

**University of Regina Board of Governors Agenda for the Meeting of
Tuesday 9 February 2010, 8:00 a.m. - 12:00 p.m.
Room 527, Administration-Humanities Building**

Call to Order

1. Approval of the Agenda

2. Approval of the Minutes

2.1 Board Meeting of 8 December 2010 - *Circulated with the Agenda*

3. Business Arising

4. Strategic Item(s)

4.1 CUPE 1975-01 Negotiations 2010 – *In-Camera*

5. Administrative Item(s)

5.1 Progress Report – University of Regina/SIAST Collaborative Nursing Program, *For Information (F&F)*, Appendix 1

5.2 Statement of Investment Policies and Goals (SIP&G) for the University of Regina Trust and Endowment Fund – *For Decision (F&F)*, Appendix 2

5.3 Board Handbook Revision – Election of Chair and Vice-Chair – *For Decision (GOV)*, Appendix 3

5.4 2010-11 Board Meeting Schedule – *For Decision (GOV)*, Appendix 4

5.5 February 2010 “Talking Points” – *For Information (GOV)*, Appendix 5

6. Consensus Item(s)

6.1 Appointment of University Member to the Academic and Administrative Benefits Committee – *For Decision (HR)*, Appendix 6

7. Reports (*For Information*)

7.1 Chair - *Verbal Report*

7.2 Chancellor - *Verbal Report*

7.2.1 Report of the University of Regina Senate for 6 February 2010 – *For Information (GOV)*, Appendix 7

7.3 President’s Report, Appendix 8

7.3.1 Institutional Dashboard - *For Information (GOV)*, Appendix 9

7.3.2 Strategic Question, *For Discussion (GOV)*

7.4 URSU President, Appendix 10

8. *In Camera Session I*

8.1 Distinguished Service Award Nomination – *For Decision (DSA)*, (pending outcome of the DSA Committee meeting on 8 February 2010)

9. *In Camera Session II*

10. Items for Information

Audit & Risk Management

10.1 Draft Minutes of the Audit & Risk Management Committee of 7 December 2009, Appendix 11

Distinguished Service Awards

10.2 Meeting of the Distinguished Service Awards Committee of 8 February 2010, Appendix 12

Finance & Facilities

- 10.3 Draft Minutes of the Finance & Facilities Committee of 7 December 2009, Appendix 13
- 10.4 Meeting of the Finance & Facilities Committee of 8 February 2010, Appendix 14

Governance and Nominations

- 10.5 Draft Minutes of the Governance and Nominations Committee of 7 December 2009, Appendix 15
- 10.6 Meeting of the Governance and Nominations Committee of 8 February 2010, Appendix 16

Human Resources

- 10.7 Meeting of the Human Resources Committee of 8 February 2010, Appendix 17

11. Adjournment



Annette Revet
University Secretary



Susan Barber
Chair

mâmahowkamâtowin: Our Work, Our People, Our Communities

Our Vision

The University of Regina is a welcoming, student-focused institution that combines deep-rooted values with innovative thinking, classroom theory with real-world practice, and global ideas with regional needs. We aspire to be one of Canada's best comprehensive universities.

Our Mission

<p>The University of Regina . . .</p> <ul style="list-style-type: none">• Provides high quality, accessible education that prepares learners for productive and creative lives.• Produces innovative and relevant research and scholarship to expand human knowledge and support social, environmental and economic development.• Embraces diversity.• Responds to the needs of Saskatchewan peoples, particularly First Nations and Métis peoples.	<ul style="list-style-type: none">• Engages with and serves communities: local, provincial and beyond.• Strives for and promotes sustainability and efficiency.• Offers a welcoming, rewarding study and work environment that fosters creativity, engagement, continuous learning, and the opportunity to succeed.• Recognizes the historic values and cultures of Saskatchewan while preparing for a prosperous and significant future.
--	--

MEMORANDUM

To: Susan Barber, Chair
Board of Governors

From: Vianne Timmons
President and Vice-Chancellor

Date: January 27, 2010

Re: President's Report for 2009-10 (November 25, 2009 – January 27, 2010)

This report will outline my progress on my six key areas of priority – based on the Strategic Plan – that the Board and I identified in the summer of 2009. There is also a section on other key areas of focus for the University, as well as an update on my own academic research program. A short overview of some the University's highlights since the last report is included in Appendix 1.

