

For the period from September 13, 2023 – November 28, 2023

Per discussions with the Board of Governors when my 2023-2024 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 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 December 12 meeting or as follow-up.

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

Strategic Plan Connection	President's Objective	Measurable	Status (colour-coded through the year per legend below)
Well-being and Belonging	Establish strategies to improve both employee engagement and student satisfaction results	Hone employee engagement survey tool for 2024	BLUE
		Refine employee engagement scoring system	BLUE
		Administer the 2024 survey and provide results	RED
		Define targets to help establish the survey tool as a means for performance assessment	YELLOW
		Identify the Academic Plan's priority recommendations	YELLOW
		Identify required actions and those responsible for implementing them	YELLOW
		Implement these key recommendations	YELLOW
Impact and Identity	Establish principles and template toward development of a new Budget Model	Examine processes and identify areas to maximize efficiency and enhance budgeting	YELLOW
		Develop principles for a new Budget Model that takes a holistic institutional approach	GREEN

		Ensure that the Budget Model enhances services for students, faculty, and staff	YELLOW
Well-being and Belonging	Establish a Strategic Enrolment Plan and implement key elements	Develop a comprehensive Strategic Enrolment Plan	GREEN
		Implement priority recommendations where feasible	YELLOW
		Complete preparations for full-year registration for Fall 2024	GREEN
		Administratively relocate Enrolment Services to the Registrar’s Office	BLUE
Discovery	Establish a strategy for capital builds and renovation that supports priorities including lab space, classrooms, and information technology	Set criteria to score projects according to factors such as student service and advancing teaching and research	GREEN
		Generate and disseminate a comprehensive capital plan that includes decision-making criteria and timelines	GREEN
		Develop a strategy for upgrading outdated and vulnerable IT infrastructure	GREEN
Impact and Identity	Complete Phase 2 of identity project and produce multi-year fundraising and alumni strategies	Establish greater consistency in “Go Far, Together” messaging	GREEN
		Implement a sustained “Go Far, Together” marketing campaign	GREEN
		Develop and implement communication plans for the three identity pillars	GREEN
		Complete and begin implementing a multi-year fundraising strategy	GREEN
		Establish a multi-year plan to project the University’s story to alumni	YELLOW
		Re-focus the activities of Alumni and Community Engagement	GREEN
Discovery Impact and Identity	Be proactive in pursuing funding and partnership opportunities	Develop and begin implementing a strategy to work with various levels of government on funding partnerships	YELLOW
		Develop and begin implementing a strategy to work with business, industry,	GREEN

		and other partners on entrepreneurial research opportunities	
Truth and Reconciliation Impact and Identity	Begin implementing priority activities from the Indigenous Engagement Strategic Plan	Identify priority activities and initiatives	YELLOW
		Identify those responsible for moving them forward	YELLOW
		Begin implementing initiatives wherever possible	YELLOW
		Develop an implementation plan for longer-term initiatives	RED

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 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

Progress is as follows on the measures related to employee engagement:

Hone the employee engagement survey tool in advance of the March 2024 follow-up survey to more accurately identify types of employees, such as whether they are full-time/continuing, part-time, or limited contract: This measure is complete. Provisions have been made to incorporate employee type into the 2024 employee engagement survey.

Refine the employee engagement scoring system to establish more precise ratings without negating meaningful comparison to the 2022 survey: This measure is complete. Human Resources has refined the scoring system for the 2024 survey so it will be comparable to that used in the 2022 survey, while at the same time incorporating an easier way to interpret the data. This scoring system will be shared with the successful vendor to guide the 2024 survey.

Administer the 2024 survey and provide results to individual units: This has not yet been undertaken, but will be under way when the RFP for the survey is issued in January 2024. The survey is expected to be administered in April 2024.

Define targets to help establish the survey tool as one means for performance assessment among University leaders:

This measure is partly under way. The 2022 employee engagement survey results were distributed to each individual Faculty and administrative unit in the spring of 2022. After consultation with Human Resources, all Faculties provided an action plan to the Provost in the fall of 2022, articulating how the survey results would be disseminated and acted upon. Depending on their reporting structure, administrative units provided similar action plans to their respective member of the Executive team. Pulse survey results were distributed in November 2022 and April 2023 to help gauge progress.

This list is not exhaustive, but here are some examples of how Faculties and administrative units have chosen to act upon the employee engagement and pulse survey results as a means of performance assessment:

Faculties:

- Human Resources met with the Johnson Shoyama Graduate School of Public Policy (JSGS) to compare the University of Regina employee engagement survey results with those administered by the University of Saskatchewan to determine if there are common issues between employees of both universities who work in the School. A combined action strategy with performance targets is being developed for January 2024.
- Based on feedback received in the employee engagement and pulse surveys, the Faculty of Science now hosts a monthly “lunch and learn” where leadership buys lunch for staff and invites a guest speaker. Most recently they had a panel discussion on micro-aggressions. Faculty and staff are encouraged to document their attendance at these events on their annual performance reviews.
- The Dr. John Archer Library is currently engaged in the strategic realignment of some units, work, and reporting structure. This includes empowering APT managers to enhance their effectiveness in leading CUPE staff by conducting additional training and leadership guidance from Human Resources. The Library is also working to streamline positions for optimal operational efficiency within User Services and the Archives.

