The University of Ottawa has adopted ambitious objectives for the period up to 2020. Their achievement will enhance the quality of our academic programs. To determine our progress towards these objectives so that we can make course corrections if necessary, we have developed the measurement tools in this scorecard. We recognize, however, that not everything can be measured. Some very important things that a university does cannot be quantified or shown on a graph, yet are encouraged and valued nonetheless. But where generally accepted metrics do exist, and can help us find out whether we are approaching our goals, we shall use them as described in this document to produce periodic reports on our progress.

Source of data: University of Ottawa (Institutional Research and Planning, Human Resources Service, Strategic Enrolment Management, and Financial Services) unless otherwise stated.
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1.1 Learning Quality Assessment at the Undergraduate Level

- Definition: The percentage of senior undergraduate students who answered Excellent or Good to the question “How would you evaluate your entire educational experience at this institution?”.
- Source: National Survey of Student Engagement (NSSE)
1.2 Service Quality Assessment at the Undergraduate Level

- **Definition:** The percentage of graduating undergraduate students very satisfied or satisfied with a series of non-academic services (for example, sports, housing, community life, online services, counter services, food services, computing services, bookstore).
- **Source:** uOttawa internal End-of-Program Survey (EOPS)
1.3 Retention Rate

- Definition: the percentage of full-time first-year students who entered directly from high school in the fall and returned for their second year of studies the following fall.
- Source: Consortium for Student Retention Data Exchange (CSRDE)
1.4 Student-Faculty Ratio

- Definition: The ratio of full-time equivalent undergraduate students per full-time equivalent professor.
1.5 Students Admitted with at Least 85% Average

Definition: The proportion of all Ontario high school students with an average of at least 85% admitted to an undergraduate program at the University, divided by the proportion of all Ontario high school students, regardless of average, admitted to an undergraduate program at the University.

Source: Ontario Universities’ Application Centre (OUAC)
1.6 Learning Quality Assessment at the Graduate Level

- **Definition:** The percentage of graduate students who rated their program of studies as Excellent, Very Good or Good.
- **Source:** Graduate and Professional Student Survey (GPSS)
1.7 Service Quality Assessment at the Graduate Level

GOAL 1: Quality of the Student Experience

- Definition: The percentage of graduate students very satisfied or satisfied with a series of non-academic services (for example, sports, housing, community life, online services, counter services, food services, computing services, bookstore).
- Source: Graduate and Professional Student Survey (GPSS)
1.8 Graduation Rate at the Graduate Level

- Definition: The percentage of full-time students graduating three years or less after their first registration in a master’s program and six years or less after their first registration in a PhD program.
1.9 Experiential Learning

Definition: Percentage of undergraduate students who participated in one experiential activity. Sample activities include: participation in the programs offered by the Centre for Global and Community Engagement, mentoring, undergraduate research courses, internships, co-op and work-study programs. A full list of activities will be available on our website.

Source: uOttawa internal End-of-Program Survey (EOPS)
1.10 Learning Space per FTES

GOAL 1: Quality of the Student Experience

- Definition: The ratio of net assignable square metres of learning space to the number of full-time equivalent students (FTES) every fall.
  - Learning space: Classrooms, class laboratories, research laboratories, graduate student offices, study and library spaces. Source: Council of Ontario Universities (COU)
  - FTES = (2 x undergraduate FTES declared to the Ministry on November 1) + (1 x graduate FTES declared to the Ministry on November 1).
2.1 Sponsored Research Funding

- Definition: The University’s share of total sponsored research income in Canada
- Source: Re$earch Infosource

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<th>Year</th>
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<td>2009-2010</td>
<td>4.2%</td>
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<td>Target 2020</td>
<td>6%</td>
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2.2 Research Intensity

- Definition: The University’s rank among Canadian universities based on average external funding from all sources per full-time equivalent faculty position.
- Source: Re$earch Infosource

GOAL 2: Research Excellence
2.3 Research Overall Ranking

- Definition: the University’s rank among Canadian universities based on a composite rank that sums funding intensity, publication intensity, and publication impact
- Source: Re$earch Infosource
2.4 External Scholarship Funding at the Graduate Level

- Definition: The percentage of eligible graduate students who have received at least one federal or provincial scholarship in a fiscal year
2.5 Graduate Student Registration

- Definition: The percentage of graduate students registered (certificate, master’s and doctorate) relative to the total registration at all levels, full-time and part-time.
2.6 PhD Student Registration

- Definition: Number of PhD students registered, full-time and part-time.

