MEMORANDUM

To: Paul McLellan
   Board of Governors

From: Vianne Timmons
      President and Vice-Chancellor

Date: March 31, 2012

Re: President’s Self-Evaluation for May 1, 2011 – March 31, 2012

Since the last progress report in April 2011, I have led initiatives targeted at fulfilling the objectives for the 2011-2012 academic year. These objectives, which were developed in consultation with the University Executive Team and approved by the Board of Governors, advanced the University’s academic mission in keeping with the strategic plan. Each objective had within it measures to gauge success.

To aid in my annual evaluation the following progress report presents a self-assessment, which includes both a brief synopsis of work done toward each objective, as well as a list of achievements related to each set of specific measures.

The following are the approved priority objectives for this evaluation period:

- Make sustainability a core part of the University’s operations;
- Develop and deliver programs that continue to meet and anticipate society’s educational needs;
- Increase diversity among our students, faculty and staff;
- Enhance student and employee engagement with the University;
- Build the University’s reputation for teaching, research and service to the community at the local, provincial, national and international levels; and
- Increase the scope and impact of community outreach in the province.
Because it is a part of my regular reporting to the Board and is a key aspect of my work as President, I am also providing a report on the progress of my academic research program.

There has been a great deal of progress toward the strategic objectives over the past year, and this has helped the University of Regina move forward in a number of areas. I look forward to your feedback as my annual evaluation takes place and we work together to determine objectives for the coming academic year.

Yours sincerely,

Vianne Timmons
President and Vice-Chancellor
Objective 1: Make sustainability a core part of the University’s operations.

One of the key objectives of the strategic plan as outlined in section A5 is to “put sustainability at the core of our teaching, research, and campus life.” Sustainability is a broad concept, embracing a range of deliverables from “green” initiatives to reduce consumption and waste, through optimizing our use of existing space and facilities, to planning our array of programming to ensure that the University is fiscally sustainable for the next decade and beyond. For that reason, a key objective for the past year was to focus on initiatives that will promote environmental, physical, and fiscal sustainability.

Over the course of the year, progress took place on a number of fronts. In terms of student recruitment, recruiters paid visits to more than 350 schools this fall, both within Saskatchewan and beyond, which is important for attracting students to our University in future years. This is the highest number of fall school visits in our history, and in addition, more than 100 school visits have taken place so far this spring.

The Print Optimization Project, originally begun in the 2010-2011 academic year, continued throughout 2011-12. At last count, 44 out of 47 departments had already been assessed or had a new printing system implemented, with five-year cost savings projected to be $2.3 million. The significant energy and carbon emission reductions anticipated from the project will have strong environmental benefits. It is a testament to the effectiveness of this project that it was named one of five finalists for the Info-Tech Research Group’s second annual “Quest for Canada’s Greenest IT Department” competition.

On a related note, over the past year, the University undertook the process of eliminating the production of paper pay stubs. With approximately 30,000 paper pay stubs being printed annually, going paperless will provide savings in paper costs, printing, mailing, resources and equipment.

On an institutional level, the President’s Advisory Committee on Sustainability, chaired by the Provost, had its first meeting in June. Since that time, the Committee has heard proposals on a number of initiatives such as campus-grown food, transportation, carpooling, parking, bottled water, and extending the teaching day or week to make better use of facilities.

Facilities Management has completed a review that compares energy consumption on campus between 1994-5 and 2010-11. Over that time, the amount of building area on campus has increased by more than 86%, but energy consumption has increased by only 5%. This amounts to annual savings of approximately $3.6 million, which is significant considering that the University’s net annual utilities budget is currently $3.9 million. This demonstrates that the focus on sustainable operations over the past decade is paying off, both environmentally and economically.
The centennial of Regina College provided a unique opportunity to begin building momentum for the revitalization of the campus for a second century of use. To that end, “Building Knowledge: The College Avenue Campus Renewal Project” will raise funds for this important capital project that will play an important role in guiding the future use of our historic campus. Given that the University’s greatest deferred maintenance costs are for our College Avenue campus, this fundraising program is critical to the future of the University of Regina.

