

CCAM Response Template

Response and Implementation

The following is the 5 year response resulting from the 2017 Unit Review. This response has been prepared by the Dean in collaboration with Associate Deans, Faculty Administrator, Executive Assistant and Manager of Admission and Research. On receipt of the report the members of the unit will meet in committee for discussion. The Dean and the unit head will then meet with CCAM to review the report. Based on the report, comments received from CCAM and any University planning and priority documents, the unit will then prepare a response. The response will address the issues raised and clearly outline priorities and future directions and initiatives for the unit over the next three to five years. As such it should be prepared in close partnership with the Dean. The response will be transmitted to CCAM which may comment on it. The response and any comments from CCAM will inform the faculty's long-term planning. The Provost may also provide a separate formal written response to the report from the unit.

18-Month and 5-Year Follow-ups

CCAM will initiate 18-month and 5-year follow-ups with the unit. The unit will be invited to prepare and submit a brief report in which members of the unit comment on the outcomes of the review and initiatives undertaken in response to it and respond to any comments from CCAM. In particular they will be asked to describe initiatives and plans for the coming three to five years until the next review takes place. The follow-up will be reported in CCAM's report to Executive of Council and the report and any comments from CCAM will be made available on request.

CCAM would also like the unit to respond to the following final questions in their five-year report: Was the academic unit review beneficial to your unit? What was the main outcome of your unit's academic unit review?

FGSR's 5-Year Follow-up to CCAM: April 5, 2023

Since the unit review, FGSR has had five Deans and Interim Deans, and many shifts in staff. A new Dean was hired in 2020 thus most of the information in the last two columns reflect the Strategic Plan of the new Dean.

This review has been very important to the Dean and the Leadership team as it helped focus the efforts required to bring the Faculty to a better position at the university, and to serve better graduate students and supervisors; it also helped with the development of an identity for the Faculty.

	Unit Response to AUR recommendations	18 Month follow-up	Year 5 and final follow-up	Goals & Initiatives for the next three to five years until the next AUR
1. Graduate Education at the University of Regina				
Recommendation A	FGSR should be encouraged to engage in campus-wide consultations in order to develop an institutional	- FGSR developed and implemented its community engagement strategy.	- In Summer 2020, the UofR hired a new Dean (5 years) to lead FGSR; the new Dean developed a new strategic plan released in Fall 2021: Unlocking the Future 2021-2026 .	- FGSR has a new Strategic Plan proposed by the new Dean for 2021-2026. By the time of the next AUR, we expect to have achieved the following strategic goals:

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	plan for graduate education that articulates clear objectives and strategies for achieving those objectives.	- A draft of this plan was scheduled for a phased release to stakeholders in December 2018 and January 2019 and a planned university wide launch by the end of January 2019.	- This Strategic Plan went through consultation at the following bodies: Council Committee on the Faculty of Graduate Studies and Research; Council Committee on Research; Associate Deans Research; Deans' Council.	Increase graduate student enrolment from the current 12% to 15%. Develop a coherent, experiential graduate professional skills program and increase graduate student participation by 5% annually. Expand the graduate alumni network and launch new partnerships. Communicate a clearly defined identity as an academic service-delivery unit, and as a graduate student advocate to internal and external stakeholders. Disseminate graduate student success stories through various platforms.
2. Organizational Issues				
Recommendation B	Maintain the current organizational model, but decentralize authority within the context of that model. FGSR should consider delegating authority for admissions to some or all graduate programs. This can be phased in as a pilot project, starting with units that are appropriately resourced to undertake this role.	- FGSR delegation of approval of grades to Deans of faculties was completed Fall 2018. - FGSR worked with the Levene Graduate School of Business to pilot transfer of admissions to their office starting in January 2019. - Technological improvements will also enhance the admissions process and ease training requirements on a go forward basis.	- The delegation of grade approvals has been well received and will remain in-place. - As per their request, FGSR transferred the primary responsibility of Admissions to Levene GSB but after 3 years, Levene asked for that responsibility to be returned to FGSR. It was returned to FGSR in spring/summer 2022.	- FGSR will continue to work closely with all units within faculties to ensure the admission process is seamless. - FGSR expects the Student Relationship Management (SRM) platform to assist with the growth of graduate applications, improving application processing times, conversion rates, and overall line Faculty's experience. -Currently, FGSR is exploring the feasibility of having final decisions on some matters (e.g., Changes to Programs, Leaves of Absence) delegated to Line Faculties.
Recommendation C	It is imperative that there be clear communication with students, faculty members and other units on campus with respect to the role of FGSR relative to the role of graduate programs and line Faculties.	- As part of the community engagement process, data was collected around stakeholders' understanding of FGSR's role, what they believed the role of FGSR should be, and their preferred forms of communication with FGSR. This information will serve as	- New initiatives have been launched to streamline and enhance FGSR's communication with students, faculty members, and other stakeholders: -The Grad Digest launched in early 2021 provides readers a monthly newsletter and acts as a regular communication vehicle between FGSR, the student body and Faculty and Staff. -Two new Associate Deans managing different portfolios and projects were hired (Jan 2022-2026).	-The Grad Digest has been a success and its monthly production and distribution will continue. -Orientation events for new students take place every term and now include clarification on the role of FGSR, faculties and programs. A "map" to contextualize graduate students at the UofR is provided in the course GRST800AA Grad Thrive Plus -Regular meetings with the Associate Deans Research (ADR) group and the Graduate Program Coordinators will continue to be scheduled. -FGSR Associate Deans are members of the Associate Deans Academic (ADA) group which provides

