

For the period from July 1 – December 3, 2024

Per discussions with the Board of Governors when my 2024-2025 performance objectives were finalized in July, this comprehensive mid-year report to the Board consists of:

- Section 1: A dashboard “heat map” chart so that at a glance the Board can quickly gauge progress made toward each objective and its attendant measures;
- Section 2: An overview of progress toward each of the 2024-2025 objectives;
- Section 3: An update on developments in the University’s information technology infrastructure, which was part of the 2023-2024 objectives;
- Section 4: An update on other of my activities as President since the September Board meeting; and
- Section 5: An update on my academic research program.

Should the Board require additional information on any of the items discussed below, I would be happy to provide it either at the December 17 meeting or as follow-up.

SECTION 1: AT-A-GLANCE DASHBOARD “HEAT MAP”

Strategic Plan Connection	President’s Objective	Measurable	Status (colour-coded per the legend below)
Discovery Impact and Identity	Enhance the teaching and research missions by increasing engagement and investment in top priorities	Broad engagement of constituents in 50 th anniversary celebrations	Well Under Way
		Increase Chancellor’s Community support and grow membership by 20 percent	Well Under Way
		Implement a new external investment priority process to support fundraising campaign	Well Under Way
		Increase alumni engagement by 10 percent over two years	Well Under Way
		Begin developing new Strategic Plan	Partially Under Way
Impact and Identity	Complete planned facility and service upgrades	Complete Ad-Hum Pit renovation	Well Under Way

Well Being and Belonging		Complete transition to new food services model	Well Under Way
		Finish enhancements to Student Wellness Centre	Well Under Way
Discovery Environment and Climate Action	Amplify the University's research impact through multidisciplinary research, community engagement, and entrepreneurial activities	Launch new multidisciplinary research projects co-led by Faculties	Well Under Way
		Establish GIEMS and develop governance structure	Well Under Way
		Demonstrate leadership in sector-wide contributions to innovation in energy and minerals	Well Under Way
		Increase number of research contracts, MOUs, and MOAs with community and industry partners by 5 percent	Well Under Way
		Help build an Indigenous-led health and wellness research program for Indigenous communities	Well Under Way
		Support the creation of an Indigenous-led and Indigenous-focused research centre	Well Under Way
Truth and Reconciliation Well Being and Belonging	Increase recruitment of Indigenous faculty and staff	Develop and implement and Indigenous recruitment strategy and show improved results in number of applicants and hires	Partially Under Way
		Implement an Indigenous identity verification policy and validation process	Partially Under Way
		Communicate the policy and processes, and provide training	Partially Under Way
		Provide additional communication and support to promote self-identification, and improve reporting	Well Under Way

Well Being and Belonging	Set measurable health and safety goals and implement strategies to achieve them	Year-over-year reduction in health and safety incidents	Partially Under Way
		Progress on outstanding health and safety recommendations	4 Complete
			4 Well Under Way
Year-over-year increase in health and safety training and participation	Partially Under Way		

Progress Status	
BLUE	Complete
GREEN	Well Under Way
YELLOW	Partially Under Way
RED	Little or No Progress to Date

SECTION 2: OVERVIEW OF PROGRESS TOWARD 2024-2025 OBJECTIVES

Objective 1: Through institution-wide integrated advancement, enhance the teaching and research missions of the University by increasing engagement and investment in the top priorities of the University

Progress is as follows on the measures related to this objective:

MEASURE: Celebrate the University’s 50th anniversary with broad engagement of constituents in the various events throughout the year: This measure is well under way.

July 1, 2024 marked the official date of the University of Regina’s 50th anniversary as an independent, degree-granting institution. To commemorate this important anniversary, the University has embarked on a year-long celebration of the institution’s history and future with a wide variety of internal and external events, communications and marketing campaigns, fundraising appeals, and other initiatives. Throughout the year, the University aims to showcase its impact in the community as a leader in teaching and learning, research, student support, and community engagement.

The efforts to achieve this plan have been led by staff and faculty from across the institution. Well in advance of the beginning of the anniversary year, a University-wide 50th Anniversary Committee was struck, and has met monthly to coordinate and collaborate on activities across the institution. University Advancement and University Communications and Marketing have

taken a lead on institutional events, and have also supported individual Faculty/unit activities that have been tailored toward the 50th anniversary. Central support has enabled outbound communication and invitation lists to be coordinated, a central website and calendar to be developed and maintained, and systems such as registration and email communication to be shared.

The 50th anniversary events officially kicked off for faculty, staff, and students at a special 50th anniversary edition of the annual “Gathering on the Green” celebration, with more than 1,100 attending. The wider community celebrations began with the U-Prairie Challenge opening game between the University of Regina Rams and the University of Saskatchewan Huskies at Mosaic Stadium. Since then, more than 40 events of different types have taken place.

These 50th anniversary events have seen broad engagement from the University and wider communities, with more than 9,400 attendees between July 1 and October 31. This puts the University well on its way to surpassing the target of 10,000 attendees throughout the year, with many events still scheduled to take place in coming months. In short, the 50th anniversary celebrations are exceeding expectations.