Achievements for the year

1. **Undertake two major projects related to sustainability in our operations:**
   This measure has been met through initiatives such as the Space Utilization Study which has been presented to the Board, and the paperless pay stub project. In addition, the President’s Advisory Committee on Sustainability has begun meeting and hearing proposals for major new sustainability-related projects.

2. **Increase student enrolment at the University of Regina proper (not counting enrolments at the Federated Colleges) by 2% over fall 2010 enrolment (i.e. from 10,262 to 10,467):**
   This measure has been met. Combined undergraduate and graduate enrolment at the University of Regina proper for Fall 2011 was up 7.4% year-over-year (an increase of 760 students), with 11,022 students registered in total. This includes students in the Faculty of Nursing.

   Taken separately, undergraduate enrolment increased by 8.2% from year to year, with graduate enrolment increasing by 2.9% over the same period.

3. **Launch the fundraising campaign for the College Avenue campus revitalization:**
   This measure has been met with the October 2011 launch of “Building Knowledge: The College Avenue Campus Renewal Project.” The University has already received several substantial private and corporate donations to help move the project forward, with close to $1.5 million already committed. Another $27 million in potential donations is currently in cultivation.
Objective 2: Develop and deliver programs that continue to meet and anticipate society’s educational needs.

In section A3 of the strategic plan, we have made the commitment to “align our array of program offerings to respond to the needs and interests of prospective students.” Furthermore, in section C3 we have committed to “the development of a shared vision” with the larger community. For that reason, a major focus for the past year was to continue refining our programs to ensure that they remain relevant for our students and the community beyond campus.

The Academic Program Review is one of the primary means of doing so. The review reached a series of milestones over the course of the year: data reports were received in October; meetings of the Elected Task Force to consider and correct the reports took place in November and December; deans received the reports in January; faculties and departments began working with the reports in February and March to identify potential program changes; and based on consultations with faculty members, in March deans began meeting with the Provost to discuss possible structural changes.

On a related note, Executive of Council approved the creation of an Advisory Group on Planning, Evaluation, and Allocation. This group, which replaces the former Planning and Priorities Committee, has central responsibility for advising Executive of Council on programming in the context of strategic plan goals. This is another positive step forward in terms of aligning our academic programming with the strategic plan and with the collective objectives of faculty, staff, students, and others who have an interest in our University.

In part due to initial findings from the Academic Program Review, the Operations Forecast, presented to the Government of Saskatchewan in the fall, contains specific requests for funding targeted to new program development in areas of Saskatchewan labour market need, including mining engineering. As well, budget allocation criteria for the 2012-13 year have been refined to focus on areas of high demand and the efficient use of teaching resources, and the 2012-13 budget process will provide one-time funding as an incentive for academic program innovation in response to student demand.

It is of note that a number of programs received accreditation over the past year. The Johnson-Shoyama Graduate School of Public Policy received the maximum seven-year national accreditation for its Master of Public Administration and Master of Public Policy programs on its first attempt. The Faculty of Social Work has been re-accredited for four years, and the Actuarial Science program has been accredited by the Canadian Institute of Actuaries. This is an indication that our programs are relevant, of high quality, in high demand, and held in high esteem by those outside our immediate University community.

A review of research institutes on campus has taken place over the past year to ensure that they align with the strategic research plan and emerging opportunities for research and graduate education. Three institutes were taken to the Board thus far this year: the
Clean Energy Technologies Institute, the Centre for Public Safety and Policing, and the Institute for Energy, Environment and Sustainable Communities.

**Achievements for the year**

1. **Complete the Academic Program Review:**
   This measure has not been met in its entirety. Problems with the original data reports pushed the Academic Program Review timeline back, and as a result, all of the deans and department heads have not yet had the opportunity to complete their recommendations in conjunction with faculty members. That being said, a number of new programs are already under consideration in areas like health administration, creative technologies, geographic information systems and mining engineering.

2. **Ensure that a workplan for addressing each of the recommendations that result from the review is developed:**
   This measure has not been met. While initial results have given some ideas of programs to explore, a full work plan cannot be formulated until a full set of recommendations is complete.

