

Vision 2010

Academic Strategic Plan



Our mission

Our raison d'être

Since 1848, the University of Ottawa has been Canada's university: a reflection, an observatory and a catalyst of the Canadian experience in all its complexity and diversity. Our university is characterized by its unique history, its commitment to bilingualism, its location both in the heart of the national capital and at the juncture of French and English Canada, its special commitment to the promotion of French culture in Ontario and to multiculturalism. As a result and through the groundbreaking work of our community members, we are uniquely positioned among Canada's research-intensive institutions to give students a remarkable education, to enrich the intellectual and cultural life of Canada and to help the country achieve greater international prominence.

Our vision

What we aspire to

We aspire to be, among universities, the essential reference on what Canada represents: a university that is an integral part of its community, open to the world, and distinguished by its search for excellence in research, its high-quality learning environment, its passion for knowledge and innovation, its leadership on language issues, and its openness to diversity. Every member of our institution will take part in our educational mission.

Our values

What defines us and drives us



A UNIVERSITY THAT PLACES ITS STUDENTS AT THE CORE OF ITS EDUCATIONAL MISSION We do our utmost to help our students expand their knowledge, enrich their culture, boost their creativity, enhance their ability to question and analyze, and take full advantage of university life to become well-rounded, responsible citizens and leaders of our society.

A UNIVERSITY WHOSE PROGRAMS ARE RESEARCH DRIVEN We conduct first-class research, most notably in each of our strategic areas of development; this in turn enriches what and how we teach. We deliver a wide range of nationally and internationally recognized undergraduate, graduate and professional programs known for their quality and for their focus on interdisciplinarity.

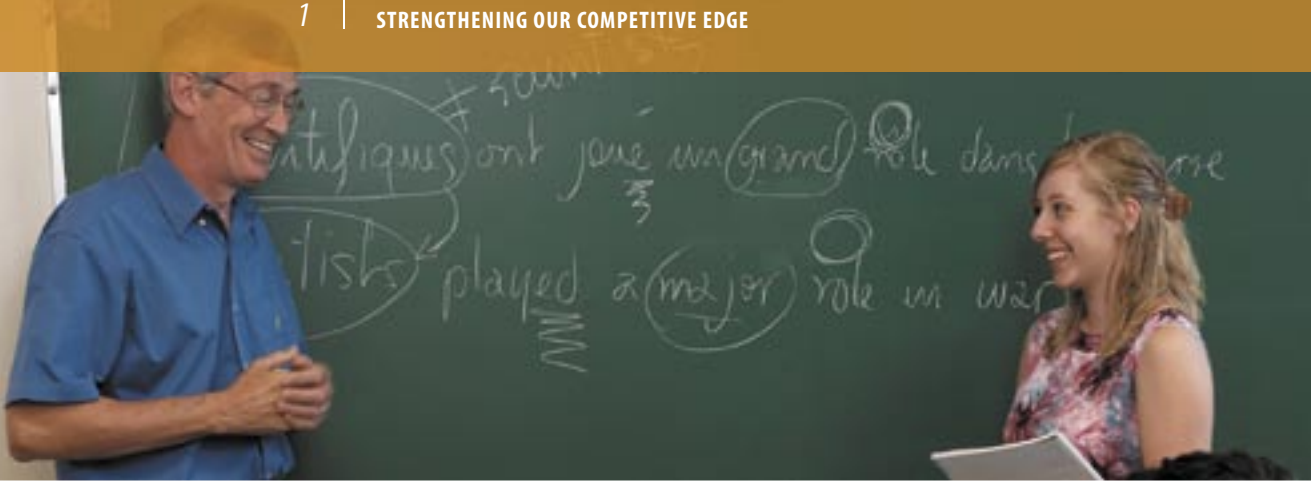
A BILINGUAL UNIVERSITY THAT VALUES CULTURAL DIVERSITY We promote bilingualism, recognize the contributions of the many communities that have helped build our country and, through our programs and research, work to bring Canada's challenges as a country into sharper focus.

A UNIVERSITY COMMITTED TO PROMOTING FRANCOPHONE COMMUNITIES We design outstanding programs and services for Ontario's French-speaking population and we provide leadership for Francophone communities across Canada and around the world.

