

Together, We Serve

Community, Discovery, Impact

kimâmawi-pamîstâkânaw

STRATEGIC PLAN VISION 2035



University
of Regina





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EXECUTIVE SUMMARY

Together, We Serve sets a clear and confident direction for the University of Regina as it moves toward 2035. Grounded in the University's long-standing commitment to service and shaped by extensive engagement across the institution and with community partners, this Strategic Plan articulates how the University will learn, discover, build, put things right, and innovate as one unified institution in a period of profound change.

Universities today face growing expectations to demonstrate relevance, integrity, and impact. Public trust in knowledge is under pressure. Communities are confronting accelerating social, ecological, and economic challenges. Technology is reshaping how learning and research occur, while reconciliation demands sustained institutional responsibility rather than symbolic commitment. *Together, We Serve* responds to these realities by reaffirming the University of Regina's purpose as a public institution rooted in relationship, accountability, and care for people and place.

This plan is not a departure from the University's history, but a renewal of it. Inspired by the motto *As One Who Serves*, *Together, We Serve* emphasizes that service is not an individual act, but a collective responsibility shared by students, faculty, staff, and partners. It reflects how the University of Regina works when its strengths are fully aligned across teaching, research, community engagement, reconciliation, and innovation, and sustained through meaningful relationships.

Looking ahead to 2035, the University of Regina will be recognized as a research-intensive comprehensive university distinguished by teaching excellence that is relational, inclusive, and connected to real-world challenges. Our prairie location and scale will be strengths, enabling us to remain responsive and connected to the communities we serve while contributing knowledge and leadership beyond our region. Learning and discovery will be shaped by partnerships, interdisciplinarity, and diverse ways of knowing, with students actively engaged as participants in research, community work, and innovation.



***Together, We Serve* is organized around five interconnected strategic priorities:**

1. ***Together, We Learn*** focuses on delivering one of Canada's most distinctive and transformative learning experiences, centred on inquiry, experiential learning, mentorship, and coordinated student supports that foster belonging, adaptability, and long-term success.
2. ***Together, We Discover*** affirms the University's role as a research-intensive comprehensive institution, distinguished by teaching excellence and recognized nationally for engaged scholarship through which discovery is shaped by ethical practice, interdisciplinary collaboration, community priorities, and meaningful impact.
3. ***Together, We Build*** emphasizes the University's responsibility as a trusted and reliable partner, sustaining long-term relationships with communities through reciprocity, continuity, and shared responsibility rather than transactional engagement.
4. ***Together, We Put Things Right*** commits the University to advancing Truth and Reconciliation as a sustained, institution-wide responsibility embedded across learning, research, governance, and campus life, grounded in respect, partnership, and Indigenous self-determination.
5. ***Together, We Innovate*** positions the University as a values-driven and thoughtful digital institution, where emerging technologies strengthen learning, research, service, and human connection while protecting academic integrity, privacy, and public trust.

Delivering on these priorities requires acting as one unified University. *Together, We Serve* provides a whole-institution framework that aligns people, systems, partnerships, and resources, ensuring that shared commitments translate into sustained impact. It emphasizes coordination over duplication, clarity over complexity, and collaboration over silos, ensuring that teaching, research, student experience, reconciliation, and innovation reinforce one another across the institution.

Progress under this plan will be measured through evidence of alignment, improvement, and impact rather than narrow targets. Measurement is designed to support learning, accountability, and transparency, recognizing that meaningful change takes different forms across disciplines, units, and communities. Results will be shared openly, reinforcing public trust and ensuring that *Together, We Serve* remains a living framework that evolves over time.

Ultimately, *Together, We Serve* expresses the University of Regina's commitment to serve people, place, and future generations with integrity and care. With a shared purpose and sustained through collective action, the University will advance toward 2035 confident in who it is, clear about what it values, and deliberate in how it contributes to the communities that shape and sustain our work.





TERRITORIAL ACKNOWLEDGEMENT

The University of Regina and the Federated Colleges are on Treaty 4 and Treaty 6 territories — the homelands of the nêhiyawak, Anihšīnapek, Dakota, Lakota, Nakoda peoples, and Michif/Métis nation. We recognize that these lands are also home to Indigenous Nations whose relationships to land, governance, and sovereignty are rooted in inherent rights that pre-date and exist beyond treaty frameworks.

We recognize that, as an institution founded by settlers, we benefit from being on this land. We are grateful for the privilege to learn, teach, and work here. We demonstrate our commitment to reconciliation by incorporating Indigenous knowledge and world views in research, teaching, and studies to ensure that there are increased economic, social, and creative opportunities for current and future generations. It is our responsibility to strengthen relationships with Indigenous communities and build a more inclusive future.





A Message from the President of the University of Regina

The University of Regina has been shaped by a commitment to service since its earliest days. Founded as Regina College in 1911, the institution was guided by the Latin phrase *Ut Qui Ministrat*, expressing the belief that an education prepares a person – and gives them the responsibility – to serve others.

In 1974, when the University of Regina became an autonomous institution, that phrase was intentionally translated into the plain language motto *As One Who Serves*.

At a time when many universities retained Latin mottos, this choice reflected the University of Regina's openness, accessibility, inclusiveness, and deep connection to community.

That same commitment guides us today. *Together, We Serve* is not a departure from our history, but rather a renewal of it. By re-envisioning our motto as the guiding principle of our new Strategic Plan, we affirm that service is not an individual act, but a collective responsibility shared by students, faculty, staff, and partners. It reflects how the University of Regina works at its best: as one institution, aligned in purpose and grounded in meaningful relationships.

Universities are long-term institutions, built over generations through trust, collaboration, and care. *Together, We Serve* takes that long view. For this reason, the University of Regina has adopted a ten-year horizon rather than a traditional five-year strategic cycle. Meaningful change in higher education, particularly in research, student success, reconciliation, and partnership development, requires sustained effort and steady alignment across the institution.

At the five-year mark, the University will undertake a comprehensive review to ensure the plan continues to reflect emerging realities, community priorities, and institutional strengths. In this way, *Together, We Serve* honours our past while setting a clear and confident direction for how the University of Regina will learn, discover, contribute, and serve in a period of profound change.

We are also operating in a time of significant financial pressure and structural adjustment across the post-secondary sector. Institutions across Canada are recalibrating in response to shifting enrolment patterns, funding constraints, and changing public expectations. In this context, the University of Regina will act deliberately and collectively. Our One University approach signals that decisions about priorities, structures, and resources will be considered across the institution rather than in isolation. Where recalibration is required, it will be guided by shared strategic direction and the broader institutional interest, strengthening the University as a whole.

