

Territory Acknowledgment

We acknowledge and respect the Algonquin Anishinaabeg within whose unceded, unsundered territory the Carleton campus is located. We are members of a diverse community, and many of us are guests in this territory. This acknowledgment is important to us. It is a reminder of the significance of this location and of our institutional commitment to pursue conciliation with Indigenous Peoples. In this endeavour, we seek to proceed with institutional humility, recognizing that there is work to be done on our campus to continue making it a welcoming, safe place of higher learning that is accessible for everyone.

Opening Message

The purpose of higher education is perhaps more important now than ever. The pursuit of knowledge production, mobilization, and consumption is a response to the complex issues of our time and necessitates a need for citizen scholars—those who embrace knowledge and its power to do good. In this realm, universities have a critical role to play in stepping up to a social mission of creating and fostering spaces for academic discovery and knowledge creation, preservation, and sharing.

In this moment, Carleton is well-positioned to articulate a refreshed and invigorated academic and research mission. This Academic Plan is a response to the university's Strategic Integrated Plan (SIP) and its call for specific strategies and plans that will allow us to attain our goals and to continually reach higher. The SIP's strategic directions of Share Knowledge, Shape the Future; Serve Ottawa, Serve the World; and Strive for Wellness, Strive for Sustainability provide foundational premises upon which the Academic Plan is structured. The first of these directions in particular focuses on the university's core mission—teaching and learning; research; the student experience; and organizational excellence.

We recognize that teaching and research are interconnected at the post-secondary education level: research informs teaching, while teaching brings insight to research for students, researchers, and professors. Carleton's externally sponsored research has research performance has improved significantly across all disciplines over the past four years, reaching an all-time high in the most recent year. Our commitment to collaboration and multi-disciplinarity in research has positioned us well to support this growth and to take national leadership in areas of strategic local, national, and international importance.

Today's knowledge production is infused in our classrooms and, in turn, becomes the next generation's teachings. Knowing that the worlds of research, teaching, and learning are irrevocably intertwined, this academic plan addresses these components in interconnected ways.

Our pedagogical and research activities are underpinned by fostering a culture of innovation and a strong network of supports that are integral to the experience for members of the Carleton community.

These foundational supports help to create a Carleton experience in which students, faculty, and staff are welcomed and respected, and encouraged to reach for what is beyond an easy grasp. This challenge will lead to true learning and to the innovative research that strengthens our mission as a university.

While this Academic Plan is an extension of Carleton's SIP, it is also meant to be further developed and implemented in tandem with the Kinàmàgawin Indigenous Strategy; the Equity, Diversity and Inclusion Action Plan; and other plans and strategies that constitute Carleton's overarching approach to academic excellence. In addition, there is overlap between some statements, meaning that some strategic initiatives and actions will serve to meet several objectives at once.

As you read this plan, we invite you to consider ways in which you can collaborate with colleagues, departments and Faculties to contribute to the objectives articulated in this document.

Sincerely,

Jerry Tomberlin
Provost and Vice-President (Academic)

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Vice-President (Research and International)

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Preamble

Carleton's Role as an Innovative University

Recognizing that universities are critical institutions in a democratic system, Carleton has a responsibility to prepare students in ways that empower and enable a more equitable and inclusive democracy on a much larger scale.

At the student level, it is crucial for the university to help develop students' abilities to solve problems, think critically, and opine thoughtfully about the world around them. As graduates navigate the personal, civic, community, and professional aspects of their lives, their ability to contribute and reflect critically will serve them and their communities well.

At all other levels of scholarship, the university has a responsibility to inspire researchers and instructors to continue pursuing and advancing knowledge in all forms across all disciplines. To sustain our growth in research, it is important that we continue to innovate in novel ways in collaboration across the campus. Critical to this will be to engage in novel research and collaborations that push the boundaries of understanding and current practices across the campus.

Purpose and Scope of the Academic Plan

The Strategic Integrated Plan (SIP) outlines Carleton's aspirational 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.

In alignment with the SIP, the Carleton Academic Plan:

- Crystallizes and articulates our institutional vision of our research and pedagogical activities;
- Describes specific objectives that we will action in order to improve our teaching and research activities with intention;
- Describes how the university can provide support to Faculties and services to support students, researchers, and instructors in their goals of attaining high-quality, relevant, and inspiring educational experiences, and innovative and valuable research advancements; and,
- Seeks to inspire colleagues across the university to be deliberate, creative, and grounded in their approaches to teaching and research.

Major Themes

The list below describes the major themes detailed in the Carleton Academic Plan as they relate to the three strategic directions from our overarching Strategic Integrated Plan.

Share Knowledge, Shape the Future

- Create, facilitate, interrogate, and share knowledge
- Increase our research capacity
- Focus on student academic success
- Expand entrepreneurial opportunities and experiential learning
- Increase collaboration, partnerships and interdisciplinarity in research and teaching
- Explore flexible and innovative program options

Serve Ottawa, Serve the World

- Help students develop transversal skills, such as critical thinking, research innovation and problem-solving, ethical leadership, and cultural awareness
- Focus on community engagement opportunities
- Recognize and support Carleton's commitment in research, teaching and learning to advance the international Sustainable Development Goals (SDGs)

Strive for Wellness, Strive for Sustainability

- Build and foster environments where scholars at all levels can pursue knowledge
- Support Indigenous teaching, learning, and research
- Promote and foster research that addresses:
 - **Sustainability** (the health and growth of the natural and built environment);
 - **Wellness** (the social, economic, cultural, mental, and physical health of humankind); and
 - **Connectivity** (the critical inter-relatedness of individuals and communities and how they communicate).

Our Academic Mission

Teaching and research are at the heart of Carleton's mission. In fact, everything we do at Carleton has its roots in teaching and research in one form or another. Whether members of the Carleton community are uncovering or creating knowledge in a library, lab, or classroom, leading a student club, or participating in an internship, exchange, or conference, they are expanding their knowledge and contributing to the goals of our research-intensive institution for the benefit of their own—and for others'—scholarly, scientific, professional, or personal objectives.

