A WORD OF INTRODUCTION
From Allan Rock, President and Vice-Chancellor
University of Ottawa

One of the distinguishing features of the University of Ottawa is our exceptional strength in a bundle of subjects that can collectively be referred to as "public policy". We stand out because of the extraordinary cluster of expertise we possess across faculties in these subjects, an expertise that derives from both the theorist's and the practitioner's perspective. It is found in abundance, of course, in our Faculty of Social Sciences, which offers programs in political science and political studies, international relations and international development, public administration, governance and conflict resolution. The expertise is also evident in the work of the Faculty's twenty or more Senior Fellows, who share with students and professors alike the insights they have derived from distinguished careers in senior public posts.

But public policy expertise exists as well in the Faculty of Law where, for example, scholars in human rights and public and international law reside. It is found too in our Faculty of Science, where issues of science policy are frequently debated. Indeed, significant links to public policy can be found in virtually every faculty and in our institutes, reflecting, perhaps, our close proximity to the federal government and the important relationships uOttawa has developed over many decades with its departments and institutions.

uOttawa's unique public policy expertise is expressed in both our teaching and our research. It is found in the full range of activities related to these subjects within a domestic and international context. These include our undergraduate and graduate programs, our professional development certificates, our major research projects and their published findings, our high-profile conferences and seminars, and our public lectures and presentations.

As one would expect, our scholars and scientists are frequently sought out for comment by media and for advice by governments. We are usually ranked among the top three or four universities in Canada when "earned media" is measured: that is, the number of times professors from uOttawa are quoted in media as authoritative sources of analysis or commentary on issues of the day.

These programs and activities all serve to reinforce our profile and reputation as the place to come for a rich and insightful understanding of public policy: how it is made, how it is applied, and how it is most effectively assessed and improved.

So when, in 2011, uOttawa prepared its strategic plan, Destination 2020, and identified key areas of strategic focus where we aim to deepen already considerable strengths, public policy was one of the handful of areas mentioned. And when, in 2014, the Government of Ontario adopted a policy of differentiation as the cornerstone of its approach towards Ontario's 25 universities, and required each university to sign a Strategic Mandate Agreement ("SMA") spelling out the special strengths -- the differentiating elements -- that it brings to the table, uOttawa's SMA included public policy prominently on its short list.
But how best to develop and deploy this special strength? How most effectively to build upon it, to organise it, to feature it in a way that enhances uOttawa's reputation? How best to consolidate the sometimes fragmented campus entities in this field to give them greater visibility and impact, while respecting faculty structures and existing arrangements that are working well?

How to achieve uOttawa's ambition to become the leading Canadian university for public policy, taking full advantage of our bilingualism and our strategic location in the heart of the nation's capital, within walking distance of Parliament, our national institutions and embassies from around the world?

These were the questions that were, a year ago, put to a Working Group co-chaired by our Vice President Academic and Provost, Dr. Christian Detellier and our Associate Vice President Research, Dr. Ruby Heap. The Working Group's members included distinguished academics from across the University. During a dozen meetings and two broad campus consultations over the last many months, the Working Group took stock of where we are and where we want to go, examined experience with various models elsewhere, and produced recommendations about the course of action most likely to enable uOttawa to achieve our goals. They also identified ways in which existing structures might be improved, counselling us to review the relationships between and among certain entities to avoid confusion or overlap (a recommendation entirely within the spirit of the Roadmap exercise).

I am enormously grateful to Christian and Ruby for their leadership, and to all members of the Working Group for their wise and insightful recommendations. As you will see, the proposals are both bold and practical, and one can see in them a path towards the goal that the Group expressed at the beginning of its Report: how to make uOttawa the leading Canadian university in the field of public policy. Their two-stage approach to implementation seems a sensible one, and gives us ways we can get started right away, while leaving time for additional reflection on some issues that will be addressed as we go forward.

One of the recommendations made by the Working Group was to publish the report so that it may stimulate discussion about all recommendations put forth. As such, the report is available on the “Reports and Memos” page located on the website of our Office of the Vice-President Academic and Provost.

My sincere thanks again to the Working Group, and my thanks in advance to the University community for the thoughtful and constructive comments that I am sure will now be forthcoming.