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		the foundation of the comprehensive communications plan and social media strategy to be developed by the Associate Dean (Strategic) during Winter 2020.	Assoc Deans maintain regular communication with students and units via email, weekly office hours, and social events. - FGSR meets periodically with the Associate Deans Research (ADR) and Graduate Program Coordinators. - FGSR is maintaining a social media presence, mainly through Twitter, Instagram and an updated website.	additional opportunities to clarify the role of FGSR in the academic realm of the university and maintain regular communication with faculty members. -Graduate opportunities and events will continue to be distributed to graduate students and supervisors through the different List-serves of the University, ensuring that supervisors and students receive the same information. -FGSR Associate Deans will continue to maintain active communication with students and faculties. - A communication strategy is under development.
3. Operational Issues				
Recommendation D	The Dean of FGSR undertake a pilot project delegating authority to admit to a limited number of graduate programs. Normally, delegated authority to admit allows graduate programs to make offers of admission on behalf of the Dean of Graduate Studies to any applicant who meets the graduate school's admissions criteria. Applicants who do not meet graduate studies minimal for GPA or language proficiency require approval from the graduate school.	- As part of the pilot with the Levene School, FGSR continues to audit their program admissions and provide feedback to the School.	- This recommendation was transferred to each line faculty and their Associate Dean/Dean. Recommendation completed.	- The new SRM will expedite the approvals process for new students. -To collect feedback from the units regarding the SRM to enhance the program and thus all processes related to admission, registration, funding, and theses and defenses. There will be meetings and consultation with the Units in 2023-2024. - FGSR will continue to audit admissions as part of overall quality assurance processes and share feedback with Faculties as appropriate.
Approval of Grades Recommendation E	Authority for approval of grades in graduate-level courses and for graduate students be given to the Dean of the line Faculty offering the course.	- FGSR delegation of approval of grades to Deans of faculties was Completed Fall 2018.	- There have not been any complaints from units or Associate Deans.	- FGSR made permanent delegation of graduate course grade approvals to line faculty Deans. - FGSR will continue consultation with units and Associate Deans and make revisions when necessary.
Staffing & Internal Organization Recommendation F (a) & (b)	Review the staffing model: (a) Ensure adequate resources are devoted to	(a) A process improvement expert was hired in 2018. The full review of policies and	- (a) The person hired left the university and the project was not completed. Another Project Manager was assigned by the university (2021)	- To ensure resources are available to continue to deliver quality admission experiences. - The SRM will enhance the admissions process and coordination with other units.

