















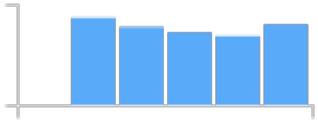




Performance Measurement Framework PMF Scorecard - 2020-21

PMF#	Strategic Theme	PMF	Unit of Measure	2019-20 Target	2019-20 Outcome	2019-20 Status	2019-20 Result	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result	2014-15 thru 2020-21
1a.	Discovery	Overall student headcount	students	15,800 students	16,501 students	made target		16,550 students	16,664 students	made target		
1b.	Discovery	% of undergraduate students retained year 1 to year 2	% retained	84.0% retained	81.8% retained	missed target		75.0% retained	86.4% retained	made target		
1c.	Discovery	# of student registrations in experiential learning	registrations		n/a (new measure)			Revised *	24,450 registrations	Revised *		
1d.	Discovery	Student Satisfaction	7-point Likert scale		n/a (new measure)			Revised **	4.88	Revised **		
2a.	Truth & Reconciliation	# of domestic self-declared Indigenous students	students	1,980 students	2,052 students	made target		2,200 students	2,457 students	made target		
2b.	Truth & Reconciliation	# of registrations in courses available to non-Regina and non-Saskatoon students	registrations		n/a (new measure)			11,500 registrations	n/a (COVID)	n/a		


Performance Measurement Framework PMF Scorecard - 2020-21

PMF#	Strategic Theme	PMF	Unit of Measure	2019-20 Target	2019-20 Outcome	2019-20 Status	2019-20 Result	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result	2014-15 thru 2020-21
3a.	Well-being & Belonging	% of workforce that is from designated groups	% of workforce		n/a (new measure)			60% of workforce	65% of workforce	made target		
3b.	Well-being & Belonging	% of senior leadership that is from designated groups	% of senior leadership		n/a (new measure)			60% of senior leadership	48% of senior leadership	missed target		
3c.	Well-being & Belonging	Gender pay gap	% gender pay gap		n/a (new measure)			95.0% gender pay gap	94% gender pay gap	missed target		
3d.	Well-being & Belonging	Student Financial Support	\$ million	\$19.9 million	\$20.4 million	made target		\$21.0 million	\$19.6 million	missed target		
4a.	Environment & Climate Action	\$ investment in water consump. / carbon footprint reduction projects	\$ million		n/a (new measure)			\$3.0 million	\$3.2 million	made target		
4b.	Environment & Climate Action	# of living labs on- and off-campus focused on decarbonization	# of living labs		n/a (new measure)			3 over 5 years	on track for target	made target		

Performance Measurement Framework PMF Scorecard - 2020-21

PMF#	Strategic Theme	PMF	Unit of Measure	2019-20 Target	2019-20 Outcome	2019-20 Status	2019-20 Result	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result	2014-15 thru 2020-21
5a.	Impact & Identity	Research impact: Field Weighted Citation Impact (FWCI, one year lag)	FWCI		n/a (new measure)			1.42 FWCI	1.50 FWCI	made target		
5b.	Impact & Identity	Research impact: # of media engagements with UR research and creative contrib.	# of media engagements		n/a (new measure)			100 media engagements	113 media engagements	made target		
5c.	Impact & Identity	Research Revenue	\$ million	\$27.0 million	\$27.9 million	made target		\$29.0 million	\$31.4 million	made target		
5d.	Impact & Identity	# of mid-career learners and microcredential seekers	# of learners		n/a (new measure)			500 learners	1,169 learners	made target		

PMF Scorecard 2020-21
PMF 1a. - Overall student headcount

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
1a.	Discovery	Overall student headcount	students	16,550 students	16,664 students	made target	

Strategic Priority/Strategic Theme:
Discovery

Performance Measure: **Overall student headcount**

Performance Measure Definition:

Total number (headcount) of students who are active in degree programs or degree-eligible credit courses offered by U Regina and its federated colleges in the fall term, as of the Fall Census Date.

Availability:

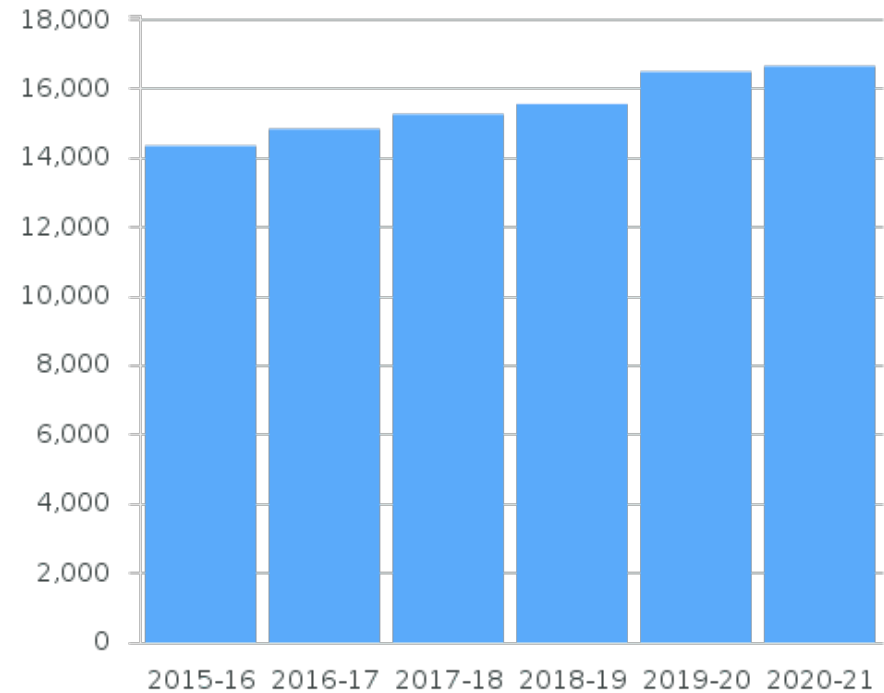
mid-October, following end of 4th week of classes

Data source:

University of Regina, Office of Institutional Research, Fall Census Count

More information:


www.uregina.ca/orp/statistics/student-headcount.html

Overall student headcount


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	14,360	14,849	15,276	15,568	16,501	16,664
Target	14,000	14,500	15,000	15,400	15,800	16,550

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 1b. - % of undergraduate students retained year 1 to year2

