



**University Advancement and Communications**

Strategic Plan

2020 – 2025

**ENHANCE | ENGAGE | ADVANCE**

## OUR VISION

University Advancement and Communications (UAC) aspires to be viewed as an essential service within the University community.

Our engaged and collaborative staff are recognized as leaders in marketing, communications and advancement services. They are known for the valuable service they provide to our communities, and are acknowledged for the significant revenue source they generate to strategically advance University priorities.

## OUR MANDATE

UAC exists to provide services that further both the institutional and individual faculty and administrative units' mandates. Our efforts are driven by the needs of our internal stakeholders as well as the interests and expectations of our external stakeholders, with a focus on achieving alignment between internal needs and external interests. UAC's mandate can be summarized in three words:

**ENHANCE | ENGAGE | ADVANCE**

Everything we do must result in at least one of these three outcomes, which are described in more detail below:

### ENHANCE

Through our collective efforts to promote the University and communicate important information to stakeholders, UAC enhances the University's reputation, builds pride in the University, and improves the overall experience that students, faculty, staff and stakeholders have with the University.

### ENGAGE

As individuals and as a unit, we engage with our communities. We listen to perspectives, tap into passions, and align our stakeholder's needs with opportunities. UAC brings the University's stakeholder communities together to accomplish common goals.

### ADVANCE

Through the relationships that we develop and steward, we create opportunities to build interest and pride in the University, and acquire resources to advance the University's mission of teaching, research and public service.

## OUR VALUES

We hold ourselves to a high standard, operating with honesty, integrity and mutual respect in all our interactions with others

Teamwork and inclusion are at the heart of what we do

Excellence drives us to become viewed as an essential service that adds value to the Institution.

## WHO WE ARE

University Advancement and Communications team members:

### *are committed and passionate;*

We believe in the power of education to improve the lives of individuals and benefit the community, and are committed to strengthening the mandate of the University and its Faculties and Administrative units.

### *communicate and collaborate;*

We recognize the power achieved through common understanding and shared information, and the potential achieved when ideas from multiple people and insights from various practices are harnessed.

### *hold ourselves to high standards;*

We recognize and value the trust that our communities place in us. We are accountable for our actions, operate with the highest integrity, and always strive for excellence.

### *are creative and courageous;*

When faced with obstacles, we lead with integrity and take the path less travelled. We are not afraid to think outside the box and see opportunities where others may not.

### *are resilient;*

We recognize that not all efforts will be successful but we will persist and demonstrate adaptability in the face of adversity. We fall six times and stand up seven, never giving up on reaching our goals.

### *are family.*

We are related by affinity. As members of the Advancement and Communications family, we support one another; we create a safe environment filled with people you can count on; we respect each other; are accountable to each other; and care about one another. We enjoy each other's company. And, we succeed and fail together.

## OUR KEY AUDIENCES

The University of Regina has numerous key stakeholders that are either currently engaged with the institution or with whom we want to engage. UAC, representing the University and all of its faculties and administrative units, is required to pay attention to and engage with all of them. UAC's primary stakeholders can be categorized into six key audience groups:

- **Prospective Students and Guardians**
- **Current Students and Alumni**
- **Donors**
- **Faculty and Staff**
- **Communities** (i.e. chambers of commerce, associations, not for profits, Boards of Education, special interest groups, the community at large, and actual communities – towns, cities, first nations communities, other Saskatchewan locations etc.)
- **Government** (all levels)

In all of our interactions with these audiences, our desire is to achieve a common and consistent outcome for all members of that audience. This desired outcome, then, serves to help guide the development of our communications, marketing, development and alumni and community engagement efforts. In all that we do, our efforts should be directed toward the achievement of the following desired outcomes for each member of the listed audiences.

### *If we are effective in what we do:*

- **Prospective Students and Guardians**  
will be informed about, engaged with, and motivated to select the University of Regina as their post-secondary institution of choice.
- **Current Students and Alumni**  
will be so proud of their connection to the University that they feel inspired to share their time, talent and treasures with the institution.
- **Donors**  
will be inspired to give and will trust the University to maximize the impact that their contribution will have on our students, the institution and the larger community.
- **Faculty and Staff**  
will partner with UAC to build pride in the institution and advance collective priorities.
- **Communities**  
will want to interact with the University of Regina, will see it as “their” University and will be invested in its success.
- **Government**  
will see us as a partner and economic and social driver who supports their mandate and will be invested in our success.

## OUR 2021 – 2025 OPERATIONAL PLAN

UAC's operational plan has the University of Regina's Strategic Plan as its foundation. Our efforts and focus are structured to help fulfill the Institution's strategic plan's desired outcomes. This document outlines the entire unit's focus (i.e. objectives at the AVP level). Specific initiatives and tactics for each of the UAC's departments (i.e. Communications and Marketing, Advancement – Development and Alumni and Community Engagement, and the Finance and Administrative Services team) will be created by those teams. This document is a living document and will be reviewed and updated annually. The current focus is on 2021 – 2022.

## UAC OVERARCHING GOALS AND OBJECTIVES 2021-2022

### Goal 1: Enhance the University's reputation as it relates to the academic mission of teaching, research and community service.

2021-25: In collaboration with the Associate Vice President Research (AVPR) Office, develop and implement a national communications strategy to promote U of R research (implement by June 30, 2021; strategy is 4 years).

2021-25: Develop and implement a community partnership strategy that focuses on Indigenous communities in Northern Saskatchewan and both rural and Indigenous communities in southern Saskatchewan that increase partnerships between the U of R and select communities, alumni and industry. Development of the Strategy will be complete in 2021-22, with implementation to follow.

2021-23: Focus on promoting the University as a diverse, inclusive and welcoming institution, and provide others with the resources to do the same:

- In collaboration with the Equity, Diversity and Inclusion (EDI) Research Office and Human Resources, create and launch a new guide for inclusive language in campus communications by June 30, 2021.
- Audit the University's website and marketing materials by June 30, 2021 to ensure they are focused on EDI and represent our campus community accurately.
- Expand and redevelop the You Belong Here Campaign to enhance the University's reputation as a leader in EDI, accessibility, and bullying prevention through communications, events and partnerships in 2021-2023.