Related to this, the University is also on track to increase overall alumni engagement by 10% by April 2025. The inaugural Alumni Week in late October was a particular success in this regard, attracting 2,762 attendees, including 687 alumni and 1,360 students. Presented by the University of Regina Alumni Association, Alumni Week included numerous events such as the Alumni Crowning Achievement Awards, and the Golden Aluminaries induction reception where 69 alumni received pins and certificates for celebrating 50 years or more as University of Regina graduates. Year-to-date, there has been a 17 percent increase in alumni engagement and attendance at events.

The Alumni Engagement team has also been tracking engagement through email communication. Overall, the University is averaging 19,377 recipients per email, which is a 43 percent increase over the previous year. Additionally, participation in key alumni programs such as TD Home and Auto Insurance and the Manulife Life Insurance have increased by 10 percent and 20 percent, respectively.

MEASURE: Continue to increase Chancellor’s Community scholarship support and grow membership by 20 percent: This measure is well under way.

The target to increase membership by 20 percent was met by the end of September, and efforts continue to enhance support for the Chancellor’s Community scholarship program.

The Chancellor’s Community was created in 2023 to connect campus to community and community to campus by building a philanthropic network of community leaders. Members of the community make an annual donation or multi-year pledge to the University in support of the Chancellor Community Scholarships and Fellows. Throughout the year, members of the community are invited to unique experiences where they learn more deeply about the University, meet the Chancellors Community Scholars, connect with distinguished faculty members, and network with other members of the community.

Events in support of this initiative throughout the term have included:

- A barbecue to welcome the first cohort of 14 Chancellor's Scholars and two Chancellor's Fellows into the Chancellor's Community. The event showcased the impact of the generous donations made by the Chancellor's Community members and provided an opportunity for them to connect with the first cohort of scholarship recipients; and
- The second annual "Taste of Research" event, which was held in early November and was very well received by donors and alumni. Several Chancellor's Community members attended these research presentations which highlighted the University's commitment to showcasing high-impact research while providing meaningful opportunities for donors to strengthen their connection to the campus community.

The next Chancellor's Community event, scheduled for February, will feature an astronomy theme and research from the Faculty of Science. This event will be open to both current members and prospective donors, providing an opportunity to grow the community even further and deepen engagement.

Continued efforts will focus on creating additional Chancellor's Community-specific events to highlight the impact of donor support. These events will aim to create intentional opportunities for members to engage directly with researchers and students, showcasing the impact of their support. In the meantime, the identification and solicitation of new prospects to support the Chancellor's Community continues.

MEASURE: Implement a new external investment priority process (related to government, industry, alumni, and other key stakeholder investment in the University) that supports the development and implementation of a comprehensive fundraising campaign: This measure is well under way.

In the summer of 2024, the Philanthropy team led the implementation of a new fundraising priority identification and approval process. Through this process, Faculties and administrative units now identify their fundraising priorities and have them prioritized based on the goals and objectives set forth in the University's Strategic Plan. After this process was shared with Faculty and administrative leadership, the first round of priorities were collected, reviewed by a newly created Institutional Fundraising Priority Approval Committee, and approved for inclusion in current campaign cycle.

An external consultant specializing in institutional fundraising has been engaged to support the development of the comprehensive fundraising campaign for the University. The consultant's work includes providing input on fundraising strategy, writing the University's Case for Support, supporting internal capacity-building on fundraising, and assessing the University's potential for a campaign.

In June, the consultant completed training for the Deans on the fundamentals of a campaign. In September, they presented to the University Executive Team on campaign trends in Canada and engaged the Advancement team in a campaign readiness exercise to begin the preparations for developing a case for support. Throughout October and November, the consultant worked with the Advancement team to assess the fundraising pipeline for the University. This work will be

completed in December, with a recommendation on a campaign goal to be delivered in January 2025.

Since initial planning, the identified fundraising priorities grew substantially, from a projected number of eight to a current total of 15 distinct areas of focus. Interviews are underway with the subject matter experts to identify the specific priorities that will be included within the case for support. These conversations will help refine each project's alignment with the overarching case for support, and ensure that the priorities resonate with prospective donors.

Faculties have been notified of priorities not included in the current campaign cycle, and have been provided with information on the schedule and process for the next scheduled intake in February 2025.

Looking forward, the campaign marks a significant shift in the Philanthropy team's approach, focusing on a comprehensive strategic model that emphasizes streamlined resource allocation and deeper collaboration across Faculties and administrative units. This approach prioritizes cross-disciplinary initiatives rather than individual projects, and aims to secure larger, transformative gifts aligned with the University's long-term vision and strategic goals.

Overall, this campaign model provides opportunities to incorporate new priorities as others receive funding – a flexible approach ensuring that the campaign can adapt to emerging needs and opportunities as they emerge.

MEASURE: Increase alumni engagement – namely financial support and event attendance – by at least 10 percent over the next two years: This measure is well under way.

As noted above, the University is on track to increase overall alumni engagement by 10 percent by the end of the reporting year, in large part due to the success of the ongoing 50th anniversary celebrations. The 17 percent increase in alumni engagement and attendance at events, 43 percent increase in alumni being reached by email communications, and increased participation in alumni benefits programs have exceeded expectations.

