

For the period from February 28 – April 16, 2024

Per discussions with the Board of Governors when my 2023-2024 performance objectives were finalized in July 2023, this report includes:

- Section 1: A brief overview of progress made toward each of the overall 2023-2024 objectives since the last report;
- Section 2: An update on other of my activities as President to engage with the University and wider communities; and
- Section 3: 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 April 30 meeting or as follow-up. For the purposes of my annual performance review, the July report will contain a comprehensive year-end summary of progress toward the overall objectives and attendant measures, as well as the “at-a-glance heat map” to clearly denote progress made toward each measure.

SECTION 1: 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

Work continued throughout the reporting period to administer the 2024 employee engagement survey. After I sent an email to the identified survey pool to encourage faculty and staff to participate, the survey officially launched on March 14, with Kai Analytics providing initial survey access and subsequent reminders to the eligible participants.

The survey closed on April 4, after which I sent an email to participants thanking them for their input. Kai Analytics is now evaluating the responses and preparing the results by academic and administrative unit. Once the results are ready, they will be shared with Faculties and units so they may begin planning appropriate initiatives to enhance the workplace experience for their employees. Additional detail will be available by the time of the July meeting.

With respect to a strategy related to the 2023-2026 Academic Plan and its focus on student satisfaction and the student experience, the following work is under way:

- Recommended Action: *Deans' Council commits that it will take time to learn and share EDI best practices.* To this end, the Academic Administrators Group – consisting of Faculty Administrators and facilitated monthly by the Senior Advisor to the Provost – participated in an EDI presentation/workshop led by Dr. Sujatha Ross, the University's Advisor on EDI;
- Recommended Action: *Deans' Council commits that it will take time to learn and share best practices about the process of Indigenization.* To this end, the Senior Leadership Team (including

the Deans) participated in a workshop on “The Complexities of Indigenous Identities” led by Associate Vice-President (Indigenous Engagement) Lori Campbell;

- *Recommended Action: Develop and implement an institution-wide Strategic Enrolment Plan, including initiatives related to retention.* With respect to this recommended action, a draft of the Strategic Enrolment Plan is complete and is currently being shared with stakeholders for feedback and revision as necessary;
- *Recommended Action: Enhance resourcing, programming, and physical space for the Centre for Teaching and Learning (CTL).* To help advance this action, CTL space renovations have been completed and the new space is officially open.

In addition, work has continued toward the Academic Plan’s goal of ensuring that the University delivers programming that is accessible, flexible, pedagogically effective, innovative, and relevant to students. In support of this goal, the forthcoming SEP will encourage academic units to simplify their program structures to benefit students in their educational journeys. Curriculum mapping is taking place in some units, which will limit overlap between courses and ensure that academic objectives are achieved. The Provost has also established a campus-wide Virtual Reality (VR) Society with representation from several Faculties and units on campus to explore possibilities related to pedagogically innovative incorporation of VR technology into academic programming.

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

As noted in the previous report, a holistic approach with a more comprehensive overall institutional view than in past years has been implemented to develop the University’s proposed budget. Using this model, the 2024-2025 budget has been completed and submitted to the Board of Governors for consideration at this meeting.

Work also continued to develop Operational Guidelines that will inform the budget process using the new model going forward. These guidelines will be complete at the end of this fiscal year.

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

As noted above under Objective 1, a draft of the SEP has been shared with key stakeholders for feedback and revisions. Related to this, full-year course registration for Spring/Summer 2024, Fall 2024, and Winter 2025 was successfully launched in early March, and the overall response from students has been positive.

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

As noted in the previous report, the newly developed draft Project Prioritization Process and Scoring Matrix are now the responsibility of the Space Allocation Committee. This model was presented to the Capital Priority Strategy Committee, which included the University Executive Team, and has been used in the development of the 2024-2025 10-Year Capital Plan. The 10-Year Capital Plan will be submitted to the Ministry on May 1, and in June a presentation will be provided to the Ministry to highlight the

priority projects listed in the Capital Plan and a provide a high-level overview of the Project Prioritization Framework.

Also to aid with planning and prioritizing future space needs on campus, Facilities Management has now completed a draft Space Needs Assessment, which has been presented to the Space Allocation Committee for its use. The Space Utilization Reports remain on track to be completed by the end of April to assist further in prioritizing space needs.

