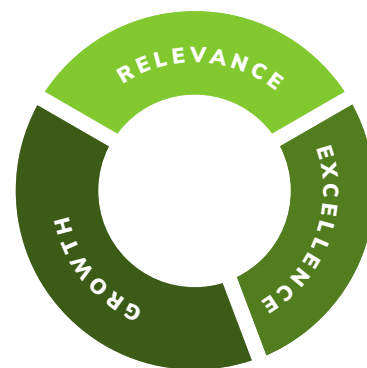


# Strategic Plan 2024-2028



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# Why Adopt a Strategic Plan?



**THE DESIRE FOR A FRENCH-LANGUAGE UNIVERSITY** of governance in Ontario, embodied by the Université de l'Ontario français (UOF), is a reality. Events unfolded rapidly from the design phase onwards, with the establishment of an organizational structure and the hiring of staff, the creation of programs and the recruitment and welcoming of the first cohort of students in September 2021. The development of the UOF was intense, as everything had to be created before the first courses were taught, on budget, and all in times of pandemic and confinement. The result, however, was a success!

Now that the start-up phase has been completed, the University turns its attention to the next stage: development. This is the aim of the 2024-2028 strategic plan, with its keywords of relevance, growth, and excellence.

This document, developed from the constructive findings gathered since the birth of the UOF, clarifies the foundations of the University's mission, vision, and values; it identifies the elements that differentiate the University; and it establishes the priorities and directions that will guide decisions until 2028.

The strategic plan also prepares the UOF for the first *Strategic Mandate Agreement (SMA)* in which the UOF will be entered with the provincial government after the original financing agreement that created the university expires. In fact, the strategic plan marks the beginning of a transition from the current operation based entirely on a government budget envelope to one based on diversified budget sources.

The 2024-2028 strategic plan is evolving and flexible, in order for the University to adapt and be proactive in response to the changing needs and the environment. It constitutes the common roadmap for the full realization of the UOF.

## Objectives of Planning

- Achieve a common understanding of the University;
- Identify guidelines for priorities and resource allocation;
- Update the UOF's fundamentals to cope with a changing environment;
- Anchor the aims of the UOF academic community, and those of governments.

## Recognition of Territories

We recognize that the Université de l'Ontario français is located on a vast territory registered by the Wampum Belt Treaty, referring to the "one-spoon bowl" concept, and agreeing to peacefully share and preserve resources all around the Great Lakes. Witness to thousands of years of human activity and coexistence, our territory, Toronto, continues to be a meeting place frequented and adopted by many Indigenous peoples from the four corners of Turtle Island. We are grateful to these First Peoples for the opportunity to meet and work on this territory.

# Relevance



## Mission

- The mission identifies what we are doing now and what we will be doing in the future (type of activities); it is our anchor.
- The University's mission is, above all, societal; it serves the common good.



The Université de l'Ontario français, Toronto's only French-language university, develops committed talent, and actively contributes to the well-being of the community through its innovative teaching and research approach, while remaining focused on responsible and sustainable socio-economic development.

## Vision

- The vision explains what we aspire to become in a few years' time. It goes beyond our day-to-day activities and mission; it is our North Star.



The University is a reference in Canada's minority-language context, and its influence extends from the local to the international level.

## Values

- Values describe our organizational culture, and build our collective identity. They represent the behaviours we favour and that positively underpin our interactions, decisions, and actions, both internally and externally. They are, in a way, our behavioural compass.



- **Commitment:** We are committed to responsible and sustainable socio-economic development with our students, staff, partners, community, and province.



- **Audacity:** We contribute with conviction, innovation, and entrepreneurial spirit to the excellence and the growth of the University.



- **Diversity and Inclusion:** We advocate for a just society, open-mindedness, and respect, and celebrate what diverse skills, experiences, backgrounds, and ideas can bring to the table.



- **Open Francophonie:** We value the French language in all its richness, evolving in minority language contexts and building bridges between Francophone, Anglophone, Francophile, bilingual, and multilingual communities.

# Growth



## Priorities and Targets

### 1. Financial Viability

- Management and budgeting of the transition from agreements with insured government envelopes to strategic mandate agreements (SMAs).

### 2. Impact in Ontario

- Socio-economic benefits in Ontario: contribution to the linguistic, social, cultural, and economic vitality of the province and of Ontario's Francophonie, particularly in Toronto and the Central-Southwest region.