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
1b.	Discovery	% of undergraduate students retained year 1 to year2	% retained	75.0% retained	86.4% retained	made target	

Strategic Priority/Strategic Theme:
Discovery

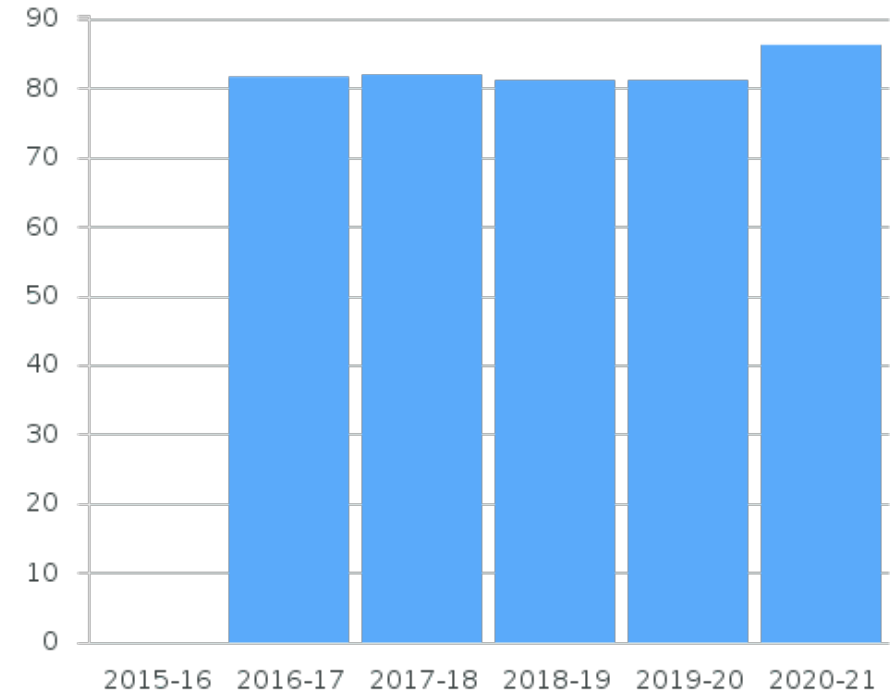
Performance Measure: **% of undergraduate students retained year 1 to year2**

Performance Measure Definition:

The entry cohort are new, full-time, degree or diploma seeking undergraduate students entering in any term of an academic year. "Retained" students are those registered in at least one undergraduate course in any term of the subsequent academic year. The reporting year is the year in which the student is retained. Note that 2020-21 uses a new cohort definition. The historical data in the detail graph corresponds to the historical retention rates for this new cohort.

Availability:
late-March

Data source:
University of Regina, Office of Institutional Research

% of undergraduate students retained year 1 to year2


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	81.8	82.1	81.3	81.3	86.4
Target	-	-	-	-	-	75.0

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 1c. - # of student registrations in experiential learning

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
1c.	Discovery	# of student registrations in experiential learning	registrations	Revised *	24,450 registrations	Revised *	

Strategic Priority/Strategic Theme:
Discovery
Performance Measure: # of student registrations in experiential learning
Performance Measure Definition:

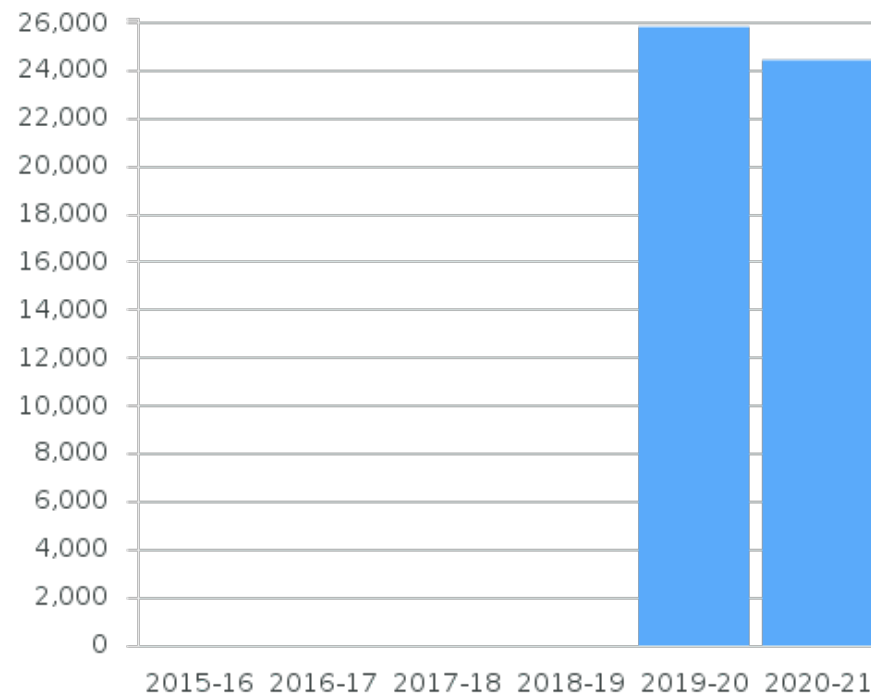
Graduate and undergraduate experiential learning opportunities, ranging from laboratory and studio work to co-op placements, internships, and practica. Also includes classes with a designated experiential component, such as field trips and study tours.

Availability:

June, following end of fiscal year

Data source:

University of Regina, Office of Institutional Research

of student registrations in experiential learning


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	-	-	-	25,834	24,450
Target	-	-	-	-	-	-

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 1d. - Student Satisfaction

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
1d.	Discovery	Student Satisfaction	Narrative	Revised **	4.88	Revised **	

Strategic Priority/Strategic Theme:
Discovery
Performance Measure: Student Satisfaction
Performance Measure Definition:

