

**Carleton University**  
**Strategic**  
**Integrated**  
**Plan**

**2020-2025**



**Shape the future.**

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# Message from the President

## YOU HOLD IN YOUR HANDS OUR ROAD MAP TO A BRIGHT FUTURE.

In the year-long process that led to this new Strategic Integrated Plan, we heard time and time again that Carleton must leverage our location in the capital city, Ottawa, to be deeply connected to the complex issues of our world and our time. That our plan must impact not only Carleton's future, but also the future of our communities, our society and our planet.

This plan emerges from those properties—our capital advantage, and our commitment to making the world a better place. The three punchy statements that articulate our aspirations are symbolized by the three axes of our beautiful campus: the Canal, the Community and the River. It is a memorable framework anchored in our location and in our history, but resolutely global and future-oriented.

We must now all ask ourselves, as individuals and as departments, faculties and units:

▶ **HOW CAN WE SHARE KNOWLEDGE AND SHAPE THE FUTURE?**

▶ **HOW CAN WE SERVE OTTAWA AND SERVE THE WORLD?**

▶ **HOW CAN WE STRIVE FOR WELLNESS AND STRIVE FOR SUSTAINABILITY?**

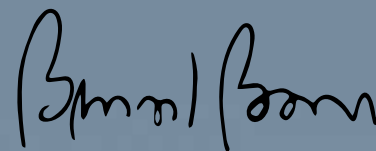
The answers will make the difference between our world as it is, and the world as we want it to be.

I urge our partners, supporters, graduates and other community members to look at the ideas outlined in this plan, then consider where our directions converge and how we can join together in partnerships with purpose. We look forward to working with you.

Let me express my sincere gratitude to the four Strategic Integrated Plan Task Force Co-Chairs—Lorraine Dyke, Betina Appel Kuzmarov, Patrice Smith and Cindy Taylor—and to all the members of the task force. Many thanks also to all the members of our community who have contributed your thoughts and ideas to the process. Finally, to our Senate and Board of Governors for your input, guidance and support.

We hold ourselves responsible for making a difference for the greater good. With our aspirations clearly stated and all our creative energies engaged, we begin this effort in earnest. Onwards and upwards!

Sincerely,



**Benoit-Antoine Bacon**  
President and Vice-Chancellor

# Our location anchors our aspirations

We are members of a diverse community, and many of us are guests in this territory. We acknowledge and respect the Algonquin Anishinaabeg people within whose unceded, unsundered territory the Carleton campus is located.

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

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

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

## ▷ Our journey continues from here.

On a map, our campus creates a unique triangle—a natural symbol of strength. This shape also reminds us of delta, the mathematical symbol for change. This triangle is both Carleton's strength and delta, our mandate for change. It is a symbol of what we are and where we can go.

**THE SYMBOL FRAMES EVERYTHING WE STAND FOR AT CARLETON: THE POWER OF HIGHER EDUCATION AND INNOVATION, THE VALUE WE PLACE ON COMMUNITY AND COLLABORATION, AND THE IMPORTANCE OF SUSTAINABILITY AND WELLNESS.**

From this convergence, we build our Strategic Integrated Plan together.

This document frames the values we will rely upon, the directions we will travel, and the pathways we will follow. It lays out the highest-level actions the Carleton community can take to meet the challenges of our time and the opportunities of the future. It is intended to guide more detailed planning and measurement within faculties, departments and administrative teams. Carleton's collective plans for the future will emerge from this.

### The western edge

follows the path of the iconic Rideau Canal—a hint at the ingenuity and innovation that helped establish this city and a waterway that tells a story of the creation, application and mobilization of knowledge.

An aerial photograph of a city, likely Ottawa, Canada, showing a large river (the Rideau River) winding through the urban landscape. The city is densely packed with buildings, and the surrounding area is filled with trees, some of which are in autumn colors. A large, thick red arrow is superimposed on the image, pointing from the foreground towards the background, indicating a direction of travel or connection. Two red circular callout boxes are positioned above and below the arrow, containing text. The background of the entire page features a geometric pattern of triangles with diagonal hatching.

