

TRANSFORMATION 2030



**BUILDING
THE UNIVERSITY
OF TOMORROW**

Strategic plan



uOttawa

TWO DECADES INTO THE 21st CENTURY,

having taken stock of our extraordinary growth, uOttawa looks to the future with confidence, ambition and vision, poised to complete our metamorphosis into an illustrious internationally engaged university.

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The University is at a critical juncture

To thrive in the 21st century knowledge economy, we must position ourselves to meet the challenges and seize the opportunities that will arise over the next decade.

To respond to these imperatives, I asked our community to help us imagine 2030. Together we gathered invaluable insights and identified catalytic ideas to guide us through the coming years.

Transformation 2030 is our own coming-of-age story. It is our path to greater resilience, enabling us to fulfill our collective potential as we respond with integrity and creativity to the demands of our rapidly changing world.



Jacques Frémont, President and Vice-Chancellor

PROCESS

To achieve their dreams and aspirations, people and organizations need to plan and map out the road to their future.

With this in mind, the University launched an innovative strategic planning exercise, designed to obtain maximum engagement and input.

Throughout this process, we called on the creativity of the University community – students, faculty members, staff, alumni, donors and key stakeholders – to participate in co-creating a new vision for our future.



PHASE 1: **Validation of Key Aspirations**
(November-December 2018)

PHASE 2: **Brainstorming, Ideation, and Co-Creation**
(January-March 2019)

PHASE 3: **Data Analysis**
(January-March 2019)

PHASE 4: **Strategic Framework Development**
(April-May 2019)

PHASE 5: **Finalization and Approval of the Strategic Plan**
(May-November 2019)





Commitments and contributions:

185

PARTICIPANTS
AT THE LAUNCH
EVENT

199

PARTICIPANTS
AT THE 3 DEEP
DIVE SESSIONS

986

RESPONSES ON
THE ONLINE
PLATFORM

485

PARTICIPANTS
AT 11 MEET-UP
SESSIONS

185

RESPONSES ON
SOCIAL MEDIA

12

PUBLIC
ASSEMBLIES



CORE ASPIRATIONS

The connective tissue of our strategic plan

During Phase 1 of our process, the uOttawa community collectively laid the foundation for Transformation 2030 by identifying and validating 6 core aspirations that inform everything we do.

TRANSFORMATIVE LEARNING

We are very conscious of the need to prepare our students, whatever their field of study. We will favour inclusive, innovative, and nimble teaching, both disciplinary and interdisciplinary, nourished by best practices in pedagogy.

CUTTING-EDGE RESEARCH

We will conduct cutting-edge, high-quality disciplinary and interdisciplinary research, in which the intellectual worth of basic research and practical application are both valued and celebrated.



VIBRANT FRANCO-ONTARIAN AND FRANCO-CANADIAN CULTURE

We consider our commitments to Franco-Ontarian and Franco-Canadian culture to be elemental, and we wish to play a frontline role in the broader intercultural French-speaking world.

OUTSTANDING LEADERSHIP AND MANAGEMENT

We wish to remain an employer of choice and are highly attuned to the fact that our success is built on the contributions of our talented and dedicated staff, both academic or non-academic.

EFFECTIVE GOVERNANCE

We will govern ourselves with rigour and transparency, focusing on the quality and value of administrative services from the user's point of view.

SUSTAINED COMMITMENT TO OUR COMMUNITY

We will demonstrate a strong commitment to our community, in our respect for its values as much as in our generous sharing of the fruits of our activity.

MORE
AGILE

Succeeding in a world where
change is the only constant

In this digitally driven era of ceaseless change, our diligent stewardship of the wisdom of the past must not distract us from the urgency of present and future imperatives.

Twenty-first century learners cannot be expected to approach uOttawa in the ways that nineteenth or twentieth century learners did, nor will they tolerate outdated academic offerings or inflexible learning technologies.

Our students and faculty members – those of today and of tomorrow – demand that we be nimble, and that we seize every new opportunity to create, share and discover knowledge, proactively exploring new pedagogies and learning platforms as they emerge.

Consequently, developing an institutional culture and toolset to enable rapid, responsive, practical and flexible iteration is critical to ensuring uOttawa's continued relevance and excellence in the decade to come.