That said, the amount of financial support resulting from the annual Spring Appeal is down significantly year over year, following the trend in annual giving for the past few years. To help address this, the Advancement team completely revamped its Fall campaign to align with lower-level faculty priorities that should appeal to annual givers. As part of this, the University is targeting new alumni givers to increase this segment by 10 percent as planned.

MEASURE: Commence development of a new Institutional Strategic Plan that will guide the institution for the next five years and beyond: This measure is partially under way.

In September, Higher Education Strategy Associates (HESA) was engaged to provide an environmental scan of trends in university strategic planning in Canada, and provide insights into options that the University of Regina might consider. As part of its deliverables, in November 2024 HESA provided a report entitled *Strategic Planning: Pre-Development Considerations and Decisions*. Together with the Vice-Presidents and the Chief Governance Officer, I weighed options outlined in the report to determine the University's best course of action.

To that end, a prospective Chair of the planning process has been selected, and the University Executive Team has proposed ideas related to the size of the steering committee, length of the plan, themes from the existing plan to be built upon going forward, and possible new thematic areas to be included in the strategic plan. All agree that the new plan should be guided by “what we want to be” rather than “what we want to do,” developing a bold, unified, aspirational vision that will take the University to the next level of achievements and its rightful place in the Canadian post-secondary community as it enters its second half-century. As the process is finalized in coming weeks, these developments will be communicated to the University community, with further steps to be taken in the new year.

Objective 2: Complete planned facility and service upgrades to enhance student satisfaction

Progress is as follows on the measures related to this objective:

MEASURE: Complete the Ad-Hum Pit renovation to enhance student space: This measure is well under way.

Once the Level 3 “Tender and Construct” approval was provided by the Board in July, work began quickly on revitalizing the space. Major demolition is now nearly complete, and the layout for all spaces – the Pit itself, all-gender washrooms, perimeter seating areas, vestibule, front entry, and upper-floor safety enhancements – has been finalized.

Consultation took place in October with a representative of UR Pride to ensure that the all-gender washrooms will be appropriate. A call for Indigenous artists to help ornament the space closed on October 30. Three artists have been short-listed to create conceptual designs for floor art, with their designs to be submitted by December 6. A committee with strong Indigenous representation including Elders and Knowledge Keepers was formed to assist with selection of an artist and help guide the final artwork.

A survey to help capture student perspectives is under way, with the selection of the final finish and furnishings to take place in December. Tender packages for new construction closed on November 18, and all major contracts will have been awarded by the time of the Board meeting.

MEASURE: Complete the transition to a new food services model: This measure is well under way.

The first vendor that started operations in May – the Ultimate Experience Group – continues to grow their offerings and their following through their Java Junction, Chick 'N Tendeas, and Ultimate Rotisserie concepts. Their service – both in their location in the Riddell Centre and through their catering – has met with widespread approval on campus.

The second vendor, the locally owned Starbucks franchise which began operations in early fall, had the largest opening for any Starbucks on a post-secondary campus in Canada. It remains heavily used during weekdays when the majority of students, faculty, and staff are on campus, and options are being investigated to enhance sales on weekends.

With the final food vendors now having signed a lease, all three new vendors coming to campus in spring 2025 – Trifon’s Pizza, Da India Curry Express, and Liang’s Kitchen – will be eligible to cater to university functions. Demolition of the existing spaces is complete, planning is under way for modifications to the Riddell Centre and Lab Cafeteria dining spaces, and all three vendors are working with the architect and trades to plan and build their commercial kitchens. Trifon’s Pizza in the former Lab Cafeteria space is expected to be the first to open in April 2025, in conjunction with the opening of the renovated Lab Cafeteria dining area. The other two vendors are expected to begin operations shortly thereafter, completing the transition to the new food services model.

MEASURE: Finish enhancements to the student wellness centre: This measure is well under way.

The Student Wellness Centre expansion is progressing well in terms of both construction and staffing. On the construction side, completion is estimated to be on time and on budget for March 2025. Required demolition is complete, mechanical and electrical rough-ins are under way, and most material and major equipment has arrived for construction and installation. Designs for the parenting room, accessible washroom, and Zen room are under way, with construction tentatively scheduled to start in February. All of this is being done with minimal disruption to the Student Wellness Centre’s current operations.

From a staffing perspective, services and availability of appointments are already being enhanced through the hiring of two more Nurse Practitioners, bringing the Centre to a full complement of four. A schedule with walk-in hours will soon be in place, and a Health Promotions Coordinator will be added to the Centre. A new Accommodations Officer has also been hired to make a full complement of three. In addition, another counsellor will be added in the near future to ensure student needs are adequately met both in Regina and at the Saskatoon campus.

The funding agreement – including reporting requirements – is being finalized with the Ministry of Health.

Objective 3: Amplify the University’s research impact through growth in multidisciplinary research, community engagement and entrepreneurial activities

Progress is as follows on the measures related to this objective:

MEASURE: Successful launch of new multidisciplinary research projects that are co-led by collaborating Faculties: This measure is well under way.

