

TRANSFORMATION 2030

BUILDING THE UNIVERSITY OF TOMORROW

PROGRESS REPORT

Summer 2021



uOttawa

Table of Contents

2 Message from the Provost

4 Data-Driven Evaluation and Transparent Reporting

5 Metrics

MORE AGILE

uOttawa's pivot to digital learning	8
New courses address the impact of COVID-19 in real time.	10
A unique experience for students who dare to learn differently . . .	11
uOttawa excels in education innovation.	12

MORE CONNECTED

Leadership in the <i>Francophonie</i> at home and abroad.	14
Strengthening Indigenous connections at uOttawa	15
Connecting with the world	16
Mobilizing knowledge in our community	17

MORE IMPACT

uOttawa scientists on the front lines in the fight against COVID-19	19
The uOttawa community steps up	20
Ottawa makes combatting systemic racism a priority	21
Three new virtual student hubs	22

MORE SUSTAINABLE

uOttawa makes strides in support of mental health and wellness.	25
uOttawa campus and community embrace sustainability.	26
uOttawa is committed to going green	27
Public health remains uOttawa's top priority	28

29 Looking Ahead

Message from the Provost

Strategic planning is about building a collective vision for who we want to be, what we want to achieve and how we want to change the world for the better. It is also for holding ourselves to account, tracking our progress and noting gaps or delays. Each of these is equally essential to achieving the ambitious goals we set for ourselves in [Transformation 2030](#).

The realization of this strategic vision requires quantitative tracking via metrics, timelines and milestones, just as it also needs qualitative tracking via stories that celebrate achievements, acknowledge challenges and illuminate the complexities of transforming a massive and diverse operation such as uOttawa.

This is the University's first step in reporting back on our progress towards realizing the vision outlined in *Transformation 2030*. That plan was from the outset conceived as a living document whose value lay above all in measurably enacting the vision it contains:

*To achieve our potential as a truly exceptional university of international influence in the 21st century, we must become more **agile**, more **connected**, more **impactful** and more **sustainable**.*

In my view this strategic plan also highlights our responsibility to decolonize our institution and challenges us with ambitious objectives to rebuild relationships with Indigenous peoples, build antiracism and wellness into the foundation of our institution and embed equity, diversity and inclusion throughout the University.

Transformation 2030 was launched in December 2019, just a few months before the arrival of the COVID-19 pandemic. Needless to say, the 18 months since its release have unfolded in a way none of us could have predicted at the time, and as a result, many plans were put on hold. Nonetheless, crisis yields opportunity, and there is much to celebrate in uOttawa's innovative responses to the challenges we have faced during this period. In some ways the pandemic has pushed us forward at a much faster clip than we could ever even have imagined, for example, in our ambition to become a more digital university, and it is now up to us to seize the momentum of this historic moment to achieve even greater things in the months and years to come.

TRANSFORMATION 2030

I wish to thank each and every student, professor and staff member for your courage and your commitment to uOttawa in this extraordinary and difficult time. As I go about my duties as Provost, I am endlessly inspired by your achievements, both individually and collectively. I myself arrived at uOttawa only a short time ago, and yet the strength and compassion demonstrated by our community has already made my journey here extraordinarily rewarding.

I can't wait to see just how far we will travel together!

Jill Scott, Provost and
Vice-President, Academic Affairs



Jill Scott, Provost and Vice President, Academic Affairs

Data-Driven Evaluation and Transparent Reporting

The creation of a coherent, practical and visionary plan is essential to the successful strategic transformation of any institution.

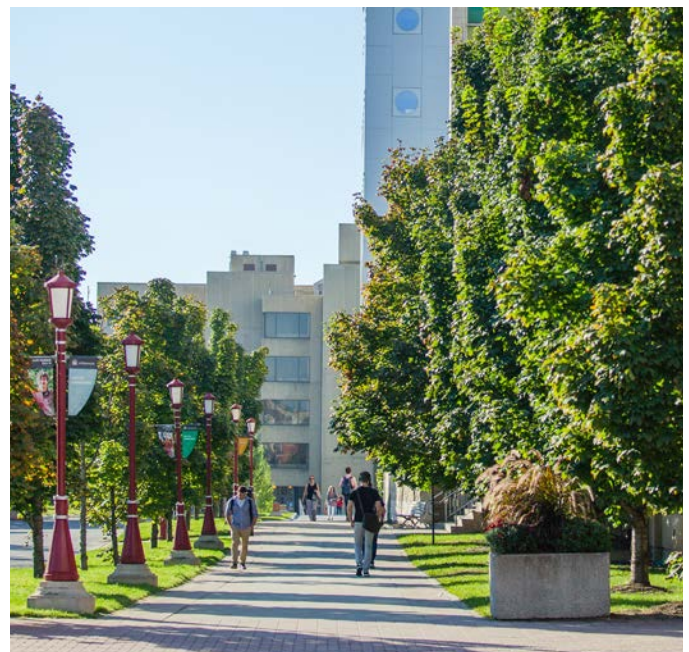
Too often, however, such plans overlook the equally essential need for ongoing evidence-based evaluation of progress. With this in mind, uOttawa has established no fewer than 81 metrics against which to measure progress towards the 12 strategic objectives outlined in *Transformation 2030*. By tracking these metrics, the University can better understand where its efforts are yielding desired results and where further investments and/or course corrections are required.

In the spirit of Transformation, these 81 metrics are tracked in uOttawa's first interactive executive dashboard.

It is in the nature of data science that the greater the size and scope of the dataset, and the longer the period it covers, the more meaningful the insights it is likely to generate. At the outset of a complex decade-long project such as *Transformation 2030*, the first steps in such an effort are to identify the most useful metrics and data sources, to build the business intelligence infrastructure and to establish necessary baselines. This groundwork has now been completed so that in the coming years the measurable results of uOttawa's strategic

efforts will yield actionable insights that lead to agile responses and greater success.

