For the period from July 1, 2023 – June 30, 2024

For the Board's consideration, and for evaluation of my performance as President and Vice-Chancellor during 2023-24, what follows is an end-of-year report on progress toward my annual objectives that were approved by the Board at its July 2023 meeting. For the Board's information, in a separate document I have provided an update on other of my activities as President since the May 2024 meeting.

This end-of-year report includes:

- Section 1: A dashboard "heat map" chart so that at a glance the Board can quickly gauge progress made toward each objective and its multiple attendant measures;
- Section 2: A brief narrative of progress made over the course of the year toward the objectives and measures; and
- Section 3: An overview of my academic activities and research program for the year, which although not part of my formal objectives, remain an important part of my work as a member of the academy.

It is important to note that the progress made toward these objectives is the result of a tremendous collective effort by many people across the University. I wish to acknowledge those contributions and express my appreciation to my colleagues for their steadfast dedication to the University and its three-part academic mission of teaching, research, and service to community.

Should the Board require additional information on any of the items discussed below, I and the members of the University Executive Team who have been responsible for working toward these objectives would be happy to provide it either at the July meeting or as follow-up.

SECTION 1: AT-A-GLANCE DASHBOARD "HEAT MAP"

Strategic Plan Connection	President's Objective	Measurable	Status (colour-coded per the legend below)
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	GREEN
		Define targets to help establish the survey tool as a means for performance assessment	GREEN
		Identify the Academic Plan's priority recommendations	BLUE

		Identify required actions and those responsible for implementing them	GREEN
		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	BLUE
		Develop principles for a new Budget Model that takes a holistic institutional approach	BLUE
		Ensure that the Budget Model enhances services for students, faculty, and staff	BLUE
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	BLUE
		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	BLUE
		Generate and disseminate a comprehensive capital plan that includes decision-making criteria and timelines	BLUE
		Develop a strategy for upgrading outdated and vulnerable IT infrastructure	BLUE
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	BLUE
		Implement a sustained "Go Far, Together" marketing campaign	BLUE
		Develop and implement communication plans for the three identity pillars	BLUE
		Complete and begin implementing a multi-year fundraising strategy	BLUE

		Establish a multi-year plan to project the University's story to alumni	BLUE
		Re-focus the activities of Alumni and Community Engagement	BLUE
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	GREEN
		Develop and begin implementing a strategy to work with business, industry, and other partners on entrepreneurial research opportunities	BLUE
Truth and Reconciliation Impact and Identity	Begin implementing priority activities from the Indigenous Engagement Strategic Plan	Identify priority activities and initiatives	BLUE
		Identify those responsible for moving them forward	BLUE
		Begin implementing initiatives wherever possible	GREEN
		Develop an implementation plan for longer-term initiatives	YELLOW

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

SECTION 2: PROGRESS TOWARD OBJECTIVES AND MEASURES

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

This objective is related to two main areas of focus: following up meaningfully on the March 2022 Employee Engagement Survey while preparing for and administering the next one, and implementing key student satisfaction components of the newly developed 2023-2026 Academic Plan. Overall for the year, this objective is well under way, with some measures complete and most of the remaining ones under way.

With respect to the Employee Engagement strategy, progress on each individual measure during the year was as follows.

MEASURE: 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.

Prior to the survey being administered, provisions were made to allow participants to provide anonymous input while still identifying their employment status in one of the following five employment categories:

- URFA – Faculty;
- URFA – APT;
- CUPE 5791;
- CUPE 5791 – Research; and
- Out-of-Scope.

Participants were also given the option to not indicate their employment category if they did not wish to do so.

Having participants identify by employee category if they so desired was an important addition to the survey because it allowed results to be analyzed at the level of employee group rather than only at the Faculty or unit level, as had been the case with the 2022 survey.

MEASURE: 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 refined the scoring system for the 2024 survey so it would 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 – in which the rating scale was changed from the net promoter score used in 2022 to a five-point Likert scale – was shared with the successful vendor so it could be incorporated into the survey prior to launch. This allowed the University to obtain feedback outside what was received in 2022, while still having the ability to make meaningful comparisons with the previous survey.

MEASURE: Administer the 2024 survey and provide results to individual units: This measure is well under way, with the survey completed, and results now in the process of being shared with individual Faculties and units.

A request for proposals was issued in January, and the contract was awarded to Kai Analytics. Human Resources then worked with Kai Analytics to develop and refine the survey in light of the revised scoring scale, and a survey application was approved by the Office of Institutional Research. Kai Analytics distributed an initial email as well as subsequent reminders to employees who had been employed with the University as of February 1, 2024 (excluding student employees) to inform them of the survey scope and timeline, and to encourage them to participate via individualized survey links that maintained their anonymity.

The survey ran from March 14 until April 4, with 907 of a possible 1868 employees participating. This response rate of 49 percent was down 4 percent from 2022, but nonetheless provided a significant survey sample for detailed analysis both by Faculty/administrative unit and by employee group.

Overall, the University's institutional average on the Likert scale was 3.6 out of 5 in terms of satisfaction with the work environment. Two additional "pulse" surveys will be administered in 2025 to provide progress updates.

The University Executive Team has reviewed the results in detail, and Human Resources is now in the process of distributing area-specific results to the Faculties/administrative units for follow-up. By the end of June, Human Resources had conducted 23 sessions to deliver individual Faculty/administrative unit results to senior leaders, including Deans and Associate Vice-Presidents.

These leaders will now have until September 30, 2024 to communicate the results to their units, develop an action plan, and submit that plan to their respective University Executive Team supervisor for endorsement. After September 30, Human Resources will work as necessary with Faculties/administrative units as they implement their respective plans.

MEASURE: Define targets to help establish the survey tool as one means for performance assessment among University leaders: This measure is well under way.

Once the aforementioned action plans have been endorsed, Human Resources will work with senior leaders to determine how the survey tool and its results may be incorporated into performance assessments.

With respect to a strategy related to the 2023-2026 Academic Plan framework, progress on each individual measure during the year was as follows:

MEASURE: Identify the priority recommendations that will best support two of the Academic Plan's key areas of focus – 1. Enhancing student satisfaction, support, and success, and 2. Establishing innovative programming: This measure is complete, with several priority recommendations identified to enhance student success and academic programming.

The primary Academic Plan recommendation to be addressed was the development of a Strategic Enrolment Plan (SEP). This was because stemming from the SEP are a number of other related recommendations – enhancing student supports in the areas of scholarships and advising, for example, as well as reviewing academic programming (including the Arts Transition Program and the Academic Recovery Program), enhancing the teaching and learning environment at the University, and enhancing food services. All of these were identified as priorities for the year.

