



The University of Ottawa's Strategic Plan

uOttawa: a history of achievement

The University of Ottawa is one of Canada's leading universities. In recent years, our growth and development have been nothing short of remarkable.

In the period since 2005, the faculty has been transformed through both generational change and the creation of over 250 new positions, with the result that newcomers now account for over 40% of all regular professors.

Student numbers at all levels have increased sharply, including a 40% jump in the number of graduate students. We are now a campus of over 40,000 students.

This growth has been accompanied by higher admission averages and improved scholarships.

In the same period, fifty new programs have been launched, most at the master's and doctoral levels.

Research has continued to flourish, with the creation and endowment of more than fifty chairs and significant breakthroughs in a range of areas. We are now among the most research-intensive universities in the country.

Our professional faculties are recognized as among the leaders in their fields.

These achievements have secured the University's position among the very best in the country, contributing more than ever to Canada's development and its next generation of leadership.

And now, we have made choices and commitments that will allow us to consolidate our progress and maintain our momentum. We have adopted this strategic plan to guide our continued rise to prominence in the period to 2020.

Great universities become so by developing quality programs, recruiting and retaining leading scientists and scholars, pursuing outstanding research and engendering among students, faculty and staff a deep commitment to learning and discovery. They forge their reputations through the usefulness of the new knowledge they create, the quality of the graduates they produce and the impact of both upon society.

Our vision is to make the University of Ottawa one of the great universities of our time, with a reputation to match its achievements.

We have made considerable progress towards realizing this vision and have established a broad foundation on which to build. During the period to 2020, we shall make the vision a reality by addressing and achieving each of the ambitious goals in this plan.

A handwritten signature in black ink that reads "Allan Rock".

Allan Rock
President and Vice-Chancellor



uOttawa

<http://destination2020.uottawa.ca/>

Vision, Mission and Values

Our vision

The University of Ottawa will offer an unparalleled university experience and, through outstanding teaching and research, play a vital role in defining the world of tomorrow. We will instil in each of our graduates an ethic of service, a culture of engagement and an awareness of shared responsibility that will prepare them for global citizenship.

Our mission

We are unique because of our location in the heart of the nation's capital, our bilingualism and commitment to the promotion of French culture in Ontario, and the excellence of our scholarship. As a research-intensive university, we provide our students with an outstanding education and enrich the intellectual, economic and cultural life of Canada, helping our country play an important and valued role among the nations of the world.

The core values that define and inspire us

- **We put students at the centre of our educational mission**

All our efforts are dedicated to ensuring that our students expand their knowledge, discover their creativity and develop their capacity for critical thought. Our objective is to prepare well-rounded individuals and committed citizens able to contribute to society and become leaders.

- **We foster the individual and collective development of our staff**

We encourage and enable the personal growth and well-being of our employees. We aim to create an environment in which they will find fulfilment and mutual respect, one that is collegial, collaborative and open.

- **We exist in order to create and share knowledge**

We seek excellence in both learning and discovery. That is how our reputation has been built, and how it will be maintained and enhanced.

- **We have the responsibility of promoting bilingualism and Francophone communities**

We play a pivotal role in advancing bilingualism, while offering outstanding programs and services specifically designed for Francophones. We provide leadership on language issues and for Francophone communities in Ontario, across Canada and around the world.

- **We value and teach an ethic of service and civic responsibility**

We help forge a stronger society by combining scholarship and social purpose. We value service to others and foster community partnerships in learning and discovery. We are committed to academic freedom, equality, cultural diversity, integrity, respect for others and sustainable development.



Our Four Strategic Goals

Goal 1

A rich, inspiring student experience

Our students are offered a wide range of stimulating programs provided by professors who excel at teaching and research. This contributes to an unparalleled and ever-improving university experience, which has placed the University of Ottawa among the leading research intensive Canadian universities and the destination of choice for an increasing number of the country's top students.