Allan Rock
# TABLE OF CONTENT

INTRODUCTION ............................................................................................................................................. 3

EXECUTIVE SUMMARY OF RECOMMENDATIONS ......................................................................................... 4

WORKING GROUP REPORT ........................................................................................................................... 7
  Mandate .................................................................................................................................................... 7
  Members ................................................................................................................................................... 7
  Background ............................................................................................................................................... 8
  Context .................................................................................................................................................... 10
  General Observations ............................................................................................................................. 13
  Conclusions ............................................................................................................................................. 14

RECOMMENDATIONS ................................................................................................................................. 15

APPENDIX A: THE COLLEGE ......................................................................................................................... 20
  Definition ................................................................................................................................................ 20
  Purpose of the College ............................................................................................................................ 20
  Activities of the College .......................................................................................................................... 20
  Crossroads Initiative Management (Research) ....................................................................................... 21
  Convening ............................................................................................................................................... 21
  Governance and Structure ...................................................................................................................... 22
  Academic Advisory Committee ............................................................................................................... 22
  Outcomes ................................................................................................................................................ 23
  Summer Institute ................................................................................................................................. 23
INTRODUCTION

In December 2013, the Office of the President created a Working Group on the Academic Dimension of the School of Government to consider the academic program of a future School of Government.

This report summarizes the efforts of the Working Group over the past ten months and makes a number of recommendations. These recommendations are based on a strong consensus within the Working Group that the University of Ottawa should support and amplify its very considerable strengths in a number of related fields that are collectively referred to in this report as “Public Policy”. The related fields that are included in the term Public Policy where it is used in this report include:

- teaching and research in public policy, public administration, political science and political studies, international relations and international development, public and international law, conflict resolution, human rights, and science policy including the full range of activities related to these subjects within a domestic and international context.

The Working Group believes that because of its existing strengths and other unique factors developed more fully below, uOttawa has the exciting potential to become the leading Canadian university in Public Policy.

There was also a consensus that all of uOttawa’s efforts in this regard should be undertaken with a strong commitment to excellence, including the necessary administrative infrastructure to support excellence.

In arriving at its recommendations, the Working Group drew upon input provided during consultations with those involved in Public Policy at uOttawa. The Working Group also attempted to remain true to the strategic direction outlined in both Destination 2020 and the Strategic Mandate Agreement recently signed with the Government of Ontario.

The recommendations that follow are based on these premises.
EXECUTIVE SUMMARY OF RECOMMENDATIONS

In summary, the Working Group recommends action in two phases:

1. Steps that can be taken immediately

1.1 Develop a fully operational plan for the establishment of a single university-wide entity devoted to Public Policy. Whether the university-wide entity to be created would be called a College of Public Policy, a School of Government, an Academy of Governance or some other such name is yet to be determined. For the purposes of this report, and without attempting to resolve the question of the name, the entity will be referred to for convenience as a “College”.

1.2 Actively continue fundraising efforts to secure from external sources the necessary funds for the physical location of the College and its long-term operation, ideally in the form of a multi-million dollar endowment or multi-year annual commitment. Should external funding be secured, it should be matched, in whole or in part, by uOttawa. In addition to paying the capital costs associated with the physical space and the operations of the College, the amounts raised should also finance the College’s Public Policy initiatives, including the Crossroads initiatives, from an envelope referred to in this report as the “Excellence in Policy Leadership and Research Fund”.

1.3 Based on existing uOttawa funds launch Crossroads interdisciplinary research initiatives, as soon as possible, under the leadership (on an interim basis) of the Office of the Vice President, Research, which will put in place mechanisms for the selection of projects on a competitive basis.

1.4 Review the current program offerings in Public Policy in the faculties of Health Sciences, Law, Medicine, Social Sciences, and the Telfer School of Management, and other relevant faculties to encourage more interdepartmental and interdisciplinary teaching and research and to leverage/coordinate course offerings, thereby eliminating confusion and redundancy, and focusing on complementarity.

1.5 Review the reporting relationships of uOttawa’s research institutes and faculty-based centres and schools, many of which are oriented towards Public Policy, to examine the advantages of including all or some of them eventually within a single entity devoted to Public Policy.

1.6 Create a web portal or other similar mechanism to showcase, and provide a single entry-point into, the university’s Public Policy teaching programs, units, research and activities.

