The University of Ottawa is the largest bilingual (English-French) university in the world. Located at the heart of Canada’s capital, we are among the top 10 research universities in Canada. Our advances in social sciences, health, science and the humanities make uOttawa a unique place to learn, grow and excel. We have adopted an ambitious plan for the next decade, Destination 20/20. Our goal is to do more, but more importantly, to do better.

While some of our successes cannot be shown on a graph, our Scorecard measures progress in key areas, along with other indicators of the University’s advancement. Destination 20/20 demonstrates our motivation to continually improve and excel by setting ambitious goals. Let us work together as we enter this new stage in our development.

Allan Rock
President of the University of Ottawa
DESTINATION 20/20 – OUR ROAD MAP FOR THE FUTURE

Destination 20/20 is the University of Ottawa’s strategic plan for the years to come. It lays out key objectives by which our institution aims at remaining one of the greatest post-secondary institutions in Canada. This plan will help to identify which important initiatives will be launched to support the University’s core values. It incorporates the vision of the University of Ottawa, based on four pillars:

• the student experience – putting students at the centre of our educational mission
• research excellence – creating and sharing knowledge
• bilingualism and the Francophonie – promoting and strengthening Francophone communities
• internationalization – opening to the world, contributing to Canadian ideals

Our projects also aim at enabling our staff to grow as individuals and as a group, as well as at practising and promoting an ethic of service and civic responsibility.

Source of data: University of Ottawa (Institutional Research and Planning, Human Resources Service, Strategic Enrollment Management and Financial Services) unless otherwise stated.
A RICH, INSPIRING STUDENT EXPERIENCE

Student experience is at the heart of our mission. We want to be one of the top destinations for students from both Canada and abroad. Our goal is to provide stimulating and challenging learning experiences to all our students.

LEARNING QUALITY ASSESSMENT

UNDERGRADUATE LEVEL**

GRADUATE LEVEL**

• Bigger and better learning spaces: Over 10,000 students moved into the modern learning environment of the new Social Sciences Building (opened in 2012), which boasts the highest living wall in North America.

• State-of-the-art technology: We are working to serve students better and meet the needs of our student population online with a re-designed student portal, a new email system with Google (Fall 2013) and an online all-inclusive calendar of events.

• Next generation of leaders: We accompany our students from day one with orientation, integration and mentoring programs. $60 million per year in scholarships and bursaries to attract the best and brightest students.

*See definitions, pages 12 to 14.

RETENTION RATE – UNDERGRADUATE LEVEL**
• **Real-life experience and student entrepreneurship:** In 2012, more than 5,000 students completed a CO-OP placement; mentorship and advice help student to innovate. Start-up Garage supports entrepreneurial spirit among our student population. Our Centre for Global and Community Engagement also promotes social responsibility with over 3500 students engaged in the community.

---

**STUDENT-FACTORY RATIO - UNDERGRADUATE LEVEL**

<table>
<thead>
<tr>
<th>2009-2010</th>
<th>TARGET 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.7</td>
<td>18.5</td>
</tr>
</tbody>
</table>

---

**STUDENTS ADMITTED WITH AT LEAST 85% AVERAGE – UNDERGRADUATE LEVEL**

<table>
<thead>
<tr>
<th>2009-2010</th>
<th>TARGET 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.9</td>
<td>1.5</td>
</tr>
</tbody>
</table>

---

**GRADUATION RATE AT THE GRADUATE LEVEL**

**MASTERS**

- 2004: 67%
- TARGET 2020: 76%

**PHD**

- 2000: 54%
- TARGET 2020: 65%

---

**EXPERIENTIAL LEARNING - UNDERGRADUATE**

<table>
<thead>
<tr>
<th>2011</th>
<th>TARGET 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>82%</td>
<td>100%</td>
</tr>
</tbody>
</table>

---

**LEARNING SPACE PER FULL - TIME EQUIVALENT STUDENT (FTES)**

<table>
<thead>
<tr>
<th>2010-2011</th>
<th>TARGET 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4</td>
<td>4</td>
</tr>
</tbody>
</table>

---

**SERVICE QUALITY ASSESSMENT**

**UNDERGRADUATE LEVEL**

- 2011: 70.2%
- TARGET 2020: 80.0%

**GRADUATE LEVEL**

- 2010: 73%
- TARGET 2020: 80%

---

*See definitions, pages 12 to 14.
We are a research-intensive university, recognized nationally and internationally for our expertise in numerous areas. In 2012, we were one of the few Canadian universities ranked in the Top 200 Times Higher Education World University ranking. And this is just the beginning... Our goal is to rank among the top five Canadian universities in research intensity.

