

Vision 2010

Progress report

(January 2007)

Major Direction I

Strengthening our competitive edge

Goal 1: To play a leadership role in promoting Canada's official languages

	<i>Vision 2010</i>	Situation overview
1.1	IOLB Create the Institute of Official Languages and Bilingualism that will offer programs of studies at all levels, become a research centre in fields such as second-language teaching, language engineering and psycholinguistics, and provide second-language evaluation, training and certification. A director will be hired shortly to consolidate the University's strengths in this Institute and recruit the necessary teaching staff. The Institute will be operational in September 2006 (Arts).	<ul style="list-style-type: none"> • October 2006: hired an Executive-in-Residence, Hilaire Lemoine, whose mandate is to help establish a business plan. • December 2006: recruited a director, Richard Clément, who will start in the position on July 1st, 2007. • Winter 2007: approve the statutes, budget and space plan. • 2007-2008: recruit faculty and set up IOLB. • 2009-2010: create two research chairs.
1.2	HUMANITAS Create <i>Humanitas XXI</i> , an academic program offering science and arts courses to a select group of motivated bilingual students. The program will open in September 2007. We will then evaluate the possibility of offering other disciplines (Arts).	<ul style="list-style-type: none"> • 2005-2006: initial ideas within the Faculties of Arts, Science and Social Sciences as to what the program could entail. • December 2006: the University's Excellence in Education Award recipients participated in a brainstorming meeting. • Winter 2007: project assigned to the Associate Vice-President Academic. • September 2008 or 2009: welcome the first cohort.
1.3	RECRUITING BILINGUAL PROFESSORS Through a central fund designed to allow hirings at the associate and full professor levels, recruit top-calibre professors who are bilingual or are determined to contribute to this specific goal of the University. The first hirings will take place in 2006-2007 (VP Academic and Provost, deans).	<ul style="list-style-type: none"> • June 2005: set up a \$225,000 central fund for recruiting bilingual associate and full professors. • July 2006: hired two new faculty members as part of this program. • Over the next years: program will operate on the basis of faculties' recruitment needs.
1.4	BILINGUALISM AMONG STUDENTS Encourage and recognize bilingualism among students.	<ul style="list-style-type: none"> • See below.

1.4.1	<u>Effective immediately</u> Create an immersion program and set up an intake structure that will enhance access for immersion students from across Canada (AVP Academic).	<ul style="list-style-type: none"> • 2005-2006: hired a director, Patrick Courcelles, a liaison officer, established an advisory committee and a formative evaluation committee for the immersion program, created academic scholarships, initiated numerous liaison activities, and established a mentoring centre. • 2006-2007: welcomed the first cohort (243 students in 37 immersion courses and 49 language-support courses); established an Immersion Club. • As of January 15, 2007, there were about 900 registration applications for September 2007. www.immersion.uottawa.ca/eng/
1.4.2	Introduce a second-language proficiency certificate (AVP Academic).	<ul style="list-style-type: none"> • 2005-2006: launched the certificate, with 283 registrations in the first year. • 2006-2007: 317 registrations. www.secondlanguage.uottawa.ca/certification_lang.html
1.4.3	Offer students a second-language writing mentorship (SASS).	<ul style="list-style-type: none"> • September 2006: hired three mentors for the Academic Writing Help Centre (AWHC) and provided additional educational material (manuals, software) to ensure services tailored to the needs of students studying in their second language, including immersion students. www.sass.uottawa.ca/writing/
1.4.4	Examine the possibility of admitting bilingual students to common law and civil law simultaneously (Common Law and Civil Law).	<ul style="list-style-type: none"> • Project is currently being developed, subject to approval by Faculty Councils in Common Law and Civil Law. • First cohort to be welcomed in September 2007 or 2008.
1.4.5	<u>As of 2006-2007</u> Offer a bilingual internship in nursing under the Multiple Interventions in Community-Health Nursing Practice Research Chair (Health Sciences).	<ul style="list-style-type: none"> • As of 2005-2006: Nancy Edwards is the project leader.
1.4.6	Collaborate to design a second-language training certificate in health sciences (Health Sciences).	<ul style="list-style-type: none"> • Project leader to be appointed.
1.4.7	Strengthen the second-language skills of graduate students (Arts).	<ul style="list-style-type: none"> • Project assigned to IOLB.
1.4.8	New initiative.	<ul style="list-style-type: none"> • 2005-2006: the Faculty of Law, Common Law section, sent a letter to students registered in the English Common Law program encouraging them to take at least one course in the French Common Law program.
1.4.9	New initiative.	<ul style="list-style-type: none"> • Winter 2006: offered four French as a second language courses for first- and second-year students in Medicine (Medicine and AVP Academic).

1.5	LINGUISTIC BALANCE Implement an action plan to reach linguistic-balance enrolment targets (SEM and deans).	<ul style="list-style-type: none"> • 2005-2006: assessed recruitment activities through a survey of everyone who submitted an admission application; designed an integrated communication plan for all liaison activities within faculties and at the University and set linguistic-balance recruitment targets and objectives.
1.5.1	<u>Effective immediately</u> Increase efforts to recruit Francophone and immersion students (SEM and deans).	<ul style="list-style-type: none"> • 2005-2006: new activities designed specifically for Francophones, including liaison visits to several hundred Francophone secondary schools in Canada and CEGEPs, information sessions in Cornwall, Hawkesbury and Gatineau, a media campaign in French in the National Capital Region and in Quebec, publishing the <i>uOttawa</i> bulletin (Quebec and immersion editions), hiring 10 more ambassadors in the Liaison Office, etc. • 2006-2007: new activities designed specifically for Francophones, including a one-week recruitment tour in Northern Ontario and redesigning the Prospective Students Web site. • 2007-2008: implement electronic recruitment (online chat, instant messaging), implement Talisma, a Client Relationship Management (CRM) software, and review the admission process for out-of province students who are not coming from secondary schools. • Several initiatives emerged and will emerge within faculties. In Social Sciences and Arts, an agreement to reduce the number of admissions in the English programs by 250 in each faculty for September 2006; in Civil Law, recruitment activities were diversified, leading to a significant increase in the number of registrations in the French program (27% increase in one year); the School of Management held the <i>Place à la Jeunesse</i> academic competition involving 90 Francophone schools from Ontario, and created a position of Coordinator, Marketing and Liaison for the recruitment of Francophones at the undergraduate level; in Social Sciences, visits to CEGEPS to promote programs in French and to schools in Eastern Ontario to promote University education to 8th and 9th Grade students.
1.5.2	Enrich programs offered partially in French by updating the action plan for French-language programs and services (AVP Academic).	<ul style="list-style-type: none"> • Since June 2005: strategic hirings to highlight the diversity and quality of programs offered in French; financial support provided for small-group courses offered in French. • June 2006: created a task force co-chaired by Sylvie Lauzon, Associate Vice-President Academic, and Pierre de Blois, Board of Governors member, which brings together representatives of students, faculty, support staff and members of the community. • Summer 2007: the task force submits its report. • Starting in 2007-2008: implement the recommendations.

1.5.3	Promote the French-language common law program throughout Canada (Common Law).	<ul style="list-style-type: none"> • 2005-2006: hired someone half-time to promote the French Common Law program. • Fall 2006: launched a souvenir album celebrating the 1,000 graduates of the French Common Law program.
1.5.4	<u>As of 2006-2007</u> Revitalize the French-language MBA program and increase efforts to recruit abroad (Management).	<ul style="list-style-type: none"> • The initiative on revitalizing the French MBA program planned for 2006-2007 was cancelled; renewed efforts to revitalize international agreements (see initiative 3.1)
1.5.5	Design a distance-education master's program in education for Francophones (Education).	<ul style="list-style-type: none"> • January 2007: courses started
1.5.6	New initiative.	<ul style="list-style-type: none"> • Fall 2006: established a leadership program for undergraduate and graduate Francophone students at the School of Management, in collaboration with the <i>Regroupement des gens d'affaires (RGA)</i> and the <i>Université du Québec en Outaouais</i>. • Winter 2007: launch this program, under the name of <i>Chefs de file en herbe</i>.
1.6	BILINGUALISM AMONG STAFF AND PROFESSORS Improve bilingualism among staff by immediately hiring a coordinator for the linguistic services offered to teaching staff and implementing a program that meets the support staff's training needs (VP Academic and Provost, HR).	<ul style="list-style-type: none"> • 2005-2006: collected information to document the profile and needs of faculty and support staff. • January 2006: hired someone to coordinate the training provided to faculty.