It is also of note that two other areas of focus from the Academic Plan – Equity, Diversity, and Inclusion (EDI) and Indigenization – were also identified for further action.

MEASURE: 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 measure is well under way and nearly complete, with the majority of actions defined and assigned. It is important to note, however, that until the SEP (discussed below under Objective 3) is approved, the precise actions to be taken on some recommendations cannot be finalized.

With that in mind, the actions and those responsible to implement them have been identified as:

- Develop and implement an institution-wide SEP, including initiatives related to retention: Executive Director, Strategic Enrolment Management and Registrar to develop the plan in consultation with the Provost. Deans' Council and University Executive Team to endorse;
- Review and as necessary adjust undergraduate and graduate scholarship programs: Enrolment Services, Faculty of Graduate Studies and Research, UR International, and University Advancement to collaborate on reviews;
- Review the system of centralized and faculty-based student advising: Dean of the Faculty of Kinesiology and Health Studies to lead the review;
- Review Arts Transition Program and Academic Recovery Program: Will involve Student Affairs, the Provost, and the Office of the Associate Vice-President (Academic), but specific approach will be determined once the Strategic Enrolment Plan is finalized;
- Review other existing academic programming to identify gaps where innovative programs could be developed: The Provost, the Associate Vice-President (Academic), and Dean's Council;
- Enhance resourcing, programming, and physical space for the Centre for Teaching and Learning (CTL): The Provost and the Office of Associate Vice-President (Academic), including the Director of the CTL;
- Develop and implement new food services model on campus: Office of the Vice-President (Administration) via the Office of the Associate Vice-President (Student Affairs);
- Learn, share, and implement EDI best practices: Deans' Council and Senior Leadership Team; and
- Learn and share Indigenization best practices: Associate Vice-President (Indigenous Engagement), Deans' Council, and Senior Leadership Team.

Overall, these identified priorities and actions – including development of the SEP, 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). It is anticipated that addressing these priorities will have an impact on these Performance Measurement Framework targets in coming years.

MEASURE: 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, with work in several areas to continue over the next year under the guidance of the recently appointed Interim Provost.

Given that much of the attendant action on the priority recommendations must follow the adoption of the not-yet-approved SEP, some of the recommendations could not be implemented during the year. For example, reviews of the Arts Transition Program and Academic Recovery Program will take place once the Strategic Enrolment Plan is completed.

In addition, a formalized review of academic programming to identify gaps where innovative programming might be developed will await the completion of the SEP. In the meantime, however, progress was made in several areas, with the revitalization of the Journalism program in the Faculty of Arts, the development of the Creative Technologies and Design programs in the Faculty of Media, Art, and Performance, and the re-envisioning of the operations of the Lifelong Learning Centre.

In this context, progress toward the other recommendations during the year was as follows:

- Develop and implement an institution-wide SEP: This is nearing completion. See full discussion under Objective 3;
- Review and as necessary adjust undergraduate and graduate scholarship programs: This has been completed, with a number of new scholarship and bursary programs in place. For example, beginning in Fall 2025, all incoming doctoral students will have guaranteed minimum funding of $15,500 per year for four years of study – something that had not previously been in place. Also at the graduate level, through the Chancellor's Community initiative, two Chancellor's Fellowships valued at $25,000 will now be awarded annually to top incoming graduate students. At the undergraduate level, the Chancellor's Scholarship – valued at $10,000 per year for four years and including free on-campus housing for the first year – will be awarded to 14 top incoming students annually starting in Fall 2024. The International Student of Distinction Scholarship, valued at $20,000 per year for four years, will be also be awarded each term to 50 top incoming international students, providing them with free on-campus housing and a meal plan;
- Review and as necessary adjust the student advising system: The Dean of the Faculty of Kinesiology has been appointed to lead the review beginning this fall. Adjustments to the advising system, if necessary, will be made based on the review;
- Enhance resourcing, programming, and physical space for the Centre for Teaching and Learning (CTL): To help advance this priority, CTL space renovations were completed during the new year, and the new space, co-located with the Journalism School, was officially opened in March. It is also of note that as part of its programming for the year, in May the CTL hosted a lecture on AI and Academic Integrity – a topic of particular interest and relevance for faculty members;
- Develop and implement new food services model on campus: This is well under way. The University terminated its food services contract with Chartwells effective April 30, which provided the opportunity to enhance food services at the University – something that had consistently been identified as a need by students, faculty, and staff. The University had some new food providers in place immediately, and work continues to contract with additional providers. The process is expected to be complete over the next year;
- Learn, share, and implement EDI best practices: To this end, for one of its monthly meetings the Academic Administrators Group, which consists of Faculty Administrators and equivalents from each of the units/Faculties reporting to the Provost, participated

in an EDI presentation/workshop led by Dr. Sujatha Ross, the University's Advisor on EDI. In addition, the Senior Leadership Team (including the Deans) participated in a workshop on Queer and Trans inclusion in post-secondary institutions; and

- Learn and share Indigenization best practices: A number of activities took place in this regard involving the Deans. The Senior Leadership Team participated in a workshop on "The Complexities of Indigenous Identities" led by Associate Vice-President (Indigenous Engagement) Lori Campbell. A follow-up workshop is being planned for the coming year. In addition, in May the Dean of the Faculty of Science hosted the international Turtle Island Indigenous Science Conference, with registration open to all in the University of Regina community. It is also of note that the Educational Developer (Indigenous) continued her two-year term in the CTL, helping individuals and faculties develop ways to Indigenize curriculum.

In addition, as academic unit resource allocations were finalized as part of the 2024-2025 budgeting process, particular attention was paid to investing in areas related to the student experience. Allocations were made for the scholarships mentioned above, and other examples included funding for a new Orientation/First-Year Experience Coordinator position, and for student advisor positions in the Faculties of Social Work, Business Administration, and Science.

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

This objective was designed to help address the challenges the University faces both at the institutional level and at the Faculty/unit level in the preparation and implementation of its annual budget – something that is especially important as the University continues discussions with the provincial government regarding a potential new multi-year funding agreement.

With the identified measures complete and a new budgeting process in place (subject to modification as necessary in the coming year), this objective is complete.

MEASURE: Critically examine existing processes and identify areas to maximize efficiencies and enhance budgeting practices: This measure is complete for the 2023-2024 year; however, this practice will continue as appropriate going forward.

With the assistance of the Internal Auditor, various areas were reviewed during the year (the Centre for Continuing Education model, as well as chargebacks in Facilities Management, Information Systems, and Financial Services, for example). It was not deemed prudent and feasible to immediately begin implementing changes, but the results of the review will continue to be considered to determine appropriate adjustments and timelines for possible changes. In addition, this practice will continue in coming years.

