

For the period from July 1, 2023 – September 12, 2023

Per discussions with the Board of Governors when my 2023-2024 performance objectives were finalized in July 2023, my written reporting for the Board for 2023-2024 will consist of:

- Two comprehensive reports on progress toward those objectives (one a mid-year update for the December 2023 meeting, and the other an end-of-year report for the July 2024 meeting);
- Brief interim updates on the 2023-2024 objectives for each regularly scheduled meeting;
- Periodic updates as appropriate on progress made toward past objectives;
- Updates for each regularly scheduled meeting on my engagement with the University and wider communities; and
- Updates for each regularly scheduled meeting on my research-related activities.

This will ensure to the Board at every meeting that progress continues toward my annual objectives, which are guided by the 2020-2025 Strategic Plan, the University Risk Registry, and priorities identified at the 2023 Board of Governors' Strategic Retreat.

Based on that framework, this report includes:

- Section 1: A brief update on some objectives from last year;
- Section 2: A concise overview of early progress toward each of the 2023-24 objectives;
- Section 3: An update on other of my activities as President; and
- Section 4: 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 September 26 meeting or as follow-up.

SECTION 1: UPDATE ON SOME OBJECTIVES FROM LAST YEAR

Generating a 15% increase in international students, 2% growth in graduate students, stability in overall domestic enrolments, and a 2% increase in student credit hour equivalents:

Overall enrolment for Fall 2023 has reached an all-time high, exceeding pre-pandemic numbers; as of the first day of classes, 16,860 students were registered across the University and Federated Colleges, representing a 5.6 increase compared to Fall 2022. Over the same period, credit hours being taught increased by 5.4 percent, reaching nearly 165,000. The number of international students has risen 37.3 percent to 4,148 (compared to 3,022 in Fall 2022), and the total number of graduate students is up 5.3 percent over last year. Although domestic enrolments have not increased overall, it is encouraging that the major domestic enrolment increase is among first-year students, which bodes well for a four-year enrolment cycle. Clearly the University's extraordinary efforts to recruit and retain students as we come out of the pandemic are now yielding positive results.

Maintaining growth in total Tri-Agency research funding compared to a rolling multi-year average:

Tri-Agency funding results continue to show improvement. The University has now permanently instituted the incentive program introduced last year that provides \$10,000 in institutional support for those who obtain at least \$100,000 in such funding, with pro-rated matching support for those who are awarded less. Increased Tri-Agency funding success will enhance reputation, attract more highly qualified students, and, with each successful Tri-Agency award, bring additional federal government supplemental funding to the University's Research Office. It will also increase qualification for Canada Foundation for Innovation support to enhance research-related infrastructure, and qualify the University of Regina for more Canada Research Chairs.

Implementing and tracking against benchmarks in the 2022 Equity, Diversity, Inclusion and Anti-Oppression Action Plan:

In a reconfiguration of the former Senior Advisor to the President (Equity, Diversity, Inclusion and Anti-Oppression) position, the University has hired an Equity, Diversity, and Inclusion Advisor. The position, which is designed to help advance performance against the Action Plan's benchmarks, reports to Human Resources and is physically located in the Student Affairs area.

Remaining on track in implementing the Sustainability Action Plan to reach a 25% reduction in the University's GHG emissions over the course of the 2020-2025 Strategic Plan's timeline:

When introduced, the Sustainability Action Plan was not adequately resourced to reach the 2025 goal of a 25% reduction of GHG emissions; such a gap between resources assigned and required has also existed throughout the life of the 2020-2025 Strategic Plan. Currently, an estimated \$3 million investment is required to enable the University to reach GHG emission reductions targets in line with the Sustainability Action Plan and institutional Strategic Plan. Still, with one-time provincial government MOU funding, at the end of the last fiscal year the University hired a Sustainability Officer, and is on target to reach a 23% reduction by the 2025 target date. With still-prevalent budgetary challenges, it is not considered prudent at this time to spend heavily to achieve an extra 2% reduction in GHG emissions.