Two new multidisciplinary research projects have received funding in the form of Saskatchewan Health Research Fund “Align Grants,” which are community-engagement grants to support stakeholder involvement in research projects. The two projects are:

- SHRF Align Grant “Understanding the influence of Urban Design on Healthcare Costs: Stakeholder Perspectives.” Project Lead: Dr. Harminder Guliani. Collaborating Faculties: Arts, Kinesiology & Health Studies, and the Johnson Shoyama Graduate School of Public Policy; and

- “Exploring the social acceptability of wastewater-based health surveillance.” Project Lead: Dr. Nicole Hansmeier. Collaborating Faculties: Science, Luther College, and the Johnson Shoyama Graduate School of Public Policy.

Funding for the project activities will be sought through follow-up grants. Currently, CIHR Operating Grants and New Frontiers in Research Fund proposals are under review.

Other multidisciplinary and multi-institutional projects are in development but not yet ready for submission:

- “Re-mining of coal fly ash” (the aim is to pursue an NSERC Alliance Society grant); and
- “Capacity building in post-secondary to meet future nuclear workforce needs” (Fedoruk Centre project grant).

It is also of note that the the Child Trauma Research Centre has several projects under way that bring together researchers from different faculties. One is the PSPNET Families project that has Dr. Nathalie Reid (Education) and Dr. Heather Hadjistavropoulos (Arts - Psychology) working together as Co-Principal Investigators. Another is entitled “Cross-Sectoral Collaboration to improve outcomes for children and youth in vulnerable contexts,” in which Dr. Reid is working with Dr. Mahani (Johnson Shoyama Graduate School of Public Policy) as co-investigator and principal investigator.

MEASURE: Establishment of the Global Institute for Energy, Minerals, and Society through the successful hiring of an executive director and the development of an effective governance structure for the tripartite collaboration between the University of Regina, the University of Saskatchewan, and Saskatchewan Polytechnic: This measure is well under way.

The Office of the Vice-President (Research) and the Office of Research Services conducted comprehensive consultation and engagement with members of the University research community in all faculties to obtain input on the proposed governance structure and objectives of GIEMS.

A business case document was then prepared to seek institutional approval for the University of Regina to partner in the creation of the Global Institute for Energy, Minerals, and Society (GIEMS) as a separate non-profit entity. GIEMS was subsequently approved by the Council Committee on Research, Executive of Council, and University Senate.

An external consultant was contracted to prepare governance and incorporation documents, and the project is on track for complete incorporation of GIEMS by the end of 2024, pending Board of Governors approval.

The University regularly shares project status and governance-related documents with the Ministry of Advanced Education to help the Ministry advocate for provincial funding (the target being five years of operating costs) in the 2025-2026 budget.

MEASURE: Demonstrate leadership in sector-wide contributions to innovation in energy and minerals, including nuclear energy development: This measure is well under way.

The University is actively pursuing funding from Crown Investments Corporation, SaskPower, and PrairiesCan to create an on-campus test loop facility to support research and training in nuclear energy. The project would also include in-kind contributions from Innovation Saskatchewan. The test loop facility would help establish the University as an important hub for nuclear innovation in the province. Also in the area of nuclear energy research, the University signed a Memorandum of Understanding with Canadian Nuclear Laboratories and Atomic Energy of Canada Ltd to foster student training and research collaboration opportunities.

Following up on the existing Memorandum of Understanding with the Colorado School of Mines (Mines), the University hosted John Bradford, Mines' Vice-President of Global Initiatives for a full-day meeting with Saskatchewan post-secondary leaders, provincial government officials, and provincial organizations including the International Minerals Innovation Institute (IMII), the Petroleum Technologies Research Centre, and the Fedoruk Centre. Participants discussed challenges and potential collaborative solutions to meeting the mineral needs of the energy transition, as well as future workforce development. Also arising from the Memorandum of Understanding, the University of Regina will collaborate with Mines and IMII to hold a mining summer school at the University in summer 2025.

It is also of note that the University organized a first-of-its-kind IDEATHON event to bring together researchers from Saskatchewan Polytechnic and the two provincial universities to discuss collaborative projects that will support innovation in energy and minerals. Three new projects are currently in development as a result of this event.

MEASURE: Increase by at least 5 percent the number of research contracts, MOUs and MOAs with community and industry partners for research and knowledge mobilization, with attendant rise in research-related revenue generated: This measure is well under way.

Taking into account the most relevant types of agreements (i.e., awards, sponsored research, and cooperation agreements), those that have been executed during the current reporting period from July 1 to the end of November are identical in number (122) to those finalized during the comparable period last year.

However, if one extends consideration to agreements (at least 14) which have been executed or are very close to execution but do not yet have a Converis entry, the number of agreements during the current reporting period rises to 136, representing an 11.5% increase from the same period last year. In addition, most agreements are normally finalized in the second half of the accounting period (i.e., December through June), so the University is on track for the targeted increase in the number of agreements.

MEASURE: Support the recently announced CIHR Applied Health Research Chair by helping to build an Indigenous-led health and wellness research program for Indigenous communities: This measure is well under way.

