

# PRESIDENT'S OBJECTIVES

## 2021–2022

The President's strategic objectives for 2021–2022 are:

1. COVID-19 CRISIS MANAGEMENT AND RETURN TO CAMPUS

Manage the COVID-19 crisis, including the coordination of all aspects of the gradual return to campus and campus safety. Manage a potential fourth wave of the pandemic. In all cases, prioritize the safety of each member of our community, while ensuring the continuity of academic and administrative affairs.

*(More sustainable: Ensure responsible and sustainable security and safety planning; Enable optimal responses to, and recovery from, adverse situations.)*

2. ISSUES AFFECTING TEACHING AND RESEARCH

Receive and follow up on the report of the Committee on Academic Freedom, chaired by the Honourable Michel Bastarache. Continue efforts to enrich the student experience. Accelerate the implementation of the new integrated approach to continuing education, career training, and executive education. Work toward the adoption of a document that clearly defines student rights and responsibilities.

*(More Agile: Optimize our program offerings and training opportunities to make them more attractive and responsive to the needs of tomorrow's generation of students, particularly the growing population of lifelong learners, thereby enabling students to complete degree programs sooner and improving retention and graduation rates while maintaining or increasing academic standards.)*

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

*(More Connected: Foster community engagement, as well as educational, research, and industrial partnerships with both the public and private sectors.)*

3. DIVERSITY, INCLUSION AND WELLNESS

Continue working to promote a campus culture of tolerance and inclusion and to eliminate systemic barriers faced by members of minority and racialized communities at the University of Ottawa. Continue implementing the recommendations of the [President's Advisory Committee on Mental Health and Wellness](#) (Kee Report, December 2020) and the recommendations of the [Indigenous Action Plan 2019–2024](#). Improve the physical and mental health support provided to students.

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

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

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

#### 4. FRANCOPHONIE

Continue to support the vitality of the Francophonie on and off campus by adopting the updated report on the role of the Francophonie at the University and by continuing to implement the [Action Plan for the Francophonie at the University of Ottawa](#) (Cardinal Report, 2018). Continue to demonstrate leadership in the field of higher education in French in Ontario and elsewhere in Canada.

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

#### 5. INTERNATIONALIZATION

Develop an integrated internationalization strategy that is aligned with institutional priorities.

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

*(More Connected: Improve and coordinate international activities in student and faculty mobility, joint programs, skills development, and community and economic development.)*

#### 6. CAMPUS DEVELOPMENT AND INFRASTRUCTURE

Ensure progress of infrastructure projects currently underway, specifically the Lees Campus, Advanced Medical Research Centre, and renovation of Roger Guindon Hall. Finalize the Capital Plan for the coming years and adopt the plan to monetize University property assets in order to meet infrastructure needs. Work on implementing 5G technology on campus and ensure a smooth rollout of the new financial and human resources management system (ERP).

*(More Sustainable: Ensure the responsible and sustainable growth of our infrastructure.)*

*(More Sustainable: Ensure the safety, sustainability and growth of campus physical infrastructure by implementing a medium- to long-term campus infrastructure renewal plan.)*

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

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

## 7. SUSTAINABILITY

Conduct an exercise to update investment portfolio guidelines and, in particular, examine the possibility of the university accelerating divestment from fossil fuels.

## 8. ADMINISTRATION

Ensure that a telework pilot project is implemented. Oversee negotiations for faculty collective agreements (APUO and APTPUO). Renew the terms of the deans of the Faculty of Education and of the Faculty of Engineering. Complete the process of recruiting a dean for the Common Law Section. Continue to guide reforms in the Communications Directorate, especially with regard to the University's reputation and the overhaul of its website.

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

*(More Agile: Use faculty recruitment, retention, and careers progress to create a culture that is optimized for 21st-century teaching and learning.)*

*(More Sustainable: 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.)*

## 9. FINANCE AND EXTERNAL RELATIONS

Ensure that the University's finances remain healthy despite challenges (tuition fee reductions and freezes, government transfer freezes) and continue to develop alternative sources of funding to ensure our financial viability.

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

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

10. GOVERNMENT RELATIONS

Strengthen ties at all levels with the federal government elected this Fall, as well as with the Government of Ontario, and in particular, with the new minister responsible for the Ministry of Colleges and Universities.

*(More Connected: Connect with local, national and global partners for research and knowledge mobilization / Develop a coordinated partnership strategy with government, civil society, and industry that supports knowledge transfer, technology development, commercialization, and corporate philanthropy.)*