MEASURE: 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 complete.

In advance of the 2024-2025 budget development, a clear set of principles and accountability measures (operational guidelines) was created to guide the process. This was completed throughout the Spring/Summer and Fall 2023 terms in consultation with the Deans and administrative Associate Vice-Presidents.

The operational guidelines – which include enhancing the student experience, using a holistic approach for resource allocation, and incorporating flexibility and "levers" to manage any uncertainties that could arise – were used to develop the 2024-2025 budget that was approved by the Board in May. To inform the annual budgeting process, the guidelines will be updated in future years.

MEASURE: 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 complete and will continue to evolve in coming years.

After careful consideration, it was determined that a new budget model was not required; rather, what was needed was a new way of thinking about the budget in a more holistic and student-focused way than in the past – with measurable outcomes, accountability by leadership, and alignment of resources to achieve the University's priorities, particularly as outlined in the Strategic Plan.

With that in mind, detailed operational guidelines (which will evolve over time according to University priorities) were developed to inform the annual budgeting process. These guidelines helped develop a 2024-2025 budget that incorporated student-focused initiatives such as a new food services model, technology and classroom renewal, and the revitalization of the Ad-Hum "Pit" student space.

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

This objective was a priority to improve student well being and belonging, better attract and retain students, and mitigate budget risk related to student recruitment and retention. Overall, based on the progress made toward the group of measures identified for the year, consider this objective is well under way. Progress on each individual measure during the year was as follows:

MEASURE: 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, with the draft plan now being reviewed by the newly appointed Interim Provost and Vice-President (Academic). A penultimate version of the SEP will be circulated for consultation and input.

Work on a new SEP began early in the Fall 2023 term through the leadership of the then-Provost and the Executive Director, Strategic Enrolment Management and Registrar.

In their work, they followed the methodology of Strategic Enrolment Management (SEM), which 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 the University's current enrolment perspective focuses primarily on the enrolment funnel from prospect to admitted student, when completed 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:
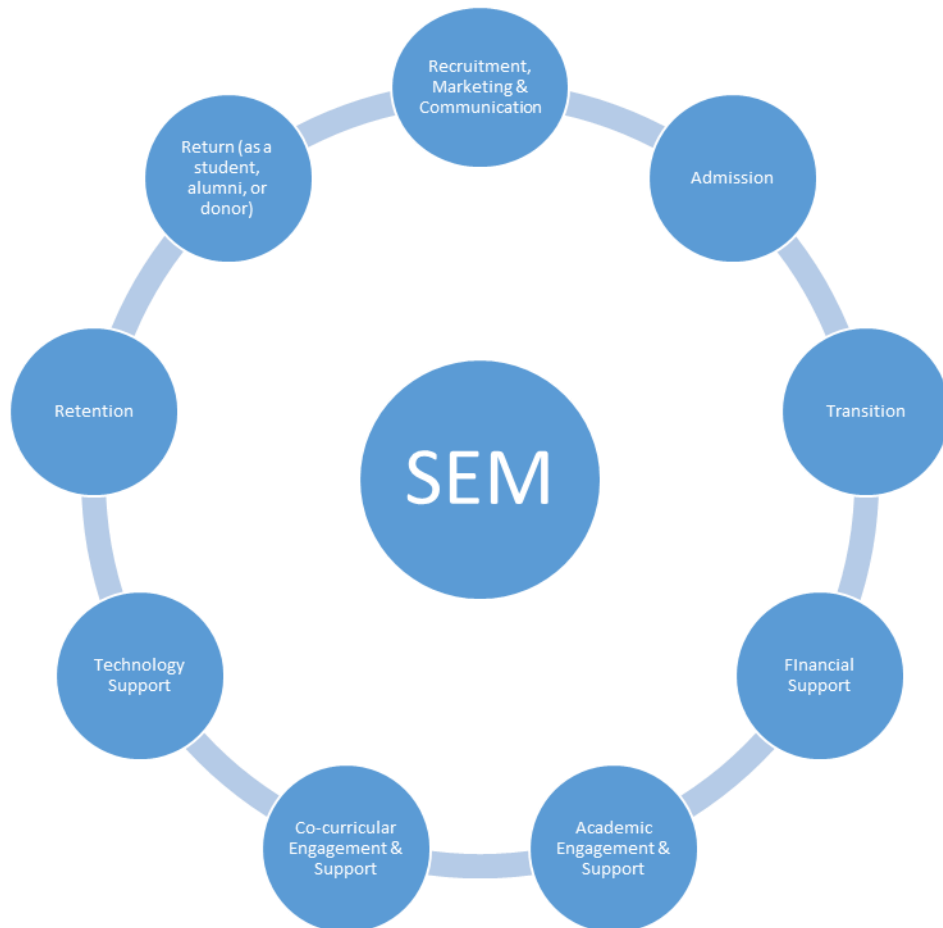
Guided by these SEM principles and the Academic Plan – as well as the University's Strategic Plan and Indigenous Engagement Strategic Plan – the Provost and Executive Director, Strategic Enrolment Management and Registrar took into account factors such as recruitment, enrolment, course fill rates, time to degree completion, and as appropriate, degree requirements and their impact on student success and satisfaction. At various intervals throughout the planning process, they consulted with experienced leaders at other institutions who have a demonstrated history of success in strategic enrolment management.

An initial draft of the SEP was completed in the Winter 2024 term, and was aligned with the Academic Plan's four areas of focus:

- Recruitment and retention;
- Teaching and learning;

- Academic programming; and
- Student success and experience.

The draft SEP included specific goals related to academic programming, and the evaluation of student supports such as scholarships, academic advising, and the Arts Transition and Academic Recovery programs. It was shared with decision-making bodies on campus for feedback and revisions late in the Winter 2024 term.

With the recent leadership change in the Provost's Office, the Interim Provost must now review the draft SEP and suggest additional revisions. Once these revisions are incorporated, Deans' Council and others will be provided an opportunity to make further recommendations prior to seeking their final endorsement, which is expected in the Fall 2024 term.

MEASURE: Implement where feasible over the next year the priority recommendations: This measure is partially under way, but cannot be fully undertaken until the SEP is completed and endorsed.

Once the SEP is endorsed, the Provost will work with Deans' Council to address the priority recommendations and determine a timeline for implementing them as quickly as possible. That said, it was evident from the Academic Plan and the preliminary draft of the SEP that scholarships and advising will be key components of the final SEP. For that reason, as noted under Objective 1, reviews of those programs were undertaken to move them forward in the meantime.