We do not aspire to be an ivory tower, disjointed and isolated from the complexities of our time. Instead, we aspire to continue to be a supportive, dynamic, curious, innovative institution that fosters a welcoming community focused on developing and sharing knowledge that will shape the future. Our broad academic mission travels beyond traditional disciplines and looks to community betterment as a lens through which to improve the societies in which we live and to foster graduates who think in imaginative and innovative ways.

Carleton's fundamental objective is to uncover and create knowledge, to teach, research, develop, practice, and inspire transversal awareness and skills, such as critical thinking, problem solving, writing, and qualitative and quantitative research skills which help scholars and graduates to understand and navigate the world with the nuance and complexity that it demands.

A central part of this mission is to create and foster environments wherein scholars and researchers at all levels can pursue knowledge production, mobilization, innovation, and experimentation across many academic disciplines.

Cornerstones of our Academic Culture

Carleton is a community that cares and in which our educational philosophy rests in support of each other. Our foundational supports are essential for our academic culture to thrive, including:

- Ways to support and enhance student success for students of all educational and cultural backgrounds
- Research facilitation activities and supports
- Teaching and learning services to foster teaching excellence and innovation
- Library resources and services (including digital resources)
- Robust and supportive recruitment, admissions, and retention strategies
- Student academic and career advising supports
- Safety, wellness, and sustainability initiatives
- The creation and maintenance of world-class infrastructure and spaces that support research collaborations and promote a sense of welcome, belonging, and mattering
- Service excellence in administrative offices and processes

Share Knowledge, Shape the Future

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

Introduce and expand initiatives that further enhance student learning and success in the classroom

- Support the implementation of the Transforming University Education report, recognizing that the future of teaching and learning at Carleton is empowering, collaborative, flexible, and sustainable
- Enable students to progress in their studies and complete all academic requirements leading to graduation by:
 - Developing intuitive degree maps that help students see what they have achieved, and what remains to be completed, in order to graduate (undergraduate and graduate programs)
 - Rethinking assessment mechanisms in undergraduate courses where relevant and feasible
 - Implementing compassionate grading policies
 - Improving course success rates by providing supports to ensure students attain learning outcomes, with the overall goal of reducing DFW rates—the proportion of Ds, Fs, and withdrawals in a given course or program—to below 20 per cent
 - Identifying and mitigating program elements that may systemically impact students' progress through their programs
 - Reviewing factors such as prerequisites, course order, course substitutions, and transfer credits to develop appropriate strategies that allow students more flexibility in program progression where possible
 - Maintaining strong academic advising practices within academic units
- Use research-informed teaching practices to foster the development of skills, methodologies, and cultural awareness for student success at the university and beyond. For example:
 - Take advantage of our existing research strengths in implementing new technologies for learning, including XR used to enhance the user experience (e.g., with the research conducted through our interactive media group)
 - The Global Citizen Scholar capstone certificate will enable students to acquire a set of transferable skills and competencies
 - The Students as Partners Program provides students with the opportunity to develop and hone important academic and transferable skills and to foster a student-centered learning environment.
- Explore artificial intelligence tools that have implications for academic integrity
- Support instructors and academic units in re-imagining and re-designing courses for student success through 15 TLS Course Transformation Projects per year

Develop recruitment and retention strategies that meet the needs of changing student populations

- Commit to the ongoing pursuit of disciplinary, foundational, and specialized knowledge, through teaching, learning, and research opportunities
- Take advantage of internship and fellowship opportunities for graduate students to provide research experiences in industry and other settings
- Engage in curricular and programming innovation to:
 - Re-imagine or create degree programs along thematic areas, which would cut across disciplines to provide an in-depth understanding of the intersecting dimensions of a societal issue or question
 - Reduce the number of choices within a program that students must select at the application stage
 - Adapt program delivery to the needs of the various student populations; for example, explore alternate teaching modalities, course length, and delivery times
 - Support the development and implementation of five new online programs, such as online BA and MBA programs, and establish the necessary corresponding administrative systems to support delivery
 - Engage in undergraduate non-curricular innovation to ensure the alignment of academic programming with support opportunities and services, including the Innovation Hub, student success centres, certificates, field courses, project-based learning, skills development, university-wide capstone experience, Future Learning Lab, and Experiential Learning Hub
- Collaborate on recruitment activities with Faculties and the Students and Enrolment division to ensure strong alignment between program offerings and their presentation to prospective students

- *Additional information about Carleton’s activities in this area is available in the Students and Enrolment Strategic Plan*

Improve students’ graduation and employability outcomes

- Enable faculty and instructors to use learning analytics appropriately as an early warning diagnostic for students who may have challenges in their courses
 - Expand and support opportunities for experiential learning, including opportunities within the Carleton-Dominion Chalmers Centre, CU@Kanata, undergraduate research experiences (including Undergraduate Student Research Awards), student government, student clubs and societies, and athletics to reimagine what counts toward experiential learning experiences, both for credit and non-credit
 - Develop a strategy around micro-credential courses that would allow students to accumulate enough courses to obtain a certificate or other designation
 - Ensure that there is a sufficient degree of flexibility in academic programming, which are suited not only for the traditional student, but also students arriving at Carleton in different life and career stages, and / or who may opt to work full time and study part time. For example, review components such as microcredentials, degree reconfiguration, lifelong learning, continuing education, and professional development and review rules and regulations (e.g., time limit requirements for completing graduate programs for part-time students) that might appear as obstacles or deter non-traditional students.
- *Additional information about Carleton’s activities in this area is available in the Students and Enrolment Strategic Plan; and the Employability Framework*

Expand quality academic programming that responds to societal needs and questions

- Continue to implement modules across all disciplines to provide all students an opportunity to encounter topics relevant to broader social engagement. For example, media awareness, ethics, scientific literacy, understanding data, and cultural literacy.
- Design courses or programs to meet the most relevant demands in the National Capital Region. For example, public administration and policy; technology and the administration of technology; communications and media; cultural sector; language competencies; translation and interpretation; French and Indigenous languages; languages for Global Affairs; professional development; Indigenous knowledge; equity, diversity and inclusion; bridging courses for immigrants to attain Canadian professional equivalents.