1.7 Ensure that this final report of the Working Group is made public.
2. **Steps to be taken in a second phase**

2.1 Once the operational plan is complete and necessary funds have been secured, as described in 1.1 and 1.2 of this section, establish the College in a physical space, to be led by a Principal who will be appointed on the recommendation of the Vice Presidents Research and Academic following a competitive search.

2.2 The Principal should be supported by a management team and an Academic Advisory Committee, comprised of persons appointed by the Vice Presidents Research and Academic. Academic Advisory Committee members will be drawn from Canada (including uOttawa) and abroad and will be appointed based on their expertise, experience and prominence in Public Policy.

2.3 The College should be staffed and funded in order to:

- Take over responsibility for the *Crossroads* initiative;
- Implement a number of income-generating learning and external opportunities;
- Administer the “Excellence in Policy Leadership and Research Fund” to support ambitious and innovative proposals for research, training, public engagement and/or outreach activities in Public Policy that have a clear potential to be “best in class” as judged by the Academic Advisory Committee;
- Manage the Forum for Dialogue as a high profile, high quality venue for discussion, debate and the airing of provocative, constructive and timely ideas. The Forum for Dialogue will also provide a platform for senior Canadian government officials and visiting foreign dignitaries and heads of government;
- Maintain a central information hub and multimedia platform to highlight the activities of uOttawa faculty and the various uOttawa units in Public Policy; and
- Offer a policy leadership program for uOttawa students focusing on experiential learning and interaction with leading policy thinkers and practitioners. Students from any faculty of the university would be eligible. Participants would be selected based on a competitive process according to standards of prior accomplishment and future potential that will be determined by the Principal in consultation with the Academic Advisory Committee.
2.4 Professors from any faculty should be eligible to apply for membership in the College as Fellows. Fellowship in the College may be accorded by the Principal for a renewable period of three to five years on the recommendation of the Academic Advisory Committee. In determining whether to recommend a professor for College Fellowship or renewal, the Academic Advisory Committee will refer selection criteria to be developed in detail through campus consultation, relating generally to the nature, quality and frequency of an applicant’s publications, teaching, research and professional and public engagement in Public Policy. The workload of faculty members appointed as Fellows will reflect the level of their responsibilities at the College.
WORKING GROUP REPORT

Mandate

The Working Group was mandated primarily to advise the Office of the President on the nature of the study programs and research opportunities to be offered at a new university-wide entity (which is being referred to in this document as a College) and, in particular, to advise on the following topics:

- To consider the policies, practices and structures to put in place to ensure a high level of interdisciplinary interaction and thereby promote inter-faculty, inter-university, and international collaboration in Public Policy; and
- To assess and determine the undergraduate, post-graduate and doctoral programs to be offered by the College.

Members

The following individuals are members of the Working Group, which is co-chaired by Christian Detellier, Vice-President Academic and Provost, and Ruby Heap, Associate Vice-President, Research:

Angel M. Foster  
Associate professor, Interdisciplinary School of Health Sciences, Faculty of Health Sciences

Monica Gattinger  
Associate Professor, School of Political Studies, Faculty of Social Sciences

Rees Kassen  
Associate Professor, Department of Biology, Faculty of Science

Errol Mendes  
Full Professor, Common Law Section, Faculty of Law

Roland Paris  
Associate Professor, Graduate School of Public and International Affairs, Faculty of Social Sciences

Marc Saner  
Associate Professor, Department of Geography, Faculty of Arts

David Zussman  
Visiting Professor and Jarislowsky Chair in Public Sector Management, Graduate School of Public and International Affairs, Faculty of Social Sciences
Background

The creation of a new organizational structure in the form of a university-wide entity is being considered in order to support and amplify uOttawa’s current cluster of excellence in research and teaching related to Public Policy.

After an initial survey of current teaching and research establishments devoted to Public Policy, particularly in Canada, the Working Group concluded that none has a national, non-partisan, cross-campus and interdependent structure that combines the production, conservation and transmission of knowledge on responsive government public policy and related fields of expertise both within the domestic and international contexts.

As the only bilingual post-secondary educational institution in Canada, uOttawa benefits from a unique location in the heart of Canada’s capital, close to the seat of the federal government and other national institutions.

