Towards a renewed Francophonie at the University of Ottawa: A Shared Responsibility

SUMMARY REPORT

uOttawa

Office of the Vice-President, International and Francophonie

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1.0 Introduction

This report summarizes the main findings of the consultations on the Francophonie at the University of Ottawa, held in May 2021.

On March 31, 2021, in the wake of various incidents on campus, Jacques Frémont, the University's President, reaffirmed "the University of Ottawa's deep dedication to the Francophonie and its longstanding and ongoing commitment to promote and protect the interests of the Francophone community, at the regional, national and international levels." Simultaneously, he commissioned Sanni Yaya, Vice-President, International and Francophonie, to engage in dialogue with the university community and to marshal support from key Francophone stakeholders on campus with a view to examining, and improving if necessary, the initiatives undertaken following the launch of the University of Ottawa's Action Plan for the Francophonie. The objective is to ensure that the University continues to remain alert to the needs and concerns of the Francophone community.

Considering the University of Ottawa's fundamental mission, i.e., to promote the French language and the Francophone culture in all its diversity, the consultations gave the student community, faculty members and administrative staff a forum to share their experiences and to map out the opportunities available to the entire university community with respect to the Francophonie.

This process is also aimed at supporting the implementation of the *Transformation 2030* strategic plan, in which the University pledged to forge stronger links with the broader Franco-Ontarian community and to better promote its uniquely Francophone characteristics.

In addition, the University vowed to play a leading role on the vast intercultural stage of the international Francophone community by continuing to provide unswerving support to Francophone communities and cultures around the world.

The following sections of this report describe the context surrounding this process and summarize the discussions that took place during the consultations.

2.0 Context

2.1 The Action Plan for the Francophonie at the University of Ottawa

In 2018, the President of the University of Ottawa entrusted Professor Linda Cardinal with the mandate to draw up an Action Plan for the Francophonie with three main goals:

- **To improve** the governance of the Francophonie at the University;
- **To strengthen** the presence and outreach of the Francophonie on campus;
- **To suggest** ways to better communicate the University's Francophone mission to its target audiences.

For each of those goals, the Action Plan provides a status update, together with a series of potential action areas. The Action Plan lists a total of 41 specific structural actions aimed at strengthening related governance structures at the University, boosting the French language's on-campus profile and communicating the University's Francophone mission more effectively.

The Senate and the Board of Governors unanimously approved the Action Plan back in January 2019.

Since then, the University has begun to implement the action areas, including creating the Office of the Vice-President, International and Francophonie. Upon taking office on July 1, 2020, the University's very first Vice-President, International and Francophonie began prioritizing this issue. In this regard, the Office of the Vice-President, International and Francophonie submitted a progress report in May 2021 setting out the achievements to date and the future steps to be taken (see Appendix).

As mentioned in the progress report, the context surrounding the implementation of the action areas has undergone various upheavals, primarily due to the public health restrictions stemming from COVID 19. The pandemic has monopolized the efforts of all University stakeholders, given that the priority has been to immediately adapt the University's activities so it can pursue its pedagogical mission.

Despite those upheavals, the progress report set out a number of important achievements and various future steps to be taken. In the fall, the Office of the Vice-President, International and Francophonie plans to issue a work plan aimed at implementing the Action Plan, with the support of the other Vice-Presidents. In the future, the Office of the Vice-President, International and Francophonie will be issuing an updated progress report each spring until the Action Plan has been fully implemented.

Against that specific backdrop, the University of Ottawa found itself in the eye of the storm following a number of controversial headline-generating statements that upset many members of the university community, not only in Ottawa but also in other parts of the country.

Seeking to strengthen the role of its Francophone community, which forms a central pillar of its identity and mission, the University of Ottawa decided to undertake a large-scale community consultation focusing on three main issues.

2.2 The consultations

The consultations described in this report focused on the following three main issues:

- Living in French at the University of Ottawa;
- University programs and research in French;
- Administrative and faculty services in French.

Each of the consultation sessions was chaired by the Vice-President, International and Francophonie, accompanied by other members of the University's management team, including: representatives of the Office of the Provost and Vice-President, Academic Affairs; the Office of the Vice-President, Research; the Office of the Vice-President, Finance and Administration; and the Office

of the Vice-President, International and Francophonie. (For the complete list, please refer to Appendix A.)

The choice of the three main issues was intended to guide the consultations and stemmed from the recommendations set out in the University's Action Plan for the Francophonie, which were shaped in turn by the consultations held by the *chargée de mission à la francophonie* to the President's office. The three main issues addressed in the present consultations, which in turn reflect the new Vice-President's main areas of focus with respect to implementing the Action Plan and addressing the university community's demands. The consultation process's three main themes—living in French at the University of Ottawa; University programs and research in French; and administrative and faculty services in French—lie at the heart of our institution's mission and its specific mandate to promote the Francophonie.

For each of the three main issues, an information sheet was prepared to contextualize the discussions; it included a series of questions for the participants' potential consideration. (The information sheets are included in Appendix B of this report.)

On that basis, three virtual sessions were held, with each focusing on one of the three Francophonie-related issues. The entire university community (students, faculty, researchers and administrative staff) was invited to attend all three sessions.

During the sessions, the participants were asked to share their concerns and to ask questions. Meanwhile, the University's representatives took notes and provided background information or suggestions for further reflection, as applicable.

All university community members received an invitation, followed by a reminder, in both official languages, to take part in the dialogue. University community members were also given an opportunity to participate in a short, qualitative, non-structured online survey, which shed light on their opinions on the three main issues. It should be noted that several position papers were also submitted during the consultations.

All in all, more than 400 participants signed up to take part in the dialogue on the University of Ottawa's Francophone community, with some attending more than one session. For certain community members, these consultations provided an opportunity to share their experiences, perceptions and expectations.

The Vice-President, International and Francophonie approached these sessions with a spirit of listening and dialogue, as noted by the University's President when he announced the launch of the consultations and called on the participants to marshal key Francophone stakeholders on campus in order to listen to their views and gauge the scope of their dreams, hopes and ideas.

This report, therefore, is a compilation of the reflections of certain members of our community. Consequently, it should be seen for what it is: a summary of community members' perceptions and representations. The required follow-up actions to this consultation are described in the "Conclusion" section of this report.

2.3 The Legislative and administrative framework

To provide a proper context for the consultations' findings, it should be noted that the University of Ottawa is a key driver of success for the Franco-Ontarian, Québécois and French-Canadian communities. To affirm its identity and to protect the French fact on its campus, the institution has worked to adopt a powerful array of legislative and regulatory mechanisms.

First, Section 4 of the *University of Ottawa Act* states that one of the institution's fundamental objectives is to "further bilingualism and biculturalism and preserve and develop French culture in Ontario."

In support of that goal, the University adopted its *Regulation on Bilingualism*, which stipulates, among other things, that "The central administration, its general services and the academic units have the duty to ensure that positive measures are taken to implement this commitment in order to achieve substantive equality of status, rights and privileges for both official languages at the University of Ottawa." In addition, the Regulation states that French has precedence over English in all official communications and that all the institution's services must be offered proactively in both languages.

Also, since January 1, 2016, the University of Ottawa's official designation as an organization offering French-language services for all its services and undergraduate programs (except certain engineering and science programs), in accordance with Ontario's *French Language Services Act*, ensures the long-term status of the University's Francophone character while safeguarding French-language academic training and services. This designation, therefore, serves as a fundamental recognition of the University's pledge to promote, advance and develop Ontario's Francophone community for generations to come.

3.0 Consultation highlights

This section presents the highlights of the three consultation sessions. The goal here is to summarize the main questions and concerns that came to light during the discussions. All stakeholders working to implement the Action Plan should analyze and consider these questions and concerns as part of their efforts to promote the University of Ottawa's Francophone community. This summary was put together with the help of François Dumaine of the independent research firm Prairie Research Associates in Ottawa. The Office of the Vice-President, International and Francophonie retained the firm's services to produce an impartial summary of the main issues raised during the consultations.

3.1 Living in French at the University of Ottawa

Guiding questions

The community was asked to share its views on a series of themes touching on on-campus life in French, taking the following factors into account:

- **Core values** of the University's Francophone community;
- **Strategies** and ways to improve the on-campus Francophone experience;
- **The commitment** of all university community members, including Francophiles.