We will leverage the power of research to solve critical issues¹

Support increased research funding and sponsorship

Research across different disciplines requires different funding, services, and facilities to support the work. Two major initiatives include the holistic partnership model with Advancement which amplifies our external voice and provides partners with significant value-added engagements. Secondly, Carleton’s investment in the Advanced Research and Innovation in Smart Environments (ARISE) building is a unique model in Canada that focuses on research partnerships by providing dedicated research and development space for collaborations with governments, not-for-profits, and industry. Growth in research necessitates many of the elements below that facilitate both externally funded and internally sponsored research. This also requires that the university be vigilant of global trends in research security risk.

Overall goal: Exceed our three-year annual rolling external research funding of \$75 million through the following activities.

- Streamline research administration processes for the whole life cycle of a research project, including:
 - Approval process from academic units, Faculties and the Office of the Vice-President (Research and

¹ Appendix A outlines current areas of research strength.

- International)
 - Compliance and risk management (human ethics, animal ethics, biosafety) as needed
 - Application review and development
 - Interface with Research Financial Services and Human Resources
 - Post-award support across campus
 - Invest in support for researchers to meet the increasing government requirements for commercialization and research security
- Provide improved support to researchers, including:
 - Identifying external funding and partnership opportunities
 - Research-related information technology support (file sharing, computing, technical support, software development, site licences)
 - Funding application development and editing
 - Seed funding to initiate new projects and collaborations
 - In partnership with the Faculties, expand the cash and in-kind resources available to support applications for large-scale research initiatives.
 - Strengthen library services around author rights, open access, research data management, and researcher profiles
- Design special programs to engage specific researchers' groups, including:
 - Early-career researchers
 - Mid-career researchers who are no longer fully engaged in research
 - Researchers who have been performing administrative duties
 - Adjunct Research Professors
- Be more strategic and proactive in external grant applications and partnerships
 - Identify strategic external funding opportunities, including multidisciplinary areas
 - Leverage relationships with partners from all sectors (governments, community, private sector, health-care providers and foundations) through partnered-funding opportunities
 - Continue to expand and support Industry Partnership Services, holistic integrated partnerships, and CU@Kanata
 - Co-ordinate our joint communications efforts to improve the quality of our presentations and promote web presence and research strengths
- Expand support to Multidisciplinary Research Clusters by:
 - Organizing multidisciplinary research events (e.g., REALISE)
 - Providing funding to emerging multidisciplinary research teams through Multidisciplinary Research Catalyst Fund competitions
 - Supporting research teams in the areas of wellness, sustainability, and connectivity to support the Strategic Integrated Plan
 - Working with the Faculties to provide adequate support to clusters (e.g., Canada Research Chairs, space, new internal research chairs)
- Expand holistic integrated partnership activities

Maximize impact of foundational and applied research

Our award-winning researchers impact disciplines across the spectrum, garnering recognitions such as the Audie Award for Audiobooks, a Juno Award for percussion, the Polanyi Prize in basic cellular signaling or the NSERC Gerhard Herzberg Canada Gold Medal for ground-breaking management of wildlife conservation.

It is critical to communicate the impacts of both foundational and applied research. Some research and scholarship immediately finds its way into practical, public applications, while other research may take years or decades to reveal their impacts. We can facilitate this through deliberate actions.

- Host, support, and participate in major academic initiatives
- Engage end users—including community, industry, and government—in research programs to promote innovation and uptake of the research
- Provide additional support for the commercialization of novel research via innovation transfers for copyright, patents, licensing, open source, and knowledge mobilization activities

- Promote and reward engagement, innovation, and excellence in research by increasing support to the Carleton University Innovation Transfer Office and celebrating external and internal (e.g., Research Achievement Award) award winners
- Support increased intellectual property disclosures from faculty
- Ensure wherever possible that research funding is leveraged to maximize impact
- Leverage our work and analysis through the comprehensive exercise undertaken to map our community engagement activities to involve more foundations and other not-for-profit partners
- Ensure graduate and undergraduate students are engaged in research by supporting their work through fellowships and industry internships (i.e., Ericsson Fellowships), scholarships, community-engaged research and our I-CUREUS program.

Improve the dissemination of research with increased promotion of knowledge mobilization, publications and citations

- Tell our research success story more sharply and strategically by:
 - Establishing a clear process to document and clearly articulate our research strengths and successes
 - Ensuring that printed material, social media, and web presence, including faculty profiles, are co-ordinated in their messaging and promote our strengths and successes
 - Emphasizing our proven areas of strength and excellence based, for instance, on significant and consistent funding and partnerships
- Review how knowledge mobilization and publications are counted, especially when published outside of North America and/or in other languages besides English
- Strengthen funding and support for open access publishing to enhance the accessibility, visibility and impact of research undertaken at Carleton
- Raise awareness amongst Carleton researchers of the value of persistent digital identifiers (such as ORCID) in distinguishing and tracking the unique contributions of individuals as authors, researchers, grant-holders, and inventors
- Increase nominations for national and international awards and prizes by identifying opportunities and candidates and optimizing nominations through professional writing and review
- Document our success in research knowledge transfer, publications, and citations more effectively
- Support the Carleton Innovation Transfer Office to offer training and support for researchers on knowledge transfer, technology transfer to industry, commercialization, and patents

Enhance opportunities for national and international research collaborations

- Monitor and evaluate external market conditions and opportunities where Carleton could make a difference
- Capitalize on investments in the United Nations Sustainable Development Goals in areas where Carleton has clear strengths²
- Monitor international standards, such as those for data management and research security risk, to ensure research meets and exceeds global standards
- Convene multi-disciplinary groups of researchers to explore thematic strengths (e.g., mental health)
- Reorient internal grant programs as seed investment to increase research productivity with a focus on early-career researchers, bridge funding, multidisciplinary clusters and programs tailored to specific researchers' groups, such as mid-career researchers
- Support engagements between Carleton faculty and national and international visitors to campus to build collaborations
- In conjunction with finance and purchasing, develop policies and procedures that facilitate national and international research programs
- Utilize the space and assets in our ARISE building to advance and leverage our unique model of partnership along thematic lines of clean tech, health tech, and communications tech
- Expand national and international research collaborations and knowledge exchange

² Appendix B outlines how Carleton's activities align with the United Nations Sustainable Development Goals.

