

Goals and Objectives

The Students and Enrolment Strategic Plan brings together strategic elements, such as our directions, themes and goals, as well as more operational elements, like objectives and operational leads. This document highlights the current operational objectives and leads for implementing each of our Strategic Plan goals. The goals have been grouped in relation to their strategic direction from the Carleton University Strategic Integrated Plan (SIP), demonstrating how each theme fuels action in these distinct directions. Many of the goals are formed intentionally using the language of the SIP, highlighting the interconnectedness and relationship between these strategic plans.

Our goals in this plan are aspirational and broad and will serve as our guideposts for the next five years. Our objectives are more focused, guiding actions we will take in service of each goal. For the purposes of our Strategic Plan, each objective has operational leads indicated from within our division to support clarity for implementation and reporting, which is detailed further in our Strategic Plan. Although most of our objectives have a distinct operational lead, we acknowledge all of our units and staff have a role to play in the success of our Strategic Plan. The Students and Enrolment Division is committed to a culture of collaboration and contribution, where individuals and teams work together to meet our shared goals. To encourage this approach, in a number of objectives key collaborators have also been identified. This is not intended to be an exhaustive list, but rather an opportunity to practice our values by collaborating with relevant teams from within our division.

Although this plan is intended to guide the contributions of the units within the Students and Enrolment Division, we understand that our work does not exist in isolation. We are committed to ongoing and intentional collaboration with important stakeholders, such as students, faculty, other divisions and community partners. As we all work towards our vision for Carleton's bright future, we will embrace collaboration to strengthen our efforts and achieve our aspirations together.

While the directions, themes and goals of our Strategic Plan will remain consistent over the life of the strategy, our objectives may evolve over time. In this way, our long-term strategic goals and directions remain fixed, but the ways in which we operationalize those goals can change as needed to meet the challenges of our time. This approach allows our division to be nimble, adapting to changing circumstances, demographics or innovations as they arise. This document captures the current Helping Ravens Soar: Students and Enrolment Strategic Plan objectives.

Student Success

Strategic Direction	Goals	Objectives	Operationalized By
Share Knowledge, Shape the Future	1-1 Introduce and expand initiatives that further enhance student learning and success in the classroom	A. Participate and support initiatives to improve student success in the classroom	Vice-President (Students and Enrolment) Office of the Associate Vice-President (Enrolment Management)
		B. Expand and enhance evidence-informed educational programs and services that are available to support all Carleton University students to have successful academic experiences	Office of the Associate Vice-President (Student Affairs) Centre for Student Academic Support
		C. Keep pace with increasing demand for accommodation and adaptive technology to support equitable participation in the classroom for students with disabilities	Paul Menton Centre for Students with Disabilities
	1-2 Improve students' graduation outcomes	A. Assess and evaluate the services and programming offered across the Students and Enrolment Division	Strategic Initiatives (Students and Enrolment) In collaboration with: All units
		B. Implement the campus Framework for Advising which will include mandatory and departmental advising	Office of the Associate Vice-President (Enrolment Management) Academic Advising Centre
		C. Implement the Academic Continuation Evaluation to simplify and streamline the continuation rules for students	Office of the Associate Vice-President (Enrolment Management) Registrar's Office Academic Advising Centre
		D. Design and deliver non-credit programming for students in areas such as academic skill development and global engagement, recognized by a certificate of completion	Office of the Associate Vice-President (Student Affairs) Centre for Student Academic Support International Student Services Office
		E. Implement new software to manage exams and accommodations for students with disabilities	Paul Menton Centre for Students with Disabilities Scheduling and Examination Services
		F. Increase outreach and access to outcomes driven learning strategy and skills development programs for students with disabilities	Paul Menton Centre for Students with Disabilities