Questions and challenges

During this session, the participants raised more than 60 questions and challenges. These concerns can be divided into three main categories: the institutional environment; the student experience; and the quality of the learning experience.

Institutional environment

This aspect touches on regulations, practices and decisions governing how the University is run, and how they shape the on-campus institutional environment and the relative weight of the French language and the Francophone community.

Hiring process

First, a number of participants referred to strategies and regulations governing the hiring of faculty and administrative staff. Concerns were raised about the hiring of many new faculty members, who were presumably brought on board without being fluent in French, thus reducing academic units' capacity to offer instruction in both official languages. At least that was the point of view of some participants, who noted that even within the central administration, they had the impression that administrative positions were filled regardless of whether candidates were bilingual. Some participants maintained that bilingualism is necessary so administrative staff can adequately carry out their bilingualism-related responsibilities. The current state of affairs is regarded by some community members as problematic and harmful to the institutional aspects of the Francophone community, particularly in light of the importance of offering all programs in both official languages and the right of all students to submit their work in either official language.

A number of participants also mentioned that the University had a predisposition to hiring researchers who had studied at English-speaking institutions, thus neglecting individuals with credentials from Francophone universities in Canada or other parts of the world.

Third-party service providers

Participants also specifically mentioned various on-campus services (e.g., restaurants) provided by third parties, with which the University has entered into agreements. According to these participants, the ability of these third parties to communicate in both official languages plays a key role in creating a truly bilingual environment. Among other things, the absence of effective bilingualism is compounded by: a) the hiring of unilingual Anglophone employees who cannot serve Francophone customers in French; b) English-only in-store public signs and commercial advertising for products and

services. During the consultations, various participants pointed out that the staff members hired by third parties are sometimes unable to communicate in French and should be better supported.

Perceptions of the French language and the Francophonie

Understanding and appreciating the French fact are essential to achieving the University's objectives, as set out in its *Transformation 2030* strategic plan and in the fundamental mission statement included in its enabling legislation.

During the consultations, major concerns were raised by participants worried about what they regarded as disrespectful and sometimes derogatory remarks aimed at particular Francophones or the Francophone community in general. A number of individuals referred to what they see as the emergence of anti-French discrimination, which appears to be taking hold, and described incidents that are reportedly occurring on campus with ever-greater frequency. Overall, the community feels that Francophones can be a target of hostility at times, leading some to conclude that some institution-wide soul-searching is needed. In their view, this issue goes beyond linguistic matters.

For some participants who shared their views during this session, these acts of language-based discrimination may stem from a misunderstanding of the University's mission regarding the Francophone community and the value it adds to the university experience.

Student experience

In large part, the University's French fact is on full display in the lecture halls.

However, a number of participants reported that the availability of French-language courses is problematic in certain programs. They noted that certain courses might not be available in French or might only be offered very infrequently, which means that students cannot complete their programs within the required timeframe. This becomes a source of financial stress for Francophone students, who are concerned about having to cover additional costs for tuition and housing while losing potential income. These participants also mentioned that many students are forced to take courses in English; sometimes, inconvenient scheduling means that access to French-language courses is considerably limited. In fact, the challenges associated with accessing French-language courses were a recurring theme during these consultations. This issue is covered in greater detail in the following sub-section on University programs and research in French.

The participants also made a direct link between this issue and the required course materials, which are not always available in French, including certain software applications. For some participants, these challenges significantly reduce the quality of the Francophone student experience. Unfortunately, this leads to the creation of two categories of students who simply do not have the same rights.

Concerns were also raised with respect to the University's plans to offer English immersion programs for Francophone students. The participants recognized that promoting bilingualism is important but maintained that this should not hamper the presence of French on campus. Currently, there are approximately 13,000 Francophones out of a total population of some 45,000 students.

Furthermore, some participants drew the attention of the senior management representatives to the need to raise international students' awareness of the University's Francophone fact and its long-standing mission in support of the Francophonie.

Quality of the learning experience

As regards the quality of the learning experience, some participants pointed out that, in accordance with the *Regulation on Bilingualism*, the University must provide adequate support to its faculty members with a view to ensuring that they have the required fluency in both official languages. During the consultations, participants said that more could be done to inform faculty members about the University's regulations aimed at promoting the use of both official languages in class, placing special emphasis on part-time faculty.

In addition to linguistic training, the participants suggested that there was a need to offer other forms of support, such as providing training on the University of Ottawa's legal and regulatory obligations towards the Francophonie with a view to informing the university community and raising awareness of all Francophonie-related obligations and rights.

3.2 University programs and research in French

Guiding questions

In particular, the participants were asked to consider University programs and research in French.

The following topics were addressed:

- Strategies and approaches making it possible for students to have a fulfilling and enriching academic learning experience in French;
- Strategies and approaches promoting research conducted in French and research focusing on the Francophonie;
- The most promising avenues of collaboration aimed at enhancing teaching and research in French.

Questions and challenges

More than 75 questions and challenges were raised by the participants in this second consultation session. Their concerns can be divided into three main categories: the availability of courses offered in French; the linguistic profile of faculty members; and efforts to promote research in French and related challenges.

Availability of courses offered in French

Initially raised during discussions on living in French at the University of Ottawa, the issue of French-language course availability returned with a vengeance during the discussions on academic programs. By all accounts, this is an issue of great importance to the university community.

Academic programs

First of all, some participants noted that it is not always possible to complete an entire undergraduate program exclusively in French, despite the fact that a number of programs are designated under *Ontario's French Services Act* (FSA). According to these participants, this issue applies equally in certain regular programs as well as to certain coop programs.

Other aspects were also raised, in particular the lack of available courses in French, which compromises students' ability to maintain their eligibility for scholarships they were awarded as a result of their Francophone status.

Although the University is a designated organization offering services in French under the FSA as regards French-language undergraduate programs, the community has the ongoing impression that it is still difficult for students in certain faculties to complete their studies in French.

In addition, participants asked why the science and engineering programs had been excluded from that designation.

A number of participants emphasized the challenges of accessing courses in French, an issue that also applies to certain graduate programs. These individuals would like the University's designation under the FSA to be extended to cover graduate programs as well.

As previously mentioned, there were reports that some professors would not allow students to hand in work in French in courses offered in English. Participants noted that this violates the provisions of the *University's Regulation on Bilingualism.*

New English-only programs

Some attendees expressed concerns about the availability of courses in French and made a point of noting during the consultations that various programs recently approved by the University's Senate are exclusively offered in English. For these individuals, this situation cruelly undermines the status of the Francophonie.

Critical mass of Francophone students

The availability of courses in French is linked in part to the presence of a critical mass of Francophone students on campus. In this regard, several participants asked questions during the consultations with a view to achieving a clearer understanding of the University's goal of recruiting Francophone students, particularly internationally, and the desired proportion of Francophone students on campus.

In the absence of that critical mass, Francophone students pointed out that small-sized classes appeared to be cancelled definitively or scheduled at inconvenient times. In their view, this creates a vicious circle that could lead to a reduction in the number of available courses in French.

Other participants noted that even though the University has successfully diversified its recruitment of Francophone and Francophile students, linguistic imbalance remains an unresolved issue on campus because certain faculties do not seem to be showing solidarity in this regard.

Linguistic profile of faculty members

The University's capacity to offer programs in French is directly linked to faculty members' linguistic skills.

During the consultations, certain participants pointed out that the University seems to continue to recruit professors who are not fluent in French. These participants expressed their desire for more bilingual professors.

However, they also insisted that the recognition of the French fact should go beyond linguistic matters. In their view, it is equally important for faculty members to be sensitive not only to language issues, but also to the Francophone community's culture, needs and aspirations. With that in mind, they suggested that it might be helpful to clarify the University's expectations with respect to faculty members, fluency in French and awareness of Francophone culture.

Furthermore, participants noted that more First Nations Francophone professors should be hired so Francophone students have an opportunity to gain a fuller understanding of indigenous cultures and their approaches to knowledge.

Promoting research in French and related challenges

The attendees reiterated the importance of promoting research in French. They suggested that the University should oversee the proper functioning of the knowledge chain in French with a view to assisting the new generation of researchers who, in order to be more relevant and recognized, increasingly face the imperatives of training and publishing in English. They maintain that this should be a priority issue so the University can fulfil its fundamental mission with respect to the Francophonie.