- Support prestigious international programs, such as the Fulbright Canada Distinguished Research Chairs, and actively promote nominations to international fellowships, such as Sloan Research Fellowships and the Guggenheim Fellowship
 - Carefully analyze various national and international ranking systems and propose specific actions to improve submissions and rankings
- *Additional information about Carleton's activities in this area is available in the International Strategic Plan*

We will embed interdisciplinarity and collaboration in our culture

Build additional opportunities for entrepreneurship and innovation and cultivate an entrepreneurial mindset across campus

- Implement strategies for innovation and commercialization consistent with the provincial intellectual property strategy
- Expand First-year Seminar offerings that deal with problem-based interdisciplinary topics
- Provide leadership in university-wide collaborative initiatives, such as CU@Kanata, holistic integrated partnerships, the Global Talent Initiative, City-University Observatory, and the Innovation Hub

Expand collaboration and development opportunities for faculty, staff and students

- Provide a variety of professional development opportunities and communities of practice to support instructors and teaching assistants regarding pedagogy, collaboration, and community-engaged teaching and research
- Use the Vice-Presidents' Academic and Research Committee (VPARC) as an avenue through which academic and research initiatives can be endorsed and prioritized at the Vice-Presidential level in order to establish Innovation Project Teams that would mobilize and operationalize innovative initiatives in close collaboration with all relevant divisions and units on campus

We will approach teaching and pedagogy with imagination and new expectations

Enable and encourage pedagogical practices and curricular designs that foster student engagement, access, inclusion and success

- Promote student-centred teaching practices that foster deep learning and student success in physical and virtual classrooms by:
 - Enabling the Future Learning Lab as a space for teaching innovations, interdisciplinary collaborations, and scholarship;
 - Continuing to invest in learning spaces on campus (classrooms, library, and ad hoc study spaces) and ensuring that they encourage student-centred pedagogical approaches, are flexible, and can accommodate the diverse pedagogical needs of learners and instructors, including Indigenous ways of knowing;
 - Establishing an Experiential Learning Hub, equipped with immersive extended reality (XR) technologies to strengthen students' learning experiences and facilitate teaching innovation;
 - Continuing to expand digital modules for Carleton's Collaborative Indigenous Learning Bundles and increasing the number of instructors and courses that adopt them;
 - Increasing the number of digital learning offerings in collaboration with Faculties;
 - Continuing collaboration with Faculties to identify courses and programs that would benefit from flexible learning options (e.g., HyFlex, online, blended);
 - Collaborating and supporting instructors developing innovative pedagogical approaches in virtual and/or in person courses; and
 - Continuing to ensure that our teaching practices are informed by the extraordinary research taking place at Carleton and elsewhere.
- Provide experiential opportunities for students from different programs or degrees to co-create and contribute to learning (e.g., through the Students as Partners Program)
- Establish new community and industry partnerships with organizations that share our values related to teaching, learning, and research
- Support the Centre for Community Engagement and the implementation of the Strategic Plan for Community Engagement
- Implement the Equity, Diversity and Inclusion (EDI) Action Plan, particularly as it relates to exploring potential

programming with a focus on decolonized, EDI-centred knowledge production; creating an interdisciplinary research cluster focused on processes of racialization and racial inequality; and promoting EDI-related interdisciplinary collaboration through the creation of an EDI Scholars Index.

- *Additional information about Carleton's activities in this area is available in the Strategic Plan for Community Engagement (SP4CE) and the EDI Action Plan*

Promote and reward engagement, innovation, and excellence in teaching and learning

- Maintain and enhance good relationships with external partners, such as the Society for Teaching and Learning in Higher Education, Council of Ontario Universities
- Celebrate and promote successes while emphasizing impact on society, impact on regulatory framework, and potential economic development
- Undertake a review of courses or components of courses in Faculties and academic units that are most effective in face-to-face format and consider what might be more effective through online learning
- Continue to provide support for the Deans' Working Group for EDI-focused Pedagogy that can be applied in respective areas
- Continue to support the Achievement Awards, Teaching Excellence Awards, Carleton University Chair in Teaching Innovation, Provost's Fellowship in Teaching, New Faculty Excellence in Teaching, Excellence in Blended and Online Teaching, Excellence in Learning Support Award
- Continue to support innovation through internal funding for the Future Learning Innovation Fellowship, Course Transformation Fund, Carleton University Experiential Learning Fund, Scholarship of Teaching and Learning Grant, Teaching Development Grant and the Contract Instructor Teaching Innovation Grant

Offer new and flexible opportunities for student-centred learning

- Create more digital experiences; provide flexible professional development for teaching teams; and integrate discrete skills into academic programming
 - Create new collaborative spaces to encourage collaboration among faculty, staff, and student groups
 - Identify new programs that are inherently interdisciplinary within and across Faculties, including program options such as concentrations, minors and concurrent diplomas
 - Collaborate with campus partners to develop attractive programs or credentials (similar to Carleton Leader) for students, that foster experiential learning, interdisciplinary exploration, transferable skills, leadership in different forms, cultural awareness, and inclusive principles
 - Establish a human rights module to provide training for all students, faculty, and staff
 - Develop stackable certificates, recognizing that students may not always want to be on campus to do their learning
 - Make learning possible in discrete modules to enhance student success and retention; collaborate with units to develop proposals for flexible, adaptable learning that could appeal to non-traditional students and could lead to the ability to offer modules or courses on-site in community
 - Implement policies to allow for non-traditional forms of learning (e.g., volunteerism, work-integrated learning, community-civic engagement) to be counted toward academic credit where possible
- *Additional information about Carleton's activities in this area is available in Shaping the Future: Carleton's Digital Strategy and Roadmap; and the EDI Action Plan*