Administrative Units:

- Facilities Management implemented a comprehensive follow-up to the survey by asking managers to lead focus groups with staff. All Facilities Management managers and directors then met to develop targets around better communication and accountability.
- Based on the 2022 engagement survey results, a workplace assessment was conducted in the University Advancement & Communications unit. This resulted in significant restructuring in the area.
- Student Affairs also conducted a follow-up workplace assessment and as of November 2023, is using that information to determine next steps in performance coaching for certain individuals.

It is important to note that some areas have not yet made significant progress beyond submission of their initial plans to their respective member of the Executive team.

Progress is as follows on the measures related to the Academic Plan and student satisfaction/experience:

Identify the priority recommendations that will best support the Academic Plan’s two overarching aims of enhancing student satisfaction, support, and success, and establishing innovative programming: This measure is partially under way. Priorities in addressing student satisfaction and the student experience include developing the Strategic Enrolment Plan (discussed under Objective 3), reviews of academic programming, and the evaluation of specific student supports such as scholarships, academic advising, and the Arts Transition and Recovery programs.

Define the actions required and those responsible for implementing these recommendations to best achieve the relevant targets included in the Performance Measurement Framework, ensuring that Truth and Reconciliation, Indigenous Engagement, and Equity, Diversity, and Inclusion are appropriately taken into consideration: This process is partially under way. The Provost has begun initial discussions and planning with regard to the actions required and implementation responsibilities. In the new year, the Academic Plan document will be updated to reflect progress toward the recommended actions, as well as changes to the Plan’s oversight and the leads of each area of focus. Revisions will take into account the recent alignment of the Registrar’s and Enrolment Services Offices.

Overall, the Provost’s identified priorities – including development of the Strategic Enrolment Plan, reviews of academic programming, student supports, and scholarships, and efforts toward enhanced teaching and learning – support the relevant Performance Management Framework targets related to Discovery (1a, 1b, 1c, and 1d), Truth and Reconciliation (2a and 2b), and Well-being and Belonging (3d).

Implement to the degree possible over the year these key recommendations in areas such as recruitment and retention, teaching and learning, academic programming, and student success and experience: This measure is partially under way. As noted under objective 3, a draft of the Strategic Enrolment Plan is anticipated to be ready in January 2024. Additional items under way relevant to the key recommendations include: creating a new scholarship for international students; working with the Faculty of Education to supply bursaries to students with the goal of increasing enrolments; developing external partnerships in the Faculties of Engineering and Applied Science (Ontario Tech University) and Social Work/La Cité (l’Université de Moncton); encouraging and supporting the use of Degree Audit for advising; and utilizing available data, such as course fill rates, to maximize offerings.

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

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

Critically examine existing processes and identify areas to maximize efficiencies and enhance budgeting practices: This measure, which is a work in progress to be completed over the next few years, is partially under way. At present, the internal auditor is reviewing two major budget areas – the Centre for Continuing Education (CCE) model and the expense recovery model utilized in Facilities Management, Information Services, and Financial Services.

Develop the principles for a new Budget Model that will take a holistic, institutional approach and move away from the specific Faculty/unit focus where appropriate: This measure is well under way. Workshops with the Associate Vice-Presidents and Deans took place in June 2023 to discuss the budget model. Participants were asked to identify what they liked about the current model and what they would like to see improved. They also provided input on operating guidelines that would guide the creation of the budget and support the new budget model.

In late November, a follow-up meeting took place with the Associate Vice-Presidents and Deans in order to continue the discussion regarding the creation of operating guidelines, among other things. It is expected that work on the operating guidelines will conclude in January.

To support the new budget model work and begin the associated culture change, the Vice-President (Administration)'s priorities have been aligned with those of the President. In addition, templates have been created for direct reports to align their work and activities with these priorities, and provide updates on a regular basis. In this way, outcomes are measurable, the administrative leadership is held accountable, and resources are aligned to achieve the priorities as outlined. Any new budget model will continue to incorporate accountability and measurable outcomes, and ensure that resources are provided to support priority areas.

Also in preparation for the 2024-25 budget, the Provost has asked each academic unit to complete a template to aid in the decision making process for upcoming resource allocations. In working toward a new budgetary model for academic units, this year's consultative approach includes reporting on each unit's strategic direction, structure, financial results, five-year complement planning, and performance metrics. The Deans will then be asked to present their budget to their peers for feedback.