A UNIVERSITY THAT BUILDS STRONG PARTNERSHIPS TO FULFILL ITS SOCIAL RESPONSIBILITIES We strengthen our programs and perform our social, political and community-outreach roles thanks to productive ties with other institutions of higher learning, government agencies, social and community associations, research councils, the private sector, embassies, and national and international organizations.

A UNIVERSITY THAT OFFERS EQUAL OPPORTUNITIES TO ITS STAFF We adhere to the principles of diversity and equitable representation. We are also committed to women playing a leading role in the life of the university community.

A UNIVERSITY THAT VALUES ITS COMMUNITY We encourage freedom of expression in an atmosphere of open dialogue, enabling critical thought, supported by intellectual integrity and ethical judgment. Collegiality, transparency and accountability are the principles that guide our university governance.



Strengthening our competitive edge

We want to offer our students an excellent education. To this end, we must build on our strengths and assiduously cultivate innovative fields, thus attracting the best students, creating a strong feeling of belonging, and offering a truly unique experience.

GOAL 1

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

- To ensure that students can learn in a setting where cultures coexist and enrich each other, and where students wishing to do so can achieve their full language potential.
- To ensure that the University supports its staff members in developing these skills.

From an international perspective, we are a major bilingual university that has inherited two of the world's greatest cultural traditions, and we will build on this significant advantage.

By 2010, we will have improved our linguistic balance and have become the standard among Canadian universities in the areas of acquisition, development, evaluation and promotion of the official languages. Since language is the vector of culture, we will promote respect for differences, openness to others, and intercultural dialogue.



Main Initiatives Proposed

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.

HUMANITAS Create *Humanitas XXI*, 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.

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.

BILINGUALISM AMONG STUDENTS Encourage and recognize bilingualism among students.

Effective immediately

- Create an immersion program and set up an intake structure that will enhance access for immersion students from across Canada.
- Introduce a second-language proficiency certificate.
- Offer students a second-language writing mentorship.
- Examine the possibility of admitting bilingual students to common law and civil law simultaneously.

As of 2006-2007

- Offer a bilingual internship in nursing under the Multiple Interventions in Community-Health Nursing Practice Research Chair.
- Collaborate to design a second-language training certificate in health sciences.
- Strengthen the second-language skills of graduate students.

LINGUISTIC BALANCE Implement an action plan to reach linguistic-balance enrolment targets.

Effective immediately

- Increase efforts to recruit Francophone and immersion students.
- Enrich programs offered partially in French by updating the action plan for French-language programs and services.
- Promote the French-language common law program throughout Canada.

As of 2006-2007

- Revitalize the French-language MBA program and increase efforts to recruit abroad.
- Design a distance-education master's program in education for Francophones.

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.

GOAL 2

To be an integral part of Canada's capital

- To ensure that the University, as a powerful agent for social change that both enriches and is enriched by its surroundings, builds productive partnerships with various communities of interest in Canada's capital.
- To ensure that the University becomes the partner of first choice for the federal government in areas of common interest.

By 2010, we will have taken the lead in building partnerships with the public and private sectors, thus bringing together the forces of knowledge, innovation and development in the service of society and our students' learning.



Main Initiatives Proposed

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.

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. These programs will include:

- A training program in public health
- A continuing education program in common law
- An executive training program
- A continuing education program for Francophone social workers
- A graduate certificate in program evaluation
- Distance professional-development programs
- Specialized training for industry
- A series of science conferences open to the public
- A wider range of training courses for public-service professionals
- A training program in career counselling for secondary-school guidance counsellors, especially in Francophone schools.

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.

RELATIONS WITH SCHOOLS Support learning in the region's schools and ease student access to postsecondary education.

Effective immediately

- Launch *Imagine* magazine (and its online version), an accessible research-focused publication for secondary-school students.
- Work with the faculties to design a strategy for positioning ourselves in feeder schools that are a good source of high-quality candidates.
- Increase professors' participation in classroom activities of secondary schools and colleges.

As of 2006-2007

- Start an engineering summer school.
- Organize a robotics contest.
- Expand public lecture programs, including the Holiday Science Lectures.