Ottawa is also home to leading industrial and civil society groups that focus on government and public policy, as well as over 100 embassies. This “locational endowment” and uOttawa’s existing links to senior federal government officials and to the broader policy community in the capital gives uOttawa a considerable competitive advantage over other post-secondary institutions.

With over 43,000 students from 150 countries and a number of faculties comprising a core of solid expertise in a wide variety of Public Policy fields of study and research, the potential for an academic structure in which researchers, practitioners and students could collaborate in a spirit of interdisciplinary cooperation to examine major national and international issues, is undeniable and overdue.

Finally, given the significant issues raised by the differentiation exercise introduced by the Government of Ontario and by the University’s own review of its processes and practices, uOttawa must pursue the major goals of its Destination 2020 strategic plan: to offer a rich and inspiring student experience; to promote excellence in research; to pursue its deep commitment to bilingualism and the Francophone community; and to develop potential global leadership through the internationalization of its programs, faculties and students.
After its appointment in December 2013, the Working Group first canvassed the university community through a series of consultations. Initially, these consultations dealt primarily with the Plamondon Report that had been commissioned by the Office of the President to prepare a conceptual plan for a proposed School of Government covering the following elements:

1. Vision and objectives
2. Structure and governance
3. Finance and fundraising

The Plamondon Report was an attempt to describe the key issues related to the establishment of a university-wide entity (referred to therein as a School of Government) and to make proposals about modalities. The intention of the Plamondon Report was “to animate discussions about whether such a venture (School of Government) is feasible and desirable while also stimulating a discussion on the design of the school.” The Plamondon Report also indicated that many of the recommendations should be characterized as “ideas”, which were intended to stimulate discussion and debate following the distribution of the report within the university community. There was no intention on the part of uOttawa or of the Working Group to adopt any of the recommendations of the Plamondon report without consultation with the university community.

The analysis and recommendations of the Plamondon Report were informed by 50 in-person interviews, including 40 with uOttawa faculty members, central administration staff, and members of the Board of Governors. There were also ten interviews with stakeholders and management experts with an interest in the role of government in society.

It is important to note that the Plamondon Report was also based on “a limited Internet review of other Schools of Government, Public Policy and Public Administration” in Canada and elsewhere.

During this first round of consultations, it was clear that there was broad support for strengthening and leveraging the university’s expertise in Public Policy and for the basic concept of the Crossroads initiative, but there was less agreement and relatively few concrete ideas proposed about the modalities for pursuing these objectives. It was also clear in this first round of consultations that the university community wished to be further consulted as the Working Group moved forward with its activities.

The Working Group therefore undertook a second round of consultations. During this second round, the Working Group invited students, professors, and support staff members to consider the following question:

*Building on its existing strengths in public policy, public law and international affairs, how can uOttawa establish itself as the leading university in Canada in this area beyond the status quo? Comments on multidisciplinary and multi-faculty research, student training, policy engagement and public outreach are especially welcome.*
A variety of ideas were put forward, including proposals for particular topics and modalities for Crossroads initiatives, administrative restructuring to consolidate key departments, centres/institutes and programs related to public policy, focusing the university’s efforts on particular academic units already active in this field, and the creation of a web portal to showcase, and provide a single entry-point into, the university’s public policy teaching programs, units, research and activities.

Between December 2013 and October 2014, the Working Group met 11 times to respond to the mandate that was provided by the Office of the President. The following sections of this report capture the essence of their deliberations.

Context

Our review of current programs, centres and research activities in the areas of Public Policy in Canada and elsewhere in the world indicates that there has been a dramatic increase in interest within the academic community in the role of government in society. This has led to the creation of an impressive number of new graduate programs and research centres, such as those at the University of Ottawa (GSPIA, SIDGS, SPS), University of Toronto (School of Public Policy and Governance, Munk School of Global Affairs), York University (The Glendon School of Public and International Affairs), University of Calgary (School of Public Policy), and the University of Saskatchewan (Johnson Shoyama Graduate School of Public Policy).