We live in a world where public trust in knowledge is under pressure. Technology is reshaping how learning and research occur. Climate change is reshaping the realities facing communities and future generations. Communities are asking universities to demonstrate relevance and impact. In such a context, this plan affirms that the University of Regina will meet these challenges by working as one university, aligning teaching, research, community engagement, reconciliation, and innovation around a shared purpose.

Our prairie location and our scale are strengths because they allow us to remain connected, responsive, and grounded in the communities we serve while contributing knowledge and leadership beyond our region. *Together, We Serve* calls on all of us to be confident in who we are, clear about what we value, and deliberate in how we move forward together.

I am grateful to the many students, faculty, staff, alumni, and partners who contributed their insight and care to shaping this plan. Its success will depend not on words alone, but on our shared commitment to put its principles into practice.

Inspired by *Ut Qui Ministrat*, guided by *As One Who Serves*, and carried forward as *Together, We Serve*, the University of Regina is moving into the future with purpose, integrity, and a renewed collective commitment to serve the communities that surround and support us.

Dr. Jeff Keshen
President and Vice-Chancellor
University of Regina

HONOURING OUR ROOTS AND MISSION

From its earliest days, the University of Regina has understood education not only as the pursuit of knowledge, but also as a responsibility to apply that knowledge in ways that improve society and respond to shared challenges. Over time, this commitment has guided how the University approaches learning, discovery, and engagement. It reflects an understanding that universities are deeply connected to the places they inhabit and the people they serve, and that their relevance depends on trust, strong relationships, and responsiveness to changing social, cultural, ecological, and economic contexts.

This strategic plan builds on that foundation by articulating how the University of Regina will carry its mission forward in a period of significant change. It affirms the importance of learning and discovery that are shaped by real-world challenges, informed by diverse ways of knowing, and strengthened through partnerships and collaboration.

Rooted in its prairie context and shaped by enduring relationships with communities and First Nations, Métis, and Inuit peoples, the University moves toward 2035 with a renewed focus on clarity of purpose and collective responsibility. *Together, We Serve* expresses how the institution will carry this foundation forward, aligning its strengths, values, and actions in service to define and fulfill a clear and confident vision for the future.

Together, We Serve provides a unifying framework that builds on existing University strategies and action plans rather than replacing them. It aligns with and reinforces ongoing work in areas such as Indigenous engagement; sustainability and climate action; institutional accountability; and equity, diversity, inclusion and accessibility. In doing so it supports continuity while strengthening coordination across the institution.

OUR 2035 VISION

By 2035, the University of Regina will be recognized as one of Canada's top research-intensive comprehensive universities, distinguished by teaching excellence that is relational, inclusive, and grounded in strong academic communities and experiential learning. We will be a first-choice university for students seeking cohort-based learning experiences, meaningful partnerships with community, interdisciplinary opportunities, and an institution-wide commitment to Truth and Reconciliation.

Our learning environments will be accessible by design, inclusive in practice, and intentionally structured so that diverse learners can thrive. Together, these strengths will define the University of Regina's distinctive contribution to the prairies and beyond.

Our size and prairie roots are undeniable advantages. We are small enough to remain connected and responsive, yet ambitious enough to be bold. These qualities allow us to build meaningful academic communities, collaborate across disciplines, and respond quickly to emerging opportunities and challenges.

The University of Regina will be recognized for work that is locally energized and sustained through partnership and impact. Learning and discovery will be shaped by real-world challenges and informed by strong relationships with communities, Indigenous peoples, and partners. Students, faculty, and staff will work together to address complex issues through interdisciplinary inquiry, creativity, and care. This work will be defined by action rather than aspiration, with learning, research, and service reinforcing one another in practice.

By 2035, the University will be confident and clear about the difference it makes. Graduates will leave with purpose, adaptability, and enduring connections that support meaningful futures. Research will generate solutions that matter locally while informing national and global conversations, and success will be measured by the tangible, positive change experienced by students, partners, and communities. Through partnerships that contribute to thriving communities and reinforce public trust in universities as institutions that serve, the University of Regina will model what is possible when a university community works together.

Together, We Serve expresses this vision. It reflects a shared commitment to act as one unified university, aligned around learning, discovery, reconciliation, and innovation, in service to people, place, and the future we are building together.

OUR VALUES AND GUIDING COMMITMENTS

The University of Regina's values are expressed through the guiding commitments that shape how we work, make decisions, and serve communities.



A Connected and Collaborative University

We work together as an academic federation, with Faculties, Federated Colleges, and administrative units aligned within a shared academic framework. Collaboration replaces disconnection, creating space for ideas, people, and resources to move more freely across the institution. Students, faculty, and staff contribute to the University's mission through their distinct roles and strengths.

Learning, research, and service are strengthened when efforts are aligned, and systems are designed to support connection rather than fragmentation. By designing processes that are clear, relational, and supportive of collaboration, and by focusing collective energy on student experience, experiential learning, research excellence, and service to communities, the University's campuses become places of connection and creativity.

Academic service is an essential expression of this relational approach. Faculty and academic staff contribute through governance, program leadership, curriculum development, mentorship, peer review, disciplinary engagement, and service to the University and broader communities. This work sustains academic quality, supports shared governance, and reinforces a collegial and accountable environment in which teaching and research can flourish. Service is recognized as vital institutional citizenship and a core contribution to the collective work of the University.

Research and Innovation

Research and innovation at the University are guided by integrity, rigour, and a clear ethical responsibility to people, communities, and the public interest. We pursue bold and creative ideas that enhance quality of life and contribute to social, cultural, and economic well-being locally, nationally, and globally.

This work is grounded in academic freedom and strengthened through interdisciplinary collaboration and multiple ways of knowing. Thoughtful risk-taking, responsible use of emerging technologies, and attention to long-term impact ensure that innovation advances learning, discovery, and community benefit while respecting people and the natural systems that sustain life.

Our approach to research and innovation is also shaped by a responsibility to address inequities in who participates in research, whose knowledge is recognized, and how the benefits of discovery are shared. Advancing equity, accessibility, and inclusion in research practice is essential to excellence, public trust, and meaningful impact.

Truth and Reconciliation

Truth and Reconciliation are understood as sustained institutional responsibilities that shape how the University of Regina governs, teaches, conducts research, and engages with communities. This commitment requires ongoing attention to local histories, the enduring impacts of colonialism and cultural genocide, and the lived realities of First Nations, Métis, and Inuit peoples.* This responsibility requires institutional courage, accountability, and a willingness to change practices, structures, and assumptions when they perpetuate harm or exclusion.

Reconciliation at the University of Regina is understood as ongoing work rather than a settled achievement. It requires accountable action grounded in relationship, respect, and reciprocity, and sustained effort to more fully embed Indigenous knowledge systems, languages, and ways of knowing into learning, research, and decision-making. This work advances through partnership and shared responsibility, recognizing Truth and Reconciliation as a long-term institutional commitment rather than a symbolic gesture. This work is guided by the University of Regina's Indigenous Strategic Plan, Tapwewin kwayaskwastâsowin: Truth and Putting Things Right and aligned with the City of Regina's Indigenous Framework.