Several key metrics have already been substantially disrupted by the pandemic, however, and a number of these have been consolidated in an infographic on pages 9 and 10. Yet, in future progress reports, the University anticipates that significantly more data will be shared as datasets grow and more varied and useful insights emerge.



Metrics

Transformation 2030 must both motivate us and hold us to account. For that to happen, we must rigorously track our progress by gathering a wide range of reliable and relevant data and then acknowledge and address the challenges this data reveals. In Year 1 of *Transformation 2030*, uOttawa's Institutional Research and Planning Department has made great strides in sourcing and compiling data in a *Transformation 2030* dashboard that enables us to better measure our progress towards our goals.

A snapshot of our current *Transformation 2030* metrics — and our Year 1 performance — are shown below. These metrics are only a starting point for a decade of bold transformation. As time progresses, the breadth, depth and value of these results will become more and more significant as a longitudinal evidence-based business intelligence resource to help guide the University's strategic decision-making.

	Objective	Metric	Metric Description	Current	Change
AGILITY	Flexible and Creative	Graduation rate	Undergraduate (6 year)	68.7%	2.3%
		Time to completion	PhD (7 year)	51.6%	4.6%
			Professional master's (2 year)	72.6%	1.5%
			Research master's (4 year)	82.0%	0.3%
	Responsive and Accessible	Experiential learning	All Types Excluding Labs (Number of Students)	3,569	2.5%
			All Types Excluding Labs (Proportion of Students)	51.2%	1.4%
	Seize New Opportunities	Research funding per researcher	Funding (\$000)	276	10.1%
		Share of research funding	Private and Not-for-Profit (\$000)	118,231	-0.7%
			Share Private and Not-for-Profit	37.6%	0.9%
		Tri-Council funding share in Ontario	Funding (\$000)	89,231	13.6%
			Share	11.3%	1.1%

TRANSFORMATION 2030

	Objective	Metric	Metric Description	Current	Change
IMPACT	Entrepreneurship Impact	Entrepreneurship Courses and Programs	Enrolment	3,293	10.1%
	Financial Impact	Endowment Revenue	Endowment (\$000)	276,000	-3.8%
		Fundraising Revenue	Total (\$000)	35,055	22.8%
			Total (No. of Donors)	5,965	-19.4%
	Research Impact	Field-normalized research publications	Top 1% most frequently cited	1.0%	0%
			Top 10% most frequently cited	11.0%	-0.5%
			Top 5% most frequently cited	5.3%	-0.4%
		PhD students	% of Total FTE enrolment	5.1%	0.2%
			% of Total Graduating Students	2.9%	0%
	Student Impact	Foster a stronger sense of belonging	Agree — Percentage	60.4%	1.7%
			Agree and Strongly Agree - Percentage	75.3%	2.1%
			Strongly Agree - Percentage	14.9%	0.4%
CONNECTED	Francophone Connections	International and domestic francophone student mix	% Domestic Students	43.8%	0.5%
			% International and Domestic Students	41.9%	1.3%
			% International Students	33.7%	4.8%
	International Academic Connections	International student mix	% International Students	19.3%	2.4%
	Research Connections	International collaborations on publications	% of Publication	50.3%	1.4%

Notes:

- Metrics are in development. Data has not been validated and may be subject to change.
- The “change” column represents the year over year change from the baseline to the most current available data.
- Sustainability baselines and measurement metrics will be added to the *Transformation 2030* Progress Report in Year 2.

In coming years, we will be excited to share the data that emerges from these metrics and our progress towards our ambitious objectives. As *Transformation 2030* becomes part of the fabric of the institution, this data-driven approach will help us pinpoint

areas of strength and weakness and where to target our efforts and resources as we continue to pursue our audacious aspirations for the University of Ottawa.

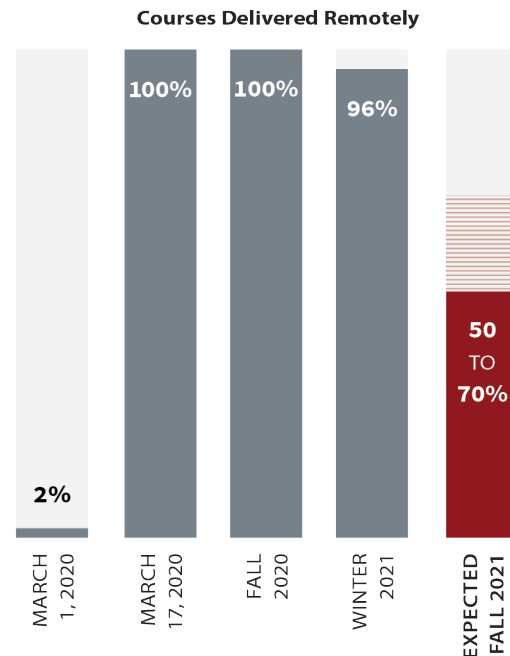
MORE **AGILE**

Our students and faculty — 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.

UOTTAWA'S PIVOT TO DIGITAL LEARNING

With the sudden arrival of COVID-19, uOttawa's faculty and staff worked tirelessly to radically redesign our learning systems. Almost overnight, we adopted new tools, teaching methods and evaluation models. This unprecedented commitment to agile innovation demonstrates uOttawa's previously untapped capacity for rapid iteration and radical reinvention.

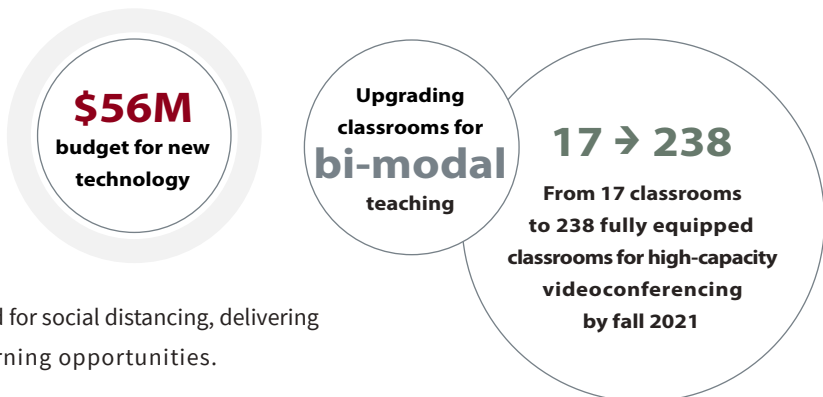
BEYOND THE CLASSROOM When the pandemic hit, suddenly classrooms were suddenly off-limits. In less than two weeks, uOttawa shifted over 3,000 courses to distance learning platforms.



