



2022-2025 STRATEGIC PLAN
TELFER SCHOOL OF MANAGEMENT
UNIVERSITY OF OTTAWA

WORD FROM THE DEAN



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Despite the turbulence and challenges presented with the onset of the pandemic, the Telfer School of Management has continued to gather momentum while reaching new levels of excellence. Just last year, we not only secured a record amount of research funds and published in the best academic journals, but we also launched a new online EMHA, a completely revised MBA, a new dual BCom and a new project-based MSc in Management. Words cannot express how proud I am of all these achievements.

In order to capitalize on this momentum, we are launching Telfer's 2025 Strategic Plan, the result of input from students, faculty members, alumni and community partners that participated in a robust consultation process involving countless group discussions, one-on-one meetings, and an online survey. Thanks to this collective wisdom, we have defined how to move forward.

Our goal is to continue shaping the Telfer School in line with our Vision for a Better Canada – a **greener, healthier, happier, and wealthier** Canada for all – and exemplifying these values in a bilin-gual contemporary organization as individuals, as units, and as a community.

Our plan reflects our collective commitment to being:

- Ambitious – setting our sights firmly on becoming one of the best business schools in Canada.
- Aligned – in our pursuit of a Better Canada and a **greener, healthier, happier, wealthier**, and more prosperous nation for all.
- Agile – staying focused on what matters in a turbulent world, despite the many changes in our environment, while supporting our people along the way.
- Accountable – tracking our progress and being accountable to the communities we serve.

From teaching to research, to policy advice and community service, Telfer is committed to un-locking knowledge for a better Canada, disseminating expertise in our portfolio of programs, and enriching the experience of Telfer Nation. I encourage all of you to join us and pitch in as we work towards our vision for a better future.

Stéphane Brutus

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STRATEGIC PLANNING PROCESS

“Better Together”

INTRODUCTION

- In October 2021, the Dean initiated a process to devise a strategic plan for the Telfer School of Management that would replace the one ending in June 2022. Telfer’s leadership team was tasked with developing a new plan for the School. To support this work, the team relied on Murray Kronick and Steve Harvey, two experts in strategic planning. A dedicated website was created to communicate the different steps of the process and engage the broader Telfer community in the data collection effort.

THE PROCESS

- Three main sources of data were relied upon in this exercise. First, consultations were held with various stakeholders, both internal and external. This included full-time and part-time faculty members, Executives-in-Residence, staff, alumni, student leaders, employers and community members. In total, over 130 participants shared their views, in live virtual meetings, as to where we were and where we should be going. Second, a comprehensive survey was made available to the Telfer community. A total of 288 responses were received. These responses were analyzed by a PhD student with experience in qualitative analysis in order to draw out major themes. Third, an environmental scan was conducted by looking at ten (10) faculties of business or management in Canada to assess their approaches to strategic planning, some of their key initiatives, outcomes and KPIs. In June, a preliminary version of the strategic plan was etched by the leadership team and presented to the Executive Committee and all of the directors of the School on June 28th (18 in-person, 8 remote). Comments from the group were collected and the plan was adjusted accordingly.

THE RESULT

- A three-year strategic plan that takes into consideration (a) the significant momentum that the School has achieved with the previous plan, (b) the uncertainty of the constantly evolving environment, and (c) the fatigue of all stakeholders due to the pandemic. The proposed plan is a continuation of the previous one, further reinforcing Telfer’s vision for a better Canada through the four pillars of **Greener, Healthier, Happier** and **Wealthier**, tremendous research momentum and commitment to experiential learning and student experience. The proposed plan focuses on execution rather than reinvention, with readily-available metrics that will be tracked and reported on annually.

VISION

- A **greener, healthier, happier, wealthier** and more prosperous Canada for all.

TAGLINE

- Business for a Better Canada

VISION STATEMENT

- Telfer unlocks knowledge in a bilingual environment for the betterment of all our communities.

VALUES

We are:

- Accountable
- Inclusive
- Collective
- Innovative
- Community-minded
- Supportive
- Diverse
- Sustainable
- Experiential
- Respectful



STRATEGIC GOALS

1 Maintain our reputation for fostering excellence in management research and education in line with our vision and our four pillars.