Progress in the six key areas of priority is as follows:

OUR WORK: Teaching, Research and Public Service

- **Establish a strategic planning implementation process that is focused on campus engagement**

The Strategic Plan Working Group, which consists of three associate vice-presidents, has compiled an inventory of the many initiatives already underway or being launched across the University that will help advance the plan. This inventory, which was compiled with input from the University Leadership Team, will help monitor progress toward achieving the plan's goals, allow the University to identify gaps where the plan's goals are not being met, and provide information for the development and maintenance of the new performance measurement framework.

Highlights of work underway include the following:

- The Distance Education task force has submitted its report;
- A draft of the process for the Academic Program Review is under discussion;

- Terms of reference for the review of the University's administrative and organizational structure have been prepared and the community is being canvassed regarding priority areas to be reviewed;
- The Strategic Research and Scholarship Plan project has completed key informant interviews and has moved to surveys and public meetings. Its website can be accessed from the University's home page'
- The Transitions Committee has approved a work plan; and
- The Employee Engagement Survey has been designed and will be administered in late February and early March.

▪ **Improve administrative efficiencies**

Given the indications we have had from the Provincial government in recent months regarding the forthcoming budget, pursuing administrative efficiencies must be a priority for the University in the coming year. For that reason, the University is looking at a number of measures in this area.

As noted above, an organizational review is taking place, led by Dr. Harvey King, Director of CCE. Dr. King began work on this project in early January, and since that time, has developed the terms of reference for the review. He has discussed the project with the University Leadership team, and developed and distributed a survey. He is now refining the terms of reference, conducting further research into a viable framework for the review process, and determining the other members of the advisory committee.

In addition, Dr. Gary Boire in the beginning stages of organizing an academic program review. Should potential administrative efficiencies be identified through this process, they will receive consideration.

From September through November of 2009, Supply Management Services undertook a procurement policy review. As a result of this review, a number of changes are being undertaken beginning in January 2010. These include improvements relating to the purchasing card program, the tendering policy, the travel card program, and an enhanced communication strategic plan as it relates to interaction with the University and the delivery of information.

OUR PEOPLE: Engagement, Diversity, Success and Esteem

▪ **Build a strong senior leadership team at the University and contribute to the continued development of a strong leadership team at the Board**

In early December, Dr. Bryan Hillis was named President of Luther College effective July 1, 2010. I look forward to working with him, and I would like to thank Dr. Bruce

Perlson for his outstanding contributions as Luther College's President over the past five years.

Interviews and public presentations took place near the end of January for the position of Dean of Nursing.

Livia Castellanos, formerly the Director of Strategic Enrolment Management, has accepted the position of Director of UR International. She brings a strong record of international work to this position. The University will be interviewing candidates for the Director of Strategic Enrolment Management in the first and second weeks of February.

- **Continue to focus on stabilizing enrolments**

When comparing January 2010 enrolment statistics to those from the same time period last year, the University has an increase both in headcount and in full-load undergraduate students registered. Overall undergraduate headcount for the winter term is up 2.7% for a total of 9561 students. These 9561 students equal 6845 full-load equivalents, which is 2.7% higher than winter 2009. This, combined with a stable average of 10.8 credits or 3.6 courses per student in the Winter 2010 semester, shows a definite stabilization and actual incremental growth in early 2010.

This is in spite of a slight decrease in applications and admissions made for the winter 2010 term. This apparent discrepancy (higher registration and headcount despite a lower admissions rate) is explained by the fact that by extending the fall deadline, the University was able to register more students for the entire year than usual. These students would have normally missed the regular fall deadline and enrolled in the winter term. It is a definite benefit to have more students begin their studies in the fall and start their classes in the term in which they were designed to be taken.

