

# Roadmap@Destination2020

## *Executive Summary*

### THE VISION

In 2009, the University of Ottawa community came together to start a dialogue about our ambitions and dreams. That led to *Destination 2020*, our strategic plan, which we adopted in 2011.

The vision expressed in *Destination 2020* is clear. We aim to become one of Canada's very best universities: to attract the most promising students and the most gifted faculty, and to create an academic environment in which students are challenged and respond, teachers are valued and inspire, and researchers are supported and excel.

We can all feel the sense of growing momentum as we make progress towards the ambitious *Destination 2020* goals.

### THE CHALLENGE

If we are to sustain and build on that momentum, we must manage two factors that present a challenge as well as an opportunity.

**1) The provincial government's differentiation agenda.** Queen's Park is requiring each university in Ontario to identify its core strengths and allocate resources to build on those strengths. This is going to involve decisions about how we see our comparative advantages and what disciplines and programs will set us apart.

**2) Financial sustainability.** Every university in the country is coping with rising costs and diminished government funding. Many are also managing pressures arising from the funding of their pension plans. We are not exempt. We will have to evaluate how we deliver academic and administrative programs and services.

### THE WAY FORWARD

How are these challenging issues best managed?

We believe the answers are best found through the same kind of focused campus discussion that led to *Destination 2020*: transparent, inclusive and based on seeking consensus.

So, the time has come to start another dialogue, this one about the changes we need to put in place in order to achieve our *Destination 2020* goals, and at the same time, meet provincial requirements on differentiation and maintain a balanced budget.

## THE OPPORTUNITY

This is a challenge, but it is also a tremendous opportunity. Let's seize it and define our future by the vision we set out in *Destination 2020*. Let's decide, together, how we can achieve our common goals given changing circumstances.

Let's keep our eyes fixed firmly on the horizon, on where we will be in six years, when we meet the targets we set in *Destination 2020*. We will be a first tier university and one of the top five most research-intensive institutions in the country. We will be known for the rich and challenging experiences we offer students both in and out of the classroom. We will have deepened our commitment to bilingualism and la Francophonie. We will have proudly welcomed more students from around the world and nurtured closer ties with top institutions in other countries.

This is an inspiring vision. Let's remember that it is your vision. *Destination 2020* was designed to express the aspirations that you voiced during our extensive consultations. We must now find a way to make our vision a reality, while managing our finances and responding to the province's challenge to specialize and excel.