**For over a century, the central goals of Canada's Aboriginal policy were to eliminate Aboriginal governments; ignore Aboriginal rights; terminate the Treaties; and, through a process of assimilation, cause Aboriginal peoples to cease to exist as distinct legal, social, cultural, religious, and racial entities in Canada. The establishment and operation of residential schools were a central element of this policy, which can best be described as "cultural genocide." (Truth and Reconciliation Commission of Canada, 2015, Honouring the Truth, Reconciling for the Future, p. 1)*



Belonging and Connection

Belonging at the University of Regina is built through respectful relationships with people, lands, non-human life, and living systems within our prairie context. Across the institution, students, faculty, and staff experience belonging when they feel recognized, supported, and connected, when their presence matters, and when their perspectives contribute to shared learning, work, and inquiry. As a public university, the University of Regina also understands belonging as extending beyond the campus community, creating spaces where learning, culture, and civic life are shared by people at different stages of life, including children, youth, adults, and elders. The University creates space for curiosity, dialogue, and thoughtful challenge, approaching complex ideas with openness, care, and a willingness to learn from one another.

The University of Regina recognizes belonging does not occur automatically. Systemic barriers and discriminatory attitudes and practices persist within higher education, including within our own institution, shaping who feels welcome, supported, and able to full participate. Accessible, inclusive, and barrier-free learning, research, and work environments are essential to equity, academic excellence, and public trust.

Equity, diversity, accessibility, inclusion, and belonging are therefore foundational institutional responsibilities guided by the University's EDI and Anti-Oppression Strategic Plan and the Accessibility Action Plan. By attending to both individual well-being and collective responsibility, the University commits to creating accessible, inclusive, and barrier-free learning, research, and work environments where diverse identities, experiences, and ways of knowing are respected, supported, and able to flourish.

Collective Stewardship

Collective stewardship at the University of Regina is anchored in the integration of teaching, research, and service in ways that respond to social, economic, ecological, and climate responsibilities. Knowledge is pursued as a means of strengthening communities and supporting the well-being of all forms of life.

Building on work already underway through the University's Sustainability Action Plan, this commitment shapes academic priorities and daily decisions across the institution. It includes action in response to the impacts of climate change, grounded in evidence, partnership, and the responsibilities of a public university. Informed by First Nations, Inuit, and Métis worldviews, collective stewardship extends across learning, research, and operations, recognizing the interdependence of people, land, and living systems. Through both intentional application and discovery pursued through curiosity, knowledge at the University of Regina serves past, present, and future generations through responsible, place-responsive practice.



FROM PURPOSE TO ACTION

The strategic priorities that follow articulate where the University of Regina is headed by 2035. Together, they define the future state toward which the institution is moving and provide a clear focus for planning, investment, and accountability across the University.

The University of Regina commits to the following priorities:

1. **Together, We Learn:** By 2035, the University of Regina will be recognized as the prairie university offering one of Canada's most distinctive and transformative learning experiences.
2. **Together, We Discover:** By 2035, the University of Regina will be recognized as a research-intensive comprehensive university, distinguished by teaching excellence and recognized nationally for engaged scholarship.
3. **Together, We Build:** By 2035, the University of Regina will be recognized as a trusted and responsive partner that works alongside communities to address shared priorities and strengthen social, cultural, ecological, and economic well-being.
4. **Together, We Put Things Right:** By 2035, the University of Regina will be recognized for advancing Truth and Reconciliation as a sustained, institution-wide commitment embedded across learning, research, governance, and campus life.
5. **Together, We Innovate:** By 2035, the University of Regina will be recognized as a values-driven and thoughtful digital institution where innovation strengthens learning, research, service, and human connection.





1. STRATEGIC PRIORITY: TOGETHER, WE LEARN

By 2035, the University of Regina will be recognized as the prairie university offering one of Canada's most distinctive and transformative learning experiences, defined by students' sustained engagement with complexity, uncertainty, and real-world problems. The University of Regina will be a university of lifelong learners, welcoming students at every stage of life, and preparing them to adapt, contribute, and lead during their studies and throughout life as alumni in a changing world shaped by complexity and uncertainty.

Learning at the University will be rigorous, inquiry-driven, and connected to community in multiple forms, including applied, critical, creative, and interpretive approaches. Where appropriate, programs across the institution will offer opportunities for partner-enabled, experiential, and work-integrated learning, linking academic knowledge to real-world challenges and public concerns, while other forms of learning will engage communities through scholarship, dialogue, cultural work, and critique. Learning will be strengthened through inquiry, collaboration, and mentorship that connects theory to practice while sustaining disciplinary depth, critical reflection, and academic freedom.

Throughout their studies, students will feel supported, valued, and inspired. Advising, well-being, career, and accessibility services will operate as one coordinated system, helping students address challenges, achieve success, and build pathways into post-University life. Emerging technologies, including generative artificial intelligence, will be implemented thoughtfully and ethically when integrated into learning environments. Tools to be favoured will be those demonstrated to expand access and deepen engagement, while preserving the personal relationships, creativity, mentorship, and academic integrity that define the University's learning experience.

What This Requires

Learning at the University of Regina will take place across campuses, communities, and the province, including through the Federated Colleges. Through La Cité universitaire francophone, the University of Regina holds a distinctive position as the only institution in the region able to support integrated bilingual education within a comprehensive university, advancing learning in both French and English, alongside other languages. This strength supports applied learning, cultural fluency, and graduate mobility across Canada and beyond.

Delivering these learning experiences requires sustained collaboration with employers, governments, community organizations, and cultural institutions. These partnerships extend learning beyond the classroom, creating opportunities for academic credit, leadership development, and civic engagement that connect theory to practice and public purpose.

This work requires a sustainable approach to enrolment that supports access, student success, and long-term institutional resilience. Stronger and more intentional connections between students and alumni—through mentoring, professional networks, and applied learning opportunities—extend learning and impact beyond the University. Internationalization strengthens this environment by connecting local

experience to global perspectives. At the University of Regina, internationalization extends beyond recruitment to encompass student services, global learning, mobility, and international partnerships that enrich the academic experience for all learners. Through UR International, the University supports students from around the world throughout their academic journey, expands study abroad and global mobility opportunities, and builds partnerships that strengthen teaching, research, and community engagement.

Learning pathways must be intentionally designed to support diverse learners and learning needs. Every student will have a personalized pathway that combines strong academic foundations with applied, interdisciplinary, and research-connected experiences. The University of Regina will make education attainable by exploring ways to reduce costs to students where possible, including the use of open educational resources and greater transparency in student fees, while maintaining a clear focus on quality and long-term value. Teaching excellence, grounded in human connection, creativity, care, and academic integrity, will be strengthened through coordinated faculty development, recognition, and support for pedagogical innovation, including the scholarship of teaching and learning.