This trend has also been noted in other parts of the world where there has similarly been a large increase, over the past decade, in the number of universities that have created or expanded existing schools of government. The Working Group has been impressed by the size and scale of these new initiatives, particularly those that have been endowed through the generosity of private donors at Oxford University (Blavatnik School of Government), Texas A&M (Bush School of Government), University of Southern California (Price School of Public Policy), University of Pennsylvania (Fels Institute of Government) and the University of Melbourne (School of Government).

As the Working Group became better informed about existing schools and programs, the explosion in the number of universities involved in the study of Public Policy suggested to us that a more in-depth analysis of the proposed model was highly recommended. There will be many opportunities to learn from those who have recently implemented schools and programs by using a wide range of approaches to policy studies, opportunities and modalities. This will also enable uOttawa to identify fruitful niches that leverage its existing expertise and competencies and differentiate it from other institutions’ offerings.
Before determining which models to consider and selecting one of these to recommend, the Working Group members agreed that any potential structure must:

- Be based on an uncompromising commitment to excellence;
- Strongly contribute to achieving the goals defined in the Destination 2020 strategic plan;
- Dovetail with efforts to implement the provincial government’s plan for program differentiation;
- Comply with the guidelines of the document titled “Roadmap to Destination 2020”;
- Assess the competitive effects and impact of implementing such a structure; and
- Have been the subject of further consultation with the university community.

In order to generate a unifying interest among faculty members and other stakeholders that will ensure its sustainability, the Working Group decided to apply the following principles in examining the various program options for a potential College:

- To consolidate and build on our existing strengths;
- To establish uOttawa as Canada’s top university in the field of Public Policy;
- To put excellence at the forefront by applying rigorous national and international standards to all College-related activities;
- To capitalize on the strengths and expertise currently existing within several faculties;
- To provide professors and researchers who demonstrate excellence in these fields with the tools, support and recognition for developing responsive government policy initiatives;
- To recognize the contributions of, and to promote cooperation among, the three units within the Faculty of Social Sciences that are focused on Public Policy, namely: the School of Political Studies (SPS), the School of International Development and Global Studies (SIDGS), and the Graduate School of Public and International Affairs (GSPIA);
- To capitalize on uOttawa’s unique proximity to federal government institutions;
- To ensure the adoption of a “Crossroads”-type activity as part of the new initiative;
- To strengthen links with leading Public Policy research and educational programs in other parts of the world;
To foster an interdisciplinary approach, with campus-wide commitment and inter-faculty and intra-faculty cooperation; and

To ensure better coordination and collaboration among the programs offered in Public Policy.

Given the context and these operating principles, the Working Group conducted consultations with interested faculty members and deliberated at some length in order to finalize its recommendations.
General Observations

The Working Group feels that the creation of a College is a most worthwhile objective for uOttawa given the current public policy and governance environment in Canada and the relative strengths of the university’s faculty and research community. The University of Ottawa has established an enviable reputation for its current programs and research, and the Working Group expressed the desire for uOttawa to occupy greater space in this domain by growing beyond the current academic and professional offerings and research activities.

However, the Working Group had a number of concerns, namely:

- The need to establish a transparent and broadly based consultative decision-making process on the establishment of a College;
- The current proposals for the creation of a College are not well enough developed to seek formal university support and approval at this time;
- The need to ensure that this initiative is based on a foundation of excellence with regard to research, teaching and administration;
- The need to promote complementary, interdisciplinary and multidisciplinary approaches in a consistent and well-defined framework in light of the challenges posed by resource-sharing between faculties;
- The need for greater clarity and consistency with regard to the current programs in Public Policy where there appears to be some overlap of certain programs and some internal and external confusion with regard to the specific nature of these programs;
- The need to more fully develop an academic, financial and administrative plan that explores the feasibility of establishing a College at uOttawa; and
- A strong consensus among stakeholders with regard to the notion of a Crossroads initiative, though many questions such as how to implement and finance such an initiative have yet to be fully explored.
Conclusions

At the conclusion of the consultations with the university community and the Working Group meetings, the Group had reached a consensus on the following points:

- uOttawa has the expertise, reputation and capacity to build on its current strengths in the area of Public Policy by enlarging its footprint in these areas through the establishment of a series of new initiatives, some of which could be implemented in the short term and others that would need more study, consultation and approvals; and

- There was strong support for an interdisciplinary and multi-faculty initiative that focused on Public Policy.