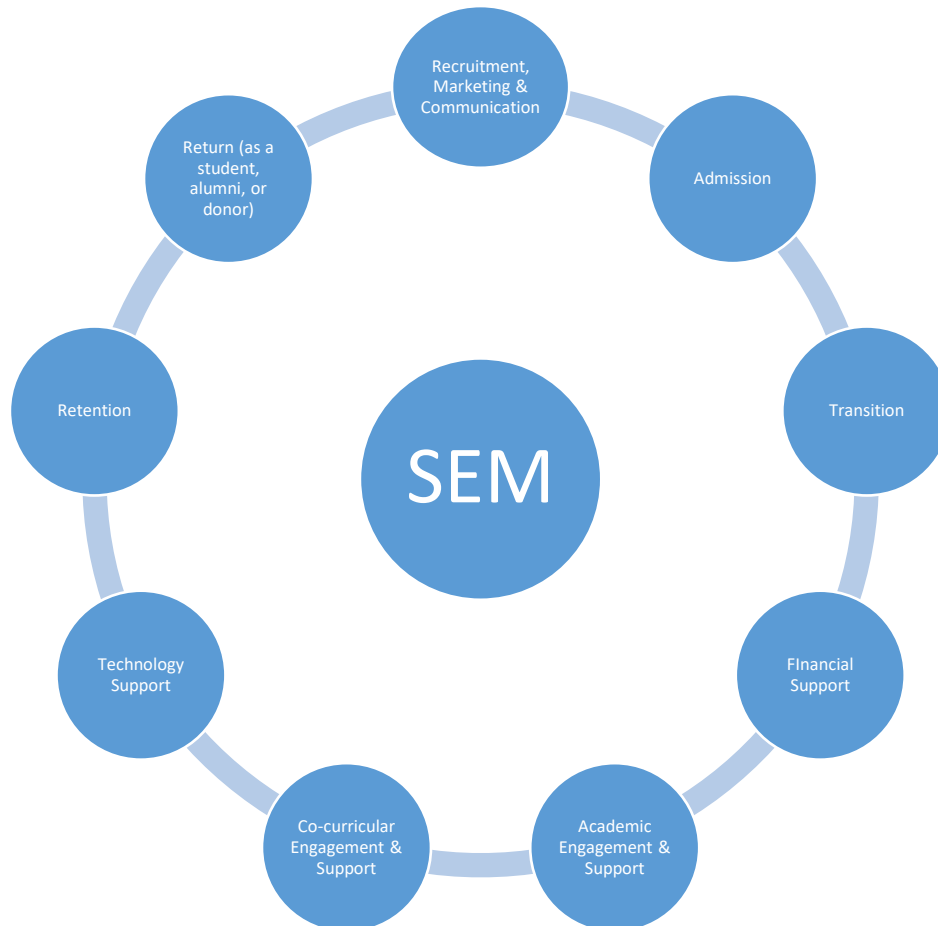
Ensure that the new Budget Model will allocate resources and adjust services and supports wherever possible to enhance services for students, staff, and faculty within available resources: This measure is partially under way, with data gathering occurring this year. For example, meetings have been held with Chartwells with a view to enhancing food services, and as noted above the Internal Auditor is reviewing the CCE and expense recovery models. In addition, the Vice-President (Administration) is considering the best way to gather benchmark data, provide the opportunity to compare resources and supports for administrative operations, and make data-driven decisions on how administrative resources are used across the University.

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

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

Develop a comprehensive SEP for the University that includes executive oversight, individual and Faculty/unit responsibilities, and a planning program that is data-driven, cyclical, and continuous: This measure is well under way. Together, the Provost and the Executive Director, Strategic Enrolment Management and Registrar continue to lead the development of a new SEP for the University. At various intervals throughout the planning process, they have consulted with experienced leaders at other institutions who have a demonstrated history of success in strategic enrolment management.

Strategic Enrolment Management (SEM) is a methodology that is designed to enhance an institution's influence over student enrolments and the net revenue derived from tuition. SEM is supported by data-driven strategic planning and decision making. Areas of focus in strategic enrolment planning concern student post-secondary choice, the transition to post-secondary, attrition and retention, and student success. While our current enrolment perspective focuses primarily on the enrolment funnel from prospect to admitted student, the SEP will capture all elements along the enrolment continuum from first point of contact to the point of graduation, and beyond, as outlined in the following diagram:



The SEP will focus on four key areas with direct links to the University of Regina Strategic Plan, the Indigenous Engagement Strategic Plan, and the Academic Plan. It is anticipated that a draft will be complete by the end of January, 2024. Some highlights of the plan include:

- Enhancing the University of Regina student experience with goals related to expanding the SRM project to include the full student life cycle, enhancing student orientation with student onboarding processes, and fully reviewing the student service organization structure;
- Supporting enrolment management with recruitment and retention strategies and initiatives that champion University-wide enrolment targets, and providing Faculties and administrative units with data that facilitates data-drive decision making;

- Linking the recently approved Academic Plan with clear strategic enrolment management strategies and supports; and
- Creating a strategic enrolment management governance framework that facilitates the measurement of key success factors, and supports a strategic enrolment planning cycle that embodies continuous improvement.

Implement where feasible over the next year the priority recommendations: This is partially under way. Because the SEP is still in development, the priority recommendations are currently being determined and will be endorsed by Deans' Council in the new year. As part of the development and endorsement process, the priority recommendations will be assessed to determine a timeline, with the goal of beginning implementation as soon as possible.

Complete preparations to implement full-year registration for Fall 2024, which will result in better course planning and assist students in balancing their on- and off-campus activities and obligations: This is well under way and nearing completion, with full-year registration on track to launch for students on March 6, 2024.

Reorganize and administratively relocate Enrolment Services from Student Affairs to the Registrar's Office: As noted in the last report to the Board, this measure is complete. Enrolment Services has been re-organized and administratively relocated to the Registrar's Office, and staff continue to work out of the same location on campus as before, since a physical relocation was not required.

