



University of Regina

STUDENT AFFAIRS

2021-2025 Operational Plan

Dear Students and Colleagues,

Student Affairs is pleased to share their Operational Plan 2021-2025 with the rest of the campus, developed in response to the University of Regina's Strategic Plan 2020 -2025 *All Our Relations: kahkiyaw kiwâhkômâkaninawak*.

This operational planning document is an amalgamation of our four divisions' operational plans, which are housed within the portfolio of the Associate Vice-President (Student Affairs). The AVP (Student Affairs) is responsible for providing leadership, resources and support for the following units within Student Affairs:

- **Office of the Associate Vice-President (Student Affairs)**
 - Student Affairs Finance and Administration
 - Student Conduct
 - Sexual Violence Prevention and Response
- **Registrar's Office**
 - Academic Data and Technical Services
 - Class Scheduling and Registration
 - Academic Policy Services and Ceremonies
 - Transfer Services
- **Enrolment Services**
 - Admissions (Undergraduate, Domestic)
 - Student Recruitment and Marketing (Undergraduate, Domestic)
 - Student Awards and Financial Aid
 - Strategic Enrolment Plan oversight
- **Student Success**
 - Counselling Services
 - Centre for Student Accessibility
 - Campus For All
 - Accommodations Testing Centre
 - Career Services
 - Co-operative Education and Internships
 - Centralized Academic Advising
 - ta-tawâw Indigenous Student Centre
 - UR Guarantee
 - UR Ambassadors
 - Academic Transition Programs
 - Writing Services

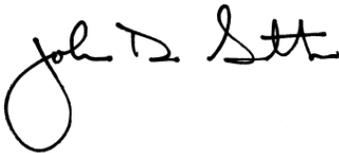
- **Student Affairs Operations**
 - Housing Services
 - Hospitality and Consumer Services
 - Residence Life
 - Community Assistant program
 - Facilities and Operations
 - University Parking Services
 - Food Services contract management
 - Campus Store contract management
 - Coca-Cola contract management
 - Vending Services contract management

These very diverse departments all exist with one goal in mind – To support our students in their journey towards a successful graduation from the University of Regina, and to contribute to their skill sets that allow them, not only to compete, but to succeed in the ever changing global community.

Student Affairs touches the lives of students from the time they are in high school and are considering further education, and then help them navigate through the winding pathway leading to graduation. We offer housing, social supports and opportunities that complement their academic studies. Student Affairs practitioners are there for celebrations and successes, and they are also there when times get tough.

This group of dedicated Student Affairs professionals is a practical and functional team that is student centric in their focus, and this operational plan will serve to guide them into incrementally increasing supports and enhanced experiences for students, while being good stewards of the monies afforded us by the University and the Province.

Sincerely,

A handwritten signature in black ink that reads "John D. Smith". The signature is written in a cursive style with a large, looping initial "J".

John D. Smith
Associate Vice-President (Student Affairs)

1 Discovery

Strengthen our connections among students, faculty, and staff.

GOAL: All students will participate in experiential learning opportunities.

OBJECTIVE: Support and facilitate effective employee and labour relations

ACTION: Develop and operationalize a data quality and integrity strategy		
Activities	Timeline	Complete
The review of all data quality pain points and identify contributing sources.	April 2022	
The identification of key reports to be developed that simplify the identification of data quality issues and data quality sources.	April 2022	
The use of performance management and training to facilitate a reduction in data quality issues.	April 2022	
Indicators of Success		
Users feel they can trust data they are looking at		
Lead	Contributors	
Registrar's Office	All staff	

ACTION: Implementation of a virtual Career Fair platform and ultimately an Experiential Learning/Work Integrated Learning platform enterprise wide.		
Activities	Timeline	Complete
Career Symplicity implemented for Careers Day 2021 to be held September 22, 2021, with over 50 exhibitors registered to date	Ongoing	
Indicators of Success		
Increased number of registered exhibitors, student attendance at events, sponsor engagement.		
Lead	Contributors	
Career Education	All staff	

ACTION: Review current /course modality taxonomy		
Activities	Timeline	Complete
Scheduling taxonomy facilities efficiency in the process of class scheduling.	Dec 2023	
Collaborate with our academic colleagues, develop a taxonomy that supports the University.	Dec 2023	
Indicators of Success		
Provides the ability to produce meaningful reports.		
Lead	Contributors	
Registrar's Office	All staff	