3. **Implement two recommendations of the plan:**
   This measure has not been met, since the recommendations and work plans have not been completed. That being said, through initiatives like the ADKAR change management program which has been delivered and endorsed by the University Leadership Team, a strong foundation has been laid for implementing future recommendations.

4. **Review the research institutes on campus and align them to the objectives of the strategic research plan:**
   Considerable progress has been made on this measure, although it has not been completely met. The review has been initiated, with three institutes brought to the Board this year. The review of all of the other research institutes is ongoing.

5. **Implement the Campus for All program University-wide:**
   This measure has been met. The program is now centred in Student Affairs rather than the Faculty of Education, which will facilitate expansion into other faculties for Fall 2012. A co-ordinator has been hired, and a Campus for All centre is being developed.
Objective 3: Increase diversity among our students, faculty and staff.

Recognizing the importance and great potential of the province’s Aboriginal population, our strategic plan states in section B1 that “we will 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.” In addition, section B6 speaks of creating a University “that is friendly, that celebrates diversity, embraces many cultures, and embodies tolerance and respect.” For this reason, a priority objective for the year was to increase the degree of diversity among students, faculty and staff.

The UR International unit has made a concerted effort to increase the number of students from other countries and focus on their retention. Recruitment on an international level has been active, and the signing of MOUs with institutions in Mexico, South Korea, India and Peru bodes well for the future. The Global Learning Centre and other supports for International students are providing additional resources for students for whom studying in Canada can be a “culture shock.” On a related note, plans are being made to provide culturally appropriate facilities for Muslim employees and students on campus.

Measures are also being taken to increase Aboriginal participation by both students and employees. An additional $60,000 in emergency bursary funds has been made available for Aboriginal students, and dedicated space for the Aboriginal Student Centre is being expanded. An Aboriginal Advisory Circle comprised of faculty members has been created to make recommendations directly to the President regarding the development and implementation of Aboriginal initiatives. An Executive Lead – Indigenization is currently in the process of being hired to work with this group.

In terms of increasing the Aboriginal representation in our workforce, deans and unit managers are working systematically to identify qualified Aboriginal candidates for faculty and staff positions. Although our existing e-recruitment system automatically provides an opportunity for individuals to self-declare when they apply for a position at the University, that was not an option in the past. In the spring, all staff members will be encouraged to update their self-declaration information with Human Resources to ensure that our demographic data is updated.

Achievements for the year

1. Increase the number of self-declared Aboriginal students University-wide (including the Federated Colleges) by 5% over October 2010 totals (ie. from 1,019 to 1,070):
   This measure has been met. As of October 5 enrolment statistics compiled by the Office of Resource Planning, there were 1,106 self-declared Aboriginal undergraduate students, combined with 46 graduate students, for a total of 1,152 Aboriginal students. This is an increase of 13.1% over last year.
2. **Increase the number of International students University-wide (including the Federated Colleges) by 5% over October 2010 totals (i.e. from 1,033 to 1,085):**

This measure has been met. The total number of International undergraduate and graduate students for Fall 2011 was 1,253, an increase of 21.3%. This means that for the Fall semester, International students made up 9.7% of the total student population. This total does not include students on campus who are solely in the ESL program. If these students are included, there are close to 1,700 International students at the University.

3. **Make our workforce more representative by increasing Aboriginal representation to 2%:**

There have been signs of progress in this area, and a number of initiatives have been undertaken. At the beginning of the review period, the percentage of Aboriginal employees at the University of Regina proper was 1.6%, a number which currently stands at 1.8%. There have been recurring challenges in capturing data accurately, but it is anticipated a number of initiatives over the coming year should help in this regard. The updated self-declaration process in the spring promises to provide more accurate statistics going forward. For example, there are at least two employee groups – CUPE 2419 students and sessional lectures – whose hirings do not necessarily go through Human Resources’ electronic system, and who in many cases do not have the opportunity to self-declare. The updated self-declaration process will help take these significant employee groups into account in the coming year.

It is of interest that the total percentage of self-declared Aboriginal employees across campus, including all three Federated Colleges, stands at 4.0%. Approximately 63% of FNUinv employees are of Aboriginal descent – a factor which contributes considerably to this number.
Objective 4: Enhance student and employee engagement with the University.