	G. Cyclically review, in collaboration with the Office of Institutional Research and Planning (OIRP), the trends in demographics and student progression, applying an equity, diversity and inclusion lens, to ensure that we proactively adapt our outreach, supports and services to meet the ever-changing needs of our student population	Vice-President (Students and Enrolment) Office of the Associate Vice-President (Enrolment Management) Academic Advising Centre
	H. Implement Carleton360 to support the enhancement of student experience and success	Office of the Associate Vice-President (Enrolment Management) Scheduling and Examination Services Student Systems Support Strategic Initiatives (Students and Enrolment)
	I. Launch a new Carleton mobile app primarily for students	Strategic Initiatives (Students and Enrolment)
	J. Enhance student engagement and experience	Office of the Associate Vice-President (Student Affairs) Student Experience Office Office of the Assistant Vice-President (Recreation and Athletics) In collaboration with: Housing and Residence Life, International Student Services Office, Centre for Student Academic Support and Career Services
	K. Explore the development of an information hub to create a first point of contact to refer students to relevant resources	Office of the Associate Vice-President (Enrolment Management) Information Carleton
1-3 Improve students' employability outcomes	A. Implement the Employability Framework campus-wide	Career Development and Co-operative Education Career Services
	B. Enhance employment experiences for students with disabilities through the ACT to Employ program	Career Development and Co-operative Education Career Services
	C. On an annual basis, evaluate and adapt programs and services based on labour market conditions	Career Development and Co-operative Education Career Services Co-operative Education

	D. Develop a Student Staff Training Program for all student staff in the Students and Enrolment division, including a focus on topics such as equity, diversity and inclusion and transferable skill development for future employment	Office of the Associate Vice-President (Student Affairs) Student Experience Office In collaboration with: The Campus Card Office, Housing and Residence Life, Career Services, Centre for Student Academic Support, Registrar's Office, International Student Services Office, Undergraduate Recruitment, Attendant Services and Recreation and Athletics
	E. Identify student populations who experience barriers to employment and explore opportunities to improve employability outcomes for these students	Career Development and Co-operative Education Career Services
	F. Create meaningful employment experiences for students within the division, while also encouraging other student employment opportunities across the university	All units
1-4 Enable and encourage pedagogical practices and curricular designs that foster student engagement, access, inclusion and success	A. Share best practices, supports and services to faculty so that they have the tools and knowledge required to foster student engagement, access, inclusion and success	Strategic Initiatives (Students and Enrolment) Office of the Associate Vice-President (Student Affairs) Office of Student Affairs Centre for Student Academic Support Office of the Associate Vice-President (Enrolment Management)
	B. Collaborate on the hybridization classroom project to enable teaching to occur both face-to-face and virtually simultaneously	Scheduling and Examination Services
	C. Encourage pedagogical practices that support equitable access and inclusion for students with disabilities	Paul Mention Centre for Students with Disabilities In collaboration with: Attendant Services and Research, Education, Accessibility and Design (READ) Initiative
	D. Fusion of digital and face-to-face examinations, along with a framework for course set-up that is clear whether courses are being taken locally or internationally	Scheduling and Examination Services

	1-5 Offer new and flexible opportunities for student-centred learning	A. Engage students in Residence through a curricular, student-centred approach to learning and community engagement B. Create intentional, student-centred programming to engage students in Student Life activities at Carleton through the CUx framework	Housing and Residence Life Services Office of the Assistant Vice-President (Recreation and Athletics) Housing and Residence Life Services Office of the Associate Vice-President (Student Affairs) Student Experience Office International Student Services Office
	1-6 Connect with students to empower them with the information and the supports they need to succeed academically, personally and professionally	A. Work with all units to develop yearly comprehensive and coordinated communication plans across the division B. Communicate with students and students' groups through an equity, diversity and inclusion (EDI) lens, including broadly sharing information about relevant resources such as EDI focused counselling C. Coordinate with all units to annually review and update departmental websites to ensure ongoing compliance with accessibility legislation and evolving web best practice D. Continuously review and enhance student communication channels in line with current best practices and tools	Strategic Initiatives (Students and Enrolment) In collaboration with: All units Strategic Initiatives (Students and Enrolment) In collaboration with: All units Strategic Initiatives (Students and Enrolment) In collaboration with: All units Strategic Initiatives (Students and Enrolment) In collaboration with: All units
Serve Ottawa, Serve the World	1-7 Expand service-learning opportunities for students, faculty, staff and community partners to work together	A. Enhance community engaged learning projects for students by designing innovative approaches to both international and domestic opportunities	Office of the Associate Vice-President (Student Affairs) Student Experience Office
	1-8 Expand co-op, internships and other work-integrated learning opportunities for students	A. Expand co-op opportunities based on an annual review of program needs and requirements as well as ongoing review of labour market conditions B. Enhance student and employer engagement across all levels of employment programs	Career Development and Co-operative Education Co-operative Education Career Development and Co-operative Education Co-operative Education Career Services