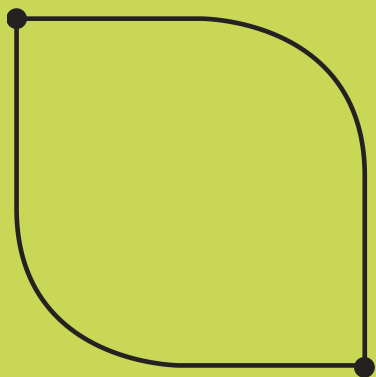
2 Become one of the top 5 research-based faculties of business in Canada.

3 Provide the richest possible learning experience.

4 Operate as a healthy, happy, green and prosperous organization.

5 Matter to the communities that we serve.



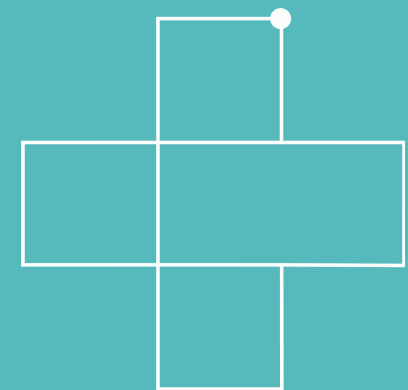


GETTING GREENER

The world has experienced dramatic economic consequences with significant disruptions to the world's financial system as a result of the COVID-19 pandemic. Simultaneously, the global crisis accelerated digital transformation and increased awareness of the importance of sustainability and risk management.

At Telfer, we are working to create new insights and financial solutions that will help leaders apply responsible wealth management practices to move towards a more resilient economy and create a greener Canada for all.

In pursuit of our goal of emphasizing sustainability, we established the Centre for a Responsible Wealth Transition (CRWT) at Telfer to develop research insights, support and empower policymakers and organizations, and work towards a new and responsible economic model. In addition to creating resources to aid in the adoption of greener practices in Canadian businesses and industry, our programs include lessons on sustainable business practice including responsible investments, climate finance, risk intelligence, and emerging technologies.



GETTING HEALTHIER

Our healthcare system badly needs an update. It's time to re-engineer it to ensure that the resources we invest in it are doing as much as they can for as many people as possible.

It's not a matter of making a single policy change or investment in infrastructure – what's needed is an in-depth and informed evaluation of which areas of the system need funding most, and which are consuming resources inefficiently and why. Followed by a reimagining of how to go about remedying any discrepancies.

The goal is to ensure healthcare works better for all Canadians. The Learning Health Systems Modeling Laboratory will evaluate healthcare system spending, guide decision-makers on next steps, and discover the insights that will lead to a better system for all.



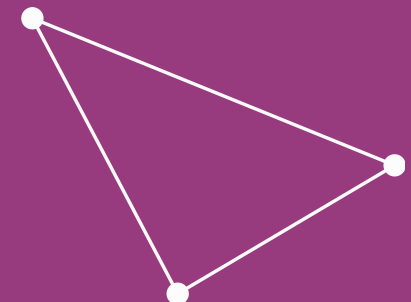
GETTING HAPPIER

If human resources programs and workplace quality initiatives are steadily advancing, why are so many struggling to enjoy the fruits of their labour? When we become too focused on working hard, we begin to forget what we're working for. It's time our workplaces go beyond allowing happiness and start becoming a source of it.

In order to achieve a proper balance between satisfaction and productivity, we need to better understand how to define and measure the quality of life in the workplace.

The Thriving Organizations Research Collective (TORC) is working to uncover the best metrics, the strongest indicators, and best practices for workplace happiness and satisfaction, as well as create better understandings of what forces and policies are creating negative impacts on workplace quality of life.

At Telfer, experiential learning opportunities for our students allow them to learn these skills not only in academia but in practice by competing in case competitions and serving on student clubs, committees and mentorship programs.



GETTING WEALTHIER

We want a wealthier and more prosperous Canada for everyone. However, Canadian money is underperforming. The country has massive entrepreneurial potential waiting to blossom into a thriving, diverse, and innovative economy.

