

# Students and Enrolment Strategic Plan

2021-2026



Helping Ravens Soar

Carleton  
University



# Table of Contents

Message from the Vice-President (Students and Enrolment) .....	3
Aspiration Statement .....	4
Values .....	4
Our Approach .....	5
Themes .....	6
Goals and Objectives .....	7
Student Success .....	8
Enrolment Management .....	9
Collaboration and Community Partnerships .....	10
Staff Success and Organizational Excellence .....	11
Implementation and Measurement .....	12
Reporting and Review .....	13
The Students and Enrolment Division .....	14



## Algonquin Territory Acknowledgment

We acknowledge the location of our campus on the traditional, unceded territories of the Algonquin nation. This acknowledgment is important to us, signifying our commitment to reconciliation with Indigenous Peoples.

# Message from the Vice-President (Students and Enrolment)

This new Students and Enrolment Strategic Plan represents the aspirations, values, commitments and goals of the Students and Enrolment Division for the next five years. Who we are, what we do, and where we want to go is all captured within this plan.

Our plan is a direct extension of the Carleton University Strategic Integrated Plan (SIP), which frames our commitment and charts our course along the road map to Carleton's bright future. While the SIP has laid out the highest-level actions the Carleton community can take to meet the challenges of our time and the opportunities of the future, our plan showcases the unique role the Students and Enrolment Division has in each of the SIP's strategic directions and provides more detailed goals and objectives as we work to operationalize the aspirations of the SIP. Transforming aspirations into action is something the Students and Enrolment Division has always done extremely well.

The development of this Strategic Plan was influenced by the complexity of world challenges at the time of its creation. The COVID-19 global pandemic has caused significant shifts in our work and will continue to have impacts for years to come. Developing this plan during the uncertainty of the pandemic ensured we anchored it in adaptability. We know that the road ahead has many unforeseen challenges, but we are confident this plan will guide us while staying true to our aspirations, values and goals. Our renewed commitment to anti-racism, equity, diversity and inclusion are also woven into the fabric of this document. We know there is still much work to be done, and we make ambitious commitments in this plan to align our goals and objectives with our ongoing values of accessibility, equity and inclusion. We have also embedded wellness as a central tenet throughout this plan; not only of our staff, students, communities and

world, but also into the foundation of how we approach our work.

While our division remains dedicated to supporting students in achieving their academic, personal and professional potential, we acknowledge we cannot do this alone. We remain committed to engaging students as co-creators and collaborators as we develop and improve our programs and services. We will also continue to support our academic and staff colleagues as we work collectively to support our students and, ultimately, Carleton's vision for the future.

As we begin this new journey, I want to take the opportunity to thank each and every individual who makes up the Students and Enrolment team. Without the incredible collaboration and contributions from our supportive, talented and innovative people, we would not be able to put forward such an ambitious plan. I am grateful for the ongoing commitment to supporting our students, colleagues and community. I look forward to seeing all that we can achieve in the years to come as we continue to strive towards our shared aspirations together.

Sincerely,

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





# Aspiration Statement

We will empower our students to leverage the power of higher education to be a force for good by supporting them in achieving their academic, personal and professional potential through exceptional programs and services.

## Values

- ▶ **ACCESSIBILITY, EQUITY AND INCLUSION:** We believe in respectful, diverse, accessible and equitable environments where we continuously strive towards inclusion.
- ▶ **COLLABORATION:** We engage internal and external community partners, embedding collaboration in our actions and culture.
- ▶ **EMPLOYEE WELLNESS:** We value, respect and recognize our employees, supporting their wellness to create positive work environments.
- ▶ **INNOVATION:** We believe in developing innovative solutions to complex problems, striving for excellence through continuous improvement, with a focus on sustainability.
- ▶ **SERVICE EXCELLENCE:** We embrace the principles of Service Excellence in all that we do by being caring, professional, reliable, courteous and treating each person as an individual.

