

PRESIDENT'S OBJECTIVES 2023–2024

Finance, budget and administration

The University's current financial position continues to be less than ideal. First and foremost, we must respect the 2023–2024 budget, as adopted by the Board of Governors last spring. Budget-wise, 2023–2024 will be a year of transition. In terms of revenue, we hope that the Ontario government will increase its transfer payments and/or authorize an increase in tuition fees. We also hope that transfer payments for French-language education will be increased. Transition will also take place in terms of our internal budget formula, which must be adjusted to include real incentives for academic units to generate new revenue and to better manage campus spaces. Emphasis will be placed on increasing our per-student revenue, which is currently among the lowest in Ontario. Expenditures are expected to decline modestly through rationalization measures.

Following the implementation of the Workday system in May 2023, we need to continue fine-tuning this new management tool to ensure we derive maximum benefit. Lastly, following the benchmarking of administrative processes in 2022–2023, the current year will be the first for the POLARIS project. Inspired by the UNIFORUM approach carried out by numerous universities in Canada and abroad, POLARIS will seek to streamline and standardize our administrative systems in line with best practices. In the long term, the operation of each of the University's administrative services will have been reviewed. During year one of this three-year initiative, the project team will be up and running, the governance project will be in place, and the first activity sectors will have been examined and revamped.

Objective 1:

- ***Respect and implement the University's budget for the current year;***
- ***Put various budgetary measures into effect to maximize revenue;***
- ***Modify our budget approach so that both the central administration and units may revitalize their administrative management; and***
- ***Complete the implementation of Workday in an efficient manner and actively undertake the POLARIS project, aimed at transforming processes in every sector.***

Agile programs and innovative processes

In 2022–2023, we embarked on a major academic initiative to consolidate and broaden our teaching mission by emphasizing life-long learning, professional upskilling and reskilling programs, and programs that could be offered abroad in cooperation with local universities. In 2023–2024, we will gradually take action by encouraging professors to develop pedagogical initiatives using new technologies. As an extension of our academic mission, we will also be developing numerous professional and/or executive training programs, as well as innovative distance initiatives in three of our faculties.

Objective 2:

- ***Ramp up our innovation in programs that draw on new technologies in both the professional and academic sectors, and generate net profits starting this year.***

Real estate development

Numerous real estate projects will continue to demand considerable effort in 2023–2024. Construction of the new Faculty of Health Sciences building at 200 Lees will be completed. The Board of Governors will be called upon to formally approve construction of the Advanced Medical Research Centre (AMRC), with work set to begin a few months later. The campus residences file will also be reaching a critical juncture, with decisions required concerning the future of Brooks, Leblanc, Stanton and Marchand.

Objective 3:

- ***Complete construction at 200 Lees and begin construction of the AMRC; and***
- ***Develop and implement a future-based vision for campus residences.***

Research

Research continues to progress well at the University. Projects that were funded in 2022–2023 must be implemented this year to derive maximum benefit. Priority will also be given to reorganizing the research support sector. It is presently operating as it did when research generated \$250 million in revenue annually, whereas this amount has now almost doubled.

Objective 4:

- ***Implement the support necessary for major ongoing research projects and, in general, revamp processes to support our researchers more efficiently; and***
- ***Resolve difficulties related to research that arose following the implementation of Workday.***

Francophonie and international

Following the adoption last year of the University's amended Regulation on Bilingualism, its implementation will require changes in our institutional practices and procedures, as well as the development of new language training programs. At the same time, efforts will be made to better support our teaching offerings in the Windsor and Cornwall areas.

In addition, on the international front, we will have to step up our support for international students and implement an action plan for Asia. Particular attention must also be paid to the ongoing debate surrounding visas for foreign students.

Objective 5:

- ***Continue to consolidate Francophonie at the University of Ottawa and our positioning within the Ontario Francophonie; and***
- ***Continue to integrate all aspects of our international strategy.***

Development, communications and government relations

Despite the challenging financial situation, we anticipate that we will more or less be able to achieve the reIMAGINE campaign's \$500 million goal for 2023–2024. We will be stepping up our efforts to secure partial funding for 200 Lees and the Advanced Medical Research Centre, and we will be seeking one or more major donations.

In terms of government relations, the issue of adequate funding for Ontario's Francophonie, as well as funding for Ontario universities will continue to play an important role. Leadership of the University's development sector will change with the arrival of a new vice-president.

Objective 6:

- ***Increase revenues from fundraising campaigns and reach our current campaign goal.***
- ***Work to convince the Ontario government to better fund our university, including our Francophone mission, and call on the expertise of our Board members as required.***