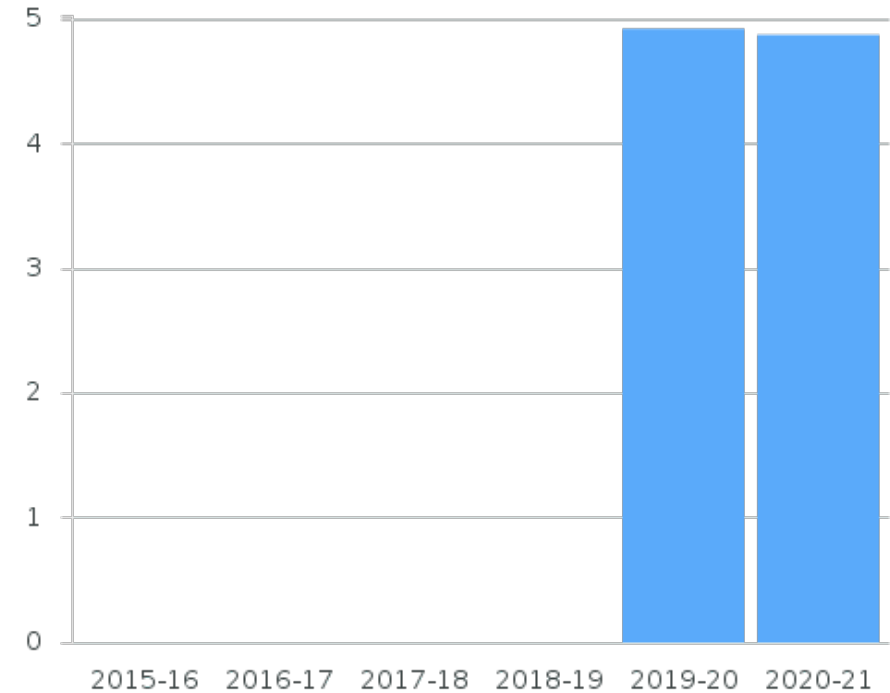
Score, on a seven-point Likert scale (7 = "Very satisfied") for "Rate your overall satisfaction with your experience here thus far" on the Student Satisfaction Inventory (SSI) survey of U Regina undergraduate students, conducted each winter term by Ruffalo Noel Levitz (RNL). The 2019-20 survey was run in Feb. 2020 (score of 4.93); the 2020-21 survey (4.88) was run in April 2021.

Availability:

June, following end of fiscal year

Data source:


Ruffalo Noel Levitz (RNL)

More information:
www.ruffalonl.com/enrollment-management-solutions/student-success/
Student Satisfaction


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	-	-	-	4.93	4.88
Target	-	-	-	-	-	-

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 2a. - # of domestic self-declared Indigenous students

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
2a.	Truth & Reconciliation	# of domestic self-declared Indigenous students	students	2,200 students	2,457 students	made target	

Strategic Priority/Strategic Theme:
Truth & Reconciliation

Performance Measure: **# of domestic self-declared Indigenous students**

Performance Measure Definition:

Domestic (Canadian) students, in the Fall Census Date student headcount, who self-declare as belonging to a recognized group of Indigenous people -- First Nations (Status and Non-Status), Métis and Inuit. For reference we also show "% of total" which is Indigenous students as a % of total Fall Census Date student count (graduate and undergraduate).

Availability:

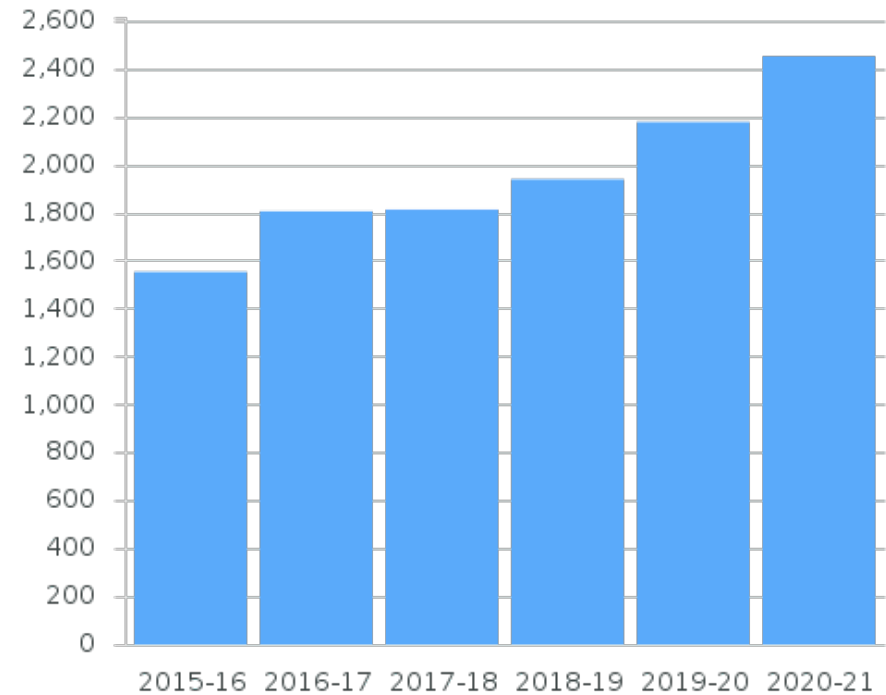
mid-October, following end of 4th week of classes

Data source:

University of Regina, Office of Institutional Research, Fall Census Count

More information:

www.uregina.ca/orp/statistics/student-headcount.html

of domestic self-declared Indigenous students


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	1,556	1,809	1,816	1,943	2,182	2,457
Target	1,600	1,700	1,850	1,850	1,980	2,200
% of Total	11.6%	13.0%	12.7%	13.3%	13.2%	14.7%

PMF Scorecard 2020-21
PMF 2b. - # of registrations in courses available to non-Regina and non-Saskatoon students

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
2b.	Truth & Reconciliation	# of registrations in courses available to non-Regina and non-Saskatoon students	registrations	11,500 registrations	n/a (COVID)	n/a	

Strategic Priority/Strategic Theme:
Truth & Reconciliation

Performance Measure: **# of registrations in courses available to non-Regina and non-Saskatoon students**

Performance Measure Definition:

Total registrations, during an academic year, in credit courses that are not located in the cities of Regina or Saskatoon. This includes all courses that are taught online. Note that this measure is not applicable for 2020-21 as almost all courses were available via special remote delivery.