Given the concerns raised by a number of stakeholders, the Working Group recommends a two-phased process that builds on areas of consensus and provides for sufficient resources and time to fully develop an academic and administrative plan for going forward. Some steps can be taken immediately, while others (such as the creation of the College) should wait until the conditions are met.
RECOMMENDATIONS

In light of these observations and conclusions, the Working Group submits the following recommendations:

1. For Immediate Action

   1.1 Develop a fully operational plan for the establishment of a single, university-wide entity devoted to Public Policy. Whether the university-wide entity to be created would be called a College of Public Policy, a School of Government, an Academy of Governance or some other such name has yet to be determined. For the purposes of this report, and without attempting to resolve the question of the name, the entity will be referred to as a “College”. (See Appendix A of this report for greater detail about the Working Group’s recommendations concerning the creation of the College.).

   1.2 Actively continue fundraising efforts to secure from external sources the necessary funds for the College’s operation, ideally in the form of a multi-million dollar endowment or multi-year annual commitment. Should external funding be secured, it should be matched, in whole or in part, by uOttawa. In addition to paying the capital costs associated with the physical space and the operations of the College, the funds raised should also finance the College’s Public Policy initiatives, including Crossroads initiatives, from an envelope referred to in this report as the “Excellence in Policy Leadership and Research Fund”.

   1.3 Test the viability of sustained interdisciplinary work within uOttawa by encouraging more intra- and inter-faculty teaching and research activities in Public Policy among faculty members in all faculties of the university.

   1.4 Review the reporting relationships of uOttawa’s research institutes and faculty-based centres and schools, many of which are oriented towards Public Policy, to examine the advantages of eventually including all or some of them within a single entity devoted to Public Policy.

   1.5 Review the current program offerings in Public Policy in the faculties of Social Sciences, Law, Administration, Health Sciences, Medicine and other relevant faculties to encourage more interdepartmental and interdisciplinary teaching and research and to harmonize course offerings, thereby eliminating confusion and redundancy, and focusing on complementarity.

   1.6 Examine how to better coordinate the courses and programs offered particularly, but not exclusively, within the three schools most closely associated with public policy (SPS, SIDGS, and GSPIA). This process should involve identifying and promoting a better understanding of the main specificities and differentiating factors of each of these three Schools, and fostering greater collaboration among them.
1.7 Implement the Crossroads initiative immediately under the leadership (on an interim basis) of the Office of the Vice President, Research, which would put in place mechanisms for the selection of projects on a competitive basis. The key characteristics of the Crossroads initiative are:

- Interdisciplinary and multi-faculty Public Policy research projects, each conducted over a three year period;
- Coordination of each project’s efforts provided by a team leader supported by administrative staff;
- Staggered reporting from the project teams, with one reporting each year through the publication of papers, a high-profile conference at uOttawa and concrete recommendations to governments and other actors about how to confront and overcome important policy challenges; and
- Demonstrated excellence in research, analysis and recommendations.

1.8 Create a web portal or other similar mechanism to showcase, and provide a single entry-point into, the university’s Public Policy teaching programs, units, research and activities.

1.9 Ensure that the Working Group report is made public.

2. Second phase

2.1 Once the operational plan is complete and necessary funds are secured, as described in 1.1 and 1.2 of this section, establish the College in a physical space, to be led by a Principal who will be appointed on the recommendation of the Vice Presidents Research and Academic following a competitive search. The Working Group sees the creation of a College as a considerable opportunity for uOttawa to foster and promote excellence in Public Policy, thus contributing in an even more significant way to improving public decision-making and policy development, both nationally and internationally. The College would be a true intellectual centre: a campus-based institution whose interdisciplinary research, training and outreach activities in Public Policy would earn it an international reputation. The concept of the College as envisioned by the Working Group is more fully developed in the document that is attached as Appendix A to this report.

2.2 Conduct a competitive search to identify an exceptional leader as Principal of the College, to be appointed on the joint recommendation of the Vice Presidents Academic and Research.
2.3 The Principal should be supported by a management committee and an Academic Advisory Committee, comprised of persons initially appointed by the Vice Presidents Research and Academic. Academic Advisory Committee members may be drawn from Canada (including uOttawa) and abroad and will be appointed based on their expertise, experience and prominence in Public Policy.