# Our Approach

As we embarked on our strategic planning process, making connections was the core of our approach. As a roadmap for Carleton's bright future, the Carleton University Strategic Integrated Plan (SIP) provided our guiding directions and destinations. Our intention with this Strategic Plan is to consider how the Students and Enrolment Division can best contribute to achieving our shared aspirations across the university. The SIP anchors Carleton's aspirations in our location, so we look to the representations of the canal, the community and the river to inspire our vision for how we can share knowledge, shape the future; serve Ottawa, serve the world; and strive for wellness, strive for sustainability. Our Strategic Plan has been designed as a companion to the SIP, showing on which pathways we plan to travel to help Carleton meet the challenges of our time and the opportunities of the future.



While this plan outlines our division's aspirations, values, themes, and goals, it also has a strong focus on operationalizing the SIP, in collaboration with our students, faculty, staff and community partners. This plan is meant to function interdependently with the SIP, situating the work of our division within the larger framework of Carleton's aspirations. Through this Strategic Plan, we will contribute our own strengths, aspirations, values and commitments to help Carleton tell its story and be a force for good in service of our shared aspirations.

This plan was not only built on the robust foundation of the SIP, but has also been intentional in integrating many important institutional documents. We acknowledge with gratitude the many documents, frameworks and strategies that informed our approach, such as:

- ▶ Campus Framework for Advising
- ▶ Coordinated Accessibility Strategy
- ▶ Employability Framework: Developing Career Ready Students
- ▶ Equity, Diversity and Inclusion Action Plan
- ▶ Healthy Workplace Strategic Plan 2019 - 2022
- ▶ Honouring Each Other: Building Consent Cultures on Campus, Together – Sexual Violence Prevention and Education Strategy
- ▶ International Strategic Plan 2020-2025
- ▶ Kinàmàgawin
- ▶ Strive for Sustainability – Comprehensive Sustainability Plan
- ▶ Students and Enrolment IT Five-Year Plan
- ▶ Student Mental Health Framework 2.0: Building a Thriving Community
- ▶ Transgender and Nonbinary Inclusion Work Plan (under development)

# Themes

We have identified four strategic themes that form the foundation of the Students and Enrolment Division: student success, enrolment management, collaboration and community partnerships, and staff success and organizational excellence. These themes capture the essence of our work and embody our areas of strength. Across these themes, we will continue to seek feedback from the university community and strive for equity, diversity and inclusion in all of our services, programs and initiatives, while also prioritizing wellness as a foundation to our approach. These themes represent our ongoing focus and commitment to thriving in each of these areas over the next five years.

## STUDENT SUCCESS

We are committed to supporting students in achieving their academic, personal and professional potential across all pillars of the student experience: academics, employability, finances, campus life and wellness. We will be nimble to improve and adjust our student supports and services to adapt to the needs of our students. We will support our students to harness the power of knowledge to shape the future, be engaged in the community on and off campus, and be leaders of positive change in sustainability and wellness. We care deeply about empowering students and we are committed to centering their needs and experiences in the work we do.

## ENROLMENT MANAGEMENT

We are committed to embracing new and dynamic ways of connecting the next generation of leaders to the Carleton community, in support of Carleton's academic mission. We strive to meet the changing needs of prospective students and are committed to innovative, effective and efficient enrolment management so students are successful in their studies and graduate as engaged and active members of the community.

## COLLABORATION AND COMMUNITY PARTNERSHIPS

We are committed to collaboration and partnership, focusing on how we can achieve our shared aspirations together. We understand our community is strongest when we collaborate. We will honour Carleton's community empowered roots through our responsibility to service and meaningful engagement in the Carleton community, Ottawa and the world.

## STAFF SUCCESS AND ORGANIZATIONAL EXCELLENCE

We are committed to our people and a continuous journey towards excellence. We understand people are the heart of our division, and we will commit to standards of organizational excellence to create an environment where our teams can flourish. We will invest in a culture of engagement, where individuals are encouraged and supported to develop and reach their potential.