Section B5 of the strategic plan calls for us to “work together to ensure that positive employee relations characterize our University.” At the same time, section B3 makes the commitment to “improve the university experience for students, promote their wellbeing, and foster a stronger campus community and spirit.” Fostering a high degree of student and employee engagement is crucial to our success.

To that end, a number of employee- and student-related initiatives took place over the year. External Relations reviewed the process by which it acknowledges faculty and staff achievements, with an eye to ensuring that the existing “Celebrate” event was an appropriate means of doing so. Based on the input received, the event took place once again in the fall, recognizing more than 30 employees for having received awards from other organizations during the year, as well as the recipients of the President’s Awards for Service Excellence. Other employee engagement initiatives included long-service award recognition, as well as a reception at the President’s residence for new faculty members. Human Resources also piloted an employee orientation session for non-faculty members – the first of its kind at the University.

Follow-up on the 2010 employee engagement survey remained a priority, with implementation of different initiatives at the department and unit level continuing. For example, many areas held feedback sessions to get more direct input from employees, and included employees in operational planning. Other areas more actively promoted professional development opportunities.

In addition, the 2012 biennial survey was administered in late February and early March. The results will provide further information in the coming months on areas where improvements might be made, both at the unit and University-wide levels.

These efforts appear to be having a positive effect. In recent months, the University was named one of Saskatchewan’s top 20 employers, and was also shortlisted into the top 200 employers in Canada out of a field of 2,700 organizations under consideration.

Staying actively engaged with our students remained a key focus for me. I accommodated many requests for one-on-one meetings with students to address their individual concerns, met frequently with different student groups and leaders to hear their ideas, and held a public forum on parking to consider input on this issue. I also helped celebrate student success at a variety of events held at the University.

Activities surrounding the UR Guarantee – the University’s flagship initiative for student engagement – were extensive in the program’s second year. Students got involved in many aspects of campus life, including organizing the first-ever Relay for Life on our campus in support of the Canadian Cancer Society. In March, I hosted the first-ever celebration for our UR Guarantee students as they completed their program requirements.
for the year – an important way to recognize their success and encourage them to continue their participation in the program.

** Achievements for the year**

1. **Conduct a thorough analysis of student retention:**
   This measure has been met. The Office of Resource Planning recently conducted an analysis of student retention over the past 10 years. The results show a first-year retention rate of 82.8% among first-time, degree-seeking undergraduate students taking 12 or more credit hours in the 2009-2010 academic year and returning in the 2010-11 academic year. This is the highest rate of retention in a decade, well above the five-year average of 80.2% and a more than 4% increase since 2000-01.

2. **Have a 20% increase in new student enrolment in the UR Guarantee program (i.e. go from 342 new students in 2010-11 to 420 new students for 2011-12):**
   This measure was very close to being met. 398 new students undertook the UR Guarantee program for 2011-12, an increase of 16% over the previous year.

3. **Implement two initiatives from the 2010 employee engagement survey:**
   This measure has been met. In addition to unit-level initiatives like those listed above, two University-wide initiatives were undertaken – change management training for ULT members as well as a group of key managers, and performance management training for employees.

4. **Initiate the next employee engagement survey in 2012:**
   This measure was met with the completion of the survey in early March 2012. The participation rate was a 53% – comparable to that of the 2010 survey – meaning that this survey will give a valuable perspective on the University work environment, determining where we are doing well, and where further work is required.
Objective 5: Build the University’s reputation for teaching, research and service to the community at the local, provincial, national and international levels.

Section C1 of the strategic plan emphasizes the need to “raise the profile and increase the presence of the University regionally, nationally, and internationally.” In addition, section A1 makes a commitment to “promote and reward the pursuit of excellence in teaching, research and public service.” To these ends, we did a considerable amount of work to build the reputation of our University as well as our employees and students.

The Office of Research Services has worked diligently over the past year to support faculty members putting forward Tri-Council research funding applications. While the results of all of these applications are not yet known, this type of close collaboration certainly increases the possibility of attracting additional research funding in the future.

In addition, the Office of Research Services worked with External Relations and the Canadian Plains Research Center to publish *Innovating life: Creating a Better World Through Research*. This book, which is being distributed to various stakeholders of the University, features the research of a wide variety of our scholars.