2.4 The College should be staffed and funded in order to:

- Take over responsibility for the *Crossroads* initiative;
- Implement a number of income-generating learning and external opportunities;
- Administer the Excellence in Policy Leadership and Research Fund to support ambitious and innovative proposals for research, training, public engagement and/or outreach activities in Public Policy that have a clear potential to be “best in class” as judged by the Academic Advisory Committee;
- Manage the Forum for Dialogue as a high profile, high quality venue for discussion, debate and the airing of provocative, constructive and timely ideas. The Forum for Dialogue will also provide a platform for senior Canadian government officials and visiting foreign dignitaries and heads of government;
- Maintain a central information hub and multimedia platform to highlight the activities of uOttawa faculty and the various uOttawa units in Public Policy; and
- Offer a policy leadership program for uOttawa students focusing on experiential learning and interaction with leading policy thinkers and practitioners. Students from any faculty of the university would be eligible. Participants would be selected based on a competitive process according to standards of prior accomplishment and future potential that will be determined by the Principal in consultation with the Academic Advisory Committee.

2.5 Professors from any faculty should be eligible to apply for membership in the College as Fellows. Fellowship in the College may be accorded by the Principal for a renewable period of three to five years on the recommendation of the Academic Advisory Committee. In determining whether to recommend a professor for College Fellowship or renewal, the Academic Advisory Committee would refer to selection criteria relating generally to the nature, quality and frequency of an applicant’s publications, teaching, research and professional and public engagement in Public Policy. The workload of faculty members appointed as Fellows will reflect the level of their responsibilities at the College.
2.6 The Principal of the College would administer the “Excellence in Policy Leadership and Research Fund” to support ambitious, innovative proposals for research, training, public engagement and/or outreach activities in Public Policy that have a clear potential to be “best in class”, as judged by the Academic Advisory Committee. The goal of such projects would be to establish and maintain uOttawa as the leading university in Canada in Public Policy. This goal should be the principal criterion for awarding funding. Multi-year projects should be considered. Expectations should be commensurate with the size of the proposed budgets.

2.7 Initiatives to be funded from the “Excellence in Policy Leadership and Research Fund” would include the Forum for Dialogue as a high profile, high quality venue for discussion, debate and the airing of provocative, constructive and timely ideas. The Forum for Dialogue will also provide a platform for senior Canadian government officials and visiting foreign dignitaries and heads of government.

2.8 Maintain a central information hub and multimedia platform to highlight the activities of uOttawa faculty and units engaged in Public Policy, and to provide people inside and outside uOttawa with a single “map” of the many programs and activities at uOttawa in this field. The hub would be a virtual information clearing-house and communications platform that would also be tasked with pro-actively “pushing out” content on social media. It would need to be dynamic and use the latest communications tools, including streaming video of selected events. It should also provide a central listing of Public Policy events on campus.
APPENDIX A: THE COLLEGE

Definition

In this report, the term "College" refers to a new and distinct entity within our university. We mean it to understand an entity that will build on the strengths of the existing academic units at uOttawa.

Purpose of the College

The College would be a mechanism for linking and supporting academics who are engaged in teaching and research in Public Policy and who meet the criteria for Fellowship in the College as established by the Academic Advisory Committee.

The College would benefit from its key location in the National Capital Region and would offer numerous opportunities to College Fellows, students and visiting scholars to interact with Canadian and international experts and stakeholders.

Such a model would be new to uOttawa and would aim to transcend traditional barriers between disciplines by promoting leading-edge interdisciplinary and multi-faculty research.

We reiterate that the College’s location in the National Capital Region would offer ideal opportunities for College Fellows, students and visiting scholars to interact with Canadian and international experts and stakeholders.

Activities of the College

The College would bring a multi-disciplinary and multi-faculty approach to the study of Public Policy in a setting that could include expanded graduate-level studies and research, professional training for public servants and others engaged in policy-relevant work. The College would also run a Policy Leadership Program for uOttawa students. It would also host a “Forum for Dialogue,” a physical location that would encourage debate and discussion among academics, public servants, politicians, the media, industry, interest groups, civil society and other opinion leaders.
Crossroads Initiative Management (Research)

The College would conduct practical and responsive research that informs the debate about the role of government in Canada and contemporary international issues, emphasizing Canada’s role in the world and the interface between domestic and global governance. This rigorously conducted research, carried on most prominently through the Crossroads initiative, would be distributed among both academic and non-academic audiences.