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	<p>admissions and registration and staff has sufficient systems expertise</p> <p>(b) Align reporting relationships to allow the Dean to focus on academic leadership and enable the Faculty Administrator to deliver on operational accountabilities</p>	<p>procedures will take place in 2020 to revisit workloads and the need for additional positions.</p> <p>-Technological improvements to reduce workload of the Admissions team, optimized processes and make the admission process easier are being implemented, including:</p> <p>(i) automated reference processing system. (ii) a new upload system of documents where students can upload documents online. These improvements benefit applicants and line faculties as well. (iii) Implementation of URDocs, (iv) improvements to Banner workflows.</p> <p>-A new application tracking system implemented by our Admissions Coordinator identified processing emailed documents as the primary bottleneck slowing application processing times.</p> <p>-A new Caspur report was created in January 2019; to allow communication with applicants and line Faculties.</p> <p>-A new form in Banner that will convert a WES GPA to an equivalent UR GPA to assist in</p>	<p>to prepare for the SRM project. There was a thorough evaluation of the Admissions processes and staff required.</p> <p>-One APT "Scholarships coordinator" position was added to the area of Funding.</p> <p>- An Automation Project with Information Services was completed in early 2022. This helped improve the application process (e.g. acceptance letter generator, the long term storage of admissions documents within URDocs, and student's references processing system has been enhanced to allow applicants to update and resend an automated link to their referees as needed (from manual to automated)).</p> <p>-FGSR has been working on the Degree Audit automation project for two years and it is now complete. Line Faculties have been invited to pilot and test the Degree Audit system (Winter 2023).</p> <p>- A new Student Relationship Management (SRM) platform has been approved by the University for the coordination of the admission of new students.</p> <p>- Admissions and Registration staff grew from 4 to 7, ensuring better and more efficient processes. A new position "Admissions and Registration Manager" has been created.</p> <p>(b) A new Dean was hired in 2021. Two new Associate Deans were hired in 2022 with specific portfolios: Planning and Programs (P&P), and Engagement and Partnerships (E&P).</p> <p>-Regular meetings are scheduled for Staff and for the Leadership Team to foster better communication and functioning of the Faculty as a unit.</p>	<p>- It is essential that FGSR maintains the areas of Admissions and Registration well-staffed and trained in order to provide our students and faculties the best support possible.</p> <p>-To explore and adopt technologies that enhance all processes related to student admission and registration, funding, and thesis and defenses.</p> <p>- As graduate enrolments expand, we will be looking at automation and other opportunities to support the team.</p> <p>-Additional projects geared to automation and enhancement of other internal processes related to student Admission and Registration, which will be derived from the Automation Project, including: Degree Audit, and Banner Workflow.</p> <p>- FGSR will further bolster collaboration and partnership with URI to better support international students.</p> <p>-FGSR will continue to explore ways to streamline and standardize the conversion of GPAs to their U of R equivalents including an exploration of best practices at other universities and the use of third-party tools such as Scholaro.</p>

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		<p>applications evaluation The next phase in this plan is to convert GPAs for areas that do not use WES once our admissions staff's time is freed from manual file processing and training other faculties. -Our partnership with URI to provide support services to all International graduate students and visiting graduate students has successfully leveraged their expertise and is on-going. This has allowed our admissions and registration staff to devote more time to their assigned job duties.</p> <p>(b) The organizational structure of FGSR was changed with all CUPE staff (with the exception of the Executive Assistant to the Dean) and APT staff reporting to the Faculty Administrator. The Associate Deans, Executive Assistant to the Dean and the Faculty Administrator report to the Dean. In addition, the two Admissions Specialists report to the Graduate Admissions Coordinator and the Scholarships Assistant reports to the Manager of Scholarships and Awards.</p>	<p>-The previous Faculty Administrator (FA) left the university and a new one started in October 2022. -The duties of the Faculty Administrator were adjusted to prioritize meeting the operational needs of the Faculty with all academic matters addressed by the Dean, Associate Deans, and Manager of Admissions and Registration.</p>	