Various individuals and groups within the University's research enterprise have been providing support to the Chair. For example:

- The Vice-President and the Associate Vice-President (Research) have met regularly with the Chair (six times since the award was announced in March 2024) to ensure that the appropriate supports are in place so that this first-of-its-kind appointment at the University is successful. This practice will continue throughout the appointment;
- The Manager of Research Grants provided pathfinding support during the initial project launch;
- The Office of Research Services (ORS) has provided administrative and clerical support related to expense reports and financial procedures as requested, and will continue to do so throughout the duration of the Chair award;
- Through the work of its Research Engagement Managers, ORS has facilitated three bilingual intercultural meetings involving the Chair and two International Indigenous midwives' associations from Latin America;
- ORS has supported the development of two Memoranda of Understanding with the Amupakin Indigenous-led Health Centre and Amawtay Wasi Indigenous University, and has committed to providing support for an international event to be held next year in Alaska;
- ORS is assisting the Chair in a series of events from December 2 to December 6 with two guest speakers from Latin America; and
- The Vice-President (Research) has committed funds toward a CUPE administrative position to support the Chair.

MEASURE: Support the creation of an Indigenous-led and Indigenous-focused research centre by engaging Indigenous scholars in developing the centre’s governance structure and research focus areas: This measure is well under way.

Under the leadership of the Office of the Vice-President (Research) and the Associate Vice-President (Indigenous Engagement), initial consultations with Indigenous scholars at the University and Federated Colleges (including First Nations University of Canada) were completed in late spring 2024. Community engagement sessions were then conducted at Back to Batoche Days in July, as well as the Treaty 4 Gathering in Fort Qu’Appelle in September.

A working group that includes representatives from the University, First Nations University of Canada, and the Gabriel Dumont institute has been established to evaluate the feedback from these sessions and develop a proposal for the research centre. The group’s next meeting is in January 2025.

Objective 4: Increase recruitment of Indigenous faculty and staff

Progress on the measures related to this objective is as follows:

MEASURE: Collaboratively develop and implement an Indigenous recruitment strategy to attract Indigenous talent, and show improved results in the number of qualified applicants and hires: This measure is partially under way.

To make initial contact with prospective Indigenous employees and inform them of the career opportunities available at the University, Human Resources has participated in four career fairs and networking events, including three that specifically had an Indigenous focus. In addition, an

initial draft of an Indigenous faculty cohort proposal has been developed; it is in the next phase of revision before being shared with the Faculties for their input and eventual implementation.

MEASURE: Implement an Indigenous identity verification policy and validation process: This measure is partially under way.

Since last year, the Associate Vice-President (Indigenous Engagement) had been working to develop comprehensive guidelines to affirm the Indigeneity of faculty, staff, and students. That work is not yet complete, and she is currently on leave until at least early 2025, so as an interim measure given the University's immediate intent to hire Indigenous faculty, the Provost's Office has developed a temporary, transitional approach for the substantiation of Indigenous identity.

This temporary framework includes insights from sources including the Canadian Association of University Teachers, other Canadian post-secondary institutions, the Directive on the Tri-Agency Policy on Indigenous Citizenship, and First Nations University of Canada (Indigenous Voices on Indigenous Identity). The idea of substantiation, rather than validation or verification, frames a process that is respectful and guided by Indigenous values. Instead of being predicated on a set of rules established by non-Indigenous people, it draws on Indigenous peoples and their approaches for identifying their citizens.

This temporary framework will be shared with the Associate Vice-President (Indigenous Engagement) and the Indigenous Advisory Circle for input and endorsement until the comprehensive Indigenous identity verification guidelines are developed.

MEASURE: Communicate the Indigenous identity verification policy and processes, and provide education/training to faculty and staff: This measure is partially under way.

The verification policy cannot be communicated and faculty and staff cannot be provided the requisite training until the policy is complete. In anticipation of this, however, Human Resources is undertaking an environmental scan of CAUT recommendations and practices undertaken at other universities so that best practices can be implemented at the University of Regina both for the interim substantiation process and the longer-term verification framework.

MEASURE: Provide additional communication and support to promote self-identification, and improve reporting to increase understanding and accuracy: This measure is well under way.

Human Resources has been gathering testimonials from current employees on why it is important to self-identify. In addition, the Employment Equity and Consultative Committee has met twice, and will be a key resource in connecting with faculty and staff and faculty – as well as prospective employees as they apply to the University – regarding self-identification.

Objective 5: Set measurable goals related to developing a health- and safety-conscious campus culture, and implement strategies to achieve those goals

Progress is as follows on the measures related to this objective:

MEASURE: Year-over-year reduction in health and safety incidents (including near-miss): This measure is partially under way.

To date, there has been a slight year-over-year increase in the number of incidents reported to Health & Safety (108 in 2024 compared to 96 in 2023).

This does not necessarily indicate that the University is an increasingly unsafe environment in which to work, however. Historically, many in the University community have not been entirely familiar with the importance of reporting incidents and near-miss events, or with the process involved in doing so. As the University increases awareness and prioritizes health and safety even further, one can expect an increase in the number of reports over the coming years. This growth should be seen as a positive sign of an improving safety culture during this time in which the culture is undergoing a significant change.

