

### **For the period from November 29, 2023 – February 27, 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 2023-24 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 March 12 meeting or as follow-up. The April Board report will be in a similar format to this one. 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 on 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**

With respect to the employee engagement part of this objective, the survey contract has been awarded to Kai Analytics, who with input from Human Resources will develop and administer the survey. The target launch date is March 15.

In preparation for the survey launch, departmental listings are being finalized and a survey application has been completed and submitted to the Office of Institutional Research. As part of the contract, Kai Analytics has been asked to provide data analysis outside of the “net promoter score” system without losing the ability to compare results to the 2022 survey. Two pulse surveys will also be administered in 2025 to provide progress updates.

In terms of student satisfaction and experience, a draft Strategic Enrolment Plan (SEP) has been developed in alignment with the Academic Plan's areas of focus: recruitment and retention, teaching and learning, academic programming, and student success and experience. The draft SEP includes 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. Resulting actions will enhance teaching and learning and support the relevant Performance Measurement Framework targets related to Discovery, Truth and Reconciliation, and Well-being and Belonging. The Provost is currently revising the draft prior to its being circulated to other decision-making bodies on campus for input and endorsement.

It is also of note that the University will terminate its food services contract with Chartwells effective April 30. This will provide the opportunity in future to enhance food services at the University – something that has consistently been identified as a need by students, faculty, and staff. The University will have some new food options in place as quickly as possible; however, the entire process will take some time, requiring 12-24 months to complete the full transition to a new model. The University community will be kept updated as more details become available.

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

In preparation for the 2024-2025 budget year, the academic units completed a comprehensive resource allocation template in January, which formalized reporting on key decision-making criteria such as strategic direction, structure, financial results, and performance metrics. Deans presented the results of their submissions and funding requests to the Provost, their peers, and members of the Council Committee on Budget. A comprehensive summary of the academic portfolio's 2024-2025 budgetary requests was then presented by the Provost to all University budget managers alongside the administrative unit presentations.

Included in the presentations were opportunities to use a more holistic approach that would positively affect the campus community. In addition, areas of potential overlap are being identified based on budget requests, so that budget allocations can be made with a more comprehensive overall institutional view than in past years. This model will move away from the siloed approach, maximize resources, and be instrumental in developing a budget for presentation to the Board at its next meeting.

To complement the new budget process, Budget Managers including the administrative Associate Vice-Presidents and the Deans held several meetings to develop Operational Guidelines. This work will be completed by end of the fiscal year, and will provide guidance regarding budget decisions required in the budget process using the new model going forward.

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

As previously noted under Objective 1, a first draft of the SEP has been developed with the goal of implementing actions related to specific Performance Measurement Framework targets.

It is also of note that by the time of the Board meeting, full-year registration will have officially launched for students – an important initiative designed to help students better co-ordinate and progress through their academic programs than ever before.

**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**

Work has continued on several aspects of this objective, all of which are contributing to a comprehensive strategy for prioritizing, evaluating, and undertaking capital projects.

A draft Project Prioritization Process and Scoring Matrix has been developed as an evaluation tool to effectively measure the need and impact of each project under consideration, and provide a systematic and transparent way to evaluate and prioritize projects. Criteria are structured to reflect the relative importance and return on investment relating to both strategic alignment (for example – student satisfaction, teaching and research mission) and operational performance/risk mitigation (for example – space optimization or efficiency, safety/code/regulatory, and business case).

With this matrix in place, the prioritization process and selection of projects will be the responsibility of the Space Allocation Committee.

Also with an eye to developing a comprehensive capital plan, Facilities Management is facilitating both a Space Needs Assessment and a Space Utilization Update. A draft of the Space Needs Assessment – which involved collecting information from all academic, ancillary, administrative, and research units via an online survey – is complete and will be presented to the Space Allocation Committee to aid with planning and prioritizing future space needs. The Space Utilization Update – which is to ensure that Facilities Management’s space usage data remains aligned with current uses – is well under way and is on track for completion by the end of April.