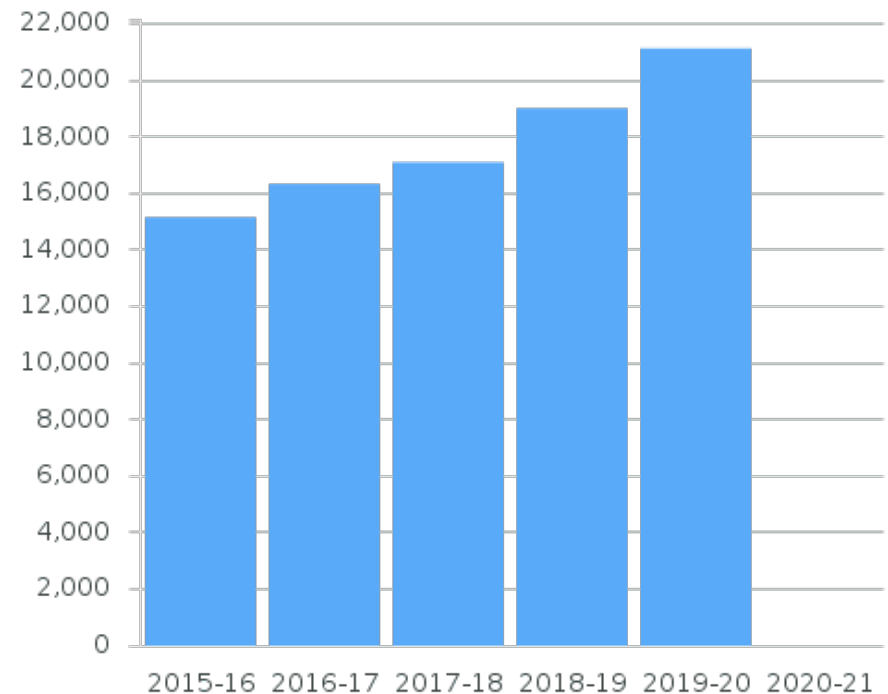
Availability:

June, following end of fiscal year

Data source:

University of Regina, Office of Institutional Research


of registrations in courses available to non-Regina and non-Saskatoon students



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	15,157	16,337	17,102	19,015	21,130	-
Target	-	-	-	-	-	-

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 3a. - % of workforce that is from designated groups

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
3a.	Well-being & Belonging	% of workforce that is from designated groups	% of workforce	60% of workforce	65% of workforce	made target	

Strategic Priority/Strategic Theme:
Well-being & Belonging

Performance Measure: **% of workforce that is from designated groups**

Performance Measure Definition:

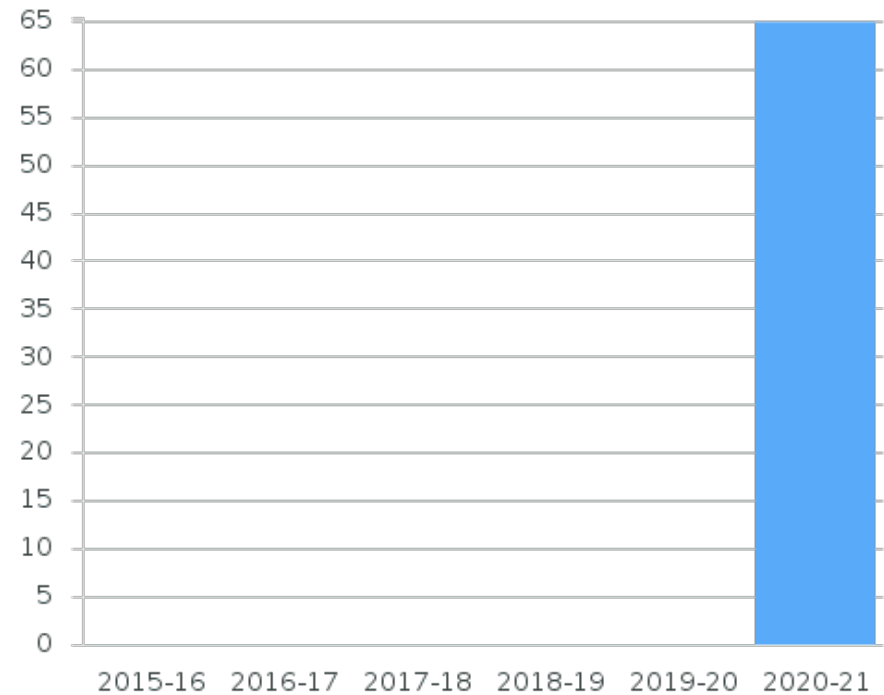
The ratio of U Regina employees who self declare in one or more of the designated categories, versus the total number of employees at the University. The designated categories are: women; persons reporting an Indigenous identity; persons reporting a disability; and, members of a visible minority group.

Availability:

mid-November each year

Data source:

University of Regina Human Resources, employee demographic self-declarations


% of workforce that is from designated groups


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	-	-	-	-	65
Target	-	-	-	-	-	60

- = not a measure or no target set

PMF Scorecard 2020-21

PMF 3b. - % of senior leadership that is from designated groups

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
3b.	Well-being & Belonging	% of senior leadership that is from designated groups	% of senior leadership	60% of senior leadership	48% of senior leadership	missed target	

Strategic Priority/Strategic Theme:
Well-being & Belonging

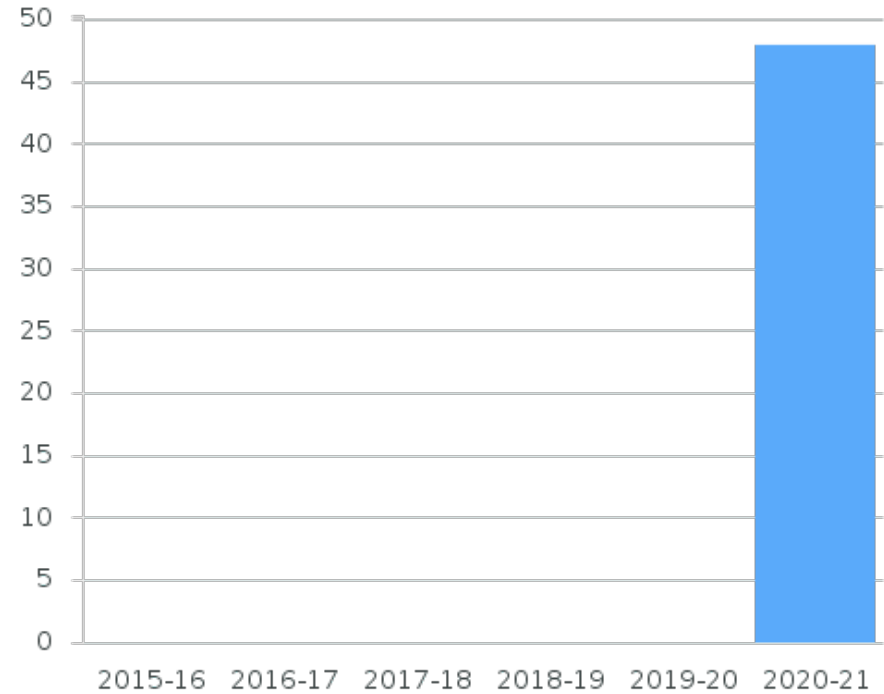
Performance Measure: **% of senior leadership that is from designated groups**

Performance Measure Definition:
The same ratio as used above, applied to only employees in the Senior Leadership Team (SLT).