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

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

Set criteria to score projects according to factors that include addressing student satisfaction/service, enhancing institutional expertise and identity, and advancing research, scholarship, teaching and pedagogical innovation: This measure is well under way and nearing completion, with a draft Project Prioritization Process and Model anticipated to be complete by the time of the Board meeting. This Prioritization Process and Model will effectively measure the need and impact of each project under consideration, and will result in a systemic and transparent way to evaluate and prioritize projects. Work completed to date includes review of institutional inputs and sample prioritization models, including potential criteria and associated weightings.

Criteria will be structured to reflect the relative importance and return on investment related to both strategic alignment (student satisfaction, and teaching and research mission, for example) and operational performance/risk mitigation (space optimization or efficiency, life safety/code/regulatory, and business case, for example). Guidelines for a proposed capital investment committee, including parameters for project prioritization (type or value of project), will also be developed for the initial implementation phase. These guidelines may change as the prioritization process matures and evolves.

Throughout this process, the Provost and Associate Vice-President (Academic) are providing academic oversight in determining priorities for academic units, including for lab space and upgrading of classrooms. These efforts include engaging with the Vice-Presidents as well as University governance bodies such as the Space Allocation Committee. As indicated in the 2023-26 Academic Plan, the student experience is partially influenced by space usage on campus, as well as teaching and learning.

Generate and disseminate a comprehensive capital plan with methods and criteria for decision making and timelines for progress: Progress toward this measure is well under way, with various completion dates anticipated during this fiscal year. Facilities Management is currently facilitating a Space Needs Assessment to aid with planning and prioritizing future space needs on campus. Information will be collected from all academic, ancillary, administrative, and research units. To expedite the process, by the time of the Board meeting initial information will have been gathered by online survey, and follow-up meetings with specific units will occur if needed at later date. A draft summary report of findings will be completed by end of December 2023.

Also underway is the Space Utilization Update. The intent of this exercise is to ensure that Facilities Management's space usage data remains aligned with how space is currently being used. This work is being executed in full collaboration with the Faculties and units. There are a total of 25 reviews to complete. To date, three reviews are complete, five are in unit review, three will have had walk-throughs in November, and 14 are yet to be scheduled. The Space Utilization Report is scheduled to be complete by the end of the Winter 2024 term.

Develop a strategy with specific timelines for upgrading outdated and vulnerable IT infrastructure to improve in areas that include: student processing; cyber security; internal communication and workflow efficiency; better using underutilized space; and enhancing results in ancillary operations: Overall, this is well under way, with considerable work having taken place in each area.

Student Processing: Implementation of the Student Relationship Management (SRM) system is well under way and nearly complete. The student inquiry form is now in use to handle initial engagements and information requests, and early experience suggests it is having the desired effects of improving student access to information and reducing the email load on recruitment/admissions staff. Development of the additional functionality planned for the project should complete by calendar year-end 2023, with implementation to follow from January to March 2024. Some additional development of the SRM platform for advanced functionality and improvements will take place following initial implementation, after which the platform will be managed by the Registrar's Office.

Cyber Security: Work is well under way to ensure that the University's cyber security processes are up-to-date. An outside firm was engaged to conduct a test of Information Services' security systems, and did not uncover any serious or high-risk issues. All Faculties and unit have been enrolled in the cyber security awareness program, with the completion rate currently at approximately 50 percent compared to 38.5% in May 2023. The next stage of the security awareness campaign will use unit-specific engagement to enlist the support of unit or Faculty leadership to encourage completion, and require completion in those units identified as higher

risk. Additional cyber security work will take place as part of the Collaboration project, outlined below.

Outdated/Vulnerable Information Technology Structure: The Collaboration Project is well under way. It is designed to replace much of the University's underlying information technology systems that manage day-to-day services, as well as email, calendaring, file storage, printing, and desktop management technology. Microsoft 365 has been selected as the next-generation technology platform, and an outside vendor has been contracted to help staff design and implement the underlying information technology architecture. It is expected that students will move to the Microsoft 365 email platform in March, with academic and administrative staff to migrate to the new system shortly thereafter.

Workflow Efficiency: Work in this area is partially under way. The automation and digitization of simple workflows is expected to be in place by Fall 2024.

Better Using Underutilized Space: In conjunction with the space needs and utilization assessments noted above, several initiatives are well under way to better utilize space. For examples, discussions are underway to academic scheduling data and room and technology inventories to inform the development of a classroom technology upgrade plan. In addition, as noted in the previous report, the International Students of Distinction Scholarship is expected to grow the number of students in University housing. As well, Housing and Hospitality Services are collaborating with the Saskatchewan Health Authority to provide accommodations for international nurses in transition to Saskatchewan. It is estimated that over the next year, 15 groups of between 10-25 nurses will each stay on campus for approximately 4-6 weeks.

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

Progress is partially underway on each of the following measures related to Phase 2 of the identity project:

Establish greater consistency in the look, feel and content of "Go Far, Together" messaging and marketing;

Implement a sustained marketing campaign to strengthen the "Go Far, Together" brand among current and potential students, faculty, staff, alumni, and other stakeholders; and

Develop and implement fulsome communication plans to advance recognition and reputation for each of the three identity pillars: health and wellness; career readiness/experiential learning; and partners in Truth and Reconciliation.

Because these three identity-related measures are so closely inter-related, a co-ordinated approach is being taken to fulfill them and they are being considered as one for the purposes of this report.