2021-25: Commit to the presence of elders and knowledge keepers at University events.

2022-23: Explore the expansion of the ILF brand to maximize year round impact and alignment with engagement strategies.

2021-22: Support the implementation of a University community/social impact survey plan around community priorities and promotion of University faculty and staff lead activities.

## **Goal 2: Establish University Advancement and Communications as a trusted partner and critical investment for the campus community.**

2020-22: Enhance integration of data systems efforts to collect alumni and student contact information working closely with the Registrar's office to increase the scope of information available detailing student experiences.

2020-21: Complete the data management project and roll out training to all staff by March 2021.

2020-25: Establish and maintain Data Governance Committee that will oversee the consistency of data within RE NXT. Also ensure transparency and collaboration is maintained throughout all UAC units.

2020-22: Finalize the plan for the office expansion to the main floor of Paskwaw Tower.

2020-21: Undertake the development of a refreshed employee onboarding process for UAC.

2021-22: Work with HR to enhance the University's onboarding process, as well as communication related to new employee orientation. UAC intends to be included in HR's "New Faculty and Staff Orientation" sessions, to promote our work and establish our position as an institutional support.

2020-21: Design and implement a new comprehensive activity management process within UAC.

2021-22: Roll out new processes for the campus community to request communications and marketing services, including:

- The development and implementation of new marketing planning and creative brief forms to be utilized by UAC and campus partners in 2021.
- A standardized form for researchers in 2021.
- A standardized video request form in 2021.

2020-25: Ensure the culture in UAC aligns with goals outlined within the strategic plan related to EDI and Indigenization, including:

- Looking for opportunities to increase Indigenous representation within UAC.
- Encouraging all UAC staff members complete the 4 Seasons of Reconciliation training and include this in future hire's orientation requirements.
- Providing all UAC staff the opportunity to undertake training related to inclusive communications.

2021-25: Promote fitness, wellness, and mental health habits within the UAC team.

### **Goal 3: Advance University priorities by building pride and facilitating philanthropy.**

2021-24: Plan the 50th Anniversary of the University of Regina.

2020-21: Plan and implement the communications strategy for the introduction of the new President.

2021-22: Create an “Alum from Day One” pride program including Mentorship programming, Alumni Awareness campaign, New Grad communications plan, student welcome week support, clothing and merchandise and support for the enhancement of faculty-based pride.

2021-22: Raise \$10M in donor funds by April 30, 2022 with an increase in \$100,000+ gifts by 20%, increase in new planned giving commitments by 10%, increase in alumni giving by 25% and increase in annual giving by 10%.

2021-25: In support of Strategic Enrollment Plan, generate support for awards as identified with the intention of offloading the central operating budget student award investment by 16% (\$800K) by 2025.

2021-23: Deliver and continually report on the Development Pilot Project goals by December 31, 2022.

2021-23: Create and launch a U of R Volunteer program to increase opportunities for constituents to engage with and support the institution.

2021-22: Build and grow Alumni support benefits and programming to enhance the awareness and value for alumni.

2021-22: Celebrate the successful completion of the College Avenue Campus Renewal Project and commemorate the re-opening of Darke Hall through communications and virtual and/or in-person events as permissible.

2020-22: Complete the development of the on-campus donor recognition strategy and updating of new donor recognition signage on campus.

2021-22: Initiate a community engagement program through the Chancellor of the University.

### **Goal 4: Frame and advance our institutional narratives.**

2020-22: Complete initial phases of the website redevelopment project, including:

- Completing the wireframes, design templates and content for the program pages by fall 2021.
- Completing the content creation for the primary pages on the new website to enable a launch of the new site by winter 2021.

2021-22: Working with a cross Faculty/Unit team, collect and evaluate the appropriate inputs to create and launch a new institutional identity and tag line.

2021-22: In collaboration with the Provost’s Office, identify content to be highlighted and leverage our

website and other communications vehicles to generate awareness of teaching supports and experiential learning opportunities for students.

2020-21: Complete the realignment of the BBNC Alumni and Development web pages as part of the new website redevelopment project.

2021-22: As new resourcing is assigned through the Strategic Enrolment Management process, define U of R brand characteristics and competitive differentiators/value propositions as outlined by the Student Enrolment Plan process, by fall 2021.

2020-22: Development of an institutional social media strategy by fall 2021, including development of strategy to support channels related to development, alumni and community engagement goals.

2020-21: Move all regular events online to accommodate the restrictions in place to do the pandemic and re-evaluate post-pandemic event formats, while keeping sustainability goals in mind.

2021-22: In collaboration with the new President create an annual President's Community Engagement Plan to support University Advancement objectives.

2021-22: Integrate engagement and communications enhancing the University's reputation by highlighting Alumni Accomplishments through the Crowning Achievement Awards program as well as unique channels and collaboration with Faculties, Units and alumni groups.

2020-21: Test new approaches to marketing and messaging for GenZ via a Fall 2021 marketing campaign.

## **Goal 5: Lead the University through the largest comprehensive campaign in the University's history.**

2021-22: Complete the planning phase of the campaign including the establishment of our prospect list, campaign priorities, and solicitation plans and support materials.

2021-22: Plan and coordinate the engagement of volunteers to support Lead Gift solicitation.

2021-22: Complete the writing of the Comprehensive Campaign Case for Support.

2021-25: Engage in Lead Gift solicitation for the Comprehensive Campaign.

2020-22: Begin campaign community engagement cultivation and communication with Alumni and Community relationships including but not limited to alumni groups, student groups, industry associations and government.