**To our east,**  
we border an important  
arterial road—an axis that  
creates our connection  
to the community, to this  
city’s cultural heart and the  
country’s political centre,  
and ultimately leading to  
the gateway to the world.

**To our south,**  
we travel along the  
Pasapkedjinawong  
(Rideau) River—moving  
forward to a prosperous  
future with momentum  
and resilience, reminding  
us of our connection to  
the natural world.

# The point of departure

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

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

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

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

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

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





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

More than 75 years later, Carleton has evolved into a research-intensive educational institution whose reach and impact goes far beyond the city limits.

We continue to draw strength from our history and our location as we focus on our core mission and adapt to emerging opportunities and challenges.

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



# The Carleton way

**Within our campus borders, we find our foundation for the future.**

The development of this plan was based on conversation and dialogue. Members of the university community—including faculty, contract instructors, librarians, staff, undergraduate and graduate students, alumni members and community partners—collectively shared their perspectives about Carleton’s values, strengths and aspirations.

Throughout more than 1,000 conversations, many ideas emerged. When asked about Carleton’s values, the community identified several clear themes, revealing what is most admirable and what we most treasure about Carleton.

**These principles—reflecting the voices and perspectives of Carleton’s people—ground and inspire our strategic priorities.**





# Aspiration statement

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

- ▷ **We will pursue, mobilize and share knowledge in a reciprocal and responsible way.**
- ▷ **We will embed community engagement and partnership in our actions and culture.**
- ▷ **We will work to enhance the wellness of our people and our communities, and to play a leadership role in the wellness of our country and planet.**

# ▶ ▶ ▶ **Strategic direction:** **Share knowledge** **Shape the future**

## *The Canal*

On our western edge, the nearly 200-year-old Rideau Canal is an engineering marvel and Ontario's only UNESCO World Heritage Site—a living example of connection, human ingenuity and perseverance. But its history and symbolism are complex. The difficult construction of the Canal is a reminder that the cost of progress is not borne equally by all people. Today, if we wish to see the Canal as a symbol of collaboration, resourcefulness and responsibility, we must recognize that innovation and effort can respond to real societal challenges, but only if both the burdens and the rewards of knowledge are shared.

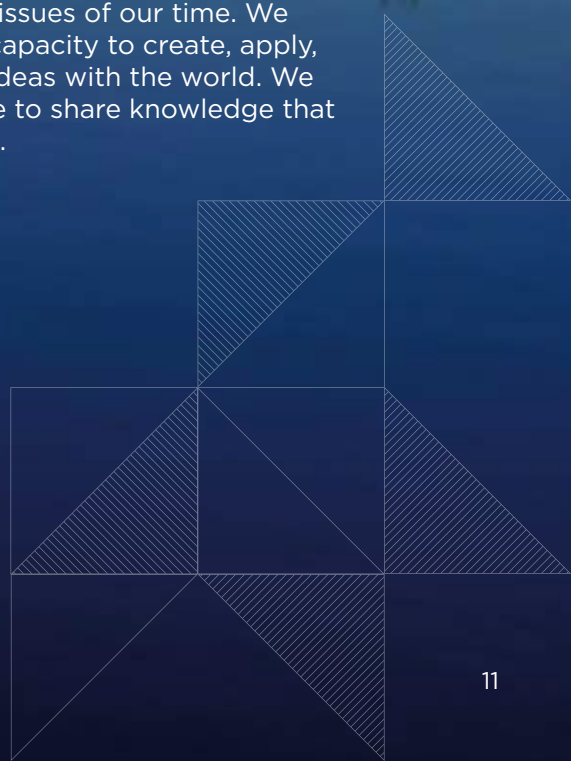


Change and its human and policy implications—particularly in technology—are constant and ever-accelerating. Around the world, we are witnessing dramatic shifts in the nature of social interaction and democracy, history and truth, the global economy and the changing nature of work, energy, transportation,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

Ingenuity will be a critical skill in the next decade; students and partners require their post-secondary institutions to play a tangible role in this evolution. While the ingenuity required to build the Canal changed this region and this country, its legacy reminds us to seek knowledge with responsibility and reciprocity.