A portrait of Jill Scott, a woman with short blonde hair, wearing glasses, a black top, and a pearl necklace. She is gesturing with her hands as if speaking. The background is blurred.

JILL SCOTT

Provost and Vice-President,
Academic Affairs

“Constant technological change is now our reality. Agility is a state of being that will allow us to gracefully evolve in step with the world around us.”

OBJECTIVE 1

Be responsive and accessible
with our program offerings

STRATEGY

Optimize our program offerings and training opportunities to make them more attractive and responsive to the needs of tomorrow's generation of students

ACTION

- › Increase and promote stackable and micro credentials, as well as flexible interdisciplinary “designer degrees” at the graduate and undergraduate levels

- › Review and plan for adjustment of space and technological requirements to support experiential and collaborative learning across campus
- › Enhance experiential research and training opportunities

OBJECTIVE 2

Be flexible and creative with program structures to enable students to complete programs in a timely way, while maintaining high academic standards

STRATEGY

Improve ability of students to complete degree programs in a timely way

ACTIONS

STRATEGY

Strengthen and expand experiential learning for every student

ACTIONS

- › Continue to implement the recommendations of the experiential learning working group, including well-defined institutional experiential learning outcomes
- › Incorporate experiential learning more fully into the work of the SEM steering committee in the area of program revitalization

- › Streamline program requirements for undergraduate and graduate programs
- › Enhance graduate supervision
- › Optimize timely completion by adapting course sequencing
- › Streamline program offerings by considering combined degree offerings including bachelor's + master's, master's + doctoral degree

OBJECTIVE 3

Be innovative and comprehensive in our approaches to teaching and learning

STRATEGY

Continually renew and revitalize our pedagogy to take full advantage of ongoing methodological, experiential and technological innovations

ACTIONS

- › Promote the use of online, blended, and distance learning to expand our online registrations and increase revenue
- › Expand in-house digital learning development capacity
- › Promote and reward the development of affordable learning materials
- › Use faculty recruitment, retention, and career progress to create a culture that is optimized for 21st century teaching and learning

OBJECTIVE 4

Be able to seize new opportunities:
Demonstrate national and global leadership in major scientific and social challenges

STRATEGY

Mobilize the uOttawa research community to forge new frontiers of research

ACTIONS

- › Convene thought leader clusters in thematic areas to identify research areas and develop innovative team-based models for research and training capacity
- › Strengthen capacity to respond through strategic investments in research, infrastructure, and people
- › Enhance impact of research centres and institutes



MORE

CONNECTED

Becoming leaders in
our global village

As academics, we are both in the world and of it, and today that world is becoming ever more densely tangled and interconnected.

In truth, the ivory tower was always more metaphor than reality, but we can no longer maintain even the illusion of the university as an aloof and privileged sanctuary.

Our successes as collaborative researchers, as educators of skilled professionals and creative thinkers, as a destination for the best students and the best faculty, as well as our ability to attract results-based funding, are largely dependent upon the quality and character of our connections with the world around us.

The University of Ottawa enthusiastically embraces this highly networked future and commits to deepening and expanding its connections nationally and internationally to ferry resources, expertise and opportunities to and from uOttawa. We also commit to enriching local connections, notably by strengthening existing relationships with the Franco-Ontarian and Algonquin Anishnaabe communities, as well as with Canada's preeminent technology cluster in Kanata North and with ministries and agencies of the federal government headquartered in Ottawa.



AHMAD TIDJANI NIANG

Student in Conflict Studies and Human Rights (BSocSc)
Faculty of Social Sciences

“Knowing that the University has an international vision means there is more opportunity for me, especially in what I want to achieve following my studies. This global orientation is really important and needed for a foreign student, but especially for the changing professional market.”