	1-9 Provide positive international experiences for student mobilization	A. Promote and enhance the international internship program, including an evaluation and enhancement of the virtual program offerings	Career Development and Co-operative Education Career Services
		B. Enhance awareness and reduce barriers for international mobility and experiential learning opportunities	Office of the Associate Vice-President (Student Affairs) International Student Services Office Student Experience Office Career Development and Co-operative Education Career Services
		C. Provide necessary support to improve international student transition and experience	Office of the Associate Vice-President (Student Affairs) International Student Services Office
		D. Support programming related to positive international experiences and student mobilization	Office of the Associate Vice-President (Student Affairs) International Student Services Office Student Experience Office
Strive for Wellness, Strive for Sustainability	1-10 Increase openness, knowledge and capacity across campus to proactively support and empower the mental health, resilience and well-being of our communities	A. Oversee and report annually on the Sexual Violence Policy, while also supporting the Campus Strategy on Sexual Violence Prevention, Honouring Each Other	Strategic Initiatives (Students and Enrolment) Office of the Associate Vice-President (Student Affairs) Office of Student Affairs Housing and Residence Life Services
		B. Implement and evaluate the Student Mental Health Framework 2.0, working towards the creation of a new Student Mental Health Framework 3.0	Office of the Associate Vice-President (Student Affairs) Office of Student Affairs Health and Counselling Services
		C. Diversify wellness supports, with a continued focus on timely access to appropriate resources, such as counselling appointments	Health and Counselling Services From Intention to Action Office of the Associate Vice-President (Student Affairs) Office of Student Affairs
		D. Provide training and resources to faculty, staff and coaches with a focus on supporting student mental health and well-being	Office of the Associate Vice-President (Student Affairs) Office of Student Affairs Strategic Initiatives (Students and Enrolment)

	E. Enhance the Carleton University Umbrella Project, focusing on the core objectives of providing education, support and reducing stigma regarding substance use and addiction on campus	Office of the Associate Vice-President (Student Affairs) Office of Student Affairs
	F. Enhance community well-being through athletic programs and services	Office of the Assistant Vice-President (Recreation and Athletics)
	G. Enhance mental health resources with expertise to support the mental health needs of equity-seeking groups, such as expertise in race-based trauma, anti-racism, LGBTQ2S+ experiences and Indigenous culture	Health and Counselling Services From Intention to Action Office of the Associate Vice-President (Student Affairs) Office of Student Affairs In collaboration with: Paul Menton Centre for Students with Disabilities
	H. Support KINÀMÀGAWIN Call to Action #8: We call for the collaborative development of a Circle of Care Protocol for Indigenous students in crisis by the Centre for Indigenous Initiatives, Health and Counseling Services, and the Office of Student Affairs	Health and Counselling Services Office of the Associate Vice-President (Student Affairs) Office of Student Affairs
	I. All Counsellors in Health and Counselling will participate in professional development to incorporate equity, diversity and inclusion and anti-racism, and anti-Black racism best approaches into departmental practices	Health and Counselling Services From Intention to Action
	J. At the end of phase 1 of the Equity, Diversity and Inclusion Action Plan, commence a review of the adequacy of the counselling service complement in light of expressed student requests for additional Racialized-Specific Counsellors and/or a designated counsellor for graduate students	Health and Counselling Services
	A. Strengthen knowledge and awareness related to equity, diversity and inclusion throughout the Students and Enrolment Division	All units