Tapping into this potential means placing value on Canadian ideas and entrepreneurs. The Family Enterprise Legacy Institute (FELI) is focused on the next generation of enterprising families and family enterprises. FELI is creating an entirely new category of understanding and knowledge in this field with a focus of on holistic approach to the management of family business and the development of new best practices and policies.

By leading the charge on evidence-based decision-making, developing insightful research around the impact of enterprising families, and implementing this in our programs' curriculum at all levels, we can support entrepreneurs and enterprising families.

EXCELLENCE

1

Maintain our reputation for fostering excellence in management research and education in line with our vision and our four pillars.

OBJECTIVES

- ✔ Increased external profile and recognition for Telfer's work, its vision for a better Canada, and the four pillars
- ✔ Established strategic partnerships with stakeholders and organizations that elevate Telfer's profile, reach and influence among decision makers
- ✔ Strengthened Telfer's reputation as a bilingual institution.
- ✔ Strengthened Telfer's capability as an equitable, diverse, and inclusive institution
- ✔ Increased agility in how we research, teach and work (location, technologies, etc.)
- ✔ Established Telfer as a place where people grow professionally
- ✔ Reclaimed the Desmarais building so that it becomes the home of all Telfer students
- ✔ Increased independence from traditional sources of funding by growing revenue generation units
- ✔ Achieved these strategic plan objectives

INITIATIVES

- Create a ranking taskforce to establish a ranking strategy
- Rollout brand platform and assets to serve as a basis of our marketing, communications and media strategies
- Implement structures to engage partners (Strategic Leadership Cabinet, alumni groups, etc.) as ambassadors and campaign champions
- Increase efforts to recruit bilingual employees and students
- Offer flexible and attractive second-language training
- Build student lounges and enhance existing student space
- Provide improved facilities to student-facing units
- Further develop Executive Education and Executive professional programs
- Increase Advancement activities (fundraising)
- Establish a Strategic Plan Office that will provide regular reviews of the plan, with an annual report out to all stakeholders (Isabelle Paquet)

EXAMPLES OF KPIs

- 1 Recognition in key, targeted rankings
- 2 Hiring of top-ranked candidates (first offer)
- 3 Content and user engagement on website and Telfer Knowledge Hub related to the four pillars
- 4 Number of partners considered 'Partners for a Better Canada'
- 5 Number of courses offered in French, English or both official languages
- 6 Faculty and staff satisfaction index
- 7 Square footage dedicated to student spaces in DMS

RESEARCH

2 Become one of the top 5 research-based faculties of business in Canada.

OBJECTIVES

- ✔ Aligned our research efforts with our four pillars
- ✔ Achieved better support for research activities
- ✔ Strengthened our research culture
- ✔ Strengthened the PhD program

INITIATIVES

- Develop at least one research centre per pillar, each with proper support
- Further enhance support for research grant applications, events and other research-related activities
- Clarify workload management and expectations
- Develop and institutionalize supervisory practices
- Establish a research mentoring program for junior faculty and research students
- Seek out better funding for research and best students
- Fine-tune student development practices
- Further develop Executive Education and Executive professional programs
- Increase Advancement activities (fundraising)
- More exposure for PhD students to other schools or conferences

EXAMPLES OF KPIS

- 1 Proportion of courses that integrate one of the four pillars
- 2 Proportion of articles on the Telfer Knowledge Hub attributed to one or more of the pillars/centres
- 3 Faculty satisfaction index
- 4 Number and proportion of submitted and accepted papers in targeted publications and year-over-year increase
- 5 Quality of students (GMAT scores, etc.)
- 6 Proportion of Canadian and international students
- 7 Placement of PhD graduates in top schools

TEACHING AND PROGRAMS

3

Provide the richest possible learning experience.