OBJECTIVE 1

Connect with the world: Increase the scope and scale of our international presence and influence

STRATEGY

Bring the world to uOttawa: Adopt a differentiated approach to recruitment to foster diversity and excellence

ACTIONS

- › Focus on Francophone/Francophile regions to continue diversifying (student) recruitment
- › Develop partnerships in order to expand recruitment in developing countries and diversify the set of targeted countries



OBJECTIVE 2

Connect with our identity: Create and promote a distinctive national and international identity that emphasizes our uniquely Francophone and bilingual status among research-intensive universities

STRATEGY

Strengthen our Francophone heritage and bilingual character

ACTIONS

- › Expand the scope of French immersion programs to also include some immersion programs at the master's level
- › Develop English immersion programs for Francophone students
- › Develop and promote more fully bilingual academic programs for all students in a wider range of disciplines
- › Reinforce and promote scholarly dissemination in French, including through the promotion of Open Access publishing
- › Develop Open Education Resources (OERs) in French
- › Implement select recommendations contained in the report of the presidential advisor on Francophone affairs
- › Increase the capacity and quality of language services across the University
- › Enhance the impact and outreach of Francophonie research chairs

OBJECTIVE 3

Connect with partners: Foster community engagement, as well as educational, research, and industrial partnerships with both the public and private sectors

STRATEGY

Connect with local, national, and global partners for research and knowledge mobilization

ACTIONS

- › Strengthen and expand the uOttawa presence in Kanata North
- › Develop a coordinated partnership strategy with government, civil society, and industry that supports knowledge transfer, technology development, commercialization, and corporate philanthropy
- › Implement an institutional knowledge mobilization strategy

OBJECTIVE 4

Connect with Indigenous communities: In light of the recommendations contained in the Indigenous Action Plan, make our commitment to Indigenous peoples fully visible, sustainable and real

STRATEGY

Engage the University community to transform campus, culture, and community

ACTION

- › Implement selected recommendations contained in the Indigenous Action Plan

OBJECTIVE 5

Connect with technology: Develop a holistic digital vision and roadmap that will enable the transformation of higher education capabilities

STRATEGY

Ensure technology investments are institutionally driven and strategically aligned to reduce the administrative burden

ACTIONS

- › Further develop the Enterprise Architecture practice and refine the IT and information governance structure
- › Create an innovation hub to experiment and validate emerging ideas



MORE

IMPACTFUL

Working together to build
a better world

In the world's great universities, students, faculty, and staff are driven by a burning desire to make a difference.

They hunger to tackle big problems, to disrupt, and to shape transformative solutions to real-world issues.

At uOttawa we share that ambition. Many of our faculty members and alumni have already made a substantial and lasting impact, and we will nurture and intensify this urgent sense of purpose, making it an indispensable element of uOttawa's culture.

Over the next decade we will increase our impact. By 2030 we will matter more to more people, be more valued by more partners, and be recognized for our commitment to making the greatest positive impact that we can on behalf of the people and communities we serve.



DR. MANISHA KULKARNI

Associate Professor, Faculty of Medicine
School of Epidemiology and Public Health

“Impact is knowing that my work is contributing to a wider body of research while also improving the health and well-being of our communities, both at home and abroad.”

OBJECTIVE 1

Give ourselves the means to make a difference:
Achieve a level of philanthropic success consistent with our ambition to distinguish ourselves as a top-tier research university in Canada

STRATEGY

Increase fundraising and endowment revenue and improve U15 benchmarking

ACTIONS

- › Elevate the professional skills and capacities of our central and faculty-based advancement teams
- › Develop a suite of tools to support all advancement activities, including key linkages with areas such as Facilities and inter-sectoral governance structure (e.g. a revenue generation committee). Integrate data from across the institution in support of fundraising

OBJECTIVE 2

Leverage our assets to make a difference:
Develop potentially high-impact research initiatives at all levels of scale from local to global

STRATEGY

Use faculty hiring to increase capacity, research strength, and impact in high-priority areas

ACTIONS

- › Reallocate resources to support incremental full-time faculty recruitment
- › Reserve positions for priority areas, including those identified through EDI planning



OBJECTIVE 3

Making a difference starts here: Improve the student experience academically, culturally, recreationally and socially to prepare students to go out into the world and make their mark

STRATEGY

Value the student's classroom experience

ACTION

- › Recognize, promote and reward effective and dedicated teaching in tenure and promotion considerations

STRATEGY

Foster a stronger sense of belonging

ACTIONS

- › Continue and expand the work begun by the uOSatisfAction working group and the student success working group
- › Develop a new Student Services Hub on Brooks site
- › Establish an International Students Centre
- › Increase the outreach and engagement of students while on campus to develop their affinity toward their university in order to foster positive future relationships as alumni and donors



MORE
SUSTAINABLE

Securing our shared future

Whether we limit our definition of sustainability to the environmental realm, or expand it to include sustained financial viability in an era of uncertain public funding, or the sustainability of our buildings, or personal and community well-being as we grapple with the stresses of university life, our conclusion must always be the same: sustainability is non-negotiable.