The following Scorecard performance indicators are related to Goal 1: 1.3 Linguistic balance index and 2.2 Bilingualism index.

Goal 2: To be an integral part of Canada's capital

	<i>Vision 2010</i>	Situation overview
2.1	INTERACTION WITH THE COMMUNITY Open the University to the wealth of skills available in Canada's capital through the various levels of government, NGOs, research laboratories, industry, as well as health, social services, sports, leisure and cultural organizations. In addition to continuing staff exchanges and cross appointments, the University will promptly establish a central fund that will give the community an opportunity to contribute to learning and research through visiting professor and researcher-in-residence positions for government officials and leading public figures (VP Academic and Provost, VP Research, deans).	<ul style="list-style-type: none"> Since 2005: established partnerships within the private sector (for example Desmarais and Husky) and the public sector (National Arts Centre, National Gallery of Canada, Ottawa Symphony Orchestra, etc.). Faculty initiatives: in Education, set up an advisory committee with Aboriginals, and various partnerships (CIDA, CANARIE, Knowledge Development Centre, <i>La Cité collégiale</i>, Canadian Council on Learning, school boards, Privy Council Office, Canadian Heritage, Elisabeth Bruyère Centre, etc.); in Health Sciences, established a partnership with the McConnell Foundation ; in Management, restructured the Leadership Link Centre to coordinate exchanges with the community, including the Executive-in-Residence program that has welcomed 6 executives since 2004; in Health Sciences and Medicine, established the Academic Health Council connected with local health networks; in Arts, partnerships with embassies. 2007-2008: Social Sciences will open the School of Public Affairs, which will help establish numerous contacts, including welcoming executives-in-residence.
2.2	CONTINUING EDUCATION Over the next few years, introduce continuing-education programs to meet the needs of government agencies, professional associations, businesses, as well as Francophone target groups (VP Academic and Provost).	<ul style="list-style-type: none"> 2006-2007: the Office of the Vice-President, University Relations will conduct a feasibility study and submit a business plan in the spring of 2007.
	<i>These programs will include:</i>	
2.2.1	A training program in public health (Medicine);	<ul style="list-style-type: none"> Project is currently being reassessed.
2.2.2	A continuing education program in common law (Common Law);	<ul style="list-style-type: none"> Project is currently being developed.
2.2.3	An executive training program (Management);	<ul style="list-style-type: none"> Launch a five-program pilot project at the Center for Executive Education: The Leadership Forum (February 2006); Governance Essentials Program for Directors of Not-for-profit Organizations (May 2006); The Ottawa Hospital Leadership Development Program (September 2006); The Advanced Program in Human Resources Management (APHRM) (January 2007); Financial Literacy for Directors and Executives (2007).
2.2.4	A continuing education program for Francophone social workers (Social Sciences);	<ul style="list-style-type: none"> Project is currently being developed.

2.2.5	A graduate certificate in program evaluation (Social Sciences and Education);	<ul style="list-style-type: none"> September 2006: welcome the first cohort.
2.2.6	Distance professional-development programs (Education);	<ul style="list-style-type: none"> 2006-2007: prepare five courses.
2.2.7	Specialized training for industry (Science);	<ul style="list-style-type: none"> 2005-2006: designed an intensive course on hydrothermal mining deposits offered at the Department of Earth Sciences. Over the next several years: design other courses.
2.2.8	A series of science conferences open to the public (Science);	<ul style="list-style-type: none"> To be developed.
2.2.9	A wider range of training courses for public-service professionals (PTS);	<ul style="list-style-type: none"> 2005-2006: the Professional Training Service (PTS) introduced five new individual and organizational communication courses and increased customized training; added three workshops in written communication. Summer 2006: in partnership with the School of Translation and Interpretation, designed an intensive Conference Interpretation course to help address the shortage of professional interpreters in Canada and to renew the pool of certified interpreters at the Translation Bureau. 2006-2007: add five written communication courses. 2007-2008: add eight more written communication courses. www.sfp-pts.com
2.2.10	A training program in career counselling for secondary-school guidance counsellors, especially in Francophone schools (SASS).	<ul style="list-style-type: none"> 2006: offered training to 30 guidance counsellors from the <i>Conseil des écoles publiques de l'Est de l'Ontario</i> and the <i>Conseil des écoles catholiques de langue française du Centre-Est</i>. 2007: continue the training program.
2.3	PRIOR LEARNING ASSESSMENT Promptly consider opening a one-stop service point for adult learners so they can better access programs and services that meet their needs, especially for prior-learning assessment at all levels (VP Academic and Provost).	<ul style="list-style-type: none"> Adapt the concept of a one-stop service point to a virtual gateway for college students, mature students, and immigrants. The prior-learning assessment process must be reconsidered.
2.4	RELATIONS WITH SCHOOLS Support learning in the region's schools and ease student access to postsecondary education.	<ul style="list-style-type: none"> See below.
2.4.1	<u>Effective immediately</u> Launch <i>Imagine</i> magazine (and its online version), an accessible research-focused publication for secondary-school students (SEM).	<ul style="list-style-type: none"> Fall 2005: first edition was launched; 1,750 subscriptions after one year and more than 1,000 copies distributed in schools. Summer 2007: publish the magazine <i>Imagine</i> on the Web.

2.4.2	Work with the faculties to design a strategy for positioning ourselves in feeder schools that are a good source of high-quality candidates (SEM and deans).	<ul style="list-style-type: none"> 2005-2006: hired a counsellor for students with an admission average of at least 90%; new format for and participation of faculties and professors in the University of Ottawa Day and Open House; faculty members participated in the telephone recruitment campaign for students who have an admission average of at least 90%; liaison officers participated at the Convocation ceremonies held by secondary schools in the region; four academic scholarships were awarded to participants in the Enrichment Mini-Course program (the program was also extended and promoted in 250 schools in Eastern Ontario and Western Quebec). www.emcp-pmce.org
2.4.3	Increase professors' participation in classroom activities of secondary schools and colleges (SEM and deans).	<ul style="list-style-type: none"> To be developed.
2.4.4	<u>As of 2006-2007</u> Start an Engineering summer school (Engineering).	<ul style="list-style-type: none"> 2005-2006: welcomed new students to the Engineering summer school; currently examining the possibility of also admitting students who have completed Grade 11, 12 or Secondary V in the summer of 2007.
2.4.5	Organize a robotics contest (Engineering).	<ul style="list-style-type: none"> 2006: 18 Grade 9 teams from 11 schools in the region participated in the competition; robots were donated to schools in the region.
2.4.6	Expand public lecture programs, including the <i>Holiday Science Lectures</i> (Sciences).	<ul style="list-style-type: none"> Spring 2005: public conference on astronomy delivered by Hubert Reeves at the opening of the Bioscience complex. Fall 2005: advertised in local newspapers the participation of Jean-Marie DeKoninck, well-known for his efforts to popularize mathematics, at the Holiday Science Lectures. Over the next few years: continuous efforts to develop the public conference program.
2.4.7	New initiative.	<ul style="list-style-type: none"> The Associate Vice-President Academic participates in the <i>Table de concertation francophone de l'Est de l'Ontario sur l'apprentissage jusqu'à l'âge de 18 ans</i> as part of the project Student Success in Grades 7 to 12.
2.4.8	New initiative.	<ul style="list-style-type: none"> 2006-2007: meshing project with secondary schools to attract First Generation students (i.e. students whose parents did not attend university or college) and implement a support program for those at the University (SASS, SEM, AVP Academic).

