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**Vision and Goals (2025-2030)**

In seeking renewal for a second decanal mandate, I have taken a participatory approach to developing a vision for the Faculty of Graduate Studies and Research (FGSR) based on consultations with the FGSR Team and in light of the aspirations outlined in the strategic plans for both the University of Regina (2020-2025) and the Faculty of Graduate Studies and Research (2021-2026). Renewal and revitalization of graduate education at the University of Regina has been the centrepiece of my first term as FGSR Dean, as outlined in the summary of accomplishments. The collective achievements and milestones we have accomplished so far demand more effort to consolidate and set on a sustainable footing. For instance, the Graduate Advanced Training and Entrepreneurship (GATE)'s mission of enriching graduate student experience programming, career-readiness; excellent service delivery; supporting robust graduate student funding; and academic program innovation require constant advocacy and external fundraising to ensure that the FGSR continue to meet our mandate to inclusive excellence, supporting the research enterprise, and overall academic mission of the University.

As partners in reconciliation, the FGSR commits to a welcoming environment and strengthening supports for Indigenous graduate students. Our staunch commitment to reconciliation, inclusion, equity, and diversity informs the entirety of the work we do and advances U of R strategic commitment to all our relations when serving graduate students, faculty and partners. These commitments constitute the bulwark for the vision and goals of the current and next term of my mandate as FGSR Dean.

**Vision**

At the University of Regina, we aspire to be a national leader in graduate education that prioritizes innovative inquiry and inclusive excellence within a learner-centered experience to improve our local and global communities. The FGSR supports graduate education and research excellence at the U of R by delivering an enriching graduate student experience that prioritizes student success, career-readiness and intrapreneurial/ transferable skills. Graduate education is intimately connected with the research enterprise as graduate students will continue to drive overall research activity, shape faculty research, and, as future scientists, engineers and scholars, provide the engine for social and scientific innovation.

Within this inclusive and student-centered framework, the Faculty will provide increasing supports for interdisciplinary, collaborative, and innovative program development that respond to societal and industry needs; promote graduate student excellence in research and professional programs; as well as student career-readiness and overall wellbeing.

**Leadership Values**

Over the past few months, I have carefully reflected on my leadership philosophy and style and I confidently believe my leadership lives up to what I summarize as RISE values: respect, inclusion, service, and empathy. These leadership values inspire us as Team FGSR to move forward together in a good way as strong partners in reconciliation and commit us to maintain working environment that supports the personal and professional growth of the team and build organizational resilience. The RISE values commit us to help bring researchers, faculty members and students together; strengthen the welcoming and inclusive environment we have built for all graduate students to pursue advanced education; deliver

excellent service to our communities and communities; and communicate strategically internally and externally.

Informed by the above inclusive leadership approach, I outline some goals and objectives that are externally and internally facing; drawn from the FGSR team's input, conversations with faculty members and students, and initiatives that are currently underway. The goals represent a tentative plan of where we want to move forward in the next five years, and as such they remain iterative, adaptable and contingent upon the core institutional priorities identified in the university's next strategic plan.

### **Key Objectives for the Next Decanal Term**

The next term of my mandate will involve advocating on behalf of graduate students and working on some major initiatives including:

- cementing the role of FGSR as a coordinating and learning hub;
- building the Graduate Advanced Training and Entrepreneurship (GATE) Center that supports career-readiness and student entrepreneurship;
- development of more experiential and co-op opportunities (e.g., Grad Career Launch);
- expanded recruitment of and more robust supports for Indigenous graduate students (the Supporting Aboriginal Graduate Enhancement initiative);
- guaranteed funding for Master's thesis-based students;
- doctoral summer institute to support graduate student multidisciplinary research in partnership with the VPR.

In addition, I have identified the following key objectives for my next decanal term:

#### ***Objective 1: Support academic program innovation and quality assurance***

- Collaborate with Faculties to modernize and update existing graduate programs
- Support Academic units in developing innovative graduate programs that are flexible and interdisciplinary
- Support interdisciplinary graduate student research through the development of a doctoral summer school
- Target setting for PhD programs by Fall 2025 - to align with guaranteed minimum funding
- Enhance supports for excellence in graduate supervision (e.g., rolling out professional development for new supervisors).
- Improve retention, graduation and time to completion rates.
- Ensure FGSR is included in the student satisfaction survey. This will help inform our offerings to students

#### ***Objective 2. Strengthen graduate student funding***

- Roll out of guaranteed minimum funding from PhDs and expand it to all thesis-based graduate students so that graduate programs remain competitive when it comes to attracting the best students.
- Improve the number of students applying for internal and external scholarships. Having more students apply, increases the ability to spread scholarship money to more students and increases the quality of applications due to the competitiveness.
- Develop new funding mechanisms for Indigenous and racialized graduate students in STEM.
- External fund-raising efforts to support developing high impact awards.

- Close student financial support and service gaps – achieve better collaboration between FGSR and URI, Registrar and FS.

***Objective 3. Advance graduate student academic and professional development***

- Assess and enhance professional development offerings to better serve the needs of graduate students
- Participate in the Strategic Enrolment Management Planning consultations identifying what we want the student experience to be
- Indigenous Grad Student Summer Institute: SAGE
- Explore development of Public Scholars program focused on embedding doctoral students in community organization.
- Identify new opportunities for graduate student research and knowledge mobilization
- Support self-sufficient and sustaining graduate student groups because they provide peer-to-peer support, build community and offer student leadership growth opportunities

***Objective 4. Strengthen graduate student career-readiness***

- Enhance non-credit academic supports (e.g., Grad Thrive Plus-GRST800AA- Graduate Teaching Enhancement Certificate; Thesis Writing Retreats;
- Review and strengthen professional development offerings;
- Provide career mentorship and support to student groups on event planning and budgeting, including funding sources and options;
- Develop on and off campus activities and events to showcase graduate student research, innovation, and learning, and provide networking opportunities for graduate students

In the next two to three years, FGSR will conduct broader consultations with faculty members, researchers, graduate students, and academic units to inform the strategic planning for the Faculty. We aim to focus those consultations on enhancing the graduate student experience, as well as identifying priorities to better achieve our mandate. For these reasons, while the above goals remain grounded in the institutional priorities, they remain open and malleable so that we can adjust them based on the next strategic planning that the University will be undertaking.