Our future literally depends on our ability to design, implement and promote sustainable practices for our planet, for ourselves and for our bottom line. We will rise to meet that challenge in every domain of our activity and will spur ourselves to ensure that we work to bring about change, not only on campus, but also beyond it.



TAREYN JOHNSON

Director of Indigenous Affairs

“Sustainability is respecting and living in connection to the natural environment. It also means nurturing our relationship with community to enable us to thrive and learn together.”

OBJECTIVE 1

Nurture a sustainable campus culture that promotes overall well-being, embraces diversity, and fuels employee engagement

STRATEGY

Promote recreation and wellness throughout the campus, including through a comprehensive ethos of self-care and caring

ACTIONS

- › Create a comprehensive campus mental health plan to build on work already done in this area
- › Promote and enable physical and psychological health and wellness for faculty and staff members
- › Mobilize external stakeholders to implement a wellness, recreation and sport project

ACTIONS

- › Identify the widest possible range of new revenue sources with a corresponding feasibility assessment and implementation plan
- › Develop financing methods for long-term capital needs in order to ensure sustainable and viable growth, development, and maintenance of campus infrastructure
- › Provide faculties and services with unit-level financial viability analysis on an annual basis

OBJECTIVE 2

Develop a long-term financial sustainability framework

STRATEGY

Work in a transparent, deliberate, and collaborative manner to incorporate recruitment, capital, maintenance, and human resource requirements, as well as increased revenue generation in a long-term financial sustainability framework

STRATEGY

Embrace innovation and change to reduce cost growth while maintaining quality

ACTIONS

- › Implement recommendations of the Ad hoc Committee on Sustainable Library Collections to control costs while ensuring that access to quality information resources are in place to support the University's aspirations for transformative teaching and high-impact research
- › Humanize, modernize, and streamline our administrative systems and processes (Administrative Services Modernization Program — People. Organization. Processes.)

OBJECTIVE 3

Ensure responsible and sustainable growth of our infrastructure

STRATEGY

Ensure the safety, sustainability, and growth of campus physical infrastructure with a comprehensive medium- to long-term campus infrastructure renewal plan

ACTIONS

- › Implement an effective deferred maintenance plan
- › Renew the Faculty of Medicine and Faculty of Health Sciences facilities at Roger Guindon Hall
- › Consolidate the Faculty of Health Sciences
- › Implement a multi-year research infrastructure plan for state-of-the-art research facilities and services to support internationally competitive research
- › Implement a long-term student residence and housing redevelopment plan to increase residence capacity, including year-round accommodations

STRATEGY

Ensure the security, sustainability, and growth of campus IT infrastructure with a comprehensive medium- to long-term IT infrastructure renewal plan

ACTIONS

- › Implement an effective IT evergreening plan
- › Continue to bolster our cybersecurity posture, including private and public partnerships
- › Standardize and integrate physical and application infrastructure across faculties and services
- › Leverage cloud-based services to reduce energy consumption during non-peak periods (Green IT)
- › Implement a long-term application sustainment plan

OBJECTIVE 4

Ensure responsible and sustainable security and safety planning

STRATEGY

Enable optimal responses to, and recovery from, adverse situations

ACTIONS

- › Continue the review and implementation of emergency management and business continuity best practices
- › Develop increased capacity to assess and manage risks

WE CANNOT KNOW TODAY WHAT TOMORROW WILL REQUIRE OF US.

However, we can – and we will – be more resilient by fulfilling our collective potential as we respond with integrity and creativity to the demands of our rapidly changing world.

We are defined by our rich history, our diversity, and our capabilities, but to reach our full potential we must become a more united community. We must – and by 2030 we will – become More Us!



DEPICTED ON THE COVER: CONNECTIVI-T

Connectivi-T, a work by artist H el ne Rochette, is an impressive sculpture weighing over 1200 kg and measuring 25 meters tall. Installed in the Learning Crossroads, it features a jumble of aluminium tubes to which coloured rings are attached. The fluid curves and rings combine to form an organic, aerial structure that evokes the dynamic discussions and interrelated discoveries that occur at the University of Ottawa.