**IN THIS MOMENT, CARLETON CAN DRAW ON THE CANAL AS INSPIRATION TO PURSUE KNOWLEDGE THAT CAN CHANGE THE WORLD.**

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





## SHARE KNOWLEDGE SHAPE THE FUTURE

### We will prepare students for success in an ever-changing future.

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

#### Pathways

- Introduce and expand initiatives that further enhance student learning and success in the classroom
- Develop recruitment and retention strategies that meet the needs of changing student populations
- Improve students' graduation and employability outcomes
- Expand quality academic programming that responds to societal needs and questions

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

Carleton will invest in its people and processes to empower researchers at every level—undergraduate and graduate students, postdoctoral fellows and faculty—to co-create and share meaningful knowledge that responds to societal needs and inspires future discoveries. We will bridge the gap between academia and application, helping our community and partners to mobilize knowledge.

#### Pathways

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

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

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

### **Pathways**

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



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

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

### **Pathways**

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

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## **We will model a culture of organizational excellence.**

We will be a leader in recognizing excellence and innovation in terms of knowledge sharing, benchmarking, trends and best practices. Our community is strongest when we collaborate. We will work together in ways that also demonstrate our commitment to equity and inclusion. We will adapt to meet the university's strategic goals and tackle challenges that arise both on campus and in society. We will encourage and recognize our community's capacity to innovate and excel. We will develop a culture of pride in our potential and our community.

### **Pathways**

- Inspire collaborative leadership throughout our community
- Identify talent and encourage individual potential
- Create opportunities for innovation and knowledge sharing
- Develop sound and systematic approaches to service excellence, and continuous improvement
- Ensure the strategic and sustainable use of resources

# ▷ ▶ ▷ **Strategic direction:** **Serve Ottawa** **Serve the world**

## *The Community*

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

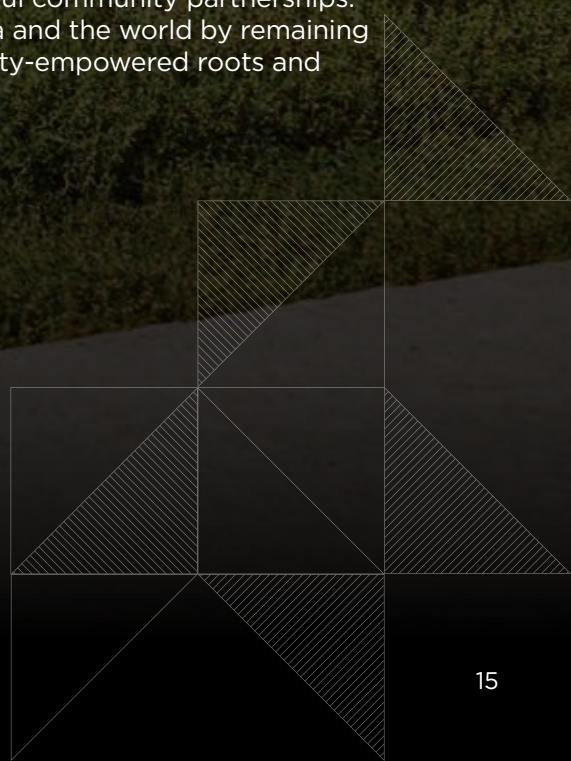


Ottawa is a nexus of change. It is a growing city, which brings with it the attendant challenges of social justice, housing, transportation, safety, culture and economic prosperity. At the same time, the city's status as the national capital provides an important context. From here, solutions to Canada's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

Local, national and international organizations are engaging institutions of higher education as partners in this transition.