- **State of-the-art facilities:** uOttawa hosts one of the very best photonics research centres in the world. This year we broke ground on the Advanced Research Complex (opening in 2014). This cutting-edge facility will be home to world-renown experts conducting breakthrough research harnessing the science of light.

- **Connecting minds:** Three of the 23 Networks of Centres of Excellence in Canada are hosted on our campus. These include the Canadian Stroke Centre, the Stem Cell Network and the newly created Emerging Dynamic Global Economies (EDGE) Network.

*See definitions, pages 12 to 14.
• **See the world through our eyes:** More than 806 research laboratories and over 301 teaching laboratories are available to our students. In our Biosciences Complex, one of the most energy-efficient buildings in Canada, professors and students alike challenge the boundaries of knowledge in greenhouses and laboratories equipped with the latest technology.

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**Overall Research Ranking**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>14.3%</td>
<td>18%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>25%</td>
<td>27%</td>
</tr>
</tbody>
</table>

**External Scholarship Funding at the Graduate Level**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>0%</td>
<td>27%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>25%</td>
<td>27%</td>
</tr>
</tbody>
</table>

**Total Graduate Student Registration**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>1,572</td>
<td>2,525</td>
</tr>
<tr>
<td>2010-2011</td>
<td>14.3%</td>
<td>18%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>25%</td>
<td>27%</td>
</tr>
</tbody>
</table>

*See definitions, pages 12 to 14.*
At uOttawa, you can study in either of the two official languages in Canada. We play a special role in Francophone communities in Ontario, across Canada and around the world, and for this, we are internationally recognized as a unique institution. Our mission is to build on this foundation and broaden our links with Francophone communities while affirming our extraordinary advantage as the world’s largest bilingual (French-English) university in order to make it easier for individuals to acquire skills in their second official language.

- **Study and improve your French:** Our innovative French Immersion Studies program combines regular subject courses with second language support, allowing students to improve their second language in more than 70 different academic programs. We aim at increasing the number of registrations to 3,500.

- **Connecting the cultures:** Our Official Languages and Bilingualism Institute (OLBI) continues to enhance our research capacity and promotes excellence and innovation in the fields of bilingualism and language acquisition. Its work has been recognized both nationally and internationally.

*See definitions, pages 12 to 14.*
AVAILABILITY OF COURSES IN FRENCH AND ENGLISH AT THE UNDERGRADUATE LEVEL*20*

% OF UNDERGRADUATE COURSES

2010 | 2020
---|---
75% | 85%

STAFF BILINGUALISM*21*

PROFESSORS

% OF ACTIVELY BILINGUAL STAFF

2011 | 2020
---|---
66% | 70%

SUPPORT STAFF

2011 | 2020
---|---
94.1% | 95%

*See definitions, pages 12 to 14.
We are involved in numerous international networks, and our teaching and research programs help our students to become true global citizens and promote social change. As globalization touches every area of our lives, we aim at reaching new heights in research and knowledge creation. In 2010, close to 100 programs had an international educational activity, and more than 500 students participated in an international exchange.

- **Serving the world**: Launched in 2011, the Centre for Global and Community Engagement is the place for volunteer opportunities and placements on campus, and around the world. It forms bonds between us and people worldwide.

- **International exposure for our students**: uOttawa students can study abroad at one of 37 elite post-secondary institutions in 20 countries. International internships are available in Latin America, Africa and Asia. Thousands of young adults from around the world also come to uOttawa to study. Between now and 2020, we aim to double the number of international graduate students and increase the number of international undergraduate students.

*See definitions, pages 12 to 14.*
• **Internationalizing our research:** The Office of International Research (OIR) facilitates access to expertise and enhances international collaborations. In 2010-11, over 1,200 of our scientific publications involved international collaborations, 18 international projects were awarded—worth over $2.2 million—and four Fulbright Research Chairs were hosted by the Faculty of Law and the Faculty of Social Sciences. The OIR also supported visits by distinguished researchers and delegations from around the world as well as high-level missions abroad.