MEASURE: Continued progress on outstanding health and safety recommendations provided by the Internal Auditor: This measure is well under way and moving to completion.

The University Executive Team agreed to eight priority items from the Internal Audit and External Review of safety at the University. Currently, four of these items are complete, with the remaining four either well under way or soon to be undertaken.

With respect to the first four recommendations:

- To date, 27% of currently employed supervisors have electronically signed the [UofR Safety Charter](#). Overall, a total of 250 staff have signed the Charter;
- 38% of currently employed supervisors have taken the [Safety for Supervisors training course](#). Sessions continue to be offered on a monthly basis;
- An online [Health & Safety Orientation course](#) has been developed and is available to all faculty, staff and students. This course is now mentioned as required training in all offer letters for new employees; and
- The University Communications and Marketing team is in the process of conducting a marketing and communications campaign to enhance the safety culture at the University and raise awareness of required processes and available services.

The University Executive Team has also endorsed the four remaining recommendations to be prioritized for the coming year:

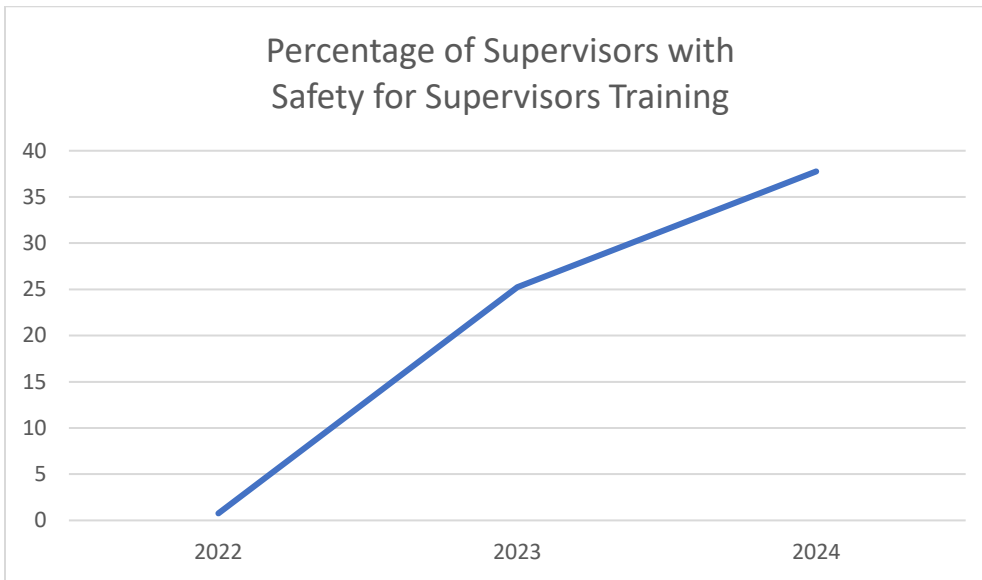
- Identifying safety as a core value in the next Strategic Plan;
- Having “safety moments” at the start of Board/Board committee meetings and other leadership and governance meetings;
- Updating decanal job descriptions to include safety responsibilities; and
- Asking all faculties and administrative units to designate the Health & Safety Orientation course as required training for all staff.

MEASURE: Year-over-year increase in health and safety training and participation: This measure is partially under way.

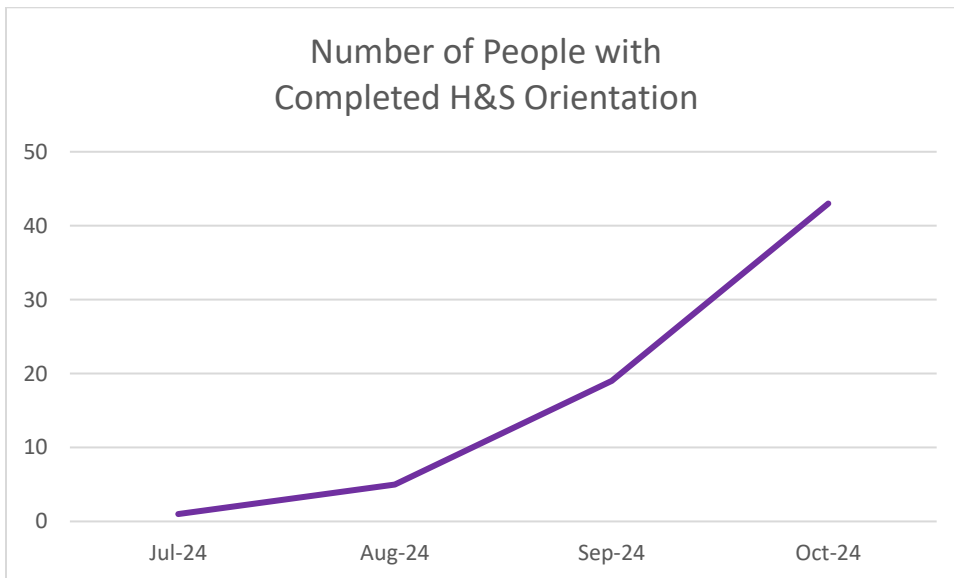
Many health and safety courses are valid for only three years; therefore training numbers can vary widely year to year depending on when certain cohorts are due to renew a particular course.