2.5	RELATIONS WITH THE LOCAL COMMUNITY Launch initiatives to strengthen relations with our community.	<ul style="list-style-type: none"> • See below.
2.5.1	<u>Effective immediately</u> Promote multidisciplinary reflection on job-market trends by organizing an annual public forum (SASS).	<ul style="list-style-type: none"> • June 2005: a public forum was held at the national conference of the Canadian Association of Career Educators and Employers. • 2006-2007: organize another forum. • Spring 2007: in partnership with the Ottawa Centre for Research and Innovation (OCRI), organize a regional conference on market trends.
2.5.2	<u>As of 2006-2007</u> Expand the Sports Complex, especially by considering partnerships with the City of Ottawa (Sports).	<ul style="list-style-type: none"> • 2006-2007: finalize the expansion plan for the Sports Complex and set up an agreement with the City of Ottawa to establish a Regional Aquatic Centre at the University.
2.5.3	Maintain the visibility and reputation of the University's archival and historic heritage (Archives).	<ul style="list-style-type: none"> • 2005-2006: created a Web site on the University's history <i>Depuis 1848/ Since 1848</i> emphasizing our photographic heritage (www.uottawa.ca/since1848/); as part of Homecoming 2006, organized an historic rally in Sandy Hill and on campus to highlight the University's 150th anniversary and invited neighbours to come celebrate in front of Tabaret Hall; participation in the Doors Open Ottawa; conferences held, several interviews given by and several articles written by the Chief Archivist, Michel Prévost; numerous guided campus tours and visits to places connected to the University's history in Sandy Hill, Lowertown and the Notre-Dame Cemetery in Gatineau where the University's founders, the Oblate Fathers, rest.
2.5.4	New initiative.	<ul style="list-style-type: none"> • Since June 2006: the University has been a partner in the <i>Festival franco-ontarien</i>.
2.5.5	New initiative.	<ul style="list-style-type: none"> • June 2007: the University of Ottawa will host the first Francophone and Acadian Community Summit.
2.5.6	New initiative.	<ul style="list-style-type: none"> • Since 2005, developed strong ties with the <i>Association canadienne-française de l'Ontario (ACFO)</i> in the Ottawa region through various activities such as participating in breakfast meetings, hosting the <i>Brunch des élus</i> on campus, presenting candidates for the <i>Prix Grandmaître</i> and other Francophony awards (for example Caroline Andrews, recipient of the Francophile of the Year Award in 2005).

2.6	RELATIONS WITH THE GOVERNMENT OF CANADA Develop a strategy and an action plan to establish productive relations and coordinated interaction with the federal government (VP University Relations).	<ul style="list-style-type: none"> • 2005-2006: negotiations between the Faculty of Arts and the Public Service Commission to establish and agree on an equivalence between the Second-Language Proficiency Certificate offered by the University of Ottawa and that used by the Public Service. • July 2006: hired a Director, Government Relations, Paul Ledwell, and prepared a strategic plan. • January 2007: hired, in collaboration with the Canadian Nature Museum, Julian Starr as biology professor; this will strengthen ties between the two institutions; the Faculty of Science is currently negotiating other agreements, including one with Health Canada. • February 2007: organize the University of Ottawa Day on Parliament Hill. • 2007-2008: implement the strategic plan.
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The following Scorecard performance indicator is related to Goal 2: 1.5 Reputational index.

Goal 3: To move onto the international stage

	<i>Vision 2010</i>	Situation overview
3.1	INTERNATIONAL AGREEMENTS Build high-quality international partnerships with universities, academies and non-governmental organizations by immediately creating a position of Director, International Research (VP Academic and Provost, VP Research, IO).	<ul style="list-style-type: none"> • Since January 2004: Common Law has invited about ten international experts each year to teach a course during the January session. • 2006: hired a Director, International Research, Hamid Jorjani; hired an Associate Vice-President Academic (International), Gilles Breton; the International Office submitted its strategic plan; in Management, first exchange with Audencia Nantes for Francophone MBA students; examined the possibility of offering the University of Ottawa MBA program in Romania. In October 2006, the University participated in the training of registrars from Universities in the South, in collaboration with the <i>Agence universitaire de la Francophonie (AUF)</i>. • 2006-2007: in Civil Law, seven visits or bilateral exchanges with professors from civil law countries; in Science, start an international program for Visiting Professors; Teaching and Learning Support Service (TLSS) collaborates with Bellanet International Secretariat to set up partnerships for designing educational resources and materials; agreement between the African Virtual University, TLSS, the Association of Universities and Colleges of Canada (AUCC), and Memorial University to establish a professional development program for African University professors responsible for distance and online education.
3.2	PROGRAMS OF STUDIES Make our programs of studies international in scope and create programs of studies of selected world regions.	<ul style="list-style-type: none"> • See below.
3.2.1	<u>Effective immediately</u> Develop a program in Canadian Jewish studies (Arts and Social Sciences).	<ul style="list-style-type: none"> • July 2006: hired an expert in this field, Rebecca Margolis. • Summer 2007: offer the first Yiddish courses. • September 2007: launch the program.
3.2.2	Develop a program in Arabic language and culture (Arts).	<ul style="list-style-type: none"> • July 2006: hired an expert in this field, May Telmissany. • September 2006: launched the program; 20 courses offered.
3.2.3	<u>As of 2006-2007</u> Establish an Institute of International Environmental Law (Common Law and Civil Law).	<ul style="list-style-type: none"> • May 2006: opened the World Conservation Union Academy of Environmental Law, housed in Fauteux Hall.

3.2.4	Establish an International Business Centre (Management).	<ul style="list-style-type: none"> To be developed.
3.2.5	Establish an interdisciplinary unit for international health training and research and introduce a graduate certificate (Health Sciences).	<ul style="list-style-type: none"> 2005-2006: project assigned to Rachel Thibeault; submitted the first draft of the action plan. Three research projects are already underway.
3.2.6	Develop programs in American studies, Latin-American studies and Asian studies (Arts and Social Sciences).	<ul style="list-style-type: none"> July 2006: recruited in Social Sciences to increase expertise on the United States. September 2006: designed Chinese and Japanese courses; potentially launch minors in these fields. September 2008: launch a Latin-American Studies program.
3.2.7	Develop dual LLM degrees with American universities and with European Francophone universities, among others (Common Law and Civil Law).	<ul style="list-style-type: none"> 2006-2007 : discussions to expand the joint Common Law diploma with New Zealand, Australia and the United Kingdom; discussions to establish joint LL.M. diplomas with universities in the United States, France, Belgium, Hong Kong and Puerto Rico.
3.2.8	New initiative.	<ul style="list-style-type: none"> January 2007: establish a committee at the Faculty of Education to study the implementation of international B.Ed. programs with international partners and development agencies.
3.2.9	New initiative.	<ul style="list-style-type: none"> January 2008: design an intensive session for Civil Law, which will provide an opportunity to invite international experts.
3.3	STUDENT MOBILITY Immediately increase student-mobility scholarships to boost the number of study and research placements and of practicums completed abroad (IO)	<ul style="list-style-type: none"> June 2005: additional contributions to the student mobility scholarships; budget will increase from \$50,000 to \$350,000 in 2007-2008; the scholarships are included from now on in the offer of admission. 2006-2007: in Civil Law, offer five Hydro-Québec student mobility scholarships worth \$3,000 each; in Education, third year of offering the student mobility program with France, Spain and Portugal ; in Management, four new partnerships with Corvinus University of Budapest, Hong Kong City University, Tilburg University in the Netherlands and University of Lausanne; in Medicine, 4 students participated in the cooperation project with Cotonou, Benin in November 2005; 5 students participated in November 2006. May 2006: in Social Sciences, offered courses in Argentina and Senegal; add courses in Kenya and Tahiti in May 2007. September 2007: every student registered in the B. Commerce, International Management option, at the School of Management will spend a semester abroad during their third year of study. Over the next three years, gradually implement the new student mobility

		program <i>Marco Polo</i> at the University. The goal is to have 20% of graduates spend at least one semester abroad over the course of their studies.
3.3.1	Expand the travel-grant program to include research trips, as well as study and training placements in foreign institutions (FGPS).	<ul style="list-style-type: none"> September 2006: implemented this scholarship program. www.etudesup.uottawa.ca/Default.aspx?tabid=1469
3.4	INTERNATIONAL STUDENTS Ensure that international students make up a significant part of our student body, while maintaining linguistic balance (IO).	<ul style="list-style-type: none"> January 2007: the International Office submitted a report on international recruitment strategies (<i>Les stratégies de recrutement international</i>).