Making progress on the newly established 2023-2026 Academic Plan that identifies project leads and several benchmarks.

The Provost and Vice-President (Academic), Vice-President (Administration), and Vice-President (Research) have assigned responsibilities to their teams for achieving objectives arising from the three-year Academic Plan. For each Vice-President, progress in this regard is a component of their annual performance assessment.

SECTION 2: OVERVIEW OF PROGRESS TOWARD 2023-2024 OBJECTIVES

Objective 1: Establish comprehensive strategies, with performance targets by faculty/administrative unit, to improve both employee engagement survey and student satisfaction/experience results

The employee engagement component of this objective is proceeding well under the direction of the Associate Vice-President (Human Resources), and will be in place for the next comprehensive employee engagement survey, scheduled for Spring 2024. Such extensive surveys will occur every two years. Between them, the University will continue with single-question pulse surveys to facilitate improvement – the most recent being a pulse survey on whether employees believe and feel that the university

prioritizes their well-being as identified in strategic priority three of the institutional strategic plan – Well-being and Belonging.

The student satisfaction component of this objective is also moving forward. Guided by the Academic Plan, the Provost is working with Deans' Council to address student satisfaction and experience through the development of a Strategic Enrolment Plan, reviews of academic programming, and the evaluation of specific student supports such as scholarships, academic advising, and the Arts Transition and Academic Recovery programs.

Objective 2: Establish the principles and template towards the development of a new Budget Model that aligns with the Board-approved principles

Prior to developing a new budget model, the Vice-President (Administration) is researching various components of the current budget with assistance from the Internal Auditor. The two areas the Internal Auditor is focusing on are chargebacks (in Facilities Management, Information Systems, and Financial Services, for example) and the Centre for Continuing Education model. Upon receipt of the report, it will be determined what changes would enhance services, and what the implementation timelines will be for any contemplated changes. In advance of the 2024-2025 budget development, a clear set of principles and accountability measures will be created to guide the process.

At the same time, the Office of the Provost is working on a new approach for the 2024-2025 budget consultation, in which academic units will be required to report on performance areas such as course fill rates, enrolment, retention, and student satisfaction. In parallel, the Office of the Provost – in consultation with Deans' Council, the Council Committee on Budget and the VP (Administration) – will begin working on the development of a new budgetary model for academic units, which will combine Responsibility Center Management, performance-based, and centralized approaches. Implementation will take place gradually during the next two academic years.

Objective 3: Establish a Strategic Enrolment Plan (SEP) for the University and implement key elements

Work on a new Strategic Enrolment Plan has begun through the leadership of the Provost and the newly realigned position of Executive Director, Strategic Enrolment Management and Registrar. Guided by the Academic Plan, they are working closely to tie resourcing to areas such as recruitment, enrolment, course fill rates, time to degree completion, and as appropriate, degree requirements and their impact on student success and satisfaction. Through this approach, the SEP will complement – and in many ways reflect – the revised budget model, with both being grounded in data.

To complement this, full year registration – over three academic terms – will be in place for Fall 2024. Based upon the experiences of other universities, it is anticipated that this will help students with their planning – namely in balancing on- and off-campus activities and obligations – and, as a result, increase retention and satisfaction.

The reorganization and administrative relocation of Enrolment Services from Student Affairs to the Registrar's Office is complete, as part of a broader re-organization completed over the summer of 2023 to fill gaps and achieve administrative improvements without adding to costs or the overall number of senior administrative positions.

Objective 4: Establish a clear path/strategy for capital builds and renovation and for supporting priorities including for lab space, upgrading of classrooms and other space, IT infrastructure, and use of ancillary services/space

Under the direction of the Associate Vice-President (Facilities Management), criteria are being developed to triage capital projects and renovations using a point-based system grounded in institutional priorities that include advancing student satisfaction, University scholarship, teaching effectiveness, Indigenization/Reconciliation, sustainability, and environmental stewardship. At the same time, Facilities Management is creating a comprehensive space inventory from which a subsequent capital list of outstanding projects will be developed and then prioritized per the points-based system.