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		<p>Completed Summer 2018.</p> <p>-The Associate Dean started in his half time position in Fall 2018 and the Associate Dean (Strategic) began in her half-time role Winter 2019. A new Interim Dean started his role in June 2019.</p>		
Recommendation G	Be attentive to staff morale and engagement as changes are made.	<p>- Staff was consulted and would prefer having a plan per unit rather than per individual's priorities.</p> <p>-The Dean and Associate Deans are on board with strategies such as communication and training conducive to staff encouragement and to improving morale.</p> <p>-Initiatives requests from staff include: emergency protocol training, a security hot button at the front desk, and education of academic staff</p> <p>-Team bonding activities and retreats have and will be planned whenever possible starting 2020.</p> <p>-Two APT staff members have taken the UR Leading program and others have received subsidies to attend national conferences and other professional development activities.</p>	<p>- The FA works closely with staff and encourages discussion on a number of topics, personal and professional, in bi-weekly meetings (these meetings were weekly but Staff asked to have them bi-weekly). Retreats and online activities were organized even through COVID and other events, including Christmas events and picnics, have been and will continue to be organized.</p> <p>-During COVID there were regular "Check-in" meetings.</p> <p>-The UofR did an Engagement survey in 2022 and FSGR did well; staff are engaged.</p> <p>-FSGR conducted its own Engagement survey following the UofR survey and a few new initiatives have been implemented: a board for positive comments and feedback and flexible work from home guidelines.</p> <p>-Staff can pre-plan to work from home 2 days a month (piloted for 6 months in May 2022) and in November 2022, the guidelines were revised to include an additional 3 days /month of unplanned work from home time for extenuating circumstances. This pilot will continue for another 6 months and will be reviewed in May 2023.</p> <p>-The new FA works closely with staff to build morale; in 2022, there have been</p>	<p>-To continue consultations with FGSR staff through engagement surveys, bi-weekly meetings, one on one meetings.</p> <p>-To continue supporting staff engagement</p> <p>-To continue supporting professional development initiatives for staff.</p> <p>- Involve FGSR team in strategic planning for the unit.</p> <p>- Identify and develop new supports to help staff with work life balance.</p> <p>- Update and consult with staff about upcoming program and policy changes that impact their workload</p> <p>- Renew efforts to invite and encourage staff participation in decision making, including by inviting relevant staff members to planning discussions and other meetings to seek their perspective and input</p>

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			<p>two in-person staff retreats with sessions built around staff requests/interests.</p> <p>-FGSR has organized several Staff functions (lunches, coffees) to boost morale and create other engagement opportunities.</p> <p>- A hot button and direct line to Campus security has been implemented at our main reception desk.</p>	
Special Case PhD Program Recommendation H	An internal review of outcomes for and governance of the Special Case PhD program.	- FGSR's evaluation of the Special Case PhD is nearly complete. Consultations are being reviewed and will be reported in Dec. 2019. Recommendations include streamlining application and registration, building community among students, enhancing supports for stakeholders, and considering an offering at the Masters level.	<p>- Recommendations of the report have been delayed as we plan to rethink the Special Case routes.</p> <p>- In the meanwhile, FGSR will continue to support special case PhD programs and students as we seek to create a better cohort experience, integrate special case students in the graduate student community.</p> <p>- New student experience and success programming is inclusive of all graduate students and creates more opportunities to engage/integrate Special Case PhD students in the graduate community.</p>	<p>-Work on the special case PhD program as we seek to create a better cohort experience.</p> <p>- Work with academic programs to convert successful special case PhD programs into formalized, independent PhD programs (e.g., La Cite).</p>
4. Student Experience				
	If resources permit, participate in the 2019 Canadian Graduate and Professional Student Survey (CGPSS) survey	<p>- FGSR has participated in past CGPSS and again in 2019. University Survey Management Committee delayed the launch of the community engagement survey to March 2019 as a result of the timing of the CAGS survey.</p> <p>- Some initial national CGPSS findings were presented at CAGS. Analyses of UR in the national context will be</p>	<p>- FGSR and the Associate Dean (E&P) met several times with staff from the Institutional Research Office to analyse the results from CGPSS and ASPS from 2021 and 2022. This assisted in evaluating student experience and informing FGSR of their strengths and challenges. Challenges include: timely feedback on progress, tuition paid is a worthwhile investment, and overall availability of information about graduate studies.</p> <p>- FGSR is designing its own Exit Survey.</p>	<p>-Priority II of the Strategic Plan is on Enriching graduate experience and as such, FGSR is committed to achieve excellence in: Graduate supervision and mentorship, offering skills, experiential and entrepreneurship opportunities, serving Indigenous students and racial, gender, and non-visible minorities, and promoting research and creativity.</p> <p>- FGSR plans to continue participating in the CGPSS and the ASPS (both, FGSR and UofR).</p> <p>-To implement an FGSR Exit Survey that would allow for evaluating student experience, in particular student satisfaction with the program and supervisor.</p>

