

OUTCOMES (FINANCES)

- Continued to process and administer the Student Emergency Fund to assist students who experienced short-term financial hardship due to the COVID-19 pandemic.
- Developed a student technology bursary to provide students with funds to purchase technology and/or internet service to successfully participate in online courses.
- Conducted a review of the 2020-2021 Fall/Winter undergraduate bursary program, which resulted in updates to the assessment and eligibility criteria and an increase in bursary values for both domestic and international undergraduate students.
- Provided more than $65,000 in funding to support undergraduate students on virtual internships.
- Hosted Financial Literacy Week in November 2020, where best practices were shared. Topics included: how to save money on textbooks; money and debt management for students and recent graduates; money-saving tips; and managing finances during the uncertain times of a pandemic.
OUTCOMES (EMPLOYABILITY)

- Successfully developed and launched the Employability Framework in consultation with various stakeholders across the university as part of building a comprehensive bundling of all employability related initiatives under one umbrella.

- Formalized the Accessible Career Transitions to Employment (ACT to Employ) program, which surpassed all student placement targets for on-campus positions in 2020-2021.

- Completed the two-year David C. Onley Initiative project: a $5 million Ontario Government funded partnership with uOttawa, Algonquin College and La Cité. This initiative also launched the #AbleTo campaign, to create inclusive work environments for students and graduates with disabilities.

- Successfully pivoted and developed a robust virtual International Internship Program, where students have been able to access high-impact intercultural experiences for academic credit with partners worldwide.

- Updated the Co-Curricular Record (CCR) to provide an easier user experience and developed a related video series to promote its use.

- Successfully expanded co-op opportunities outside of Ottawa and increased the number of on-campus positions with the Campus Co-op Employer Funding program. In Fall 2020, Carleton’s co-op program was recognized as one of the largest in Ontario.

OUTCOMES (CAMPUS LIFE)

- Collaborated with student groups to launch the CUx website, which provides Carleton students with an opportunity to get involved, build community and connect with peers through virtual programming.

- Adopted the Umbrella Project as an overall harm-reduction strategy, which will be incorporated into the Student Mental Health Framework in consultation with Stigma Ends at CU and other student groups.

- Provided free, virtual support for all members of the Carleton community who are impacted by substance use, in partnership with the Community Addictions Peer Support Association (CAPSA).

- Installed eight alarmed naloxone boxes across campus and continued to coordinate training.

- Supported and promoted the annual Sexual Assault Awareness Week and the Trans Day of Visibility.

- Completed a full assessment of the Residence Curriculum to ensure educational priorities and learning goals are aligned with the new Carleton University Strategic Integrated Plan while ensuring equity, diversity and inclusion remain a priority.

- Finalized and began implementation of the Coordinated Accessibility Strategy after an extensive consultation process.

- Collaborated closely with the Varsity Council to form three student-athlete led committees focused on social justice and community initiatives.
OUTCOMES (WELLNESS)

- Formed a partnership with the Royal Ottawa Hospital that has enabled us to fulfill our entire psychiatry waitlist.
- Continued providing undergraduate students with 24/7, free, confidential counselling services through Empower Me. Also added International SOS Emotional Support to provide all international students studying from outside of Canada with access to mental health professionals in more than 60 languages.
- Formalized the Carleton Therapy Dog Program with nine current therapy dogs and eight in training.
- Created and delivered on-demand fitness video and free online classes through Carleton Athletics as a result of the COVID-19 pandemic.
- Undertook an audit of the Student Mental Health Framework (SMHF) 2.0, based on the adoption of the National Standard for Post-Secondary Mental Health as we prepare to consult on the SMHF 3.0.
- Increased the number of counsellors available for students and continued to offer virtual counselling appointments, including same-day appointments. Specialized counsellors now provide services for Indigenous, racialized, graduate and international students. Also, a new intake counsellor assists students, quickly connecting them with services and resources to best fit their mental health needs.
- Finalized the Carleton Regional Aquatic Centre and Wellness Hub concept. The project is ready to move forward, pending funding.