Providing a high quality student experience at both the graduate and undergraduate levels is essential to *Destination 2020*. This requires a sustained focus on a number of fronts: student interaction with professors, staff and other students; promotion of a sense of pride and collective engagement; initiatives that broaden learning and invigorate student life; and excellence in the services and support that we provide to our students.

Our plan for the future aims to strengthen every element of the student experience.

Our students will be offered high-impact academic experiences. They will be challenged by a vast array of educational activities, including scientific experiments, research projects, CO-OP education programs, first-year seminars and discussion groups, experiential learning, case studies, international exchanges, fieldwork, interprofessional learning experiences and capstone projects. They will be presented with opportunities for community action both in Canada and throughout the world, through initiatives like our new Centre for Global and Community Engagement. In the process, we will make our students aware of their shared responsibility to make ours a better world, and give them the tools they need to grow as individuals, to contribute to society and to become lifelong learners.

To enrich the learning environment inside the classroom and out, we will

1. promote the quality of teaching as part of our institutional culture
2. review and revise the curriculum where appropriate, to ensure international and sustainable development components enrich our programs
3. increase student-professor interaction by supporting and encouraging professors in their diverse roles as educators, advisors, tutors and mentors
4. support professors in their role as thesis supervisors and in the training of the next generation of researchers
5. create university teaching "chairs" and learning communities to help professors hone their pedagogical skills, from lecturing in large classes to leading seminar discussions
6. ensure that the most effective technologies are used, to support teaching and respond to the diversity of learning styles
7. facilitate the career development of professors who want to focus their efforts on teaching innovation and on pedagogical research
8. promote the value of tenured professors teaching introductory-level courses



To make it easier for students to enrich their learning experience, we will

9. enable the creation of social networks and communities of learners
10. provide more space to meet, study and work
11. expand the number of academic and extracurricular activities (such as academic competitions, sports events, lectures, conferences and contests) designed to boost participation and provide opportunities for all members of our community to lead active and healthy lives
12. increase the number of spaces in residence in order to build the proportion of our students for whom the campus is also a home
13. ensure that all first year students are offered personal advice and mentorship
14. provide a learning environment that supports the growth of all students, including first-generation students and students with disabilities
15. provide the support necessary for Aboriginal students to succeed in their studies, while increasing our recruitment efforts

To simplify our procedures and make our services in both official languages more responsive to students' needs, we will

16. offer more quality online services, making information clear, timely and readily accessible, with efficient communications
17. evaluate student services regularly and thoroughly and increase student involvement in decision-making processes that affect them
18. enhance our registration process, course offering and timetable planning
19. value the contribution of the support staff to improving the university experience



Goal 2

Research excellence

We are a research intensive university, recognized nationally and internationally for our expertise in numerous areas, and as an emerging force in many others. The benefits of our scholars' discoveries are seen here at home and around the world.

In the years to come, those attributes, as well as fundraising initiatives, will enable the University of Ottawa to rank among the top five Canadian universities in research intensity. We will also aim to have the most prominent of our centres of excellence rank among the top 100 in their fields worldwide.

To achieve those goals, we will

1. strengthen our areas of expertise and promote new collaborative research opportunities and knowledge transfer
2. identify strategic areas that hold promise for the future and position us as partners in major global research networks
3. build on the exceptional relationships we have with our affiliated research hospitals and institutes, federal institutions, the private and community sectors, and the wealth of research laboratories nearby
4. facilitate widespread dissemination and application of research discoveries
5. promote interdisciplinarity as a catalyst for innovation
6. create additional University and endowed research chairs, and continue to build state-of-the-art research infrastructure
7. provide full support to our researchers in their quest for major grants from governments, agencies and philanthropic foundations
8. invest further in our strategic areas of development (Canada and the World, Health, E-Society and Molecular Science), while nurturing the University's emerging areas of excellence
9. expand our existing strengths in public policy and international relations so that they figure among our defining features
10. support our interdisciplinary institutes in their teaching and research goals, as well as simplify their governance, so that they truly become standard-bearers of our research enterprise