OBJECTIVE: Student Success

ACTION: Create and implement a strategic enrolment plan for the entire University that includes goals, strategies, and tactical work plans that include returns on investment		
Activities	Timeline	Complete
Support the creation and implementation of the Strategic Enrolment Plan by facilitating the process, participating in the planning, and implementing where appropriate	ongoing	
Reformulating the Undergraduate Awards Strategy to attract students. Developing an application for government one-time funding.	Target – Sept 22	
Advocate for the purchase and implementation of a new CRM	Target – Sept 22	
Implement a new regional recruitment plan for Prince Albert and central Saskatchewan, which consists of converting the current Saskatoon recruiter position into a coordinator, and hiring a Prince Albert region recruiter who will report to the new coordinator.	Target – Dec 21	
Indicators of Success		
A complete Strategic Enrolment Plan endorsed by University Executive team, meeting enrolment target in the plan		
Lead	Contributors	
Enrolment Services	All Staff	

ACTION: Documented Procedures/ Procedures Repository/Procedures Update Strategy		
Activities	Timeline	Complete
All staff in the Registrar’s Office will have documented procedures.	Dec 2021	
All procedures will be deposited in a specific REGO T Drive folder by functional service.	Dec 2021	
The Registrar’s Office will have a procedure update strategy in place to maintain current procedure information.	Dec 2021	
Indicators of Success		
Managers and Registrar are satisfied outcome has been achieved. The department has confidence that knowledge won’t be lost when an individual leaves the department.		
Lead	Contributors	
Registrar’s Office	All Staff	

ACTION: Continue to improve process and enrich the systems that support our services.		
Activities	Timeline	Complete
The Registrar Office will secure the necessary budget, IT resources, and RO resources to onboard the ARUCC National Network.	May 2021	
In collaboration with the University Secretariat, the Faculty of Graduate Studies and Research, and our academic colleagues, the RO will secure resources and engage in the implementation of a Curriculum and Catalogue Management System.	Dec 2024	
Implement the shopping cart functionality of Visual Schedule Builder.	Dec 2021	

The Registrar Office will submit a project feasibility request via the IT governance process to determine cost/benefit and the kind of culture changes that would be needed in order to proceed with the implementation of the Infosilem module that facilitates the production of an exam schedule.	Dec 2021	
Upon the implementation of Self-Service 9 review the software for the potential of new functionality and resources for students. Restructure the services into functional groups that are intuitive.		
Review the RO web presence in combination with Self-Service 9 to improve, enhance, and streamline our communications and processes with and for students		
Indicators of Success		
Students and Alumni are able to participate in the curating of documents via the ARUCC National Network. Students and Alumni are pleased with the ability to curate documents and can easily access services. Students can easily navigate and understand published information.		
Lead	Contributors	
Registrar's Office	All Staff	

ACTION: Create a Centralized Transfer Credit Service Unit that supports the admission of transfer students and creates efficiency in transfer credit assessment.		
Activities	Timeline	Complete
Transfer Credit Services unit will collaborate with Enrolment Services, Faculties, Academic Units, and Federated Colleges to develop a transfer student recruitment strategy.		
Transfer Credit Services will create strategies that facilitate a consistent and barrier free transfer experience that minimizes the waiting period for transfer credit assessment.		
Transfer Credit Services will identify tools and strategies that enhance the visibility of transfer opportunities at the University of Regina.		
Transfer Credit Services will develop tools that report on transfer student outcomes, measure the success of transfer students and the value transfer students add. Tools will be reviewed on a continuous basis to facilitate improvement.	Ongoing	
Indicators of Success		
Increase the conversion rate of transfer students, create a consistent and barrier free transfer experience, enhance the visibility of transfer opportunities, create of tools that inform outcomes, student success, and institutional value, provide efficiency and effectiveness in process.		
Lead	Contributors	
Registrar's Office	All Staff	

ACTION: Prioritize the investigation of current retention and graduation rates of undergraduate and graduate students and identify tangible activities to increase these rates/ Create and implement a retention plan for students that includes specific strategies for increasing retention and graduation rates, prioritizes student success programs, and identifies students who would benefit the most from interventions.		
Activities	Timeline	Complete
Improve communication during the admissions process, including automation and personalization, quicker turnaround times and ensure we use technology to make our processes as efficient as possible. This is contingent on the implementation of a new SRM	Ongoing	
Increase financial literacy amongst students, increase participation at scholarship workshops, offer more scholarship and loan support to all students, and improve	Ongoing	

Review and improve admissions requirements	September 2022	
Reformulating the Undergraduate Awards Strategy to increase retention of students. This is contingent on receiving increased funding for the Undergraduate Awards Strategy.	September 2022	
Participate in the creation and implementation of a Retention Plan	Ongoing	
Participate in the planning and execution of Orientation activities	Ongoing	
Lobby the government for improvements to student loans processes	Ongoing	
Improve the information available to students about their notice of assessments – FAQ sheet and video	December 2021	
Indicators of Success		
Increased retention rates, completion of the projects		
Lead	Contributors	
Enrolment Services	All Enrolment Services Staff	