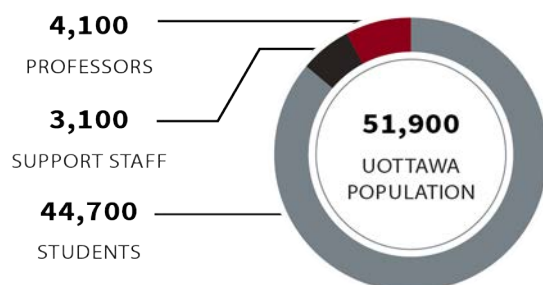
TOWARDS HYBRID

TEACHING MODELS Clearly, we need to return to campus as soon as we can. Yet we must also build on what we have learned, and continue to meet shifting public health needs.

The answer? Hybrid classrooms equipped for social distancing, delivering simultaneous online and distance learning opportunities.

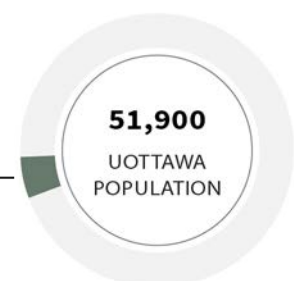


ON-CAMPUS POPULATION The uOttawa campus has always been a dynamic and bustling home. During the pandemic, that suddenly changed.



Average daily number of students, professors and staff on campus in spring 2021

2,700
SPRING 2021 ON-CAMPUS POPULATION

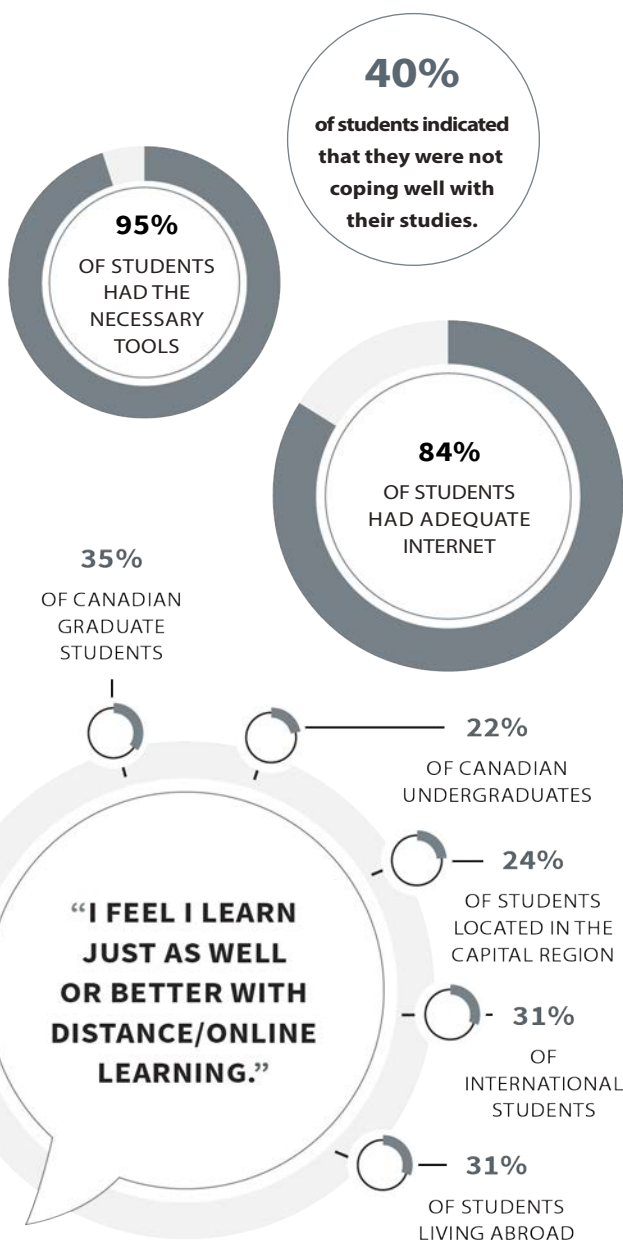
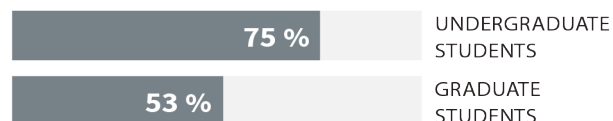


(Note: all data from fall 2020)

DIGITAL LEARNING — Making the Transition We have had successes — and challenges. As with any truly agile process, uOttawa has continued to listen to its users, to adapt and to iterate.