OBJECTIVES

- ✔ Integrated the 4 pillars into our program offerings and delivery / activities
- ✔ Increased experiential learning opportunities at all levels / programs
- ✔ Increased holistic approach for the development of leadership, entrepreneurial mindset, responsible management and general interpersonal competencies in graduates
- ✔ Achieved balance in graduate and undergraduate programs in both languages
- ✔ Strengthened administrative support for new programs
- ✔ Improved program reach and quality by implementing emerging educational technologies

INITIATIVES

- Improve undergraduate and graduate programs and adjust content with experiential learning, case studies, guest speakers, more topical electives, reflecting the 4 pillars
- Set up an Experiential Learning Hub
- Invest in student experiential learning
- Identify experiential learning activities that can be recognized with academic credits
- Integrate key competencies into course offerings
- Invest in Telfer-specific assessment tools for interpersonal competencies
- Focus student recruitment on graduate and undergraduate programs in both languages
- Prioritize the hiring of bilingual faculty members
- Establish clear and uniform administrative support structures for new programs
- Examine and implement emerging teaching modalities (with TLSS) and define the optimal mix
- Explore partnerships with other online learning platforms

EXAMPLES OF KPIS

- 1 Proportion of courses incorporating at least one of the four pillars (data from syllabi)
- 2 Proportion of courses and students involved in experiential learning
- 3 Student satisfaction index
- 4 Proportion of graduate programs meeting their target enrolments and course offerings
- 5 Proportion of students in immersion programs

ADMINISTRATION

4 Operate as a healthy, happy, green and prosperous organization.

OBJECTIVES

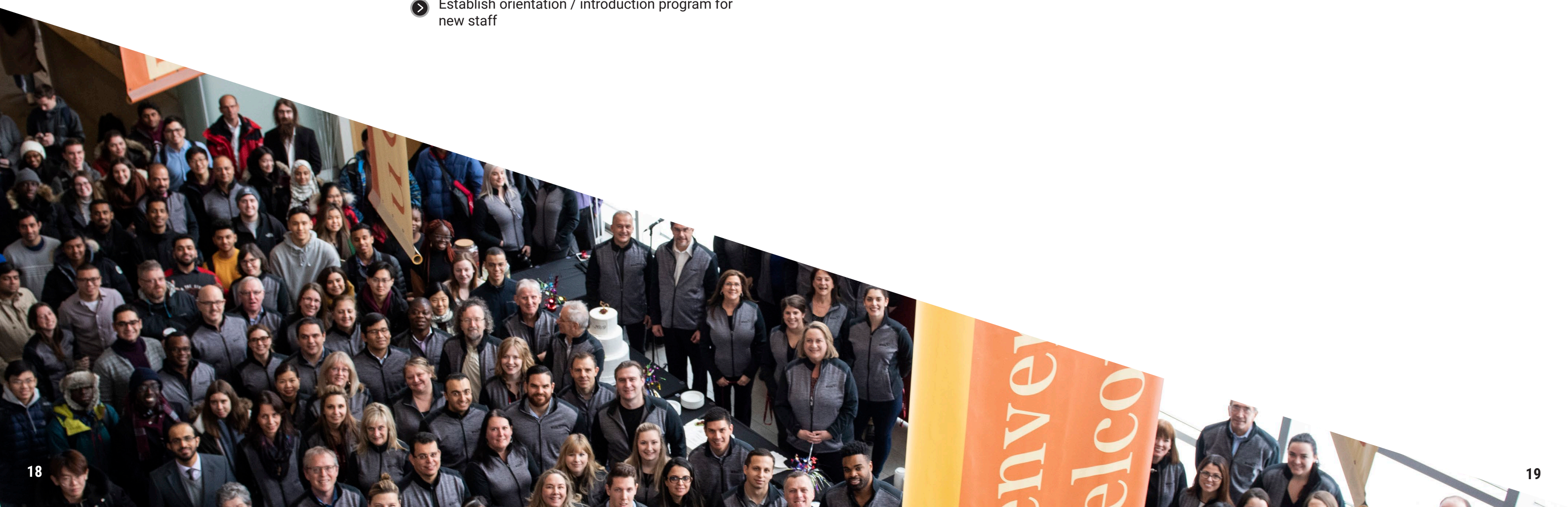
- ✓ Integrated the four pillars into Telfer administration
- ✓ More efficient school operations (scheduling, applications, contracting, etc.)
- ✓ Telfer is a destination faculty for staff

INITIATIVES

- Establish a working group to identify specific initiatives and KPIs in support of the 4 pillars
- Develop and implement service standards in various units
- Establish a working group to identify process efficiencies and flexibilities to the work environment
- Establish orientation / introduction program for new staff

EXAMPLES OF KPIs

- 1 Greener / Sustainability index for operations
- 2 Service standards
- 3 Employee satisfaction index and turnover rate



ALUMNI

5

Matter to the communities that we serve.