ACTION: Create a first-year housing experience program (UR Priority) to support our incoming students. The program will support students in four areas: Social Engagement, Academic Supports, Life Skills and Personal Wellbeing.		
Activities	Timeline	Complete
Support in the design and creation of UR Priority.	Ongoing	
Design curriculum and learning outcomes to guide the programming aspects of the program.	Ongoing	
Design marketing materials to encourage students to live on-campus.	2022	
Indicators of Success		
Increased occupancy levels in Housing and increased student retention rates for first year students.		
Lead	Contributors	
Residence Life & Housing Services	Enrolment Services, UR International and Student Success Services	

ACTIONS: Create curriculum to guide the programming and learning outcomes for our living-learning communities.		
Activities	Timeline	Complete
Create specific curriculum for each LLC.	Fall 2021	
Use curriculum to guide programming and obtain learning outcomes.	Ongoing	
Indicators of Success		
Increased retention rates, increased GPAs, increased satisfaction living on-campus.		
Lead	Contributors	
Residence Life	Residence Life and Housing Services Staff	

ACTION: Provide opportunities for students to participate in experiential learning opportunities (life skills).		
Activities	Timeline	Complete
Work with Residence Life team to create videos and prepare written materials that enhance learning opportunities outside of the classroom (i.e. safe cooking, cleaning tips, laundry).	2022-2023	
Indicators of Success		
Video links and written materials posted on the Housing website.		
Lead	Contributors	
Housing Facilities	Facilities and Residence Life Staff	

ACTION: Develop customer feedback mechanisms		
Activities	Timeline	Complete
Pop-up questions based website location.	2022 Q2	
Create and implement a website feedback page.	2022 Q2	
Create and implement a yearly parking services survey.	2022 Q2	
Indicators of Success		
University Community comments and participation.		
Lead	Contributors	
Parking Services	Parking Services team, Marketing Coordinator	

ACTION: Encourage Follett to seek out new learning technology and vendors who can better serve students that are working remotely in countries that are not supported by existing options. (E-Pub format w/ Redshelf)		
Activities	Timeline	Complete
Hospitality & Consumer Services Manager to discuss with Follett.	Annually	
Indicators of Success		
More resources are available out of country		
Lead	Contributors	
Hospitality & Consumer Services	All Staff	

OBJECTIVE: Internationalization

ACTION: Create a diverse and inclusive community through targeted recruitment and support of students, faculty, and staff.		
Activities	Timeline	Complete
Liaise with community organizations to form partnerships – new Canadians	December 2021	
Make information more accessible on website and in print materials, including the creation of an admissions checklist – new Canadians	December 2021	
Ensure diversity in photo shoots, testimonials, publications, etc. – improving representation	Ongoing	

Hiring practices – targeted recruitment that improves representation including hiring international students	Ongoing	
Help new Canadians access funding for education	Ongoing	
Indicators of Success		
Increased number of first-year new Canadian students, increased number of international student assistants		
Lead	Contributors	
Enrolment Services	All Staff	

ACTION: Create a diverse and inclusive community through targeted recruitment and support of our students and staff.		
Activities	Timeline	Complete
Hiring practices – targeted recruitment that improves representation including hiring international students (community assistants, Resident Assistants, Residence Life Coordinators and CUPE Casual students for all areas)	Ongoing	
Make information more accessible on website and in print materials, including translating some of our materials.	Ongoing	
Ensure diversity in photo shoots, testimonials, publications, etc. – improving representation	Ongoing	
Partnership with UR International on programming and support for our international students	Ongoing	
Indicators of Success		
Increased number of international students living on-campus and increased employment opportunities for international students and staff.		
Lead	Contributors	
Housing Services	All Staff	

ACTION: Create a diverse and inclusive community through targeted recruitment and support of students.		
Activities	Timeline	Complete
Provide employment opportunities for International students.	Ongoing	
Improve room inspection process.	Fall 2022	
Indicators of Success		
Increased number of International students working in Housing Facilities.		
Lead	Contributors	
Housing Facilities	All Staff	

ACTION: Create and implement a strategic multilingual communication plan with the purpose of embracing Canada's diversity		
Activities	Timeline	Complete
Develop and implement a multilingual communication plan.	Ongoing	
Create English and French display banners.	2021 Q4	

Create and display multilingual French TV slides.	Ongoing	
Create and display multilingual Indigenous TV slides.	Ongoing	
Create and display multilingual TV slides in miscellaneous languages.	Ongoing	
Create and publish a multilingual Parking Services Newsletter.	2021 Q4	
Create and publish a multilingual virtual handbook (French/English).	2021 Q4	
Create and publish virtual tours of parking relating information.	2022 Q2	
Indicators of Success		
University Community positive comments and participation.		
Lead	Contributors	
Parking Services	All Parking Services, Marketing Coordinator	

ACTION: Encourage Follett to work with on-campus groups to hire Indigenous and International students.		
Activities	Timeline	Complete
Hospitality and Consumer Services Manager to discuss a plan with Follett	Annually	
Indicators of Success		
Increased International and Indigenous students employed at the Store.		
Lead	Contributors	
Hospitality & Consumer Services	All Staff	

2 Truth & Reconciliation

Strengthen connections with our past, present, and future.