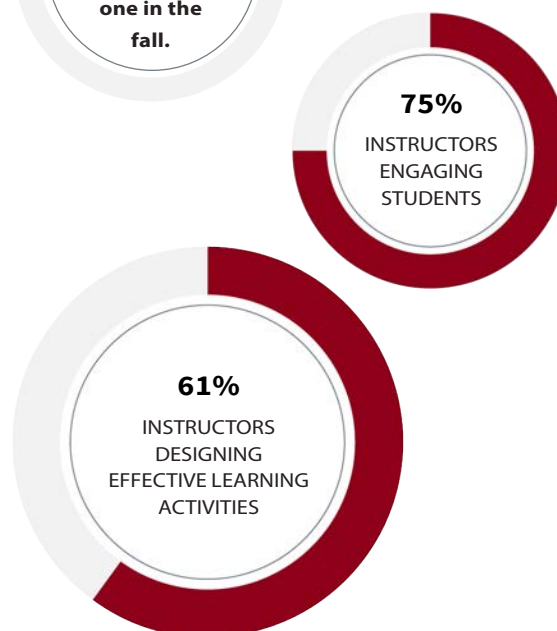
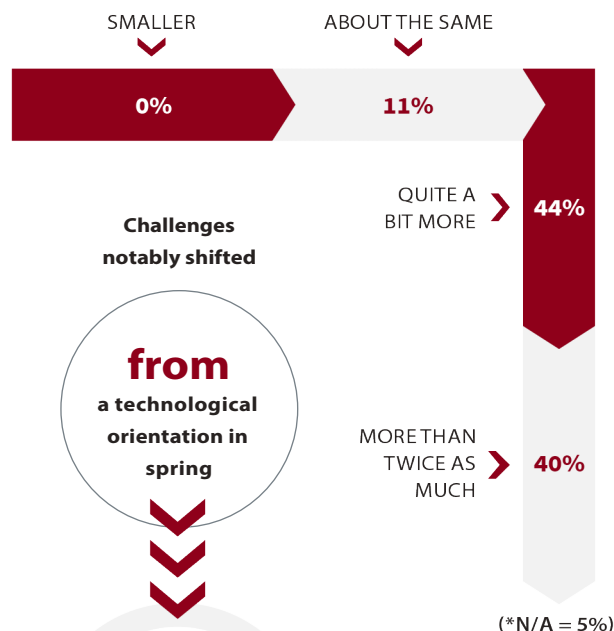
STUDENTS

Felt they had excessive workloads



FACULTY

Instructional workload compared to pre-COVID term



(Note: all data from fall 2020)



NEW COURSES ADDRESS THE IMPACT OF COVID-19 IN REAL TIME

OBJECTIVE

Seize new opportunities:
Demonstrate national and global leadership in major scientific and social challenges

IN RESPONSE to the pandemic, many faculties have rapidly developed courses addressing the complex web of social and scientific challenges it poses.

These include *Enjeux sociojuridiques de la pandémie de COVID-19* (Civil Law), in which fifteen professors explore the issues raised by the pandemic from various legal perspectives, and *An Online Applied and Public Health Research Experience* (Medicine), which provides students with in-the-field applied research experience working with Ottawa Public Health partners during the COVID-19 pandemic.

Other courses include *Criminalization in the Crisis: Impacts of COVID-19* (Social Sciences), *Perspectives on Digital Health* (Communications), *Pandemic Pedagogies: Responsive Teaching and Learning in Times of Crisis* (Education) and *COVID-19 – A Multidisciplinary Perspective* (Medicine).



A UNIQUE EXPERIENCE FOR STUDENTS WHO DARE TO LEARN DIFFERENTLY

OBJECTIVE

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

IN WINTER 2020, Professors Jennifer Kilty and Sandra Lehalle of the Department of Criminology taught their course *Othring and Criminal Justice* to women inside a provincial detention centre for the first time. Because men and women detainees are segregated, the course — which was designed by



Kilty and Lehalle using an Indigenous-inspired pedagogy and launched in 2018 as part of the Walls to Bridges program — can only be offered to one group at a time.

Half the class is made up of detainees, or “inside” students, and the other half — the “outside” students — are undergraduates enrolled in a uOttawa Faculty of Social Sciences program. The University of Ottawa covers the incarcerated students’ tuition costs and grants them university credits, which they can put towards a degree or certificate, if they pass the course.



UOTTAWA EXCELS IN EDUCATION INNOVATION

OBJECTIVE

Be innovative and comprehensive
in our approaches to teaching
and learning

IN JUNE, the University of Ottawa excelled at the 2020 Canadian Network for Innovation in Education (CNIE-RCIÉ) Awards, winning prestigious prizes in two key categories.

The prize for Excellence and Innovation in Technology Integration in a Partnership or Collaboration was awarded to uOttawa for *(Re) Designing Blended Learning: A Campus-Wide Collaborative Initiative*, which enhances faculty skills, engagement and innovation in course instruction and design across the University.

In addition, the prize for Excellence and Innovation in Instructional Design went to a group of faculty from the *Consortium national de formation en santé (CNFS) – Volet Université d'Ottawa* and staff members at uOttawa's Teaching and Learning Support Service (TLSS) office for their innovative course *Intégrer les données probantes à notre pratique quotidienne : un défi réalisable*.

MORE **CONNECTED**

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

LEADERSHIP IN THE FRANCOPHONIE AT HOME AND ABROAD

OBJECTIVE

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

AS THE WORLD'S LARGEST

bilingual French-English university, with over 30% of its student body studying in French, uOttawa continues to build on its historic role as a champion for Franco-Ontarians and the Francophonie, strengthening connections at home and abroad. Here are some of our more recent initiatives:


- › With several new appointments, uOttawa has now grown its cohort of research chairs on the Francophonie to 11, making it the uncontested leader in Francophonie studies in Ontario and Canada, and one of the leading institutions on research in French and on Francophonie studies in the world.
- › In conjunction with the launch of *Transformation 2030* uOttawa

created a new position, Vice President, International and Francophonie, mandated to enhance the University's leadership role within the Ontario, Canadian and international Francophonie, to which Dr. Sanni Yaya was soon appointed.

- › uOttawa's expansion of its Windsor campus will allow the school to double the number of students on campus to 120 and add a new program for junior/intermediate teaching, in response to the major shortage of French-language teachers in Ontario. The new space will also accommodate professional development and a master's program for francophone educators.
- › Vice-President Yaya recently announced a series of community consultations to take stock of the progress made in implementing the recommendations of the Action Plan for the Francophonie at the University of Ottawa and to discuss concrete and structural measures that should be taken to strengthen and promote the Francophonie at the University. Topics to be covered in these consultations include: *Living in French at the University of Ottawa*, *University Programs and Research in French* and *Administrative and Faculty Services in French*.