In the meantime, work continued on several initiatives related to enhancing the information technology infrastructure:

- Information Systems implemented additional functionality for the Student Recruitment Management (SRM) system on April 2, bringing the project to completion. The SRM platform will now be managed by the Registrar's Office, with funding for any other planned work in future allocated as necessary through the budget process;
- The Collaboration Project whereby the University's systems will move to Microsoft 365 is well under way, with all required work completed to support local device management as well as file and print services. The student email migration to the platform was completed without issue during Reading Week in February, and the faculty and staff migration will take place in late April and early May. Planning continues for additional functionality, including enhanced anti-malware software and automation and digitization of simple workflows;
- The Associate Vice-President (Information Systems) and the Associate Vice-President (Academic) continued meeting with Deans to explore Faculty needs for modern teaching technologies that can be included in the classroom technology upgrade plan.

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

Work continued on Phase 2 of the identity project, which has entailed strengthening the "Go Far, Together" brand through targeted messaging related to each of the three identity pillars: Health and Wellness, Career Readiness/Experiential Learning, and Partners in Truth and Reconciliation.

As noted in past reports, Health and Wellness was the focus of the marketing campaign throughout December and January, and the campaign focused on the Partners in Truth and Reconciliation pillar during February and March. In mid-April, the focus shifted to the Career Ready/Experiential Learning identity pillar to profile that longstanding – and growing – strength of the University. The social media marketing campaign features a short video highlighting various experiential learning opportunities offered at the University. Rawlco Radio advertisements are also in rotation, along with an advertisement at the Regina Airport. This campaign will run until late May.

Another part of this objective, the development of a multi-year fundraising strategy, is well under way. The strategy will launch in October 2024 in conjunction with the Alumni Week that will be part of the University's 50th anniversary celebrations. The target for the multi-year fundraising strategy will encompass three years (2024-2027) of annual fundraising results of approximately \$23 million based on the University's capacity for fund development. Critical measurements throughout this period of time will include:

- Total fundraising activity;
- Engagement with the University by key constituent groups;
- Finalization of long-term priorities for future external investment in the University; and
- Reputation growth in critical areas of planned future external investment in the University.

Through enhanced collaboration across the University, the multi-year fundraising strategy will present a consistent story of the future of the University centred on institutional strengths, areas for future development, and a compelling message of the impact the institution has on the city, province, country, and world.

As the 2023-2024 year ends, the University has built significant momentum in the area of fundraising and created momentum for the future. Overall, the Philanthropy team will surpass its annual target of \$5.1M by more than 60% and will finish the year at more than \$8.5M in fundraising activity.

With respect to an alumni relations strategy that is also part of this overall objective, University Advancement continued to refocus the activities of Alumni and Community Engagement in two areas – internal capacity and enhancing the role of volunteers in the efforts of alumni engagement.

To enhance internal capacity, during the year University Advancement has undertaken a review of its structure and how it supports the development of meaningful two-way relationships between the University and alumni and community partners. This review, which included analysis of the structures of Universities across Canada and best practices from the Council for the Advancement and Support of Education, resulted in the realignment of the development, alumni, and community engagement teams at the University.

As part of this realignment, the individual one-to-one fundraising activities were aligned into a Philanthropy team that will be responsible for leading the University's aforementioned multi-year fundraising. The broader engagement activities of the University were aligned in an Engagement team with a focus on Alumni Relations, Annual Giving, and Community Engagement.

In addition, a new Advancement Services team responsible for data systems, gift receipting, reporting, and technology will support these teams. The Advancement Services team has taken meaningful steps to enhance engagement across the institution by working more closely with Faculties to leverage existing activities on campus. A critical step in this process is the implementation across the University of a common mass email program for alumni, donors and community partners. This system will enable Faculties and Units to communicate more directly with their stakeholders while leveraging templates and tools across the University to reinforce the University's identity. To date, three Faculties have been onboarded to the new system, two are currently being enrolled, and all other interested Faculties/Units will be engaged in April.

With respect to enhancing the role of volunteers in the efforts of alumni engagement, University Advancement has re-established alumni branches across Canada. To do so, the University recruited volunteers in the Vancouver, Calgary, Toronto and Ottawa – the cities with the largest concentrations of alumni. The Alumni team has begun meeting quarterly with these national alumni leaders to share best practices and begin planning for the 50th Anniversary. In addition, University Advancement created a new partnership with the Saskatchewan Roughriders to collaborate on Riderville activities held across Canada. The University worked with the chapters to hold events in Vancouver, Calgary, Ottawa and

Toronto in 2023-2024, and plans for this partnership to continue in 2024-2025 with the addition of a stronger alumni involvement through activities in Regina as well.