## **Goal 6: Implement a government relations strategy which connects University initiatives and accomplishment with the Provincial Government's Growth Plan.**



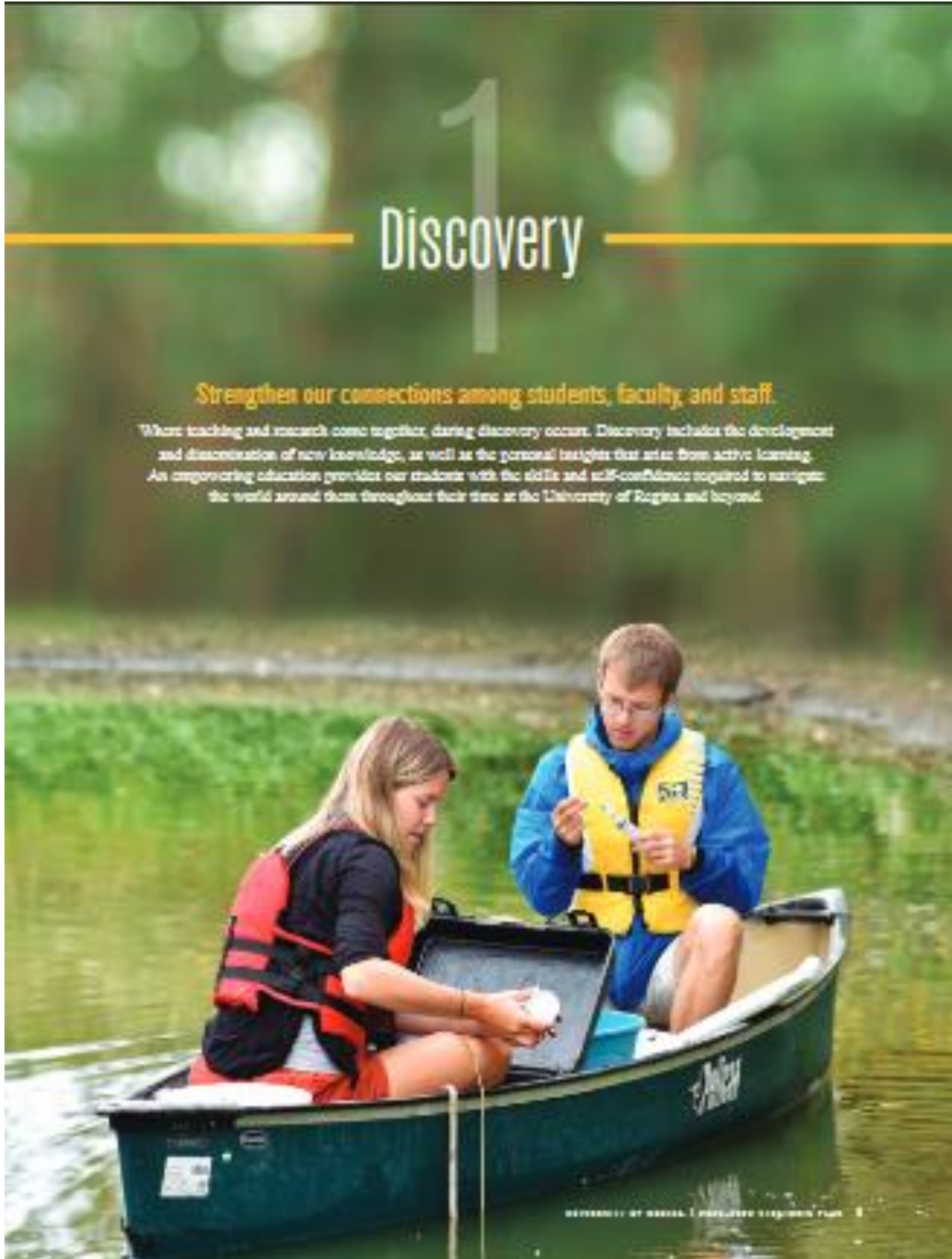
- 2021-22: In collaboration with the Senior Advisor, Government Relations, create source material upon which to develop specific government communications.
- 2021-23: Test comprehensive campaign priorities with all three levels of government.
- 2021-25 Work closely with the Senior Advisor, Government Relations to align communications with government messaging.