A more meaningful metric in many cases is the percentage of the University community that has the training which is recommended or required for their roles.

For example, as of November 18, 2024, 38 percent of staff in a supervisory role had completed the Safety for Supervisors course, compared to 25 percent at the same time in 2023. With two more sessions to take place in 2024, this is predicted to rise to 40 percent by the end of the year:



Similarly, the number of people who have completed the newly launched Health & Safety Orientation course has increased steadily, and this is predicted to continue as the University Executive Team drives the initiative to make this course required training for all staff:



SECTION 3: UPDATE ON INFORMATION TECHNOLOGY INFRASTRUCTURE PER 2023-2024 OBJECTIVES

While not explicitly part of the President's 2024-2025 objectives, ensuring that the University's information technology infrastructure is up to date was a key component of last year's objectives. Critical work has continued in this area – particularly in terms of student processing, cyber security, enhancements to the UR Courses learning management system, and implementation of Microsoft 365. For the Board's information, what follows is a brief update on these activities.

The Slate Student Recruitment Management (SRM) system that has been implemented to optimize communications with prospective and admitted students has a governance committee in place to guide the further development of the platform and support strategic enrolment objectives. The committee's first deliverables will be a unified set of requirements, together with a plan for development. Committed funding is in place for 2024-2025 and 2025-2026 to support required professional services, and the Registrar's Office is recruiting a second full-time business analyst to support the continuing SRM platform development.

For the learning management system (LMS) used by faculty and students for courses in all modalities, all requested input for the LMS strategic plan has been gathered. A first draft of the two-year plan is expected by mid-December.

Cybersecurity remains a critical focus for the University, and steady progress continues on implementing the Information Security Awareness Training program. Overall completion is now at 57 percent compared to just over 52 percent in September. For follow-up, Information Services now provides the Provost's Office and all administrative unit heads with a monthly report indicating which employees have not yet completed the training.

In terms of the Microsoft 365 implementation, the migration from Groupwise and related technologies was completed on time and on budget in spring 2024, and since then, work has continued to implement additional elements of the available Microsoft technology. Multifactor authentication for students was implemented in October, and IS has reviewed the current practices related to file storage, websites, and file sharing. Implementation of the recommended practices for file and web migration has begun and will continue through to May 2025.

SECTION 4: ENGAGEMENT WITH THE UNIVERSITY AND WIDER COMMUNITIES

Engagement with the University community:

Engagement with the University community remained a priority throughout the Fall term. My activities to that end from early September to the present included but were not limited to:

- Participating in daily discussions, meetings, and a wide variety of decisions related to the University's operations;
- Regular meetings with my direct reports, including the Vice-Presidents, Chief Governance Officer, Associate Vice-President (Human Resources), and President's Office administrative staff;

- Weekly meetings with the wider University Executive Team, and meeting twice with the Senior Leadership Team;
- Meeting monthly with the Presidents of the Federated Colleges;
- Participating on the search committee for the new President of Luther College;
- Chairing monthly meetings of Executive of Council;
- Addressing graduates at Fall Convocation, hosting the Convocation dinner, and participating in the Fall meeting of University Senate;
- Meeting with Nursing and Social Work students, faculty, and staff at the Saskatoon campus;
- Chairing the Fall 2024 meeting of University Council at which sustainability and strategic enrolment were the agenda items. The degree of Council engagement on sustainability necessitated the deferral of the discussion of the strategic enrolment plan to a meeting in the new year;
- Meeting with the URFA/APT and CUPE chairs, as well as URSU leadership and the Academic Leadership Group, which includes Associate Deans from across the University;
- Visiting a variety of Faculty Councils, academic departmental meetings, and meetings of administrative units to provide updates on University operations and solicit feedback;
- Sending monthly update messages to the University community;
- Delivering an opening presentation to this year's cohort of participants in the University's leadership development program;
- Hosting a University-wide update session in late November to update all faculty and staff on institutional operations and address any concerns;
- Meeting individually with a variety of students, faculty, and staff throughout the term – in some cases to learn more about their work, and in other cases to hear and address concerns they may have had;
- Attending different on-campus lectures and book launches by faculty members;
- Meeting with all the varsity sports teams, attending student athletics events in Regina, Saskatoon, and Winnipeg. This included attending the U-Prairie Challenge football game in Saskatoon between the Rams and the University of Saskatchewan Huskies;
- Attending a variety of student performances and events, including concerts put on by the Faculty of Media, Art, and Performance;
- Speaking at the new employee orientation session;
- Being a guest on a Media, Art, and Performance faculty member's podcast;
- Participating in meetings of the Space Allocation Committee, and providing my input as the University's annual risk register is developed;
- Participating as an *ex officio* member in meetings of the University of Regina Alumni Association. This included attending the Annual General Meeting in late October;
- Hosting a campus holiday reception in early December, and planning for the forthcoming community holiday reception which will have taken place by the time of the Board meeting;
- Attending and speaking at designated 50th anniversary events that have taken place this term. These included the:
 - Soccer homecoming;
 - U-Prairie Challenge kick-off event;
 - Concert featuring the re-furbished piano donated by the Barber family;
 - Faculty, staff, and student screening of the 50th anniversary video;
 - Alumni and friends event in Ottawa;
 - College Avenue campus "ghost tour";

