

## PRESIDENT'S OBJECTIVES 2020-2021

VERSION WITH REFERENCE TO 2030 STRATEGIC FRAMEWORK

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### PLANNING

- Finalize and implement the tracking mechanism for the 2020-2025 Action Plan tied to the *Transformation 2030* Strategic Framework. Adjust the Action Plan for the next two years to account for the events surrounding the Covid-19 pandemic. Report to the Board of Governors.
- In light of the COVID-19 pandemic, coordinate all aspects of the gradual return to campus and the safety of all members of the University community; ensure that the University remains on a solid financial footing to deal with these exceptional circumstances; keep the Board of Governors informed on a regular basis.
- Ensure the continuation of ongoing capital projects, including those at the Faculty of Health Sciences at the Lees Campus and the RGN research tower; complete the University's plan to monetize its real estate assets so as to address urgent building infrastructure needs.

*(Impact: Continue to improve the uOttawa student experience academically, culturally, recreationally and socially, including ensuring the safety, sustainability and growth of campus physical infrastructure.)*

- Conclude SMA3 negotiations with the Ontario government, which were delayed due to COVID-19, and develop an implementation and follow-up plan. Report to the Board of Governors.

*(Connections: Reinforce our uniquely Francophone and bilingual status, and promote it in order to help create a distinctive national and international identity.)*

## INSTITUTIONAL PRIORITIES

- Continue working to promote a campus culture of tolerance and inclusion and eliminate systemic barriers faced by members of minority communities at the University of Ottawa.

*(Sustainability: Improve support for equity, diversity, and inclusion (EDI) in the student body, the faculty, and among staff.)*

- Continue to advance the work of the Special Advisor, Diversity and Inclusion, in the ongoing effort to eliminate systemic barriers to inclusion, particularly for faculty members.

*(Sustainability: Improve support for equity, diversity, and inclusion (EDI) in the student body, the faculty, and among staff.)*

- Assist the new Vice-President, International and Francophonie, in fulfilling his mandate to implement the *Action Plan for the Francophonie at the University of Ottawa* (Cardinal Report, 2018) and to develop an integrated international strategy in line with our institutional priorities.

*(Connections: Reinforce our uniquely Francophone and bilingual status, and promote it in order to help create a distinctive national and international identity.)*

*(Connections: Increase and coordinate international activities in student and professorial mobility, joint programming, skills upgrading, and community and economic development.)*

- Implement the recommendations of the Advisory Committee on Mental Health and Wellness (Kee Report, June 2020). Appoint a Special Advisor on Mental Health and Wellness. Report to the Board of Governors.

*(Sustainability: Make wellness and support for all forms of wellness a central and enduring focus of our campus.)*

- Ensure the progressive implementation of the Indigenous Action Plan; see that the Action Plan remains an institutional priority for all, including faculties.

*(Connections: In light of the recommendations contained in the Indigenous Action Plan, make our commitment to Indigenous peoples fully visible, durable and real, and achieve widespread recognition as a leader in community engagement among Canadian universities.)*

- Continue ongoing efforts to enrich the student experience, particularly as distance education is being made necessary by the COVID-19 pandemic, by focusing on teaching quality, experiential learning and development of innovative teaching approaches.

*(Agility: Optimize our program offerings to make them more attractive and responsive to the needs of tomorrow's generation of students, including the growing population of lifelong learners, enabling students to complete degree programs in a timelier way and improving retention and graduation rates while maintaining or increasing academic standards.)*

*(Impact: Continue to improve the uOttawa student experience academically, culturally, recreationally and socially, including ensuring the safety, sustainability and growth of campus physical infrastructure.)*

- Ensure that the new integrated approach to continuing education, career training and executive education is fully developed and gradually implemented.

*(Sustainability: Develop and implement a long-term financial sustainability framework to incorporate recruitment, capital, and human resources requirements as well as increased revenue generation.)*

*(Connections: Work more closely with both the public and private sectors to co-create continuing education and research and industrial partnerships.)*

- Ensure appropriate follow-up on the priorities assigned to the Vice-Presidents and the Secretary-General for the current year.

## HUMAN RESOURCES

- Support the new Vice-President, International and Francophonie, as he assumes his position.
- Relaunch and complete the process to recruit a Vice-President, Finance and Administration, and provide support as he or she assumes this position.
- Complete the process to recruit a Dean for the Telfer School of Management.

## DEVELOPMENT

- Support the Vice-President, External Relations, in her efforts to increase fundraising. Provide regular updates to the Board of Governors.

*(Impact: Increase fundraising and endowment revenue to U15 top group norms.)*

## FINANCES AND BUDGET

- Ensure that the University remains in as good financial health as possible despite the extraordinary expenses and uncertainty associated with the crisis of the COVID-19 pandemic; submit an updated version of the 2020-2021 budget to the Board of Governors once student enrolment numbers are known.

*(Sustainability: Develop and implement a long-term financial sustainability framework to incorporate recruitment, capital, and human resources requirements as well as increased revenue generation.)*

- Continue to support the Vice-President, Finance and Administration, in implementing a new financial management and human resource management system.

*(Agility: Modernize, humanize and streamline our administrative systems and processes.)*

*(Sustainability: Revitalize our Human Resources culture to support, strengthen, and develop our personnel in their career and leadership development, in their commitment to the University, and in their personal and professional well-being)*

- Continue to work on the pension issue with the ultimate goal of integrating the pension plan into the Ontario Retirement Pension Plan.

*(Sustainability: Develop and implement a long-term financial sustainability framework)*

## EXTERNAL RELATIONS

- Support the Vice-President, Research, in his efforts to ensure an ongoing presence in Kanata North and to forge ever-closer ties with its business community.

*(Connections: Significantly strengthen and expand the uOttawa presence in Kanata North, and work more closely with both the public and private sectors to co-create continuing education and research and industrial partnerships.)*

- Continue to demonstrate leadership in the field of higher education in French in Ontario and elsewhere, including with regard to the *Université de l'Ontario français*.

*(Connections: Reinforce our uniquely Francophone and bilingual status, and promote it in order to help create a distinctive national and international identity.)*

- Strengthen ties with the federal and Ontario governments at all levels.

*(Connections: Reinforce our uniquely Francophone and bilingual status, and promote it in order to help create a distinctive national and international identity.)*

- Despite the circumstances surrounding the COVID-19 pandemic, continue to promote the University, both nationally and internationally, and support efforts to recruit high quality students and world-renowned faculty members.

*(Connections: Reinforce our uniquely Francophone and bilingual status, and promote it in order to help create a distinctive national and international identity.)*