Engage Indigenous knowledge to build new ways of teaching and learning

- Implement the calls to action (particularly 15 to 22 related to teaching and learning) outlined in the Kinàmàgawin report
 - Continue to support the Collaborative Indigenous Learning Bundles project, which continues to gain momentum as additional bundles are developed
- *Additional information about Carleton's activities in this area is available in the Kinàmàgawin report*

We will model a culture of organizational excellence

Inspire collaborative leadership throughout our community

- Continue to enhance academic offices and services to provide responsive, meaningful, and high-quality programs and services to the university community
- Offer cutting-edge pedagogical training and opportunities to experiment with emerging pedagogical approaches

Identify talent and encourage individual potential

- Offer research development support that leads to improved research outcomes, including grants, honours and distinctions, publications, partnerships, and impactful scholarship
- Encourage professional development of staff members and their participation in developmental programs, such as Carleton Leader

Create opportunities for innovation and knowledge sharing

- Continue to recognize and celebrate teaching and research excellence through internal and external teaching and research awards and honours
- Continue to recognize and celebrate teaching excellence through internal and external teaching awards and honours
- Continue to award internal Achievement Awards and promote and celebrate external teaching and research awards and honours
- Promote a “humanized” approach to teaching, which considers whole-person teaching and the importance of mental health and well-being in teaching and learning

Develop sound and systematic approaches to service excellence, process, and continuous improvement

- Reconfigure graduate studies to ensure that graduate programs are fully supported by the Faculties
- Conduct timely cyclical program reviews as outlined in Carleton’s Institutional Quality Assurance Process
- Consult with Faculties regarding internal administrative barriers to research
- Review a full life cycle approach for research grants and contracts to identify challenges

Ensure the strategic and sustainable use of resources

- Promote adaptable and agile teaching practices, which include creating resources for scalable activities and assessments that transcend modality and foster student success
- Ensure researchers are aware of available services on campus for pre- and post-award support
- Ensure campus spaces accommodate diverse teaching approaches; leverage off-campus learning spaces
- Ensure new and innovative tools, such as artificial intelligence, are used intelligently and ethically

Serve Ottawa, Serve the World

We will open our doors to the community

Engage with Indigenous communities through sustained relationships founded in mutual responsibility and accountability

- Develop an Indigenous Community Engagement strategy
 - Support the Ānako Indigenous Research Institute
 - Establish an Indigenous Research Ethics Board to facilitate understanding and improve research with Indigenous Peoples
 - Indigenous pedagogies and land-based learning (within communities, drawing on local expertise of Indigenous community), to allow to connect students with communities and bring them to Carleton
- *Additional information about Carleton's activities in this area is available in the Kinàmàgawin report; and the Strategic Plan for Community Engagement (SP4CE)*

Grow partnerships and associations with alumni, community and not-for-profit organizations, industry, and governments

- Expand the successful Holistic Integrated Partnership collaboration between the Office of the Vice-President (Research and International) and Department of University Advancement
- Expand resources and capacity for research project funding from community, national, and international foundations
- Establish the Global Talent Initiative to find ways to foster a sense of welcoming amongst new migrant communities
- Establish the Ottawa-Carleton City Observatory to promote evidence-based decision-making within the municipality
- Expand and formalize our partnerships with local health-care providers
- Solidify and optimize opportunities with industry through CU@Kanata
- Build on our unique location and strengths to formalize partnerships with federal government departments
- Capitalize on relevant programs, such as the Master of Public Policy and Administration, to increase our presence with federal policy-makers
- Invest in ARISE (including build out) to ensure it is successful in supporting innovative partnerships with all external organizations

Expand service-learning opportunities for students, faculty, staff, and community partners to work together

- Implement the Strategic Plan for Community Engagement, which outlines the following five priorities:
 - Foster and maintain existing relationships, while building new ones for positive impact;
 - Develop systems and services to support our relationships;
 - Focus on creative and innovative community engagement that is sustainable;
 - Improve communications across communities to support connection; and
 - Provide greater recognition of collective efforts that exemplify community engagement.
 - Continue to support the Centre for Community Engagement, which serves as a focal point for strategically aligning community engagement across the university and with partners
- *Additional information about Carleton's activities in this area is available in the Strategic Plan for Community Engagement (SP4CE)*

Strengthen our physical and reputational presence within Ottawa

- Support programming in CU@Kanata and at the Carleton Dominion-Chalmers Centre
- Support research collaborations with local health-care organizations, including social service providers and hospitals
- Expand relationships with the City of Ottawa
- Engage fully in the local innovation ecosystem, including research incubators and accelerators, commercialization support systems, and local Business Improvement Areas
- Expand research engagement and opportunities with local public institutions, such as museums and the National Library and Archives

- Expand lifelong learning programs
- *Additional information about Carleton’s activities in this area is available in the Strategic Plan for Community Engagement (SP4CE)*

We will encourage community engagement in research and learning

Expand community-based research and community-based pedagogy opportunities for the benefit of researchers, students, instructors, and our communities

- Encourage students to incorporate elements of community engagement as part of capstone projects
- Continue to support I-CUREUS and SaPP initiatives
- Provide opportunities for work-integrated learning with the not-for-profit sector and volunteering for academic credit (practicum)
- Create academic experiences that facilitate students undertaking community-engaged research projects
- Support and disseminate best practices in research such as the “Community-based Research toolkit” from the Centre for the Study of Poverty and Social Citizenship and the “Community-Campus Engagement Tools” from the Centre for Community Innovation
- Encourage Carleton community members to join boards of local and community organizations
- *Additional information about Carleton’s activities in this area is available in the Kinàmàgawin report; and the Strategic Plan for Community Engagement (SP4CE)*