## UAC Supporting the University of Regina Strategic Plan



### 5 Areas of Focus





## GOAL: All students will participate in experiential learning

### OBJECTIVE 1A: Excellence in Teaching and Research SUPPORTING ACTIONS

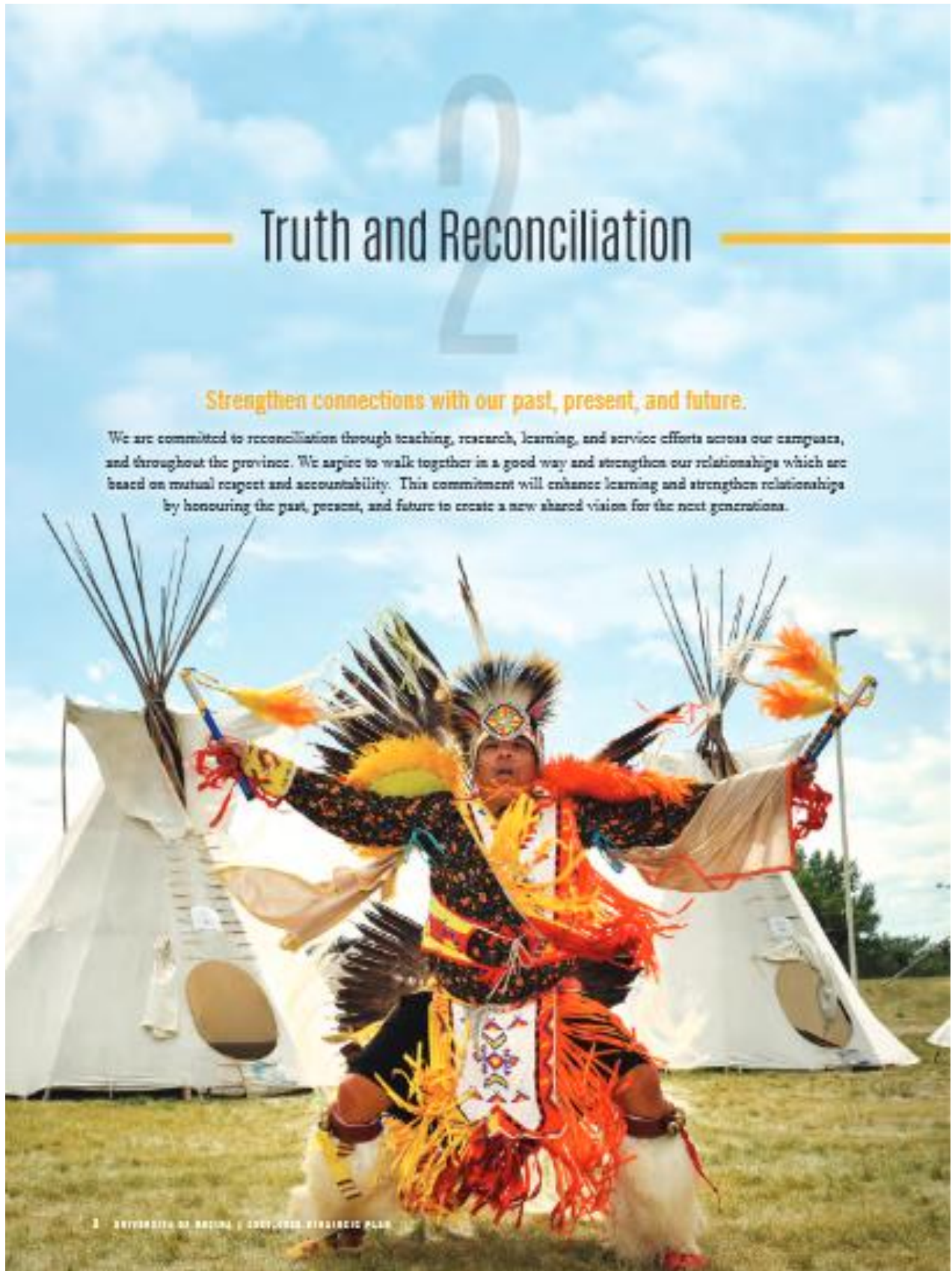
INSTITUTIONAL ACTIONS	UAC SUPPORTING ACTIONS
Support and value research and creative work	Working in collaboration with the Research Enterprise, develop and implement a comprehensive media and communications strategy focused on increasing our research profile and market awareness of such. <b>Target:</b> Complete strategy by June 30, 2021.
Support and value excellence in teaching.	Develop a hybrid learning marketing campaign. Generate awareness of the innovative and creative teaching techniques that make the remote learning environment as effective and engaging as possible; generate excitement about coming back to campus for f2f instruction. <b>Target:</b> Implement a marketing campaign by April 30, 2021.
Promote and adopt EDI principles within the research and creative enterprises.	Include EDI research in the communications strategy. <b>Target:</b> Complete strategy by June 30, 2021.  In collaboration with the Equity, Diversity and Inclusion (EDI) Research Office and Human Resources, create and launch a new guide for inclusive language in campus communications <b>Target:</b> Complete guide by June 30, 2021.

### OBJECTIVE 1B: Student Success SUPPORTING ACTIONS

INSTITUTIONAL ACTIONS	UAC SUPPORTING ACTIONS
Prioritize investigation of current retention and graduation rates and identify activities to increase these.	
Strengthen on and off campus supports for enhancements to teaching and opportunities for experiential learning for all students.	In collaboration with the Provost's Office, identify content to be highlighted and leverage our website and other communications vehicles to generate awareness of teaching supports and experiential learning opportunities for students. <b>Target:</b> Distribute on our current website and launch the new website with pages dedicated to Student experience as well as Teaching and Learning information by late September 2022.

<p>Create and Implement a retention plan for students that includes strategies for increasing retention and graduation rates, prioritizes student success programs and identifies students who would benefit from interventions.</p>	<p>In support of Strategic Enrolment Management process, generate support for awards as identified with the intention of offloading the central operating budget student award investment by 16% (\$800K annually) by 2025.</p> <p><b>Target:</b> Generate \$4M of endowed funds (\$800K of annual awards funding) by 2025.</p>
<p>Create and implement a Strategic Enrolment Plan (SEP) that includes goals, strategies and tactical work plans that include returns on investment.</p>	<p>As new resourcing is assigned through the Strategic Enrolment Planning process, Define U of R Brand characteristics and competitive differentiators/value propositions by fall 2021.</p> <p><b>Target:</b> Active UAC participation in the SEP project until May 2021 and ensure launch of the new student recruitment focused website by winter 2021-22.</p>
<p>Provide supports (UR Guarantee) to graduate career-ready students.</p>	<p>Create an “Alum from Day One” pride program including mentorship programming, Alumni Awareness campaign, New Grad Communications Plan, student welcome week support, clothing and merchandise and support for the enhancement of faculty-based pride.</p> <p><b>Target:</b> Grow the U of R Hub online mentoring program launched in September 2020 to over 1000 participants by April 2022.</p>
<p><b>OBJECTIVE 1C: Internationalization SUPPORTING ACTIONS</b></p>	
<p><b>INSTITUTIONAL ACTIONS</b></p>	<p><b>UAC SUPPORTING ACTIONS</b></p>
<p>Create a diverse and inclusive community through targeted recruitment and support of students, faculty and staff.</p>	
<p>Encourage, support and promote internationalization through the integration of diverse worldviews into discovery, through research, teaching and partnerships.</p>	<p>Integrate engagement and communications enhancing the University’s reputation by highlighting Alumni Accomplishments through the Crowning Achievement Awards program as well as unique channels and collaboration with Faculties, Units and alumni groups.</p> <p><b>Target:</b> Ensure consideration of International students for the ACAAs and in our alumni and research promotional materials.</p>
<p>Encourage, support and promote student, faculty and staff research and scholarship abroad.</p>	
<p>Invest in technology that allows for</p>	