RELATIONS WITH THE LOCAL COMMUNITY Launch initiatives to strengthen relations with our community.

Effective immediately

- Promote multidisciplinary reflection on job-market trends by organizing an annual public forum.

As of 2006-2007

- Expand the Sports Complex, especially by considering partnerships with the City of Ottawa.
- Maintain the visibility and reputation of the University's archival and historic heritage.

RELATIONS WITH THE GOVERNMENT OF CANADA Develop a strategy and an action plan to establish productive relations and coordinated interaction with the federal government.

GOAL 3

To move onto the international stage

- To ensure that the University's main concern is to train global citizens.
- To ensure that students and all staff members are enriched by international contacts, both scientific and cultural.
- To ensure that the institutions and organizations with which we work benefit from our areas of specialization and learn about Canadian values.

By 2010, our programs and activities will have exposed a high percentage of our students to the international dimension, thus training competent graduates who are open to the world. In addition to being part of the globalization of knowledge, we want to earn international recognition as the focal point of knowledge on the Canadian perspective.



Main Initiatives Proposed

INTERNATIONAL AGREEMENTS Build high-quality international partnerships with universities, academies and non-governmental organizations by immediately creating a position of Director, International Research.

PROGRAMS OF STUDIES Make our programs of studies international in scope and create programs of studies of selected world regions.

Effective immediately

- Develop a program in Canadian Jewish studies.
- Develop a program in Arabic language and culture.

As of 2006-2007

- Establish an Institute of International Environmental Law.
- Establish an International Business Centre.
- Establish an interdisciplinary unit for international health training and research and introduce a graduate certificate.
- Develop programs in American studies, Latin-American studies and Asian studies.
- Develop dual LLM degrees with American universities and with European Francophone universities, among others.

STUDENT MOBILITY Immediately increase student-mobility scholarships to boost the number of study and research placements and of practicums completed abroad, and expand the travel-grant program to include research trips, as well as study and training placements in foreign institutions.

INTERNATIONAL STUDENTS Ensure that international students make up a significant part of our student body, while maintaining linguistic balance.



Creating

knowledge, inventing and discovering

We want to offer our student body an exceptional learning environment that prepares them for life and fulfilling work, in a context of ever-expanding knowledge. Our commitment to creativity and our passion for research and knowledge must be central to every aspect of university life.

GOAL 4

To create knowledge through research

- To ensure that we can preserve, create and transmit knowledge, so that our students and members of our academic staff can take the lead both nationally and internationally.
- To ensure that knowledge—often constructed at the borders of disciplines—can emerge, and that our students can develop their learning from interdisciplinary horizons that are as broad as possible.
- To ensure that we can build on our strengths, specifically in our strategic areas of development in research, and invest in fields of future excellence.

By 2010, we will have renewed our present strategic areas of development in research (Canada and the world, health, e-society, molecular sciences) and integrated emerging fields that will figure prominently in our future development. We will have increased research activities, thus placing the university among Canada's top five in research.



Main Initiatives Proposed

AREAS OF EXCELLENCE 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.

Canada and the World

- Human rights
- la Francophonie
- Sustainable environment
- Governance and public policy
- Official languages and bilingualism
- Bijuralism

Health

- Population health
- Women's health
- Health promotion and health care
- Neurosciences
- Cardiovascular sciences
- Regenerative medicine

e-Society

- Enabling technologies
- e-Transactions
- Digital media and communications
- Safety and security
- Technology and society

Molecular Sciences

- Molecular and systems biology
- Biopharmaceuticals
- Catalysis and nanotechnology
- Environmental genomics

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.