Expand co-op, internships, and other work-integrated learning opportunities for students

- Encourage Faculties to develop program components that are accessible and flexible enough to integrate co-op, internships, and other work-integrated learning into degree requirements
- Grow FutureEdge offerings through targeted microcredential and other training packages
- Develop the global citizen scholar model by articulating and defining what attributes and proficiencies help prepare students/graduates to be committed to societal betterment. In developing this program ensure that modules can be easily integrated into courses or act as standalone micro-credentials. Create greater awareness for instructors to see how this can be integrated in other disciplines
- Explore the creation of a Degree-Level Expectation related to skill development and workplace preparedness
- Actively contribute to national work-integrated learning opportunities (both funded and unfunded), e.g., Mitacs (funded) and CARTAMS (unfunded)
- *Additional information about Carleton’s activities in this area is available in the Students and Enrolment Strategic Plan*

We will develop and foster partnerships with purpose

Establish new holistic integrated partnerships with organizations that share our values and strategic objectives

- Support a committee that would be responsible for establishing memoranda of understanding with partners that are respectful of ethics and other considerations
- Work across campus to develop tools to support a holistic approach to engagement with industry that includes co-ordinating talent acquisition (co-ops, interns, scholarships, work-integrated learning), corporate social responsibility, and research to address partner needs
- Strengthen our holistic integrated partnerships team and formalize its structure
- Invest in highlighting our potential with local, national, and international organizations to advance our research goals
- *Additional information about Carleton’s activities in this area is available in the Kinàmàgawin report; and the Strategic Plan for Community Engagement (SP4CE)*

Innovate and lead collaborative approaches for broader society impact and purpose

- Incentivize and recognize interdisciplinary research groups that tie into pedagogical curriculum/course/course components and that bring together disciplines that collaborate among at least three Faculties (for example, many disciplines are engaged in implications relating to housing, etc.)

We will build bridges to the world

Build new connections between our domestic and international students, our alumni, our faculty, and our partners

- Seek support from Global Skills Opportunity Program to provide international study abroad opportunities

Provide positive international experiences for student mobilization

- Increase number of transformational strategic alliances by identifying and cultivating more corporate partners through holistic corporate engagement (e.g., wellness, health tech, med tech, sustainability, health disruptors, and information and communication technology)

Expand international study opportunities in different disciplines

- Encourage the development of cotutelle, dual degree, and other international academic programs
 - Support study tour courses in numerous ways, including facilitating memoranda of understanding with relevant universities
 - Support the international components in degree programs, such as the Bachelor of International Business and Bachelor of Global and International Studies programs
 - Support international initiatives brought forward by the Faculties
 - Establish a database on international internships and other mobility opportunities offered across the campus
 - Consult with faculty members to ensure students from all Faculties have access and are encouraged to participate in international experiential learning opportunities
 - Engage with the Office of Institutional Research and Planning to collect information related to international student mobility
 - Identify and assess opportunities to reduce the cost of student mobility and other service barriers on campus
- *Additional information about Carleton's activities in this area is available in the Students and Enrolment Strategic Plan; and the International Strategic Plan*

Expand international research partnerships

- Establish a common database of international partnerships and memoranda of understanding
 - Expand meaningful partnerships with local, provincial, and national associations to promote knowledge sharing and opportunities for learning and engagement
 - Support pairing our networks of international alumni with campus incubators and accelerators
- *Additional information about Carleton's activities in this area is available in the International Strategic Plan*

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

Attract talented visiting scholars who impact positive global change

- Implement international strategy and position Carleton International as the central hub for co-ordinating international activities across campus
- Continue to support the Scholars at Risk program, which allows Carleton to host, and learn from, scholars who are facing threats to their lives due to their scholarship

Expand our network of governmental and international partners

- Create a system to enable decision-making to be more proactive and data-driven with respect to memoranda of understanding, diplomatic community engagement, and international visitors
 - Increase external international research funding (e.g., with the European Union and the United States) to foster international collaborations and enhance our institutional reputation internationally
- *Additional information about Carleton's activities in this area is available in the International Strategic Plan*

Strive for Wellness, Strive for Sustainability

We will strive to enhance personal wellness and health

Build and promote programming, infrastructure projects, and spaces that embrace a commitment to social, physical, cultural, and environmental wellness

Students' and researchers' health and well-being underpin their ability to conduct research and effectively teach and learn.

- Support students through increased awareness about Carleton's Mental Health Framework and other support resources
 - Explore, promote and support opportunities and initiatives for faculty/instructor/student 'relationship-rich' educational experiences through activities, such as creating opportunities for cross-disciplinary communities of practice, encouraging the scholarship of teaching and learning, and supporting collaborative syllabus, assignment, and rubric design
 - Expand physical spaces for accessibility/wellness research, such as the Accessibilities Living Laboratory
 - Use our unique location to partner with the NRC and NRCan to support the creation of large infrastructure to investigate sustainability problems, such as alternative energy, building efficiency, and the identification and measurement of environmental pollutants
 - Capitalizing on our leadership in permafrost research and climate change in the North, play a lead role in the development of a national consortia for research in Canada's North, evolving out of ArcticNet
 - Enable scaled-up testing of building energy management software and monitoring through the Engineering Design Centre living lab
- *Additional information about Carleton's activities in this area is available in the Students and Enrolment Strategic Plan; the Mental Health Framework; and the Campus Master Plan*

Increase openness, knowledge and capacity across campus to proactively support and empower the mental health, resilience, and well-being of our communities