The Faculty of Graduate Studies and Research received 20.7% more applications than in the same time period last year. This increase in applications yielded 23% more admissions offers to potential graduate students. Current graduate registration at the University is 1405 students, which is a 6% increase over the number of students registered in winter 2009.

An additional factor contributing to stabilized enrolments is the strong presence of the University of Regina in the media locally, provincially, and nationally since the announcement of the UR Guarantee. The UR Guarantee messaging, coupled with the fall tour of the province, has been very positive in generating media attention as well as important “word-of-mouth” and awareness among students, teachers and parents.

Our Communities: Presence and Partnerships

- **Continue to focus on building relationships with the campus, city, provincial and national communities**

Since my last report, I continued my efforts to build strong working relationships within the university itself and beyond. On campus, for example, I held a President's forum that was well-attended and generated faculty, staff and student input in several areas. I have held two "Coffee and Conversation with the President" functions since the last Board meeting, and have begun having once-monthly breakfasts with groups of faculty members to get their perspectives on the operation of the University.

I also attended and in many cases spoke at many campus events, including the Woodrow Lloyd lecture, the Faculty of Education annual conference, the Saskatchewan Police College Graduation, and the breakfast reception to send off the Paul J. Hill School of Business team that was competing at JDC West.

The open houses held in December at my home for both university staff and members of the public were well attended. Beyond campus, I gave invited addresses on the subject of leadership at both Campbell Collegiate and a Regina Catholic School Association meeting. As well, I toured Ranch Ehrlo at the invitation of its Executive Director.

My tour of communities in the province continued in December with a visit to Melville. Plans are being made to visit other communities, including Saskatoon, La Ronge and Lloydminster. I also hosted a meeting with several of the Deans and the Presidents of the Regional Colleges, at which we discussed the delivery of our programs in communities outside Regina.

I continued meeting with representatives of the Provincial and Federal governments, as well as leaders such as the Mayor of Regina and the Commanding Officer of the RCMP's "Depot" Division to discuss areas of mutual interest for our organizations. In addition, I represented the University in Ottawa at the AUCC seminar for university presidents.

I am particularly proud of a recent honour I received from Campion College on January 24. That day, I was made an honorary member of the Campion College chapter of Alpha Sigma Nu, the honour society of Jesuit institutions of higher education. Frank Obrigewitsch, SJ, dean of Campion College, was also inducted as an honorary member at that time. This honour truly made me feel like a member of a close-knit campus community.

- **Engage with the First Nations and Métis communities**

By the time of the Board meeting, I will have moderated a round-table discussion on Aboriginal educational issues at an AUCC symposium in Toronto.

The Vice-President (Academic) is in the early stages of planning an Aboriginal Symposium to take place at the University in the fall of 2010.

Dr. Jo-Ann Episkenew has been named the Director of the University's Indigenous Peoples Health Research Centre.

As you are aware, I continue to monitor the situation at First Nations University of Canada.

- **Other Key Areas of Focus**

Enhancing the University's distinctive programming and research profile.

At a media event in mid-January, Western Economic Diversification formally announced \$4 million in support of IPAC-CO₂. This raises the available funding for that centre to \$14 million.

Raising the regional, national and international profile of the University:

By studying the annual Maclean's University Rankings, it became clear that there were a few areas where information about the University of Regina was not properly reported or conveyed. Several employees are working to correct this information, which should help with the University's position in several categories in next year's rankings.

Continue to build a friendly, diverse, safe, and welcoming campus that respects work-life balance and pays particular attention to the marginalized, the vulnerable, people with disabilities, and the disadvantaged.

A student with a disability raised a public, justified complaint about sidewalk access between First Nations University of Canada and the University of Regina, particularly in the winter. As a result of this, steps are currently being taken to improve pedestrian and wheelchair access.