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		done by the Manager of Special Projects.		
5. Mandate				
Leadership in graduate education	Monitor and participate in national and international conversations relating to the form and structure of the thesis, the rise of course-based Master's programs, and career trajectories of graduate students, among other issues, and ensure that they inform local decisions.	<ul style="list-style-type: none"> - Through 2018 and 2019 Dean (or interim), Assoc Deans, the FA, the Manager of Special Projects and attended different conferences: Canadian Association for Graduate Studies (CAGS), Western Canadian Deans of Graduate Studies (WCDGS). - The Interim Dean attended Senior University Administrators' Course (SUAC) in 2019. - Associate Deans were provided with \$5000 for professional development. - An Assoc Dean attended a Leadership Communications program offered through the Harvard Extension School. - An Assoc Dean participated in an Academic Leadership conference and has registered for the Senior Women Academic Administrators Conference (with financial support from the Provost's Office). 	<ul style="list-style-type: none"> - The new Dean is a member of the Canadian Associations for Graduate Studies (CAGS) Board of Directors and served on the Executive of the Western Canadian Deans of Graduate Studies (WCDGS). - The Dean and Associate Deans attended CAGS 2022 and they actively participate in national and regional meetings. - The Manager of Engagement and Special Projects attended the Graduate Professional Development Network annual meeting. - The Dean and Associate Dean (P & P) attended the WCDGS Conference in Jan 2023 and gathered information on national trends regarding key issues: minimum funding, admissions and EDI, and Professional Development opportunities. - The new Dean is an active member of different national and international Graduate Associations and is bringing solid and progressive leadership to FGSR. - The new Dean is working to establish the Graduate Advanced Training and Entrepreneurship (GATE) Centre to support student entrepreneurship and innovation (in the process of searching for funding). Some initiatives on entrepreneurship and innovation have started. 	<ul style="list-style-type: none"> - The new Dean has developed a new Strategic plan for 2021-2026 with a new vision of positioning FGSR as a leader in graduate education and graduate student experience. - The new Strategic Plan includes the following Mission statements: Support a diverse range of high-quality graduate programs; Support original research and knowledge production; Foster a welcoming and stimulating environment to a diverse student body; Respond to and anticipate future needs of people in the community; Provide life-long educational opportunities. - Building GATE to provide a sustainable and solid foundation of career-readiness, intrapreneurial skills development and student entrepreneurship activities.
Communications	Ensure dissemination of information to graduate students including both routine administrative	- See Response C with respect to the development of a comprehensive	- The new Dean created and implemented a monthly newsletter, the Grad Digest, that captures and distributes relevant information to	- "Enhancing impactful communication" is the fourth priority of the new Strategic Plan, thus the goals are to support all communication between and among stakeholders

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	<p>information as well as messaging about professional development and other opportunities, as well as carefully crafted messages designed to increase student success. The communications function is accomplished through maintenance of the website, as well as regular communications out to students. A social media presence can also help to broaden the reach of the messaging.</p>	<p>communications plan and social media strategy based on the community engagement process undertaken to create the 6SDs.</p>	<p>students and supervisors. This newsletter is sent via email to students and Postdocs, Graduate Coordinators, Deans, and supervisors through the Research Listserv.</p> <p>-The new Dean has created and implemented several initiatives for student experience since the end of 2020, all geared toward improving student engagement, experience and satisfaction, and bringing closeness between FGSR and the student body. These include: (1) a newsletter (Grad Digest), (2) monthly Coffee with the Dean meetings open to all students; each meeting is organized around a theme (e.g., dealing with supervisors; Women in Science and Engineering; EDI in graduate studies; harassment and discrimination), (3) orientation events three times a year with special workshops by the FGSR Associate Deans on Student-supervisor relationships and Academic Integrity, (4) increasing the professional development opportunities and training, (5) supporting graduate entrepreneurship, (6) weekly support hours for thesis writing and defense preparation, (7) launching the FGSR Award for Outstanding Graduate Supervision, (8) and resuscitated Grad Night at the Owl.</p> <p>-Associate Deans have weekly student hours where they meet with students to chat and answer questions.</p> <p>- Monthly "Coffee with the Dean" sessions provide graduate students an opportunity to discuss important topics that are normally requested by the student body.</p>	<p>-To develop a Strategic communication plan.</p> <p>-To update the website.</p> <p>-To continue communication with all stakeholders using the strategies listed in the Year 5 and Follow up column.</p> <p>- Pending resources, FGSR will work on an integrated marketing communications plan (with the primary focus on developing a new interactive website, active social media channels, etc.) to enhance student engagement and recruitment. FGSR began the design of a new website in November 2022. The main landing page should be ready in April 2023 with subsequent pages completed over the course of the year</p> <p>- FGSR is leading a partnership with Human Resources and the Vice-President (Research)'s to develop robust engagement and support for our postdoc community.</p> <p>- Having two Associate Deans with different portfolios guarantees that students are being heard and that their needs are met from different sides (academic and experience).</p> <p>-Through several initiatives, the Associate Deans are working on improving student-supervisor relationships, and the student experience in general. Some examples are: -Student hours (one hour/week via Zoom); a revised Letter of Understanding is proposed and available to supervisors and students; and a Graduate Supervision task-force including supervisors accreditation, training, mentoring, etc. which was started in Fall 2022.</p> <p>- Maintain and update FGSR website to better promote student success initiatives and attract talented UofR undergraduate students to graduate programs.</p> <p>-Expand communication and support thesis-based students and postdocs to strengthen the research enterprise.</p>

