

PRESIDENT'S OBJECTIVES 2022-2023

A smooth return to campus

As classes start up again this fall, most of our students are back on campus, as are our staff members under new work-from-home guidelines. However, this relative return to normalcy is being overshadowed by a possible resurgence of the pandemic. Managing our teaching and research activities under these conditions is bound to continue to mobilize considerable energy.

Objective 1: Ensure a smooth resumption of all our academic activities, the pandemic permitting; continue to focus on priority areas, including Indigenous issues, diversity and inclusion, and health and wellness.

Finance, budgets, and program innovation

The University's current financial position is not ideal. First, we must keep to the 2022–2023 budget adopted by the Board of Governors last spring. Second, with the upcoming launch of Workday, we need to review our administrative processes to make them more efficient while generating economies of scale. This work will continue this year and next (2023–2024). Furthermore, the exercise to benchmark the cost of these processes should be completed this fall.

Innovative programs: In parallel with these administrative upgrades, we will be starting a major academic initiative to consolidate and broaden our teaching mission by emphasizing life-long learning, professional upskilling and reskilling programs, as well as some programs that could be provided abroad in cooperation with local universities. Our goal will be to create the optimum internal conditions to encourage the faculties to develop such programs as an extension of their academic mission.

Objective 2: Keep to and implement the University's annual budget; implement various administrative, budgetary, and academic measures to revitalize the University's financial situation and to give ourselves the leeway we need for the future.

Research

Research continues to move forward at the University, with 2022–2023 set to be a key year in this regard. Several major strategic Tri-Council funding programs are concluding, so we will need to be ready to make the most of them. At the same time, this year will also be critical in terms of completing the 200 Lees building for the Faculty of Health Sciences and finalizing of operational and financial plans for the Advanced Medical Research Centre (AMRC). The University's future hinges on our ability to step up our research capacity in the biomedical and health sectors.

Objective 3: Obtain our share of research funding in national competitions; implement research infrastructures.

Francophonie and international

The current academic year will see the culmination of two major developments in terms of the Francophonie, namely the review of our academic programs to ensure they comply with the provisions of the *French Language Services Act*, and the adoption of a more modern version of the University's Regulation on Bilingualism. Furthermore, international issues, and the resulting challenges, will play an increasingly strategic role at the University, hence the importance of developing an integrated, institutional approach to tackle these issues this year.

Objective 4: Continue to consolidate our institutional Francophonie; more effectively integrate the various dimensions of our international strategy.

External relations

Despite a challenging financial environment, we plan to raise record amounts of revenue this year and to accelerate our successful fundraising campaigns to partly finance the 200 Lees and AMRC buildings. In the area of government relations, we will continue to press for adequate funding for Ontario's Francophone communities, and for increased funding for Ontario universities, including ours. We will also more closely examine the issue of the University's reputation.

Objective 5: Increase revenue from fundraising campaigns to better support University priorities; lobby the Ontario government to increase funding for our University and its Francophone mission.