### 3. Academic Excellence

- Retention, graduation, and employment rates 6 months and 2 years after completion of studies (including continuation to a higher cycle).
- Innovative structuring research initiatives to raise the UOF's profile in the scientific community.

## Positioning

- This positioning aims to highlight the University's uniqueness and points of differentiation.

### The UOF defines itself as follows:

"With its approach to address the major challenges and issues of tomorrow, the UOF is the university of choice in Ontario for the next generations of Francophone and bilingual leaders."

This positioning is reflected in the following statements:

#### ■ Student Clientele

The UOF is dedicated to young Francophones in Canada, and more specifically to Francophone and bilingual students in Ontario. The University also hopes that international students will remain in Ontario after their studies, contributing to the province's socio-economic development.

#### ■ Areas of Excellence

- Administration sciences
- Education sciences
- Social and human sciences

#### ■ Pedagogical Signature

- Issue-based and transdisciplinary approach.
- Sustained experiential learning throughout the course of studies.
- Distinctive delivery of programs and courses, notably through co-modality.
- Personalized student support.

#### ■ Niches of expertise

- Responsible and sustainable development: for sensible, sustainable development that takes account of social, environmental, and economic dimensions.
- Impact innovation: for advances that are relevant, that are connected to the community and society, and that are responding concretely to needs.

#### ■ Research Areas

- Encourage citizen science and critical thinking;
- Design practices and policies for a just and equitable society;
- Meet the challenges of environmental issues.

The priorities and targets mobilize towards a common destination, towards convergence.

# Excellence



## Pillars and Orientation

The UOF's development is based on four organizational pillars supported by guidelines:

**Strategic orientations indicate the paths to take to advance according to priorities, and to achieve institutional targets.**

### 1. Organizational Development

- Maintain organizational efficiency
- Optimize the contribution of internal skills and balance the organizational structure
- Manage physical and digital infrastructures in tandem with growth
- Optimize financial management from a viable and sustainable development perspective

### 2. Education and Research

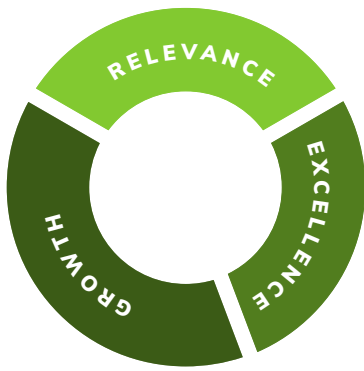
- Develop educational offerings and research in a targeted, structured way
- Make the quality of teaching, learning, and research a priority
- Structure experiential learning, from classrooms to internships

### 3. Student Pathway

- Make human-scale environment and student support a distinctive brand
- Develop and offer integrated support for student development
- Enhance the UOF's contribution as a channel to welcome and integrate newcomers and immigrants

### 4. Community Outreach and Involvement

- Increase the proportion of Ontarian students
- Strategically accentuate the UOF's partnership approach and brand awareness
- Create a physical space for the Carrefour des savoirs et de l'innovation, with key partners



# UOF 2024-2028 Strategic Planning At a Glance

## Relevance, Excellence, and Growth



### Mission

The Université de l'Ontario français, Toronto's only French-language university, develops committed talent, and actively contributes to the well-being of the community through its innovative teaching and research approach, while remaining focused on responsible and sustainable socio-economic development.



### Vision

The University is a reference in Canada's minority-language context, and its influence extends from the local to the international level.



### Values

- Commitment
- Audacity
- Diversity and Inclusion
- Open Francophonie



### Priorities

- Financial Viability
- Impact in Ontario
- Academic Excellence



### Positioning

"With its approach to address the major challenges and issues of tomorrow, the UOF is the university of choice in Ontario for the next generations of Francophone and bilingual leaders."



### Pillars

1. Organizational Development
2. Education and Research
3. Student Pathway
4. Community Outreach and Involvement

- **Student Clientele:** Francophone and bilingual students from Ontario.
- **Program Areas of Excellence:** administration, education, and social sciences and humanities

- **Pedagogical Signature:** a different approach to teaching in a human-scale environment
- **Niches of Expertise:** responsible and sustainable development and impact innovation



## Mission

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9 Lower Jarvis Street  
Toronto, Ontario M5E 0C3