**IN THIS MOMENT, CARLETON CAN DRAW ON THE COMMUNITY TO INSPIRE AND GUIDE OUR COMMITMENT AND RESPONSIBILITY TO SOCIETY.**

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





## SERVE OTTAWA SERVE THE WORLD

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

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

#### **Pathways**

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

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

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

#### **Pathways**

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



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## **We will develop and foster partnerships with purpose.**

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

### **Pathways**

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



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

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

### **Pathways**

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

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

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

### **Pathways**

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

▷ ▷ ▷ **Strategic direction:**  
**Strive for wellness**  
**Strive for sustainability**

*The River*

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

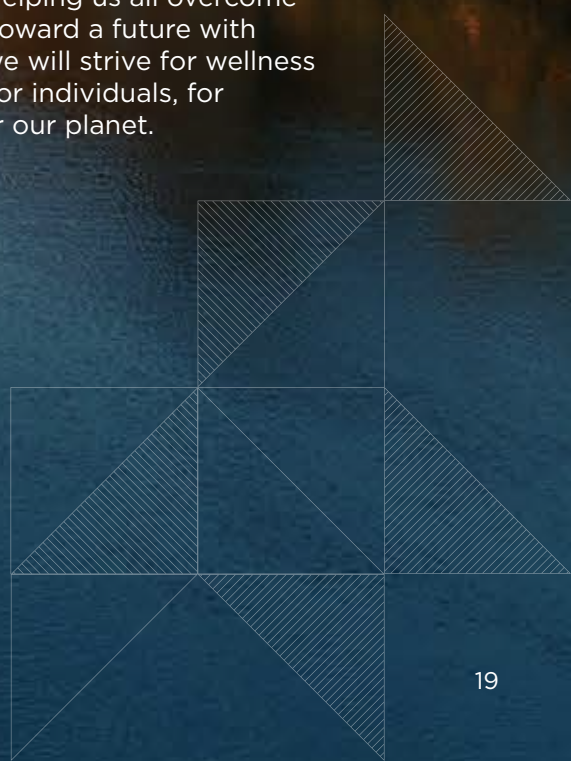


Sustainability is the wellness of the planet; wellness is the sustainability of individuals. Both are under pressure. We are facing public health issues and mounting urgency in mental health concerns, an accelerating climate crisis, and a pervasive need for greater understanding and commitments to accessibility, equity, diversity and inclusion. We seek reconciliation with Indigenous Peoples. The values of resilience and strength—for people, for society and for our planet—are more important than ever.

Increasingly, the world looks to post-secondary institutions to be leaders and models for positive change.

**IN THIS MOMENT, CARLETON CAN DRAW ON THE RIVER TO INSPIRE OUR RESILIENCE AND RESPONSIBILITY TO EACH OTHER, OURSELVES AND OUR WORLD.**

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





# STRIVE FOR WELLNESS STRIVE FOR SUSTAINABILITY

## We will strive to enhance personal wellness and health.

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

### Pathways

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

## We will be a national and international leader in sustainability.

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

### Pathways

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

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

Carleton has a responsibility to the Algonquin Anishinaabeg people within whose unceded, unsundered territory our campus is located. We will develop relationships based on mutual respect, accountability and reciprocity with Indigenous communities. We will take steps towards decolonization and seek reconciliation with Indigenous Peoples.

### **Pathways**

- Fulfill the Carleton-specific Calls to Action developed by the Carleton University Strategic Indigenous Initiatives Committee
- Deepen understanding of Indigenous worldviews throughout the Carleton community

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

Over many years, Carleton has led the accessibility conversation across Canada's higher education sector. Carleton has an extensive history of making its campus, courses and culture increasingly accessible, and is committed to being the most accessible campus in Canada. Leveraging the new Coordinated Accessibility Strategy and leadership in the Canadian Accessibility Network, as well as other initiatives and programs across campus, Carleton will advance accessibility across research, training, employment, policy, and community engagement.