Availability:
mid-November each year

Data source:
University of Regina, Human Resources, employee demographic self-declarations

% of senior leadership that is from designated groups




	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	-	-	-	-	48
Target	-	-	-	-	-	60

- = not a measure or no target set

PMF Scorecard 2020-21

PMF 3c. - Gender pay gap

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
3c.	Well-being & Belonging	Gender pay gap	% of gender pay gap	95.0% gender pay gap	94% gender pay gap	missed target	

Strategic Priority/Strategic Theme:
Well-being & Belonging

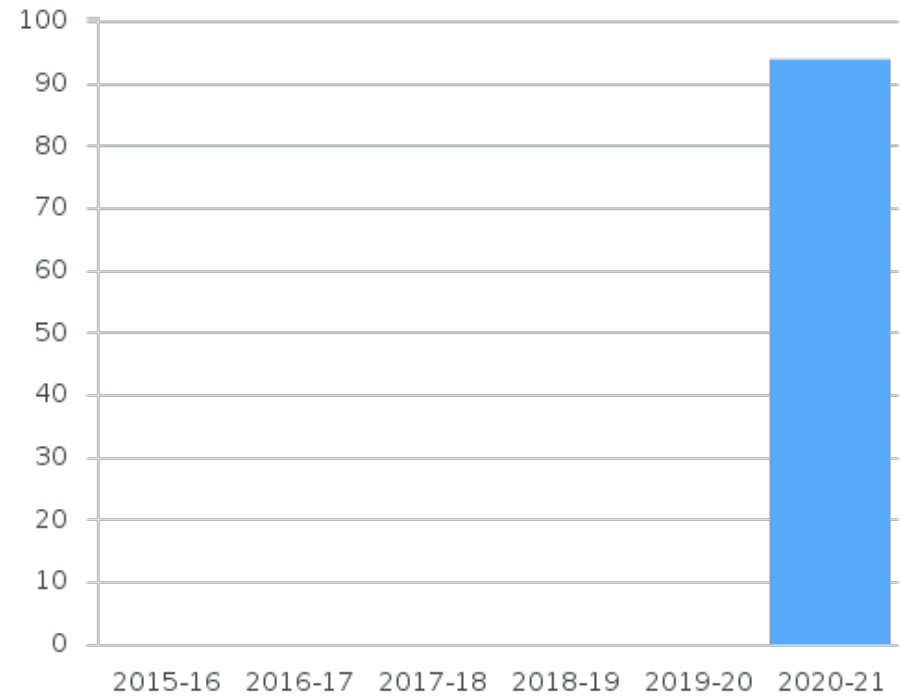
Performance Measure: **Gender pay gap**

Performance Measure Definition:
The average, between U Regina employment agreement groups, of the ratios of pay to female employees versus pay to male employees.

Availability:
mid-March, following close of calendar year

Data source:
University of Regina, Human Resources, employee demographic self-declarations


Gender pay gap



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	-	-	-	-	94
Target	-	-	-	-	-	95

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 3d. - Student Financial Support

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
3d.	Well-being & Belonging	Student Financial Support	\$ million	\$21.0 million	\$19.6 million	missed target	

Strategic Priority/Strategic Theme:
Well-being & Belonging

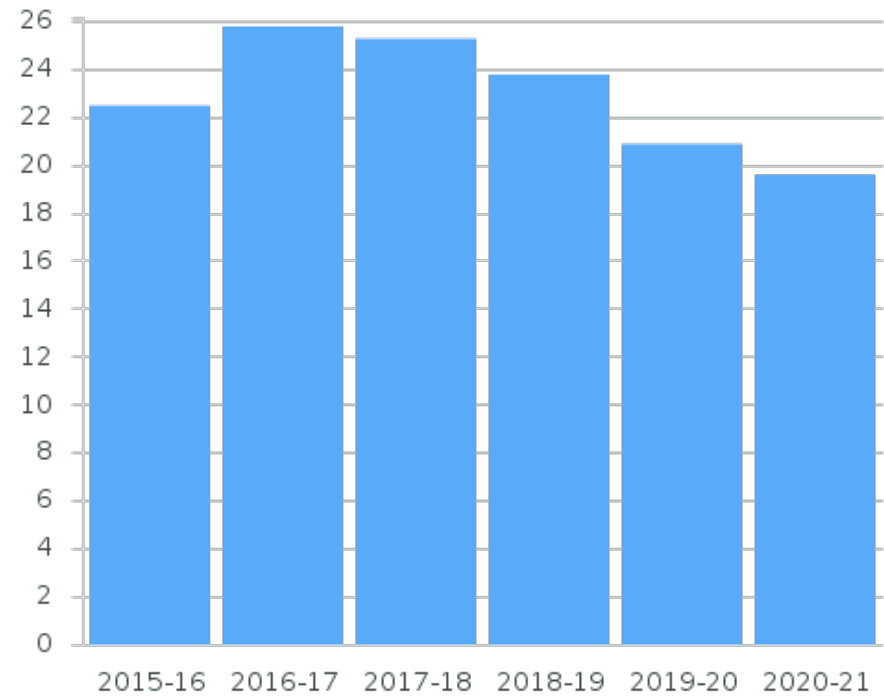
Performance Measure: **Student Financial Support**

Performance Measure Definition:
Total annual funds, from all U Regina sources, provided to students in the form of scholarships, bursaries, and prizes; reported in the University's Financial Statements.