Dr. Sanni Yaya, Vice-President, International and Francophonie



STRENGTHENING INDIGENOUS CONNECTIONS AT UOTTAWA

OBJECTIVE

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.

IN JUNE 2020, uOttawa released its Indigenous Action Plan (IAP), to mobilize the University community in creating an environment that reflects, enhances, includes and supports Indigenous culture and peoples on campus.

This is an important step in the process of Indigenizing the uOttawa campus, and makes the University's commitment to Indigenous communities fully visible, sustainable and real.

Photo: Courtesy of Pinock Smith, Algonquin independent arts & craft professional, taken by photographer Carole Melacon

The IAP is the result of extensive work by the Office of Indigenous Affairs in collaboration with internal and external stakeholders, including the Algonquin Anishinàbeg Nation Tribal Council, the Indigenous Education Council, members of First Nations, Métis and Inuit communities, and undergraduate and graduate student representatives.

One example of the growing Indigenization of the uOttawa curriculum is the *Introduction to Indigenous Law* course offered this past year in the Civil Law section of the Faculty of Law by Eva Ottawa, assistant professor and former grand chief of the Atikamekw Nation.

Members of uOttawa's Indigenous community are also being recognized for their achievements, including uOttawa's first Elder-in-Residence, Claudette Commanda, who received an Indspire award for her work in culture, heritage and spirituality. Ms. Commanda was also the first First Nations person to be named to the University of Ottawa's Board of Governors.



CONNECTING WITH THE WORLD

OBJECTIVE

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

Photo: Doublespace Photography

This is only one of many partnerships, exchanges, collaborations and other international initiatives connecting uOttawa to the world. One result of these efforts has been a significant increase in the number of students arriving from Africa, where uOttawa is now gaining recognition as an elite destination, particularly for African francophones. In fact, uOttawa's international student cohort continues to increase in size, with students from over 140 countries enrolled this year.

THE UNIVERSITY of Ottawa continues to grow its international connections and influence through numerous new partnerships. Notably, the uOttawa became the first university in Canada to sign a strategic partnership with the Egyptian government to train the next generation of Egyptian engineers in digital technologies. Each year, the Faculty of Engineering will welcome about 100 students selected via national competition into its Master of Engineering programs in critical areas such as artificial intelligence (AI), data science, the internet of things and robotics. Ultimately, 300 engineers will be trained as part of the government's Digital Egypt Builders Initiative (DEBI).

MOBILIZING KNOWLEDGE IN OUR COMMUNITY

OBJECTIVE

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

THE UNIVERSITY of Ottawa recently signed a partnership agreement with the Ottawa Hospital and the Ottawa Hospital Research Institute to form a health research network to further enhance research collaboration and outreach between the three institutions. It will provide a foundation to achieve collective research goals and to continue to build Ottawa's reputation as a national and global leader in health research.

As one example of the value of these relationships, researchers at the Ottawa Hospital and the University of Ottawa are collaborating to play a key role in seven cancer research projects that received nearly \$8 million in funding from BioCanRx, "Canada's Immunotherapy Network".

These and many other collaborative initiatives aim to further strengthen local research connections, to increase positive outcomes both around the corner and around the world.

MORE **IMPACT**

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

UOTTAWA SCIENTISTS ON THE FRONT LINES IN THE FIGHT AGAINST COVID-19

OBJECTIVE

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

HERE is a quick look at three uOttawa research projects that are making a difference in the global effort to stop the COVID-19 pandemic in its tracks.

- In March, a uOttawa-led pan-Canadian research network received \$9 million from CIHR to track COVID-19 variants of concern. Led by Dr. Marc-André Langlois, the Coronavirus Variants Rapid Response Network, or CoVaRR-Net, will enable the real-time assessment of both the immune response to virus variants and whether these variants are resistant to existing vaccines. The findings will provide decision makers with guidance regarding drug therapy, vaccine effectiveness and other public health strategies.

- Researchers at uOttawa's Flow Chemistry Research Facility in the Centre for Catalysis Research and Innovation (CCRI) developed a new, safer and more sustainable way to prepare large quantities of an essential chemical used for polymerase chain reaction (PCR)-based COVID-19 test kit preparation, thereby addressing a global shortage. Prior to COVID-19, the annual consumption of this chemical (a non-nucleoside linker) for viral test kits had been in the range of one kilogram per year, but demand increased by 25 times with the arrival of the global pandemic. The technology developed at uOttawa can now produce multiple kilograms of this material per month to meet the global demand, enabling hundreds of millions of COVID-19 tests to be delivered globally.
- Researchers in uOttawa's Faculty of Engineering were the first in Canada to develop and deploy wastewater testing for COVID-19 RNA fragments, which allows scientists to detect the presence of the virus within specific communities.

Working closely with the Children's Hospital of Eastern Ontario (CHEO) Research Institute, a team of uOttawa researchers led by Professor Robert Delatolla followed this up by releasing the first Canadian wastewater test for the U.K. variant of COVID-19. This research helped lead to a \$12-million provincial investment in March 2021 for a network of 13 universities to test wastewater samples taken from communities across Ontario.