Objective 5: Complete Phase 2 of the University's identity project, and produce multi-year strategies for fundraising and alumni relations related to institutional priorities, with benchmarks to define success

Phase 2 is now under way, under the direction of the Chief Governance Officer, whose re-aligned position includes oversight of University Marketing and Communications for which a new Director was hired in June. Phase 2 will provide more consistency in University publicity (as opposed to, for example, independently developed Faculty material), thus raising institutional recognition and profile. Phase 2 will also emphasize priorities and areas of excellence, building off established strengths, namely the University's commitment to Truth and Reconciliation, providing students with experiential learning opportunities, international leadership in health-related research (particularly with respect to Mental Health), and being an engine for regional development, such as in the area of energy transition.

Tied very closely to this is the production of a multi-year fundraising strategy, now moving to completion under the guidance of the Director, Advancement. Over the past few months, the Director, Advancement has also been leading discussions with the Alumni Association about ways to enhance its outreach and effectiveness in light of the University's priorities.

Objective 6: Be more proactive than in the past at pursuing opportunities for government funding and university/industry/business partnerships

To this end, the University has hired a Commercialization Officer who reports to the Vice-President (Research), and a Government Relations Advisor who reports to the Chief Governance Officer. Their deliverables will include identifying more opportunities than in the past, submitting more applications, increasing the number of agreements, and ultimately, enhancing revenues.

Objective 7: Begin implementing priority activities from the Indigenous Engagement Strategic Plan

Having undergone extensive consultation and revision, the Indigenous Engagement Strategic Plan will be formally launched on September 26. Its 35 recommendations are being triaged and prioritized for implementation over the next five years, and cover areas that include curriculum reform, program development, hiring, aesthetics, research protocols, community outreach/engagement, ceremony, interactions with Elders, and procurement.

SECTION 3: ENGAGEMENT WITH THE UNIVERSITY AND WIDER COMMUNITIES

Engagement with the University community:

Actively engaging with members of the University community was a priority throughout the summer and as the Fall term began. My activities in this regard included:

- Attending meetings of the Orientation Committee throughout the summer, participating in Campus Housing Move-In Day in late August, and speaking at close to a dozen different orientation-related events, such as:
 - Main orientation for all new students;
 - Adult learner orientation;
 - Nursing and Social Work orientations;
 - First Nations University of Canada orientation;
 - Graduate student orientation; and
 - Parent and supporter orientation;
- Speaking at orientation events for new faculty and staff;
- Meeting with individual professors (and in many cases, their students) to learn about their research;
- Participating in planning meetings for the Chancellor's Community Concert, and speaking at the event on September 12;
- Holding regular meetings with the University Executive Team, Federated College Presidents, and my direct reports, as well as the heads of URFA and CUPE;
- Planning my schedule of annual attendance at meetings of Executive of Council as well as approximately 30 Faculty Councils, academic departmental meetings, and administrative unit meetings that I will attend during the year;
- Developing a preliminary schedule (to be expanded over time) of University events to attend and in many cases speak at throughout the year. I will have spoken at several of these events by the time of the Board meeting, including:
 - The unveiling of Joe Fafard's refurbished frog sculpture;
 - A donor announcement with Federated Co-operatives Limited and the University of Regina Press;
 - The Canadian Association of Business Students conference hosted at the University;
 - The Master of Health Administration residency weekend; and
 - The launch of the Shumiatcher Art Auction in support of the President's Art Collection;
- Developing a schedule of Senior Leadership Team meetings, and planning for the first meeting of the year, to be held on September 20;
- Preparing for the first University Town Hall of the year, to be held on September 21;
- Participating in meetings of the University of Regina Alumni Association, and hosting the Alumni Crowning Achievement Awards, which will have taken place by the time of the Board meeting;
- Hosting the August "Gathering on the Green" faculty and staff appreciation event, which was attended by approximately 800 people;
- Entering a team in the Glen Anaquod Memorial Tipi-Raising competition, which will have taken place by the time of the Board meeting;
- Attending a variety of athletics-related events, including:
 - Speaking to student-athletes at their orientation;
 - Attending practices and competitions;
 - Meeting with individual teams and coaches;