# Goals and Objectives

The Students and Enrolment Strategic Plan brings together strategic elements, such as our directions, themes and goals, as well as more operational elements, like objectives and operational leads. The next section will introduce you to our strategic directions and goals for each theme. The goals have been grouped in relation to their strategic direction from the Carleton SIP, demonstrating how each theme fuels action in these distinct directions. Many of the goals are formed intentionally using the language of the SIP, highlighting the interconnectedness and relationship between these strategic plans. The operational elements of this plan will be published and maintained on the Office of the Vice-President (Students and Enrolment) (OVPSE) website to ensure they remain current as time passes.

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

Although this plan is intended to guide the contributions of the units within the Students and Enrolment Division, we understand that our work does not exist in isolation. We are committed to ongoing and intentional collaboration with important stakeholders, such as students, faculty, other divisions and community partners. As we all work towards our

vision for Carleton's bright future, we will embrace collaboration to strengthen our efforts and achieve our aspirations together.

While the directions, themes and goals of this Strategic Plan will remain consistent over the life of the strategy, our objectives may evolve over time. In this way, our long-term strategic goals and directions remain fixed, but the ways in which we operationalize those goals can change as needed to meet the challenges of our time. This approach allows our division to be nimble, adapting to changing circumstances, demographics or innovations as they arise. The following pages will highlight our strategic directions and goals within each theme, while the evolution of our operational objectives each year can be found on the OVPSE website.



# STUDENT SUCCESS

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## SHARE KNOWLEDGE, SHAPE THE FUTURE

- ▶ **Goal 1-1:** Introduce and expand initiatives that further enhance student learning and success in the classroom
- ▶ **Goal 1-2:** Improve students' graduation outcomes
- ▶ **Goal 1-3:** Improve students' employability outcomes
- ▶ **Goal 1-4:** Enable and encourage pedagogical practices and curricular designs that foster student engagement, access, inclusion and success
- ▶ **Goal 1-5:** Offer new and flexible opportunities for student-centred learning
- ▶ **Goal 1-6:** Connect with students to empower them with the information and the supports they need to succeed academically, personally and professionally

## SERVE OTTAWA, SERVE THE WORLD

- ▶ **Goal 1-7:** Expand service-learning opportunities for students, faculty, staff and community partners to work together
- ▶ **Goal 1-8:** Expand co-op, internships and other work-integrated learning opportunities for students
- ▶ **Goal 1-9:** Provide positive international experiences for student mobilization

## STRIVE FOR WELLNESS, STRIVE FOR SUSTAINABILITY

- ▶ **Goal 1-10:** Increase openness, knowledge and capacity across campus to proactively support and empower the mental health, resilience and wellness of our communities
- ▶ **Goal 1-11:** Encourage and nurture inclusivity and a diversity of perspectives and identities to strengthen our communities
- ▶ **Goal 1-12:** Support the financial wellness of students through enhanced programming and effective management of bursaries and emergency funds for students

For a current and comprehensive list of objectives associated with our student success goals, please visit [carleton.ca/studentsupport](https://carleton.ca/studentsupport).







# ENROLMENT MANAGEMENT

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## SHARE KNOWLEDGE, SHAPE THE FUTURE

- ▶ **Goal 2-1:** Develop recruitment and retention strategies that meet the needs of changing student populations
- ▶ **Goal 2-2:** Enhance the globalization of campus by increasing international enrolment
- ▶ **Goal 2-3:** Efficiently manage admissions and enrolment processes to increase the academic profile and meet enrolment targets of new first-year students
- ▶ **Goal 2-4:** Enhance marketing and communications efforts to increase interest from prospective students and key influencers
- ▶ **Goal 2-5:** Effectively manage the academic activities and records of Carleton University students from registration to graduation

## SERVE OTTAWA, SERVE THE WORLD

- ▶ **Goal 2-6:** Strengthen our physical and reputational presence within Ottawa
- ▶ **Goal 2-7:** Build new connections between our domestic and international students, our alumni, our faculty and our partners

## STRIVE FOR WELLNESS, STRIVE FOR SUSTAINABILITY

- ▶ **Goal 2-8:** Approach recruitment practices based on principles of inclusive excellence and our commitment to equity

For a current and comprehensive list of objectives associated with our enrolment management goals, please visit [carleton.ca/studentsupport](https://carleton.ca/studentsupport).