On a more positive note, participants noted that the University already has a number of major achievements in this regard. The development of University of Ottawa Press, the creation of the new *Collège des chaires de recherche sur le monde francophone*, the Francophonie research centres, and the Official Languages and Bilingualism Institute are all contributing to efforts to promote research in French.

The example of the University of Ottawa/Kanata North new technologies partnership was cited by participants who bemoaned the English language's hegemony and pre-eminence in scientific research in the vast majority of institutional initiatives. Research activities are conducted exclusively in English under this partnership.

Other participants mentioned various incentives (e.g., the higher status ascribed to English-language academic journals, impact factors as indicators of research reputation, etc.) that they regarded as perverse and reportedly have an adverse effect on the study of science in French, thereby contributing to the homogenization of thought patterns and the ways in which knowledge is disseminated. They see this change of paradigm as a warning sign and suggested that the University take sustained action to reverse these trends and to give equal status to French-language and English-language research.

University of Ottawa Press

As the oldest French-language university press and sole representative of bilingual university presses in North America, the University of Ottawa Press (UOP) plays an altogether unique role in promoting research in French.

Various participants welcomed UOP's contributions while expressing hopes that it would play a greater role not only in French-language academic production, but also in designing pedagogical materials that meet the needs of the Francophone academic community.

To that end, the participants suggested that UOP should play an active role in any strategy designed to promote research in French. Although promotional efforts pose various challenges, they could serve to further the study of science in French. This would be a clear demonstration of the University's commitment to its Francophone mission in the eyes of its stakeholders.

Systemic promotional efforts

The participants noted that efforts to promote research in French should be incorporated into all the University's operations.

Among other things, participants proposed that the University should recognize research conducted in French when hiring and promoting faculty and should acknowledge that Francophone professors are often required to publish in both French and English to reach all their target audiences.

Some participants expect the University to implement an overarching strategy of promoting research in French, including research pertaining directly to various aspects of the Francophonie. French is still a key language in humanities research; the participants underscored the importance of reaffirming that in addition to being a vital communication tool, the French language conveys a specific way of looking at the world.

3.3 Administrative and faculty services in French

Guiding questions

The third and final consultation session dealt with administrative and faculty services in French. The following topics were discussed:

- Fulfilling the obligations and responsibilities imposed by the Regulation on *Bilingualism* and the University's designation under the *French Services Act*;
- Incorporating both official languages within physical and virtual learning spaces;
- Access to bilingual technological tools;
- Administrative staff's commitment to promoting the University's bilingual nature.

Questions and challenges

Some 50 questions and challenges were raised by the participants. Their concerns touched on the topics of management, communications and organizational culture.

Management and governance structures

Various aspects of the Francophone community's governance structures at the University were addressed during this session. Serving as a backdrop, Part II of the Regulation on Bilingualism stipulates that the central administration and general services must carry out their activities in both official languages and that participants in these activities are entitled to express themselves in either official language.

First, a number of participants pointed out that managers' linguistic requirements are unclear. In their view, this lack of clarity has given rise to unjustifiable situations that ostensibly facilitated the hiring of individuals who are not fluent in French within the University's hierarchy.

According to these participants, preselection and selection tools urgently need to be reviewed so the evaluation of linguistic skills is integrated more systematically within the hiring process. In the view of some community members, the goal is not only to ensure that managers are able to speak French, but also to ensure that each person who holds a management position at the University understands his or her responsibilities, together with the obligations stemming from being a Francophone institution. In addition, the suggestion was put forward that all managers should work to enhance the Francophonie, not only in terms of programs but also in terms of the services they are required to provide.

The issue of using French during internal meetings of administrative teams and faculty groups was also raised. Participants maintained that because several members of the university community neither speak nor understand French, many Francophones no longer wish to speak French at all. This issue touches not only on the right to express oneself in French, but also on assurances that individuals will be understood and their views will be taken into account.

In short, participants feel that bilingualism at the University of Ottawa poses numerous challenges in terms of internal communications, work meetings and key processes such as performance evaluations.

Participants also underscored the importance of including third parties offering on-campus services in any strategy designed to promote the use of French in administrative services, given that these third parties are acting on the University's behalf.

Communications

The significant expansion in our means of communication, in particular social media and electronic communications, was also raised by certain participants, who see major challenges for the University in this regard.

Regarding communications, participants noted that bilingualism and the precedence of French are not always complied with in internal communications, emails or administrative documents (e.g., job descriptions), which are sometimes issued in English only.

In addition, some participants maintained that the University should adopt guidelines on gender-neutral language in French. Some regard this as a particularly important topic with respect to equity, diversity and inclusion.

Various attendees also reported challenges accessing software applications and technological platforms operating in both official languages. Although they recognize that some progress has been made in this regard, they would like the University to do better.

Organizational culture

The participants reiterated the importance of raising administrative staff's awareness of the University's Francophone mission and the key role it plays in promoting French and the Francophonie on campus.

They suggested that the University should make promotional and engagement-related efforts to ensure that administrative staff carry out their established role in promoting the University's Francophone community.

4.0 Funding and accountability: additional cross-cutting issues

Throughout the consultation process, additional cross-cutting issues emerged that many participants regard as essential to the full flourishing of the University of Ottawa's Francophone community, such as allocating funding to fulfil related institutional ambitions and adopting an accountability framework.

Based on these discussions, the University of Ottawa should take more positive funding-related steps to promote the Francophonie and to support its growth while promoting the full recognition of French within its community.

Participants also emphasized that responsibility for the Francophone community falls directly on senior management, not just on the new Vice-President, International and Francophonie. Consequently, senior management should show more leadership by making this issue more visible, while also taking steps to ensure better oversight of its related commitments and holding all managers accountable.

It should be noted that these two issues emerged from discussions during the consultations and were not specifically mentioned in the information sheets.

4.1 Funding the Francophonie at the University of Ottawa

Some participants questioned the use of federal and provincial government funding for the University's Francophone community. Others wanted to find out more about how provincial grants and tuition fees paid by Canadian and international Francophone students were used by the University to support and enhance the delivery of French-language programs and services.

In addition, some participants had questions about funding earmarked for the Francophone community in the budgets of the various Vice-Presidents, including faculty budgets.

Furthermore, an issue was raised concerning funding for implementing specific structural aspects of the Action Plan for the Francophonie. Some participants bemoaned the fact that no budget has been announced to support the implementation of the Action Plan's 41 recommendations. In their view, this lack of resources has resulted in unacceptable delays, three years after the plan was made public.

Although for some participants the creation of the new Office of the Vice-President, International and Francophonie is a sign of the renewal of the institutional approach to the Francophonie, others questioned the advisability of allocating human and financial resources to this new Office, given other pending issues.

In addition, certain participants noted that the issue of funding for the Francophone community is unquestionably crucial to the development of a strong Francophonie within a bilingual institution. In line with their observations, this challenge is intertwined with that of community recognition; i.e., funding should reflect the fact that Francophones' legitimate aspirations and grievances are being taken into account by the University.

Some participants expressed hopes that the notion of real equality between the two linguistic communities within the University's ecosystem will become a priority in the coming months. However, in the current context at the University of Ottawa, some of the individuals consulted maintained that an insufficient allocation of resources for the Francophonie is in effect penalizing a significant portion of the university community.

Although the federal and provincial governments should be lobbied to increase funding for minority Francophone and bilingual institutions, in the opinion of some individuals consulted, the University of Ottawa should demonstrate that it is adequately performing its Francophonie support role with its existing resources by striving to ensure a more optimal budgetary allocation for the Francophonie. This would also make it possible to open up the debate among program managers and administrative services concerning the gap that must be bridged to meet needs and to rebalance services between the two linguistic communities. These discussions will be essential when specifying which requests will be submitted to the federal and provincial governments by a bilingual post-secondary institution that has obligations towards linguistic-minority Francophone communities under its founding legislation.

4.2 Importance of an increased accountability

A number of participants noted that the University of Ottawa is strongly decentralized and that some teams work in silos. As a result, the pre-eminence of the French fact varies widely from one department to another and from one faculty to another. Although participants recognized the good will of certain managers, they noted that previous administrations proved unable to create an organizational culture focused on fulfilling linguistic obligations and holding managers accountable. For some observers, many senior managers do not always seem aware of their responsibilities. Some participants noted a lack of awareness of efforts to promote and implement linguistic duality. There were reports that Francophone students, administrative staff and professors do not always exercise their rights because the organizational culture does not foster the use of French in many activities, including team meetings and internal information exchanges.