KEY PATHWAYS

- Embed work-integrated, partner-enabled, and experiential learning alongside disciplinary, critical, and creative forms of study.
- Strengthen flexible, relationship-centred learning across in-person, hybrid, and online delivery.
- Expand co-teaching and interdisciplinary learning through shared and modular course offerings.
- Integrate core student support services such as well-being, career, and accessibility into a more coordinated system that improves navigation and access for students while respecting existing discipline- and program-specific expertise.
- Embed inquiry-based and research-connected learning throughout undergraduate and graduate programs to strengthen student participation in discovery.
- Sustain and support faculty development and recognition to support teaching excellence and innovation.
- Advance ecological understanding, sustainability literacy, climate-informed action, and climate resilience across curricular and co-curricular learning through engaged learning, community partnerships, and service.
- Strengthen sustainable student enrolment in alignment with academic strengths, student success, and long-term institutional resilience by supporting pathways for domestic, international, Indigenous, transfer, and adult learners.
- Apply technologies of learning, including digital tools and generative artificial intelligence, to enhance learning quality and access while preserving mentorship and human connection.
- Advance academic integrity through relational, educational, and restorative approaches.

2. STRATEGIC PRIORITY: TOGETHER, WE DISCOVER

By 2035, the University of Regina will be recognized as a research-intensive comprehensive university distinguished by teaching excellence and recognized nationally for engaged scholarship. Our research intensity will be defined by focused areas of strength, strong graduate training, success in external funding, and meaningful collaboration across disciplines and with communities.

Our discoveries will address challenges that matter to the prairies while contributing knowledge of national and global significance. This includes research that advances reconciliation, strengthens Indigenous sovereignty, and responds to priorities identified by Indigenous peoples and communities. Research will be shaped by real-world questions, informed by community priorities, and guided by a commitment to impact that extends beyond academic audiences. This requires ongoing improvements in how research is organized, supported, and translated into meaningful benefit. It also includes internationally focused research and long-standing global collaborations that extend the reach, relevance, and influence of University of Regina scholarship.

Impact at the University of Regina takes multiple forms. For some research, this includes commercialization, intellectual property development, industry partnerships, and the translation of discovery into market-ready innovation. While not all research is intended for commercialization, the University recognizes it as a legitimate and important pathway through which knowledge can strengthen economic development, create jobs, and contribute to provincial and national prosperity. At the same time, the University affirms the importance of curiosity-driven scholarship pursued for the advancement of knowledge itself. Together, these approaches reflect the breadth and maturity of a comprehensive research university.

Research culture at the University of Regina will be shaped by a commitment to service sustained in partnership and by respect for diverse purposes and forms of inquiry. Research practice will be defined by work across disciplines, campuses, and Federated Colleges.

This work will be supported by strong relationships with the City of Regina, regional, provincial, and federal governments, as well as Indigenous, non-profit, industry and international partners. Guided by trust, reciprocity, and shared responsibility, these partnerships will inform how research is conceived, conducted, and shared. Students at all levels will experience discovery not as something that happens around them, but as something in which they actively participate through research-connected learning, mentorship, and collaboration. Research culture will also be defined by a willingness to experiment with new methods, interdisciplinary models, and partnership approaches that expand the University's relevance and reach.



What This Requires

The University of Regina will foster a research culture grounded in academic freedom, ethical engagement in how knowledge is produced, shared, and governed, and thoughtful risk-taking. In a geopolitical context marked by growing scrutiny and suspicion of international research collaboration, the University will clearly affirm international research engagement as central to its academic mission, scholarly responsibility, and global impact. Institutional supports will be strengthened to enable success in competitive national and international research funding programs, including the Tri-Agencies. We will invest in shared research infrastructure, core facilities, data systems, and training environments that support collaboration, technology readiness, and research excellence.

Research success will be defined through funding achievement, collaboration, mentorship, interdisciplinarity, equitable participation, knowledge mobilization, and, where appropriate, innovation translation and commercialization. Students at the undergraduate and graduate levels will engage in discovery as active contributors to research teams and partners in inquiry that informs policy, practice, innovation, and community advancement.

The University of Regina will build on established strengths in low-carbon energy alternatives (including nuclear), health innovation and well-being, Indigenous community partnerships, and creative excellence, while investing strategically in emerging areas where the capacity to contribute is greatest. Discovery at the University will function as both scholarly pursuit and public responsibility, reinforcing the University of Regina's role as a trusted source of knowledge and leadership.

Research assessment at the University of Regina will align with evolving best practices that emphasize quality, integrity, and impact over narrow metrics. The University will continue to advance responsible approaches to research evaluation, recognizing diverse scholarly contributions, community-engaged outputs, commercialization outcomes, and multiple forms of impact in ways consistent with emerging national and international standards. This includes encouraging approaches that responsibly accelerate knowledge mobilization and innovation when they strengthen research impact and societal contribution.

KEY PATHWAYS

- Strengthen collaborative, cross-disciplinary research aligned with priority areas of strength, while streamlining supports for researchers across the full research lifecycle, including grant development, project administration, reporting, commercialization and innovation support, and knowledge protection.
- Support community-driven and Indigenous-led research through funding, mentorship, and recognition.
- Strengthen the reciprocal relationship between teaching and research by supporting inquiry-based, reflective, and practice-informed approaches to learning.
- Encourage innovative research partnerships that connect scholars, industry, governments, and communities in new and emerging areas of opportunity.
- Sustain and strengthen international research partnerships and collaborations that advance discovery, graduate training, and global knowledge exchange.
- Support and sustain shared research infrastructure, core facilities, and diverse technologies of scholarship (including digital tools) to strengthen institutional technology readiness, responsible data stewardship, reciprocal community relationships, and Indigenous data sovereignty.
- Improve knowledge mobilization through accessible, plain-language, and community-focused sharing.
- Advance equity, inclusion, and fairness in research funding, mentorship, and recognition.

3. STRATEGIC PRIORITY: TOGETHER, WE BUILD

By 2035, the University of Regina will be recognized as a trusted and reliable partner that works alongside communities to address shared priorities and strengthen social, cultural, ecological, and economic well-being. This includes relationship-building that advances reconciliation and honours Indigenous rights, governance, and community leadership. Together, We Build reflects the University's role as a trusted public institution that contributes continuity, care, and institutional capacity to work that unfolds over time. This work includes sustained attention to environmental and climate conditions that shape community resilience and shared futures.