<p>international participation in teaching, research, and learning programming with an awareness of environmental impacts.</p>	
<p>Attract and retain international students and research collaborators.</p>	<p>Complete the content creation for the primary pages on the new website to enable a launch of the new site by winter 2021.</p> <p><b>Target:</b> Work with URI to ensure information for prospective international students is highlighted and easily accessible and navigated on the U of R's current (now) and new website by winter 2021.</p> <p>In support of Strategic Enrollment Plan, generate support for awards as identified with the intention of offloading the central operating budget student award investment by 16% (\$800K annually) by 2025.</p> <p><b>Target:</b> Complete the work associated with closing and implementing the Children of Haiti Project initiative by Fall 2021 and target adding 2 scholarships for international students by April 30, 2022.</p>



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

**OBJECTIVE 2A: Improve Supports for Indigenous students, faculty, and staff**  
**SUPPORTING ACTIONS**

<b>INSTITUTIONAL ACTIONS</b>	<b>UAC SUPPORTING ACTIONS</b>
Increase Indigenous faculty, representative leadership and workforce.	Increase Indigenous representation within UAC. <b>Target:</b> Increase number of Indigenous staff by 2025.
Develop and implement general principles for re-engagement with Indigenous individuals and communities.	
Commit to presence of elders and knowledge keepers	Commit to the presence of elders and knowledge keepers at University events. <b>Target:</b> include as part of UAC’s activity management checklist.
Create opportunities and enhance student success by increasing availability of academic and student supports that are relevant, culturally affirming and innovative.	In support of Strategic Enrollment Plan, generate support for awards as identified with the intention of offloading the central operating budget student award investment by 16% (\$800K) by 2025. <b>Target:</b> Increase by \$800K (16%) by 2025.
Create opportunities for all learners to learn and engage with Indigenous ways of knowing and being.	

**OBJECTIVE 2B: Provide educational opportunities and experiences to all areas of Saskatchewan**  
**SUPPORTING ACTIONS**

<b>INSTITUTIONAL ACTIONS</b>	<b>UAC SUPPORTING ACTIONS</b>
Commit to continued and expanded Indigenous community connections to build relationships and collaboratively, strategically and intentionally work together for the best interest of Indigenous students and their communities.	Develop and implement a community partnership strategy that focuses on Indigenous communities in northern Saskatchewan and both rural and Indigenous communities in southern Saskatchewan that is focused on the development of partnerships between the U of R and select communities. <b>Target:</b> The completion of at least three community partnership agreements by 2025.



Continue to build and strengthen relationships with Indigenous communities that facilitate accountable education and research.	
Increase # of collaborative projects with tribal councils, Reconciliation coalitions, governments and Indigenous communities to align education and research based need with the U of R.	
Evaluate distance and distributed learning opportunities and tech to enhance flexible learning options for students.	
Build and Strengthen relationships with First Nations University of Canada, Gabriel Dumont Institute, Saskatchewan Indian Institute of Technologies, etc.	
<b>OBJECTIVE 2C: Incorporate Indigenous ways of knowing into teaching and research</b> <b>SUPPORTING ACTIONS</b>	
<b>INSTITUTIONAL ACTIONS</b>	<b>UAC SUPPORTING ACTIONS</b>
Continue to implement and respond to the U of R's "Statement of Commitment in Response to the TRC".	
Provide supports and training for respectful and meaningful integration of Indigenous ways of knowing into courses and Community outreach activities.	
Build and strengthen our relationships with urban, rural and remote Indigenous communities with an aim of accountable and reciprocal research.	<p>Develop and implement a community partnership strategy that focuses on indigenous communities in northern Saskatchewan and both rural and indigenous communities in southern Saskatchewan that increases partnerships between the U of R and select communities, alumni, industry.</p> <p><b>Target:</b> The completion of at least three community partnership agreements by 2025.</p>

<p>Enhance Indigenous engagement in the research enterprise.</p>	<p>In collaboration with the AVPR Office, develop and implement a national communications strategy to promote U of R research (implement by May 30, 2021; strategy is 4 years).</p> <p><b>Target:</b> Include profile of Indigenous research in the national communications strategy.</p>
<p>Students, Faculty and Staff complete Four Seasons of Reconciliation Program.</p>	<p>Have all UAC staff members complete the 4 Seasons of Reconciliation training and include this in future hire’s orientation requirements.</p> <p><b>Target:</b> All current staff complete the training by December 31, 2021. Added to our orientation requirements by March 31, 2021.</p>
<p>Enhance professional development opportunities and supports for units and faculties to learn to indigenize and decolonize pedagogy, etc.</p>	

# 3 Well-being and Belonging

## Strengthen connections with ourselves.

We recognize the importance of well-being and belonging to the success of our students, faculty, staff, and community. The University of Regina is committed to creating space where everyone feels part of the community. We embrace the ideals of the medicine wheel that describes the need for us to have balance on our journey of emotional, physical, mental, and spiritual well-being. We foster the success of our students, faculty, and staff by valuing their health, safety, and well-being.