Phase 2 of the sustained marketing campaign is underway, with a focus on strengthening the “Go Far, Together” brand through targeted messaging designed to advance the recognition and reputation for each of the three identity pillars: health and wellness, career readiness/experiential learning, and partners in Truth and Reconciliation.

The institutional campaign to enhance the University’s reputation, impact, and profile among current and potential students, parents, alumni, donors, and community stakeholders will include:

- The addition of digital marketing, including Facebook, Instagram, and programmatic banner ads on websites, which will provide metrics on reach and engagement;
- The addition of student ambassadors to promote messaging on their own social media channels with the goal of expanding reach/engagement;
- The addition of airport advertising for a broader University of Regina presence in the community, particularly during busy travel seasons; and,
- Revising ads on Rawlco radio (Z99 and JACK 94.5 FM) to include more targeted messaging to fit within the three pillars.

A marketing campaign focused on the health and wellness pillar was launched in late November and will run through early 2024. Creative marketing materials are under development for the other two pillars, and ads for all three pillars will rotate through 2024. The intent is to have a more consistent and coordinated approach, collectively maximizing the University’s impact and reach on various social media channels, through the promotion of events, and through internal messaging.

Progress is as follows on measures related to fundraising and alumni relations strategies:

Complete and begin implementing a multi-year fundraising strategy, based upon the clearly established, well-aligned institutional priorities of Student Experience, Truth and Reconciliation, Health, and Leading the West. The strategy will include targets to define success: This measure is well under way, with work continuing to refine the fundraising strategy and priorities for fund development that were initiated last year. Throughout July and August, a feasibility process was undertaken that included interviews completed with donors and prospective donors on the draft project statement.

It is important to note that the institutional fundraising priorities include an additional category – “Leading the West” – that is formally part of the three identity pillars listed above. This has been done to capture fundraising opportunities in other areas where the University is – or has capacity to be – a leader, such as critical minerals or carbon capture and sequestration.

Overall, strong support was demonstrated for the fundraising priorities of Health and Leading the West, with further work required in the areas of Student Experience and Truth and Reconciliation. Throughout the fall, internal consultations have been undertaken, and all senior leaders will have been presented the priorities by the end of November.

With the alignment of the priorities to the University’s identity project, plans are underway to begin building the University’s reputation initially in the area of health. To that end, the fall

Chancellor's Research Lecture focused on this area to key donors, supporters, and community leaders present at the event. Overall, the University is well on the way to have the comprehensive strategy in place by the end of the third quarter of 2024.

Establish a multi-year plan to better project the University's story and engage a larger number of alumni locally, provincially, nationally, and internationally: This measure is partly under way. To better align engagement activities across the University, the Director of Alumni & Community Engagement position has been refocused with the addition of the Annual Giving and Faculty-based advancement activities. This team will be responsible for engagement activities designed to enhance affinity with and support for the University through alumni, community members, and donors. The new structure will be in place by the time of the Board meeting.

Re-focus the activities of Alumni and Community Engagement to better support the implementation of the alumni relations plan: This measure is well under way and nearing completion. To support the development of an enhanced alumni strategy, University Advancement has proposed the development and signing of a new Memorandum of Understanding (MOU) with the University of Regina Alumni Association (URAA) to replace the one that was completed in 2013. Once completed, the new MOU will better define the respective roles of the University and the URAA in alumni activities, and establish how resources can best be aligned to support this work.

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

Progress on the measure related to pursuing opportunities for government funding is as follows:

Develop and begin implementing a strategy (with baseline and targets) for working with various levels of government to identify and act upon opportunities for mutually beneficial funding partnerships that will support the University's academic programming, research enterprises, and facilities: This measure is partially under way. The Government Relations (GR) Advisor role has been staffed effective October 2, 2023. Since that time, the GR Advisor has held internal and external meetings with different faculty members and members of the executive team, as well as counterparts from other post-secondary institutions and national organizations.

Meetings have also taken place at the provincial level with Cabinet ministers, including those who assumed new portfolios with the recent provincial Cabinet shuffle. The objective of these meetings was to reinforce the message that the research being undertaken at the University of Regina can be leveraged by government to respond to the areas of responsibility in a variety of ministerial portfolios.

The new Deputy Minister of Advanced Education, Rebecca Carter, was welcomed on campus and conversations took place on areas of mutual interest. The GR advisor coordinated an MLA reception at the Legislature on November 20 to profile the expansive research at the University and how it research links with key government priorities. The event was attended by more than 20 MLAs from both government and opposition (including six Cabinet minister such as the Minister of Advanced Education), and featured presentations highlighting the University's work related to the Saskatchewan Growth Plan in the areas of critical minerals and child trauma/welfare support. The GR Advisor also helped co-ordinate the program for the

University's participation in COP28 in Dubai in order to profile University research on the world stage.

With these initial meetings and events now concluded, the GR Advisor will begin to focus on developing a comprehensive University-wide strategy for working with various levels of government. This will also include coordination with the Commercialization Officer on research-specific initiatives.

One other continuing initiative is of note. Over the next year, Student Health Services hopes to add two full-time nurse practitioners and a health promotions co-ordinator to its staff complement through partnerships with the Ministries of Health and Advanced Education.