Together, We Build is about how the University sustains relationships and fulfils commitments, not about programs, projects, or isolated experiences. Building is understood as long-term relational work: establishing trust, aligning institutional effort, and supporting partners in ways that respect community-identified priorities, local knowledge, and lived experience. This work depends on consistency, humility, shared responsibility, and ongoing improvement in how the University coordinates and sustains partnerships over time.

This priority is carried forward through the University's diverse academic communities and institutional pathways. Federated Colleges, Faculties, and academic units such as La Cité universitaire francophone contribute to this work through culturally, linguistically, and contextually grounded relationships. Together, these connections deepen trust, extend the University's reach, and make it easier for communities to work with the University.

Extending this work internationally includes exploring transnational education models and strengthened articulation agreements that allow the University of Regina's curriculum to be delivered in partnership with trusted institutions abroad. Such approaches can expand global engagement, improve accessibility for international students, and support long-term institutional sustainability.

Building also includes the thoughtful development and renewal of physical space that supports learning, research, cultural life, and community engagement. Modern facilities are essential to attracting students, strengthening partnerships, and sustaining academic and research excellence over time. The University will steward and, where strategically appropriate, develop campus lands and infrastructure in ways that align with academic priorities, financial sustainability, and long-term institutional resilience.

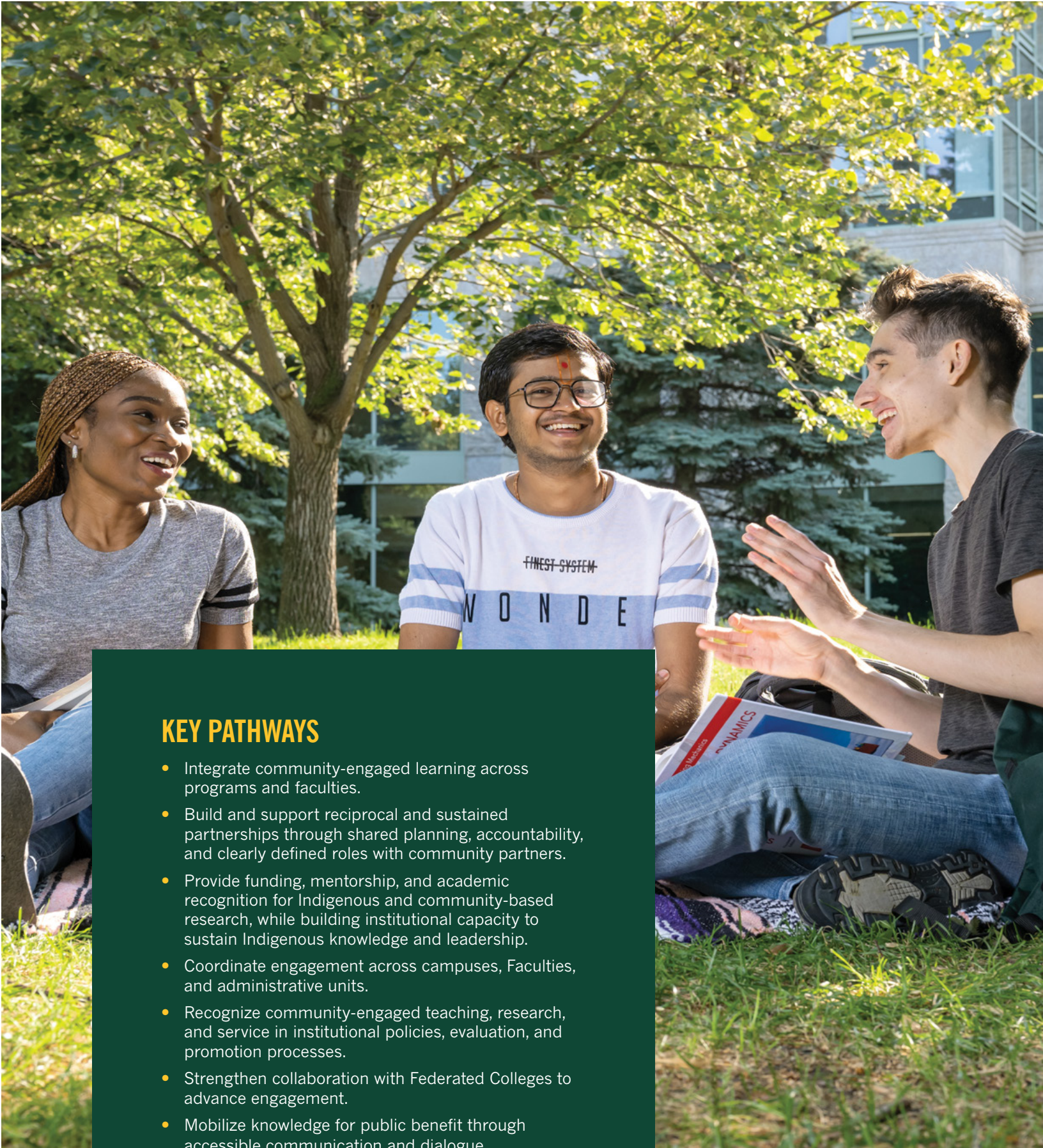
Through this relational and place-based work, students will have opportunities to contribute meaningfully alongside communities, build relationships beyond the classroom, and graduate with a strong sense of responsibility, belonging, and connection to the places and people they will serve.

What This Requires

The University of Regina will deepen its role as a reliable and responsive partner by aligning institutional capacity with community priorities. This includes stronger coordination of partnership relationships across the institution so that significant networks and externally funded partnerships held within one Faculty, school, or project can be understood, supported, and leveraged more broadly. Clearer pathways will connect relevant units and researchers to established partnerships, reducing the risk that valuable relationships depend on individual champions or are lost through personnel changes. Partnerships will be sustained over time, supported through clear roles, shared expectations, and mechanisms that enable continuity beyond individual projects or funding cycles.

Community engagement will be recognized as core institutional work. Faculty, staff, and students who contribute to partnership-building, community leadership, and collective action will be supported and recognized in ways that reflect the time, care, and responsibility required to do this work.

Coordinated engagement across Faculties, Federated Colleges, campuses, and administrative units will strengthen relationships with communities and partners. By reducing duplication, improving responsiveness, and making it easier for partners to work with the University, this coordination reinforces shared responsibility and ensures that commitments are clear, sustained, and actionable. Knowledge will be mobilized through accessible communication, dialogue, and collaboration that strengthens communities and reinforces public trust in the University's role as a partner.



KEY PATHWAYS

- Integrate community-engaged learning across programs and faculties.
- Build and support reciprocal and sustained partnerships through shared planning, accountability, and clearly defined roles with community partners.
- Provide funding, mentorship, and academic recognition for Indigenous and community-based research, while building institutional capacity to sustain Indigenous knowledge and leadership.
- Coordinate engagement across campuses, Faculties, and administrative units.
- Recognize community-engaged teaching, research, and service in institutional policies, evaluation, and promotion processes.
- Strengthen collaboration with Federated Colleges to advance engagement.
- Mobilize knowledge for public benefit through accessible communication and dialogue.