![Bar chart showing PhD student registration from 2010-2011 and target for 2020.]

- Number of PhD students in 2010-2011: 1,572
- Target for 2020: 2,525
3.1 Linguistic Balance

- The percentage of full-time and part-time Francophone and immersion students (undergraduate and graduate).
  - Francophone students: all students whose first language is French and all students whose first language is neither French nor English but whose language of correspondence is French.
  - High school immersion students: Anglophone students who have studied in a French immersion program in a Canadian high school.
  - University immersion students: students who are registered in a University of Ottawa French immersion program.
### 3.2 Staff Bilingualism

**Definition:** The percentage of regular faculty and regular support staff members who are actively bilingual.

- For support staff, the level of bilingualism is assessed by the direct supervisor. Active bilingualism is determined by the ability to communicate clearly and to understand the second language with few difficulties.
- For faculty members, the level of bilingualism required is determined in the hiring contract and is a condition for receiving tenure. Active bilingualism is defined as the ability to teach in one’s second language.
GOAL 3: Francophonie and Bilingualism

3.3 Availability of Courses in French and English at the Undergraduate Level

- Definition: percentage of undergraduate courses offered in both French and English relative to the total number of unique undergraduate courses offered at the University. The count excludes: language courses (e.g. French, English, Spanish, Italian, Second Language, etc.), full recovery courses (e.g. Executive MBA, Additional qualifications in Education), and courses taken outside the University of Ottawa.

- Note: The University is not able to offer 100% of its programs in the two languages given the regulatory framework of academic programs.
3.4 Entering International Francophone Students

- Definition: The percentage of entering international students in that year who are Francophone (according to language in use).

GOAL 3: Francophonie and Bilingualism


4.1 International Students

- Definition: Percentage of total student body who are international students (at the graduate and undergraduate level, full-time and part-time).
  - International students: Students who have a visa or another status (refugee or diplomatic mission), including incoming exchange students.
4.2 Number of International Student Exchanges — Outgoing

- Definition: The number of students participating in an international exchange (graduate and undergraduate level, full-time and part-time).
  - International exchanges: Student exchanges abroad, including CO-OP placements.
4.3 International Collaborations

- Definition: The number of international collaborations on published articles divided by the total number of publications in a given year. For a given article, each country with which a collaboration took place is counted as one international collaboration.

- Source: InCites
GOAL 4: Internationalization

4.4 Programs with an International Component

- Definition: Total number of opportunities available to our students to participate in one formal international educational activity in relation to their program of studies (e.g., exchange, courses in a foreign country, cotutelle).
5.1 Staff Engagement

• Definition: The percentage of staff members giving favourable answers to five questions about their level of commitment to the University and its mission.
5.2 Reputational Index

- Definition: The University’s rank among Canadian universities based on a National Reputational Ranking published by *Maclean’s*.
  - National Reputational Rankings are based on opinions on the quality of the universities. The Best Overall Ranking represents the sum of the scores for three categories: Highest Quality, Most Innovative and Leaders of Tomorrow
- Source: *Maclean’s University Rankings*
5.3 Administrative Expenses as Percentage of Total Expenses

- **Definition:** The percentage of administrative expenses relative to the operating budget (excluding the research budget and endowed funds).
  - Administrative expenses: General administrative expenses, computer and communications expenses (central service), expenses for physical resources (excluding the renovation budget) and for external relations.
- **Source:** Council of Finance Officers (COFO)
5.4 Revenue Sources (Private vs. Public Sector)

- Definition: Ratio of an institution's revenue from non-government sources (tuition fees, donations, non-government grants and contracts, sales of services and products, investment income and miscellaneous) to total revenue from government grants (Ontario, federal, other provincial, municipal and foreign grants).

- Source: Council of Finance Officers (COFO)
5.5 Endowment Fund and Donations

**Definition:** Endowed funds as of April 30 and the ratio of donations in a year to the number of full-time equivalent students.

- **Endowed funds:** Funds comprising money or securities received by way of gift or endowment (with the capital amount usually maintained or allocated along with the resulting financial revenue) that are used for the purpose specified by the devisor or donor.
- **Donations:** Money or securities received by way of gift or contributions to the endowment fund in one year.
- **FTES = ((2 x undergraduate FTES declared to the Ministry on November 1) + (1 x graduate FTES declared to the Ministry on November 1)****