Progress on the measure related to pursuing opportunities for university/industry/business partnerships is as follows:

Develop and begin implementing a strategy (with baseline and targets) for working with business and industry as well as other organizations to pursue entrepreneurial opportunities related to the University's research enterprise: This measure is well under way through a three-pronged approach involving the following sub-objectives:

1. Building capacity to, among other things, enable a more proactive approach to pursuing partnerships;
2. Acquiring/improving tools to support the pursuit of partnerships; and
3. Identifying and pursuing priority partnerships.

Under sub-objective 1, four new positions have been filled within the research enterprise to enhance the University's ability to pursue such partnerships. They are:

- Director, Research Partnerships and Innovation. A candidate has been hired whose experience in leading investments in higher education, connecting partners and funding, innovation hubs, venture capital and translating research will be critical in helping build transformative initiatives for researchers;
- Director, Sustainability Office. This newly hired position will help the newly created Sustainability Office serve as a focal point for catalyzing collaboration with all campus units to strengthen ongoing and emergent activities; and
- Two Research Engagement Managers who will play a critical role in advancing research engagement across all equity-deserving groups at the University of Regina. The candidates in these newly hired positions will work closely with the Vice-President (Research) and Associate Vice-President (Indigenous Engagement) to develop and implement strategies that enhance research opportunities within Indigenous communities and ensure equity in access to resources.

Under sub-objective 2, the research enterprise web presence is being improved with the addition of the new sustainability website. The website features the University's 2022-2027 Sustainability Action Plan and details how we are aligning our priorities to each of the 17 United Nations Sustainable Development Goals. Also, a project is underway to refresh all research pages within the public website.

Under sub-objective 3, a number of activities are underway or have been completed to pursue priority partnerships:

1. An MOU with Khalifa University and the Petroleum Technology Research Centre on sustainable energy related to carbon capture, utilization and storage (CCUS) – target date for signing in early December;
2. An MOU with the University of Saskatchewan and Saskatchewan Polytechnic on collaboration in energy and mining research is in development – target date for signing in early December;
3. The University of Regina Press received a \$125,000 donation from Federated Cooperatives Limited and Co-ops across Western Canada to support Indigenous language education;
4. Work continues on research collaborations with the City of Regina under the MOU signed in 2022 – for example, a recently completed jurisdictional scan of best practices for how municipalities in Canada are actively supporting 2SLGBTQIAP+ communities, and a project in the planning phase looking into ways to educate the public about urban pest control best practices;
5. Meetings and a tour of the Clean Energy Technologies Research Institute (CETRI) with Enbridge technical experts regarding CCUS have taken place, which could lead to an NSERC Alliance grant-funded research collaboration;
6. A new partnership is in place with IMII, Nutrien and BHP regarding the Shadowband Clay Project, which aims to better understand geological features that may contribute to roof collapse during potash mining operations, and to evaluate and develop sensing technologies to detect and map those features;
7. A \$1.5 million contribution was received from SGI for the creation of a new faculty position in the Faculty of Science – the SGI Assistant or Associate Professor in Data Science;
8. Research agreements are in place between CIPSRT and universities including McMaster, Queens, Western, Memorial and Wilfrid Laurier as well as with Wayfound Mental Health Group, Inc. and the Vanier Institute for the Family and the Atlas Institute for Veterans and Families to undertake the project entitled *Supporting the Mental Health of those Most Affected By COVID-19*, specifically targeting Public Safety Personnel and Veterans;
9. A research agreement is in place with the Ontario Solicitor General for the development of a mental health framework for Public Safety Personnel;
10. A research agreement is in place with Awliya Services Inc. to study 3D printing of affordable housing for remote communities;
11. An agreement is in place with Croptomistic and Mitacs to research the application of machine learning to images to quantify crop and weed populations across agricultural fields;
12. An agreement is in place with BlueCouch AI Incorporated and Mitacs to research an AI-based virtual assistant for the insurance industry;
13. A project proposal has been submitted for collaborative NSERC-SSHRC Alliance Grants in Sustainable Agriculture funding on *Grasslands as medicine: restoration and conservation of native prairie grasslands for climate action* with five partners including Wanuskewin Heritage Park and File Hills Qu'Appelle Tribal Council; and
14. Likewise, a collaborative project proposal has been submitted with 17 partners from business, industry and Crown corporations for NSERC-SSHRC Alliance Grants in

Sustainable Agriculture funding on sustainable, profitable, and net-zero controlled environment agriculture.

To develop a baseline going forward and identify partnership gaps for the future, metrics have been developed to track which type of organizations new partnerships involve, and the areas of the University’s research focus to which they relate. The table outlines where the above-mentioned partnerships lie in terms of research focus and participating organizations. The columns represent the four signature research strengths outlined in the Research Action Plan. The rows represent the groups identified in the fifth strategic action within the same Research Action Plan (i.e. “Build a partnership network with Indigenous communities, industry, government, and non-profit stakeholders”):

Partnership Priorities	Climate and the environment	Digital future	Living heritage	Health and wellness
Indigenous communities	13		3, 13	13
Industry	1, 5, 6, 11, 14	7, 10, 11, 12	3	8
Government	1, 4, 6, 11, 13, 14	4, 7, 11, 12	13	4, 9, 13
Non-profit organizations	1, 2, 13			8

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

Progress toward the measures under this objective is as follows:

Identify priority activities and initiatives as well as benchmarks or targets for success: This measure is partially under way. Leading up to the September 26 public launch of the Indigenous Engagement Strategic Plan, a number of initiatives that could be undertaken immediately were identified to help address some of the plan’s 34 recommended actions and their focus on Student Success, Spaces and Places, Learning and Teaching, and Building Community. Work continues to identify further initiatives that can be undertaken in the short-to-medium term.