Work to upgrade outdated information technology infrastructure also continued on several fronts:

- Implementation of the Student Relationship Management (SRM) system is on track, with the student inquiry form completed and additional functionality to be implemented in March;
- All Faculties and administrative units have been enrolled in cyber security awareness training, with the completion rate now at approximately 50 percent. Information Systems has also conducted two cyber security self assessments, with another one scheduled in coming months;
- Work on the Collaboration Project continues, which entails replacing much of the underlying information systems architecture such as email, calendaring, file storage, and desktop management. Students were migrated onto the new Microsoft 365 email platform during the week of February 20, with employees scheduled for migration at the end of April; and
- Together with the Registrar, the Associate Vice-President (Information Systems) and the Associate Vice-President (Academic) have analyzed available teaching and scheduling data to assess the need for classroom technology upgrades for hybrid teaching modalities. Four spaces have been selected for substantial upgrades.

**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**

As noted in past reports, Phase 2 of the identity project for this year entails enhancing institutional recognition and profile through consistent and strategic promotion and marketing. The strategy being undertaken by University Communications & Marketing is to strengthen 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.

Throughout the Fall term, health and wellness was the focus of the marketing campaign. Effective February 1, and in conjunction with Saskatchewan Aboriginal Storytelling Month, the campaign is now

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 has been developed and is now being featured on social media, on targeted websites, at the Regina Airport, and on Rawlco radio stations. Associate Vice-President (Indigenous Engagement) Lori Campbell is featured in the first advertisement, and a student is featured in the second one.

Later in the Winter term, the focus will shift to the Career Readiness/Experiential Learning identity pillar to profile that longstanding – and growing – strength of the University.

Also related to this objective, a multi-year fundraising strategy is nearly complete. It has been presented to both Executive of Council and Deans’ Council, and is expected to be finalized by the end of March. 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.

University Advancement is targeting a launch of the first stage of the campaign for Fall 2024. This “Spotlight Campaign” will have both financial and engagement targets and will be aligned with the University’s identity project and government relations strategy. Priority areas are 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 continue across the institution.

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

In terms of pursuing opportunities for government funding, the newly hired Government Relations Advisor is in the early stages of developing a comprehensive government relations strategy.

To date, she has been laying the groundwork for that strategy by meeting and building relationships with both internal and external stakeholders. This has included gathering University leaders in a series of 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. One such session focused on a discussion of the soon-to-be-finalized 10-year Capital Plan in order to find places where University and government priorities best intersect.

Once these consultations are complete, the Government Relations Advisor will determine and begin implementing an appropriate strategy to engage more proactively than before in terms of identifying strategic funding opportunities that can help advance the University’s priorities wherever possible in conjunction with those of the municipal, provincial, and federal governments.

In the meantime, the Government Relations 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 COP28 participation increased the University’s profile in the area of energy transition through a Memorandum of Understanding with the University of Saskatchewan and Saskatchewan Polytechnic to create the Global Institute for Energy, Mining and

Society, and through a Letter of Intent with Khalifa University and the Petroleum Technologies Research Centre to collaborate on clean energy research.

In terms of pursuing university and industry partnerships, the Office of the Vice-President (Research) and the Office of Research, Partnerships, & Innovation have together undertaken a variety of initiatives. For example, to build on a previous Memorandum of Understanding related to research collaborations, a Memorandum of Agreement has been signed with the Colorado School of Mines to facilitate graduate student exchange programs, visiting researchers and scholars, and faculty exchanges. Other initiatives include:

- 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;
- Participation in a solar farm development bid; and
- Involvement in a collaborative funding program announced by PTRC Sustainable Energy and Mitacs, about which more information may be found here: <https://ptrc.ca/media/whats-new/ptrc-and-mitacs-announce-four-year-randd-funding-agreement-from-2024-to-2028>.

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

Under the leadership of the Associate Vice-President (Indigenous Engagement), work has proceeded in a number of areas to implement key recommendations from the Indigenous Engagement Strategic Plan.