4. STRATEGIC PRIORITY: TOGETHER, WE PUT THINGS RIGHT

By 2035, the University of Regina will be recognized for advancing Truth and Reconciliation as a sustained, institution-wide commitment embedded across learning, research, governance, and campus life. Putting things right reflects how the University understands and acts on this responsibility through accountable relationships guided by respect and partnership. This work will not sit at the margins of the University's efforts but will shape its culture, curriculum, partnerships, and institutional decisions. For this to happen, concerted efforts must be made to change how we govern, teach, hire, partner, and make decisions.

As a public university, the University of Regina as a whole carries this responsibility. The University of Regina will support Indigenous leadership across academic and administrative roles and uphold Indigenous self-determination within the University's governance and legal context. Indigenous knowledge systems, languages, and ways of knowing will be increasingly and intentionally engaged through respectful, relationship-based practices across curricula, research practices, and learning environments.

The University of Regina recognizes the distinct history, mandate, and governance of First Nations University of Canada and values our ongoing relationship in support of shared educational goals. This reflects our commitment to educational reconciliation and respect for Indigenous sovereignty. The University understands this relationship as one grounded in reciprocity, mutual benefit, and equal standing, within the current federation framework, consistent with treaty teachings of shared responsibility and the relational spirit symbolized in the treaty medallion. It also recognizes that Indigenous rights and sovereignty extend beyond treaty relationships and are grounded in inherent Nationhood.

Indigenous students, faculty, and staff will experience campuses that foster safety, respect, and the ability to participate fully and on their own terms. This commitment will be understood not as a discrete initiative, but as an ongoing responsibility that shapes the University's teaching, governance processes, and engagement with the world. For students, this work shapes learning environments where relationships, accountability, and respect are lived values rather than abstract principles.

What This Requires

The University of Regina will advance reconciliation through sustained, accountable action guided by humility, listening, and ongoing learning. Reconciliation will be understood as a long-term process requiring shared responsibility, institutional commitment, and continuous reflection across learning, research, governance, and campus life.

This responsibility includes a clear commitment to Indigenous learners in urban contexts. Many Indigenous students live and learn in cities such as Regina, Saskatoon, and Prince Albert, and the University recognizes the need to strengthen pathways, partnerships, and supports that reflect these realities. This includes deepening relationships with urban Indigenous organizations, schools, and community partners; supporting transitions from K–12 to post-secondary education; and ensuring that Indigenous learners experience belonging, visibility, and opportunity throughout their academic journey.

The partnership with First Nations University of Canada will be strengthened through continued respect for its governance, academic leadership, and long-term vision as an Indigenous-led institution. Collaboration will be shaped through mutual respect, trust, and reciprocity.

In parallel with its relationship with First Nations University of Canada, the University of Regina recognizes and affirms its own growing Indigenous capacity across teaching, research, and student support. This includes Indigenous faculty and scholars across disciplines; Indigenous-focused academic programs; community-engaged research; student services such as the ta-tawâw Student Centre; and leadership through the Office of the Associate Vice-President, Indigenous Engagement. Partnerships with Indigenous organizations, including the Gabriel Dumont Institute, further strengthen programming, research, and access for First Nations and Métis learners. Together, these efforts reflect a shared institutional responsibility for reconciliation and Indigenousization across the University of Regina.

This commitment will be carried out through accountable practice within existing institutional policies and governance structures, aligned with the Truth and Reconciliation Commission's *Calls to Action* and priorities identified by Indigenous peoples and partners. Indigenous presence, language, ceremony, and leadership will be visible, supported, and sustained across campus life.



KEY PATHWAYS

- Advance learning grounded in Indigenous knowledge systems and land-based education.
- Strengthen partnership with First Nations University of Canada in support of its autonomy.
- Support Indigenous student access, retention, well-being, and graduation.
- Weave reconciliation into research through Indigenous-determined and community-driven approaches.
- Strengthen Indigenous-informed leadership and governance.
- Increase Indigenous presence and leadership across academic and administrative roles.
- Align governance, policy, and decision-making with reconciliation commitments.
- Build institutional capacity for learning and unlearning across the University.
- Make Truth and Reconciliation visible in campus life through language, ceremony, art, and land stewardship.

5. STRATEGIC PRIORITY: TOGETHER, WE INNOVATE

By 2035, the University of Regina will be recognized for the thoughtful and values-driven use of digital technologies to strengthen learning, research, service, and human connection. Technology will extend rather than diminish the relational character that defines the University's experience. Innovation is how the University strengthens each priority in this plan by improving systems, reducing friction, and supporting people to adapt responsibly.

Students, faculty, and staff will have the confidence and skills to use digital and emerging technologies, including generative artificial intelligence, creatively, critically, and responsibly. The University has a responsibility to prepare students for a world where artificial intelligence is embedded across professions and industries. Digital tools will be used where they demonstrably expand access, collaboration, and efficiency while safeguarding academic integrity, privacy, and public trust. For students, this means graduating with the capacity to use new technologies critically, ethically, and creatively, rather than being shaped by them.

At the same time, approaches to generative artificial intelligence will reflect disciplinary context and academic freedom. The University will affirm the right of students, staff, and faculty to exercise informed judgment in how these tools are used, while ensuring that graduates develop the digital fluency and AI literacy necessary to contribute confidently in a rapidly evolving technological environment.

Institutional systems will be clearer, more transparent, and sustainable over time without undue strain on people or resources. Innovation will support adaptability and resilience, enabling the University to respond to change while remaining grounded in its purpose and responsibilities.



What This Requires

The University of Regina will pursue innovation with care, responsibility, and public purpose. Technologies will be adopted thoughtfully where they are aligned with institutional values and designed to enhance rather than replace human judgement and relationships.

Investments will be made in shared innovation spaces, including the Academic Technologies Hub, to support interdisciplinary teaching, learning, research, and community collaboration. The University of Regina will strengthen digital literacy across the institution. In relation to generative AI, the University will establish clear expectations for ethical use, respect for

authorship and intellectual property, data stewardship, and privacy, while recognizing the importance of informed judgement and choice in whether and how such tools are used in teaching, learning, and research.

Innovation will also transform how the University works. By simplifying systems, reducing duplication, and designing processes around people, the University of Regina will improve service experiences and institutional effectiveness while aligning innovation with sustainability goals and institutional long-term resilience.