- Hosting the President's Event in Support of Varsity Sport;
- Participating in events in Saskatoon associated with the kick-off of this year's U-Prairie Challenge; and
- By the time of the Board meeting, attending a Rams game in Winnipeg;
- Meeting with members of the University of Regina Queer Initiative to discuss future collaborations;
- Conducting virtual and, wherever possible, in-person meetings with existing and prospective donors; and
- Participating daily in discussions and decisions related to a variety of operational aspects of the University.

Engagement with the wider community:

My engagement with the wider community throughout the summer and first weeks of the Fall term included:

- Regular meetings with the Mayor of Regina, the Minister and Deputy Minister of Advanced Education, as well as meetings with other officials from the municipal, provincial, and federal governments;
- A joint meeting with the Minister of Advanced Education and the Presidents of the University of Saskatchewan and Saskatchewan Polytechnic, as well as meetings with representatives of some of Saskatchewan's Colleges, and the President of Ontario Tech University;
- Working with Enrolment Services to plan my participation in UR Days and other recruitment activities in several Saskatchewan communities this fall;
- Continued participation in meetings of the Association of Registrars of the Universities and Colleges Canada MyCreds™ Advisory Board;
- Participating in the annual Treaty 4 Gathering, which will have taken place by the time of the Board meeting;
- Working with UR International to plan a mission to China and Bangladesh in early October that will focus on recruitment and the development of academic agreements;
- Meeting with different community groups as well as business and industry representatives to discuss potential partnerships and joint activities, including experiential learning opportunities for students;
- Attending the John Howard Society's "Walk the Walk" fundraiser for Lulu's Lodge, which has now raised approximately \$40,000 for a bursary for 2SLGBTQIA+ students who have been affected by homelessness;
- Meeting with external partners to build support and prepare documentation for a bid to host the 2025 Vanier Cup;
- Attending and in many cases speaking at different community events, including the graduation of the RCMP "Depot" Division's Troop 37, during which I inspected the troops and provided the graduation speech;
- Discussing the expansion and standardization of dual credit courses with guidance counsellors from the Regina Public School Board;
- Participating as a member of the Regina's Growth Board;
- Holding virtual meetings with the Colorado School of Mines on potential joint programming and research and funding collaborations arising from the Memorandum of Understanding that was signed last year;

- Hosting delegates from several countries on campus, including the President of Central Luzon State University in the Philippines, with whom the University signed an academic agreement; and
- Conducting media interviews as requested on a variety of topics including the beginning of the new school year and the University's increased enrolments for Fall 2023.

SECTION 4: MY ACADEMIC RESEARCH PROGRAM

Throughout the summer, I continued work on my academic research program, and my activities as a member of the Department of History:

- Together with my co-author Pat Rediger, I completed a six-chapter draft of a book manuscript documenting the history of Memorial University of Newfoundland and Labrador's Grenfell Campus. Entitled *With Thought and Not by Accident*, this manuscript was created to celebrate the Grenfell Campus' 50th anniversary in 2025. I am currently in discussions with Memorial about providing the manuscript and photos in the best possible format so they may publish the book in time for their celebrations;
- With Dr. Raymond Blake of the Department of History, I continued research for our textbook entitled *A History of Canada in 15 Moments*, which has been selected for publication by Bloomsbury Press; and
- I served as an internal examiner for two History students' Master of Arts theses.