Identify those at the University responsible for moving the initiatives forward: In light of progress made toward the previous measure, this work is partially under way. Several areas on campus were engaged to undertake the priority initiatives that have thus far been identified. In addition, the Associate Vice-President (Indigenous Engagement) has delivered more than a dozen presentations to individual Faculty Councils, departments, and leadership teams, with approximately a dozen more scheduled in the near future. These presentations, which include the opportunity for robust discussion, are helping to identify which areas on campus will be responsible for moving different initiatives forward.

Begin implementing these initiatives wherever possible: This measure is partially under way, with several of the more immediate initiatives in various stages of completion through the work of different units on campus. Examples include:

- The hiring of an Indigenous Procurement Specialist (Supply Management) – helps address actions 25, 26, and 33;
- The hiring of two Indigenous Research Engagement Managers (Office of Research) – helps address action 22;
- Métis and Treaty 6 flag displayed at Convocation – (University Secretariat and Registrar’s Office) – helps address action 9;
- Continuing development of an Indigenous identity policy background report, including recommendations for process implementation to be complete by the end of this year (Office of the Associate Vice-President (Indigenous Engagement)) – helps address action 1;
- Continuing work on Indigenous identity fraud management (Human Resources) – helps address action 1;
- Continuing work on Jay Treaty initiative to enhance Indigenous student mobility (President’s Office) – helps address action 3;
- The creation of an ongoing Indigenous Advisory Circle to support the Associate Vice-President (Indigenous Engagement), and by extension, the President's Office. A public announcement of the membership will take place early in the new year. This is not related to a specific numbered action but was an over-arching key recommendation in the report.

Develop a timeline and preliminary implementation plan for longer-term initiatives that cannot yet be undertaken: Little to no progress has been made toward this measure because development of this comprehensive timeline – including a preliminary implementation plan and resource requirements for longer-term initiatives that cannot yet be undertaken – will be complete only after the above-mentioned presentations to different areas have taken place. At that time, information gathered from these discussions will help to inform the development of a plan for implementing the longer-term initiatives.

It is of note that the Associate Vice-President (Indigenous Engagement) has met several times with the fund manager from University Advancement to create an Indigenous Development Document that incorporates Indigenous fundraising opportunities which over the longer term could help address several of the actions from the Indigenous Engagement Strategic Plan. Resulting preliminary conversations with several donors are showing promise.

SECTION 3: ENGAGEMENT WITH THE UNIVERSITY AND WIDER COMMUNITIES

Engagement with the University community:

Engagement with the University community on matters outside the seven aforementioned objectives remained a priority throughout the Fall term. My activities to that end included but were not limited to:

- Participating in daily discussions and a wide variety of decisions related to the University’s operations;

- Regular meetings with direct reports – the Vice-Presidents, the Associate Vice-President (Indigenous Engagement), the Associate Vice-President (Human Resources) and the President’s Administration team;
- Regular meetings of the University Executive Team, Senior Leadership Team, and Executive of Council;
- Participating in professionally managed/facilitated team-building exercises with the Vice-Presidents and Chief Governance Officer;
- Regular meetings with the URFA/APT and CUPE chairs, as well as URSU leadership;
- Regular meetings with the Presidents of the Federated Colleges;
- Chairing the Fall 2023 meeting of University Council (which will have taken place by the time of the Board report);
- Attending several Faculty Council meetings (for example, Social Work and Science) as well as meetings of administrative units such as University Advancement & Communications, Student Affairs, and UR International. I also attended some academic departmental meetings, as well as talks by professors and in some cases, their students;
- One-on-one visits with several professors to better understand their work;
- Participating in the Fall Convocation ceremony, the Convocation dinner, and the Fall meeting of Senate;
- Several meetings regarding budget planning and enrolment;
- Chairing the Fall University town hall meeting and sending monthly messages to the University community;
- Participating in meetings of the University of Regina Alumni Association as an *ex officio* member;
- Speaking with the Academic Leadership Group, which includes Associate Deans;
- Regular meetings of the Space Allocation Committee;
- Providing input as the annual risk registry is developed;
- Meeting with University of Regina Queer Initiative (URQI) leadership about advancing several initiatives to better serve the University’s 2SLGBTQIAP community;
- Meeting with every varsity sports team;
- Speaking at new employee orientation;
- Providing remarks at the opening of the new University leadership program;
- Speaking with the University of Regina Retirees’ Association, and then holding a follow-up meeting with several members to discuss their potential participation in the University’s 50th anniversary celebrations in 2024;
- Meeting with members of the Muslim Students’ Association in light of the situation in Gaza;
- Hosting an event in Toronto for approximately 25 alumni;
- Hosting the campus holiday event (this will have taken place by the time of the Board meeting);
- Attending various University student-led events, including gallery exhibits, theatre/music productions, athletic events, and the student research symposium;
- Providing greetings and remarks at many on-campus events. A sampling of these includes:
 - The Alumni Crowning Achievement Awards;
 - The launch of the Indigenous Engagement Strategic Plan;
 - The Graduate Advanced Training & Entrepreneurship (GATE) start-up event for students;
 - A Library donor recognition event and a donor event at the 5th Parallel Gallery;
 - SGI’s announcement of its investment in the University’s Data Science programs and Federated Co-operatives Limited’s announcement of support for University of Regina Press;
 - The Faculty of Science awards ceremony;