Promoting French and the Francophone community forms the cornerstone of the University's efforts. These two aspects are governed by the *Regulation on Bilingualism*, which has safeguarded and maintained status of the French language at the University of Ottawa since 1974. However, some participants noted that this regulation is regularly overlooked in the University's decisions and practices, particularly when hiring unilingual Anglophones to occupy bilingual-designated positions. Complaints and grievances expressed during the consultations served as a reminder in this regard. In the opinion of those participants, decision-making bodies and managers must clearly fulfil their responsibilities to carry out the University's Francophone mission, and be held accountable.

With a view to promoting a genuine and lasting cultural change within the University's services and academic programs, various attendees called for greater managerial accountability. They expressed hopes that the University would take the Francophone community's needs into greater account in all aspects of its mission. In that regard, it was agreed that establishing a specific framework would foster a greater sense of accountability with respect to the Francophone community in general terms, particularly as regards implementing the recommendations set out in the Action Plan for the Francophonie. This would ensure that the Action Plan has a greater impact instead of merely being a declaration of good intentions. With that in mind, participants suggested that the performance targets for service/program managers and for members of the University's senior management should include the goal of working to implement recommendations regarding the promotion of the Francophonie that apply to their sectors of activity, in consultation with the Office of the Vice-President, International and Francophonie and with the new Council on French Services and Programs, which reports to the University's Senate. In particular, this would foster the use of performance evaluation tools and mechanisms aimed at supporting and measuring the impact of the Action Plan, thereby facilitating the cultural change required under the circumstances.

Furthermore, some participants maintained that certain institutional decisions regarding the launch of new programs have diminished the on-campus presence of Francophones, even though such decisions might have aimed for greater equality between Francophone and Anglophone students with a view to strengthening the student experience for both linguistic groups. In addition, some participants expressed doubts as to the benefits of the University of Ottawa's designation as an organization offering French-language services under Ontario's *French Services Act* if an accountability framework for offering undergraduate programs and services in French is not put in place.

5.0 Conclusion

The university community's response to the President's call for the Vice-President, International and Francophonie to marshal support from key Francophone stakeholders on campus, with a view to listening to them and gauging the scope of their hopes and dreams, underscores the importance attached to this issue. More than 400 people signed up for the consultation sessions; in addition to raising more than 185 questions, they shared their concerns regarding living in French at the University of Ottawa, access to University programs and research activities in French, and the level of administrative and faculty services in French.

During these consultations, the university community engaged in five hours of discussions as they voiced concerns, aired grievances, and addressed some topics that were previously unexplored. In the end, they expressed hopes that the new Office of the Vice-President, International and Francophonie will further advance the cause of the Francophone community throughout the University.

A number of key messages were delivered during these consultations.

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> Emphasizing issues highlithted in the University of Ottawa's Action Plan for the Francophonie

A number of the issues raised during the three consultation sessions (living in French on campus, accessing French-language programs, conducting research/publishing in French and delivering administrative and faculty services in French) appear in one form or another in the Action Plan for the Francophonie. Specific recommendations have been issued with respect to those issues.

The discussions during the consultations were frank, courteous and direct, thus demonstrating that above and beyond the progress made to date in implementing the recommended measures set out in the Action Plan, there is a long road ahead and many initiatives must still be implemented.

Even though the institutional approach to the Francophonie has evolved somewhat since 2019, there is one constant: the University of Ottawa remains a unique institution that, in fulfilling its bilingual role, is a key player in the movement to further higher education within the Francophonie in Ontario, in Canada and around the world. Although the University of Ottawa is not the only institution outside Québec with a mandate to support and enhance the Francophone community, its long history, prominence and presence in the heart of the capital of a G7 country impose on it a particular responsibility in this regard.

> //
> Taking up other challenges overshadowed by the dominant issues

Even though the French language is an integral part of the University of Ottawa's history and Francophones were its founders, French has been relegated to secondary status in the University's structures and operations, in the view of various participants.

Many participants used this dialogue to highlight other issues that have yet to appear in the Action Plan for the Francophonie. Some observers still regard the French fact at the University of Ottawa as a luxury. In their view, the institution's operational track record includes multiple incidents in which Francophone rights were greeted with a combination of indifference and ridicule at best; in the worst incidents, Francophone rights were unquestionably violated in certain circles. Some participants even warned of the emergence

of an anti-French trend that is offending people's sensitivities and hindering efforts to safeguard certain institutional achievements concerning the Francophonie.

Such feelings of injustice are compounded by a sense of confusion and anger among certain participants, who maintain that this situation runs counter to the University's own mission and denies the "value added" of the French fact at the University of Ottawa, which hinges on the linguistic equality of French and English.

In addition, because they represent a significant part of the university community and its ambassadors, international students should be made more aware of the University's Francophone roots and its historic mission regarding the French language. Although many of these students attend the University of Ottawa because of its bilingual nature, they have very limited opportunities to contribute to the enrichment of its Francophone culture. Therefore, more deliberations will be needed on how to create community spaces and cultural events designed to foster the integration of international students and their social and cultural participation on campus, considering various markers of identity and how they may intersect.

Some university community members clearly indicated that they expect the new Office of the Vice-President, International and Francophonie to play a pivotal role in these various issues, in accordance with its mandate. The new Vice-President expressed a desire to open a new chapter in French-language issues at the institutional level and hopes to "promptly set the tone by replacing doubt with action, and transaction with transformation."

It is important to note, however, that one office cannot bear sole responsibility for the Francophone community on campus. Indeed, the Francophonie remains a shared responsibility involving multiple stakeholders. It requires an accountability framework and an uncompromising mobilization, including significant financial and human resources.

// Mobilizing financial and human resources

The progress report sheds light on progress made since 2019 and lists various current and future initiatives. Bringing them to completion will require the mobilization of significant financial and human resources. If not, the Francophone community at the University of Ottawa will at best be condemned to remain a case of wishful thinking and good intentions.

Initiatives aimed at boosting the University's profile and influence, such as bilingualism training, increasing the availability of French-language undergraduate programs, expanding the *French Services Act* to include graduate programs, fostering greater reliance on bilingual communications, and forging stronger and more diverse links with other actors within the Francophonie will all require the appropriate level of budgetary funding.

Because priority should be given to promising and transformative projects that will give the university community tangible and enduring means to consolidate the status of the French language at the University of Ottawa, the issue of funding will be crucial to the development of a strong Francophone community. This issue is intertwined with that of community recognition: levels of funding reflect the University's recognition of Francophones, including their legitimate aspirations and grievances.

// Towards a renewed Francophonie

Based on the discussions that took place during the consultations, a portion of the community still feels that the French fact on campus is vulnerable, not only in terms of academic programs and resource availability for teaching and learning, but also in terms of service delivery. According to these community members, robust steps should be taken to ensure that the Francophone community is more fully appreciated within the University.

In the wake of events that led to this dialogue on the Francophonie, a new sense of momentum may well take shape. Above and beyond the lessons learned and any related assessments, there are unquestionable great opportunities to be seized, particularly when it comes to doing things differently, challenging the status quo and contributing to the renewal of the Francophonie.

Next steps

In the coming weeks and months, the Office of the Vice-President, International and Francophonie will continue to consult with community stakeholders within University's Francophonie governance structures with a view to taking concrete follow-up action regarding this report's key ideas.

This will involve collecting data and analyzing it rigorously; this data will also need to be documented to determine whether the perceptions of community members and other individuals' experiences are isolated cases or reflect a structural problem to which the University must provide an energetic and unwavering response.

On behalf of the University of Ottawa, the Office of the Vice-President, International and Francophonie would like to thank everyone who played a part in these consultations, directly or indirectly. This is an opportunity to pay tribute to the depth of their commitment to promoting the French language and the Francophone culture, along with intercultural dialogue and diversity worldwide.

Appendix A
University of Ottawa representatives

The following individuals took part in the consultations as representatives of the University of Ottawa's senior management.

From the Office of the Vice-President, International and Francophonie:

- Sanni Yaya, Vice-President, International and Francophonie.
- Yves Pelletier, Associate Vice-President, Francophonie.