GOAL: Take significant action on the Truth and Reconciliation Commission's (TRC) Calls to Action relevant to post-secondary education.

OBJECTIVE: Improve supports for Indigenous students

ACTION: Create opportunities and enhance student success by increasing availability of academic and student supports that are relevant, culturally affirming, and innovative		
Activities	Timeline	Complete
Work with more closely with FNUniv and institutions in SK that have a high Indigenous populations of students – assign a recruiter to work with and meet with these institutions	Ongoing	
Showcase Indigenous culture at recruitment events and in publications, photos, etc	Ongoing	
Promotions for reduced application fees for Indigenous students	Ongoing	
Targeted recruitment events/travel for Indigenous students	Ongoing	

Targeted information and communications for Indigenous student		Ongoing	
Partner with ta-tawâw Student Centre to offer workshops, orientation sessions, etc. for Indigenous students		Ongoing	
Indicators of Success			
Increased number of new Indigenous students,			
Lead		Contributors	
Enrolment Services		All Staff	

ACTION: Commit to stable and diverse presence of Elders and knowledge keepers.			
Activities		Timeline	Complete
Enrolment Services team to meet with Knowledge Keeper and Advisory Circle for advice and feedback.		June 2021	
Indicators of Success			
Meeting complete			
Lead		Contributors	
Enrolment Services		All Staff	

ACTION: Create opportunities and enhance student success by increasing availability of academic and student supports that are relevant, culturally affirming, and innovative.			
Activities		Timeline	Complete
Incorporate Indigenous culture into programming (specific events and Neekaneewak living-learning community), and building design (smudging rooms, art work and		Ongoing	
Create promotions and communications for Housing supports for Indigenous students (Indigenous Housing Award).		Ongoing	
Create communication plan for outreach with Post-Secondary Coordinators and continue to create targeted information and communications for Indigenous students.		Ongoing	
Strengthen our partnership with ta-tawâw Student Centre to offer more workshops, events and supports for Indigenous students living on-campus.		2021-2023	
Indicators of Success			
Grow participation in Neekaneewak LLC, increased number of Indigenous students living on-campus, increased student success of our Indigenous students living on-campus.			
Lead		Contributors	
Housing Services & Residence Life		All Staff	

ACTION: Increase Indigenous representative leadership and workforce			
Activities		Timeline	Complete
Hiring practices – targeted recruitment that improves representation including hiring Indigenous staff and students (community assistants, Resident Assistants, Residence Life Coordinators and CUPE Casual students for all areas).		Ongoing	
Indicators of Success			
Increase number of self-declared Indigenous staff.			

Lead	Contributors
Hospitality & Housing Services	All Staff

ACTION: Create opportunities for all learners to learn and engage with Indigenous ways of knowing and being.		
Activities	Timeline	Complete
Incorporate Indigenous ways of knowing and being into more of our general residence programming open to all residents.	Fall 2021	
Indicators of Success		
Increased Indigenous events and programming that all residents can participate in. Higher number of attendees at events.		
Lead	Contributors	
Residence Life	All Staff	

ACTION: Encourage Follett to provide/grow a Band Sponsorship Program that is user friendly and simple for both the students and the bands that sponsor them.		
Activities	Timeline	Complete
Hospitality & Consumer Services Manager to work with Follett	Ongoing	
Indicators of Success		
Sponsored student report a seamless process and more sponsor students attending the University of Regina.		
Lead	Contributors	
Hospitality & Consumer Services	All Staff	

ACTION: Secure funding for enhanced Indigenous programming via the Neekaneewak Leadership Initiative (NLI) and Full Circle Summer Internship Program (FCSI).		
Activities	Timeline	Complete
\$500K secured from RBC in addition to \$150K previously secured from Enbridge Inc., totaling \$650K in the past calendar year. Currently in final stages of providing proposal for an additional \$250K from RBC.	Current	
Indicators of Success		
Implementing enhanced programming for Indigenous students with above resources that develop personal, academic, professional and cultural leadership skills via NLI. Increased student participation in FCSI. Successful career outcomes for Indigenous graduates.		
Lead	Contributors	
ta-tawâw Student Centre, Student Success	ta-tawâw Student Centre staff, Kokum, students, Indigenous Career Advisor	

OBJECTIVE: Incorporate Indigenous ways of knowing into the student services we provide.