Members of the first cohort of Carleton Therapy Dogs. This program was brought forward by a staff member who identified the value of therapy dogs to the student population and its success has led it to becoming an expanded and ongoing initiative.
THEME TWO: ENROLMENT MANAGEMENT

Manage admissions and enrolment to increase the academic profile and meet enrolment targets of new first-year students, while also enhancing both domestic and international marketing efforts to reach prospective students and influencers.

OUTCOMES

- Our overall total student enrolment has continued to increase year over year, despite a dip in the first-year intake in Fall 2020, due to the impact of the COVID-19 pandemic. Early indications show we are trending towards an increase of new first-year students in Fall 2021 when compared with Fall 2020.

- Successfully launched and implemented Carleton360: Carleton’s new constituent relationship management system for prospective students.

- Developed innovative tools to help attract new students to Carleton. This included: a new website with interactive tools for applicants to connect with domestic and international recruitment teams; a new online event calendar where students can pick from different categories to view events on offer; a new Virtual Campus Tour; new virtual conferencing software for open houses; and Carleton’s “Talking Raven” podcast (13 episodes to date), with President Bacon featured in episodes 3 and 13.

- Launched several new online events to engage prospective students and guidance counsellors, including: Instagram Live series “CU Hometown;” a new biweekly email digest “Future Ravens Connect;” live daily online chats; “Live@Five” weekly online event; virtual coffee breaks; online high school presentations and participation in virtual fairs outside of Ontario; and virtual program spotlights in consultation with various academic departments and faculties.

PROSPECTIVE STUDENTS SAY...

“I loved the organization of the different [open house] meetings, how everything was captured very clearly and this gave me an outstandingly clear image of how the next four years will look like in Carleton.”

- Open House Participant
Completed a reassessment of entrance scholarship offers on final grades. Program-specific scholarship enhancements were offered to select admit types for Arts, Commerce, Electrical Engineering and Science. An International Award of Excellence/Merit was offered to all new international high school students with an offer of admission.

In collaboration with the Deans, opened up additional program offerings for Winter 2021 admission. New student registrations for Winter 2021 were up 5 per cent over last year, and our retention of registered students in the Winter 2021 term was in line with previous years, with the proportion of Winter 2021 registrations over Fall 2020 at 96.5 per cent, compared to the previous year (96.1 per cent).

Continued to work with high schools: liaising directly with guidance counsellors and launching a virtual Guidance Forum, which is a six-week program of online events for guidance counsellors.

Developed a new communication strategy for international student recruitment and admissions that encompassed messaging through our global advertising partners, social media, targeted emails and online event promotion.

Continued work on new partnerships in Denmark, Norway, Sweden, Senegal, Malaysia and Thailand and conducted initial virtual meetings with new partners in Ecuador, Bolivia, Colombia, Peru and Brazil.

Updated and boosted the visibility of non-credit programs via updates to Carleton’s Continuing and Professional Development website.

Created new promotional videos for the Bachelor of Commerce, Optical Systems and Sensors Program and Neuroscience.

Launched a large billboard campaign in Ottawa and a targeted campaign in the Greater Toronto Area in collaboration with the Department of University Communications.
THEME THREE:
COLLABORATION AND COMMUNITY PARTNERSHIPS

Establish a coordinated approach in developing community partnerships, including strengthening on-campus collaborations with partners.

OUTCOMES

- Established a partnership with Carefor, a not-for-profit organization that provides health care, support and activities for people with young-onset dementia. The first of its kind in the region, participants began their weekly program at Carleton’s athletics facilities to encourage their members to stay physically and socially active.

- Established a standard for accessibility by adopting the Rick Hansen Foundation’s Accessibility Certification (RHFAC) program, performing a full audit of physical campus accessibility. Carleton is one of only six Canadian post-secondary institutions that offer the RHFAC Assessor Training.

- Granted over $3.3 million in research funding through the Research, Education, Accessibility and Design (READ) Initiative, including funding for Accessible Standards Canada and the Skills Catalyst Fund (more than 20 business-employment-education partners). This is in addition to the $9.2 million brought in by READ through different projects and research initiatives since 2018.

