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Université d'Ottawa
Cabinet du recteur

University of Ottawa
Office of the President

September 26, 2016

Mr. Robert Giroux
Chair of the Board of Governors
University of Ottawa

Re: President's goals for 2016-2017

Dear Chair of the Board of Governors,

As required, here are the goals I intend to pursue during the first year of my mandate as president (2016-2017).

This year, my primary goal will be to meet with and get to know members of the University community, along with the University's external partners, including government officials, partners from other universities and related associations, and of course, our major donors. I expect that this goal will take up a good part of my time and energy.

Over the coming year, I will also chair various selection committees to find the next vice-president, academic and provost, the vice-president, research and the next dean of the Faculty of Medicine. These positions are highly strategic and crucial to the progress of our University.

During my first year in office, I also intend to form two working groups reporting to the Office of the President. The first will focus on an integrated internationalization strategy for the University. Internationalization is a topic of discussion virtually everywhere on campus and given its strategic importance, it clearly merits focus. Hence, this working group will be drafting the elements of the fourth component of our next strategic plan, *Destination 2030*. The second working group will focus on diversity at the University of Ottawa. It will provide an overview of this diversity and identify any systemic barriers between the groups that make up our university community. These working groups will work closely with the university community and will report their findings in the late winter of 2016 so that their recommendations can be implemented during the 2017-2018 academic year, at which time I intend to create another working group to focus on the Francophonie.

My office also intends to begin examining the administrative procedures involved in teaching, research and support throughout the University, with a view to fostering efficiency and developing, based on best practices, a university whose operations are flexible enough to dynamically and effectively support its mission. This review would also seek to eliminate overlap and finalize outcomes for the University's leadership.

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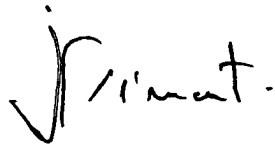
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In the current year, our process review would focus on the central administration, and in 2017-2018, this review would cover faculties and decentralized services. It goes without saying that during this year, I will endeavor to meet our budget goals for the current year and present a budget for 2016-2018 that accounts for variables, including changes to the province's funding formula.

Moreover, I will continue to ensure that the objectives outlined in our current strategic plan, Destination 2020, are implemented, and I will regularly report on this progress to the Board.

In closing, I wish to personally thank you, along with vice-chair Katherine Butler-Malette, for your ongoing support over these past months as I transitioned into my position. Outgoing president Allan Rock has also been extraordinarily generous in his support during this transition phase, as were the University's senior management team and deans.

I remain at your disposal should you have any questions about the goals outlined above, and I thank you and the members of the Board of Governors for your support in helping me achieve the goals I have set for my first year in office.

A handwritten signature in black ink, appearing to read 'J. Frémont'.

Jacques Frémont
President and vice-chancellor