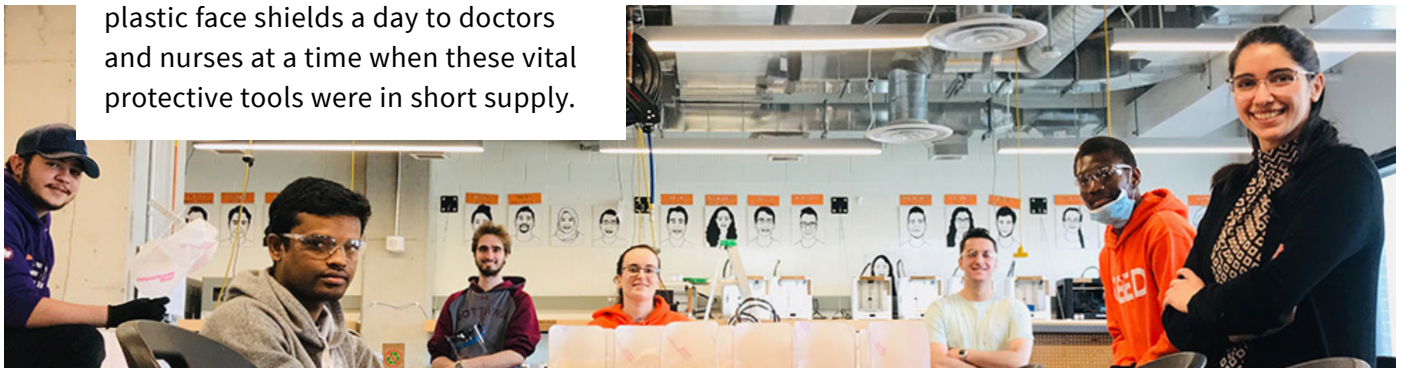
THE UOTTAWA COMMUNITY STEPS UP

OBJECTIVE

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

UOTTAWA FACULTY are not the only members of our community who stepped up to make a difference in the fight to contain COVID-19. Here are just a few of the ways uOttawa students and alumni made an impact:

- A group of student engineers at uOttawa's Centre for Entrepreneurship and Engineering Design (CEED) used 3D printers and laser cutters in the Richard L'Abbé Makerspace lab to design, produce and distribute 300 plastic face shields a day to doctors and nurses at a time when these vital protective tools were in short supply.



- Two University of Ottawa medical students, Heidi Li and Simran Aggarwal, rallied more than 70 volunteer medical students and matched them with 50 health-care professionals who needed childcare and other personal supports while they worked extra-long shifts, day after day, during the peak of the pandemic.
- Ottawa-based biotech firm Spartan Bioscience Inc., whose founder and CEO Paul Lem is a uOttawa Faculty of Medicine alumnus, began investigating ways to convert its DNA analyzers into COVID-19 testing kits. Lem has been working closely with Dr. Marc Desjardins at the Ottawa Hospital, who helped supply the company with coronavirus DNA samples. He has also been working with Dr. Derek So at the University of Ottawa Heart Institute, who recently received approval from the Research Ethics Board to run a small clinical study that will test the COVID-19 analyzers in the field.
- In the early days of the pandemic, when hand sanitizer was increasingly hard to obtain, uOttawa engineering alumnus Omid McDonald pivoted rapidly to turn his artisanal vodka distillery, Vodkow, into an alcohol-based hand-sanitizer production facility. He quickly converted all his alcohol reserves, manufactured from milk permeate, into sanitizer and distributed bottles to the Ottawa Paramedic Service, the Shepherds of Good Hope and the Ottawa Hospital.

OTTAWA MAKES COMBATTING SYSTEMIC RACISM A PRIORITY

OBJECTIVE

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

RACIALLY-CHARGED INCIDENTS

on our campus have tested the strength of the uOttawa community, as they have the world. We must face the challenge of confronting racism with courage and tenacity, even as many have struggled with difficult conversations and strong emotions. Building an environment that is founded on the principles of antiracism is a journey that must result in transformative action. To this end, uOttawa has taken concrete steps to make our campus a more inclusive and equitable place for students, staff and faculty. These steps include:

- The creation of a new role, Special Advisor on Anti-Racism and Inclusive Excellence, and the appointment of Professor Boulou Ebanda de B'éri to it.
- The creation of an Action Committee on Anti-Racism and Inclusion and the

appointment of community members who have formed working groups mandated to develop and launch plans within six months in response to President Jacques Frémont's five anti-racism priorities:

- Provide better support for members of our racialized communities, including establishing a mentorship program and dedicated mental health offerings as well as additional scholarships for racialized students.
- Accelerate the hiring of Black, Indigenous and racialized professors in the coming years.
- Review programs to enrich curricula with more culturally diverse and inclusive practices (methodologies) and knowledge.
- Develop and implement anti-racism and anti-oppression training for the community.
- Implement a research support program for racialized researchers so that a more equitable, diverse and inclusive research community is established.
- The launch of the "Count Me In" survey to identify and assess the number of BIPOC students enrolled at uOttawa and in which courses/programs they are enrolled, so that current data can be used to identify and address opportunities and gaps in support of BIPOC student success.
- The first steps in recruiting an initial cohort of BIPOC professors, who will start teaching in the fall term. This will be an ongoing effort over multiple years to significantly increase the representation and diversity of uOttawa's faculty.

THREE NEW VIRTUAL STUDENT HUBS

OBJECTIVE

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



ABOVE AND BEYOND the difficult and sudden switch to remote learning, students have faced a wide range of other challenges due to COVID-19. For example, many vital student services that have traditionally been offered primarily in person suddenly became unavailable with the arrival of the pandemic.

In response, the University worked quickly to develop and launch three new virtual hubs to help connect students with peer experts and employees who can answer questions and direct them to valuable resources.