### **Pathways**

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



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

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

### **Pathways**

- Encourage and nurture inclusivity and a diversity of perspectives and identities to strengthen our communities
- Strengthen employee recruitment, retention and advancement based on principles of inclusive excellence and our commitment to equity

# Where do we go from here?

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

This Strategic Integrated Plan provides directions and destinations for us all. It aligns with existing campus-wide strategies, and can guide the next steps we can take as a community and as individuals:

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

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

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

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



## Campus-wide strategies and plans

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

- Academic Plan
- Campus Master Plan
- Canada Research Chairs Program Equity, Diversity, and Inclusion Action Plan
- Coordinated Accessibility Strategy
- Employability Framework: Developing Career Ready Students
- Energy Master Plan
- Finance and Administration Strategy
- Fostering Student Academic Success Report
- Healthy Workplace Strategic Plan
- Honouring Each Other: Building Consent Cultures on Campus, Together – Sexual Violence Prevention and Education Strategy
- International Strategic Plan
- Kinàmàgawin (Learning Together) – Final Report of the Carleton University Strategic Indigenous Initiatives Committee (CUSIIC)
- Recommendations for Equity, Diversity and Inclusion (EDI) Institutional Action
- Strategic Mandate Agreement (SMA-3)
- Strategic Research Plan
- Strive for Sustainability – Comprehensive Sustainability Plan
- Student Mental Health Framework
- Students and Enrolment Strategic Plan
- Teaching and Learning Framework

## Acknowledgments

### STRATEGIC INTEGRATED PLAN TASK FORCE CO-CHAIRS

We would like to acknowledge the leadership of Betina Appel Kuzmarov, Lorraine Dyke, Patrice Smith and Cindy Taylor, who brought the Carleton community with them through a consultative and thoughtful planning process.

### STRATEGIC INTEGRATED PLAN TASK FORCE MEMBERS

We would like to thank the members of the Task Force who were representative of the Carleton community and who contributed their time, reflections and ideas to the planning process: Abdulwahab Al-Haimi, Greg Aulenback, Patricia Ballamingie, Adrian Chan, Michael Charles, Steven Cooke, Ryan Davies, Scott Gonsalves, Emily Grant, Jordan Gray, Catherine Kitts, Jaymie Koroluk, Philip Mansfield, Patricia McGuire, Benny Michaud, Laura Newton Miller, Pauline Rankin, Dan Rubinstein, Murray Sang and Karen Schwartz.

We would like to specifically acknowledge Patricia McGuire, who first brought forward the idea of drawing on the river as inspiration for this strategic plan.

### STRATEGIC INTEGRATED PLAN TASK FORCE SUPPORT

We thank Nancy Arnold, Rebecca Drodge, Rosemary O'Hearn, Sandra Slater and Jane van den Dries for their collaborations in support of the work of the Task Force and the Co-Chairs.

### CARLETON COMMUNITY

Thank you to everyone in the Carleton community who engaged in the process of developing this plan through consultations, contributing ideas online, and providing feedback on the draft. We are strongest when we collaborate and work together for good.