MEASURE: 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 measure is complete, with full-year registration now in place for the entire 2024-2025 academic year.

Based upon the experiences of other universities, it was determined that full-year registration would help students with their planning – namely in balancing on- and off-campus activities and obligations – and, as a result, increase student retention and satisfaction. A tremendous amount of work took place in the Registrar's Office and the Faculties throughout the 2022-2023 and 2023-2024 years to prepare the University to make this transition.

Full-year registration was officially launched on March 6, 2024, meaning that students could register for their Spring/Summer 2024, Fall 2024, and Winter 2025 courses all at once in order to co-ordinate and progress through their academic programs more seamlessly than ever before.

The new system has operated as planned, and the overall response from students has been positive – as was reinforced by an article published by the *Carillon* a month into the registration process: https://carillonregina.com/student-perspectives-on-full-year-course-registration/.

MEASURE: Reorganize and administratively relocate Enrolment Services from Student Affairs to the Registrar's Office: This measure is complete.

The reorganization and administrative relocation of Enrolment Services from Student Affairs to the Registrar's Office took place as part of a broader re-organization during the summer of 2023.

The intention was to fill gaps and achieve administrative improvements without adding to costs or the overall number of senior administrative positions. To this end, Enrolment Services was re-organized and administratively relocated to the Registrar's Office. 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

This objective was a priority because in the past, the University has lacked an overall guide or scoring system to help strategically assess and act in response to capital requirements and opportunities. Developing such a data-driven system is important to facilitate improvements to research and teaching-related space, help wherever possible with cost efficiency and revenue generation, and mitigate risks in areas such as budget, information technology, and space and facilities management. Based on the progress made toward the attendant measures, overall this objective is complete.

Progress on each individual measure during the year was as follows:

MEASURE: 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 complete.

Under the direction of the Associate Vice-President (Facilities Management), during the year a Project Prioritization Process and Scoring Matrix was developed with criteria to triage capital projects and renovations using a point-based system grounded in institutional priorities. These priorities include advancing student satisfaction, University scholarship, teaching effectiveness, Indigenization/Reconciliation, sustainability, and environmental stewardship.

Throughout the process, the then-Provost and the Associate Vice-President (Academic) provided academic oversight in determining priorities for academic units, including for lab space and upgrading of classrooms. These efforts included engaging with the Vice-Presidents as well as University governance bodies such as the Space Allocation Committee.

This Prioritization Process and Scoring Matrix is now complete. Its criteria are structured to reflect the relative importance and return on investment relating to both strategic alignment (for example – student satisfaction, as well as teaching and research) and operational performance/risk mitigation (for example – space optimization or efficiency, safety/code/regulatory, and business case). Guidelines for a proposed capital investment committee, including parameters for project prioritization (type or value of project), will also be developed going forward. These guidelines may change as the prioritization process matures and evolves.

The resulting Prioritization Process and Scoring Matrix effectively measures the need and impact of each project under consideration, and will result in a systemic and transparent way to evaluate and prioritize projects. With this system in place, the prioritization process and selection of projects are now the responsibility of the Space Allocation Committee.

MEASURE: Generate and disseminate a comprehensive capital plan with methods and criteria for decision making and timelines for progress: This measure is complete, with work taking place on several fronts to facilitate the development of the capital plan.

In addition to the aforementioned Prioritization Process and Scoring Matrix, during the year Facilities Management created a comprehensive space inventory from which a subsequent capital list of outstanding projects could be developed and evaluated per the Prioritization Process and Scoring Matrix. This involved compiling a Space Needs Assessment to aid with planning and prioritizing future space needs on campus. Information was collected from all academic, ancillary, administrative, and research units via an online survey, as well as follow-up meetings with specific units.

A draft of the Space Needs Assessment was completed in the Winter 2024 term and presented to the Space Allocation Committee to aid with planning and prioritizing future space needs.

Also during the year, a Space Utilization Update was undertaken to ensure that Facilities Management's space usage data remains aligned with how space is currently being used. This comprehensive update was also completed in Winter 2024, and will assist further in prioritizing space needs.

Together, these three documents were used by the Capital Priority Strategy Committee (which includes the University Executive Team) to develop the University's 2024-2025 10-Year Capital Plan. The 10-Year Capital Plan was submitted to the Ministry on May 1, and in June a presentation to the Ministry highlighted the priority projects listed in the Capital Plan.

MEASURE: 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. This measure is complete, with a strategy in place and being implemented to ensure the University's information technology infrastructure remains up to date.

Throughout the year, work in the five key identified areas was as follows:

Student Processing:
Development of the Student Relationship Management (SRM) system took place throughout the year, and the system was fully implemented in early April. One aspect of this is the student inquiry form, which now manages initial engagements and information requests. The form has had the desired effects of improving student access to information and reducing the email load on recruitment/admissions staff.

After initial implementation there were some minor issues which Information Services was able to resolve quickly and without significant disruption. Throughout the summer, Information Systems is developing additional functionality for the platform. The team is developing an "agent portal" for use by international agents to ensure they have accurate and updated information about their international recruitment, and is also enhancing the initially deployed student portal. Both the agent and enhanced student portals will be in production by late

summer, after which the platform will be managed by the Registrar's Office. Funding for any other planned work in future will be allocated as necessary through the annual budget process.

Cyber Security:
Work is essentially complete as outlined in the measure to ensure that the University's cyber security processes are up to date – recognizing, of course, that this is always going to be an ongoing process.

An outside firm was engaged to conduct a test of Information Services' security systems. The review did not uncover any serious or high-risk issues, and any minor findings that required remediation were attended to. In addition, all Faculties and units were enrolled in the cyber security awareness program. Program completion was mandatory in areas that were identified as higher risk, and unit and Faculty leadership were enlisted to encourage participation in other areas.

Information Systems conducted two cyber security self-assessments during the year, with another planned in coming months to validate the new Microsoft 365 configuration and ensure that work was securely performed.

Outdated/Vulnerable Information Technology Structure:
The Collaboration Project – designed to replace much of the University's underlying information technology systems – is essentially complete, on time and on budget.

After Microsoft 365 was selected as the next-generation technology platform, an outside vendor was contracted to help staff design and implement the underlying information technology architecture that manages day-to-day services as well as email, calendaring, file storage, printing, and desktop technology.

Early in the Winter term, all required work was completed to support local device management as well as file and print services. Students were migrated onto the new Microsoft 365 email platform without issue during the week of February 20, and the faculty and staff migration took place in late April and early May.