# COLLABORATION AND COMMUNITY PARTNERSHIP

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## SHARE KNOWLEDGE, SHAPE THE FUTURE

- ▶ **Goal 3-1:** Engage students as collaborators to enhance the design and delivery of programs, services and initiatives
- ▶ **Goal 3-2:** Expand collaboration and development opportunities for faculty, staff and students

## SERVE OTTAWA, SERVE THE WORLD

- ▶ **Goal 3-3:** Grow partnerships and associations with alumni, community and not-for-profit organizations, industry and governments
- ▶ **Goal 3-4:** Establish new holistic integrated partnerships with organizations that share our values and strategic objectives
- ▶ **Goal 3-5:** Innovate and lead collaborative approaches for broader societal impact and purpose
- ▶ **Goal 3-6:** Expand our network of governmental and international partners

## STRIVE FOR WELLNESS, STRIVE FOR SUSTAINABILITY

- ▶ **Goal 3-7:** Fulfill the Carleton-specific Calls to Action developed by the Carleton University Strategic Indigenous Initiatives Committee
- ▶ **Goal 3-8:** Deepen understanding of Indigenous worldviews throughout the Carleton community
- ▶ **Goal 3-9:** Provide national leadership on accessibility issues through strategic partnerships

For a current and comprehensive list of objectives associated with our collaboration and community partnership goals, please visit [carleton.ca/studentssupport](http://carleton.ca/studentssupport).





# STAFF SUCCESS AND ORGANIZATIONAL EXCELLENCE

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## SHARE KNOWLEDGE, SHAPE THE FUTURE

- ▶ **Goal 4-1:** Inspire collaborative leadership throughout our community
- ▶ **Goal 4-2:** Identify talent and encourage individual potential
- ▶ **Goal 4-3:** Create opportunities for innovation and knowledge sharing
- ▶ **Goal 4-4:** Develop sound and systematic approaches to service excellence and continuous improvement
- ▶ **Goal 4-5:** Ensure the strategic and sustainable use of resources

## SERVE OTTAWA, SERVE THE WORLD

- ▶ **Goal 4-6:** Create opportunities for our people to participate in daily civic life on and off campus and be contributors to the social, cultural and economic goals of Ottawa and its population

## STRIVE FOR WELLNESS, STRIVE FOR SUSTAINABILITY

- ▶ **Goal 4-7:** Build and promote programming, infrastructure projects and spaces that embrace a commitment to social, physical, cultural and environmental wellness
- ▶ **Goal 4-8:** Deeply embed sustainability considerations into research, teaching, learning and organizational operations
- ▶ **Goal 4-9:** Embed a culture of accessibility in organizational excellence, programming and services
- ▶ **Goal 4-10:** Strengthen employee recruitment, retention and advancement based on principles of inclusive excellence and our commitment to equity

For a current and comprehensive list of objectives associated with our staff success and organizational excellence goals, please visit [carleton.ca/studentssupport](http://carleton.ca/studentssupport).

# Implementation and Measurement

The implementation of our Strategic Plan will be accomplished primarily through each of our unit's Annual Operating Plans. By supporting implementation through these unit-level plans, the broad strategic directions of the University can be cascaded into concrete, actionable and measurable tasks for our teams and individuals. Through these cascading plans, we can support an understanding of how every individual has an important role in the big picture of the Students and Enrolment Division and of Carleton University.