The Wellness Hub: Everything in one location

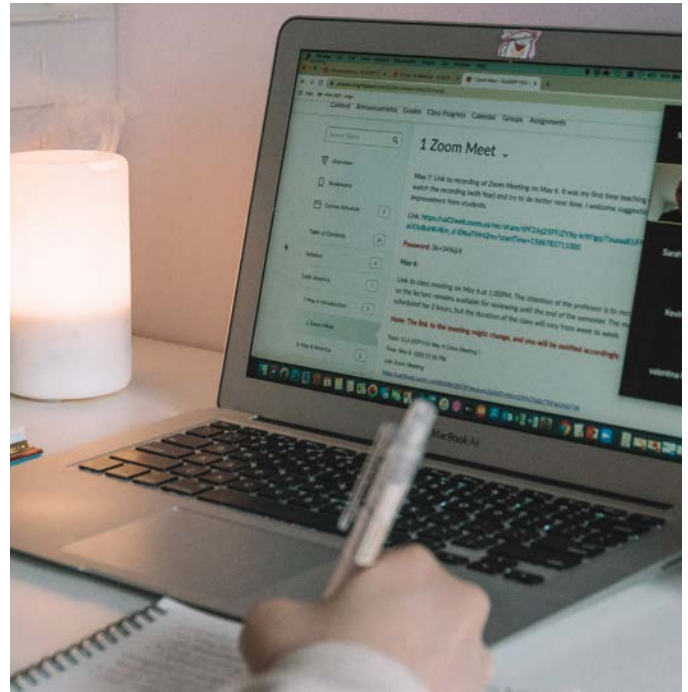
The new Wellness Hub is a central location for mental health and wellness information and resources. It has many features that students, faculty and staff would typically find on campus, including the opportunity to chat in real time with peer educators, mentors and staff members who are well versed in mental health and wellness support. The hub makes it easy for students and staff to ask questions, access mental health services and find resources that fit their own personal needs. Students can also use the hub to book an appointment with a counsellor.



The Academic GPS: Guiding students on the road to academic success

The new Academic GPS hub is a one-stop shop for students seeking academic support. It offers direct access to:

- Live chats with mentors who can help students to identify needs, supply resources and provide support, regardless of location or time zone. This function is available seven days a week, from 7 a.m. to 9 p.m.
- Peer support services, such as mentoring services, study groups, workshops and writing help
- Virtual learning communities and other resources that allow students to connect with other students

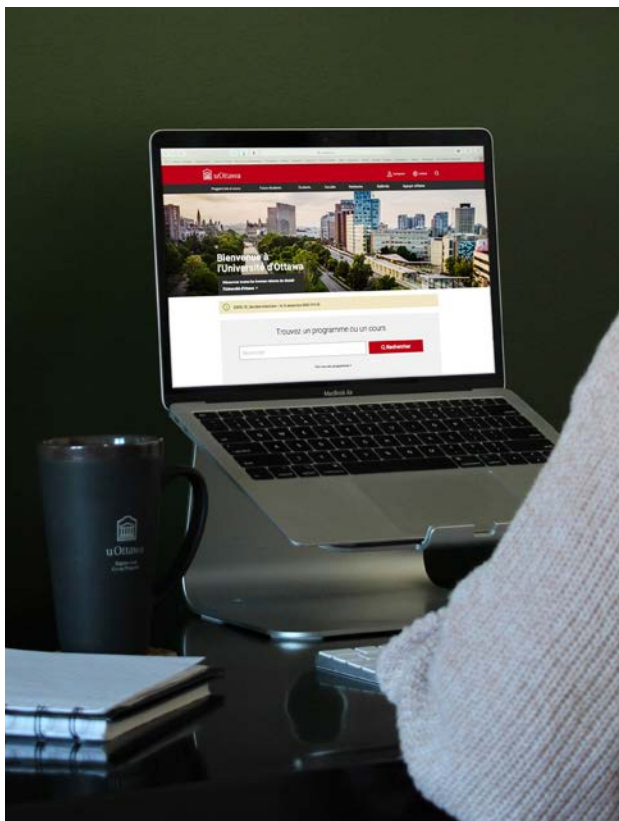


The Career Corner: The first step to experiential learning online

The Career Corner hub centralizes all campus initiatives related to experiential learning. Students will now be supported and directed to the best resources based on their needs and career aspirations.

Whether students have questions about volunteering, the CO-OP program or the Work-Study Program, they can now go to the Career Corner website to use the chat tool. This online service facilitates one-on-one discussions between students and a career development counsellor who can provide personalized support and guide them through all aspects of experiential learning.

Our goal is to make the new Career Corner a starting point for future careers. It's a place for students to hone skills and add the finishing touches to academic success.



MORE
SUSTAINABLE

Our future 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 change, not only on our campus but also beyond it.

UOTTAWA MAKES STRIDES IN SUPPORT OF MENTAL HEALTH AND WELLNESS

OBJECTIVE

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

THE PUBLICATION of a uOttawa Action Plan for Mental Health and Wellness in January 2020 had already made clear that this was a key priority for the University. The almost immediate arrival of the COVID-19 crisis caused the already substantial demand for mental health supports at uOttawa to skyrocket, as students, faculty and staff have all faced increasing isolation, anxiety and stress. With this in mind a number of steps were taken:

- A Special Advisor on Mental Health and Wellness, Professor Elizabeth Kristjansson, was appointed to develop and implement a long-term strategy for achieving mental health and wellness at the University. This will be key to adopting a more ambitious and holistic approach towards the promotion of mental health and wellness at uOttawa.



- In January 2021, uOttawa officially signed and adopted the Okanagan Charter, which calls on postsecondary schools to embed health into all aspects of campus culture and to lead health promotion action and collaboration locally and globally.
- An initial six new mental health counsellors were hired to eliminate wait times for students who need psychological support, as well as an additional health and accommodation adviser for professors and support staff. This was followed by the hiring of three new racialized mental health counsellors at uOttawa to support BIPOC, Indigenous and racialized students.
- Numerous virtual hubs, check-ins, social activities and consultation opportunities were rapidly developed and rolled out to offer emotional support to students and employees during the COVID-19 crisis.
- Staff were given two additional days off in both 2020 and 2021, as well as a \$500 allowance for working at home, among other supports.

UOTTAWA CAMPUS AND COMMUNITY EMBRACE SUSTAINABILITY

OBJECTIVE

Develop a long-term financial sustainability framework

UOTTAWA has a longstanding commitment to promote the Sustainable Development Goals (SDG) adopted by the United Nations. This year that commitment was recognized by the Times Higher Education Impact Rankings, which highlighted uOttawa's strong showing vis a vis several SDGs:

- › uOttawa ranked 2nd in the U15 and 9th globally in SDG 16: Peace, Justice and Strong Institutions.
- › uOttawa ranked 3rd in the U15 and 29th globally in SDG 6: Clean Water and Sanitation.
- › uOttawa ranked 10th in the U15 and 74th globally in SDG 17: Partnering for the Goals.