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			<ul style="list-style-type: none"> -The new Dean uses Twitter to promote events and communication in general. -The Dean’s Executive Assistant maintains updated address lists for the Associate Deans Research and their Admin supports, Graduate Program Coordinators and their Admin supports, and Post Doctoral Scholars. This allows the FGSR Leadership Team to easily communicate with these individuals/groups. -The FGSR website is regularly maintained and updated with relevant information that is provided to FGSR. -Associate Dean (E&P) is the UofR rep to the Canadian Association of Postdoctoral Administrators (CAPA) and relevant information is passed over to Postdocs regularly. -The Thesis and Defense Unit is offering weekly office hours to support students that are writing theses (this started Winter 2023) -GRST 800AA Grad Thrive Plus has been revised to include a module on EDI and Indigenization and as such it introduces students to three key values of the UofR: Academic Integrity, EDI, and Wellbeing. -Associate Deans hold a term session on Academic Integrity and Student-Supervisor relationship as part of Orientation (since Winter 2023). - FGSR’s Partnership with URI is strong, close, and dynamic. We are collaborating closely to offer support to our International students. -The area of Funding at FGSR organizes Q&A sessions with individual units. -Open Houses are being organized every semester to promote graduate 	

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			programs and bring faculties and units, students, and FGSR together.	
Indigenization	<p>FGSR has a particular role to play in providing culturally appropriate supports for students in graduate programs, ensuring that rules governing thesis examinations are compatible with cultural norms, and leading a conversation about indigenization of the graduate student experience.</p>	<ul style="list-style-type: none"> - An investigation and consultation process regarding the implementation of an Indigenous graduate level cohort program was carried out (final report submitted in July 2019). -A Job Evaluation Questionnaire (JEQ) to run a cohort program: it is anticipated that co-development of the program with students should begin by no later than Summer 2020. - A strategy to address principles on Indigenous education has not yet been developed. It will be integrated into implementation of the 6SDs as part of the Be a Champion pillar. - An entrance scholarship program for Indigenous students was launched in Winter 2019: 4 recipients in Summer 2019, 22 scholarships awarded in the Fall 2019 with a final budget of \$123,000. The future of this program will be driven by the ability to secure an on-going stable funding source. - A professional development workshop for supervisors will be discussed in collaboration 	<ul style="list-style-type: none"> - Under the new Dean’s direction, FGSR has doubled the amount of FGSR scholarship funding available for Indigenous graduate students. -The new Dean and the Associate Dean, Community, Research, and Graduate Programs from FNU have met to discuss possible collaborations between institutions. -As part of their graduate education experience, U of R graduate students are expected to gain familiarity with the Truth and Reconciliation Commission’s Calls to Action. The course GRST800AA Grad Thrive Plus, now includes the Four Seasons of Reconciliation course; it is mandatory that all students take this course. - FGSR doubled the scholarship/funding amounts available for Indigenous graduate students. 	<ul style="list-style-type: none"> - FGSR has identified decolonization and Indigenization of graduate studies as a strategic priority in line with the U of R strategic plan. “Indigenization of Graduate Studies involves incorporating Indigenous ways of knowing into teaching and research: expand Indigenous engagement in the research enterprise, and facilitate professional development opportunities for units and faculties to learn to Indigenize and decolonize pedagogy, curricula, policies, procedures, and processes.” FGSR Strategic Plan (2021-2026) - To continue supporting and promoting Indigenous students, funding, and recognition. - FGSR aims to expand the number of Indigenous graduate students pursuing full and part time studies at U of R. - FGSR will work with First Nations University of Canada to identify and develop joint programming opportunities. - FGSR will work with the Associate Vice-President, Indigenous Engagement (AVPIE) on recruitment, potential study pathways, and new supports for Indigenous graduate students. - In partnership with the AVPIE and other Indigenous organizations, we will identify and lead non-credit programming focused on training and developing Indigenous leadership and entrepreneurship. - When financial resources permit, FGSR plans to work with the AVPIE and hire an Indigenous coordinator to help develop cultural supports and other initiatives for Indigenous graduate students. - Work to identify policies that act as barriers to Indigenous students in accessing or completing graduate studies, with the aim of decolonizing our practices. -FGSR will work with other units to establish a SAGE (Supporting Aboriginal Graduate Enhancement) chapter at the UofR in partnership with stakeholders (e.g., FNU, Faculty of Ed, VPR, AVPIE...).