- **My Academic Research**

My academic research program continues to be active. Student researchers at both the University of Regina and the University of Prince Edward Island are in the process of completing interviews for my ESL Family Literacy project, after which modules will be created so the pilot program can be run in both locations this coming summer.

The publisher of the book I co-edited (entitled *A Long Walk to School: Global Perspectives on Inclusive Education*) has indicated that final proofs will be arriving shortly. Photos and cover art are currently being incorporated into the work, which is a sign that it is near completion.

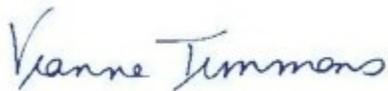
The student researcher whom I hired to work on the \$1 million SSHRC-CURA Disability Policy project on which I am Education Team Lead is currently working on a scoping review of existing disability education policies in Canada.

In late November, I travelled to Halifax to meet with representatives of the International Association for the Scientific Study of Intellectual Disabilities. At that meeting, we refined our workplan for organization of the 2012 IASSID World Congress of which I am chair.

The final financial statement has been submitted for my Canadian Council on Learning (CCL) funded project entitled *Retention of Aboriginal Students in Atlantic Canada's Post-Secondary Institutions: An Analysis of the Supports Available to Aboriginal Students*. Once CCL approves the statement, they will distribute the report and I will share the final version with other organizations that can benefit from the research. By the time the next University of Regina Board of Governors meeting takes place, I will have presented an overview of this research at an AUCC Aboriginal issues round table discussion.

I received feedback from CCL on my other funded report, entitled *Inclusive Education Knowledge Exchange Initiative: An Analysis of the Statistics Canada Participation and Activity Limitation Survey*. I am currently making revisions on the report for final submission.

As we begin a new year, it is important to maintain the momentum I believe the University of Regina has developed over the past year. I remain very optimistic about the future, and look forward to continuing to serve the University in 2010 and beyond.



Vianne Timmons
President and Vice-Chancellor

Appendix 1

University of Regina Highlights – November 25, 2009 - January 27, 2010

November

- On November 26, Campion College celebrated the launch of three books that were written by or had contributions from three of its faculty members – Martin Beech, Dwayne Redmond and Lee Ward.

December

- The University of Regina Cheer Team finished second at Nationals in the team division in early December.
- In early December, Dr. Malcolm Wilson was in Copenhagen at the United Nations Climate Change conference to profile the University of Regina's work.
- In mid-December, the University of Regina, HTC and Doosan Babcock signed an agreement to do an engineering and design study for a CCS project in North Dakota.
- On December 15, I visited Melville as part of the Community Outreach Tour.

January

- The University of Regina Chamber Singers performed "There's a Light," the Vancouver Olympic Organizing Committee anthem, at the 2010 Winter Olympics Torch Relay Ceremony on January 9 as the Olympic torch passed through Regina.
- On January 14, the University announced that with the support of Facilities Management, Bob Schad, Senior Advisor for Special Projects, is leading a project to consider potential long-term uses for the College Avenue Campus.
- In mid-January, Students from the Paul J. Hill School of Business finished second in the JDC West Business Competition for the third consecutive year.
- On January 21, Judy Rebeck delivered the 2010 Woodrow Lloyd lecture entitled "Transforming Power: New Paths to Social and Political Change."
- On January 25, Dr. Joel Westheimer was on campus to present a public lecture called "No Child Left Thinking: Democracy at Risk in Canadian Schools."

Appendix 2

Strategic Plan Implementation Inventory of Existing Initiatives

SUMMARY OF GOALS AND OBJECTIVES

A. Our work: teaching, research, and public service

A1 – Promote and reward the pursuit of excellence in teaching, research, public service, and administration. Make the University widely known for excellence.

- A1.1 Develop and implement strategies to promote and reward excellence.
- A1.2 Recruit and retain excellent faculty, staff, and administrators. Make the University an employer of choice.
- A1.3 Publicize the successes of the University widely and consistently.