Availability:
June, following end of fiscal year

Data source:
University of Regina, Financial Services


More information:
www.uregina.ca/fs/statements/index.html

Student Financial Support


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	22.5	25.8	25.3	23.8	20.9	19.6
Target	-	-	26.0	26.0	19.9	21.0

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 4a. - \$ investment in water consump. / carbon footprint reduction projects

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
4a.	Environment & Climate Action	\$ investment in water consump. / carbon footprint reduction projects	\$ million	\$3.0 million	\$3.2 million	made target	

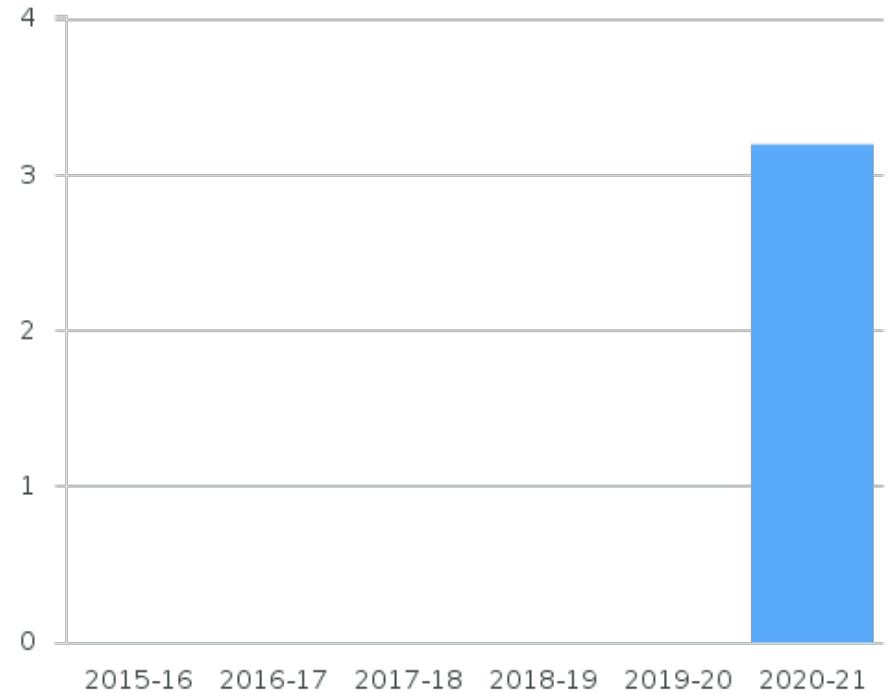
Strategic Priority/Strategic Theme:
Environment & Climate Action

Performance Measure: **\$ investment in water consump. / carbon footprint reduction projects**

Performance Measure Definition:
Annual dollar amount of investments and equipment renewals that will reduce campus energy consumption, wastewater production, and carbon footprint.

Availability:
June, following end of fiscal year

Data source:
University of Regina, Facilities Management


\$ investment in water consump. / carbon footprint reduction projects


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	-	-	-	-	3.2
Target	-	-	-	-	-	3.0

- = not a measure or no target set

PMF Scorecard 2020-21

PMF 4b. - # of living labs on- and off-campus focused on decarbonization

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
4b.	Environment & Climate Action	# of living labs on- and off-campus focused on decarbonization	# of living labs	3 over 5 years	on track for target	made target	

Strategic Priority/Strategic Theme:
Environment & Climate Action

Performance Measure: **# of living labs on- and off-campus focused on decarbonization**

Performance Measure Definition:
of living labs in the planning stages, with tentative annual schedules, and then tracking of whether lab openings conform to these schedules.

Availability:
June, following end of fiscal year

Data source:
University of Regina, Office of the Vice-President Research

of living labs on- and off-campus focused on decarbonization

The UofR Living Lab in Wascana (to be established in **2022**):

... will contribute to the park's sustainability, provide opportunities to research water, flora and fauna, and contribute to the University's ability to conduct citizen outreach and youth programming; in partnership with the Provincial Capital Commission, Saskatchewan Science Centre, Royal Saskatchewan Museum, and the City of Regina.


Cypress Hills Field Station (revitalized field station targeted for **2023**):

... established in the early 1970s, now requires renovations and upgrades; focus will be ecology, biological sciences, and astronomy - supporting both teaching and research activities (including climate research). Expansion of the field station's teaching and research will include citizen outreach and Children's programming.

UofR Micro-Grid (to be established in **2025**):

... will focus on sustainability on campus, and research into solar; wind generation; and distribution and storage optimization. Partners to include the Saskatchewan Research Council (SRC), renewable energy industry, Western Economic Diversification Canada and Innovation Saskatchewan.

PMF Scorecard 2020-21
PMF 5a. - Research impact: Field Weighted Citation Impact (FWCI, one year lag)

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
5a.	Impact & Identity	Research impact: Field Weighted Citation Impact (FWCI, one year lag)	FWCI	1.42 FWCI	1.50 FWCI	made target	

Strategic Priority/Strategic Theme:
Impact & Identity

Performance Measure: **Research impact: Field Weighted Citation Impact (FWCI, one year lag)**

Performance Measure Definition:

The number of citations received by papers authored by U Regina faculty during a 5-year period following the year of publication. Citation counts are normalized by the average number of citations received by all papers in the world in the same subfield. FWCI values are 5 year averages with a 1-year lag.

Availability:

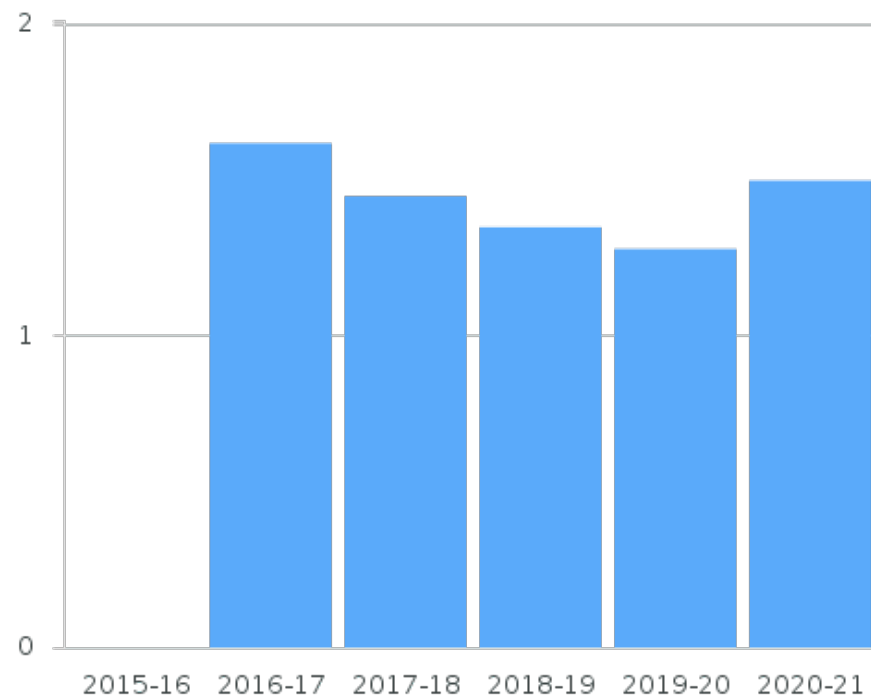
FWCI data is refreshed annually on June 15