ACTION: All student affairs staff complete the Four Seasons of Reconciliation program.		
Activities	Timeline	Complete
Update onboarding for new employees to take 4 Seasons of Reconciliation training.	2020 Q4	
Develop a tool on the purpose, why and how to deliver authentic land acknowledgements; teach SA employees the importance of using land acknowledgements.	2021 Q2	

Participate in working group to increase usage of 4 Seasons of Reconciliation across campus.		ongoing	
Gather and track completion certificates for all SA employees.		2021 Q4	
Indicators of Success			
Increased number of completions.			
Lead		Contributors	
Student Affairs		All Student Affairs Staff	

ACTION: Enhance professional development opportunities and supports for units and faculties to learn to Indigenize and decolonize pedagogy, curricula, policies, procedures, and processes.			
Activities		Timeline	Complete
Encourage all staff to complete Four Seasons of Reconciliation		Ongoing	
Seek out additional webinars or learning opportunities for our student staff and full-time staff.		Ongoing	
Indicators of Success			
Want all staff to complete the training.			
Lead		Contributors	
Student Affairs		All Student Affairs Staff	

3 Well-Being & Belonging

Strengthen connections with ourselves.

GOAL: Assess, adopt, implement, and improve student thriving metrics.

OBJECTIVE: Equity, Diversity, and Inclusion (EDI)

ACTION: Review and renew policies to ensure the use of inclusive language.			
Activities			
Review and update admissions policies to ensure use of inclusive language		February 2022	
Review and update forms and publications to ensure the use of inclusive language		February 2022	
Ensure that our communications use the name students go by rather than deadnames		February 2022	
Indicators of Success			
Improved language in our policies, forms, publications and communications to our students and guests.			
Lead		Contributors	
Enrolment Services, Housing & Hospitality		All Staff	

ACTION: Review current data Standards		
Activities	Timeline	Complete
A complete review of data standards, data validation, inconsistent data formatting, and variances in how we define data components (program codes, etc.)	Dec 2022	
Indicators of Success		
Staff time spent correcting data entry errors has been reduced.		
Lead	Contributors	
Registrar's Office	All Staff	

ACTION: Create an inclusive, welcoming, and healthy environment and culture in the Registrar's Office		
Activities	Timeline	Complete
The RO will develop a departmental EDI statement	Dec 2020	
The RO will develop an EDI strategy that promotes the principles of EDI in our workplace	April 2020	
Indicators of Success		
Staff in the RO have clear direction on the future state of EDI in the RO.		
Lead	Contributors	
Registrar's Office		

ACTION: Provide EDI- specific training and workshops.		
Activities	Timeline	Complete
Develop EDI journey training for faculty and staff.	Ongoing	
Encourage staff to attend events that celebrate inclusivity and diversity as part of their work time with manager approval	Ongoing	
Ensure staff have the technology (access to computers) and time at work to participate in the training opportunities and workshops.	Ongoing	
Encourage student staff and full-time staff members to participate in LGBTQ2S+ training	Ongoing	
Indicators of Success		
Increased participation in EDI initiatives.		
Lead	Contributors	
Enrolment, Student Affairs Operations	All staff	

ACTION: Develop comprehensive recruitment and retention plans for achieving and sustaining parity of underrepresented groups on campus.		
Activities	Timeline	Complete
Grow our partnership with UR Pride Centre for Sexuality and Gender Diversity.	Ongoing	

Increase applications to our Colorful Campus Housing initiative.		2025	
Indicators of Success			
Increased supports, welcoming housing options and programming for our LGBTQ2S+ community.			
Lead		Contributors	
Housing & Residence Life		All Staff	

ACTION: Review and revise Parking Services processes, operational/supporting/management, to ensure the use of inclusive language.			
Activities		Timeline	Complete
Ensure University revamped Parking Services websites use inclusive language and photography		2022 Q2	
Audit forms, manuals and media to ensure the use of inclusive language		2023	
Indicators of Success			
Parking Services meets University of Regina standards			
Lead		Contributors	
Parking Services		All Staff	

ACTION: Open the Accommodations Test Centre (ATC) for in person examinations.			
Activities		Timeline	Complete
Hire schedulers and train well in advance of planned opening of the space. Confirm all processes for administration of tests.		Fall 2021 term	Fall 2021 term
Indicators of Success			
Scheduler positions posted and interviews occurring. Success will be achieved with the full opening of space.			
Lead		Contributors	
Student Success, ATC		ATC Staff	