	<p>1-11 Encourage and nurture inclusivity and a diversity of perspectives and identities to strengthen our communities</p>	<p>B. Create an equity, diversity and inclusion plan for Residence to support students and staff</p> <p>C. Establish a reflective justice process for respondents in Student Rights and Responsibilities cases related to equity, diversity and inclusion</p> <p>D. Provide exceptional attendant services to students with physical disabilities living in residence so that they have the opportunity to fully engage in campus life</p> <p>E. Support initiatives to enhance equity and inclusion for trans*, non-binary and gender non-conforming individuals across campus</p>	<p>Housing and Residence Life Services</p> <p>Office of the Associate Vice-President (Student Affairs) Student Experience Office Office of Student Affairs</p> <p>Health and Counselling Services Attendant Services</p> <p>Office of the Assistant Vice-President (Recreation and Athletics) Office of the Associate Vice-President (Enrolment Management) Registrar's Office Office of the Associate Vice-President (Student Affairs) Office of Student Affairs</p>
	<p>1-12 Support the financial well-being of students through enhanced programming and effective management of bursaries and emergency funds for students</p>	<p>A. Enhance and increase the number and variety of initiatives related to financial literacy</p> <p>B. Establish partnerships with external financial organizations with the mandate of enhancing the visibility and support for financial literacy</p> <p>C. Offer bursaries and emergency funds to students in short-term need to encourage and support completing their term or degree</p>	<p>Office of the Associate Vice-President (Enrolment Management) Awards and Financial Aid Office</p> <p>Vice-President (Students and Enrolment) Office of the Assistant Vice-President (Recreation and Athletics)</p> <p>Office of the Associate Vice-President (Enrolment Management) Awards and Financial Aid Office Office of the Associate Vice-President (Student Affairs) Office of Student Affairs</p>

Enrolment Management

Strategic Direction	Goals	Objectives	Operationalized By
Share Knowledge, Shape the Future	2-1 Develop recruitment and retention strategies that meet the needs of changing student populations	A. Explore and pilot new channels, media, and platforms to engage with prospective students to 'meet students where they are'	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment International Recruitment and Admissions
	2-2 Enhance the globalization of campus by increasing international enrolment	A. Review our international recruitment strategies, activities, and partnerships to implement those that provide the best success rate	Office of the Associate Vice-President (Enrolment Management) International Recruitment and Admissions
		B. Increase the number of new first-year international students	Office of the Associate Vice-President (Enrolment Management) International Recruitment and Admissions
		C. Develop and increase our presence in both proven and emerging international markets	Office of the Associate Vice-President (Enrolment Management) International Recruitment and Admissions
		D. Attract a higher number of international students from a diverse group of countries with the potential for strong academic and research performance	Office of the Associate Vice-President (Enrolment Management) International Recruitment and Admissions
	2-3 Efficiently manage admissions and enrolment processes to increase the academic profile and meet enrolment targets of new first-year students	A. Increase the overall number of new first-year students	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment Admissions Services
		B. Develop a 5-year plan to increase the minimum entrance average in the Bachelor of Arts	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment Admissions Services
		C. Increase the number of new first-year students from the Greater Toronto Area	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment Admissions Services
		D. Review our new recruitment strategies and activities and determine which of those we will continue with for a mixture of in-person and online recruitment moving forward	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment Admissions Services