KEY PATHWAYS

- Integrate digital literacy through curricula, training, and professional development.
- Apply technology to enhance learning, research, and collaboration.
- Activate the hub for interdisciplinary teaching, research, and engagement around the use of academic technologies.
- Strengthen governance and guidance for ethical and responsible innovation.
- Form ethical and reciprocal innovation partnerships with Indigenous Nations, government, industry, and community partners, aligned with Indigenous priorities, institutional values, and the public interest.
- Redesign digital systems to improve clarity, efficiency, and service experience.
- Support and sustain shared research infrastructure and technologies (including digital systems), accessible across disciplines, campuses, and research communities.
- Build institutional capacity for experimentation, learning, and adaptation.
- Align innovation with sustainability goals and long-term resilience.



ACTING AS ONE UNIVERSITY



From Shared Commitments to Sustained Impact

The strategic priorities define where the University of Regina is headed by 2035. Delivering on these priorities will depend on how the institution works as one unified university, aligning people, systems, partnerships, and resources so that shared commitments translate into sustained impact.

Together, We Serve is a whole-university framework that brings clarity, coordination, and shared direction to the University of Regina. It calls the institution to work collectively, aligning teaching, learning, research, community engagement, reconciliation, and innovation while protecting academic freedom, intellectual plurality, and distinct ways of knowing, so that these elements reinforce one another. This alignment strengthens how the University serves students, partners, and communities and ensures that its purpose, priorities, and strengths are clearly understood and confidently expressed.

Acting as one university requires removing administrative and structural barriers to collaboration across Faculties, campuses, Federated Colleges, and administrative units. Faculty are supported to collaborate across disciplines, to co-teach, pursue interdisciplinary research, and engage with community partners through systems designed to enable cooperation rather than slow it down. Students experience one coordinated network of academic, advising, well-being, and support services throughout their academic journey, regardless of program, campus, or mode of study.

This whole-university approach also strengthens how the University of Regina is understood beyond campus. Our reputation will reflect the strengths we choose to name, invest in, and demonstrate over time. High-impact research in priority areas will distinguish the University of Regina within the Canadian post-secondary landscape. These areas align with the University's Strategic Research Plan and build on decades of work that serves people and place.



A more connected university improves the daily experience of learning and work. When systems are coordinated and easier to navigate, faculty, staff, and students spend less time managing unnecessary administrative complexity and more time teaching, researching, learning, and contributing to community. This creates space for creativity, collaboration, and thoughtful innovation while reinforcing the values that define the institution.

Acting as one university also requires a commitment to continuously improving how the institution operates. This includes refining processes, strengthening technology readiness, and modernizing core systems so that the University remains relevant, efficient, and responsive in a changing post-secondary environment.

Students will remain central to this collective effort. The University's scale enables close-knit learning environments, meaningful mentorship, and frequent opportunities to connect theory to practice through research and experiential learning. Ensuring these advantages are consistent and accessible across programs and pathways makes the student experience a defining feature of the University's identity and reputation. Clear evidence of student success, belonging, and outcomes demonstrates the value of a University of Regina education.

Community partners benefit from a university that is easier to engage with, more responsive, and able to work constructively across distinct priorities and perspectives. Alumni and supporters see themselves reflected in an institution that recognizes contributions, celebrates achievement, and remains connected across generations and geographies. Through storytelling, events, and visible recognition of excellence, diverse contributions and forms of effort are translated into shared pride and momentum.

Acting as one university amplifies the University of Regina's strengths, honours diverse communities, and creates conditions for excellence to flourish. *Together, We Serve* is not a collection of isolated goals. It is a relational commitment to serve people, place, and community through knowledge, integrity, and collaboration as the University moves toward 2035.

Enacting the Plan

Enacting this plan requires sustained leadership, disciplined follow-through, and a shared commitment to learning over time. While the plan sets direction to 2035, the University will conduct a comprehensive review at the five-year mark to assess alignment with institutional priorities, financial realities, and community needs. This review will allow for recalibration where necessary while preserving the long-term vision that anchors *Together, We Serve*.

Together, We Serve is designed to guide decision-making, investment, and institutional behaviour in ways that remain responsive to change while grounded in the University of Regina's purpose and responsibilities. While structures, systems, and resources matter, successful implementation depends on sustaining trust, shared responsibility, and a willingness to learn, adapt, and improve together over time. This includes trying new approaches, learning quickly, and adjusting course when evidence points to a more effective path.

As we move toward 2035, the University of Regina will strengthen its role as a trusted public institution by delivering consistently on the priorities in this plan. Our prairie identity, rooted in service, will continue to shape how we teach, learn, research, and engage with our communities.

We will be known for learning that prepares people for lives of purpose and contribution; for research that advances solutions to pressing challenges; and for partnerships that strengthen the University, our communities, and the province we serve.

Our success will be reflected not only by results but also by the integrity and accountability that guide our actions and sustain trust in learning and scholarship, and in the long-term value of a University of Regina degree. The best solutions emerge when diverse ideas, disciplines, and experiences are brought into sustained dialogue. Even in times of constraint, we will draw on creativity and shared purpose to turn challenges into opportunities.

Our growing international connections will also contribute to long-term sustainability and extend the University's reputation as a global institution that serves with integrity and purpose. This includes protecting and advancing internationally connected research and scholarship that strengthens global collaboration, knowledge creation, and the University's credibility and influence. At the same time, the University will remain grounded in the prairies, rooted in relationships of trust and service to the people who shaped us.

To deliver on this plan, we will:

- Empower leadership that promotes clarity, trust, and action.
- Support students, faculty, and staff in learning, research, and innovation, creating the conditions for ideas to move from exploration to impact.
- Commit to continuous improvement by testing, assessing, and scaling what works, revising or discontinuing what does not, and encouraging responsible experimentation across the institution.
- Strengthen and sustain areas of excellence, making intentional choices about where to focus effort and investment, while remaining open to emerging opportunities that build new strengths aligned with our mission and context.
- Align financial stewardship with shared priorities to support long-term sustainability and institutional resilience.



Success will depend on how well we listen, learn, and adapt together. Guided by our motto *As One Who Serves* and inspired by the spirit of this plan, we will connect ideas to outcomes and ambition to purpose. Working side by side across teaching, research, operations, and partnerships, we will move forward together in service to Saskatchewan and the world. *Together, We Serve* will be our shared promise and our shared practice.

The conversations that shaped this plan will continue. We will maintain regular dialogue with communities, partners, alumni, and students so that the plan evolves with the needs of the province and its people. This commitment to continuous relationship building and collective service will keep us relevant and accountable to those the University of Regina aims to serve.

Measuring Our Progress

Together, We Serve is a whole-University framework, and our approach to measurement reflects that same commitment to coherence, transparency, and shared responsibility. Measurement in this plan is designed to support learning, accountability, and informed decision-making, rather than compliance or ranking.