Advances in knowledge and research go hand in hand with growth at the graduate studies level and with a rich university experience. We will therefore

- 11.** support our graduate programs with vibrant, leading edge research so that they position themselves within the world's major networks
- 12.** continue to increase enrolment of top ranked graduate students, with a target of 16% of our total student body by 2015, and 18% by 2020
- 13.** increase the number of postdoctoral fellows and give them a greater role in our educational mission, providing them with an academic environment rich in development opportunities worthy of their talents and aspirations
- 14.** build a world-class library and core facilities to support a world-class research university

We recognize that reaching those targets will mean adding more work space and more laboratories while staying focussed on the quality of the graduate student experience.



Goal 3

Francophonie and bilingualism: A competitive advantage that is central to our mission

One of the defining characteristics of the University of Ottawa and a source of its richness is its bilingualism and its special role in the Francophone communities in Ontario, across Canada and around the world. For this, it is internationally recognized as a unique institution.

Our research, our programs of study and our special ties to Francophone communities promote and strengthen both the French language and culture at the national and international levels. Building on this foundation while broadening our links with Francophone communities, we will

1. recruit more Francophone students and achieve a better linguistic balance in our student population
2. further our research efforts relating to the Francophonie
3. pool our areas of strength and enhance the visibility of the Francophonie on our campus
4. endow new chairs and support research and publication in French
5. provide students with greater access to courses and programs of study in French and invigorate the campus's French-language social, cultural and scientific life

To fulfill this mission, we will increase the proportion of Francophone students on campus. We have set a goal of having one third of our students be Francophones. This may imply limiting growth of our overall student population over the coming years, while focussing on recruiting the best Francophone and Anglophone students, especially those who say they want to improve their second-language skills.

Our bilingual character manifests itself first and foremost through an environment that promotes Canada's major founding cultures and emphasizes respect, openness and dialogue between cultures. This environment enables us to be a major player in establishing public policy on official languages and language planning, as well as in second language instruction.

We also intend to favour intercultural exchanges and to provide the members of the University community with the tools and opportunities they need to live, work and study in both official languages. Strengthening bilingualism also means more research on the topic, most notably on new, effective, lively and stimulating ways of learning a second language.

To fully assert our extraordinary advantage as the world's largest bilingual (French-English) university, we will

6. make it easier for individuals to acquire skills in their second official language
7. raise the number of registrations in our French immersion programs to 3,500 (or 10% of our current undergraduate student population)
8. design an innovative program to help Francophones learn English
9. recognize students' level of bilingualism on their diploma
10. encourage research in second-language acquisition, development and evaluation, and establish graduate programs for this purpose



Goal 4

Developing leaders through internationalization

Our involvement in numerous international networks strengthens our teaching and research programs and nurtures our talents, while our bilingual character and cultural diversity open up the whole world to us. These strengths enable us to play a leading role in the globalization of university teaching and research, while allowing our students to become true global citizens.

Globalization already affects every area of our lives. To further improve the student experience and to reach new heights in research and knowledge creation, we need to aim for greater internationalization in our teaching and research programs and to enter into productive and strategic partnerships with the international agencies in our midst, including foreign missions.

To make our campus even more international, we will

1. welcome a greater number of international students and faculty to our campus
2. offer more students the opportunity to learn foreign languages and to take part in activities abroad, including through our new Centre for Global and Community Engagement
3. increase our recruitment efforts in specific regions of the world, join international mobility networks and design a number of international joint programs in strategic and complementary fields
4. recruit the brightest minds to bolster our talented scientific community, especially by adding support for our major research groups and by attracting top international doctoral students and the best postdoctoral fellows
5. enrich our intellectual and scientific life by encouraging mobility among the members of our community, in particular, faculty, and by becoming a select venue for international events

As the University gains ground on the international scene and deepens its commitment to social and community action, our students become increasingly equipped to work in an array of fields worldwide and better prepared as global citizens. This component of the student experience will help us develop an overall sense of world knowledge and a keen awareness of our fellow citizens, both near and far. Between now and 2020, we will