### STRATEGIC PLANNING SPEAKER SERIES

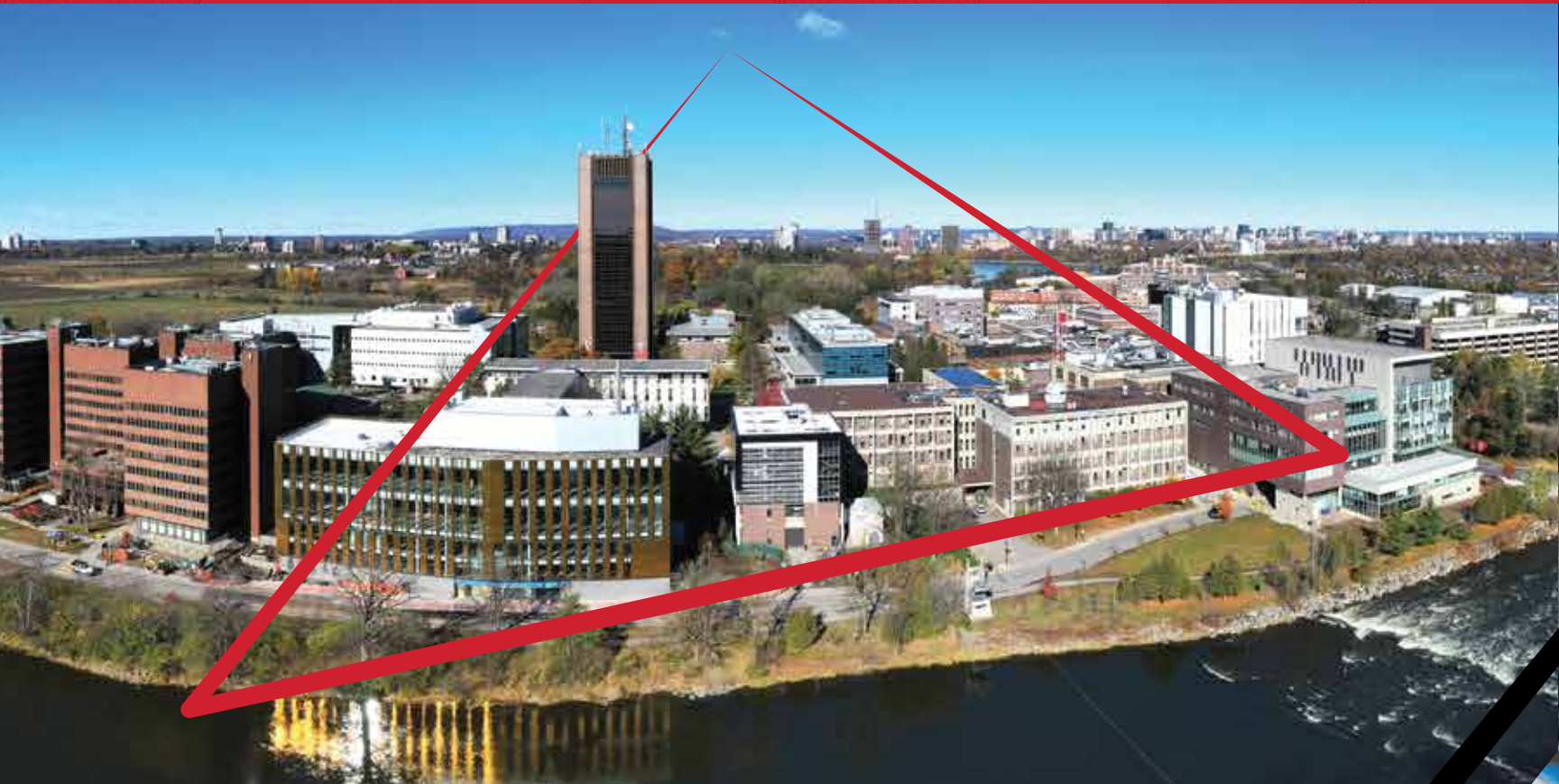
Thank you to the guest speakers we welcomed to campus for the Strategic Planning Speaker Series: James Arvanitakis, Karen Dalkie, Paul Davidson, Peter Felton, Colette Lacroix, Sheldon Levy, Sean Lyons, Greg Moran, Lindsay Morcom, Heather Smith, Ken Steele, Geneviève Tanguay and Pam Ward.

### SENATE AND BOARD OF GOVERNORS

Thank you to the members of Carleton's Senate and Board of Governors for their continued support of the strategic planning process.



**Carleton**  
UNIVERSITY



**Share. Serve. Strive...**