“We have adopted an ambitious plan for the next decade—Destination 20/20. Our goal is to do more, but more importantly, to do better.”

*Allan Rock,* President

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*See definitions, pages 12 to 14.*
INSTITUTIONAL GOALS

Great universities become so by developing quality programs, recruiting and retaining leading scientists and scholars, pursuing outstanding research and engendering a deep commitment to learning and discovery. They are also very well managed. Our vision is to make the University of Ottawa one of the great universities of our time, with a reputation to match its achievements. We have made considerable progress towards realizing this vision and have established a broad foundation on which to build.

ENDOWMENT FUNDS AND DONATIONS

**ENDOWMENT FUND (MILLIONS)**

- **TARGET 2020**: $300
- **2010-2011**: $177.9

**DONATIONS $/FTES**

- **TARGET 2020**: $850
- **2010-2011**: $592

*See definitions, pages 12 to 14.*
REVENUE SOURCES (RATIO OF PRIVATE TO PUBLIC)\textsuperscript{29*}

\begin{center}
\begin{tikzpicture}
\begin{axis}[
    ybar, 
    enlargelimits=0.15, 
    ylabel={RATIO OF REVENUE FROM PRIVATE SOURCES TO PUBLIC GRANTS}, 
    symbolic x coords={2010-2011, TARGET 2020}, 
    xtick=data, 
    nodes near coords, 
    nodes near coords align={anchor=mid}, 
]
\addplot coordinates {(2010-2011, 0.81) (TARGET 2020, 1.00)};
\end{axis}
\end{tikzpicture}
\end{center}

ADMINISTRATIVE EXPENSES VS. TOTAL EXPENSES\textsuperscript{30*}

\begin{center}
\begin{tikzpicture}
\begin{axis}[
    ybar, 
    enlargelimits=0.15, 
    symbolic x coords={2010-2011, TARGET 2020}, 
    xtick=data, 
    nodes near coords, 
    nodes near coords align={anchor=mid}, 
]
\addplot coordinates {(2010-2011, 15.6) (TARGET 2020, 15.5)};
\end{axis}
\end{tikzpicture}
\end{center}

STAFF ENGAGEMENT

\begin{itemize}
\item SUPPORT STAFF\textsuperscript{31*}
\begin{center}
\begin{tikzpicture}
\begin{axis}[
    ybar, 
    enlargelimits=0.15, 
    symbolic x coords={2011, TARGET 2020}, 
    xtick=data, 
    nodes near coords, 
    nodes near coords align={anchor=mid}, 
]
\addplot coordinates {(2011, 86) (TARGET 2020, 90)};
\end{axis}
\end{tikzpicture}
\end{center}

\item REGULAR ACADEMIC STAFF\textsuperscript{32*}
\begin{center}
\begin{tikzpicture}
\begin{axis}[
    ybar, 
    enlargelimits=0.15, 
    symbolic x coords={2011, TARGET 2020}, 
    xtick=data, 
    nodes near coords, 
    nodes near coords align={anchor=mid}, 
]
\addplot coordinates {(2011, 81) (TARGET 2020, 90)};
\end{axis}
\end{tikzpicture}
\end{center}
\end{itemize}