		E. Review and enhance admissions application to maximize ease of use for applicants and ensure that program offerings are clear	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment Admissions Services
2-4 Enhance marketing and communications efforts to increase interest from prospective students and key influencers	A. Enhance the advertising and marketing strategy and leverage the rebranding opportunities to key stakeholders	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment International Recruitment and Admissions	
			B. Expand additional outreach to second and third choice prospective students
2-5 Effectively manage the academic activities and records of Carleton University students from registration to graduation	A. Strengthen processes and services to enhance the student registration experience	Office of the Associate Vice-President (Enrolment Management) Registrar's Office	
	B. Facilitate the graduation process, including the coordination of annual Spring and Fall convocation ceremonies for all Carleton graduates	Office of the Associate Vice-President (Enrolment Management) Registrar's Office	
Serve Ottawa, Serve the World	2-6 Strengthen our physical and reputational presence within Ottawa	A. Support the Department of University Communications in implementing the campus-wide rebranding communication strategy	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment International Recruitment and Admissions Strategic Initiatives (Students and Enrolment)
		B. Contribute to Carleton's reputational enhancement through exceptional Varsity and Athletics programs	Office of the Assistant Vice-President (Recreation and Athletics)
	2-7 Build new connections between our domestic and international students, our alumni, our faculty and our partners	A. Develop and strengthen partnerships with faculty for recruitment initiatives	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment International Recruitment and Admissions
		B. Explore creation and launch of Enrolment Management intranet to facilitate collaboration	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment International Recruitment and Admissions

		C. Expand and enhance use of Carleton 360 from prospective students through to alumni	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment International Recruitment and Admissions
Strive for Wellness, Strive for Sustainability	2-8 Approach recruitment practices based on principles of inclusive excellence and our commitment to equity	A. Work with the Centre for Indigenous Initiatives to develop an Indigenous outreach recruitment plan	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment
		B. Continue to broaden recruitment and outreach plans to promote equity, diversity, inclusivity and accessibility	Office of the Associate Vice-President (Enrolment Management) Undergraduate Recruitment

Collaboration and Community Partnerships

Strategic Direction	Goals	Objectives	Operationalized By
Share Knowledge, Shape the Future	3-1 Engage students as collaborators to enhance the design and delivery of programs, services and initiatives	A. Establish mechanisms to engage students as co-creators and collaborators in the development or redesign of programs, services and initiatives by including student perspectives, insights and experiences	All units
		B. Improve existing programs and services to encourage collaboration with students and address the unique needs of diverse student populations	Office of the Associate Vice-President (Student Affairs) Student Experience Office International Student Services Office
		C. Collaborate with student groups and campus partners to identify and establish new equity, diversity and inclusion public education campaigns	Office of the Associate Vice-President (Student Affairs) Student Experience Office
	3-2 Expand collaboration and development opportunities for faculty, staff and students	A. Collaborate with campus student groups on specific student-led initiatives	Vice-President (Students and Enrolment) Office of the Associate Vice-President (Student Affairs) Office of the Assistant Vice-President (Recreation and Athletics) Housing and Residence Life Conference Services
		B. Foster a culture of collaboration and support with academic departments	Office of the Associate Vice-President (Enrolment Management) Registrar's Office Academic Advising Centre Scheduling and Examination Services
Serve Ottawa, Serve the World	3-3 Grow partnerships and associations with alumni, community and not-for-profit organizations, industry and governments	A. Increase the participation in community programs and summer camps in the Department of Recreation and Athletics	Office of the Assistant Vice-President (Recreation and Athletics)
		B. Create a memorandum of understanding with the City of Ottawa and sport community regarding the aquatics portion of the Wellness Hub project	Office of the Assistant Vice-President (Recreation and Athletics)
		C. Expand diverse outreach programs and partnerships to support the wellness of our community, such as programming for seniors or a partnership with Carefor	Office of the Assistant Vice-President (Recreation and Athletics) Housing and Residence Life Conference Services