ACTION: Education for staff/Follett staff concerning traditional lands the University is located and why it is an important topic that must be addressed.			
Activities		Timeline	Complete
Develop a training plan with Follett.		2024	
Indicators of Success			
Follett staff are culturally appropriate and understanding.			
Lead		Contributors	
Hospitality & Consumer Services			

OBJECTIVE: Healthy Living

ACTION: Identify and reduce barriers to fitness and wellness adoption by stakeholders.		
Activities	Timeline	Complete
Encourage staff to take breaks	Ongoing	
Managers need to define reasonable expectations so staff do not feel unreasonable pressure	Ongoing	
Improve sense of belonging during staff functions	Ongoing	
Ensure the return-to-work plan is well thought-out and considers the health and well-being of our team	Ongoing	
Encourage staff to participate as a team in wellness initiatives ex. ES 5k team, Wellness Wednesdays	Ongoing	
Offer and support flexibility in scheduling to staff members where appropriate	Ongoing	
Encourage staff to demonstrate a respectful, civil and positive demeanor.	Ongoing	
Work with University Food Services to ensure high quality and affordable food options are available on-campus for our residents, faculty and staff.	Ongoing	
Purchase fitness equipment for residents to use within housing spaces.	Ongoing	
Create student programming that encourages healthy life styles and fitness (such as intramural groups, skiing, bowling, kayaking, canoeing, etc).	Ongoing	
Indicators of Success		
Better Staff morale, Less sick days, healthier and happier residents.		
Lead	Contributors	
Enrolment Services, Student Affairs Operations	All Staff	

ACTION: Improve affordability of campus life through the provision of affordable and high-quality food, and evaluating other costs for students, faculty, and staff.		
Activities	Timeline	Complete
Continue to offer financial support such as the emergency bursary to continuing students and housing awards to new students	Ongoing	
Partnership with URSU to encourage and inform residents to participate in Good Food Box.	Ongoing	
Programming that provides free or discounted food (if/when SHA allows)	Ongoing	
Continue grocery bus partnership for residents (when SHA allows) and create a grocery delivery partnership.	Ongoing	
Continue to have a supply of food available in emergency situations.	Ongoing	
Work with University Food Services to ensure high quality and affordable food options are available on-campus for our residents, faculty and staff.	Ongoing	
Indicators of Success		
Satisfied students, staff and faculty		

Lead	Contributors
Enrolment Services, Housing Services	University Food Services, URSU, Hospitality Services and Enrolment Staff

ACTION: Educate and provide opportunities to learn new skills around healthy living.		
Activities	Timeline	Complete
Create programming for residents to learn about healthy living (such as visits to grocery store with a nutritionist).	Ongoing	
Provide programming specifically teaching residents how to cook low cost, healthy meals.	Ongoing	
Indicators of Success		
Increased healthy lifestyles of our residents.		
Lead	Contributors	
Residence Life	University Food Services, Hospitality Services	

ACTION: Provide clean and inviting spaces to live.		
Activities	Timeline	Complete
Conduct regular inspections of occupied and vacant spaces.	Ongoing	
Schedule preventative maintenance work in vacant spaces.	Ongoing	
Upgrade and renovate spaces as needed.	Ongoing	
Indicators of Success		
Providing positive spaces that encourage wellbeing of our students and guests.		
Lead	Contributors	
Housing Facilities	All Housing Facilities Staff, Facilities Management	

ACTION: Adhere to evolving post-secondary mental health standards and best practices including the signing of the Okanagan Charter.		
Activities	Timeline	Complete
Complete internal review of Counselling Services in relation to evolving Canadian post-secondary mental health standards.	Summer 2021 term	Completed
Meet with President Keshen to follow up on briefing provided on Okanagan Charter.	Fall 2021 term	Fall 2021 term
President Keshen signs on to Okanagan Charter on behalf of the University.	Fall 2021 term	Fall 2021 term
Indicators of Success		
Follow through with commitments to initiatives contained in Okanagan Charter. Providing positive spaces that encourage wellbeing of our students and guests.		
Lead	Contributors	
Counselling Services	Counselling Services, Health, Safety & Wellness	

OBJECTIVE: Mental Health Literacy and Research

ACTION: Strengthen and support actions for mental health literacy and a comprehensive mental health strategy.		
Activities	Timeline	Complete
Support the need for mental health breaks	Ongoing	
Encourage staff to participate in Mental Wellness Hub offerings/ access the support when of the hub when needed	Ongoing	
Managers check-in with staff regularly	Ongoing	
Support the need for mental health breaks after a particularly difficult customer contact		
Events that assist in reducing stress, anxiety and depression for residents (group counselling, training, calming activities, etc).	Ongoing	
Mental Health First Aid training for staff and residents.	2023	
Creation of a housing mental health strategy plan/timeline.	2024	
Indicators of Success		
Better productivity, staff report better mental health, no stress leaves, higher staff morale, reduced suicidal ideologies with residents, higher academic success with residents.		
Lead	Contributors	
Enrolment Services, Student Affairs Operations	All Staff	