\textsuperscript{*See definitions, pages 12 to 14.
1. The percentage of senior undergraduate students who answered Excellent or Good to the question, “How would you evaluate your entire educational experience at this institution?” Source: National Survey of Student Engagement (NSSE)
2. The percentage of graduate students who rated their program of studies as Excellent, Very Good or Good. Source: Graduate and Professional Student Survey (GPSS)
3. The percentage of full-time first-year students who entered directly from high school in the fall and returned for their second year of studies the following fall. Source: Consortium for Student Retention Data Exchange (CSRDE)
4. The ratio of full-time equivalent undergraduate students per full-time equivalent professor.
5. The proportion of all Ontario high school students with an average of at least 85% admitted to an undergraduate program at the University, divided by the proportion of all Ontario high school students, regardless of average, admitted to an undergraduate program at the University. Source: Ontario Universities’ Application Centre (OUAC)
6-7. The percentage of full-time students graduating three or fewer years after their first registration in a master’s program and six or fewer years after their first registration in a PhD program.
8. Percentage of undergraduate students who participated in one experiential activity. Examples of activities include participation in the programs offered by the Centre for Global and Community Engagement, mentoring, undergraduate research courses, internships, CO-OP and Work-Study programs. A full list of activities is available on our website. Source: uOttawa internal End-of-Program Survey (EOPS)
9. The ratio of net assignable square metres of learning space to the number of full-time equivalent students (FTES) every fall.
   - Learning space: Classrooms, class laboratories, research laboratories, graduate student offices, study and library spaces. Source: Council of Ontario Universities (COU)
   - FTES = (2 x undergraduate FTES declared to the Ontario Ministry of Training, Colleges and Universities on November 1, 2012) + (1 x graduate FTES declared to the Ministry on November 1, 2012).
10. The percentage of graduating undergraduate students very satisfied or satisfied with a series of non-academic services (for example, sports, housing, community life, online services, counter services, food services, computing services, bookstore). Source: uOttawa internal End-of-Program Survey (EOPS)
11. The percentage of graduate students very satisfied or satisfied with a series of non-academic services (for example, sports, housing, community life, online services, counter services, food services, computing services, bookstore). Source: Graduate and Professional Student Survey (GPSS)
12. The University’s share of total sponsored research income in Canada. Source: Re$earch Infosource
13. The University’s rank among Canadian universities based on average external funding from all sources per full-time equivalent faculty position. Source: Re$earch Infosource

14. The University’s rank among Canadian universities based on a composite rank that sums funding intensity, publication intensity and publication impact. Source: Re$earch Infosource

15. The percentage of eligible graduate students who have received at least one federal or provincial scholarship in a fiscal year.

16. The percentage of graduate students registered (certificate, masters and PhD) relative to the total registration, at all levels, full time and part time.

17. Number of PhD students registered full time and part time.

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

19. The percentage of entering international students in that year who are Francophone (according to language used).

20. Percentage of undergraduate courses offered in both French and English relative to the total number of individual undergraduate courses offered at the University. Courses excluded: language courses (French, English, Spanish, Italian, Second Language, etc.), full recovery courses (Executive MBA, additional qualifications in education) and courses taken outside the University of Ottawa. Note: The University is not able to offer 100% of its programs in the two languages due to the regulatory framework of academic programs.

21. The percentage of regular faculty and regular support staff members who are actively bilingual. For support staff, the level of bilingualism is assessed by the direct supervisor. Active bilingualism is determined by the ability to communicate clearly and to understand the second language with few difficulties. For faculty members, the level of bilingualism required is determined in the hiring contract and is a condition for receiving tenure. Active bilingualism is defined as the ability to teach in one's second language.

22. Percentage of all students who are international students (at the graduate and undergraduate level, full-time and part-time). International students are students who have a visa or special status (refugee or diplomatic mission), including incoming exchange students.

23. The number of students participating in an international exchange (graduate and undergraduate level, full-time and part-time). International exchanges involve student exchanges abroad and include CO-OP placements.

24. Total number of opportunities available to our students to participate in one formal international educational activity related to their program of studies (e.g., exchange, courses in a foreign country, cotutelle).

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

26. The University’s rank among Canadian universities based on Maclean’s national reputational rankings. National reputational rankings are based on opinions on the quality of universities. The Best Overall Ranking represents the sum of the scores for three categories: Highest Quality, Most Innovative and Leaders of Tomorrow. Source: Maclean’s University Rankings

27-28. Endowed funds as of April 30, 2012, and the ratio of donations in a year to the number of full-time equivalent students.
   • Endowed funds: Funds comprising money or securities received by way of gift or endowment (with the capital amount usually maintained or allocated along with the resulting financial revenue) that are used for the purpose specified by the donor.
   • Donations: Money or securities received by way of a gift or contributions to the endowment fund in one year.
   • FTES = (2 x undergraduate FTES declared to the Ontario Ministry of Training, Colleges and Universities on November 1, 2012) + (1 x graduate FTES declared to the Ministry on November 1, 2012).

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

30. The percentage of administrative expenses relative to the operating budget (excluding the research budget and endowed funds). Administrative expenses include general administrative expenses, computer and communications expenses (Central Service), expenses for physical resources (excluding the renovation budget) and for external relations. Source: Council of Finance Officers (COFO)

31-32. The percentage of staff members giving favourable answers to five questions about their level of commitment to the University and its mission. Source: University of Ottawa Employee Experience Survey 2011