OBJECTIVES

- ✔ Strengthened alumni engagement
- ✔ Positioned Telfer as a place for “lifelong learning”

INITIATIVES

- Establish new / strengthened existing local alumni groups – both geographical (regionally based) and program-based
- Create outreach initiatives to alumni prior to and after graduation
- Optimize alumni communications and event relevance
- Promote the notion of “lifelong learning” to have graduates return for additional studies, whether it be traditional credit courses, microprograms, Executive Development, etc.

EXAMPLES OF KPIS

- 1 Number of alumni attending events in key cities
- 2 Social media connections (LinkedIn connections, social media and newsletter open and clicks)
- 3 Alumni Net Promoter Score
- 4 Alumni donations (Funding and year-over-year increase)
- 5 Proportion of alumni returning for additional studies or to teach part-time

BUSINESS COMMUNITY

5

Matter to the communities that we serve.

OBJECTIVES

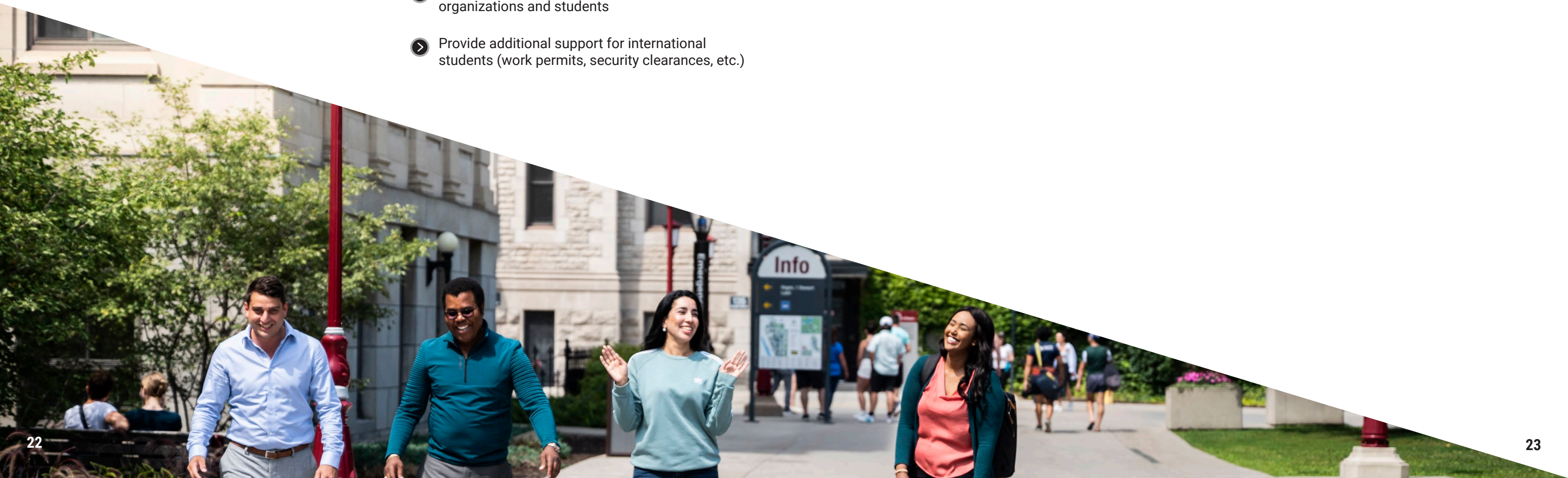
- ✓ Hiring organizations are satisfied with graduates' preparedness for the workforce
- ✓ Graduates have received significant exposure to international opportunities that allows them to pursue international employment if they choose
- ✓ Organizations have taken maximum advantage of the various Telfer programs to have students assist them through experiential learning

INITIATIVES

- Integrate Leadership / Teamwork / Change Management / Resiliency / Negotiation skills into course offerings
- Enhance capacity of Career Centre to ensure that students are "employment ready" upon graduation
- Increase emphasis on International Exchanges and other programs
- Make our offerings clearer and better known to organizations and students
- Provide additional support for international students (work permits, security clearances, etc.)