OBJECTIVE: Knowledge Preservation and Knowledge Transfer

ACTION: Development of the Registrar’s Office Cross Training and Professional Development Plan.		
Activities	Timeline	Complete
Develop a cross training plan that facilitates staff learning and ensures knowledge gaps are closed.	April 2022	
Indicators of Success		
Staff feel supported in their roles and have clear goals for development. Staff are engaged in professional development opportunities. The department has confidence that knowledge won’t be lost when an individual leaves the department.		
Lead	Contributors	
Registrar’s Office	All staff	

ACTION: Documented Procedures/ Procedures Repository/Procedures Update Strategy		
Activities	Timeline	Complete
All staff in the Registrar’s Office will have documented procedures.	Dec 2021	
All procedures will be deposited in a specific REGO T Drive folder by functional service.	Dec 2021	
The Registrar’s Office will have a procedure update strategy in place to maintain current procedure information.	Dec 2021	

Indicators of Success	
Managers and Registrar are satisfied outcome has been achieved. The department has confidence that knowledge won't be lost when an individual leaves the department.	
Lead	Contributors
Registrar's Office	All Staff

OBJECTIVE: Organizational Structure

ACTION: Peer Review within the Registrar Office		
Activities	Timeline	Complete
Engage in a peer review to look at systems, services, organizational structure, and leadership.	April 2022	
Indicators of Success		
Staff workloads are manageable. Service standards are maintained and/or exceeded. Associate Registrars are confident in their ability to manage the department or specific functional areas. Key unit staff are confident in their ability to manage functions.		
Lead	Contributors	
Registrar's Office	All staff	

ACTION: Review the Registrar Office organization structure		
Activities	Timeline	Complete
RO will undergo an organizational structure review to ensure that the operational requirements of the department are fully supported. The review will look at the potential restructuring of positions, functional units, cross training, and the sharing of knowledge.	June 2022	
Indicators of Success		
Staff workloads are manageable. Service standards are maintained and/or exceeded. Associate Registrars are confident in their ability to manage the department or specific functional areas. Key unit staff are confident in their ability to manage functions.		
Lead	Contributors	
Registrar's Office	All staff	

ACTION: Develop a management team succession plan within the Registrar Office		
Activities	Timeline	Complete
The Registrar, Associate Registrars, and Managers will have identified key competencies and resources for succession planning and have plans in place for coaching and mentoring for career goals.	April 2022	
Indicators of Success		
Key unit staff are confident in their ability to manage functions. Key unit staff have clear insight into the kind of education and professional development they need to pursue to achieve career goals. Career laddering takes place.		
Lead	Contributors	
Registrar's Office	All staff	

4 Environment & Climate Action

Strengthen connections with our environment.

GOAL: 25% reduction in our ecological footprint.

OBJECTIVE: Reduction in production of waste and consumption of water

ACTION: Consider all discovery (teaching and research) activities in terms of their impact on the environment		
Activities	Timeline	Complete
Electronic admissions packages, Electronic Brochures, Handbooks and Contracts with students , residents, and guests	Ongoing	
CRM	Ongoing	
Being more mindful of the environment when ordering promotional items and publications	Ongoing	
Buy compostable cutlery	Ongoing	
More virtual events as these are sustainable	Ongoing	
Email receipts and account statements instead of printing	Ongoing	
Develop communication materials encouraging students and guests to wash clothes in cold	2022	
Housing Facilities will make upgrades to LED lighting in on campus buildings.	Ongoing	
Housing Facilities will work with Facilities Management to improve efficiencies in utilities.	Ongoing	
Housing Facilities will unplug appliances in vacant spaces to improve energy efficiencies.	Ongoing	
Work with University Food Services to reduce food waste and purchase items that are compostable (where possible)	Ongoing	
Parking lot surface water runoff – develop a plan with Facilities Management.	2022 Q3	
Reduce the amount of power used in the offices	Ongoing	
Indicators of Success		
Less paper processes, less food waste, more environmentally friendly items. Parking Services will have a plan in place to reduce the runoff over the next 10 years.		
Lead	Contributors	
Enrolment Services, Student Affairs Operations	All Staff	

ACTION: Monitor and reduce water consumption rates on campus		
Activities	Timeline	Complete
Create specific communications and promotions to encourage residents to reduce water consumption while living on-campus.	2022	