Once an objective has been included within a unit's Annual Operating Plan, each team will be responsible for determining an action plan for how they will achieve the related objective. This approach provides agency to our teams, who are experts in their respective areas, to determine the best steps to be taken in service of the objective. Our units will then be empowered to measure and assess the success of the actions taken towards achieving

their annual objectives. These assessments will be evaluated for efficacy, allowing determinations to be made regarding the success or adaptation of each objective. These assessments will also support the evaluation of our Strategic Plan overall. When considering how we measure success, a foundational element will be the inclusion of the experiences, perspectives and feedback of our student, faculty, staff and community partners in our evaluation practices. These voices will be an invaluable resource to help us measure, evaluate and adapt our path accordingly over the next five years.

In addition to unit-level assessment through each unit's Annual Operating Plan, the Students and Enrolment Strategic Plan has identified several thematic indicators to monitor over the life of our strategy. These indicators will help to provide a high-level view of the impacts of our actions and encourage evidence-informed decision making and planning. The indicators for each theme are:

## STUDENT SUCCESS

- ▶ National Survey of Student Engagement results
- ▶ Canadian University Survey Consortium results
- ▶ Canadian Graduate and Professional Student Survey results
- ▶ Carleton Satisfaction Survey results

## ENROLMENT MANAGEMENT

- ▶ Enrolment data
- ▶ Graduation rates

## THEMATIC INDICATORS

## COLLABORATION AND COMMUNITY PARTNERSHIPS

- ▶ Partnership inventory
- ▶ Student, faculty and community partner feedback

## STAFF SUCCESS AND ORGANIZATIONAL EXCELLENCE

- ▶ Organizational Excellence Standard certifications
- ▶ Staff Engagement Survey results

# Reporting and Review

Our Strategic Plan charts our course for the next five years, identifying both short-term objectives and longer-term goals. In order to ensure we are continually working towards our shared aspirations in a coordinated way, a planning, reporting and review process has been outlined.

The Students and Enrolment Division will undertake an annual strategic planning cycle, identifying priorities based on our Strategic Plan. It is important to note that this plan represents our five-year goals, and our objectives will need to be prioritized accordingly. It will be at the discretion of each unit, in consultation with the Vice-President (Students and Enrolment), to determine the timeframes in which they intend to work towards their strategic objectives over the next several years.

Strategic Initiatives (Students and Enrolment) will help to facilitate this annual planning process by providing Annual Operating Plan templates, setting timelines and collating divisional information in order to fulfil reporting requirements. Objectives for the year will be disseminated through existing reporting structures to each unit's Annual Operating Plans. Each unit will be asked to determine and share their action plan for the year ahead. Once finalized, a mid-year and year-end update will be provided by each unit on the status of their Annual Operating Plans. Process documentation for the annual strategic planning cycle will be shared with teams each year, along with important dates and deadlines.

Each objective in our Strategic Plan has an operational lead or leads indicated to support clarity for implementation and reporting. When an objective is associated with all units, then every unit will be responsible for reporting. If a unit is not included as an operational lead, it does not mean they do not have a role to play in the success of the objective. As we work towards our shared aspirations together, it will be important for our teams and individuals to support the lead unit(s) in the execution of these objectives. In the spirit of our collaboration value, a number of objectives also have key

collaborators identified. These collaborators do not have a responsibility to report on the objective, but are identified as key stakeholders who could contribute to the success of the objective.

Although our themes, directions and goals will remain consistent over the life of the Strategic Plan, our objectives will evolve in order to best serve our goals. The experiences and feedback of our student, faculty and staff partners will be integral to the evolution of these objectives, ensuring that our actions are continuing to align with their intended outcomes. At the beginning of each annual planning cycle, objectives will be jointly considered, and proposals can be made for adjustments, including the retirement of a completed objective, a new objective that fits within an existing goal, or revising an objective to improve its outcomes.

To support continued information sharing and transparency, updates and reports based on our Strategic Plan will be shared with staff regularly. This will help us to highlight the innovations, contributions and successes of our teams, while also remaining accountable to the aspirations, values and goals of this plan.

