

Imagine 2030 – Phase II

# Executive Summary

Synthesis Report on Content Analysis

APRIL 2019

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### ***Objectives, events and participation***

The University of Ottawa has begun a strategic planning exercise to imagine our future up to 2030. The first phase of this exercise allowed us to get to know the opinions of the University of Ottawa community with regard to six key aspirations, namely:

1. Transformative learning
2. Cutting-edge research
3. Talented and dedicated staff
4. A strong commitment to our community
5. Franco-Ontarian and Franco-Canadian culture
6. Effective governance

Phase II of this exercise, the subject of this report, engaged different groups that make up the University community — students, professors, support staff and external parties — in a process of ideation with regards to their current university experience and the experience they wish to have from now until 2030.

Data was collected from the above-mentioned groups through 35 activities, including:

- A launch January 22, 2019
- Three half-day deep dives in February and March 2019
- Eleven meetups organized by the faculties and services between January and March 2019, which attracted 485 participants
- Eight semi-structured interviews with ten stakeholders
- An Imagine 2030 portal for members of the University community, which has generated 217 registrations, 2,105 visits and 928 comments since 2019.
- Six questions posted on social media — Instagram, Twitter and Facebook — which generated 104,845 views, 536 clicks and 222 responses
- 12 public sessions in the faculties and services between January and March 2019

### ***Content analysis – process and principles***

These activities allowed us to collect essentially qualitative data, which were analyzed thematically, with the University's six key aspirations as a reference point. This analysis led to a hybrid categorization grid, part theory, part induction, which confirmed to a large extent the categorization based on the six key aspirations and also generated sub-categories (sub-topics) and new categories. These new categories, called cross-cutting principles, could guide future choices and decisions. They include:

- Sustainable Development and a Green Campus
- Taking Care
- Diversity/Inclusion/Multiculturalism
- Collaboration/Participation
- Technology
- Our Unique Character

**Key aspirations: Main conclusions**

<p><b>1. Transformative learning</b></p> <ul style="list-style-type: none"> <li>○ Students must be central to uOttawa operations.</li> <li>○ The budget for teaching and research (particularly for professors) should not be reduced.</li> <li>○ Research, teaching (learning) and real-life experience must be connected.</li> <li>○ There is tension between the idea of uOttawa as a teaching institution vs. as a research institution.</li> <li>○ Choices must be made: We can't do everything.</li> </ul>	<p><b>2. Cutting-edge research</b></p> <ul style="list-style-type: none"> <li>○ There is a need to develop research for a better reputation.</li> <li>○ Specific, socially-relevant areas of research must be identified.</li> <li>○ Increase the time and funds devoted to research.</li> </ul>	<p><b>3. Talented and dedicated staff</b></p> <ul style="list-style-type: none"> <li>○ There is a strong consensus regarding the quality and dedication of staff.</li> <li>○ There is great potential for staff development.</li> </ul>
<p><b>4. A strong commitment to our community</b></p> <ul style="list-style-type: none"> <li>○ Our communities: the city, the region, the province, the country, the world</li> <li>○ uOttawa should further develop its relationships with the community, not only with industry but also with civil society, government and social innovation.</li> <li>○ uOttawa must further integrate the community in its research, using greater incentives.</li> </ul>	<p><b>5. Franco-Ontarian and Franco-Canadian culture</b></p> <ul style="list-style-type: none"> <li>○ The <i>francophonie</i> and bilingualism are central to uOttawa's identity and mission.</li> <li>○ More could be done with regards to the <i>francophonie</i> worldwide.</li> <li>○ Investing in uOttawa's francophone mission</li> <li>○ There are tensions regarding furthering the <i>francophonie</i>, bilingualism and multiculturalism.</li> </ul>	<p><b>6. Effective governance</b></p> <ul style="list-style-type: none"> <li>○ A deficit is acceptable to maintain essential activities.</li> <li>○ Collaboration, flexibility and transparency are the principles that must guide governance.</li> <li>○ There must be greater clarity regarding uOttawa's overall direction and brand.</li> <li>○ New strategies to raise funds are necessary.</li> <li>○ We should consider more partnerships (research, teaching and procurement).</li> <li>○ Recruitment must be guided by excellence and diversity.</li> </ul>

This has been an unprecedented experience for the University of Ottawa. The choice to launch consultative and participatory activities on such a scale and the fact that they have elicited such enthusiasm will undoubtedly mark our university's culture and future.