EXAMPLES OF KPIS

- 1 Proportion of graduates employed by target sectors
- 2 Proportion of students obtaining international opportunities / employment
- 3 Number / proportion of uptake of Telfer programs related to experiential learning (co-op, Connexions, Management Consulting Project, internship, etc.)



ACADEMIC COMMUNITY

5

Matter to the communities that we serve.

OBJECTIVES

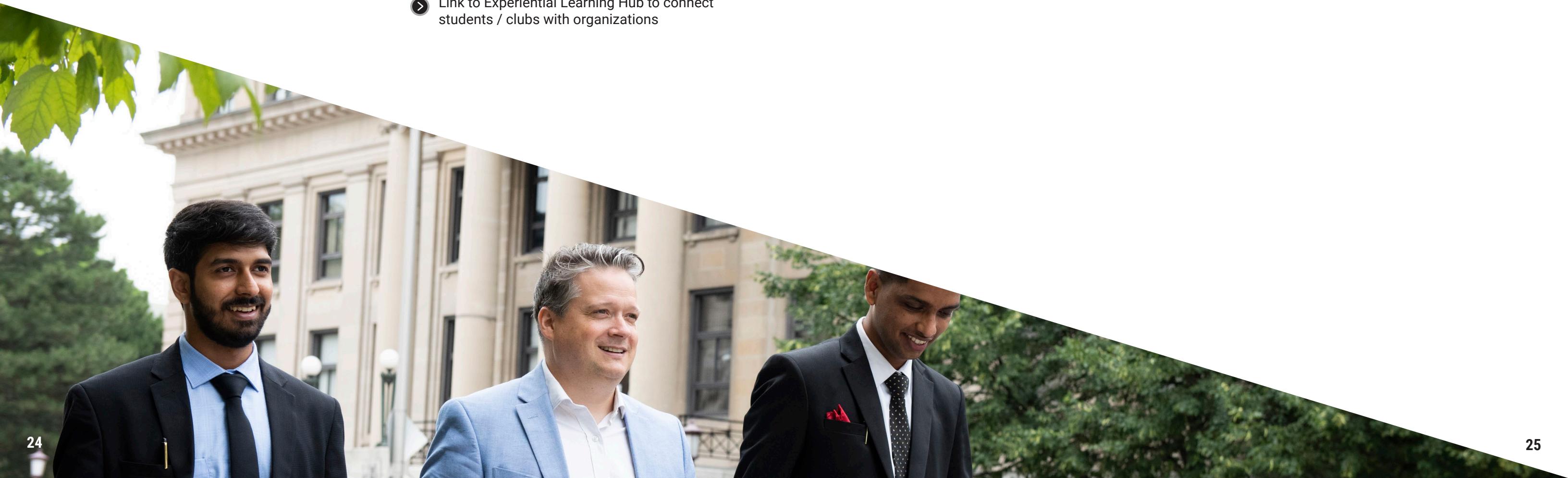
- ✔ Continuous community engagement with external organizations including industry, government and not-for-profit organizations
- ✔ Highly active student participation with regards to student clubs and interactions with organizations

INITIATIVES

- Create stronger alignment of events with measurable impact and strategic objectives
- Provide clear, targeted, and timely communication to all students to raise awareness of extracurricular options
- Make these opportunities accessible to as many students as possible (through scholarships, virtual events, etc.)
- Link to Experiential Learning Hub to connect students / clubs with organizations

EXAMPLES OF KPIS

- 1 Number of organizations involved in events as partners (speakers, sponsors, key participants)
- 2 Proportion of students taking part in clubs, associations, case competitions, etc.



The logo for the University of Ottawa, featuring a stylized building icon to the left of the text "uOttawa".

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