- Create learning bundles to focus on matters related to accessibility
 - Review opportunities to increase programming in allied health disciplines as health sciences grows
 - Infuse critical thinking, ethical leadership, cultural humility and awareness, and professionalization across academic programming and co-curricular activities
 - Leverage our research expertise in topics such as work-life balance and mental health to inform our own practice.
 - Support the Mental Health and Well-Being Research and Training Hub (MeWeRTH) to engage with researchers across all Faculties
 - Ensure the Student Mental Health Framework is highlighted across campus at the beginning of every academic term and the recommendations are regularly reported on
 - Include mental health and well-being awareness during new faculty orientation and academic heads orientation
 - Continue to invest in Healthy Workplace activities
- *Additional information about Carleton's activities in this area is available in the Coordinated Accessibility Strategy; the Healthy Workplace Strategic Plan; the Student Mental Health Framework; and the Students and Enrolment Strategic Plan*

We will be a national and international leader in sustainability

Deeply embed sustainability considerations into research, teaching, learning, and organizational operations

- Continue to expand course offerings and/or program elements that include sustainability
- Review the breadth of existing courses across the whole of campus
- Create awareness about options to take electives that focus on issues of sustainability and the environment for students in non-related disciplines
- Provide students with experiential opportunities related to sustainability by using our campus as a living laboratory

- Understand and advance research and programs of study in which sustainability in built and natural environments are key (e.g., housing in the 21st century, biodiversity and conservation, climate change and climate change impacts on water, air, and physical infrastructure, food sovereignty, and quality of life)
- *Additional information about Carleton's activities in this area is available in the Strive for Sustainability Plan*

Learn from – and alongside – Indigenous Peoples as we deepen our understanding of the land and adapt to a changing environment

- Develop co-teaching models that incorporate and compensate Indigenous Knowledge Keepers for their expertise
- Develop teaching spaces that value Indigenous ways of learning and teaching, including land-based learning
- *Additional information about Carleton's activities in this area is available in the Kinàmàgawin report*

Expand academic programming and knowledge exchange in the areas of wellness and sustainability

- Identify a cross-Faculty steering committee for each initiative with a Chair who is also a Champion
- Benchmark existing courses, programs, and research strengths
- Identify strengths, weaknesses, and gaps
- Consult with the Faculties regarding a possible cross-Faculty thematic concentration in wellness and/or sustainability
- *Additional information about Carleton's activities in this area is available in the Strive for Sustainability Plan*

Join global efforts to find solutions to climate change

- Support campus climate initiatives that involve faculty, students, and staff from across the disciplines and Faculties
- Showcase research and teaching in engineering through the Engineering Design Centre to enhance our profile
- Capitalize on our research leadership positions in transitioning to a zero-carbon economy, energy efficiency, and global permafrost organizations to enhance our reputation and profile
- *Additional information about Carleton's activities in this area is available in the Strive for Sustainability Plan*

We will learn and take action together to achieve reconciliation

Fulfill the Carleton-specific Calls to Action developed by the Carleton University Strategic Indigenous Initiatives Committee

- Ensure pathways for Indigenous students in science, technology, engineering, mathematics (STEM), architecture, and linguistics are created and implemented with the long-term goal of increasing the number of Indigenous students in these programs
- Create an Indigenous Research Ethics Board to inform on best practices and improve engagements
- Work with the Anako Indigenous Research Institute in identifying Indigenous research opportunities
- Support the creation of Indigenous language courses with particular focus on Algonquin and endangered Indigenous languages
- Create programs and courses that allow Indigenous students to pursue their university education in their own communities
- *Additional information about Carleton's activities in this area is available in the Kinàmàgawin report*

Deepen understanding of Indigenous worldviews throughout the Carleton community

- Ensure all students achieve basic learning outcomes with regards to Indigenous history and culture before graduation
- Remove barriers to having Indigenous community experts teach their languages

- *Additional information about Carleton's activities in this area is available in the Kinàmàgawin report*

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

Provide national leadership on accessibility issues through strategic partnerships

- Ensure that courses are accessible for different types of learning and abilities
 - Support instructors with technical issues such as captioning and audio recording; create documents that are usable by students with vision impairments
 - Through our existing leadership in the Canadian Accessibility Network, support the activities of the network in its vision to be Canada's cross-sectoral, national platform to empower persons with disabilities
 - Continue growing Carleton's expertise and knowledge base in accessibility education and research through interdisciplinary collaborations supported by the Accessibility Institute
- *Additional information about Carleton's activities in this area is available in the Coordinated Accessibility Strategy*

Embed a culture of accessibility in organizational excellence, programming, and services

- Engage in technological solutions that take into account accessibility needs and support instructors in learning to use them
 - Ensure physical and pedagogical accessibility in classrooms and laboratories (e.g., universal design for learning)
 - Seek sustainable funding to solidify our leadership role in the Canadian Accessibility Network
 - Review annual reports leading from the Co-ordinated Accessibility Strategy with an annual presentation to the Vice-Presidents' Academic and Research Committee (VPARC)
 - Continue to support the university's leadership in offering professional training in accessibility through the Accessibility Institute
- *Additional information about Carleton's activities in this area is available in the Coordinated Accessibility Strategy*

We will foster individual distinctiveness and a sense of belonging

Encourage and nurture inclusivity and a diversity of perspectives and identities to strengthen our communities

- Support initiatives that foster a sense of belonging within and through academic spaces
 - Support initiatives such as "Coffee with a Prof" or other events where students get to know faculty members less formally
 - Address the challenge of 'belonging' in classes or programs that have large enrolments
 - Create incentives for units and Faculties to offer first-year seminars (FYSMs) or other types of small-enrollment courses that promote greater engagement and sense of belonging; encourage students to consider the benefits of such classes and actively encourage them to register in at least one such course when possible
 - Promote the development of interdisciplinary FYSM (e.g., politics and science of climate change, etc.)
- *Additional information about Carleton's activities in this area is available in the EDI Action Plan*

Strengthen employee recruitment, retention and advancement based on principles of inclusive excellence and our commitment to equity

- Encourage peer mentoring within academic spaces
- Provide ongoing support for the Students as Partners Program to encourage student-faculty partnerships in co-teaching, co-leading seminars (especially at the first-year seminar level)