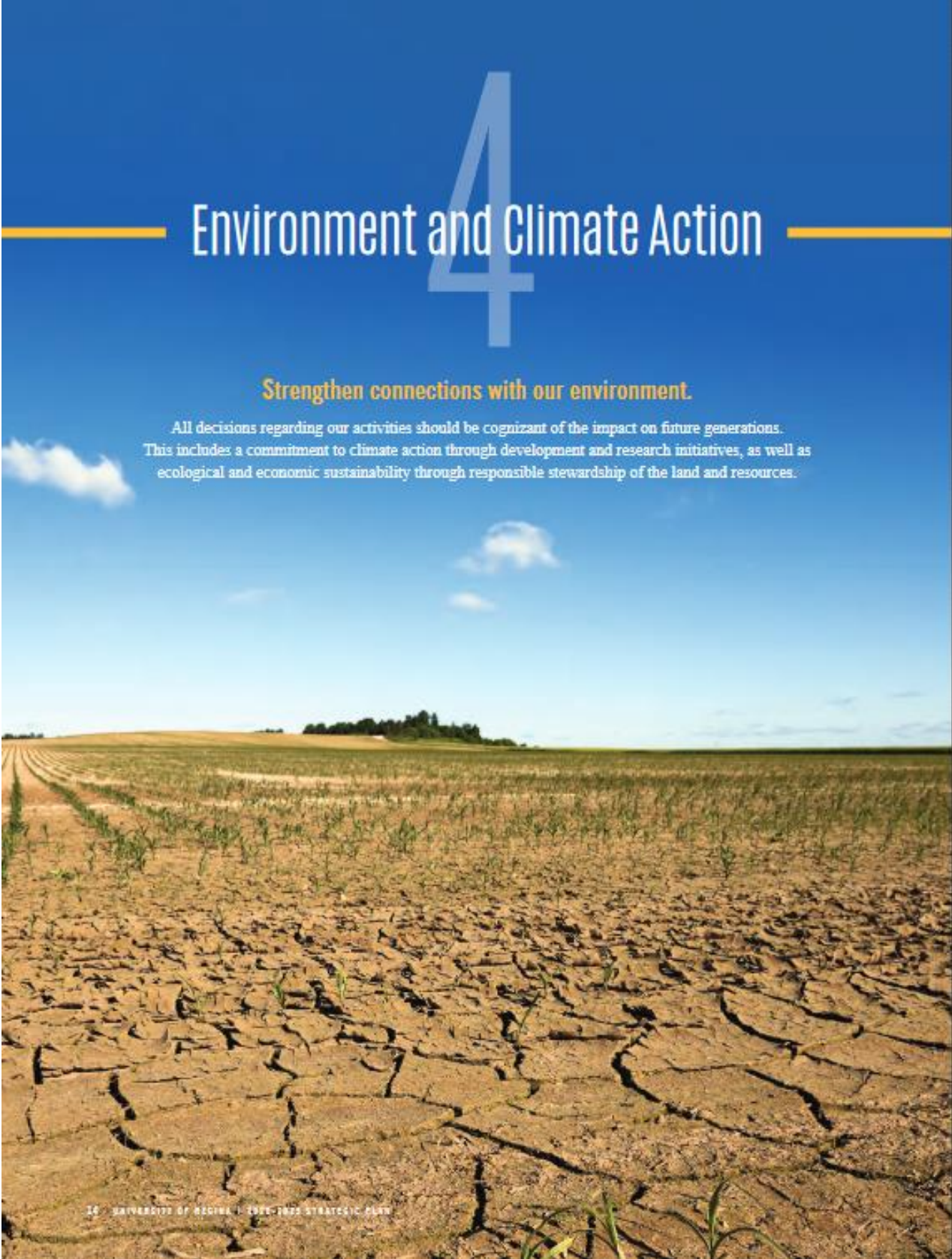
## GOAL: Assess, adopt, implement and improve student thriving metrics

### OBJECTIVE 3A: Equity, diversity and inclusion (EDI) SUPPORTING ACTIONS

INSTITUTIONAL ACTIONS	UAC SUPPORTING ACTIONS
Review and renew policies to ensure the use of inclusive language.	<p>In collaboration with the EDI office and HR and with input from other partners, develop an inclusive language guide for the University.</p> <p><b>Target:</b> Complete and begin implementing the guide by June 30, 2021.</p>
Provide opportunities for students, faculty and staff to develop skills that will enable effective interactions with people across cultures.	
Develop comprehensive recruitment and retention plans for achieving and sustaining parity of underrepresented groups on campus.	
Refine the diversity reporting framework.	
Identify LGBTQ2S+ as an underrepresented group.	<p>In collaboration with the EDI office and HR and with input from UR Pride and other partners, develop an inclusive language guide for the University.</p> <p><b>Target:</b> Create and introduce a standard email signature template and business card template for campus that enables preferred pronoun acknowledgement by December 31, 2021.</p> <p><b>Target:</b> Participate in University committee exploring use of legal and preferred names.</p>
Provide EDI specific training	UAC staff to undertake training related to inclusive communications.
Engage faculty and staff in EDI outreach activities.	<p>Expand and redevelop the You Belong Here Campaign to enhance the University's reputation as a leader with equity, diversity, inclusion and accessibility through communications, events and partnerships.</p> <p><b>Target:</b> Relaunch in 2022.</p>

<b>OBJECTIVE 3b: Healthy Living SUPPORTING ACTIONS</b>	
<b>INSTITUTIONAL ACTIONS</b>	<b>UAC SUPPORTING ACTIONS</b>
Support and prioritize research activities at existing health related research centres on campus.	In collaboration with the AVPR Office, develop and implement a national communications strategy to promote U of R research (implement by May 30, 2021; strategy is 4 years). <b>Target:</b> UAC to include health-related research in national communications strategy.
Identify and reduce barriers to fitness and wellness adoption by stakeholders.	Promote fitness and wellness habits within the UAC team. <b>Target:</b> Encourage UAC staff members participate in QCM Activity Challenge between July 1 and September 10, 2021.
Work continuously to improve affordability of campus life through the provision of affordable and high quality food and evaluating other costs for students, faculty and staff.	
Educate and provide opportunities to learn new skills around healthy living.	
Prioritize infrastructure projects that provide opportunities to improve food services on campus for healthier and culturally specific food options and offerings after hours.	
Support and promote a Student Wellness Centre.	Communications and Marketing to support the launch of the Student Wellness Centre. <b>Target:</b> TBD upon opening of the centre.
<b>OBJECTIVE 3C: Mental Health Literacy and Research SUPPORTING ACTIONS</b>	
<b>INSTITUTIONAL ACTIONS</b>	<b>UAC SUPPORTING ACTIONS</b>
Develop and implement a robust mental health website/hub.	Audit website and marketing materials to ensure diversity is represented in our digital and marketing asset groups such as Pride, BLM, Mental Health, Accessibility, International Students, Indigenous Marginalized Youth, EDI and Bullying Prevention. <b>Target:</b> Continued promotion of Mental Health Hub through 2021.