Planning continues for additional functionality, including enhanced anti-malware software and automation and digitization of simple workflows. Information Services is now working to develop an "Information Architecture," which will entail the deployment of Sharepoint, as well as a set of best practices for use of Sharepoint, Teams, OneDrive, and legacy shared file storage. The architecture and eventual migration are expected to be completed in mid-Fall 2024.

Workflow Efficiency:
Work in this area is well under way. As noted above, the Microsoft 365 Platform allows for the automation and digitization of simple workflows, and this functionality 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 example, 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.

In addition, the Associate Vice-President (Information Systems) and the Associate Vice-President (Academic) worked with Facilities Management and the Registrar's Office to refine the data and costing to support a Classroom Technology Strategy. That strategy is expected to be complete in the Fall 2024 term, providing a long-term plan to ensure classrooms and technologies remain up to date. In the meantime, preliminary analysis of available data identified four classrooms and laboratories that are being upgraded this summer in advance of the overall strategy.

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

This bipartite objective was identified as a priority from a marketing and reputational perspective because it would allow the University to build on the previous year's Phase 1 of an institutional identity project, and from an engagement and fundraising perspective because it would enhance alumni relations and fundraising capacity. Overall, based on progress toward the identified measures this objective is complete.

With regard to Phase 2 of the identity project, the three identity-related measures are so closely inter-related that a co-ordinated approach was taken throughout the year to fulfill them. Therefore, these measures are considered as one for the purposes of this report:

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

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

> **MEASURE: 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.**

> Together, these three measures are complete, and progress toward them over the year was as follows.

> Phase 2 of the identity project got underway in Fall 2023 under the direction of the Chief Governance Officer, whose re-aligned position now includes oversight of University Marketing and Communications. Phase 2 was intended to provide more consistency in University publicity (as opposed to, for example, independently developed Faculty material), thus raising institutional recognition and profile. It focused 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.

Through the first part of the Fall 2023 term, University Communications and Marketing planned out a comprehensive three-part marketing campaign to enhance the University's reputation, impact, and profile among current and potential students, parents, alumni, donors, and community stakeholders. The intent was 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.

The campaign focused on:

- The addition of digital marketing, including Facebook, Instagram, and programmatic banner ads on websites, which provided 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.

The first part of the marketing campaign began in earnest in December 2023 and ran through January 2024, focusing on the Health and Wellness pillar. During this time, creative marketing materials were also developed for the other two pillars – Career Readiness/Experiential Learning and Partners in Truth and Reconciliation.

Beginning in February, and in conjunction with Saskatchewan Aboriginal Storytelling Month, the second part of the campaign focused on the Partners in Truth and Reconciliation pillar – something that was conveyed to campus in the February President's message. The ta-tawâw Student Centre and the Office of Indigenous Engagement played an active role in conceptualizing how best to convey information about the Partners in Truth and Reconciliation pillar. With their input, new advertising was developed and featured on social media, on targeted websites, at the Regina Airport, and on Rawlco radio stations. Associate Vice-President (Indigenous Engagement) Lori Campbell was featured in the first advertisement, and a student was featured in the second one.

In mid-April, the focus shifted to the Career Ready/Experiential Learning identity pillar to profile that longstanding – and growing – strength of the University as the third part of the campaign. The social media marketing featured a short video highlighting various experiential learning opportunities offered at the University. Updated Rawlco Radio advertisements were also in rotation, along with an advertisement at the Regina Airport. This campaign ran until late May.

The three-part marketing campaign may be considered a success, as it resulted in 20,000 visits to related institutional identity content on the University's website. It is important to note that although these measures are complete as envisioned, institutional identity will remain a priority over the long term, and will be included as part of future marketing campaigns.

Relating to fundraising and alumni strategies, progress toward the identified measures was as follows:

MEASURE: 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 complete, with the strategy completed and implementation under way.

Under the guidance of the Executive Director (Advancement), work on the strategy began in the summer of 2023 through consultations with donors and prospective donors regarding fundraising feasibility related to the three identity pillars mentioned above. An additional fundraising priority, Leading the West, was added to capture fundraising opportunities in other areas where the University is – or is developing the capacity to be – a leader, such as critical minerals or carbon capture and sequestration.

Through these consultations, 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 took place, and early in the new year, the strategy was presented to both Executive of Council and Deans' Council.

Now finalized, the strategy focuses on revenue generation and increasing targeted engagement with the University – two goals that together are expected to elevate the reputation of the University, with current areas of research and teaching success being prioritized for particular attention.

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
-   Reputational 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.

The fundraising strategy will launch in October 2024 in conjunction with Alumni Week as part of the University's 50th Anniversary celebration. This "Spotlight Campaign" will have both financial and engagement targets and will be aligned with the University's identity project and government relations strategy. Areas of focus will be student spaces, Indigenous priorities as identified in the Indigenous Engagement Strategic Plan, and the Child Trauma Research Centre. Further fundraising priorities will be identified as University Advancement continues discussions across the institution.

In the meantime, during 2023-2024 the University built significant momentum in the area of fundraising and created considerable momentum for the future. Overall, the Philanthropy team helped increase fundraising activity by 57 percent over the previous year, with $9.5 million

raised for priorities across the University – well above the $5.1 million target. This bodes well for the future as the fundraising strategy is formally launched.

MEASURE: 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 complete, with a detailed plan developed and implementation under way.

To support the long-term growth of alumni engagement, a three-year strategy was completed over the course of the year. The strategy is built around four priorities:

1. Develop initiatives, programs, and events that are valued by alumni;
2. Build enduring and mutually beneficial relationships with alumni and stakeholders integral to our success;
3. Inspire loyalty, volunteerism, and support; and
4. Strengthen the University of Regina's reputation by showcasing the local, national, and global impact of our alumni community.

Over the next three years (2024-2027), the measurables for the alumni program are to:

- Increase the total number of contactable alumni to 45,000;
- Engage 8,500 alumni annually; and
- Grow the number of annual alumni donors to 550.

With the plan in place, the University Advancement team made significant changes throughout the year to the systems and tools used to support the communication of the University's story with alumni, donors and partners around the world. This included:

- Changing the technology that supports direct communication with these important constituent groups;
- Offering this technology to Faculties and units across the campus to support greater segmentation and personalization of communications to these groups; and
- Increasing collaboration between the Advancement and University Communications and Marketing units regarding communications with alumni and others.

MEASURE: Re-focus the activities of Alumni and Community Engagement to better support the implementation of the alumni relations plan: This measure is essentially complete, with ratification of a new Memorandum of Understanding with the Alumni Association being the only outstanding item.