From the Office of the Provost and Vice-President, Academic Affairs:

- Jill Scott, Provost and Vice-President, Academic Affairs.
- Claire Turenne Sjolander, Vice-Provost, Graduate and Postdoctoral Studies.
- Aline Germain-Rutherford, Vice-Provost, Academic Affairs.
- Éric Bercier, Associate Vice-President, Student Affairs.

From the Office of the Vice-President, Research:

- Sylvain Charbonneau, Vice-President, Research.
- Martine Lagacé, Associate Vice-President, Research Promotion and Development.

From the Office of the Vice-President, Finance and Administration:

- Karina Adam, Associate Vice-President, Human Resources.
- Manon Dugal, Senior Director, Human Resources.

Appendix B
Discussion guides — Topic Guides

Consultations on the Francophonie

May 2021

Living in French at the University of Ottawa

Since its establishment in 1848, the University of Ottawa has aimed to promote the French language and Francophone culture. This is why the Francophonie is central to the University's mission, as stated in its foundational legislation and its Regulation on Bilingualism. In 2015, this mission was enshrined in law when the University of Ottawa was officially designated as a public organization offering services in French under the French Language Services Act of Ontario.

Since 2019, the University has been equipped with an Action Plan for the Francophonie, which, alongside an environmental scan of the French language and culture on campus, proposes recommendations to reform the governance of the Francophonie, strengthen the presence of French on campus and promote its expansion, and improve communication about the University's mission vis-à-vis the Francophonie.

Our campus is a vibrant Francophone living space that is enriched by the diversity of cultures and identities that comprise the University community. Living in French is much more than having French as a language of administration, teaching, learning and research. French is spoken on campus in its shops, at cultural and sporting events, at social activities, and any other location or activity where people come together.

To better support this aspect of living in French, the University created the Carrefour francophone in 2011 as a space where Francophones and Francophiles can gather, discuss, and get to know one another. The University of Ottawa campus also features monuments dedicated to the Francophonie, the latest of which was inaugurated on September 25, 2013. Although participation in the Francophonie offers many benefits, it also poses many challenges. Much remains to be done to ensure that an inclusive, perennial Francophonie blossoms on campus and that the entire University community work together to elevate all to greater heights.

A non-exhaustive list of questions to prompt reflection and stoke debate is proposed below to open this conversation about living in French at the University of Ottawa.

uOttawa

Consultations on the Francophonie

Proposed questions:

1. What are the most important values that bring the university members together and reflect the richness and vitality of the cultures that characterize the Francophone community and culture?

2. How can the University improve the experience of living life in French for:
   - the student population;
   - support staff members ; and
   - professors

3. What measures can the University take to continuously monitor and improve the quality of life and culture of the Francophone community?

4. What cultural activities should the University organize to facilitate the social and intellectual development of its Francophone and Francophile community?

5. Should the University create other Francophone celebrations, in addition to those it currently hosts, to honour the diversity of its Francophonie?

6. How can the University optimize the Carrefour francophone's space and resources, create more physical and virtual spaces, and provide Francophones and Francophiles with an area dedicated to living in French?

7. How can the University promote unity and dialogue between the various Francophone identities on campus?

8. What must the University do to instill a sense of belonging among Francophones and Francophiles, whether they are from Ontario, elsewhere in Canada, or abroad?

9. What must the University of Ottawa do to become a top-choice institution for Francophones and Francophiles who would like to work, study, and live here?

10. How can the University promote the active participation of Francophones in campus life?

uOttawa

Consultations on the Francophonie

May 2021

University programs and research in French

In the University of Ottawa's Regulation on Bilingualism, paragraph 4 states that "the bilingual character of the University will be shown by the bilingualism of its programmes […] its teaching staff, its support staff and its student population". By obtaining official designation as a public organization offering services in French under the French Language Services Act in 2015, the University of Ottawa has strengthened its support for the Francophone community in terms of university programs and research in French.

This designation requires all undergraduate programs in all faculties (except for certain engineering and science programs) to offer courses entirely in French. Moreover, the Action Plan for the Francophonie proposes that certain graduate programs be designated under the same Act.

In 2020-21, the University of Ottawa offered 269 undergraduate programs and 100 graduate programs in French, along with some 50 science and engineering programs partially offered in French. Over 13,000 Francophone students and 2300 Francophile students contribute to the richness and diversity of our campus.

In terms of research, publications and work of our professors play a vital role in the University's outreach to the Francophonie in Ontario, Canada, and around the world.

However, the consultations that led to the Action Plan for the Francophonie and the concerns expressed by way of the language complaints mechanism brought to light problems, among other issues, with a lack of mandatory and optional courses in French. In addition, it is very evident that many educational resources, including teaching materials and software, are only available in English. Many students would like to see the University widen its selection of elective courses in French in their programs. As for the teaching staff, several deplore the lack of visibility and appreciation for research conducted in French.

A non-exhaustive list of questions to prompt reflection and stoke debate is proposed below to open the conversation about study programs and research in French at the University of Ottawa.

uOttawa

Consultations on the francophonie

Proposed questions:

1. What are the most important values that bring us together and reflect the richness of the Francophonie and the dynamic cultures that characterize teaching, learning and research in French on our campus?
2. What should the University do to establish better conditions for success for Francophone and Francophile studying on campus?
3. How can the University guarantee access to a wide range of courses in French?
4. How can the University increase opportunities for experiential learning in French in professional settings at the local, national, and international levels?
5. How can the University increase the availability of educational resources and teaching manuals published in French?
6. How can the University leverage the resources of the University of Ottawa Press to increase the number of publications in French?
7. How can the University make better use of open access resources to promote the dissemination of knowledge in French?
8. How can the University support collaboration between institutions at the local, national, and international levels to develop educational materials in French?
9. How can the University make more resources available to professors and researchers to support their research in French?
10. How can the University promote research on Francophonie while facilitating collaborations and partnerships in this field?
11. How can the University revitalize teaching and research in French at the University of Ottawa?

uOttawa

Consultations on the Francophonie

May 2021

Administrative and faculty services in French

As a community of nearly 50,000 people, the University of Ottawa is the largest bilingual (French-English) university in the world. Its 10 faculties and 450 programs are places for students, professors, researchers and support staff members to contribute to the University's overarching mission, each in their own way.

A host of services mobilize the human, financial, administrative, and organizational resources needed to run the University.

Since 2015, all these services are subject to the French Language Services Act as well as the University's Regulation on Bilingualism. In short, these services must comply with the University of Ottawa's language requirements, notably in terms of official communications and the provision of services in French, whether these services involve IT tools and online platforms, training, provision of advice as a subject matter expert, among others.

Practically speaking, the University's administrative and faculty services could benefit from better support and guidance in complying with their language services obligations; greater accountability with respect to the Act and the Regulation should also be encouraged. For example, a training workshop on bilingualism is currently in the works to clarify the duties and requirements pertinent to the services provided.

The Action Plan for the Francophonie encourages and mandates faculties, departments, institutes, and research centres, as well as administrative services, to assume responsibility for ensuring the continuity of French services and usage at the University of Ottawa. In its wake, the Action Plan also recommends that the University reform its governance of the Francophonie on campus, strengthen the presence of French at the University, and improve its communication of its Francophone mission.

A series of questions to prompt reflection and stoke debate is proposed below to open this conversation about the administrative and faculty services offered in French at the University of Ottawa.

uOttawa

Consultations on the francophonie

Proposed questions:

1. What are the most important values that bring the university members together and reflect the richness and vitality of the cultures that characterize the Francophone community and culture?

2. What measures should the University put in place to ensure that employees comply with the language requirements specified in the French-Language Services Act of Ontario and the University's Regulation on Bilingualism when they provide day-to-day administrative and faculty services?

3. How can the University ensure that IT tools and accompanying tutorials used by the entire University community are fully bilingual?

4. How can the University ensure that French is effectively used in all University communications and services?

5. How can the University better empower managers so they can ensure compliance with language requirements that apply when providing services?

6. How can the University enrich the online platforms used in teaching, administration, and research to increase the presence and encourage use of French in these tools?

7. How can the University motivate its external and service delivery partners to revitalize their active service offering in French on campus?

8. How can the University solicit interest from members of the Francophone community to take an active role in improving the provision of services in French?