- The Chancellor’s Community Concert and Taste of Research Lectures;
- The University of Regina Rams awards dinner;
- The President’s Celebration of Teaching, Research, and Service Achievement; and
- A recognition event for the late Gordon Wicijowski and his contributions to the University’s varsity sports programs.

Engagement with the wider community:

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

- Regular meetings with the Deputy Minister of Advanced Education, as well as meetings with the Minister;
- Meetings with other provincial Ministers, members of the Opposition, and federal Members of Parliament about areas of mutual interest;
- Regular meetings with the Mayor of Regina;
- Meetings with the Presidents of the Federated Colleges about our academic relationship;
- Virtual meetings with the Presidents of the University of Saskatchewan and Saskatchewan Polytechnic;
- Virtual and in-person meetings with the heads of the Regional Colleges. This included signing an MOU in Yorkton to expand program pathways with Suncrest College;
- Joining the recruitment team and speaking with students throughout the province, including at:
 - Holy Rosary High School in Lloydminster as part of a UR Days visit to that community;
 - Peepeekisis High School;
 - Weyburn Comprehensive School;
 - Regina Huda School;
 - Regina Christian School;
 - Lumsden High School;
 - Kindersley Composite School;
 - The Alan Blakeney Adult Campus in Regina;
 - Yorkton Regional High School; and
 - The “Winter Snowcase” community awareness event at the Southland Mall in Regina;
- MyCreds™ Advisory Board meetings;
- Speaking to Saskatchewan Association of Rural Municipality representatives when they visited the University;
- Meeting with Tourism Saskatchewan to explore better use of University facilities to attract and host conferences;
- Meetings with several community organizations about possible research partnerships and experiential learning opportunities for students. One organization has asked me to consider serving on its advisory committee;
- Meeting with the Regina Pats and attending a game at which students from the Faculty of Business Administration were recognized for their fundraising in support of Hope’s Home;
- Stakeholder meetings with representatives of different organizations involved in the University’s now-successful bid to host the 2025 Vanier Cup;
- Participating in a Studiosity podcast (by invitation) on university leadership;
- Travelling to Waterloo for the induction of two University of Regina professors into the Royal Society of Canada, and while there, meeting with donors in Toronto;
- Calls and visits with other donors and prospective donors;
- Meeting with representatives of Regina’s Jewish community regarding the situation in Gaza;

- Discussions with Regina- and Ottawa-based RCMP leadership on expanding current administrative collaborations and research partnerships;
- Continuing activities as a partner in the Canadian Military, Veteran and Family Connected Campus Consortium. This includes building partnerships with the Royal United Services Institute (RUSI), the Regina Rifles, and other local military units, as well as developing a military and veteran student resources web page on the University's website;
- Meeting with Belgium and Costa Rica's Ambassadors to Canada, as well as a visiting scholar from Mexico during International Education Week;
- Participating in a 10-day mission to Bangladesh and China to sign academic agreements, pursue research collaborations, and conduct recruitment activities;
- Attending the COP28 meetings in Dubai to advance the University's sustainable energy and climate-related research interests. These activities, which will have taken place by the time of the Board meeting, included participating with the Presidents of the University of Saskatchewan and Saskatchewan Polytechnic in a panel discussion on energy transition hosted by the Premier of Saskatchewan, participating in a sustainability panel hosted by Economic Development Regina, and signing a research partnership with Khalifa University; and
- Attending and in many cases speaking at a variety of events in the wider community, including:
 - The Saskatchewan School Boards Association Banquet;
 - The Saskatchewan Heritage Awards;
 - India Night;
 - The Petroleum Technology Research Centre's 25th anniversary celebration;
 - An Indigenous student and professional networking event;
 - The National Philanthropy Day award recognition luncheon;
 - Remembrance Day ceremonies in Regina and the RUSI Armistice Dinner; and
 - The University's holiday reception for members of the wider community (which will have been held at Darke Hall by the time of the Board meeting).

SECTION 4: MY ACADEMIC RESEARCH PROGRAM

Over the course of the Fall term, I continued to conduct my academic research and participate as a member of the Department of History:

- I served on the committee for a student's Master of Arts history thesis, and the student will be defending the thesis in coming weeks;
- I completed work on *With Thought and Not by Accident*, the 50th anniversary book I co-authored with Pat Rediger to mark the 2025 50th anniversary of Memorial University of Newfoundland and Labrador's Grenfell Campus. The six-chapter manuscript has now been sent to Memorial for final editing and potential publication by that university;
- Dr. Raymond Blake of the Department of History and I continued working on our text book entitled *A History of Canada in 15 Moments*. We have hired two undergraduate student research assistants to help us with initial research; and
- I have been asked to review a book manuscript for the University of Calgary Press, and will provide my assessment in January.