The following Scorecard performance indicator is related to Goal 3: 1.4 Internationalism index.

Major Direction II

Creating knowledge, inventing and discovering

Goal 4: To create knowledge through research

	<i>Vision 2010</i>	Situation overview
4.1	<p>AREAS OF EXCELLENCE</p> <p>Evaluate the University's strategic areas of development in research on a regular basis and invite each faculty to strategically reposition itself, especially by forming research clusters (VP Research and deans).</p>	<ul style="list-style-type: none"> • 2005-2006: according to <i>Research Infosource</i>, the University of Ottawa ranked 5th in Canada for its research intensity and 8th for total research funding. • 2005-2006 and 2006-2007: in Education, added four educational research units: Scientific Culture; Measurement, Evaluation and Assessment; Multiple Literacies; A School for All; by 2010, add two more units. In Management, created six research clusters: Smart Chart Research – Providing Clinical Support at the Point of Care; Success Factors – Local Entrepreneurship / Responsible Entrepreneurship; Research Centre on Canada's Fisheries & Aquaculture Management Policy; Internationalization of Canadian Small and Medium Enterprises; Several Key Aspects of R&D, Innovation and Commercialization; Information Technology-Enabled Managerial Process Innovation. In Engineering, established the Laflèche Environmental Research Professorship to optimize solid waste management and energy production. In Arts, appointed two Canada Research Chairs, one in Religions in Canada and one in Ethics, two University Research Chairs, one in Francophony and Cultural Practices and the other in History and Francophony, another University Research Chair and the Loeb Chair in Ethics. In Civil Law, identified two new niches in line with research areas of development: Law and the New Canadian Economy (appointed a Canada Research Chair in Health Law and Workplace Safety), Human Rights and Minority Rights (appointed a research chair at the Human Rights Research and Education Centre); the Indigenous Legal Traditions course was offered for the first time in the summer of 2006. In Medicine, measures were undertaken to start an Epidemiology Research Centre and a Systems Biology Institute. In Science, created the Canadian Shield Research Institute, with a five-year transition fund. In Social Sciences, appointed two Canada Research Chairs, one in Governance and Public Management, the other in Gender, Migration and Health; was awarded a University Research Chair in Family and Policy in Sociological Theory; created the Institute for the Prevention of Crime. • Over the next years, design a method for evaluating the strategic areas, including performance indicators.

4.2	GRADUATE PROGRAMS OF STUDIES Increase by 33% the number of registrations for graduate studies by 2010, by promoting graduate studies more intensively, simplifying administrative procedures, creating combined fast-track programs, increasing financial aid, offering new scholarships and creating new programs (VP Academic and Provost, FGPS).	<ul style="list-style-type: none"> • April 2006: mailed <i>Research Perspectives</i> to prospective students. • Spring 2006: hired Alain Malette, Executive Assistant, Strategic Enrollment Planning and Management at the FGPS. • September 2006: implemented a new scholarship program for graduate studies. • 2006-2007: design and implement a preliminary recruitment plan in each faculty and for the University as a whole.
4.2.1	<u>Programs being approved for 2006 or 2007</u> Certificate in Education for Health Professionals (Education)	<ul style="list-style-type: none"> • September 2007: welcome the first cohort.
4.2.2	MSc in Biomedical Engineering (Engineering)	<ul style="list-style-type: none"> • Program currently being offered.
4.2.3	MSc in Human Kinetics (Health Sciences)	<ul style="list-style-type: none"> • Program currently being offered.
4.2.4	MSc in Health Sciences, Specialization in Physiotherapy (Health Sciences)	<ul style="list-style-type: none"> • September 2007: welcome the first cohort.
4.2.5	MSc in Health Sciences, Specialization in Occupational Therapy (Health Sciences)	<ul style="list-style-type: none"> • September 2007: welcome the first cohort.
4.2.6	Certificate in Auditory Verbal Studies (Health Sciences)	<ul style="list-style-type: none"> • Under discussion.
4.2.7	MFA in Visual Arts (Arts)	<ul style="list-style-type: none"> • Pending approval by the Ontario Council on Graduate Studies • September 2007 or 2008: welcome the first cohort.
4.2.8	MA in Globalization and International Development (Social Sciences, Arts, Law)	<ul style="list-style-type: none"> • Program currently being offered.
4.2.9	MA in Legal Translation (Arts)	<ul style="list-style-type: none"> • Program currently being offered.
4.2.10	MA and MSc in Electronic Business Technologies (Management)	<ul style="list-style-type: none"> • Program currently being offered.
4.2.11	PhD in Sociology (Social Sciences)	<ul style="list-style-type: none"> • Program currently being offered.
4.2.12	<u>Programs under consideration for 2007 or 2008</u> Certificate in Program Evaluation (Education and Social Sciences)	<ul style="list-style-type: none"> • Program currently being offered.
4.2.13	Graduate option in Security and International Humanitarian Law (Law).	<ul style="list-style-type: none"> • Pending approval by the FGPS.
4.2.14	MSc in Health Systems Management (Management)	<ul style="list-style-type: none"> • Pending approval by the Ontario Council on Graduate Studies • September 2007 or 2008: welcome the first cohort.

4.2.15	MSc in Innovation and Technology (Management)	<ul style="list-style-type: none"> • Pending approval by the Ontario Council on Graduate Studies. • September 2007 or 2008: welcome the first cohort.
4.2.16	MSc and Certificate in Health Education (Health Sciences)	<ul style="list-style-type: none"> • Under discussion.
4.2.17	MSc Nurse Practitioner (Health Sciences)	<ul style="list-style-type: none"> • September 2007: welcome the first cohort.
4.2.18	MA and MSc in Health Sciences (Health Sciences)	<ul style="list-style-type: none"> • Under discussion.
4.2.19	Master's in Library, Archives and Information Management (Arts)	<ul style="list-style-type: none"> • Winter 2007: hire a director, Kenneth-Roy Bonin, for the new School of Information Studies. • 2007-2008: hire faculty. • September 2008: launch the program.
4.2.20	MA in Medieval Studies (Arts)	<ul style="list-style-type: none"> • Under discussion.
4.2.21	MA in Public Affairs (Social Sciences)	<ul style="list-style-type: none"> • Pending approval by the Ontario Council on Graduate Studies.
4.2.22	MA in Political and Social Thought (Social Sciences)	<ul style="list-style-type: none"> • Under discussion.
4.2.23	MA in Anthropology (Social Sciences)	<ul style="list-style-type: none"> • Under discussion.
4.2.24	MA in Diversity and Immigration (Social Sciences)	<ul style="list-style-type: none"> • Under discussion.
4.2.25	LLL-MA in Globalization and Development (Social Sciences and Law)	<ul style="list-style-type: none"> • See 6.5.7.
4.2.26	MA and PhD in Public Administration (Social Sciences)	<ul style="list-style-type: none"> • Pending approval by the FGPS.
4.2.27	MA and PhD in Political Science in English (Social Sciences)	<ul style="list-style-type: none"> • September 2007: welcome the first cohort.
4.2.28	PhD in Social Work (Social Sciences)	<ul style="list-style-type: none"> • Under discussion.
4.2.29	PhD in Women's Studies (Social Sciences)	<ul style="list-style-type: none"> • Pending approval by the FGPS.
4.2.30	PhD in Human Kinetics (Health Sciences)	<ul style="list-style-type: none"> • September 2007: welcome the first cohort.
4.2.31	PhD in Health Sciences (Health Sciences)	<ul style="list-style-type: none"> • Under discussion.