Appendix A: Research Strengths

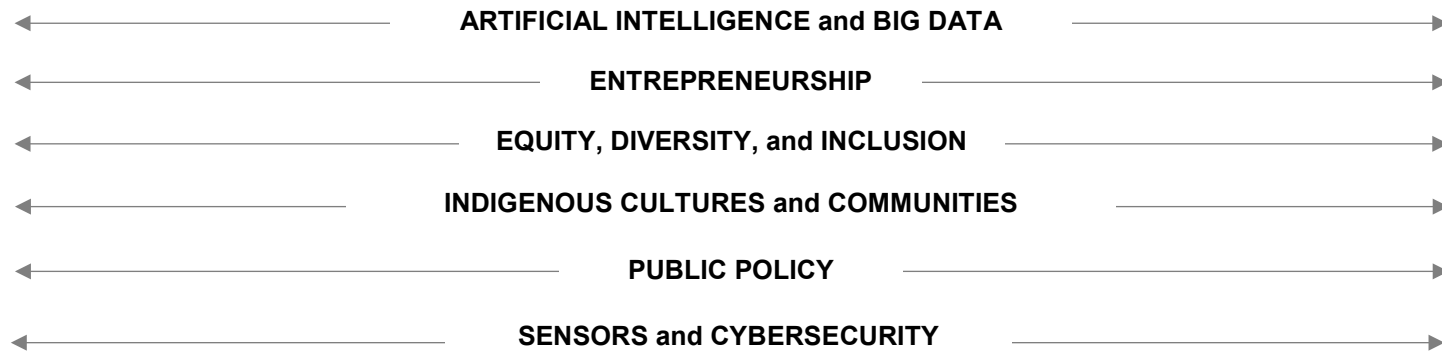
Following an extensive consultation culminating in the Strategic Integrated Plan (SIP), the following Strategic Research Strengths and Priorities have been identified by Deans in support of the SIP.

The revised Strategic Research Strengths takes what has been achieved over the last five-year period and extends our ambitions in concert with our SIP to explicitly include wellness and sustainability as focus areas. While these appear as separate foci, they are, in fact, also inter-connected. In all domains of research, we encourage and support the use of multi- and inter-disciplinary approaches based on strong disciplinary foundations.

Each of these domain areas will similarly be impacted by the development of emerging cross-cutting technologies and multi-factoral concepts, such as Information and Communications Technology, the use and visualization of Big Data, Cybersecurity, Equity, Diversity and Inclusion, and Public Policy. This appendix will be updated on a regular basis as new areas emerge.

Our three identified areas of strength and priority are as follows:

- **Sustainability:** the health and growth of the natural and built environment
- **Wellness:** the social, economic, cultural, mental and physical health of human kind
- **Connectivity:** the critical inter-relatedness of individuals and communities and how they communicate



SUSTAINABILITY	WELLNESS	CONNECTIVITY
<p>Sustainability is the health of the planet</p> <p>Considers fundamental elements of our natural and built environments -- from sea to earth to air -- and examines the impact of climate change while studying how sustainability translates into effective policy.</p>	<p>Wellness is the health of individuals</p> <p>Considers mental wellness and physical health and explores how social, cultural, and economic factors impact our daily lives and our future endeavours.</p>	<p>Connectivity is a healthy relationship with the world around us</p> <p>Considers community as the cornerstone of Carleton's culture, our way of connecting in person and online with partners, innovators, and diverse populations at home and across the globe.</p>
SUB-THEMES		
<p>Natural Environment</p> <p>Conservation biology Geographic information systems Landscape ecology Northern studies Resource development</p> <p>Built Environment</p> <p>Advanced and applied materials science</p>	<p>Mental and Physical Wellness</p> <p>Accessibility Aging Assistive and biomedical devices, diagnostics, and data Biomedical engineering Cognition and mental health Disability justice Future of remote work and wellness Indigenous, racialized, and vulnerable Population health</p>	<p>Community Connections</p> <p>Creative arts Cultural connotations of space Housing and homelessness Income security Indigenous knowledge and languages Indigenous land treaties and governance Municipal-provincial-federal relations Policing and Public Safety</p>

<p>Buildings in the 21st century: sustainable, resilient, affordable, and accessible Heritage conservation Infrastructure protection and security Smart environments Spatial justice and decolonization of design practices</p> <p>Climate & Environmental Concerns</p> <p>Climate impacts on northern communities Climate stabilization and adaptive response Ecology and the environment Energy and climate change communication and policy Energy efficiency Environmental pollutants, toxicology, and measurement Low carbon economy, smart grid technology, and energy storage Sustainable communities Sustainable energy Water and food safety and security</p>	<p>Healthy childhoods Human development across the lifespan Indigenous, racialized, and vulnerable population health Medical physics Mental health Patient-centred care Poverty alleviation and prosperity Public health engineering Psychology Tissue engineering Work-life balance</p> <p>Socio-Cultural & Economic Wellness</p> <p>Care economy Circular economy Corporate social responsibility Economic development and entrepreneurship Health policy and economics Inclusive workplace Indigenous economic development Organizational and management relations Political economy Public history, oral history Public policy and knowledge mobilization Social movements and social justice Sustainable accounting</p>	<p>Prisons and criminalization Public safety and security</p> <p>Global Connections</p> <p>Aerospace Africa and its diaspora Democratic institutions Entrepreneurship and inclusive entrepreneurship Ethics, human rights, gender equality European studies Globalization International relations and democracy building Language acquisition and endangered languages Migration and diaspora studies Particle physics and robotics in an evolving universe Philanthropy and non-profits Racialized inclusion and representation Refugees and Migration</p> <p>Cyber Connections</p> <p>Cloud computing Communication and information systems Communications-enabled applications Computer science Data analytics and emerging digital tools (artificial intelligence, machine learning, deep learning) Digital humanities and interactive technologies Digital technologies and social change Human computer interaction Information and Communications Technology</p>
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