Based on a review of alumni programs across Canada, it is evident that the role of alumni associations across Canada has changed significantly and the more hands-on management and operating roles of volunteer alumni associations have been replaced with strategic governance-based models that better represent the current demographic and institutional profile of alumni. With this in mind, University Advancement has been working throughout the year to develop a renewed relationship with the University of Regina Alumni Association (URAA). To that end, a draft MOU has now been submitted to a committee of the URAA for consideration.

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

During the reporting period, several government-related initiatives were announced – additional funding in the provincial budget, the provision of funding to expand the Student Wellness Centre and renovate the cooling tower, and the additional allocation of provincial attestation letters by the federal government. These announcements, which were the result of a great deal of advocacy with different levels of government, reflect the University’s collaborative relationship with government as well as the recognition of the University’s positive contributions to the province and country.

In addition, with an eye to developing a comprehensive government relations strategy, the Government Relations Advisor organized two strategy sessions focused on ensuring that the University promotes coordinated and consistent priorities that capitalize on:

- The potential for provincial funding, given the election cycle and other considerations;
- Opportunities afforded by the University’s 50th anniversary year;
- The appetite for a significant fundraising campaign; and
- The opportunity to incorporate critical deferred maintenance needs into a larger project.

The comprehensive strategy is targeted for completion in June 2024.

With respect to research partnerships with business and industry, work continued on several fronts. Of particular note:

- Together with a Faculty of Engineering and Applied Science researcher, the Office of the Vice-President (Research) prepared an initial research proposal to collaborate with the Regina Airport Authority. If it goes ahead, the project could have national and even international implications for the remediation of contaminated water and soil at airports;
- A meeting took place with a member of the United Kingdom’s Department for Business & Trade to determine if academic and industry collaborations may be possible related to Saskatchewan’s newly created Global Institute for Energy, Minerals, and Society; and
- The Office of the Vice-President (Research) had a presence at the University’s annual Engineering Project Day in early April to determine if any student projects could have applications that lend themselves to potential patenting and commercialization.

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

Since the last report, a major focus for the Associate Vice-President (Indigenous Engagement) has been developing an institutional approach to limiting Indigenous identity fraud. To this end, she completed numerous individual consultations with First Nations and Métis faculty and staff as well as members of the Indigenous Advisory Circle. She has also consulted with external First Nations and Métis leaders, organizations, and community members to gather knowledge that will inform the University's forthcoming policy or process for verifying Indigenous identity.

In addition, as noted under Objective 1 the Associate Vice-President (Indigenous Engagement) has delivered an educational session on "The Complexities of Indigenous Identities" to the Senior Leadership team. A subsequent session will take place for Human Resources, and other sessions will be held with other faculty and staff groups in the fall.

SECTION 2: ENGAGEMENT WITH THE UNIVERSITY AND WIDER COMMUNITIES

Engagement with the University community:

My activities within the University community during the reporting period included:

- Regular one-on-one meetings with my direct reports (which included performance reviews), as well as weekly meetings with the University Executive Team as a whole, the Vice-Presidents and Chief Governance Officer, and the President's Office administrative team;
- One-on-one meetings with some of the Deans and other members of the Senior Leadership Team;
- Meetings with individual students and student groups upon request, and regular meetings with the heads of URFA and CUPE;
- Regular meetings with the Federated College Presidents. I also spoke with the external evaluators of Campion College, and met with Campion leadership regarding the search for the College's next President;
- Chairing meetings of the Senior Leadership Team and Executive of Council, and participating in meetings of the Space Allocation Committee;
- Meetings with the Associate Vice-President (Academic) regarding Dual Credit and Advanced Placement expansion;
- Working with UR International to plan future international recruitment missions;
- Meeting with the candidates for the position of Dean of the Faculty of Business Administration;
- Participating in two meetings as an *ex officio* member of the University of Regina Alumni Association Board;
- Providing updates on University operations at several Faculty Councils and departmental/unit meetings, as well as a meeting of the Academic Leadership Group that includes Associate Deans and department heads;
- Sending monthly messages to campus, and hosting a forum for campus to update faculty and staff on the budget process;
- Attending several classes and labs at the invitation of professors;
- Speaking with alumni, donors, and prospective donors about their involvement with the University, and meeting with University Advancement with regard to these opportunities;
- Attending and in many cases speaking at numerous on-campus events, including:

- Instalments of the Philosophy Café;
 - Presentations by students in the History and Psychology Honours programs;
 - The “Black Joy and Wellness” photo exhibition organized by the Faculty of Social Work;
 - Instalments in the Faculty of Media, Art, and Performance presentation series;
 - A student forum organized by URSU and the Regina Public Interest Research Group;
 - The Spring Open House on-campus recruitment event;
 - The University’s Three-Minute Thesis finals;
 - The Levene School’s Executive Master of Business Administration networking event;
 - The Humanities Research Institute research showcase and the grand opening of the Centre for Teaching and Learning’s new space;
 - The launch of a bursary for women who have been the victims of gender-based violence;
 - Champion College’s Nash Memorial Lecture dinner;
 - The UR Celebration event honouring students who have participated in the Centre for Experiential and Service Learning’s offerings throughout the year;
 - The Long Service Awards honouring those with 10 or more years of service to the University;
 - The Faculty of Kinesiology and Health Studies Alumni Awards, Varsity Sports Awards, and Sports Hall of Fame Awards, as well as hosting student-athletes for lunch;
 - Engineering Project Day; and
 - Several end-of-term concerts put on by students in the Faculty of Media, Art, and Performance, as well as the Visual Arts Open House.
- Moreover, a great deal of my time was spent in meetings, discussions, and decisions regarding the University’s academic and operational matters – including budget, land use, and other strategic items.

Engagement with the wider community:

My engagement with the wider community during the reporting period included:

- Attending the Mayor of Regina’s “State of the City” address as well as the City of Regina’s Aquatic Centre announcement. I also met regularly with the Mayor as well as the Minister and Deputy Minister of Advanced Education, and with other government officials and opposition members about different initiatives of mutual interest. I also attended the release of the Government of Saskatchewan’s 2024-2025 budget;
- Participating in meetings of Economic Development Regina’s Growth Board, and of the committee that is bringing the Vanier Cup to the University of Regina in 2025;
- Participating in the Ministry of Advanced Education’s Indigenous Post-Secondary Education Forum;
- Meeting with the Turkish and Vietnamese Ambassadors to Canada, as well as Canada’s High Commissioner to the United Kingdom;
- Meeting with the President of L’Assemblée communautaire fransaskoise;
- Meeting with other organizations including the Saskatchewan Research Council, the Petroleum Technologies Research Centre, and the Regina Airport Authority to discuss possible research partnerships;
- Meeting with groups including the YWCA, the Women Entrepreneurs of Saskatchewan, and the North Central Family Centre to explore opportunities such as service learning;

- Virtual meetings with the Presidents of the University of Saskatchewan and Saskatchewan Polytechnic, as well as with the Presidents of some of Saskatchewan's Colleges;
- A meeting with the Colorado School of Mines to advance our partnership related to curriculum as well as the Global Institute for Energy, Minerals, and Society;
- Joining the recruitment team to speak with students at Holy Rosary High School in Lloydminster, during which time I also met with local school division officials;
- Visiting high schools with the Chancellor and in some cases meeting virtually to present the Chancellor's Scholarship to approximately 10 of the University's top incoming students. I also spoke at an on-campus reception for the recipients;
- Meeting with members of Regina's Jewish community;
- Representing the University and in some cases speaking at a variety of events in the wider community, including:
 - An event to honour retired Senator and neuroscientist Dr. Lillian Dyck;
 - Events with Regina's Greek, Jamaican, and Chinese communities;
 - The Regina Police Service Stakeholder Breakfast;
 - The annual Inspiring Leadership Forum;
 - The Ministry of Advanced Education's announcement about additional funding to be provided for next year through the amended MOU funding agreement;
 - The unveiling of the Royal Regina Rifles statue that later this year will be installed at Juno Beach; and
 - An event to honour the nominees for the YWCA Women of Distinction Awards, for which my office co-ordinated the nomination of two faculty members.
- Meeting with local media representatives and conducting interviews as asked.

SECTION 3: MY ACADEMIC RESEARCH PROGRAM

I continued with my scholarly activities during the reporting period:

- As a member of a student's thesis committee, I participated in the successful defence of his Master's degree thesis in the Department of History;
- Working with a graduate student, I continued conducting research for the *A History of Canada in 15 Moments* textbook that Dr. Raymond Blake and I are writing for Bloomsbury Press. I also began drafting some of the chapters for which I am responsible; and
- I agreed to be a research participant in a Faculty of Kinesiology and Health Studies doctoral student's research on the noon-hour floor hockey league in which I play.