6. double the number of international graduate students (from 700 to 1,400) and increase the number of international undergraduate students by 50% (from 1,500 to 2,250), for a total of 3,650 international students, or 9% of the entire student body
7. offer competitive financial support to the highest calibre international graduate students
8. establish a visiting scholar program to welcome international leaders to our campus
9. double the number of students taking part in mobility programs (to 1,000 a year)

These increases will be achieved while taking into account our goal of increasing the proportion of Francophones and our commitment to the Francophone community.



Our Strategies, Strengths and Abilities

Community involvement

Our achievements, our many partnerships, especially with our affiliated teaching hospitals, and the contributions to society of both current University members and alumni enable us to play a unique role in the social and economic development of the National Capital Region, in particular through knowledge transfer. This nurtures a sense of pride that extends beyond our campus.

We recognize the importance of furthering the engagement of our alumni with the University and maintaining lifelong relationships with them. These relationships contribute to the advancement of our mission. Our alumni represent a network of local, national and international ambassadors who help us forge valuable links around the world and who enrich the university experience of our current students.

Moreover, many of our activities are fuelled by the energy of our retired faculty and administrative staff, who are involved in various aspects of university life and enhance our students' university experience.

We recognize that our multiple partnerships are vital catalysts in fulfilling our mission, that they secure a special place for the University in the nation's capital and that they help raise our local, national and international profile. These partnerships with governments, government agencies, the business world, private enterprise, community organizations, the health sector and CO-OP education employers enhance our contribution to society and open the door to stimulating careers for our graduates.

Leadership in sustainable development

Our move as a society towards environmental and social sustainability is without a doubt one of the greatest challenges of the 21st century. The University plays a leading role in finding innovative solutions to environmental problems and in training the green leaders of tomorrow.

We answer the growing demand from students and employers in this area. In addition, we continue to pool our research strengths in this field by launching multidisciplinary graduate programs and a series of new chairs. We thus play an active role in building a sustainable society, by strengthening the University's ability to highlight and to find solutions to environmental issues.

The University is a recognized national leader when it comes to reducing our environmental footprint, and we are socially responsible practitioners of sustainable development. We are the most environmentally active campus in the country, due to our extensive recycling program, the space we allocate to pedestrians and cyclists and our management of green spaces.



Strategic enrolment plan

We are aiming for moderate growth in our student population, which will ensure we meet our strategic goals, and at the same time, guarantee the quality of the university experience.

Of 500 additional students that we will accept annually over the next five years, we seek a minimum of the following:

- 40% graduate students, especially at the doctoral level
- 40% Francophones
- 30% international students

Prioritizing these groups of students will ensure that the University meets the targets set out in *Destination 2020*, thus fulfilling our mission and achieving our vision.

We will also double the number of immersion students and increase our ability to attract the strongest students from across Canada and around the world.

A Final Word

As this document makes clear, we have chosen a bold and ambitious course as the University of Ottawa enters its next decade. However challenging this may be, it is nothing more than what we have done throughout our storied past. And we believe that nothing less would be worthy of our exciting future.

In short, we will

1. enhance our students' experience, enriching both the teaching and learning dimensions of their time here
2. deepen our research efforts and broaden their contribution to society
3. strengthen our unique role in the Francophonie and in the advancement of bilingualism
4. further the internationalization of our teaching and research programs
5. strategically plan our student growth to meet our goals while responding to the increasing need for university access in Ontario
6. hone the attributes that are essential to our mission while undertaking new strategic ventures that will inspire and motivate our University community

Given the economic climate, we will manage prudently through all of this, using resources wisely and making every effort to find new sources of revenue.

To fulfill our goals, we must ensure our governance model is transparent, efficient and open to community participation, so as to allow for operational flexibility.

Above all, we will bring our vision to life through imagination, innovation and leadership, thereby uniting the University community in shared purpose.

