

## President's Objectives for 2024-2025

### Security on Campus

*The issue of security on campus is particularly acute given international geopolitical events and related reactions on campus in 2023-2024. Ensuring the safety of everyone requires us to not only take immediate action, but also completely reexamine our security processes and procedures.*

#### Objective 1:

- **Manage tensions on campus, particularly those arising due to the Israeli-Palestinian conflict; ensure the security of everyone on campus and particularly members of targeted communities; prepare for the return to class in September 2024, monitor the situation closely.**
- **Continue our efforts to combat anti-Semitism and Islamophobia.**
- **Re-examine our overall approach to security and risk management: assess the current situation and visualize our current and long-term needs; develop a plan to implement this new vision.**

### Strategic planning and long-term vision

*The institution's strategic planning must be kept up-to-date and be useful. We are midway through our current strategic plan, Transformation 2030, and we need to finalize the 2025-2030 action plan and submit it to the Board.*

#### Objective 2:

- **As part of the strategic planning for Transformation 2030, submit an action plan for the next five years; this action plan will include dashboards and will align with our budgetary priorities.**

### Finances, budgets and administration

*The University's financial position continues to be challenging. However, last year we turned a corner by pressing the administration and the Board of Governors to create short- and medium-term exit strategies, even though, in the end, the Ontario government has not followed up on the various reports that recommended better funding for universities in our network. In April 2024, the Board of Governors approved a three-year budget recovery plan for the years 2024-2025 to 2026-2027, which aims to curtail the Operating Fund's operational deficit within three years. To do so, we identified three major approaches, namely: a) revenue generation; b) optimization of academic operations; and c) restructuring and optimizing our administrative services. Each of these three approaches will be progressively implemented over the next two years. Moreover, due to our results with respect to certain indicators, the MCU will be officially monitoring the University's financial performance.*

#### Objective 3:

- **Submit to the Board of Governors a detailed plan for generating additional revenue in the coming years.**

- **Submit a report to the MCU on uOttawa’s performance with respect to the indicators imposed on all universities. Report to the Board of Governors before submitting the report to the MCU.**
- **Prepare the budget for 2025-2026 to include certain changes to the current budgetary formula to encourage faculties to generate new revenue.**

## **Administrative effectiveness**

*The progressive implementation of Workday continues. In terms of administrative effectiveness, we are now focussing on the Polaris program, which aims to improve processes and procedures across all facets of the University’s administration. After two years of planning and preparation, we will launch Polaris in 2024-2025.*

### **Objective 4:**

- **Prioritize the reforms introduced by Polaris within certain volunteer units, which will result in changes to our processes, our IT tools, and skills development for our employees.**

## **Advancement**

*We will meet the goals of our fundraising campaign in 2024-2025. With the arrival of the new vice-president, advancement, we will take this opportunity to reflect on our ways of doing things in view of the next campaign.*

### **Objective 5:**

- **Close out the \$500M campaign; begin preparing for the next campaign.**
- **In cooperation with the faculties, rethink funding and advancement: propose a template for a strategic business plan.**

## **Research**

*Research at uOttawa is in flux, given the departure of the vice-president, research and innovation (VPRI). It is important to maintain our momentum in this sector.*

### **Objective 6:**

- **Appoint an interim VPRI; initiate and conclude the selection process to appoint a new VPRI.**
- **Internally, improve post-award management of research funds; develop data-driven business analysis capabilities; focus on the importance of international research (Horizon Europe, China, etc.).**

## **Government relations**

*In 2024-2025, we are likely to face elections at both the provincial and federal levels.*

### **Objective 7:**

- **Draft and negotiate with the MCU the fourth Strategic Mandate Agreement (SMA4).**
- **Position the University in light of a changing of the guard at the federal level.**
- **Finalize funding for the Advanced Medical Research Centre (AMRC).**

## **Francophonie and International**

*Despite our persistent efforts, the issue of underfunding for our Francophone programs remains unresolved. Both federal and Ontario governments continue to favour one-time funding rather than structural funding changes.*

*Moreover, on the international front, several important meetings will take place over the coming year, one of which we will host (U7+). These meetings will continue to strengthen our international position. The issue of government policies for international students will require close attention as we continue to prioritize our regional efforts in China, the Middle East and Africa.*

### **Objective 8:**

- **Propose a new case for support to improve structural funding for our Francophone activities.**
- **Continue our positioning within the Franco-Ontarian ecosystem (MCU, uSudbury, Cornwall, etc.).**
- **Continue to ensure greater visibility for uOttawa abroad, particularly in our target markets.**

## **Real estate developments**

*During this second half of 2024, the construction of the Advanced Medical Research Centre (AMRC) is proceeding apace. Our work on a general review of residences is proceeding well.*

### **Objective 9:**

- **Oversee progress on the construction of the AMRC.**
- **Follow up on requests for proposals for student residences.**

## **Succession planning**

### **Objective 10:**

- **Prepare my departure and assist in the transition to a new president.**
- **If necessary, review the structure of the CA in collaboration with the Board of Governors.**
- **Lead the processes to appoint deans for the Faculty of Arts and the Faculty of Engineering.**