The Vice-President (Research) has worked with governments and a number of other organizations to explore potential funding for areas of research strength at the University. One success story of particular note was the awarding by SaskPower of $3.5 million for a Chair in Carbon Capture.

As a result of a discussion with the deans, an awards facilitator was hired on a one-year term to help students and faculty members apply for provincial, national and international awards such as those considered by Maclean’s in its rankings. This is an important means of improving our performance in the rankings, but more so, to bring more public recognition to our talented students and employees for the work they do.

Over the past year, the University was awarded a number of high-profile conferences that will enhance our reputation in different areas. A conference of Facilities Management professionals from western Canada and the United States was held here this past fall, and the Council of Western Canadian University Board Secretaries will be held here in October 2012. In addition, the 2012 conference of the National Association of Vice-Presidents Academic (NATVAC) will be held here in the fall – the first time it will have been held in Regina. The organizers are in discussion with the Conference Board of Canada to include the fall 2012 meeting of the Quality Network for Universities as part of the NATVAC conference, as well as the Canadian Association of University Business Officers.

Through my work with CBIE, IOHE and AUCC, I continued to represent the University on a national and international level. As part of the CBIE national conference, for example, I chaired an Arab/Canada summit in Ottawa. I also led a delegation of Canadian university presidents to meet with their counterparts in Mexico to discuss issues
of Aboriginal education in our two countries. In early November, I presented to members of a Parliamentary Standing Committee on the subject of pre-budget consultation.

The University submitted reports to the National Task Force on Aboriginal K-12 Education and to the National Task Force on Internationalization of Universities. As well, I provided input to the Advisory Panel on Canada’s International Education Strategy, which is gathering information for Foreign Affairs and International Trade Canada. These opportunities have increased the reputation of our University among many of our counterparts, particularly in Canada.

Achievements for the year

1. **Submit five major national or international award nominations for employees and or students:**
   This measure has been met. The Awards Facilitator has helped co-ordinate 19 national and international student and faculty award nominations, including three student Rhodes scholarship applications as well as a faculty member’s nomination to the Royal Society of Canada. The vast majority of these nominations would not have taken place without the work of the Awards Facilitator. Results for most of these nominations are not yet known.

2. **Increase external research revenue by 5% over 2010-2011 totals:**
   With an increase in external research revenue of 3.8% over the past year, this measure was close to having been met. It is of note that the original calculation of external research revenue for 2010-2011 was $23.654 million, meaning that a 5% increase would have been $24.837 million for 2011-2012.

   Since this measure was established, the Offices of Research Services and Financial Services found systematic reporting errors and have addressed them to ensure that total research revenue reflects factors such as multi-year grants and inter-fund transfers. As a result of this work, the revised calculation of 2010-2011 revenue was $21.638 million, meaning that a 5% increase for 2011-12 would have amounted to $22.720 million. Based on these corrected reporting criteria, the amount of research revenue for 2011-2012 rose to $22.453 million, an increase of 3.8%.

   Given that a number of grant applications are awaiting evaluation prior to the end of the research fiscal year on April 30, the possibility exists for a further increase in the total research revenue by that time. I will provide an update in my next report to the Board.
Objective 6: Increase the scope and impact of community outreach in the province.

Recognizing the importance of the University’s relationship with the entire province, the strategic plan in section C3 calls on us to “take our knowledge and capabilities to the community,” “present topical insights to the general public,” and “foster partnerships in education, research, and human resource development.” This meaningful engagement with those around us increased our value and relevance to the province over the course of the year.

To that end, I brought greetings on behalf of the University at dozens of external events, and gave more than a dozen keynote addresses to community organizations in the province. In addition, a number of community receptions were hosted at the President’s residence, including a holiday reception open to members of the public from Regina and area. We remain in close contact with the City of Regina and Government of Saskatchewan on issues related to the University, and Regina-area MLAs toured the University to learn more about the teaching and research that takes place here.