Throughout the year, University Advancement refocused 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, University Advancement reviewed 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 organized into a Philanthropy team that is now responsible for leading the University's 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 now supports 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 was the implementation across the University of a common mass email program for alumni, donors and community partners, as noted in the measure above. This system enables 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 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 is responsible for engagement activities designed to enhance affinity with and support for the University through alumni, community members, and donors.

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 Vancouver, Calgary, Toronto and Ottawa – the cities with the largest concentrations of alumni. The Alumni team now meets 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 this partnership is continuing in 2024-2025.

Based on a review of alumni programs across Canada, it is clear that the role of alumni associations across Canada has changed significantly, with the more hands-on management and operating roles of volunteer alumni associations having been replaced with strategic governance-based models that better represent the current demographic and institutional profile of alumni. With this in mind, University Advancement worked throughout the year to develop a renewed relationship with the University of Regina Alumni Association (URAA) that will support the alumni engagement strategy.

To that end, University Advancement worked throughout the year to establish a new MOU with the URAA. This was established in principle, with key objectives for the agreement being to:

- Raise public awareness and the profile of the roles played by the URAA and University Advancement for alumni through programs, events, and communications;
- Jointly plan, share, and participate in potential opportunities for alignment between the URAA and activities to advance alumni relations worldwide;

- Work as partners through collaborative planning, decision-making, communication, and recognition of the roles volunteers and staff from URAA and University Advancement play in the success of the alumni engagement program;
- Align the visual identities of URAA and the University of Regina alumni engagement activities;
- Ensure that Affinity Contracts continue to be in place without interruption and fulfilled in alignment with the agreements, so that recognition and promotional opportunities for these programs are maximized; and
- Create a shared budget and mutually agree on an annual expenditure plan.

This jointly developed MOU will be brought to the URAA membership in 2024-2025. With the support of the URAA Board, the process to begin implementation will begin immediately after ratification.

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

This objective was selected as a priority because with the hiring of a Commercialization Officer in the newly formed Office of Research Partnerships & Innovation, and with increased capacity in government relations through the hiring of a Government Relations Advisor, the opportunity exists to better seek out opportunities for government funding and entrepreneurial partnerships. Overall, this objective is well under way based on the identified measures.

Progress toward the measures during the year was as follows:

MEASURE: 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 well under way, with a comprehensive government relations plan complete and awaiting roll-out in Fall 2024.

The Government Relations (GR) Advisor role has been staffed since early October – the first time in several years that the position was filled. During the first few months of her employment, the GR Advisor laid the groundwork for developing a comprehensive government relations strategy by holding consultations with different faculty members and members of the University Executive Team, as well as counterparts from other post-secondary institutions and national organizations.

These consultations included gathering University leaders in two strategy sessions with the goal of defining co-ordinated and consistent University priorities that are congruent with and build upon previously identified institutional strengths and areas where capacity can be enhanced. These 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.

With these initial meetings concluded, the GR Advisor developed a comprehensive University-wide strategy for working with various levels of government. Starting in Fall 2024, the strategy – which will articulate the role of the government relations office and identify opportunities with municipal, provincial, federal, and Indigenous levels of government – will be rolled out to the University community. The expectation is that through the strategy, the University will ultimately deliver more coherent, unified, and effective messaging to government stakeholders at all levels to enable support for key priorities.

It is important to note that in addition to the primary aim of preparing a government relations strategy, the GR Advisor has taken on many of the day-to-day tasks involved in interacting with different levels of government. This has included organizing a research-themed event for members of the Legislative Assembly, and liaising with the provincial government related to the University's participation in COP28 in Dubai. The GR Advisor has also met with different Cabinet Ministers 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.

Also during the year, Ministry of Advanced Education saw two changes at the Deputy Minister level, in addition to a ministerial change. In light of these transitions, the GR Advisor has helped introduce the new Ministry officials to the University and the post-secondary sector more broadly. The GR Advisor has also developed a network of provincial and national contacts, been engaged in important discussions with government regarding capital priorities and international student caps/provincial attestation, and has led the University's response to the initial consultation with the Ministry of Advanced Education on the next multi-year funding agreement.

Overall, the GR Advisor's activities have helped move forward several government-related initiatives – additional funding in the provincial budget, the provision of funding to expand the Student Wellness Centre and renovate the University's cooling tower, and the additional allocation of provincial attestation letters by the federal government. These initiatives, 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.

MEASURE: 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 complete, with a strategy in place and being implemented.

Work toward this measure took place through the Office of the Vice-President (Research) and the Office of Research, Partnerships, and Innovation.

A strategy to pursue entrepreneurial research opportunities was completed, with baselines assumed and general targets included.

The strategy's overall intent is to enhance the University's social and economic impact, and ensure that existing research themes continue to intensify and evolve in relevance. To do so, it identifies three research priorities:

1. Proactively engaging opportunities to advance areas of research strength through partnerships with government, industry, and organizations. This will be done by establishing funding mechanisms and mentorship to promote research production and leadership, and working with external communities to identify areas for collaboration where the University's research capacity can have a major impact by creating knowledge;
2. Increasing research capacity to ensure that areas of strength continue to intensify. This will be done by supporting creation of cross-cutting research initiatives, creating avenues to access shared infrastructure across the University and province, and streamlining administrative processes while ensuring security compliance; and
3. Supporting innovation. This will be done by creating cross-campus programs to promote entrepreneurial thinking, as well as pathways and mechanisms for knowledge translation and commercialization. Other activities will be to lead discussions about a diversity of approaches that reflect the comprehensive nature of our scholarship, and promote the University and the City of Regina's transformation into an early adopter and test bed for research ideas and technologies.

A great deal of work was done to begin implementing this strategy.

To enhance research capacity and the University's ability to pursue innovative partnerships, several new positions were filled within the research enterprise:

- A Director of Research, Partnerships, and Innovation to co-ordinate the University's research partnerships;
- A Director of the Sustainability Office to facilitate collaborations between all campus units; and
- Two Research Engagement Managers who play a critical role in advancing research engagement across all equity-deserving groups at the University of Regina. In particular, these two positions work 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.

In addition, the research enterprise web presence was improved with the addition of the new sustainability website. The website features the University's 2022-2027 Sustainability Action Plan and details how the institution is aligning its priorities to each of the 17 United Nations Sustainable Development Goals. All research pages within the public website are also being refreshed.

To develop a baseline going forward, identify partnership gaps, and begin proactively pursuing partnerships, metrics were developed to track which types of organizations new partnerships involve, and the areas of the University's research focus to which they relate. The table below summarizes the criteria where 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 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 futures	Living heritage	Health and wellness
Indigenous communities				
Industry				
Government				
Non-profit organizations				

As they are pursued, partnerships may be classified within the table to help chart progress toward research priorities and identify gaps.