<p>Prioritize and support research in mental health</p>	<p>In collaboration with the AVPR Office, develop and implement a national communications strategy to promote U of R research (implement by May 30, 2021; strategy is 4 years). <b>Target:</b> UAC to include mental health research in national communications strategy.</p>
<p>Strengthen and support actions for mental health literacy and a comprehensive mental health strategy.</p>	
<p>Commit to consistent funding for the coordination of mental health resources.</p>	
<p>Develop and monitor metrics necessary to measure mental health literacy on and off campus.</p>	



## GOAL: 25% Reduction in Ecological Footprint

### OBJECTIVE 4A: Reduce Greenhouse Gas (GHG) Emissions SUPPORTING ACTIONS

INSTITUTIONAL ACTIONS	UAC SUPPORTING ACTIONS
Develop a position dedicated to sustainability.	
Determine mechanisms for significant reductions in GHG emissions from infrastructure.	
Report GHG emissions regularly.	
Evaluate required incentive structure for individuals to contribute to positive climate impact.	
Encourage ecologically sustainable travel and support virtual access to conferences and gatherings.	<p>Move all regular events online to accommodate the restrictions in place to do the pandemic and re-evaluate post-pandemic event formats.</p> <p><b>Target:</b> Each unit within UAC will evaluate virtual conference gatherings/attendance over actual attendance in support of the University of Regina ecological sustainability efforts during the pandemic with consideration for post-pandemic approaches.</p>

### OBJECTIVE 4B: University of Regina as a Living Lab SUPPORTING ACTIONS

INSTITUTIONAL ACTIONS	UAC SUPPORTING ACTIONS
Collaborate with provincial and federal government, industry and community partners to pilot novel, sustainable emissions-reducing technologies and practices at the University.	
Prioritize research in the areas of climate change mitigation and adaptation.	<p>Assist Government Relations and the Research Office in the development of communications materials as requested by them to support sustainable research projects underway at the U of R.</p> <p><b>Target:</b> Leverage existing resources within UAC to support these requests in a timely manner.</p>



Use new buildings on campus as demonstration projects for green building opportunities.	Complete the writing of the Comprehensive Campaign Case for Support. <b>Target:</b> Make sustainability a key focus of the NW Building materials and capital campaign. case for support
Explore opportunities for living labs across campus and within the community.	
<b>OBJECTIVE 4C: Reduce Waste Production and Water Consumption</b> <b>SUPPORTING ACTIONS</b>	
<b>INSTITUTIONAL ACTIONS</b>	<b>UAC SUPPORTING ACTIONS</b>
Monitor and reduce water consumption rates on campus	
Support research on water quantity and quality.	In collaboration with the AVPR Office, develop and implement a national communications strategy to promote U of R research (implement by May 30, 2021; strategy is 4 years). <b>Target:</b> UAC to include environmental research in national communications strategy.  Develop and implement a community partnership strategy that focuses on Indigenous communities in northern Saskatchewan and both rural and Indigenous communities in southern Saskatchewan that increase partnerships between the U of R and select communities, alumni, industry. <b>Target:</b> UAC to support institutional work related to securing Canadian Water Agency in Regina.
Consider all discovery (teaching and research) activities in terms of their impact on the environment.	
Repurpose existing building infrastructure and renovations.	
Implement sustainable procurement protocols and operating practices.	

# 5 Impact and Identity

## Strengthen connections with communities.

The University of Regina provides positive social, environmental, economic, and health impacts through our reciprocal relationships with our communities. In 2024, the University of Regina will celebrate its 50th anniversary as an independent institution, providing an opportunity to evaluate and communicate how we meet provincial, national, and global societal needs. The past five decades have served as an important era of development for the University and it is now the time to fully articulate and celebrate our identities and impacts on society.



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## GOAL: Measure and Improve recognized comprehensive impact of University of Regina Activities

### OBJECTIVE 5A: Broaden Partnerships SUPPORTING ACTIONS

INSTITUTIONAL ACTIONS	UAC SUPPORTING ACTIONS
<p>Proactively identify and share priorities and opportunities for research and development across the University</p>	<p>Initiate and undertake a comprehensive fundraising campaign that is comprised of priorities from across campus.</p> <p><b>Target:</b> Complete the silent/planning phase of the campaign including prospect identification, priorities compilation, and process definition by May 2022.</p>
<p>Elevate the University’s reputation as a philanthropic institution, economic driver, and industry partner by promoting our role in enhancing the ability of our partners to innovate, create and inspire leaders of tomorrow.</p>	<p>Complete the development of the on-campus donor recognition strategy and updating of new donor recognition signage on campus.</p> <p><b>Target:</b> Complete installation of new main donor recognition system by June 2021 as well as Darke Hall Donor Recognition System and other campus donor recognition signage by October 2021.</p> <p>Initiate a community engagement program through the Chancellor of the University.</p> <p><b>Target:</b> Design and launch, with the approval of the Chancellor and President, a community engagement and fundraising program entitled “the Chancellor’s Community” by December 31, 2021.</p> <p>Develop and implement a community partnership strategy that focuses on Indigenous communities in northern Saskatchewan and both rural and Indigenous communities in southern Saskatchewan that increase partnerships between the U of R and select communities, alumni, industry.</p> <p><b>Target:</b> Establish an MOU with the new City of Regina Mayor to communicate partnership initiatives between the City and the University by May 2021.</p>