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Appendix C

Progress report on the Action Plan for the Francophonie (May 2021)

University of Ottawa | Université d'Ottawa

IMPLEMENTATION OF THE ACTION PLAN FOR **FRANCOPHONIE AT THE UNIVERSITY OF OTTAWA** PROGRESS REPORT

MAY 2021

Office of the Vice-President, International and Francophonie

uOttawa

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Foreword

Ten months ago, the Board of Governors approved my appointment as Vice-President, International and Francophonie. In this role, I have the ambitious task of advancing our university's leadership within the Francophonie community provincially, nationally and internationally, including within its leading organizations. When I took up my responsibilities, I pointed out that the University of Ottawa has the distinction of belonging to two worlds of great importance: the world of major research universities and the world of the rare bilingual institutions that have a special role to play in higher education within the world of Francophonie in Canada and abroad. For this reason, our Francophone character must be viewed as an asset that distinguishes and defines us.

I am committed to redefining the conversation around the role of Francophonie within our institution, to ensure it continues to grow in meaning, dynamism and engagement, so that it may be seen as a valuable and enriching asset for our community. The immediate implementation of the recommendations in the Francophonie Action Plan should enable us to reach that goal. And while the pandemic has forced us to rearrange certain priorities, the implementation of the plan has always been a central focus.

Beyond the worldwide health crisis, our University community has had to deal with a number of local challenges. These challenges, occurring against the backdrop of a series of headline-making incidents, particularly affected the Francophone community, unsettling some of its long-held certitudes. But we have not been distracted. We continue our efforts to make the University of Ottawa a beacon of hope to Francophones, increasingly aligned with their needs and concerns.

As part of this ongoing conversation with our community members, I would like to provide a clear and detailed report on the progress we have made in implementing the *Francophonie Action Plan*. As you will see, our work to fulfil our commitments has especially borne fruit in recent months, with tangible progress in numerous projects. Of course, our ongoing efforts notwithstanding, there remains much to be done.

My whole team deserves my thanks, as do all Francophonie stakeholders on campus. Because of their energy and determination, we have made much needed strides. Francophonie is woven of many threads, strengthened daily by the support and participation of all.

Sanni Yaya
Vice-President, International and Francophonie

Background

Francophonie has been at the heart of the University of Ottawa's mission since its founding in 1848, and was also included in its constituting legislation of 1965, its *Regulation on Bilingualism* of 1974, and its designation under the *Ontario French Language Services Act* in 2015.

In 2019, the University developed an *Action Plan for Francophonie at the University of Ottawa* to reform the latter's governance of Francophonie, strengthen its outreach and presence on campus, and better communicate the University's Francophone mission.

This action plan is the product of a working group, chaired by Professor Linda Cardinal, who focused reflection on the four guidelines established by the President in 2018:

- As the oldest bilingual university in North America and the largest bilingual university in the world, the University of Ottawa has been a Francophone intellectual hub since its founding.
- Francophonie is a major asset in enhancing the University of Ottawa's strategic positioning in Ontario, in Canada and abroad.
- Francophonie and bilingualism enrich the entire University community. They are important values that define the University's actions, as outlined in Destination 2020.
- The University of Ottawa affirms its unwavering commitment to dialogue between languages and cultures and, more broadly, within the international Francophone community.

The committee's report was the product of exhaustive consultations. Faculty, staff, administrators and students were invited to share their insights and make recommendations with a view to strengthening Francophonie at the University of Ottawa. The report was presented to the working group on December 12, 2018, to the Standing Committee on Francophone Affairs on December 13, 2018, to the Administrative Committee on December 19, 2018, to the Senate on January 21, 2019, and to the Board of Governors on January 28, 2019.

Milestones

since the launch of the Action Plan

The *Action Plan for Francophonie at the University of Ottawa* details a number of findings and provides a list of 41 structural initiatives.

The following pages present a short overview and summary table describing the state of implementation of each recommendation, with many already demonstrating very positive, concrete outcomes.

1

On December 9, 2019, the Board of Governors approved the creation of a new vice-presidency, International and Francophonie (VPIF). In July 2020, Professor Sanni Yaya became the first person appointed to this position. His mandate is to carry forth the University's vision of Francophonie and ensure that we play a major role in the large, intercultural landscape of the Francophonie world throughout Ontario, Canada and abroad, and also that we continue supporting Francophone cultures and communities around the world. The creation of the new vice-presidency highlights the requirement to provide a lasting, more robust solution, better adapted to today's context and to our aspirations regarding the Francophonie community institutionally. Ultimately, it allows the University to attain the ambitious goals described in its strategic plan, *Transformation 2030*. The importance of Francophonie is well-established and it must be promoted from the highest levels of the central administration.

2

In keeping with the Action Plan's recommendation to improve governance of our Francophonie institutionally, the Standing Committee on Francophone Affairs and Official Languages has been replaced with a new body comprised of the senior managers of French services and programs. The new Council on French Services and Programs should provide better reporting and accountability on our initiatives with Francophonie. The first meeting of the council took place in May 2021.

3

We have undertaken a review of our administrative and academic practices in order to preserve and improve the quality of the French-language student experience. Questions relating to course offerings and scheduling, as well as teaching materials, among other things, will be examined. The Vice-Provost, Academic Affairs, the Vice-Provost, Graduate and Postdoctoral Studies, the Associate Vice-President, Student Affairs, and the Associate Vice-President, Francophonie, will cooperate on these issues. An initial meeting with the student associations will be held in June 2021.

4 Progress has also been made with regard to French-language scholarly research. The new Chaires de recherche sur le monde francophone program will strengthen the University's leadership role in advancing research on the Francophonies of Ontario, Canada and the world. Joined in a collaboration led by Professor Martin Meunier, the chairs group now includes three chairs on Ontario Francophonie, three chairs on Canadian Francophonie, four chairs on international Francophonie, one chair in Francophone mobility, and more recently its first Senghor Chair, awarded by the Réseau international des Chaires Senghor de la Francophonie (RICSF).

5 The Office of the Vice-President, Research, and the Collège des Chaires de recherche sur le monde francophone have established solid partnerships with various national and international organizations, including the National Centre for Scientific Research (NCSR), Agence Universitaire de la Francophonie (AUF) and Acfas, with whom we will collaborate on a strategy to highlight knowledge creation in French.

6 The Vice-President, International and Francophonie, has established three working groups to examine, among other things, issues related to student population and recruiting, including a panel specifically dedicated to Francophonie, chaired by the Associate Vice-President, Research Promotion and Development. Presently, discussions intended to improve strategies for recruiting Canadian and international Francophones are under way with experts from inside and outside our community. This working group will present a series of structural initiatives to support Francophone student recruitment and retention. The working group has already met six times.

7 The blossoming of the French language and culture is key to a vibrant cultural and community life at uOttawa. Accordingly, physical and virtual spaces for interaction and dialogue should be created, along with activities and initiatives to promote Francophonie and highlight our unique cultural environment. As an initiative of the Office of the Vice-President, International and Francophonie, supported by the Associate Vice-President, Francophonie, the Vice-President, Student Affairs, and the Vice-President, Human Resources, a working group has been established to make this happen as soon as possible. The committee has already met twice and will propose concrete projects before the return to classes in September 2021.

8 The Teaching and Learning Support Service (TLSS) team is working closely with the Vice-President, International and Francophonie, to improve online teaching tools and resources and make them available in French. Since high-quality French tools are lacking, adapting tools originally designed in English for French use requires considerable effort. Since the launch of uOCampus and Brightspace, the TLSS and the Office of the Registrar have worked to make sure that they are fully available in French.

Objective 1:

Reform the Francophonie Governance at the University of Ottawa

Francophonie Action Plan

These tables provide progress report on specific and structural measures initiated with the adoption of the *Francophonie Action Plan*, up to May 2021.