Data source:

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More information:

https://service.elsevier.com/app/answers/detail/a_id/28192/supporthub/scival/p/10961/


Research impact: Field Weighted Citation Impact (FWCI, one year lag)


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	1.62	1.45	1.35	1.28	1.50
Target	-	-	-	-	-	1.42

- = not a measure or no target set

PMF Scorecard 2020-21

PMF 5b. - Research impact: # of media engagements with UR research and creative contr.

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
5b.	Impact & Identity	Research impact: # of media engagements with UR research and creative contr.	# of media engagements	100 media engagements	113 media engagements	made target	

Strategic Priority/Strategic Theme:
Impact & Identity

Performance Measure: **Research impact: # of media engagements with UR research and creative contr.**

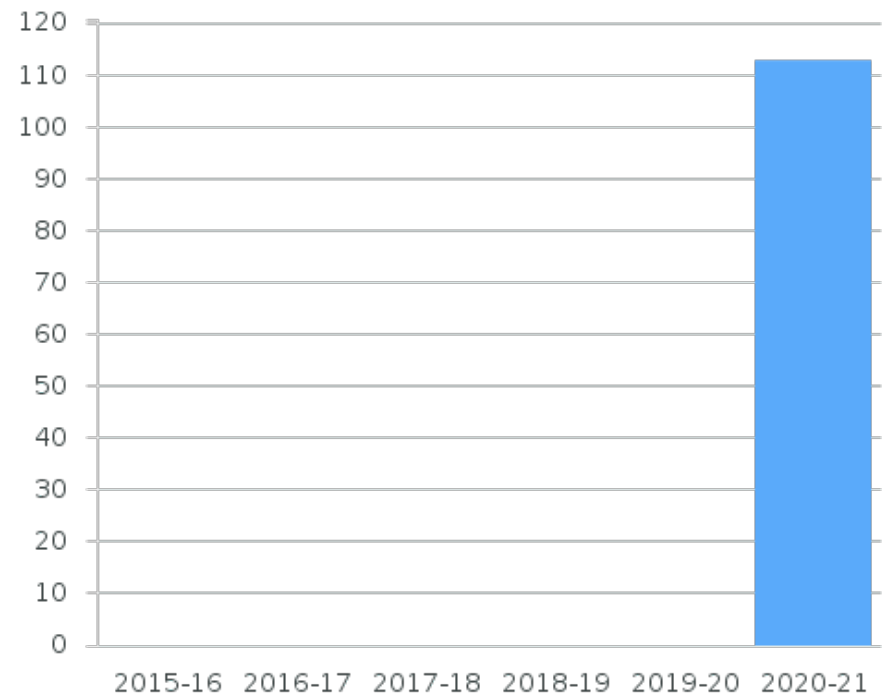
Performance Measure Definition:
National and Provincial news stories in broadcast, print, and digital forms that reference U Regina research and knowledge, including engagements with University subject matter experts. These references are tracked through the Meltwater media monitoring service.

Availability:
June, following end of fiscal year

Data source:
Meltwater media monitoring

More information:
www.meltwater.com/en/products/media-monitoring


Research impact: # of media engagements with UR research and creative contr.



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	-	-	-	-	-	113
Target	-	-	-	-	-	100

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 5c. - Research Revenue

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
5c.	Impact & Identity	Research Revenue	\$ million	\$29.0 million	\$31.4 million	made target	

Strategic Priority/Strategic Theme:
Impact & Identity

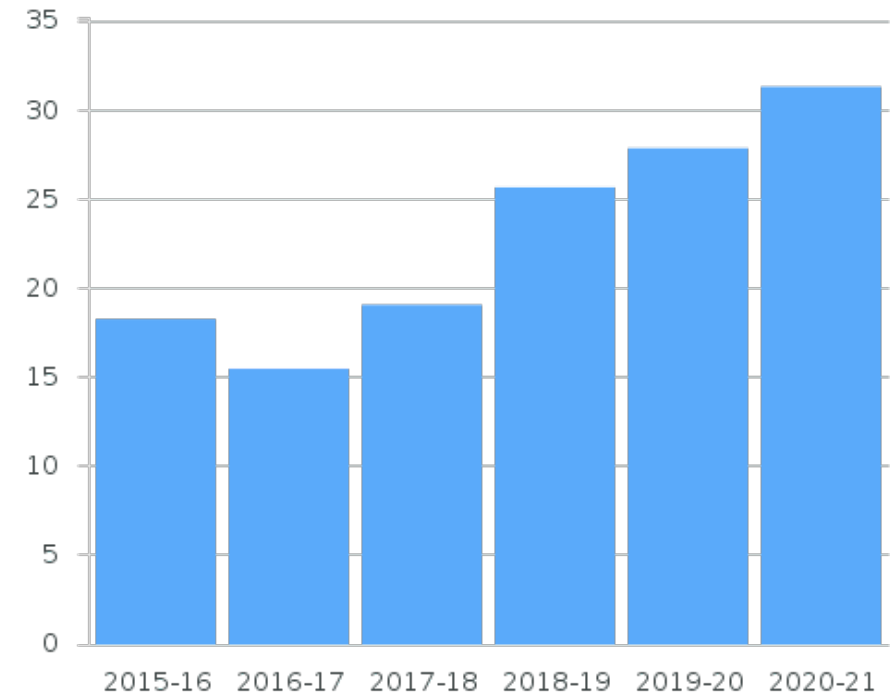
Performance Measure: **Research Revenue**

Performance Measure Definition:
Total annual research funding received from all active externally-funded research projects administered by the University of Regina.