One key initiative under way is to develop a comprehensive and culturally appropriate Indigenous identity policy to limit fraud and further identity harms. 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 is from Treaty 4, and has previously worked at both the University of Regina and First Nations University of Canada; she is therefore is very familiar with local campus and community culture.

Dr. Pete reviewed Canadian university websites and policies, recent publications on the issue of Indigenous identity fraud and race-shifting, the findings of the *Teillet Report* (2022), and the conclusions of discussions from the Forum on Identity Fraud organized by the National Indigenous University Senior Leaders Association (NIUSLA), of which the Associate Vice-President (Indigenous Engagement) is a founding member. Based on this work, Dr. Pete provided the University with recommendations for a number of next steps. They include: having executive and senior leadership teams engage in workshops on the complexities of Indigenous identity in order to develop a better understanding of Indigenous identity and why fraud is occurring; and holding focused consultations with Indigenous University community members, including the newly formed Indigenous Advisory Circle (IAC).

The IAC was formed during the reporting period to support 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 as noted above, providing guidance on the process for limiting Indigenous identity fraud.

Also during the reporting period, the Associate Vice-President (Indigenous Engagement) delivered close to a dozen additional presentations to individual Faculty Councils, departments, and leadership teams across the University. This provided the opportunity for robust discussions as well as the identification of which areas on campus will be responsible for moving other actions forward that are priorities arising from the Indigenous Engagement Strategic Plan.

## **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:

- Conducting regular one-on-one meetings with my direct reports, as well as meeting weekly with the administrative team in the President's Office;
- Meeting weekly with the University Executive Team. I also hosted a strategic discussion with them and other University leaders on establishing capital planning priorities, including a possible capital campaign;
- Chairing meetings of the Senior Leadership Team and Executive of Council;
- Holding one-on-one meetings with several of the Deans and Associate Vice-Presidents, the Executive Director of University Advancement, the Government Relations Advisor, as well as the Executive Director of the Johnson Shoyama Graduate School of Public Policy and the Director of the School's Regina campus;
- Meeting regularly with the Federated College Presidents and the heads of URFA and CUPE;
- Chairing the Fall 2023 meeting of University Council;
- Attending Faculty Councils and departmental/unit meetings to provide updates on University operations and answer any faculty and staff questions;
- Participating in meetings of the Alumni Association Board in my capacity as an *ex officio* member;
- Participating in the February meeting of Senate, as well as the meetings of different Senate committees;
- Planning a student question and answer session hosted by URSU and the Regina Public Interest Research Group, which will have taken place by the time of the Board meeting, and meeting with a group of students and faculty members concerned about the Palestinian-Israeli conflict;
- Meeting with two Elders at the University, and participating with members of the Executive Offices team in a smudge teaching at the ta-tawâw Student Centre;
- Sending monthly messages to campus, as well as other communications as necessary;
- Meeting with various researchers and students to learn about their work, and attending several classes at the invitation of professors;
- Participating in internal planning sessions related to the University's 50<sup>th</sup> anniversary celebrations, the Big Hearts Family Giving appeal, and the 2025 Vanier Cup;
- Speaking with alumni, donors, and prospective donors about different ways they can continue contributing to the life of the University;
- Attending a variety of athletics events and other student performances;
- Meeting with FNUiv's Interim Vice-President (Academic) and other members of FNUiv at the Prince Albert campus;
- Visiting the Nursing and Social Work Faculties at the Saskatoon campus;

- Meeting with different student groups including the URSU Executive and some of the athletics teams;
- Speaking at numerous on-campus events, including:
  - The campus holiday celebration;
  - Winter 2023 orientation events;
  - The MOU signing between the Centre for Continuing Education and the Seniors' University Group;
  - The launch of expanded Creative Technologies and Design academic programming in the Faculty of Media, Art, and Performance;
  - The Alumni Association's "Slam Dunk of an Evening" event;
  - A Faculty of Business Administration Leaders' Council event;
  - A recognition event for the Hill School's JDC West and ICBC teams;
  - An orientation session for new faculty and staff;
  - The Big Hearts Bake silent auction fundraiser; and
  - The Chancellor's Community theatre event.
- I also participated as always in a wide variety of discussions and decisions related to operational and academic aspects of the University, including space allocation, land use, assessment of capital projects, and food services.