Initiatives:

1. Strategic Research Plan (AVPR/VPR, completion 2010)
2. University Committee on Teaching and Learning: UCTL (being formed by AVPAc and Director of Teaching and Learning)
3. Strategic Teaching and Learning Plan (to be developed by UCTL)
4. Creation of faculty-based teaching awards (to be developed by UCTL)
5. Reconsideration of academic performance review process (VPAc/AVPAc/AVP HR and Joint Relations)
6. Relocation of researchers to RIC (VP Admin and AVP FM)
7. Promotion of applications for national awards (Presidential initiative, ORS, Deans)
8. SSHRC Cohort Initiative (AVPR/VPR)
9. Employee engagement survey designed, with administration to begin in February (AVP HR)
10. Development of a strategic planning implementation process focused on campus engagement (VP Admin and AVP HR)
11. Realignment of Fine Arts Student Program Centre (Dean of Fine Arts)
12. Restructuring of undergraduate programs in Fine Arts (Dean of Fine Arts)

13. Development of a Fine Arts recruitment plan for high school and college students (Dean of Fine Arts)
14. Supplemental Instruction program in Arts & Science. (Deans of Arts and Science)

A2 – Reaffirm our historic commitment to the liberal arts and sciences.

- A2.1 In partnership with the federated colleges, review the ways in which a liberal education can best meet the needs of today's and tomorrow's students. Revise programs and curricula to reflect the review findings.
- A2.2 Explore how core offerings can be better integrated into the curricula of pre-professional and professional programs.

A3 – Align our array of program offerings to respond to the needs and interests of current and prospective students.

- A3.1 Develop terms of reference by which our academic programs are evaluated.
- A3.2 Review all academic programs to ensure they meet the needs and interests of today's and tomorrow's students. Alter programs and curricula where appropriate.
- A3.3 Promote experiential and service learning for all students. Build on our historic strength in cooperative education.
- A3.4 Review existing strengths in internationalization. Evaluate geographic areas of new opportunity, and implement an internationalization strategy.
- A3.5 Benefit students with cross-disciplinary programming and program/credit articulation with other institutions.

Initiatives:

1. Draft process for the Academic Program Review under development (VPAC and AVPAC)
2. Expansion of relationship with China (VPAC, VPR and UR International)
3. Creation of UR Guarantee program (VPAC and AVP SA)
4. Creation and implementation of a work plan by the Transitions Committee (AVPAC, AVP SA, Deans of Science, Arts and Education and Director of CCE)
5. Development of internationalization strategy for China, India, Saudi Arabia, and Latin America (VPAC and UR International)
6. Reorganization of OICD and ISSO into UR International (VPAC)

7. New programs: Nursing, MSW expansion, potential Design Master's, etc.
8. Arts CARES community-based experiential learning program to run in February (Dean of Arts)

A4 – Enhance the University's distinctive programming and research profile. Capitalize on research successes to benefit the institution, researchers, and our students.

- A4.1 Provide support for the development of recognized areas of research excellence, innovative programming, and collaboration with other institutions.
- A4.2 Raise the University's research and scholarship profile.
- A4.3 Renew the University's strategic research plan.
- A4.4 Support appropriate commercialization of our research for the long-term benefit of the institution, researchers, and our students.

Initiatives:

1. Strategic Research Plan (AVPR/VPR, completion 2010)
2. International Association for Philosophy and Literature Conference, May 24 to 30, 2010 (AVPAC)
3. Commercialization of carbon capture research (VPR)
4. Expanded support for grant applications through the ORS (grant writer, mentorship, application and budget reviews, new cohort initiatives)
5. Enhanced communication of research success stories, web presence, and fact sheets (ORS/VPR)
6. Ongoing internationalization of research (VPR/AVPR/Director of Office of Energy and Environment)

A5 – Make the University a leader in environmental responsibility. Put sustainability at the core of our teaching, research, and campus life.

- A5.1 Promote sustainability in the way that we work and live on our campus.
- A5.2 Wherever appropriate, address issues of sustainability in our curricula, and emphasize them in our research and public service.
- A5.3 Co-ordinate initiatives to reduce our consumption of energy and our campus's impact on the environment.
- A5.4 In the context of environmental responsibility, evaluate all campus development, as well as our place in Wascana Centre and the City of Regina.