The work of the College could also be enhanced through the use of the federal government’s executive exchange programs, which would bring experienced practitioners to the College.

Its inter-disciplinary approach would allow the College to tap into expertise from across the spectrum of academic talent at uOttawa. A rigorous selection process would be put in place to define the Crossroads projects.

The Crossroads initiative would undoubtedly be a major component of this academic structure. Based on a novel and highly practical approach, this resource, the only one of its kind in North America, would comprise an interdisciplinary and multi-faculty team of researchers, practitioners and graduate students who would regularly examine the larger questions and major issues involved in Canadian public policy with a view to pragmatic problem-solving.

The observations and recommendations stemming from this initiative would benefit various levels of government, the private sector, and society, and inform Canada’s role in international peace and security, thereby addressing public sector gaps in responsive and long-term policy and strategy development.

Although most of the focus would be on national issues, the College could also include membership in international training and research networks, as discussed between members of the Working Group and those of the President’s International Advisory Committee during their first meeting on April 23, 2014.

Convening

The College would also convene roundtable policy discussions among for its diverse audiences under the direction of expert moderators, including Fellows. These discussions would be designed to engage a wide variety of interests on a regular basis. Discussions would call upon contributions from MPs and senators from different political parties, the national media, industry, civil society leaders, and senior public officials. Issues for debate and discussion could also tap into ongoing policy studies as part of the Crossroads initiatives. Such convening could take place in a physical location called the “Forum for Dialogue”.
Governance and Structure

The creation of the College (no matter what it may eventually be called) would require the establishment of terms of reference and Senate approval.

The College would report to the Vice President, Research and would be led by a full-time Principal who would be supported by support staff, namely administrators, program managers and communications officers. Faculty members would apply for membership as Fellows of the College and would be eligible to participate fully in the life of the College including the Crossroads initiative, the discussions, professional development and joint graduate teaching opportunities (see below for Summer Institute).

Fellows would serve terms ranging from three to five years and an Adjunct Fellows category would be created to allow for the appointment of researchers and practitioners who are not full-time uOttawa faculty members. The workload of faculty members appointed as Fellows would reflect their responsibilities at the College. The Working Group foresees the recruitment and participation of at least 50 to 60 Fellows during the first five years of the College’s existence.

In time, the teaching activities of the Fellows (professional development courses, Summer Institute described below) will complement the existing Public Policy programs and courses that are offered throughout the campus by offering opportunities for more multidisciplinary and practice-based teaching and research.

Academic Advisory Committee

The Academic Advisory Committee would be comprised of eminent, high-profile individuals from various backgrounds, hailing from Canada, including uOttawa, and elsewhere. They would be appointed jointly by the Vice Presidents, Academic and Research. The Academic Advisory Committee would be responsible for advising the Principal on:

- Applications for Fellowship or their renewal;
- Applications for funding from the “Excellence in Policy Leadership and Research Fund”; and
- The strategic direction and orientation of the College.
Outcomes

The College would take the research and study of Public Policy to a new level in Canada. Although uOttawa’s goals may be ambitious, they are clearly achievable, given that they are based on uOttawa’s core strengths and a well-planned approach to our new and expanded programs.

By the end of the first three years following the creation of the College in 2015-16, we expect the College to have supported leading-edge research and policy analysis, and have disseminated the results to parliamentarians, senior public officials and a diverse range of decision-makers and opinion leaders in Canada and abroad. As well, the College would have prepared some members of the next generation of leaders in the federal and provincial public services, and related organizations, as well as professionals working in non-governmental organizations and internationally.

Summer Institute

A College Summer Institute could be initiated with the following key characteristics:

- Revenue generating on a cost-recovery model;
- Intensive training in specific themes (number of weeks variable);
- Led by College Fellows, Adjunct Fellows, Academic Advisory Committee members, Visiting Fellows, etc.;
- Certificate granted upon completion;
- Various social and cultural activities offered, in partnership with the City of Ottawa and other local partners; and
- Open to a large national and international clientele: undergraduates and graduate students, professionals and stakeholders, etc.