### **Engagement with the wider community:**

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

- Meetings with officials from the municipal, provincial, and federal governments – for example, the Mayor of Regina, the Minister and other officials from the Ministry of Advanced Education, Cabinet Ministers and other officials from provincial ministries, and a Senator as well as several federal politicians and officials;
- Participating as a member of Economic Development Regina's Growth Board;
- Regular meetings with the Presidents of the University of Saskatchewan and Saskatchewan Polytechnic. I have also met with representatives of some of Saskatchewan's Colleges as well as local and provincial officials while visiting their home communities;
- Participating in sector meetings regarding the federal government's proposed cap on the number of new international students who can study in Canada;
- Meeting Regina's new Chief of Police and accompanying him on a tour of units on campus that are especially relevant to policing;
- Attending the annual dinner honouring the incoming Chair of the Regina & District Chamber of Commerce;
- Joining the recruitment team and speaking with students throughout the province, including at:
  - The "Winter Snowcase" community awareness event at the Southland Mall in Regina in early December;
  - Holy Rosary High School in Lloydminster and Melville Comprehensive School as part of UR Days visits to those two communities;
  - The Regina Huda School;
  - O'Neill High School;
  - Churchill Community School in La Ronge;
  - Prince Albert Collegiate Institute; and
  - Craik School.

- Meeting with several community organizations and industry representatives (including the Regina Airport Authority and the Petroleum Technologies Research Centre) about possible research partnerships, commercialization initiatives, and experiential learning opportunities for students;
- Attending the U-Prairie Challenge wrap-up hockey games at the Brandt Centre, and travelling to Saskatoon to attend Cougar-Huskie basketball games and present the U-Prairie Challenge trophy to the University of Saskatchewan, who won this year's challenge;
- Meeting with the Métis Nation and attending the Provincial Post-Secondary Indigenous Education Forum in Saskatoon;
- Working with the Regina Rifles and other military-associated organizations as part of the Canadian Military, Veteran and Family Connected Campus Consortium;
- Meeting with external stakeholders such as the Saskatchewan Roughriders and the Regina Flag Football Association to build support for the 2025 Vanier Cup;
- Meeting with senior partners at Deloitte regarding their work across Canada in the area of post-secondary planning;
- Speaking at a variety of events in the wider community, including:
  - The University's holiday reception for members of the wider community;
  - An announcement in Yorkton with the Saskatchewan Health Authority and the Red Cross regarding a research initiative that will engage University of Regina students in acquiring and analyzing data on the effectiveness of a friendly call program in reducing re-hospitalization rates; and
  - Providing a video testimonial for the Regina & District Chamber of Commerce.
- I also met with different media outlets and provided interviews as requested, including for the province-wide Evan Bray show.

### **SECTION 3: MY ACADEMIC RESEARCH PROGRAM**

I continued with my scholarly activities during the reporting period:

- The manuscript of *With Thought and Not by Accident*, the book I co-authored with Pat Rediger to mark the 2025 50<sup>th</sup> anniversary of Memorial University of Newfoundland and Labrador's Grenfell Campus, has been provided to the Grenfell Campus. Grenfell has engaged a long-serving employee to review the manuscript for accuracy prior to anticipated publication later this year.
- Dr. Raymond Blake of the Department of History and I continued working on our *A History of Canada in 15 Moments* textbook, which will be published by Bloomsbury Press. With the help of two student researchers, we have completed the literature review and conducted the majority of the research. Once the research is complete, anticipated to be at the end of March, Dr. Blake and I will begin drafting our respective chapters.
- 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.