4.2.32	<u>Other programs under consideration</u> MSc in Bioenterprise Management (Science and Management)	• Initiative cancelled.
4.2.33	MSc in Bioinformatics (Science, Engineering and Medicine)	• Under discussion.
4.2.34	MSc in Computational Neuroscience (Science, Engineering and Medicine)	• Under discussion.
4.2.35	Certificate in Technology Commercialization (Science, Management and Engineering)	• Under discussion.
4.2.36	MA in Economics with Major in Financial Management (Management and Social Sciences).	• Under discussion.
4.2.37	Certificate in Critical-Infrastructure Protection (Engineering)	• Under discussion.
4.2.38	Certificate in e-Arts and Computer Games (Engineering)	• Designed a Certificate in Modelling and Animation for Computer Games Technology. • September 2007: welcome the first cohort.
4.2.39	Full-time Professional Master's in Educational Counselling (Education)	• Program currently offered.
4.2.40	MA and PhD in Educational Counselling (Education)	• Master program pending approval by FGPS. • Ph.D. program pending approval by the Ontario Council on Graduate Studies.
4.2.41	Master's and PhD for Health Professionals (Education)	• Under discussion.
4.2.42	MA in Population Health (Social Sciences and Health Sciences)	• Under discussion.
4.2.43	MA in Women's Studies (Social Sciences)	• Pending approval by FGPS.
4.2.44	MA in Financial Economics (Social Sciences)	• Under discussion.
4.2.45	French-language MA in Public Affairs and LLM (Social Science and Common Law)	• Under discussion.
4.2.46	MA in Theatre (Arts)	• Under discussion.
4.2.47	PhD in Music (Arts)	• Under discussion.

4.2.48	New initiative.	<ul style="list-style-type: none"> • LLM/MBA with concentration in notarial law is pending approval; program will be offered in May 2007.
4.2.49	New initiative.	<ul style="list-style-type: none"> • LLM with concentration in notarial law is pending approval; program will be offered in May 2007.
4.3	POSTDOCTORAL TRAINING Gradually attract more postdoctoral fellows by increasing the number of scholarships tied to our strategic areas of development in research (FGPS).	<ul style="list-style-type: none"> • Initiative postponed; funding was used for Graduate Studies recruitment.
4.4	GRADUATE AND POSTDOCTORAL SUCCESS Build on existing undergraduate academic-success programs and services by immediately adding new ones designed to improve retention rates at the graduate level (SASS, FGPS and GSAÉD).	<ul style="list-style-type: none"> • 2006-2007: SASS to hire someone to define the needs of graduate and postdoctoral students in terms of support for success; hire additional staff at the Academic Writing Help Centre (AWHC) to meet the increasing demand for writing support and plagiarism prevention; set up multidisciplinary programs and services for academic support to graduate and postdoctoral students.
4.5	UNDERGRADUATE RESEARCH Immediately start undergraduate-level pilot projects that integrate research and learning (AVP Academic).	<ul style="list-style-type: none"> • 2006-2007: compile an inventory of projects currently ongoing at the University.
4.5.1	Expand the undergraduate scholarship program so that more students can participate in laboratory research (Science).	<ul style="list-style-type: none"> • Summer 2007: Faculties of Science and Medicine will offer 16 joint undergraduate research scholarships, each worth \$10,000. • By 2010: implement a model for undergraduate research scholarships in other faculties.

The following two Scorecard performance indicators are related to Goal 4: 3.2 Federal research agencies funding and 3.5 Graduate Studies registrations.

Goal 5: To focus on learning that is driven by innovation and excellence

	<i>Vision 2010</i>	Situation overview
5.1	FACULTY GROWTH Create approximately 300 new teaching positions to preserve quality undergraduate teaching, to keep pace with growth at the graduate level, and to assert our rightful place among the country's research-intensive institutions (VP Academic and Provost).	<ul style="list-style-type: none"> • 2005-2006: net increase of 7 faculty members (i.e. 74 hirings and 67 departures). • 2006-2007: net increase of 78 faculty members (i.e. 133 hirings and 55 departures as of January 23, 2007). • 2007-2008: about 150 hirings anticipated.
5.2	NEW LEARNING STRATEGIES Over the next several years, support and recognize initiatives designed to implement a range of new and diversified strategies for learning and evaluation to ensure academic success (VP Academic and Provost).	<ul style="list-style-type: none"> • 2005-2006: in collaboration with the faculties, SASS launched research projects on academic success in the University environment: The impact of a formal peer mentorship program on undergraduate academic success and retention; Motivation, transition, and adaptation to change; Living the experience – background and impact on the “feeling of belonging”; Qualities of student mentors in postsecondary institutions; Students’ feelings on and commitment to their University experience; Motivation and career exploration . • 2005-2006 and 2006-2007: in Arts, introduce programmed instruction as part of basic skills French courses to increase students’ satisfaction; introduce programmed instruction in Introduction to Communication courses; establish discussion groups for basic skills Philosophy courses to facilitate learning in a discipline considered difficult. In Common Law, increase the number of courses and visiting professors for the intensive January session. In Medicine, hired a Director, Aboriginal Affairs, Stanley Volant, and welcomed the first Aboriginal student cohorts – 7 students in 2005 and 7 in 2006. In Social Sciences, prepare and distribute the Key to Success (USB drive and CD) to new students in order to promote academic success.
5.2.1	Open a Clinical Skills and Simulation Centre (Medicine and Health Sciences).	<ul style="list-style-type: none"> • October 2006: preliminary agreement with the Administrative Committee to open this centre at 850 Peter Morand Street. • December 2008: open the centre.
5.2.2	Open summer schools in Cree and Innu territories (Civil Law).	<ul style="list-style-type: none"> • Summer 2006: open a summer school in Innu territory. • Summer 2007: open a summer school in Cree territory.
5.2.3	Strengthen ties between the Aboriginal studies program and the Aboriginal community through consultations and resource sharing (Arts).	<ul style="list-style-type: none"> • November 2006: meeting with the Métis Nation of Ontario. • For the Aboriginal Studies program, hire assistants who are involved in the Aboriginal community.