Initiatives:

1. Print project (AVP IS)
2. Co-op student studying sustainability issues
3. Campus Master Plan (VPAdmin/AVP FM)
4. Sustainability/Energy Conservation Program (AVP Admin/AVP FM)
5. Shift to electronic balloting and storage of Faculty documents (Dean of Arts)

A6 – Take a programmatic approach to distributed teaching and learning.

- A6.1 Working with the University of Saskatchewan, SIAST, the regional colleges and other partners, provide a coherent suite of distributed courses and academic programs using appropriate technologies.
- A6.2 Consider new technologies in our approach to on-campus course delivery and the provision of student and employee services.

Initiatives:

1. Distance Education Task Force Report (submitted to VPAC and AVPAC)
2. Revision of TEL funding process (AVPAC and Director of Teaching and Learning)
3. University Committee on Teaching and Learning
4. Meeting with the Regional College Presidents (President, VPEx, VPAC, AVPAC, AVP SA, Deans, etc.)

B. Our people: engagement, diversity, success, and esteem

B1 – Build long-term relationships with First Nations and Métis communities.

- B1.1 Working collaboratively with First Nations and Métis communities, develop a comprehensive plan to build long-term relationships, to address First Nations and Métis peoples' needs, and to reflect their cultures across program areas and campus life.
- B1.2 Prepare *all* our students to live in a Saskatchewan where First Nations and Métis peoples achieve their rightful place in society and the economy, and where their cultures are celebrated.

Initiatives:

1. Presidential 2009-10 priority
2. Community Connections Tour (VPEX)
3. Collaboration with FNUniv around nursing (VPAC, AVPAC and Dean of Nursing)
4. Collaboration with FUNniv around research (VPR and AVPR/ORIS)
5. Paul Martin initiative with Scott Collegiate (Transitions Committee)
6. Development of a cohort system for Indigenous students (Transitions Committee)

B2 – Make the transition into university seamless; enhance accessibility and flexibility; expand early-awareness and transitional programming; and ensure that appropriate supports are in place for students with special needs.

- B2.1 Invest in early-awareness and transitional programming to stem the loss of capable students.
- B2.2 Work with SIAST, school divisions, and other educational partners to make transitions among our programs transparent and flexible.
- B2.3 Streamline our application and admissions processes in order to support the transition to university.
- B2.4 Promote our pre-professional programs.
- B2.5 Provide appropriate supports to students with special needs.

Initiatives:

1. Transitions Committee (APVAC, AVP SA, Deans of Science, Arts and Education and Director of CCE)
2. Early awareness program consideration (AVP SA and Deans)
3. Campus for All (President)
4. Revisions to admissions process for students with averages 85%+ (AVP SA and Registrar)
5. Campus Master Plan/Accessibility Assessment (VP Admin/AVP FM)
6. "Arts Academic Advantage" pilot program to enhance student retention (Dean of Arts)
7. Use of social media for recruitment (AVP SA)
8. Discussion with Ministry of dual credit courses for secondary students (Director of CCE)

B3 – Improve the university experience for students, and foster a stronger campus community and spirit. Provide more scholarship and bursary support. Increase the amount of funding available to both undergraduate and graduate students.

- B3.1 Emphasize excellent, prompt service interaction with students.
- B3.2 Foster a campus community that is cheerful and welcoming.
- B3.3 Endeavour to provide more on-campus housing.
- B3.4 Re-examine hours of operation and our services to students and visitors during evenings and weekends.
- B3.5 Increase alumni engagement.
- B3.6 Increase scholarship and bursary funding available to our students.
- B3.7 Strengthen graduate education and research by allocating funding sufficient to attract and retain highly qualified graduate students.
- B3.8 Increase participation in recreation and athletics.
- B3.9 Improve the quality of our food services.
- B3.10 Improve the availability and attractiveness of campus gathering places.