Programs being approved for 2006 or 2007

- Certificate in Education for Health Professionals
- MSc in Biomedical Engineering
- MSc in Human Kinetics
- MSc in Health Sciences, Specialization in Physiotherapy
- MSc in Health Sciences, Specialization in Occupational Therapy
- Certificate in Auditory Verbal Studies
- MFA in Visual Arts
- MA in Globalization and International Development
- MA in Legal Translation
- MA and MSc in Electronic Business Technologies
- PhD in Sociology

Programs under consideration for 2007 or 2008

- Certificate in Program Evaluation
- Graduate option in Peace, Security and Humanitarian Law
- MSc in Health Systems Management
- MSc in Innovation and Technology
- MSc and Certificate in Health Education
- MSc Nurse Practitioner
- MA and MSc in Health Sciences
- Master's in Library, Archives and Information Management
- MA in Medieval Studies
- MA in Public Affairs
- MA in Political and Social Thought
- MA in Anthropology
- MA in Diversity and Immigration
- LLL-MA in Globalization and Development
- MA and PhD in Public Administration
- MA and PhD in Political Science in English
- PhD in Social Work
- PhD in Women's Studies
- PhD in Human Kinetics
- PhD in Health Sciences

Other programs under consideration

- MSc in Bioenterprise Management
- MSc in Bioinformatics
- MSc in Computational Neuroscience
- Certificate in Technology Commercialization
- MA in Economics with Major in Financial Management
- Certificate in Critical-Infrastructure Protection
- Certificate in e-Arts and Computer Games
- Full-time Professional Master's in Educational Counselling
- MA and PhD in Educational Counselling
- Master's and PhD in Education for Health Professionals
- MA in Population Health
- MA in Women's Studies
- MA in Financial Economics
- French-language MA in Public Affairs and LLM
- MA in Theatre
- PhD in Music

POSTDOCTORAL TRAINING Gradually attract more postdoctoral fellows by increasing the number of scholarships tied to our strategic areas of development in research.

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.

UNDERGRADUATE RESEARCH Immediately start undergraduate-level pilot projects that integrate research and learning. Expand the undergraduate scholarship program so that more students can participate in laboratory research.

GOAL 5

To focus on learning that is driven by innovation and excellence

- To ensure that students develop a desire for knowledge as well as intellectual autonomy, which are the best guarantees of their future success.

By 2010, our programs will have focused on clearly defined learning objectives. Members of our academic staff will have developed their full potential in the service of learning and our students will have acquired skills in self-learning.

Main Initiatives Proposed

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.

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.

- Open a Clinical Skills and Simulation Centre in Medicine and Health Sciences.
- Open summer schools in Civil Law in Cree and Innu territories.
- Strengthen ties between the Aboriginal studies program and the Aboriginal community through consultations and resource sharing.
- 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.
- Establish an Academy for Innovation in Medical Education.
- Establish an Examination and Evaluation Centre in Medicine.
- Increase the use of new technologies such as videoconferencing, multimedia rooms, online courses, electronic portfolios, and learning portals.
- Expand academic-support services such as academic statistical analyses, early identification programs, student mentorship networks, drop-in centres, study groups.
- Introduce first- and second-year small-group courses in core disciplines.

LEARNING OBJECTIVES Publish learning objectives for each of our programs, at all levels, as soon as possible.

TEACHER TRAINING Promptly design and offer specialized training for teaching staff to enhance students' learning experience and pay greater attention to the evaluation of teaching, starting with an immediate restructuring of the Senate Committee on Teaching and Teaching Evaluation.

SPECIALIZED POSITIONS Create "teaching master" positions.



GOAL 6

To offer students an unparalleled university experience

- To ensure that the student body has the benefit of an education that goes well beyond academe.
- To ensure that the university setting is welcoming and pleasant, encourages interaction and co-operative effort, and promotes diversified means of learning.
- To ensure that students' experience at the University profoundly marks their future as responsible citizens who are aware of local, national and international social and community issues.

By 2010, our students will have acquired new skills related to social involvement in university and community life. Quality standards for all student services will have been introduced. While respecting and developing our natural and architectural heritage, we will have increased the number of multifunctional spaces that allow for reading, studying and discussion.



Main Initiatives Proposed

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.

Effective immediately

- 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.
- Establish a legal-aid clinic in Gatineau.
- Recognize students' social and community work by acknowledging the number of hours volunteered during their studies.
- Establish eight new joint co-op education programs.

As of 2006-2007

- 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.
- Establish various clinics: environmental law clinic, charity-work clinic, international law clinic.

LIBRARY Transform the library into a hub for 21st-century research and create other multi-purpose spaces on campus.