Objective 1: Reform the Francophonie Governance at the University of Ottawa

	STRUCTURAL INITIATIVES	UPDATE	
1 ›	**Specify the Francophonie-related roles and responsibilities of all senior managers.**	The University leadership reviewed its roles and responsibilities regarding Francophonie in all its various dimensions. The Board of Governors created the position of Vice-President, International and Francophonie. A new Francophonie governance body has been established. This new Council on French Services and Programs has replaced the Standing Committee on Francophone Affairs, to improve reporting and accountability.	✓
2 ›	**Implement an inter-faculty network of Francophonie champions promoting an inclusive approach designed for the entire University community.**	The terms of this new network will be developed and approved by the Council on French Programs and Services.	IN PROGRESS
3 ›	**Implement a system to foster cooperation among support staff across different departments who play a key role in Francophonie-related operations.**	Terms of this new network will be developed and approved by the Council on French Programs and Services.	IN PROGRESS

	STRUCTURAL INITIATIVES	UPDATE	
4 ›	**Redefine the mandate, accountability, functions and membership of the Standing Committee on Francophone Affairs and Official Languages.**	In October 2020, the Senate approved a new mandate and governance reform for Francophonie. As a result, the Council on French Programs and Services was created.	✓
5 ›	**Convert the Francophone University-Community Roundtable into an advisory committee on Francophonie reporting to the President.**	The VPIF team has developed a new system for yearly consultation with key Francophonie stakeholders, to be chaired by the President. The first annual consultation will be held in 2021-22.	✓
6 ›	**Mandate and assign resources to a chief Francophonie and French-language services officer, who will promote the University's vision for Francophonie and implement the action plan.**	The creation of the position of Vice-President, International and Francophonie, led to the creation of a new office. With additional resources available, positions were created for a new Associate Vice-President, Francophonie, a chief of staff, an Associate Director, Marketing and Communications, and a second adviser on language policy. The most recent hires arrived March 1, 2021. Considering the importance of the portfolio, we expect that the team will continue to expand.	✓

	STRUCTURAL INITIATIVES	UPDATE	
7 ›	**Develop a "Francophone lens" through which to view all University operations.**	A number of University of Ottawa experts on the breadth of Francophonie contributed to the outline of this Francophone lens. A differentiated analysis grid will be used for developing, applying and evaluating new institutional policies, as well as decision-making. The Francophone lens has been submitted to the University's Office of the Secretary General for feedback. Methods for introducing the lens into the R*egulation on Bilingualism* are being studied.	IN PROGRESS

	SPECIFIC ACTION	UPDATE	
8 ›	**Update the role of the Senior Language Policy Officer to include providing administrative support to the Standing Committee.**	The new Office of the Vice-President, International and Francophonie, requested and was granted the creation of a second senior adviser position in support of the new Francophonie team, including the council and its subcommittees.	✓

Objective 2:

Strengthen the on-campus presence and promotion of Francophonie

Objective 2: Strengthen the on-campus presence and promotion of Francophonie

	STRUCTURAL ACTIONS	UPDATE	
1 ›	**Create and implement a permanent system for student consultation led by the Vice-Provost, Academic Affairs, and the Vice-Provost, Graduate and Postdoctoral Studies, to continue dialogue on the quality of course offerings, scheduling, teaching tools and any other important issues affecting the quality of the student experience in French.**	The Vice-Provost, Academic Affairs, and the Vice-Provost, Graduate and Postdoctoral Studies, with support from the Associate Vice-President, Student Affairs, and the Associate Vice-President, Francophonie will organize a biennial meeting with various stakeholders, including student associations, to examine questions relating to course offerings, scheduling, teaching tools and the student experience. The initial meeting will be held in June 2021.	IN PROGRESS
2 ›	**Engage with stakeholders to develop and implement an overall integrated strategy to increase and manage enrolment, covering recruitment, academic success, suitable course offerings, and the revitalization of French-language programs, including a new scholarship strategy to recruit Francophone students.**	The Vice-President, International and Francophonie, has established three working groups to examine, among other things, issues related to student enrolment and recruiting, including a panel specifically dedicated to the Francophonie community, chaired by the Associate Vice-President, Research Promotion and Development. This working group will present a series of structural measures to support Francophone student recruitment and retention. The working group has met six times to date.	IN PROGRESS
3 ›	**Create an applied research group to look into increasing and managing Francophone enrolment.**	The VPIF has launched discussions with key units on increasing and managing Francophone enrolment. These discussions with on-campus experts are intended to improve strategies for recruiting Canadian and international Francophones, especially for graduate studies.	✓

	STRUCTURAL ACTIONS	UPDATE	
4 ›	**Review how the *Carrefour francophone* is governed and give it the resources it needs to showcase the French language on campus, including through recruitment efforts and welcome activities. This would include providing it with the resources necessary to promote its events more widely in the *Gazette*, the *Gee*, on social media and on the University's website.**	The Vice-President, International and Francophonie, launched a working group and convened meetings with the teams from the Associate Vice-President, Student Affairs, and the Associate Vice-President, Human Resources, to energize French-language community and cultural life both on campus and in the University of Ottawa's virtual spaces. Two meetings have already been held and concrete projects will be under way before return to class in September 2021.	IN PROGRESS
5 ›	**Renew the University Research Chairs program on the world of Francophonie, as proposed in the report of the working committee of the Vice-President, Academic, and Provost and Vice-President, Research.**	In 2018, the Office of the Vice-President, Research, together with the Faculty of Arts and the Faculty of Social Sciences, completely revised the program. It has a new name, the Chaires de recherche sur le monde francophone. Additional chairs were created, including three chairs on Ontario Francophonie, three on Francophonie in Canada and four on Francophonie in the World. In addition, Francophone Mobility Chairs were established. The Office of the Vice-President, Research, appointed a director of the Collège des chaires de recherche sur le monde francophone and provided financing. The VPIF has worked closely on this file with the Office of the Vice-President, Research.	✓

	STRUCTURAL ACTIONS	UPDATE	
6 ›	**Establish an external advisory committee on Francophonie chairs.**	The Office of Vice-President, Research, is working in collaboration with the Collège des chaires de recherche sur le monde francophone to implement this recommendation.	IN PROGRESS
7 ›	**Work with Canadian research organizations and international organizations, including the Agence universitaire de la Francophonie (AUF) and the Association des collèges et universités de la francophonie canadienne (ACUFC), to develop a strategy to highlight knowledge creation in French.**	The Office of the Vice-President, Research, and the Collège des Chaires de recherche sur le monde francophone have established solid partnerships with various national and international organizations (including the NCSR, AUF, Acfas, etc.), with whom we will collaborate on strategies to highlight knowledge creation in French.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
8 ›	**Improve the University's teaching tools, including the forms on the uOCampus and Virtual Campus interfaces, so that they are fully available in French.**	The Teaching and Learning Support Service (TLSS) team has worked closely with the Office of the Vice-President, International and Francophonie, to improve online teaching tools and resources that were originally designed for English teaching environments. As French tools of equal quality are not available, adapting these tools for use in French has required considerable effort. Since the launch of uOCampus and Brightspace, the TLSS and the Office of the Registrar have worked to make sure that the two platforms are fully available in French.	IN PROGRESS
9 ›	**Provide University of Ottawa employees, faculty and students with training tools on Francophonie and official languages, specifically, on the obligations arising from language laws and from regulations in effect at the University.**	The team led by the Vice-President, International and Francophonie, is working on a project with HR and the Office the Provost to develop mandatory training for support staff and managers (Phase 1), and faculty (Phase 2).	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
10 ›	**Allocate the resources necessary to create a program for publishing university textbooks in French, in collaboration with Francophone publishers, including University of Ottawa Press.**	The University Library is working closely with University of Ottawa Press to establish tools and programs facilitating the publication of French university textbooks. Here are a few examples of this type of project: ■ Open educational resources: grant programs supporting the creation of four French open educational resources (OER) in 2020-21. ■ University of Ottawa Library and Press partnership: financing the transfer of two University of Ottawa Press French-language publications to open access in 2020-21. ■ University of Ottawa Library and Press partnership: hosting of open access journals, nine of which are French or bilingual, on the "Open Journal Systems" platform. ■ Publica/Érudit Coalition: The library is participating in this nationwide project with the CRKN (Canadian Research Knowledge Network) to make many French-language journals and books available as open access content.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
11 ›	**Ensure that students have access to a wide range of courses in French and to reasonable schedules.**	This structural action has been combined with goal 2.13, as described below.	IN PROGRESS
12 ›	**Expand the French Immersion Stream to include graduate studies.**	Over the next year, the Vice-President, International and Francophonie, and the Office of the Provost will examine this possibility.	IN PROGRESS
13 ›	**Assess the impact of the University's partial designation under the Ontario *French Language Services Act* (FLSA) on programs, undergraduate courses and services offered to students in French.**	The Vice-President, International and Francophonie, with support from the Institutional Research and Planning team, is assessing our undergraduate programs to determine compliance with our FLSA designation. Access to French services and the quality of community and cultural life will become part of the mandate of the working group on campus community and cultural life (See recommendation 2.4).	IN PROGRESS
14 ›	**Consider the possibility of having graduate programs designated under the *French Language Services Act*.**	The Vice-President, International and Francophonie, and the Office of the Provost will examine this possibility in 2021-22.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
15 ›	**Propose initiatives for ongoing improvement to French-language services on campus. This would include explaining how Francophonie is, or should be, a priority in service action plans and annual objectives.**	The subcommittee on administrative services, under the Senate's Council on French Services and Programs, will study how French services at the University could be improved and how the Francophone lens could be used to evaluate them. This structural initiative has also been combined with another goal, that of the working group on campus community and cultural life in French (See recommendation 2.4). In addition to that, a working group was established in February 2021 to improve support staff bilingualism and French-language services for the University community. A guide on the active offer of services in French was produced in partnership with the directors of those services.	IN PROGRESS
16 ›	**Review the bilingualism requirements imposed on professors when they are hired or promoted. Propose corrective actions, as required.**	A proposal to mandate a working group on the bilingualism of professors is being discussed with key stakeholders.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
17 ›	**Allocate resources so that the *Carrefour francophone*, the French Immersion Stream, the International Office and the Official Languages and Bilingualism Institute can collaborate and jointly organize activities for Francophile and international students, to introduce them to Francophone culture on campus and in the region and to give them an opportunity to live in French.**	This structural action has also been combined with another goal, that of the working group on campus community and cultural life in French. (See recommendation 2.4).	IN PROGRESS
18 ›	**Establish a special fund to support the creation of new research centres that operate in French, and to hold French-language activities in research institutes and centres that currently operate only in English.**	Through the Office of the Vice-President, Research, 23 research centres and institutes were established. The VPR ensures adequate and stable financing to centres and institutes having a Francophone mission, of which two were created in 2019 and 2020 (for a total of five research centres and institutes out of 23).	IN PROGRESS
19 ›	**Appoint a representative from the Office of the Vice-President, Research, to help research institutes and centres with the logistics and preparation of their external funding requests.**	The Associate Vice-President, Research (and her team), have provided systematic, ongoing financial and human resource support to research centres and institutes (23 in total).	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
20 ›	**Regularly publish articles in *Research Perspectives* on innovations and results stemming from research conducted in French or on the Francophonie.**	The journal, published by the communication team of the Office of the Vice-President, Research, aims to promote and disseminate research conducted in French or on Francophonie.	IN PROGRESS
21 ›	**Provide faculty members with tools to publish in the other official language, and fund open access rights to French-language publications.**	The University Library is working closely with University of Ottawa Press to establish tools and programs facilitating the publication of French university textbooks. Four initiatives responding to this recommendation are described in Section 10 of this table.	IN PROGRESS
22 ›	**Ensure that publication in French is taken into account when hiring or promoting professors.**	This recommendation has been included in the mandate of the working group on the bilingualism of professors.	IN PROGRESS