Create programs and promotions (similar to hotels) to encourage guests to change linens less frequently (every other day instead of daily) to reduce water consumption for laundry.		Winter 2022	
Indicators of Success			
Reduce overall water consumption for residents and guests.			
Lead		Contributors	
Residence Life & Hospitality Services		All Staff	

ACTION: Encourage Follett to offer more options via digital platforms to help decrease the Campus Store environmental footprint caused by shipping back and forth, reliance on paper products etc.			
Activities		Timeline	Complete
Hospitality & Consumer Services manager to work with Follett.		Annually	
Indicators of Success			
More digital options, less book shelves used in the Store.			
Lead		Contributors	
Hospitality & Consumer Services		All Staff	

OBJECTIVE: Reduce greenhouse gas (GHG) emissions.

ACTION: Encourage ecologically sustainable travel and support virtual access to conferences and gatherings.			
Activities		Timeline	Complete
Carpool – Restart the carpool program.		2022 Q1	
Rideshare – Research and Plan an implementation program.		2022 Q2	
Transportation Network Companies – Research impact on our campuses.		2022 Q2	
Bike rental program – Restart our rental program.		2021 Q4	
Bike locker rentals – Research, plan & implement.		2022 Q2	
Parking lot construction materials – Research & budget alternatives over the next ten years.		2022 Q2	
Parking space app locator – Research and budget implementation.		2022 Q2	
Electric Vehicle charging station – Implement.		2022 Q2	
Indicators of Success			
Customer participation and positive engagement in programs			
Lead		Contributors	
Parking Services		Parking Services Assistant Managers	

5 Impact and Identity

Strengthen connections with communities.

GOAL: Measure and improve recognized comprehensive impact of University activities.

OBJECTIVE: Broaden Partnerships/Institutional Identity/Social Impact

ACTION: Elevate the University's reputation as a philanthropic institution, economic driver and industry partner by promoting our role and enhancing the ability of our partners to innovate, create, and inspire the leaders of tomorrow.		
Activities	Timeline	Complete
Strengthen and seek out new partnerships and contracts to bring more groups and events to campus.	Ongoing	
Seek local off-campus partners for programming and student supports (new grocery delivery program).	Ongoing	
Indicators of Success		
Additional contracts, partnerships and events.		
Lead	Contributors	
Residence Life and Hospitality Services	All Staff	

OBJECTIVE: Institutional Identity

ACTION: Develop a plan to enhance the University's reputation through communication and internalization of the identified characteristics and strengths.		
Activities	Timeline	Complete
Continue collaboration with University partners (University Advancement and Communications, Enrolment, UR International, Student Success and etc.) and explore how to work better together	Ongoing	
Work toward consistent branding of all Student Affairs units	Ongoing	
Provide excellent personalized customer service at the recruitment and admissions stage including enrolment counselling, quick turnover of applications, recruitment activities, seamless processes, accurate and engaging communications.	Ongoing	
Improve customer service to our guests (events and accommodations) by seeking customer feedback initiatives, improving technological systems	Ongoing	
More involved/influence over overall marketing	Ongoing	
Indicators of Success		
Increased satisfaction of our guests and students, Increased enrolment, branding consistency, quality and proven marketing		

Lead	Contributors
Enrolment Services, Housing and Hospitality	All Staff

ACTION: Create an enhanced and ongoing presence on social media platforms		
Activities	Timeline	Complete
Work with University Advancement and Communications to create a more sustainable social media strategy/ part of the RNL project	June 2022	
Indicators of Success		
Social Media Strategy for the university with ES' role well-defined		
Lead	Contributors	
Enrolment Services	All Staff	

ACTION: Create an enhanced and ongoing presence on social media platforms		
Activities	Timeline	Complete
Continue to grow our social medial following and engagement.	Ongoing	
Enhance our social media presence as a means for parents and supporters to engage with Housing and their students.	2024	
Indicators of Success		
Increased followers and engagement.		
Lead	Contributors	
Housing and Residence Life Management	All Staff	

ACTION: Cultivate pride of place.		
Activities	Timeline	Complete
Ensure all parking infrastructure is maintained and functional.	Ongoing	
Indicators of Success		
Positive customer feedback.		
Lead	Contributors	
Parking Services	Parking Facilities team	

OBJECTIVE: Social Impact

ACTION: Harness the institution’s assets to support our communities, via open resources and data, training highly qualified employees, making spaces and infrastructure available for use, etc.		
Activities	Timeline	Complete
Develop a parking policy, procedures and processes for equitable use of parking infrastructure.	Ongoing	
Indicators of Success		
Positive customer feedback.		
Lead	Contributors	
Parking Services	All Staff	