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		with the EDI's office; looking at offering it online in the future.		
Professional Development and Student Support	We understand that FGSR has recently started to provide some community-building and professional development programming, but we heard that there is demand for more extensive offerings, whether provided or coordinated by FGSR.	<ul style="list-style-type: none"> - As part of an initiative to coordinate various writing workshops on campus, a JEQ has been written to allow the hiring of casual writing coordinators to be in place in Summer 2020 and no later than the start of the 2020-21. - FGSR hosted an annual one day Graduate Student Conference in Fall 2018 and 2019 focusing on academic readiness, with a second one-day research-focused conference scheduled in Winter 2020. - In partnership with the Research Office and the Library, FGSR held a two-day research boot-camp in Fall 2018. This pilot project was unsuccessful. The winter conference mentioned in Action 2 is intended to serve as a trial for a potential replacement. -FGSR has increased academic and professional development workshops and offers many online. A larger proposal taking a 3 pillared approach to student development (academic, professional, and well-being) complete 	<ul style="list-style-type: none"> - The new Dean of FGSR has invested significant time in consulting with faculty and students about Professional development. The Dean, Associate Dean, and Manager of Engagement and Special Projects have established new collaborations with offices at UofR and the Colleges to develop Professional Development activities. New activities include Graduate Writing support, Intercultural communication, Thesis Support, Digital Research Skills, and Funding workshops. -The new Dean has significantly increased entrepreneurship opportunities for students in partnership with Cultivator, Foresight, and Innovation SK, and the nonprofit sector. -New certificates have been developed and are available for free to students: Digital Research Skills Certificate, GTEC (Graduate Teaching Enhancement Certificate). -The mandatory course GRST800AA Grad Thrive Plus for all graduate students has been revised to include a section on Well-being, EDI and Indigenization. 	<ul style="list-style-type: none"> -The new Strategic plan commits FGSR to facilitating, developing and supporting learning opportunities for students, and promoting research collaboration with communities outside campus including the non-profit sector, Indigenous communities, the City of Regina etc. - To revise and update content of GRST800AA Grad Thrive Plus - To continue the exploration of partnerships for the creation of new professional development opportunities. - We will continue to build and entrench more robust programming focused on career readiness and entrepreneurial skills development of graduate students. - FGSR through GATE activities will grow non-credit programming focused on social innovation, community engagement and entrepreneurship to integrate graduate students in the innovation ecosystem in Regina and Saskatchewan. -Exploring options for allowing graduate students to take concurrent curriculum, in particular non-credit courses offered through CCE.