Objective 3:

Communicate the University of Ottawa's Francophone mission better

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	STRUCTURAL ACTIONS	UPDATE	
1 ›	**Put together a Francophone team within the Office of the Vice-President, External Relations, that will review the University of Ottawa's message on Francophonie, to make it more meaningful, dynamic and engaging in terms of both visuals and text.**	The Office of the Vice-President, External Relations, has undertaken a significant modernization that began in 2019. As a result, all of its portfolios, including communications, marketing, and brand image are being restructured to align with the institutional strategic priorities outlined in Transformation 2030. The appointment by the Office of the Vice-President, International and Francophonie, of an Associate Director, Marketing and Communications, who will collaborate with the Office of the Vice-President, External Relations (fundraising campaigns, alumni relations, communications and government relations, brand strategy and positioning) will result in a new communications strategy in support of Francophonie.	✓

	STRUCTURAL ACTIONS	UPDATE	
2 ›	**Review how the Communications Directorate and the faculties' communications and marketing services operate, to better communicate the University's Francophone mission to its many target audiences.**	In April 2021, the University restructured the Communications Directorate, resulting in two distinct units: the Office of Communications and Government Relations; and the Office of Marketing and Brand Strategy. This decision, plus the creation and filling of a chief communications officer position (summer 2021) with additional resources dedicated to communications, should enable better communication of the Francophone mission of the University to its various audiences. It should be noted that the Chief Communications Officer will have a seat on the new Committee on Francophone Programs and Services.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
3 ›	**Include a French-language component in media monitoring of mentions of and interventions by the University, its representatives and its professors, and ensure they are recorded systematically.**	Issues relating to Francophonie are receiving renewed attention by the Media Relations team. After a procurement process in 2020, the Media Relations team acquired a more advanced and effective (qualitative and quantitative) media monitoring tool. This will lead to greater visibility and better understanding of our internal and external outreach activities, especially by and for the Francophone community.	IN PROGRESS
4 ›	**Improve the quality of French on the University's website through continuous, systematic review.**	The Office of the Vice-President, External Relations, recently acquired and implemented new technologies (content management platform, translation memory, request processing protocols, etc.) intended to optimize productivity as well as the quality of content on the University's website. Next steps include revising the mandate and business protocols of Language Services (late 2021), as well as updating their terminology and writing guides and making them more widely accessible to the University community (late 2021).	IN PROGRESS
5 ›	**"Bilingualize" the University's official social media account names and the messages uOttawa posts in the Twitterverse.**	We are looking at the University's central accounts as well as messages sent from its central accounts to ensure they are bilingual. This project is being actively pursued.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
6 ›	**Add a section to the *Gazette* on news, research and events specifically related to the Francophone community on campus.**	Since the creation of the new Office of the Vice-President, International and Francophonie, all aspects of Francophonie continue to be a priority for content production and promotion (Franco-Ontarian Day, *Mois de la francophonie*, Saint Jean Baptiste Day, research, etc.). Many key Francophonie-related events have gained greater visibility in the *Gazette*. We will continue to be open to suggestions from our community regarding our goal of improving the visibility and promotion of Francophonie.	IN PROGRESS
7 ›	**Showcase the University's Francophonie web page and make it more accessible to its target audiences.**	As part of the modernization of the University website (Web Perspective Project) and pending full establishment of the VPIF, the Office of the Vice-President, External Relations, has taken responsibility for updating web content and promoting pages related to the Francophonie and Bilingualism site. Substantive progress will be made in this file as it is a priority for the Associate Director, Marketing and Communications.	IN PROGRESS
8 ›	**Ensure that high-quality alumni activities are organized in both French and English.**	The Office of the Vice-President, External Relations, through the Alumni Relations Office, is working on this and continues to ensure high quality bilingual programming for our alumni community.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
9 ›	**Seek proposals for funding of the Alex Trebek Forum for Dialogue activities in French.**	Since the 2015 creation of the Alex Trebek Forum for Dialogue, many calls for proposals have been launched and our efforts to attract more French-language proposals have led to a number of notable French-language events (for instance, the *Journée d'étude | Le Québec et la francophonie canadienne : un avant et un après Doug Ford?* and the Alex Trebek lecture with Bernard Kouchner). Over the last two years, the objective of the forum has changed. Now under the administration of the Vice-President, Research, the forum highlights public policy and has three main ongoing projects involving researchers from the Francophone community.	IN PROGRESS

	SPECIFIC ACTIONS	UPDATE	
10 ›	**Identify donors and create a fund dedicated to organizing activities focusing on dialogue between languages and cultures within the Francophone world.**	The Francophonie component was identified and integrated into the University-wide case for support for our fundraising campaign, which is almost finalized. In addition to University and faculty/project level cases for support, our ongoing efforts to segment the donor base have allowed us to target its specific interests, including structural programs and major events related to Francophonie. In coming weeks, the segmentation work will continue and be taken further. The goal is to better position the University in its ability to create and sustain philanthropic projects and initiatives that support Francophonie institutionally.	IN PROGRESS
11 ›	**Mandate a representative from the Office of the Vice-President, External Relations, to help the directors of centres and institutes write, disseminate and translate their communication products.**	Discussions between the University's strategic communications team and the Associate Director, Marketing and Communications for the Office of the Vice-President, International and Francophonie, have begun joint development of a strategy and action plan to promote research on Francophonie, particularly by centres and institutes. The Office of the Vice President, Research, is also involved in this dialogue.	IN PROGRESS

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