Initiatives:

1. Proposal for provincial matching funds program for fundraising (VP ER)
2. Food Services Review completed and awaiting implementation (AVP SA)
3. U of R Entry Scholarship for High School Aboriginal Students (Transitions Committee and AVP SA)
4. Business case development and site planning for new mature student housing project and possible francophone high school (VP Admin/AVP RP/AVP FM/AVP SA)
5. Riddell Centre/Multipurpose Room renovation (URSU/AVP FM)
6. Reorganization/revitalization of Facilities Management (AVP FM)
7. Reallocation of scholarships (AVP SA/Director of SEM)

B4 – Increase our administrative efficiency and enhance productivity.

- B4.1 Promote a culture of administrative excellence by striving to improve the efficiency of administrative processes. Review processes to ensure that they support our core mission of teaching, research, and public service. Change or eliminate them if they do not.
- B4.2 Invest in appropriate technology to support the core mission.
- B4.3 Initiate an external review of our organizational structure to determine whether the structure is suited to our needs. If it is not, change it.

Initiatives:

1. Terms of reference for Administrative and Organizational Structure Review prepared and the community canvass re priorities underway (Director of CCE)
2. Adoption of new technology for financial services: TouchNet (AVP Fin)
3. Adoption of E-Recruit web-based staffing technologies (AVP HR)
4. Program to enhance use of Banner (AVP IS)
5. Reorganization of Student Affairs (AVP SA)
6. Enrolment funnel project & data support for recruiting (AVP SA, ORP and IS)
7. Restructuring of offices reporting to VPR (VPR)
8. Exploration of feasibility of incorporating ESL within an enlarged internationalized academic community (VPAC)
9. Review of procurement and tendering policies (SMS)
10. Ancillary Council review (VP Admin)
11. Print Project (AVP IS)
12. Restructuring of ORS to enhance pre- and post-award administration for grants and contracts (AVPR)
13. Reorganization/revitalization of Facilities Management (AVP FM)
14. Continuous improvement for client and team satisfaction and success in Human Resources (AVP HR)

B5 – On a foundation of positive and open employee relations, provide freedom and opportunity for faculty and staff to grow, excel, and be esteemed and recognized.

- B5.1 Work collectively to improve the bonds between administration, faculty and staff.
- B5.2 Build a culture of openness and trust in which all who work for the University have the opportunity to excel in their careers, be valued for their contributions, and be recognized for their successes.

Initiatives:

1. Employee engagement survey designed, with administration to begin in February (AVP HR)
2. University-wide faculty and staff orientation (AVP HR/AVPAC)
3. Reorganization/revitalization of Facilities Management (AVP FM)
4. Creation of a construction trades apprenticeship program (AVP Admin/AVP FM/AVP HR)

B6 – Continue to build a friendly, diverse, safe, and tolerant campus. Respect work-life balance and pay particular attention to the marginalized, the vulnerable, and the disadvantaged.

- B6.1 Take measurable steps to build a campus environment that is friendly, that celebrates diversity, and that embodies tolerance and respect.
- B6.2 Promote a healthy work-life balance for all who work and study here.
- B6.3 Recognize and address the particular needs of minorities.
- B6.4 Make the University a safe and welcoming place for sexual minority and gender variant staff and students.
- B6.5 Build a representative workforce.

Initiatives:

1. Increased support of GBLUR office (VPAC)
2. Aboriginal Student Centre initiatives (VPAC and AVP SA)
3. Creation of a University Diversity Plan with Joint Diversity/Equity Committee (AVP HR)
4. Creation of an Aboriginal Student Support System (VPAC, AVP SA)
5. Campus Master Plan/Accessibility Assessment (VP Admin/AVP FM)
6. Creation of a construction trades apprenticeship program (VP Admin/AVP FM/AVP HR)

7. Continuation of Aboriginal Awareness Training Program (AVP HR)
8. Development underway of an integrated campus-wide healthy lifestyles vision (AVP HR/Dean of KHS)**C. Our communities: presence and partnerships**

C1 – Raise the profile and increase the presence of the University regionally, nationally, and internationally. Promote community involvement of University personnel by redoubling our efforts to showcase the pursuit of excellence in teaching, research, and administration.