5.2.4	Expand the audiovisual and multimedia sector by opening a professional art gallery, an audiovisual and multimedia production laboratory, as well as a music and computer laboratory (Arts).	<ul style="list-style-type: none"> • Fall 2006: opened a computer laboratory for graduate and postdoctoral students, renovated the interpretation laboratory, set up wireless areas, developed a computer purchasing program for all APUO members (see also 5.2.7).
5.2.5	Establish an Academy for Innovation in Medical Education (Medicine).	<ul style="list-style-type: none"> • 2005-2006: established the Academy for Innovation in Medical Education and hired an assistant dean and the first researchers.
5.2.6	Establish an Examination and Evaluation Centre (Medicine).	<ul style="list-style-type: none"> • Project currently being developed.
5.2.7	Increase the use of new technologies such as videoconferencing, multimedia rooms, online courses, electronic portfolios, and learning portals (deans and TLSS).	<ul style="list-style-type: none"> • November 2006: identified technical solutions for extending the wireless network. • 2006-2007: \$2 million investment to accelerate the installation of multimedia equipment in classrooms; start a laptop loan service at TLSS; implement a classroom response system; conduct a study on educational needs and online teaching methods; start the Master Nursing program online and via videoconference; examine the possibility of starting a computer purchasing program for Ph.D. students; implement an electronic portfolio in Rehabilitation Sciences and for the experiential learning program; upgrade WebCT; in faculties, open several multimedia rooms and develop online, audioconference and videoconference teaching.
5.2.8	Expand academic-support services such as academic statistical analyses, early identification programs, student mentorship networks, drop-in centres, study groups (deans and SASS).	<ul style="list-style-type: none"> • 2005-2006: added resources to perform more in-depth academic statistical analyses that are better suited to faculties' needs; launched an invitation to students who obtained grades lower than C at mid-term exams to take advantage of the programs offered by the Mentorship Centre (37% of those who visited the Centre increased their grades); in Arts, implemented a formal program for identifying at-risk students in basic skills courses (English, <i>Lettres françaises</i>, and Philosophy), established discussion groups and workshops facilitated by mentors, designed methods to monitor at-risk students and to evaluate the program; in Engineering, started new study groups, an early identification program and a virtual mentorship program via WebCT for first-year students; in Mathematics, established discussion groups for everyone enrolled in 1000-level courses; 15 study groups are functioning in the residences; in Social Sciences, developed a program for identifying students experiencing difficulties. • 2006-2007: start the early identification program in other faculties; establish six new student mentorship centers (the number of mentors increased from 60 to 150); establish a mentoring centre for international students; establish study groups directly related to first-year Engineering courses; hire an academic

		counsellor for first-year Social Sciences students ; create a Help Centre in Chemistry.
5.2.9	Introduce first- and second-year small-group courses in core disciplines (Social Sciences).	<ul style="list-style-type: none"> • 2006-2007: start first-year small-group courses for Social Sciences and Economics programs, combining themes specific to the various disciplines and developing University-level academic skills.
5.2.10	New initiative.	<ul style="list-style-type: none"> • 2006-2007: \$100,000 initial grant from the <i>Société de santé en français</i> to start a University Clinic (Medicine and Health Sciences).
5.2.11	New initiative.	<ul style="list-style-type: none"> • 2006-2007: design a plan for interdisciplinary community service placements in vulnerable and marginalized communities (Health Sciences).
5.2.12	New initiative.	<ul style="list-style-type: none"> • 2006-2007: establish research units on adult education initiatives and prepare a guide on best practices in health (Medicine and Health Sciences).
5.3	LEARNING OBJECTIVES Publish learning objectives for each of our programs, at all levels, as soon as possible (AVP Academic and FGPS).	<ul style="list-style-type: none"> • Modified this initiative to meet the new requirements of the Ontario Council of Academic Vice-Presidents (OCAV) to integrate learning outcomes that will be included in the periodical evaluation of all programs in the future. • 2005-2006: clearly described the learning objectives in the official documents for the Ontario Council of Graduate Schools; defined learning objectives in Management for the MBA/EMBA and B.Com programs. • 2006-2007: define the learning objectives for the MHA program; define learning objectives for all Social Sciences programs; prepare tables with objectives and clear paths for each graduate program, review the comprehensive examinations as well as thesis committees, design a 36-hour introductory course for new students covering ethics, student rights, student responsibilities, plagiarism, scholarships, theses, etc. • 2007-2008: hire a curriculum expert.
5.4	TEACHER TRAINING Promptly design and offer specialized training for teaching staff to enhance students' learning experience (TLSS) and pay greater attention to the evaluation of teaching, starting with an immediate restructuring of the Senate Committee on Teaching and Teaching Evaluation (VP Academic and Provost).	<ul style="list-style-type: none"> • Summer 2005: restructured the Senate Committee on Teaching and Teaching Evaluation by establishing three subcommittees, namely the Subcommittee on the Practice of Teaching, the Subcommittee on the Recognition of Teaching and the Subcommittee on the Evaluation of Teaching and Courses, as well as an Executive Committee. • June 2006: held a three-day workshop on case study teaching in Management. • 2006: conducted a study on the teaching support needs of part-time faculty, which will lead in 2007 and 2008 to the implementation of a customized program to support excellence in teaching. • See also initiative 7.1.

5.5	SPECIALIZED POSITIONS Create “teaching master” positions (VP Academic and Provost).	<ul style="list-style-type: none"> • 2005-2006: negotiated an agreement with APUO to create limited term replacement professor positions. • July 2006: first hirings; a target of 40 positions by 2009.
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The following Scorecard performance indicators are related to Goal 5: 3.1 Learning quality assessment (undergraduate), 3.4 Percentage of students recruited with an average of at least 85% and 3.6 Graduation rate (undergraduate).

Goal 6: To offer students an unparalleled university experience

	<i>Vision 2010</i>	Situation overview
6.1	BROADER EDUCATION Offer a broader education that promotes ethical principles and taps into features such as out-of-discipline courses, co-op education programs and volunteer work.	<ul style="list-style-type: none"> • See below.
6.1.1	<u>Effective immediately</u> Increase the annual number of students in the Community Service Learning Program from 200 to 1,000. This will require the involvement of about 40 professors (SASS).	<ul style="list-style-type: none"> • 2005-2006: developed the Community Service Learning Program (850 students, 50 faculty members and 125 community organizations involved); received a \$1 million grant over a five-year period. www.sass.uottawa.ca/els/csl/index.php • 2005-2006: 44 students matched with 18 community organizations participated in Civil Law's <i>Pro bono</i> program; 2006-2007: 77 students matched with 41 organizations will participate in this program.
6.1.2	Establish a legal-aid clinic in Gatineau (Civil Law).	<ul style="list-style-type: none"> • Winter 2006: opened the legal-aid clinic in Gatineau. www.droitcivil.uottawa.ca/index.php?option=com_content&task=view&id=494&Itemid=131&lang=fr
6.1.3	Recognize students' social and community work by acknowledging the number of hours volunteered during their studies (SASS, Registrar and SFUO).	<ul style="list-style-type: none"> • September 2006: launched the Co-Curricular Record. www.sass.uottawa.ca/els/ccr/index.php
6.1.4	Establish eight new joint co-op education programs (co-op).	<ul style="list-style-type: none"> • September 2006: launched nine co-op education programs in existing joint programs. www.uottawa.ca/academic/coop/
6.1.5	<u>As of 2006-2007</u> Set up co-op education programs in several new subjects, including civil law and health sciences, as well as graduate-level and international co-op programs (co-op).	<ul style="list-style-type: none"> • 2006-2007: launch nine new co-op programs in Civil Law, Anthropology, Nutrition, Biomedical Mechanical Engineering, Economics and Public Policy, International Economics and Development, Conflict and Human Rights Studies as well as in the master's programs in Public and International Affairs, and Computer Science. See also initiative 3.3 on student mobility. • 2006: 42 students registered in international placements (United States, France, Germany, India, Peru, Belgium, Nicaragua, Switzerland, Ireland, Israel, Kenya, Dominican Republic, Guyana, Thailand and Saudi Arabia). Over the next years: develop new programs particularly at the graduate level and at the Faculty of Health Sciences. www.uottawa.ca/academic/coop/