Several other key events took place over the course of the year to bring the provincial community to the University, and the University to the provincial community. The first-ever President’s fundraising gala was held in support of the College Avenue campus revitalization, for example, and a celebration of the University’s 30-year relationship with China coincided with the opening of the Confucius Institute. As well, the centennial Alumni Homecoming took place at the end of September and beginning of October, with more than 50 events, and more than 200 alumni attending. The Alumni Crowning Achievement Awards were held as part of the Homecoming weekend.

Another important initiative was the annual “Community Connections” tour, which took me and other members of the University to different communities across the province. During the fall, a variety of events took place in Humboldt, Melfort, Prince Albert, Nipawin and La Ronge. The President’s Community Award was presented to Prince Albert Mayor Jim Scarrow as part of the tour, and later in the fall, a delegation led by the Mayor of Nipawin visited the University to discuss how we might partner on different educational and research issues in the future. The spring segment of the “Community Connections” tour took place in Swift Current in March.

In early March, the third annual “Inspiring Leadership” forum brought close to 500 delegates from across the province and beyond to Regina. In addition, later in the month the four Presidents sponsored the fourth annual Forward Together lecture, with approximately 125 people attending.

I would also like to mention another tangible way in which the University demonstrated its relevance to the larger community. Faculty, staff and students raised more than $100,000 in our annual fundraising campaign for the United Way of Regina, surpassing our target once again.
Achievements for the year

1. Increase the number of applications to the University of Regina from communities in the province outside the city itself by 3%:
   This measure has been met. The number of applications to the University of Regina from provincial communities outside the city itself has increased by 16%.

2. Conduct outreach initiatives in five communities outside Regina:
   This measure was met through visits to La Ronge, Nipawin, Prince Albert, Humboldt, Melfort and Swift Current. It is also of note that the annual ULT retreat in Moose Jaw included a dialogue session with community leaders.
President’s Academic Research Program

My academic research program, focused mainly on family literacy and inclusive education, progressed very well over the past year.

As President-Elect of the International Association for the Scientific Study of Intellectual Disabilities (IASSID), I am Chair of the 2012 IASSID World Congress, which will be held in Halifax in July of this year. In my role as Chair, I have worked throughout the year with the IASSID Executive as well as the organizing committee to plan the Congress, which will bring more than 1,000 world experts in disability research to Halifax. Facilities for the conference have been arranged, registration has begun, and the call for abstracts has been completed. The abstracts have been reviewed, revised and accepted where appropriate, and the final program is now being developed. The conference planning is on track, and I anticipate that the event will be a success.

Work also continued on my SSHRC-funded Community-University Research Alliance (CURA) project that is examining disability policy across Canada. As Education Team Lead, I am facilitating the research related specifically to education policy, and to that end, Dr. Scott Thompson of the University of Regina, one of the members of my research team, has conducted detailed interviews with government officials, teachers and families. Final coding of the data is taking place for this phase of the project, and a report is underway.

In late summer, the final draft of the report for my Train-the-Trainer Aboriginal family literacy project was completed and submitted the final report to the funding agency, HRSDC. I recently learned that the report had been accepted with no revisions or further recommendations required.

The HRSDC-funded English as a Second Language program is also nearing completion. Over the course of the year, the needs assessment report was completed, the modules for the project were revised based on the pilot program, and the next administration of the program was completed with a new set of families. The research team compiled the pre- and post-assessment results, and are in the process of analyzing the data and drafting the final report.

Several other research proposals in which I am a participant are currently under consideration by SSHRC: a multi-university proposal for a Canadian Research Centre on Inclusive Education; a multi-university project to improve the literacy levels of children in grades one to three; and a University of Regina faculty member’s project to positively impact the learning experiences of students with autism spectrum disorders.

Recently, I submitted an article entitled “Aboriginal Students’ Perceptions of Post-secondary Success Initiatives” to the Canadian Journal of Native Studies. I am awaiting word on its acceptance, and am also awaiting the impending publication of “The Power of Narrative in Program Evaluation,” an article I co-wrote with two other academics for the Canadian Journal of Program Evaluation. In addition, a book of which I was one of
the contributors, entitled *Exploring Inclusive Teaching Practices through Professional Inquiry*, was published. Also during the year I gave a number of keynote addresses which dealt with aspects of my academic research.