UOTTAWA IS COMMITTED TO GOING GREEN

OBJECTIVE

Ensure responsible and sustainable growth of our infrastructure

UOTTAWA recognizes the urgency of the fight to limit climate change and has taken key steps to make the campus more sustainable.

uOttawa's Campus Sustainability Committee recently finalized its first Campus Sustainability Plan, which includes three ambitious goals meant to inspire the campus community:

- › Become a zero-carbon campus by the year 2040
- › Become a zero-waste campus by the year 2050
- › Have every faculty and service offer community service placements by 2030

This work has begun in earnest. In 2020, the Biosciences Complex and Colonel By Hall underwent extensive retrofitting to reduce their energy consumption and improve their carbon footprint. These improvements have reduced their CO₂ emissions by 2,263 tonnes a year — the equivalent of removing 686 vehicles from the road. Additionally, Facilities decided to step up its sustainability game this year with the purchase of four electric cars to reduce its CO₂ emissions from 29 to 13 tonnes annually.

PUBLIC HEALTH REMAINS UOTTAWA'S TOP PRIORITY

OBJECTIVE

Ensure responsible and sustainable security and safety planning

THROUGHOUT THE COVID-19 PANDEMIC, the health and safety of the uOttawa community have been the University's top priority. To that end, the University has worked closely with Ottawa Public Health as well as provincial and federal counterparts to communicate clearly and consistently to all members of our community as circumstances and guidelines have changed.

The University of Ottawa was one of the first universities to establish a COVID-19 testing facility on campus. This will

be complemented in the fall of 2021 by a vaccination centre for students, faculty and staff. Moreover, dozens of uOttawa medical students have volunteered at hospitals and clinics and supported home care workers, providing valuable services to thousands of Ottawa citizens facing challenges due to COVID-19.

Additionally, seven residents from the uOttawa Faculty of Medicine participated in administering Ottawa's first doses of COVID-19 vaccine at a clinic at the Ottawa Hospital on Tuesday, December 15.

The University will continue to make the health and safety of its community members its top priority as it plans for a gradual return to campus in the fall of 2021.

Looking Ahead

Clearly the next great challenge for uOttawa is to welcome our students, faculty and staff back to campus in the coming months.

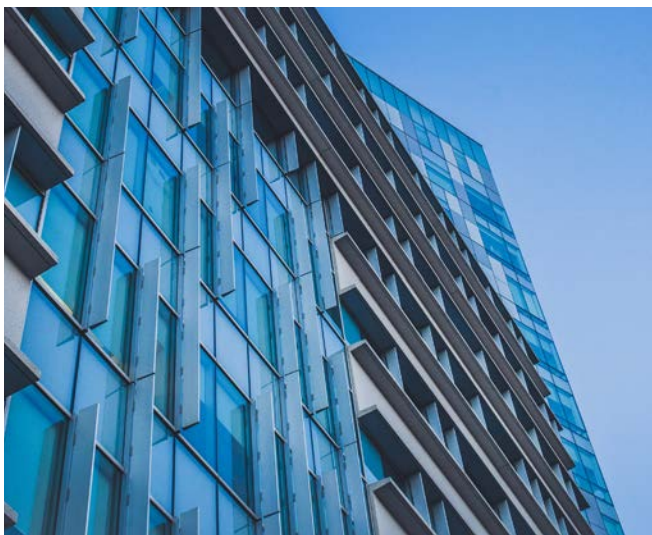
Yet as we do so, there must be no relaxed “return” to how things were before the pandemic, no “old, familiar” into which we settle complacently. Rather, we must build upon all that has been accomplished and learned at uOttawa since the dawn of the pandemic to continue to break new ground, open new doors and explore new possibilities.

The agility and connections that have marked our actions in these past 18 months — the rapid transformation of our systems and thinking as well as the courage and creativity of our community — must all inspire a newly energized future at the University of Ottawa.

And they already are, as the recent innovations in our services and faculties are being widely noticed and richly rewarded. For example, in 2021, we rocketed up the Global QS University Rankings, improving our ranking by 49 places. In addition, uOttawa is now #6 in Tri-Council funding in Canada. This has led to an increase of five in the number of Canada Research Chairs at uOttawa this year, for a total of 94, each held by a world-class scholar leading major research projects in areas of vital strategic importance.

Meanwhile, here are just a few of the key projects currently in our pipeline at uOttawa as we strive to become more agile, more connected, more impactful and more sustainable in all we do:

- › The Web Perspective Project, begun in 2020, will see the rollout of a comprehensive modernization and redesign of uOttawa.ca by 2023
- › Project Top Shelf comprises a series of major infrastructure investments, including:
 - › The consolidation of the Faculty of Health Sciences at 200 Lees Ave., including new simulation labs and other state-of-the-art infrastructure



TRANSFORMATION 2030

- › The building refit and optimization of Roger Guindon Hall for the Faculty of Medicine
- › The construction of an Advanced Medical Research Centre to further enhance uOttawa's proven capacity for world-class medical research
- › The expansion of the Kanata North satellite campus with the addition of a research lab and further integration with regional high-tech businesses
- › The launch of uOttawa's *Transformation 2030* campaign to raise \$120 million in support of the projects listed above and several other ambitious initiatives

Through these new initiatives and the ongoing wide-ranging efforts documented in this report, uOttawa has set out confidently on its path towards *Transformation 2030*. There remains a tremendous amount of work to do, and perhaps more importantly, still more transformative thinking will be required of us as we reimagine our future. After all, only when we have dreamed it can we begin to build it.

We invite every member of the uOttawa community to play a leadership role in this transformative process. Let us dream big dreams together, and let us continue to achieve them.



GET IN TOUCH.

550 Cumberland Street,
Ottawa ON
K1N 6N5

provost@uOttawa.ca



uOttawa