6.1.6	Establish various clinics: environmental law clinic, charity-work clinic, international law clinic (Common Law).	<ul style="list-style-type: none"> June 2006: opened the Environmental Law Clinic.
6.1.7	New initiative.	<ul style="list-style-type: none"> 2006-2007: created a new personal and leadership development program that will be mandatory for undergraduate Management students as of September 2007. January 2007: hired a coordinator for this program.
6.2	LIBRARY Transform the library into a hub for 21st-century research and create other multi-purpose spaces on campus (Library).	<ul style="list-style-type: none"> See below.
6.2.1	<u>Effective immediately</u> Make additional investments in collections to support research and learning.	<ul style="list-style-type: none"> 2006-2007: increase the acquisition budget by \$790,000. Starting in 2006: subscribe to <i>Scholars Portal</i>, the Ontario network for access to periodicals.
6.2.2	Continue to fully participate as a lead institution in the Canadian Research Knowledge Network to increase access to digital scholarly research, particularly in arts.	<ul style="list-style-type: none"> Winter 2007: announcement of a grant from the Canada Foundation for Innovation (CFI).
6.2.3	Extend Morisset Library's hours from 90 to 127 hours per week.	<ul style="list-style-type: none"> September 2006: implemented the new schedule.
6.2.4	Increase the number of study and work areas.	<ul style="list-style-type: none"> Summer 2006: renovated the 1st and 5th floors of Morisset Library and re-dedicated 25% of floor space to study areas. Summer 2007: renovate the 4th floor of Morisset Library. By 2010: renovate the other floors.
6.2.5	<u>By 2010</u> Set up an Information Commons at Morisset Library.	<ul style="list-style-type: none"> Fall 2007: design the plans.
6.2.6	Renovate the Law and the Health Sciences libraries.	<ul style="list-style-type: none"> Project is being assessed.
6.2.7	New initiative.	<ul style="list-style-type: none"> October 2006: implemented a laptop loan service at the Morisset Library.
6.2.8	New initiative.	<ul style="list-style-type: none"> September 2006: made available online a new training module on services offered by the library (TLSS).

6.2.9	New initiative.	<ul style="list-style-type: none"> September 2006: start a Mentoring Centre at the Morisset Library, in collaboration with SASS.
6.3	SPACES Create and maintain conditions and spaces that not only allow students and professors to meet and discuss, but also provide young researchers, graduate students and postdoctoral fellows with access to high-quality research facilities (deans and Physical Resources); also renovate the University Centre by 2010 to reassert its role as both a service hub and a gathering place (VP Resources).	<ul style="list-style-type: none"> Since summer 2005: undertook various renovation projects in all faculties, including several student spaces (student associations, computer research laboratories, student lounges, community areas); purchased two properties, a 6-acre property next to the Roger-Guindon building (Alta Vista Campus) and a 17-acre property at the south end of the main campus (Rideau River Campus). 2006: TLSS and the SFUO started a pilot project to give student clubs free access to multimedia rooms. 2006-2007: adopted an improvement plan for the building inventory, a \$22.2 million plan for maximizing spaces, occupational safety and health, accessibility, deferred maintenance and sustainable development. 2007: open the Desmarais building (a \$76 million project), finish the expansion of the Roger-Guindon building (a \$56 million project); submit the five-year faculties' investment plan (a \$150 million project). Summer 2007: improvement plan for food services on campus.
6.3.1	<u>Effective immediately</u> Set up chairs and tables in public spaces available in the faculties (VP Resources, SFUO and GSAED).	<ul style="list-style-type: none"> Since 2006: in collaboration with SFUO, installed chairs and work tables in public areas throughout the campus.
6.3.2	Set up a student lounge in the University Centre (VP Resources, SFUO and GSAED).	<ul style="list-style-type: none"> Fall 2006: opened the Déjà Vu salon in the University Centre.
6.3.3	Draft a business plan to open a student café (VP Resources and SFUO).	<ul style="list-style-type: none"> Fall 2006: open the 1848 Bar in the University Centre.
6.4	SERVICE EXCELLENCE Implement measures to promote service excellence, for example by restructuring certain services, investing in academic secretariats, immediately simplifying procedures related to the Student Information System and offering more user-friendly online services (SEM and HR).	<ul style="list-style-type: none"> Fall 2006: held the first Customer Service Week and created two President's Awards for Service Excellence (individual and team). www.hr.uottawa.ca/03e_prix/page02_e.asp 2006-2007: adopt an informal conciliation mechanism to handle academic fraud cases at the FGPS; reassign graduate studies admission within the faculties and, for some, consolidate an academic secretariat; hired three programmers who updated procedures at FGPS; launched the ReproBoutique via Websphere to sell course notes online. www.tlss.uottawa.ca
6.5	UNDERGRADUATE PROGRAMS Create new undergraduate programs to broaden our students' education (VP Academic and Provost).	<ul style="list-style-type: none"> See below.

6.5.1	<u>New programs under consideration</u> BSc in Medical Technology (Medicine, Science and Engineering)	• Under discussion.
6.5.2	BSc in Neuroscience (Science and Medicine)	• Under discussion.
6.5.3	BSc in Microbiology (Science and Medicine)	• Under discussion.
6.5.4	Major and Minor in Photonics and in Computational Science (Science and Engineering)	• Under discussion.
6.5.5	A third option in pharmacology for the biopharmaceutical sciences program (Science and Cellular and Molecular Medicine)	• Under discussion.
6.5.6	Combined French-language Honours in Political Science and LLB (Social Sciences and Common Law)	• Design an integrated French-language LLB with an Honours specialization in Political Science. • September 2007: welcome the first cohort.
6.5.7	Combined French-language Honours in International Development and LLL (Social Sciences and Civil Law)	• Design an integrated French-language LLL with an Honours specialization in International Development and Globalization. • September 2007: welcome the first cohort.
6.5.8	Combined French-language Honours in Criminology and LLL (Social Sciences and Civil Law)	• Under discussion.
6.5.9	Film Studies (Arts)	• Under discussion.
6.5.10	Public Relations (Arts)	• Under discussion.
6.5.11	Intercultural Studies (Arts and Social Sciences)	• Under discussion.
6.5.12	Minor in e-Arts (Arts and Engineering)	• Under discussion.
6.5.13	Major in Economics for Non-Economists (Social Sciences)	• Initiative cancelled.
6.5.14	Thematic Minors: Francophonie; Science, Technology and Society; Social Thought (Social Sciences)	• Under discussion. The first theme to be offered will be "Francophonies".
6.5.15	New initiative.	• Honours B.A. with specialization in Journalism in collaboration with Algonquin College and <i>La Cité collégiale</i> ; September 2008: launch the program (Arts).

6.5.16	New initiative.	<ul style="list-style-type: none"> • Conflict and Human Rights Studies; welcome the first cohort in September 2007 (Social Sciences).
6.5.17	New initiative.	<ul style="list-style-type: none"> • International Economics and Development; welcome the first cohort in September 2007 (Social Sciences).
6.5.18	New initiative.	<ul style="list-style-type: none"> • Economics and Public Policy; September 2007: welcome the first cohort (Social Sciences).
6.5.19	New initiative.	<ul style="list-style-type: none"> • Joint Honours Program in Computer Science and Mathematics; welcome the first cohort in September 2007 (Engineering and Science).
6.5.20	New initiative.	<ul style="list-style-type: none"> • B.Sc./ B.Ed. in French; welcome the first cohort in September 2007 (Sciences).
6.5.21	New initiative.	<ul style="list-style-type: none"> • Bachelor in Nutrition Science; welcome the first cohort in September 2007 (Health Sciences).
6.5.22	New initiative.	<ul style="list-style-type: none"> • Bachelor in Radiotherapy Science; welcome the first cohort in September 2007 (Health Sciences).

The following Scorecard performance indicators are related to Goal 6: 1.1 Service quality assessment (undergraduate), 1.2 Financial aid / full-time equivalent students, 3.7 Undergraduate student-faculty ratio and 4.1 Learning space/FTES.