- Launched Researchers in Accessibility: an interdisciplinary network of Carleton researchers whose work can contribute to and benefit from the emerging field of accessibility.

- Implemented Contactless Access: a small module with app support added to the elevators and accessible doors in Paterson Hall, Richcraft Hall and the Canal Building to improve accessibility and support the need for reduced contact of high-touch surfaces. Carleton is now supporting the installation of Contactless Access modules at Toronto’s Pearson Airport, including providing messaging and the development of an outbound media campaign.

- Created and launched the Canadian Accessibility Network (CAN) with Carleton as the institutional lead and home to the national office. Current membership represents more than 60 individuals from across the country recruited by various sectors, geographical locations, disciplines and lived experiences of disability.
CARLETON STUDENTS SAY...

“My favourite contribution to the Health Promotion team this year was when I collaborated with Stigma Ends at CU for the March for Mental Health and for National Addictions Awareness Week. Collaborating with other teams at Carleton has been an integral part of transitioning to the online environment, and it was great to foster strong community connections even throughout the pandemic.”

– Health Promotion Student Team Member

Yazmine Laroche, Deputy Minister, Public Service Accessibility, Treasury Board Secretariat and Deputy Minister Champion for Carleton University and Erica Carson-Sami, Policy Analyst, Intergovernmental Affairs at Accessibility Standards Canada and former Research and Development Officer with the David C. Onley Initiative, at the Public Service Canada (PSC) Careers in Government event for students and graduates with disabilities, hosted by the David C. Onley Initiative at the Shaw Centre, October 2019.
THEME FOUR: STAFF SUCCESS AND ORGANIZATIONAL DEVELOPMENT

Identify, support and foster talent, while strengthening our commitment across the division to the principles of Excellence, Innovation and Wellness.

OUTCOMES

- Created and maintained an online repository of all staff engagement opportunities available to employees within the Students and Enrolment Division. The site provides information on community connection, growth and development activities.

- Provided ongoing enhancements to the Student Support Certificate, including adding two concentrations in collaboration with campus partners: Equity, Diversity and Inclusion (EDI) and Student Mental Health and Well-being.

- Hosted a guest lecture by Sami Jo Small: a three-time Olympian and two-time Olympic gold medalist from Canada’s women’s hockey team, who spoke about teamwork.

- Continued to engage staff regularly through monthly newsletters, monthly coffee meetings with the Vice-President (Students and Enrolment) and two town halls hosted annually.

- Welcomed new units into our division: Information Carleton, Campus Card Office, Conference Services and the full Housing and Residence Life team.

- Received the Bronze Level Award at the 35th anniversary of the Canada Awards for Excellence in Toronto, which recognizes outstanding achievements by organizations in the private, public and not-for-profit sectors coast-to-coast across Canada.

STUDENT SUPPORT CERTIFICATE PARTICIPANTS SAY...

“I found so many connections between what I do and what was covered in the [Student Support Certificate]. I have taken away new tools to use in my everyday work and have learned about topics I didn’t previously know much about.”

- Student Support Certificate Participant
OUR UNITS

The Students and Enrolment Division is comprised of a dedicated team of individuals in the following units:

- Academic Advising Centre
- Admission Services
- Attendant Services
- Awards and Financial Aid Office
- Campus Card Office
- Career Services
- Centre for Student Academic Support
- Conference Services
- Co-operative Education
- From Intention to Action
- Health and Counselling Services
- Housing and Residence Life Services
- Information Carleton
- International Recruitment and Admissions
- International Student Services Office
- Office of Student Affairs
- Paul Menton Centre for Students with Disabilities
- Recreation and Athletics
- Research, Education, Accessibility and Design (READ) Initiative
- Scheduling and Examination Services
- Strategic Initiatives (Students and Enrolment)
- Student Experience Office
- Student Systems Support
- Undergraduate Recruitment Office
- University Registrar’s Office

The first cohort of Student Support Certificate recipients. The Student Support Certificate was designed to help staff and faculty at Carleton enhance their capacity to address student needs and provide support in a holistic way.