- Faculty of Education 50th anniversary lecture;
 - Hill School dinner;
 - Faculty of Engineering gala;
 - “50 Years of Science” event;
 - Psychology awards reception;
 - University of Regina Alumni Association Crowning Achievement Awards;
 - “As One Who Serves” faculty and staff celebration; and
 - “Golden Aluminaries” event for 1974 and pre-1974 alumni.
- I also spoke at a variety of other on-campus events during the term. These included the:
 - Campus preview of the new recruitment presentation;
 - “United: An Evening in Support of Varsity Sport”;
 - Dr. John Archer Library donor luncheon, as well as the Library’s author recognition celebration;
 - Journalism program re-launch;
 - Alumni Art exhibit;
 - Fall Open House events for prospective students as well as their parents and supporters;
 - UR International’s International night;
 - Raising of the Treaty 4 and Métis Nation flags on campus;
 - President’s Celebration of Teaching, Research, and Service Achievement;
 - Women’s basketball game attended by Indigenous students from across the province;
 - Mitchell Bowl Regina Rams breakfast pep rally;
 - Regina and District Chamber of Commerce networking event for graduate students and Regina-area CEOs, which was organized by the University’s GATE Centre; and
 - Centre for Socially Engaged Theatre’s “Festival of Art and Discourse.”

Engagement with the wider community:

My engagement in the wider community through the Fall term included:

- Meeting regularly with both the Deputy Minister and the Minister of Advanced Education. Since the recent post-election Cabinet shuffle, I have also begun meeting with the new Minister;
- Meeting regularly with the Mayor of Regina. Since the civic election, I have also reached out to the new Mayor to schedule an initial meeting to discuss matters of mutual interest;
- A variety of meetings with provincial and federal government officials, as well as opposition members;
- Attending the opening of the Fall legislative session, as well as the Premier’s Agribition reception;
- Regular discussions with the Presidents of University of Saskatchewan and Saskatchewan Polytechnic, as well as heads of some of the Regional Colleges;
- Participating in the Treaty 4 Gathering in Fort Qu’Appelle to help commemorate the 150th anniversary of the signing of Treaty 4;
- Travelling with the recruitment team to meet with high school students in Medicine Hat, Moosomin, Weyburn, Moose Jaw, Balgonie, Prince Albert, and at Johnson Collegiate in Regina. I also spoke to a grade 10 class at Leboldus High School about what they might expect at university;

- Consulting with partner organizations regarding planning for the 2025 Vanier Cup;
- Participating in the annual “Winter Snowcase” event in Regina’s Southland Mall, where different Faculties showcased some of their programming for members of the public;
- Continuing my activities representing the University in the Canadian Military, Veteran and Family Connected Campus Consortium;
- Participating in a meeting of the new Regina Police Service Community Advisory Board, to which I was recently appointed;
- Discussing possible partnerships with different community organizations and business and industry representatives. This included meeting with the Cultural Connections Regina board about a donation to the University, and meeting with the leadership of the Assemblée communautaire fransaskoise regarding a bid to host the 2027 Canadian Francophone Games;
- Meetings with diplomatic officials and representatives of other organizations from several countries, both in Regina and while I was in Ottawa;
- Meetings with donors and prospective donors, locally as well as in Calgary and Ottawa;
- Accompanying UR International on a mission to Japan during which I spoke at several high schools and universities and discussed potential research partnerships with representatives of other organizations;
- Attending and in some cases speaking at different events in the wider community, including:
 - The annual ABEX awards in Saskatoon;
 - Cultural Connections Regina’s annual India Night;
 - A fundraiser for the North Central Family Centre, as well as the signing of a Memorandum of Understanding with that organization;
 - An event for Chinese alumni of the University;
 - A ceremony in Saskatoon at which the University extended its formal agreement with the Gabriel Dumont Institute;
 - Laying a wreath for Remembrance Day at the Regina Cenotaph, and attending the Armistice Day dinner. I also spoke at the screening of a documentary about the Regina Rifles, and accepted a maquette sculpture of a Regina Rifles soldier on behalf of the University; and
 - The Saskatchewan School Boards Association’s fall general assembly;

SECTION 5: MY ACADEMIC RESEARCH PROGRAM

I continued to conduct my academic research program and participate as a member of the Department of History throughout the fall. This included:

- Conferring with the employee of the Grenfell Campus of Memorial University who is providing a final proofread of the history book I co-wrote in honour of that institution’s 50th anniversary. The book will be published in Fall 2025;
- Finalizing six of the chapters I am writing for the *History of Canada in 15 Moments* textbook that I am writing with Dr. Raymond Blake of the Department of History. I also presented one of the chapters as a guest lecture to a class in the Faculty of Education; and
- Doing a guest lecture for the Royal United Services Institute on the subject of ““Children in World War II Canada.”