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		with resourcing requirements was submitted in Fall 2019 and is under consideration by the Interim Dean.		
Student advising	Play an active role in providing advice for graduate students, particularly in thesis-based programs, and in resolving student-supervisor conflict. It is important that graduate students have access to advice and support from a party outside the Faculty where their supervisor holds an appointment.	<ul style="list-style-type: none"> - The Interim Dean and Assoc Deans have worked to ensure that students know that they will be heard and believed when they come to FGSR with a supervisory issue. FGSR has not yet looked into the feasibility of offering dedicated student advising beyond the decanal level, as we are first prioritizing supervisory development, as discussed in more detail below. 	<ul style="list-style-type: none"> - Associate Deans are available via email and provide weekly student hours. -Since Fall 2022, FGSR has also implemented weekly office hours regarding Thesis format, and defense. -Since Fall 2022, a revised LoU is available for students and supervisors. -The Associate Deans offer two new workshops as part of Orientation: Academic integrity and Student-Supervisor relationships. -Coffee with the Dean sessions include speakers on topics such as Student-supervisor, Respectful university, EDI, women centers and STEM support, Diversity groups, etc. 	<ul style="list-style-type: none"> - We have underscored that FGSR advocates on behalf of graduate students (a voice of graduate students). - The Dean and Associate Deans will maintain an “open door” policy to better support graduate students. - FGSR will continue strong advocacy on behalf of graduate students. -FGSR’s leadership and staff will continue to put special efforts into establishing a dynamic and respectful line of communication with our student body and in our responses to their inquiries. - The FGSR-led university-wide task force on graduate supervision is expected to develop a set of recommendations on conflict resolution between supervisors and graduate students.
Supervisory development	There is scope for FGSR to cooperate with the unit on campus that provides development opportunities for faculty members relating to teaching to also provide development around graduate supervision. Programming aimed at graduate supervisors can ensure both that supervisors are familiar with institutional expectations around supervision, and also support them in working productively with students within the supervisory relationship.	<ul style="list-style-type: none"> - In 2018-19, FGSR and CTL offered a graduate supervisor professional development day. The feedback was extremely positive. The program was put on hiatus during the CTL closure. A meeting with the Director of the CTL was held on Nov. 20th to plan the next iteration of the program for Winter or Spring 2020. - FGSR is devoting considerable attention to improving our infrastructure and policies for training supervisors and students. 	<ul style="list-style-type: none"> - The new Dean created an award to celebrate good supervisors: “<i>Award for Outstanding Graduate Supervision</i>”. This award was launched in Winter 2022, and awardee gets nominated for the National CAGS award on Supervision. -The FGSR and CTL event from 2018-19 was discontinued. The Associate Dean (E&P) is trying to resuscitate the event and is meeting with CTL to look for ways to collaborate. -Since Fall 2022, the course Grad THRIVE Plus includes a module on Respectful University, mandatory for all students. - In Fall 2022, the Associate Dean (P&P) created a Task Force looking at the process of supervisor accreditation, renewal of accreditation, mentorship 	<ul style="list-style-type: none"> -“Enriching Graduate Student Experience” is the second priority of the new Strategic Plan. - To offer regular (annual) training workshops for supervisors. -To complete the work of the Supervision Task Force and implement findings and suggestions as per recommendations from the committee. -To continue promoting the LoU in every orientation event (3/years) and to offer workshops specific on student-supervisor relationships; seek feedback from students and supervisors, and revise the LoU frequently. -To make sure all students know about their rights, roles and responsibilities, by promoting education on this through Coffee with the Dean, Orientation workshops, and Grad THRIVE Plus. - FGSR will actively work with the office of Respectful University to support students and supervisors in difficult situations, not only at an individual level but also at faculty level, for instance contacting deans

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		<p>This is a top priority of the 6SDs.</p> <ul style="list-style-type: none"> - A review of FGSR policies and procedures ensuring student safety and voice. 	<p>and resources for supervisors, and an examination of best supervisory practices at other universities.</p> <ul style="list-style-type: none"> - In Fall 2022, the Associate Dean (E&P) revised the existing LoU Student-Supervisor, and the updated version is now available to all. This LoU is presented in workshops, Newsletters, Orientations, Coffee with the Dean events, etc. -Since Winter 2023 Coffee with the Dean features one event with the winner of the Outstanding supervisor award. 	<p>from specific faculties to invite officers from Respectful University to speak at their Faculty Council meetings.</p> <ul style="list-style-type: none"> -Revise and update accreditation policies based on the recommendations that arise from the Supervision Task Force.