Effective immediately

- Make additional investments in collections to support research and learning.
- Continue to fully participate as a lead institution in the Canadian Research Knowledge Network to increase access to digital scholarly research, particularly in arts.
- Extend Morisset Library's hours from 90 to 127 hours per week.
- Increase the number of study and work areas.

By 2010

- Set up an Information Commons at Morisset Library.
- Renovate the Law and the Health Sciences libraries.

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; also renovate the University Centre by 2010 to reassert its role as both a service hub and a gathering place.

Effective immediately

- Set up chairs and tables in public spaces available in the faculties.
- Set up a student lounge in the University Centre.
- Draft a business plan to open a student café.

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.

UNDERGRADUATE PROGRAMS Create new undergraduate programs to broaden our students' education.

New programs under consideration

- BSc in Medical Technology
- BSc in Neuroscience
- BSc in Microbiology
- Major and Minor in Photonics and in Computational Science
- A third option in pharmacology for the biopharmaceutical sciences program
- Combined French-language Honours in Political Science and LLB
- Combined French-language Honours in International Development and LLL
- Combined French-language Honours in Criminology and LLL
- Film Studies
- Public Relations
- Intercultural Studies
- Minor in e-Arts
- Major in Economics for Non-Economists
- Thematic Minors: Francophonie; Science, Technology and Society; Social Thought



Caring for our community

We want to offer our student body the experience of a learning community that is attentive, stimulating, dynamic and effective. To this end, every member of the institution will take part in our educational and research mission. Our alumni, as well as retired members of our academic and support staff, will be given opportunities to become partners in reaching our goals.

GOAL 7

To highlight our human potential

- To ensure that members of our regular and part-time teaching staff achieve their full academic leadership potential.
- To ensure that members of our support staff feel that they are part of the University's education and research mission, and are given responsibility for providing high-quality services.
- To ensure that our alumni, as well as retired members of our support and academic staff, will take an active part in departmental, faculty and university life, thus giving us the benefit of their experience and contributing to the University's ongoing development.

By 2010, members of our academic staff will have had access to resources allowing them to develop their talents in all three areas of a university career: teaching, scholarly activities, and academic service. Members of our support staff will have the tools and authority to ensure clear, cordial and effective relations with the student body. Also, our support and academic staff will be more representative of Canada in its diversity. We will have consulted our alumni, as well as retired members of our academic and support staff, and will have given them opportunities to participate in departmental, faculty and university life.



Main Initiatives Proposed

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; in addition, ask the deans to fully assume their leadership role in academic staff development.

STAFF TRAINING Broaden and strengthen the continuing-education and professional-development programs for the support staff, while adopting a team approach that guarantees uninterrupted service; in addition, decentralize decision making in the management of exceptional cases involving students.

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.

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.

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.

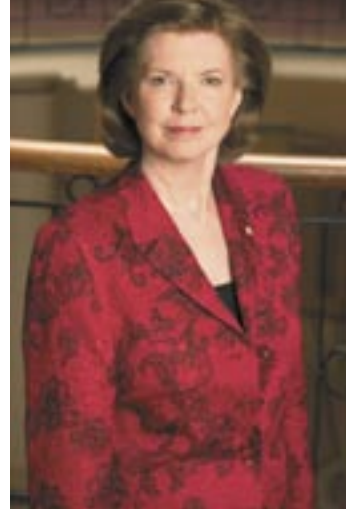
RETIRED STAFF Involve retired staff in special projects, teaching, thesis examinations and continuing education.

GOAL 8

To embrace a modern governance model

- To ensure that community members take a more active part in the decision making process and are promptly informed of decisions affecting our future.
- To ensure that our structures and resource allocations at all levels allow us to reach our goals.
- To take action so that women play a leading role in university governance.

By 2010, this governance model will have included new communication tools for ensuring greater transparency, a change that should cultivate the team spirit we need to carry out our mission. The University will also have moved to an administrative model that facilitates interdisciplinarity and fosters the development of inter-faculty projects.



Main Initiatives Proposed

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.

Effective immediately

The Committee on Academic Planning will study governance problems concerning interdisciplinarity and will recommend a new funding model and specific incentives.

COMPLAINTS Open a one-stop service point to receive complaints, explain procedures and refer issues to the proper authorities.

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.

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 *Vision 2010*.