- C1.1 Work with guidance counsellors and school principals to recruit more Regina and Saskatchewan students, including the highly accomplished.
- C1.2 Engage with and address the needs of Saskatchewan cities, towns, and rural and northern communities.
- C1.3 Using the institution's new brand, build on the strategic enrolment management work done over the past two years to implement a comprehensive marketing and student recruitment strategy.
- C1.4 Raise our profile by focusing on our successes in teaching and research, and promote community involvement of University personnel on the basis of these successes.
- C1.5 Make our campus easier for visitors to navigate.

Initiatives:

1. Community Connections Tour (VPEX)
2. Brand implementation (VPEX)
3. Promotion of applications for national awards (Presidential initiative, ORS, Deans)
4. China trip (President, VPAC, VPR, AVPR, Director of UR International)
5. Transitions Committee (APVAc, AVP SA, Deans of Science, Arts and Education and Director of CCE)
6. Enhanced relations with regional colleges (President, VPAC, VPAdmin, AVPAC and AVP SA)
7. Expanded UR Connected program, with targeting of Grade 11 students (AVP SA and SEM Director)
8. Inspiring Leadership Forum (President, VPEX, University Secretary, AVPs of HR, Ac, Alumni and Donor Relations, and others)

9. Outreach to external stakeholders regarding the impact of our research on industry and the community (AVPR/VPR)
10. Campus Master Plan/Branding/Waymaking Project (VP Admin/VPEX/AVP FM/Director of Communications)
11. Enhanced partnership with Wascana Centre Authority (CEO Wascana Centre/AVP FM)
12. Enhanced partnership with Innovation Place (VP Innovation Place/AVP FM)
13. Student exchange program with Ukraine (VPR/Director of Office of Energy and Environment)
14. Promotion of community involvement through the Community Research Unit, recently formalized as a Type II Research Centre (Dean of Arts)

C2 – Enhance collaboration with and between First Nations University of Canada, Champion and Luther Colleges, the Institut français, and the Gabriel Dumont Institute.

- C2.1 Through relationship building, engage with and meet the diverse needs of the larger community.
- C2.2 With on-campus partners, collaboratively develop strategies to attract First Nations and Métis, francophone, and international students, including international Aboriginal students.

Initiatives:

1. Academic agreement with Champion and Luther Colleges (VPAC and AVPAC, nearing approval)
2. Academic agreement with FNUniv (VPAC and AVPAC, under discussion)
3. Enhanced relations with Institut français and Gabriel Dumont Institute (AVPAC)
4. Creation of an elders' council (University Secretary)

C3 – Engage in educational, research, and human resource development partnerships with other educational entities, businesses, professions, and community groups.

- C3.1 Foster partnerships in education, research, and human resource development with other educational entities, local and regional businesses, professions, and community groups with the objectives of increased local knowledge, more investment in the local community,

- C3.2 Through these partnerships, develop joint institutes, share faculty, researchers, and staff, and develop other areas of cooperation.
- C3.3 Expand activities that make our expertise available to the public at large.

Initiatives:

1. Study of College Ave. campus revitalization (Senior Advisor for Special Projects/AVP FM)
2. Business case development and site planning for new mature student housing project and possible francophone secondary school (VPAdmin/AVPR/AVP FM/AVP SA)
3. Saskatchewan Justice Institute (VPR and Deans of Arts and Education)
4. Enhanced relations with Saskatchewan Police College (AVPAC and Dean of Arts)
5. Transitions Committee (APVAc, AVP SA, Deans of Science, Arts and Education and Director of CCE)
6. Establishment of annual VPAC Community Symposium (VPAC)
7. Creation of Regina Police Service Liaison (VP Admin/AVP FM/Director CS)