	3-4 Establish new holistic integrated partnerships with organizations that share our values and strategic objectives	A. Establish a divisional partnership plan to encourage a coordinated approach to developing and enhancing partnerships	Office of the Associate Vice-President (Student Affairs) Student Experience Office Office of the Assistant Vice-President (Recreation and Athletics)
	3-5 Innovate and lead collaborative approaches for broader societal impact and purpose	A. Utilize READ's experience and expertise in accessibility by engaging with and serving our communities	Research, Education, Accessibility and Design (READ) Initiative
		B. Increase students' sustainability literacy through opportunities to engage with sustainability outside the classroom via exceptional programs, services or events	Office of the Associate Vice-President (Student Affairs) Student Experience Office
	3-6 Expand our network of governmental and international partners	A. Seek opportunities to establish and enhance partnerships with municipal, provincial and federal governments	Research, Education, Accessibility and Design (READ) Initiative Office of the Assistant Vice-President (Recreation and Athletics) Paul Mention Centre for Students with Disabilities Career Development and Co-operative Education
Strive for Wellness, Strive for Sustainability	3-7 Fulfill the Carleton-specific Calls to Action developed by the Carleton University Strategic Indigenous Initiatives Committee	A. Implement KINÀMÀGAWIN Call to Action #13: We call for specifically reserved housing for first-year undergraduate Indigenous students with priority given to those students coming from remote locations	Housing and Residence Life Services
		B. Implement KINÀMÀGAWIN Call to Action #29: We call on the Convocation Working Group to ensure that appropriate Indigenous cultural protocols are included in convocation ceremonies	Office of the Associate Vice-President (Enrolment Management) Registrar's Office
	3-8 Deepen understanding of Indigenous worldviews throughout the Carleton community	A. Implement KINÀMÀGAWIN Call to Action #40: We call on each Faculty and each support unit on campus to develop their own strategies to support these 41 Calls to Action	All units
	3-9 Provide national leadership on accessibility issues through strategic partnerships	A. Strengthen the Canadian Accessibility Network (CAN) by expanding national collaborations to advance accessibility for persons with disabilities through Research, Design and Innovation, Education and Training, Policy, Employment, and Community Engagement	Vice-President (Students and Enrolment) Research, Education, Accessibility and Design (READ) Initiative
		B. Develop, nurture, facilitate, and leverage connections, relationships, and partnerships to further solidify READ as a hub in accessibility	Research, Education, Accessibility and Design (READ) Initiative

	C. Build upon and cement READ's reputation as a catalyst for knowledge exchange on accessibility	Research, Education, Accessibility and Design (READ) Initiative
	D. Grow READ's profile as a centre for performing and facilitating accessibility research	Research, Education, Accessibility and Design (READ) Initiative
	E. Position READ as a leader in accessibility as an emerging field in education	Research, Education, Accessibility and Design (READ) Initiative

Staff Success and Organizational Excellence

Strategic Direction	Goals	Objectives	Operationalized By
Share Knowledge, Shape the Future	4-1 Inspire collaborative leadership throughout our community	A. Encourage participation in Carleton Leader for Students and Enrolment staff	Vice-President (Students and Enrolment)
	4-2 Identify talent and encourage individual potential	A. Implement a standardized orientation and onboarding program for all members of the Students and Enrolment Division	Strategic Initiatives (Students and Enrolment) In collaboration with: All units
		B. Provide diverse and accessible professional development opportunities	Strategic Initiatives (Students and Enrolment) Housing and Residence Life Services Office of the Associate Vice-President (Student Affairs) Student Experience Office International Student Services Office
		C. Enable staff wellness and health	All units
	4-3 Create opportunities for innovation and knowledge sharing	A. Promote a culture of sharing and transparency	All units
	4-4 Develop sound and systematic approaches to service excellence and continuous improvement	A. Achieve Gold Level Certification in the Organizational Excellence Standard (OES) through Excellence Canada	Office of the Assistant Vice-President (Recreation and Athletics) In collaboration with: All units
		B. Adapt all services and programming to meet the evolving demands and circumstances related to the COVID-19 global pandemic	All units
		C. Enhance customer service delivery through the embodiment of Service Excellence standards	All units
		D. Create process documentation for Students and Enrolment teams to consult during a policy, strategy, or framework development/review process to support appropriate considerations in areas such as stakeholder engagement, student representation and accessibility, equity, diversity and inclusion	Strategic Initiatives (Students and Enrolment) In collaboration with: Office of the Associate Vice-President (Student Affairs)