<p>Forge reciprocal relationships with all stakeholders that contribute to developing relevant curriculum and impact for academic and non-academic programs and experiences.</p>	<p>Raise \$10M annually in external donor funds.  <b>Target:</b> By April 30, 2022 increase in \$100,000+ gifts by 20%, increase in new planned giving commitments by 10%, increase in alumni giving by 25% and increase in annual giving by 10%.</p> <p>Deliver and continually report on the Development Pilot Project goals by December 31, 2022.  <b>Target:</b> Complete annual satisfaction survey and quarterly reporting on-time throughout the year.</p> <p>Begin Lead Gift solicitation for the Comprehensive Campaign.  <b>Target:</b> \$1.875 M by April 30, 2022.</p> <p>Plan and coordinate the engagement of volunteers for the Comprehensive Campaign to support lead gift solicitation.  <b>Target:</b> Initial volunteers engaged by April 30, 2022.</p> <p>Complete the planning phase of the campaign including the establishment of our prospect list, campaign priorities, and solicitation plans and support materials.  <b>Target:</b> Plan and associated documents completed by May 2022.</p>
<p>Enhance technologies that facilitate partnership building on and off campus.</p>	<p>Establish and maintain Data Governance Committee that will oversee the consistency of data within RENXT. Also ensure transparency and collaboration is maintained throughout all UAC units.  <b>Target:</b> Improve data accuracy by December 31, 2021, following the completion of the Method Works project (Feb 2021).</p> <p>Revamp the Alumni and Donor BBNC web pages to align with new University of Regina web page design.  <b>Target:</b> Position BBNC web pages for campaign and create a seamless experience for our clients whether in BBNC or University web pages.</p> <p>Enhance integration of data systems efforts to collect alumni and student contact information working closely with the Registrar’s office to increase the scope of information available detailing student experiences.  <b>Target:</b> Integrate data transfer process from Ten Thousand Coffees, BrightCrowd, Eply and LinkedIn as well as opportunities to transfer additional information from Banner such as Student Awards.</p>

<b>OBJECTIVE 5B: Institutional Identity SUPPORTING ACTIONS</b>	
<b>INSTITUTIONAL ACTIONS</b>	<b>UAC SUPPORTING ACTIONS</b>
Embark on a thorough investigation of the unique characteristics and identity of the U of R.	<p>As new resourcing is assigned through the Strategic Enrolment Planning process, and according to its rollout timeframe, define U of R Brand characteristics and competitive differentiators/value propositions.</p> <p><b>Target:</b> Clarity for promotional messaging by fall 2021.</p>
Support and develop areas of research strength	<p>As new resourcing is assigned through the Strategic Enrolment Planning process, and according to its rollout timeframe, define U of R Brand characteristics and competitive differentiators/value propositions by fall 2021.</p> <p><b>Target:</b> Establish a regular and consistent process for engagement between the Research enterprise and UAC to enable timely and effective communications support. Finalize and implement the process by April 30, 2021.</p>
Develop a plan to enhance the University’s reputation through communication and internalization of the identified characteristics and strengths.	<p>As new resourcing is assigned through the Strategic Enrolment Planning process, and according to its rollout timeframe, define U of R Brand characteristics and competitive differentiators/value propositions</p> <p><b>Target:</b> Develop and implement an integrated marketing and communications strategy that builds upon these characteristics and establishes a unique and highly recognizable identity for the U of R by April 30, 2022.</p> <p>Integrate engagement and communications enhancing the University’s reputation by highlighting Alumni Accomplishments through the Crowning Achievement Awards program as well as unique channels and collaboration with Faculties, Units and alumni groups.</p> <p><b>Target:</b> May 2023</p>
Create an enhanced and ongoing presence on Social Media.	<p>Development of an institutional social media strategy by Fall 2021, including development of strategy to support channels related to alumni and community engagement goals</p> <p><b>Target:</b> Prepare the necessary information to establish a compelling business case for the institution to fund a videographer for the development of content for our channels by March 2021.</p> <p><b>Target:</b> Secure the needed recurring funding for the digital communications team by May 2022.</p>

<p>Celebrate research and creative achievements in the public domain.</p>	<p>In collaboration with the AVPR Office, develop and implement a national communications strategy to promote U of R research (implement by June 30, 2021; strategy is 4 years).</p> <p><b>Target:</b> Development of an Advancement Plan to generate heightened awareness of U of R research with Alumni and Donors by May 30, 2021.</p>
<p>Cultivate pride of place.</p>	<p>Create an “Alum from Day One” pride program including Mentorship programming, Alumni Awareness campaign, New Grad communications plan, student welcome week support, clothing and merchandise and support for the enhancement of faculty-based pride.</p> <p><b>Target:</b> Strategy completed by June 2022.</p>
<p><b>OBJECTIVE 5C: Social Impact</b> <b>SUPPORTING ACTIONS</b></p>	
<p><b>INSTITUTIONAL ACTIONS</b></p>	<p><b>UAC SUPPORTING ACTIONS</b></p>
<p>Champion the building of mutually beneficial relationships in our teaching and research.</p>	<p>Create and launch a U of R Volunteer program to increase opportunities for constituents to engage with and support the institution.</p> <p><b>Target:</b> Complete Volunteer Plan by April 30, 2023.</p>
<p>Engage communities in the continued pursuit of knowledge and discovery projects.</p>	<p>Develop and implement a community partnership strategy that focuses on Indigenous communities in northern Saskatchewan and both rural and Indigenous communities in southern Saskatchewan that increases partnerships between the U of R and select communities, alumni, industry.</p> <p><b>Target:</b> Develop an overarching community engagement plan by April 30, 2022.</p>
<p>Develop Shared histories with community partners.</p>	<p>Begin planning the 50th Anniversary of the University of Regina.</p> <p><b>Target:</b> Finalize and implement planning process and committee by April 30, 2022.</p>
<p>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.</p>	
<p>Enhance flexibility of learning through the development of micro- and meso-credentialing opportunities.</p>	