Based on these criteria, many partnerships were pursued and in some cases finalized during the year. They included:

- A letter of intent with Khalifa University and the Petroleum Technology Research Centre on sustainable energy related to carbon capture, utilization and storage (CCUS);
- An MOU signed at COP28 in Dubai with the University of Saskatchewan and Saskatchewan Polytechnic on collaboration in energy and mining research through the creation of the Global Institute for Energy, Minerals, and Society (GIEMS);
- A $125,000 contribution from Federated Cooperatives Limited and Co-ops across Western Canada to support Indigenous language education through the University of Regina Press;
- A partnership 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;
- A $1.5 million contribution from SGI for the creation of a new faculty position in the Faculty of Science – the SGI Assistant or Associate Professor in Data Science;
- Research agreements between CIPSRT and universities including McMaster, Queens, Western, Memorial and Wilfrid Laurier as well as with Wayfound Mental Health Group Inc., 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;

- A research agreement with Awliya Services Inc. to study 3D printing of affordable housing for remote communities;
- An agreement with Croptomistic and Mitacs to research the application of machine learning to images in order to quantify crop and weed populations across agricultural fields;
- An agreement with BlueCouch AI Incorporated and Mitacs to research an AI-based virtual assistant for the insurance industry;
- Submission of a project proposal 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 the File Hills Qu'Appelle Tribal Council;
- Submission of a project proposal 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;
- A Memorandum of Agreement signed with the Colorado School of Mines to facilitate graduate student exchange programs, visiting researchers and scholars, and faculty exchanges. This builds on a previous Memorandum of Understanding ;
- Participation with a group led by Dalhousie University on a Letter of intent for NSERC's Lab2Market program;
- A partnership that will provide funding for students and faculties to develop intellectual property strategies for spin-out ventures and start-ups;
- Involvement in a collaborative funding program announced by PTRC Sustainable Energy and Mitacs; and
- A meeting with a member of the United Kingdom's Department for Business & Trade to determine if academic and industry collaborations may be possible related to GIEMS.

These and the many other entrepreneurial research opportunities being actively pursued have a great deal of potential to enhance the University's social and economic impact in the province and beyond in coming years.

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

Launched in Fall 2023, the University's Indigenous Engagement Strategic Plan identified many actions to advance Truth and Reconciliation and Indigenous engagement within all sectors of the University. Recognizing that implementing all aspects of the Plan will be a long-term process, this objective and attendant measures were identified as a priority so that the institution can continue making meaningful progress toward being a provincial and national leader in Truth and Reconciliation. Overall, based on progress toward the identified measures this objective is well under way.

Progress toward the measures during the year is outlined below. It is important to note that the following two measures are so closely inter-related that they may be considered together:

> **MEASURE: Identify priority activities and initiatives as well as benchmarks or targets for success:** This measure is complete, with a number of priority activities identified.

MEASURE: Identify those at the University responsible for moving the initiatives forward: <u>This measure is well under way.</u> This measure is complete, with those responsible for the initiatives having been identified.

The Indigenous Engagement Strategic Plan, entitled *Tapwewin kwayaskwastâsowin: Truth and Putting Things Right*, was launched on September 26. Congruent with the launch, the Associate Vice-President (Indigenous Engagement) identified several initiatives that could be undertaken and potentially completed in the short term 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. Several areas on campus were engaged to undertake the identified initiatives. The initiatives and those responsible included:

- <u>Creating an Indigenous Advisory Circle</u> to support the Associate Vice-President (Indigenous Engagement), and by extension, the President's Office. This is not related to a specific numbered action, but was an over-arching key recommendation in the strategy (President's Office and Associate Vice-President (Indigenous Engagement);

- <u>Delivering workshops on the complexities of Indigenous identity</u> to help address actions 1 and 22 (Associate Vice-President (Indigenous Engagement));

- <u>Continuing to develop an Indigenous identity policy</u>, including recommendations for process implementation to help address action 1 (Associate Vice-President (Indigenous Engagement));

- <u>Continuing work on Indigenous identity fraud management</u> to help address action 1 (Human Resources);

- <u>Hiring an Indigenous Procurement Lead</u> to help address actions 25, 26, and 33 (Supply Management Services);

- <u>Hiring two Indigenous Research Engagement Managers</u> to help address action 22 (Office of the Vice-President (Research));

- <u>Ensuring that the Métis and Treaty 6 flags are displayed at Convocation</u> to help address action 9 (University Secretariat and Registrar's Office);

- <u>Continuing work on Jay Treaty initiative to enhance Indigenous student mobility</u> to help address action 3 (President's Office and Associate Vice-President (Indigenous Engagement)); and

- <u>Ensuring that Indigenous culture and aesthetics figure prominently in new and renovated spaces</u> on campus to help address actions 10 and 13 (Facilities Management).

MEASURE: Begin implementing these initiatives wherever possible: <u>This measure is well under way</u>, with some short-term initiatives complete and others in process.

Progress on the identified initiatives was as follows:

- Creating an Indigenous Advisory Circle: A renewed Indigenous Advisory Circle (IAC) was finalized in the Winter 2024 term to advise the Associate Vice-President (Indigenous Engagement) – and by extension, the President's Office – as the University works to bring the Indigenous Engagement Strategic Plan to life. The IAC held its first meeting in mid-February and is currently focusing on two priority tasks – creating Terms of Reference, and providing guidance on the process for limiting Indigenous identity fraud;

- Delivering workshops on the complexities of Indigenous identity: The Associate Vice-President (Indigenous Engagement) delivered an educational session on "The Complexities of Indigenous Identities" to the Senior Leadership Team, with a follow-up session planned for the coming year. Other sessions will be held with Human Resources and other faculty and staff groups in the fall;

- Continuing to develop an Indigenous identity policy: This was a major focus throughout the year in order to help limit Indigenous identity fraud – something that is a point of concern at all Canadian Universities. To assist in this regard, the Associate Vice-President (Indigenous Engagement) sought out the expertise of Dr. Shauneen Pete, who is currently the Chair of the Emerging Indigenous Scholars Circle at Royal Roads University. Dr. Pete previously worked at both the University of Regina and First Nations University of Canada, and is therefore very familiar with local campus and community culture.

  Based on extensive research, Dr. Pete provided the University with recommendations for a number of next steps, which included having executive and senior leadership teams engage in workshops on the complexities of Indigenous identity, and holding focused consultations with Indigenous community members, including the IAC. To these ends, the Associate Vice-President (Indigenous Engagement) completed numerous individual consultations with First Nations and Métis faculty and staff, and also consulted with external First Nations and Métis leaders, organizations, and community members to gather knowledge that would inform the University's forthcoming policy.