Major Direction III Caring for our community

Goal 7: To highlight our human potential

	<i>Vision 2010</i>	Situation overview
7.1	ACADEMIC LEADERSHIP CENTRE Immediately establish an Academic Leadership Centre that offers not only programs opening specific career paths for members of the regular academic staff, but also a mentoring system, particularly for women (VP Academic and Provost); in addition, ask the deans to fully assume their leadership role in academic staff development (deans).	<ul style="list-style-type: none"> • 2005-2006: opened the Centre for Academic Leadership; 88 people participated in the various programs in the first year (training and development programs for vice-deans, chairs, and research team leaders; mentoring program for new department chairs and vice-deans, and new faculty; career training programs in management for women). • 2006-2007: develop a succession planning program to identify and prepare the next generation of academic unit leaders.
7.2	STAFF TRAINING Broaden and strengthen the continuing-education and professional-development programs for the support staff (HR), while adopting a team approach that guarantees uninterrupted service; in addition, decentralize decision making in the management of exceptional cases involving students (SEM).	<ul style="list-style-type: none"> • Summer 2006: hired a Director, Organizational Development Service, Nancy Lalonde. • 2006-2007: review and assess the training programs currently offered.
7.3	MANAGEMENT TEAM EVALUATION Starting in 2006-2007, introduce an evaluation process for the University's senior-management team, including the president, vice-presidents, associate vice-presidents and deans (VP Academic and Provost).	<ul style="list-style-type: none"> • September 2006: proposal submitted to the Committee on Academic Planning (proposal being reviewed based on the comments received).
7.4	EQUITY Draw up an action plan that will ensure better representation of women, Aboriginal people, members of visible minorities and persons with disabilities, specifically by compiling a list of candidates who meet the job requirements and by offering awareness workshops (HR).	<ul style="list-style-type: none"> • July 2006: self-identification survey on staff diversity. • 2006-2007: reactivate the committees on employment equity. • 2007-2008: launch a project for a centre that will create a staffing pool of qualified candidates who belong to designated groups.
7.5	ALUMNI Consult alumni and give them a role in all aspects of the University's development and outreach, by enlisting their help in liaison and recruitment activities, among others (VP University Relations and deans).	<ul style="list-style-type: none"> • Since June 2005: various activities involving alumni. In Management, alumni helped organize events in Montreal, Toronto and Paris; in Civil Law, formed an advisory committee and published a monthly electronic bulletin; in Common Law, created an Alumni Club and launched an electronic bulletin; in Science, activities in Toronto, Montreal, Calgary, Edmonton and Vancouver; young alumni and students participated the promotion activities of their <i>alma mater</i>. • September 2005: first Homecoming was held (2,960 alumni participated); Homecoming 2006 (over 8,600 alumni participated).

7.6	RETIRED STAFF Involve retired staff in special projects, teaching, thesis examinations and continuing education (VP Academic and Provost).	<ul style="list-style-type: none"> • 2006-2007: study on creating a new professorial class at the FGPS for retired staff who may evaluate theses.
7.7	New initiative.	<ul style="list-style-type: none"> • Create and maintain an optimal work climate; September 2006: conducted a work climate survey; winter 2007: distribute the results and prepare an improvement plan (HR, deans).

The following Scorecard performance indicators are related to Goal 7: 2.1 Work climate index, 2.3 Staff diversity index, 3.3 Professors' research, teaching and professional awards (/1000) and 4.2 Endowment/FTES.

Goal 8: To embrace a modern governance model

	<i>Vision 2010</i>	Situation overview
8.1	STRUCTURES AND INTERDISCIPLINARITY Periodically review the roles and structures of all academic and research units to assess their continued relevance and to open disciplinary boundaries, particularly by facilitating joint appointments for members of the regular academic staff, thus promoting interdisciplinarity (VP Academic and Provost, VP Research).	<ul style="list-style-type: none"> • 2005-2006: study on governance in Business schools conducted by the American Assembly of Collegiate Schools of Business (AACSB) that will be used to review the current structure in Management. • 2006-2007: joint hiring and appointment in Common Law and Civil Law. • 2005-2006: FGPS developed a model for hiring faculty members belonging to interdisciplinary programs. • August 2006: hired an Executive Assistant for Biopharmaceutical Science, Environmental Science, and Biomedical Science interdisciplinary programs.
8.1.1	<i>Effective immediately</i> The Committee on Academic Planning will study governance problems concerning interdisciplinarity and will recommend a new funding model and specific incentives (AVP research).	<ul style="list-style-type: none"> • June 2006: the Task Force on Interdisciplinarity submitted its report and its recommendations were approved by the Committee on Academic Planning. • 2006-2007: establish a Council on Interdisciplinarity and an Interdisciplinarity Forum.
8.2	COMPLAINTS Open a one-stop service point to receive complaints, explain procedures and refer issues to the proper authorities (Secretary).	<ul style="list-style-type: none"> • Initiative to be redesigned.
8.3	TRANSPARENCY AND REPRESENTATION Make public the minutes of faculty and University committee meetings; analyze the representativeness of the various university groups on these committees, and adjust practices accordingly (Secretary and deans).	<ul style="list-style-type: none"> • 2005-2006: prepared a guide for the Board of Governors and one for the Senate; updated the <i>University Governance</i> document; published on the Web the mandates of several committees of the Board and the Senate, their membership, agendas and meeting minutes. In Social Sciences, all documents and meeting minutes were published on the Web. In Health Sciences, consultation on the representation of various groups from the academic community in the decision-making process. In Arts, created a Student Advisory Committee; SASS established a Permanent Joint Committee with the SFUO; in Civil Law, monthly meeting between the Dean and the Student Association.
8.4	PROGRESS ASSESSMENT Post faculty and service strategic plans on the Web; design a scorecard measuring the extent to which our goals have been reached; conduct benchmarking to compare our institution with others; and report annually on our progress toward <i>Vision 2010</i> (President, VP Academic and Provost, IRP).	<ul style="list-style-type: none"> • 2005-2006: prepared a Scorecard to measure how well we have reached our goals; conducted benchmarking with other institutions; conducted surveys on the quality of services, students' University experience and on the evaluation of undergraduate programs. • January 2006: published on the Web the University's strategic plan, <i>Vision 2010</i>, and several faculty plans. • Summer 2006: the University joined the G-13, a group of leading Canadian

	<p>universities that exchange data.</p> <ul style="list-style-type: none"> • 2006-2007: conduct a survey on the University experience at the graduate level. • Winter 2007: distribute a first progress report on <i>Vision 2010</i>.
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The following Scorecard indicators are related to Goal 8: 4.3 University debt/FTES and 4.4 Administrative expenses as % of total expenses.

<p><u>Colour code</u> Green: initiative is completed or almost completed. Yellow: initiative is currently being developed and will start by 2010. Orange: initiative for which little work has been carried out to date or that must be reconsidered.</p> <p><u>List of initiative owners</u> <u>Faculties</u> Arts = Faculty of Arts Common Law = Faculty of Law, Common Law section Civil Law = Faculty of Law, Civil Law section Education = Faculty of Education Engineering = Faculty of Engineering FGPS = Faculty of Graduate and Postdoctoral Studies Health Sciences = Faculty of Health Sciences Law = Faculty of Law, Common Law section and Civil Law section Management = School of Management Medicine = Faculty of Medicine Science = Faculty of Science Social Sciences = Faculty of Social Sciences</p> <p><u>Services</u> Archives = University of Ottawa Archives</p>	<p><u>Services (continues)</u> AVP Academic = Associate Vice-President Academic AVP Research = Associate Vice-President Research co-op = Co-operative Education Program Deans = all Deans GSAÉD = Graduate Students' Association des étudiant(e)s diplômé(e)s. HR = Human Resource Service IO = International Office IRP = Institutional Research and Planning Library = Library Physical Resources = Physical Resource Service PTS = Professional Training Service President = President SASS = Student Academic Success Service Secretary = Secretary of the University SEM = Strategic Enrolment Management SFUO = Student Federation of the University of Ottawa Sports = Sports Services TLSS = Teaching and Learning Support Service VP Academic and Provost = Vice-President Academic and Provost VP Research = Vice-President Research VP Resources = Vice-President Resources VP University Relations = Vice-President University Relations</p>
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