	4-5 Ensure the strategic and sustainable use of resources	A. Plan and implement mitigation measures to alleviate the fiscal impact of COVID-19 on ancillary operations B. Implement innovative and relevant IT systems and upgrades, aligned with the Students and Enrolment IT Five-Year Plan C. Collaborate to redesign key websites aligned with divisional strategic goals and priorities D. Develop and implement Student Information Desk (SID) as part of Carleton360 for student advising and support resources for students across campus E. Effectively provide students, faculty, staff, and guests of Carleton University with a card system that serves their academic, financial, access, and identification needs	Office of the Assistant Vice-President (Recreation and Athletics) Housing and Residence Life Health and Counselling Services Office of the Associate Vice-President (Enrolment Management) Scheduling and Examination Services Student Systems Support Strategic Initiatives (Students and Enrolment) Strategic Initiatives (Students and Enrolment) In collaboration with: Career Services, International Recruitment and Admissions, Office of Student Affairs and Undergraduate Recruitment Office of the Associate Vice-President (Enrolment Management) Academic Advising Centre Office of the Associate Vice-President (Enrolment Management) Campus Card Office
Serve Ottawa, Serve the World	4-6 Create opportunities for our people to participate in daily civic life on and off campus and be contributors to the social, cultural and economic goals of Ottawa and its population	A. Encourage participation in volunteer programs, such as sustainability focused projects or the annual United Way Campaign, allowing staff to dedicate their time in ways they find meaningful to help enrich the community	All units
Strive for Wellness, Strive for Sustainability	4-7 Build and promote programming, infrastructure projects and spaces that embrace a commitment to social, physical, cultural and environmental wellness	A. Construct a new Residence Building B. Implement concepts to improve the University Centre C. Develop a strong awareness campaign and government relations strategies in support of a new Wellness Hub D. Create a strategy to address deferred maintenance needs on the Athletics Complex and Residence precinct	Housing and Residence Life Services Vice-President (Students and Enrolment) Vice-President (Students and Enrolment) Office of the Assistant Vice-President (Recreation and Athletics) Office of the Assistant Vice-President (Recreation and Athletics) Housing and Residence Life Services
		A. Improve sustainable operations across the division	All units

	4-8 Deeply embed sustainability considerations into research, teaching, learning and organizational operations	B. Include sustainability in student orientation activities	Office of the Associate Vice-President (Student Affairs) Student Experience Office
		C. Feature sustainability in the orientation process for new staff	All units
		D. Identify sustainability advocates in Students and Enrolment departments to lead initiatives in their area	All units
		E. Implement a pilot project to develop a sustainable classroom linked to the central space management system to work towards a longer-term vision to make classrooms green	Scheduling and Examination Services
		A. Lead implementation of the Coordinated Accessibility Strategy	Research, Education, Accessibility and Design (READ) Initiative
	4-9 Embed a culture of accessibility in organizational excellence, programming and services	B. Increase the capacity and reach of READ through deliberate and solution-focused initiatives	Research, Education, Accessibility and Design (READ) Initiative
		C. Establish an accessible program standard for events	Office of the Associate Vice-President (Student Affairs) Student Experience Office International Student Services Office In collaboration with: Paul Menton Centre for Students with Disabilities and the Research, Education, Accessibility and Design (READ) Initiative
		D. Build upon Paul Menton Centre's national and international reputation for accessibility and disability service provision through dedication to best practices and outcomes-based initiatives	Paul Menton Centre for Students with Disabilities
		A. Establish an employment equity guideline for student staff jobs and student leadership positions within the Students and Enrolment Division	Office of the Associate Vice-President (Student Affairs) Student Experience Office
	4-10 Strengthen employee recruitment, retention and advancement based on principles of inclusive excellence and our commitment to equity	B. Support Human Resource policies and processes for integrating equity, diversity and inclusion principles into hiring practices for all continuing full time, term and casual positions within the Students and Enrolment Division	All units