  A draft process to support the University in eliminating Indigenous identity fraud will be sent to the IAC for review and input later in July. Their recommendations will be taken into consideration and the process will then be reviewed by key executive members, with implementation planned to begin in the Fall.

  Next steps with the implementation of the identity process will be to work with Human Resources, hiring committees, and programs with equity seats targeted for First Nations to ensure that the appropriate identity verification process is incorporated in hiring practices. In addition, the process will be applied to all scholarships, awards, and grants offered by the University that are targeted for Indigenous students.

- Continuing work on Indigenous identity fraud management: While broader consultations occurred regarding the development of an overarching Indigenous identity policy, Human Resources had an interim process in place whereby particular attention was paid to the hiring of any Indigenous staff or faculty to ensure that identities were supported by more than just self-identification. For the two or three instances where a hiring manager was uncertain, information was sent to the Associate Vice-President

(Indigenous Engagement) for review and a decision was made. In all instances, the University is confident that the hires were indeed Indigenous employees;

- Hiring an Indigenous Procurement Lead: The hiring of a successful candidate in Supply Management Services was announced in February. Since then, the Indigenous Procurement Lead has worked to increase Indigenous supplier participation in the University's procurement processes;

- Hiring two Indigenous Research Engagement Managers: As noted under Objective 6, two Research Engagement Managers were hired to develop and implement strategies that enhance research opportunities within Indigenous communities and ensure equity in access to resources;

- Ensuring that the Métis and Treaty 6 flags are displayed at Convocation: This was done for the Fall 2023 and Spring 2024 Convocations;

- Continuing work on Jay Treaty initiative to enhance Indigenous student mobility: Discussions continued with institutions in Montana and North Dakota, but formal agreements have not yet been signed; and

- Ensuring that Indigenous culture and aesthetics figure prominently in new and renovated spaces: One of the most visible campus renovations for the coming year is the Ad-Hum "Pit" student space. As final plans were developed, Facilities Management consulted with the Associate Vice-President (Indigenous Engagement) and other members of the University's Indigenous community to ensure that the design is culturally appropriate and inclusive.

A significant development that was not originally planned was the repatriation of cultural artifacts from the University's art collection to the Dzawada'enuxw First Nation in British Columbia. This joint initiative of the University and the MacKenzie Art Gallery was originally scheduled to take place in early July, but has been postponed. This forthcoming repatriation is another means of demonstrating the University's commitment to Reconciliation and meaningful relationship-building with Indigenous communities.

MEASURE: Develop a timeline and preliminary implementation plan for longer-term initiatives that cannot yet be undertaken: This measure is partially under way, with plans in place for some but not all medium-to-long term actions arising from the Indigenous Engagement Strategic Plan. Progress may be delayed somewhat over the next couple of months while the Associate Vice-President (Indigenous Engagement) is on leave to complete her doctoral dissertation.

Presenting throughout the year to Faculty Councils, departments, and leadership teams afforded the Associate Vice-President (Indigenous Engagement) the opportunity for robust discussions about how to address some of the longer-term recommendations and actions. Ultimately, these discussions will help produce a preliminary implementation plan with resource requirements for longer-term initiatives not yet undertaken.

Although a comprehensive implementation plan has not yet been developed, several specific actions have been identified and work has already begun upon them. For example:

- The University is undertaking discussions with the Métis Nation of Saskatchewan and the two organizations are progressing towards signing a Memorandum of Understanding. This MOU will recognize and support Métis Nation of Saskatchewan sovereignty over Métis citizenship, in particular as it relates to federal funding that is provided to the Metis Nation of Saskatchewan for its citizens;

- The Associate Vice-President (Indigenous Engagement) worked with University Advancement to create an Indigenous Development Document that incorporates Indigenous fundraising opportunities. Over the long term, this could help address several of the actions from the Indigenous Engagement Strategic Plan, and preliminary discussions with several prospective donors are showing promise;

- A long-term plan to hire more Indigenous faculty and staff is in development and is expected to be launched by Spring 2025;

- Following on the successful 2023-2024 Indigenous Speaker Series, the next iteration for 2024-2025 is in development. Thematically, the four events planned for Yorkton, Moose Jaw, Swift Current, and Regina will demonstrate support for and commitment to Reconciliation by providing education on Treaty 4 in the context of the 150th anniversary of the Treaty signing;

- The proposal submitted by the University and First Nations University of Canada to co-host the 2025 National "Building Reconciliation Forum" was accepted. The forum will be an important means of sharing and learning best practices in Reconciliation over the long term because it will bring administrative and academic leadership from universities across Canada, as well as many local Indigenous people, to the University of Regina and First Nations University of Canada. A committee is being formed to oversee the planning for the coming year;

- The Office of Indigenous Engagement will be hiring a new permanent position – a Cultural Protocol Liaison who will among other responsibilities support the University community in working with Indigenous Elders and Knowledge Keepers; and

- One-time funding has been earmarked to support hiring an Education and Reconciliation Coordinator who will be responsible for providing workshops to help the University community advance their knowledge and understanding of subjects such as: the United Nations Declaration on the Rights of Indigenous Peoples; Missing and Murdered Indigenous Women, Girls, and 2SLGBTQI+ People; and the Treaties.

SECTION 3: MY ACADEMIC ACTIVITIES AND RESEARCH PROGRAM

Throughout the year, I continued work on my academic research program, as well as my activities as a faculty member in the Department of History. That work included:

- 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. The manuscript was sent to Memorial for final editing, and they have indicated that they will publish the book in time for Grenfell's 50th anniversary celebrations;

- Working with two undergraduate research assistants, Dr. Raymond Blake of the Department of History and I continued drafting our textbook entitled *A History of Canada in 15 Moments*, which has been selected for publication by Bloomsbury Press. I am in the process of drafting seven individual chapters and one joint chapter (approximately 37,500 words) for the book. We expect to have the manuscript submitted by the end of 2024;

- At the request of the University of Calgary Press, I completed a review of a more-than-400-page manuscript on the history of the King's Own Calgary Regiment;

- I completed a 5000-word chapter entitled "Canada's Homefront in the Second World War: A Brief Overview," for a book being edited by Professor Amy Shaw of the University of Lethbridge which is to be published by McGill-Queen's University Press;

- At the request of the Royal United Services Institute, I am preparing a lecture on "Children during Wartime" that I will present in September;

- 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; and

- I participated as either an internal examiner or committee member in four students' Master of Arts thesis defences throughout the year.