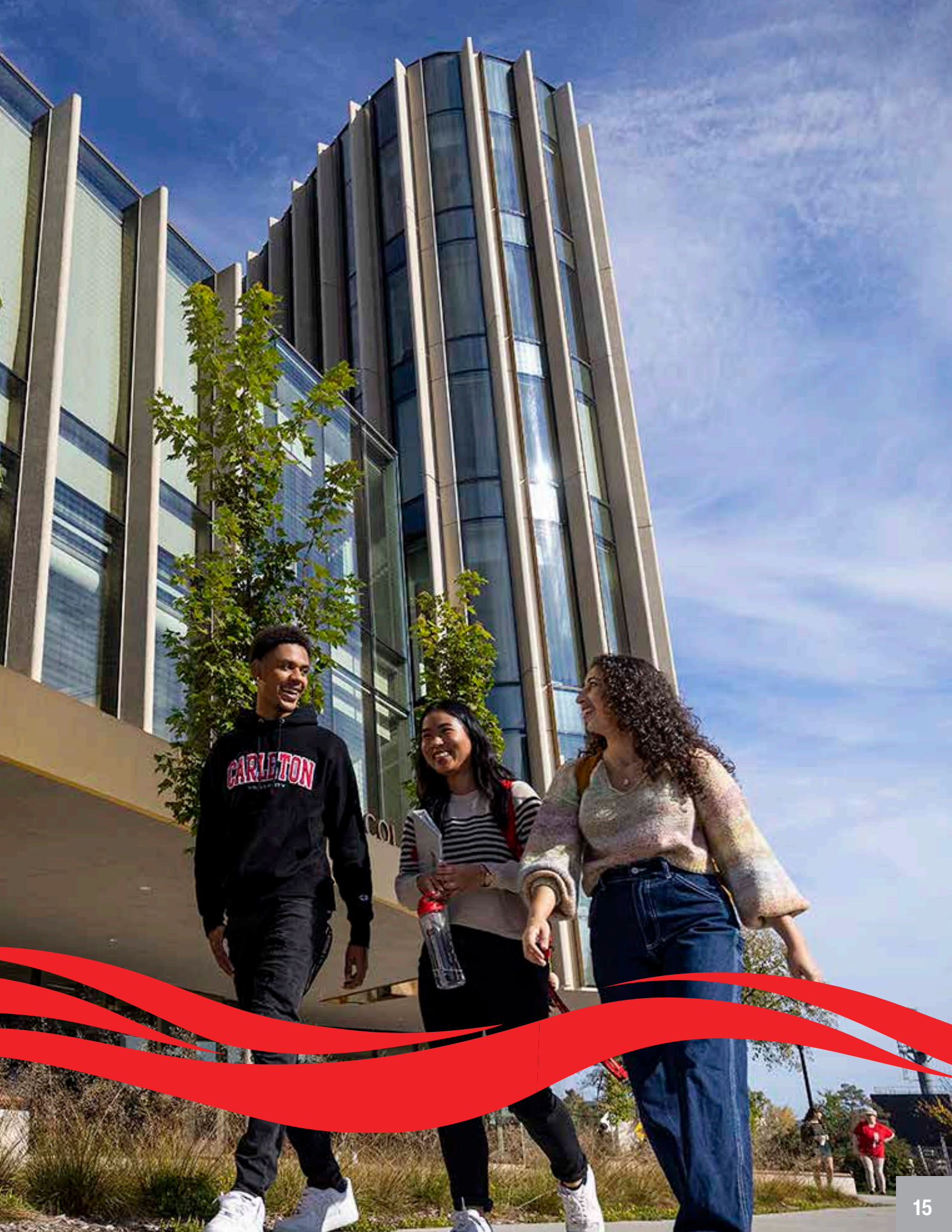


# The Students and Enrolment Division

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

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





CARLETON



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