Progress will be assessed by examining how learning, research, community engagement, reconciliation, the thoughtful use of technologies of learning and research, and institutional effectiveness are advancing together rather than in isolation. Success will be understood not only through outcomes, but through evidence that our actions are strengthening student experience, research, community impact, reconciliation, system effectiveness, and public trust.

Our approach intentionally emphasizes indicators rather than fixed targets. This recognizes the diversity of academic disciplines, units, and communities across the University of Regina, and acknowledges that meaningful progress may take different forms in different contexts. Measurement will focus on trends over time, patterns of improvement, and alignment with shared priorities, rather than short-term performance snapshots.

The University of Regina will review progress through a coordinated annual process aligned with this plan. Faculties, Federated Colleges, and administrative units will demonstrate how their work is advancing the University's shared direction. Reporting will highlight evidence of progress, identify barriers that require attention, and support course correction where needed, with an emphasis on collaboration, consistency of experience, and reduced duplication.

Results will be shared openly with the University community and the public. This transparency reinforces shared accountability and ensures that *Together, We Serve* remains a living framework that guides action and adaptation over time.





Why This Matters

Together, We Serve is a commitment to clarity, accountability, and public responsibility at a time of profound change for higher education. Universities are expected not only to educate students and generate knowledge, but also to demonstrate how their work strengthens communities, builds trust, and contributes to a more just and sustainable future.

For students, this plan affirms that learning at the University of Regina is purposeful, relational, and connected to the world. Our scale allows students to be known and supported, to engage in experiential and community-based learning, and to develop the confidence and adaptability needed for meaningful futures.

For research and discovery, this plan reinforces that excellence and relevance are inseparable. By focusing on areas of strength and aligning discovery with community priorities, the University ensures that research contributes both to scholarly advancement and to solutions that matter locally, nationally, and globally.

For communities and partners, this plan signals a commitment to relationships built on trust, reciprocity, and shared benefit. Working alongside Indigenous communities, governments, non-profit organizations, industry, and cultural partners ensures that knowledge moves into action and strengthens the social and economic fabric of Saskatchewan.

For Truth and Reconciliation, this plan affirms that progress must be ethical, accountable, human-centred, and grounded in recognition of Indigenous rights, sovereignty, and self-determination. Reconciliation is a shared institutional responsibility, and innovation must enhance human connection, protect integrity, and sustain public trust.

Together, We Serve brings these responsibilities into shared focus. Measurement makes progress visible, but purpose gives that progress meaning. Through coordinated effort and shared responsibility, the University of Regina commits to serving people, place, and future generations with integrity and care as it moves toward 2035.

Progress Indicators

Focus Area	What We Will Look For	Evidence & Indicators
Student Learning & Experience	Learning that connects knowledge to purpose and supports student success	<ul style="list-style-type: none"> • Participation in experiential, partner-enabled, and work-integrated learning • Retention, progression, and graduation trends • Access to advising, well-being, and accessibility supports • Student feedback on belonging, satisfaction, and value • Post-graduation outcomes
Research & Discovery	Research excellence that serves people, place, and community and societal priorities	<ul style="list-style-type: none"> • External research funding and grant success • Collaborative, interdisciplinary, community-driven, and Indigenous-led research • Graduate enrolment and supervision • Knowledge mobilization, open access, and public engagement • Use of shared research infrastructure • Commercialization outcomes, industry partnerships, and innovation translation where appropriate
Community Engagement & Partnerships	Reciprocal partnerships that create real impact	<ul style="list-style-type: none"> • Evidence of depth of community partnerships • Community-based teaching and research activity • Partner satisfaction and co-developed initiatives • Social, cultural, ecological, and economic impacts
Truth & Reconciliation	Accountable institutional change reflected in learning, research, governance, and campus life	<ul style="list-style-type: none"> • Progress aligned with the Indigenous Engagement Strategic Plan, TRC Calls to Action, and priorities identified by Indigenous partners, including those grounded in inherent rights and self-governance • Increased Indigenous-led research • Indigenous student recruitment, retention, and graduation • Indigenous faculty and staff representation • Indigenous-led courses, research, and land-based learning • Visible integration of Indigenous languages, knowledge systems, culture, and leadership
Digital Transformation & Institutional Effectiveness	Technology that strengthens learning, service, and human connection	<ul style="list-style-type: none"> • Digital and AI literacy across the university • Responsible use of digital tools that protect integrity and privacy • Awareness and responsible adoption of open technologies that support access, collaboration, and knowledge sharing. • Simpler systems and improved service experience and responsiveness • User satisfaction with digital platforms
Identity, Reputation & Public Trust	A clear, confident, and credible university story	<ul style="list-style-type: none"> • Consistent storytelling and knowledge mobilization • Recognition of student, faculty, staff, and alumni achievements • Alignment of communications with shared priorities • Growing recognition locally, nationally, and internationally
Working as One University	Coordination, collaboration, and reduced duplication	<ul style="list-style-type: none"> • Evidence of cross-unit collaboration • Shared approaches to student support and engagement • Reduced barriers and duplication • Alignment between unit plans and the university strategy



ACKNOWLEDGING THE PROCESS AND CONTRIBUTIONS

Together, We Serve was developed through a collaborative strategic planning process shaped by shared responsibility for the University of Regina's future. The process emphasized listening, dialogue, and consideration of the institution's purpose, strengths, and aspirations.

The Strategic Planning Committee provided leadership throughout the process, stewarding the development of a long-term framework that reflects both institutional ambition and the University of Regina's values. Committee members contributed their time, expertise, and perspective to guide discussions, test ideas, and refine the plan.

Input from across the university community also informed this work. Students, faculty, staff, and leaders shared insights through surveys, workshops, town halls, and discussions, helping to identify priorities and ensure the plan reflects lived experience across the institution. The University of Regina also appreciates perspectives shared by alumni and members of the broader community, which helped inform reflection on the university's public role and responsibilities.

Together, We Serve reflects a shared commitment to learning, discovery, reconciliation, and innovation in service to people and place. Its success will depend on the continued collaboration and collective effort that shaped its development.

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Together, We Serve Community, Discovery, Impact

kimâmawi-pamîstâkânaw • Ensemble, nous servons

The title of our Strategic Plan, *Together, We Serve*, reflects the central idea that runs throughout this document: knowledge in service of people and place. Inspired by our motto *As One Who Serves*, it affirms that service is not an individual act but a shared institutional responsibility. Together speaks to alignment across learning, discovery, partnership, reconciliation, and innovation, and to the coordinated effort required to act as one university. We Serve signals our commitment to strengthening communities, advancing knowledge with integrity, and preparing graduates ready to contribute in a complex world. The title expresses both our identity and our direction as we move confidently toward 2035.

For more information about the University of Regina's 2026-35 Strategic Plan, visit our website at: www.uregina.ca/strategic-plan



University
of Regina