Availability:
June, following end of fiscal year

Data source:
University of Regina, Financial Services


More information:
<https://www.uregina.ca/fs>

Research Revenue


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	18.3	15.5	19.1	25.7	27.9	31.4
Target	-	-	18.0	20.0	27.0	29.0

- = not a measure or no target set

PMF Scorecard 2020-21
PMF 5d. - # of mid-career learners and microcredential seekers

PMF#	Strategic Theme	PMF	Unit of Measure	2020-21 Target	2020-21 Outcome	2020-21 Status	2020-21 Result
5d.	Impact & Identity	# of mid-career learners and microcredential seekers	# of learners	500 learners	1,169 learners	made target	

Strategic Priority/Strategic Theme:
Impact & Identity

Performance Measure: **# of mid-career learners and microcredential seekers**

Performance Measure Definition:

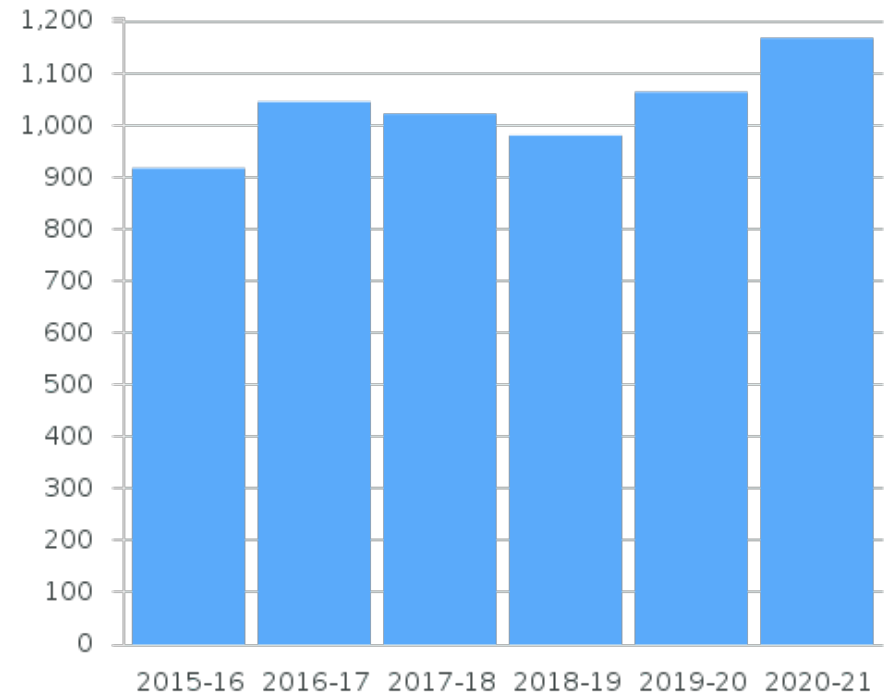
Total number (annual headcount) of students 25 years of age or older who are active in professional/practice-based Master's degree and graduate-level certificate and diploma programs in the Fall term. Microcredential learners will be added to future years' counts.

Availability:

June, following end of fiscal year

Data source:

University of Regina, Office of Institutional Research

of mid-career learners and microcredential seekers


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	918	1,046	1,023	981	1,065	1,169
Target	-	-	-	-	-	500

- = not a measure or no target set

PERFORMANCE MEASUREMENT FRAMEWORK INDICES

1. DISCOVERY

1a.	Overall student headcount:	16,550 (16,501)
1b.	% of undergraduate students retained year 1 to year 2:	75% (81.8%)*
	<i>*Note that the cohort 1b. tracks will be virtually doubled to include all credential-seeking undergraduates registered in 9 or more credit hours; hence the lower target.</i>	
1c.	% of students participating in experiential learning:	80% (with 100% by year 5)
	<i>Experiential learning opportunities range from laboratory and studio work to co-op placements, internships, and practica. They enrich students' education, contribute to retention and student financial wellbeing, and assist with the transition to the workforce.</i>	
1d.	Student satisfaction	Narrative
	<i>This will form part of the President's Report to the Board, and will draw on annual student surveys conducted by Ruffalo Noel Levitz.</i>	

2. TRUTH & RECONCILIATION

2a.	# of domestic self-declared Indigenous students:	2,200 (2,052)
2b.	# of registrations in courses available to non-Regina and non-Saskatoon students (First Nations and Métis, northern, rural communities via CCE; nationally-available online programs via JSGS, etc.):	11,500
	<i>This index helps measure our northern and rural "reach," including students living on First Nations communities throughout Saskatchewan, as well as our national "reach" with programs such as the master's of health administration aimed at a mid-career professional audience.</i>	

3. WELL-BEING & BELONGING

3a.	% of workforce that is from designated groups:	60%
3b.	% of senior leadership that is from designated groups:	60%
3c.	Gender pay gap:	95%
	<i>3a-3c will provide an indicator of institutional progress toward Equity, Diversity, and Inclusion goals, ensuring that our staff and leadership complements are truly representative and all employees are experiencing equitable career progress and remuneration.</i>	
3d.	Student Financial Support	\$21.0M (\$20.4M)

4. ENVIRONMENT & CLIMATE ACTION

4a.	\$ investment in projects aimed at water consumption / carbon footprint reduction:	\$3M
	<i>Given the low levels of on-campus activity for Fall 2020 and Winter 2021, consumption targets for electricity, natural gas, and water would not be meaningful. Until on-campus operations return to something approaching normal, we propose instead an annual dollar target for investments and equipment renewals that will reduce campus energy consumption, wastewater production, and carbon footprint.</i>	
4b.	# of living labs on- and off-campus focused on decarbonization:	3 over 5 years
	<i>Reflecting a key thrust of the Growth Plan, this index tracks the University's research and experiential learning contribution to decarbonization.</i>	

5. IMPACT & IDENTITY

5a.	Research impact: field weighted citations:	1.42
5b.	Research impact: # of media engagements with UR research and creation:	100
	<i>Together, 5a and 5b provide an overview of the scholarly impact of the University's published research, and the success of the University in engaging media (and, through media, multiple stakeholder groups including government, alumni, and donors) with regard to the University's research and creative contributions.</i>	
5c.	Research revenue:	\$29.0M (\$27.9M)
5d.	# of mid-career learners and microcredential seekers:	500
	<i>This metric reflects the growing needs of lifelong learners, including those in mid-career who are seeking professional master's degrees, and a new emphasis on microcredentials to respond to a changing labour market.</i>	

Goals listed in black text are carried forward from 2015-2020.
Goals listed in green text are new for 2020-2025.



University
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