

This report summarizes my progress to date on the six key areas of priority related to the Strategic Plan which the Board and I have identified for 2013-2014. It also includes an update on my own academic research program, as well as an overview of University highlights since the beginning of this reporting period.

OUR WORK: Teaching, Research and Public Service

Objective: make the University widely known for its quality of work by promoting and rewarding the pursuit of excellence in teaching, research, public service and administration

As the University prepares for the next budget cycle, it is increasingly important to demonstrate the efficiency, transparency and accountability of our operations, as well as the quality of the work done by our faculty and staff. A great deal of progress is being made in this regard:

- The University's budget principles were provided to campus for input in late 2013. After carefully considering the input that was received, the budget committee recommended using the existing budget principles for the 2014-2015 budget cycle, with some minor procedural clarifications included in order to make the process more efficient. Based on those principles, submissions are currently being prepared in all academic and non-academic units in anticipation of the 2014-2015 provincial budget.
- The University is as transparent as possible in its budgeting processes, but to reinforce this, the Council Committee on Budget has put a motion before University Council calling for the President to recommend to the Board that next year's budget principles include an overarching principle of transparency.
- Arising from Council discussions in the fall regarding transparency, the University committed to producing a "Budget Book" for 2014-15. This will be developed after the 2014-15 budget is approved by the Board in May, and will most likely be finalized and presented to campus by August.
- In the fall, suggestions from faculty and staff were considered as the University did an environmental scan of best practices for financial reporting. This research revealed in general that the University's financial reporting practices are more transparent than most other institutions in Canada, because rather than simply

producing raw data, the University describes every change in budget allocation annually. This research has been provided to both the Council Committee on Budget and the Council Committee on Research.

- A list of presidential travel expenses dating back to 2008 has now been posted on the University website. Going forward, all presidential and vice-presidential travel expenses will be publicly reported.
- The policy renewal project is now well into phase two, with 48 revised or newly created policies now on the new website. The renewed policies are in a standardized format that will help employees save time and prevent errors. For clarity, the new format includes introductory material as well as sections on employee responsibilities and consequences for non-compliance.
- Dave Button, Vice-President (Administration), is one of three people from across Canada who has been asked to lead an external review of Memorial University's Facilities Management area. This is a clear recognition of the expertise he brings to his work at the University of Regina.
- Facilities Management has submitted an application to participate in SaskPower's Industrial Energy Optimization Program – an initiative which would potentially provide support and funding for projects and systems as the University undertakes initiatives to both reduce energy consumption and use energy as efficiently as possible.
- The University guided the development of an inter-institutional borrowing agreement which will make library resources of the University of Regina, University of Saskatchewan and SIAST available to students, faculty and staff at all three institutions.
- Work is well underway toward implementing the 26 recommendations of the Provincial Auditor's Report on Research. The Audit Task Force has released its January 2014 interim report, which identifies four recommendations related to conflict of interest and external commitments that have already been implemented. Several other of the recommendations related to research centres, commercialization, indirect costs and signing authority are expected to be implemented by fall 2014. Additional information about both this report and the Provincial Auditor's report on procurement processes is in the Board package.
- The report on research support prepared by Dr. Martha Crago of Dalhousie University and Dr. Martin Kirk has been distributed to campus and to the Council Committee on Research. A sub-committee has been formed to review the 29 recommendations and prioritize them for further consideration and potential implementation. An update on progress made toward these recommendations can be found in the Board package.
- The Office of the Vice-President (Academic) has produced the second issue of the "Innovating life: research quarterly" publication, which is designed to promote and celebrate faculty research successes.

Objective: align our array of program offerings to respond to the needs and interests of current and prospective students

It continues to be a priority to ensure that our academic offerings remain relevant and accessible to our students. To that end:

- The recently formed President’s Liberal Arts Advisory Group has finalized its terms of reference and met to discuss ways of promoting the liberal arts both on campus and in the larger community. On January 23, the group organized a public event featuring Professor Emeritus Dr. Jack Boan, Quest University President Dr. David Helfand, and a panel discussion by faculty members. Several student groups have expressed an interest in working with the group to host a future event.
- The Timetable Renewal Project is in its fourth and final phase, which included the preparation of the Fall 2014 timetable. The Registrar’s Office is currently resolving a few issues that arose from the timetabling process and slightly delayed the Faculties’ review of the timetable. These issues were easily identified, and will be resolved in time for registration to open on March 6 as originally planned.
- Future activities for the Timetable Renewal Project include looking at the lessons learned throughout the process, and determining if anything may be modified for the coming years. This will include looking at the timelines associated with preparing the timetable to determine if it would be best to move from a term-specific to an annual process.
- There have been more than three applicants for every available seat in the Fall 2014 intake for the Faculty of Nursing. This will bring the undergraduate Nursing enrolment to a “steady state” of 1,400, making the faculty the University’s fourth largest within only a few years of its founding.
- The new Master of Health Administration program in the Johnson-Shoyama Graduate School of Public Policy is exceeding its enrolment projections, further demonstrating that the University’s new program offerings are meeting student needs.

OUR PEOPLE: Engagement, Diversity, Success, Esteem

Objective: foster positive and open employee relations, providing freedom and opportunity for faculty, staff and students to be recognized, heard, and positively engaged in the operations of the University

Work continued to promote and maintain an environment of openness and trust on campus:

- The Winter 2014 meeting of University Council took place on February 26, and included agenda items related to the University's budget and academic mission. The meeting also saw the presentation of reports by the Council Committee on Academic Mission and Council Committee on Budget, which have recently begun operations.
- The Strategic Plan renewal process is well underway, with a facilitation team having been selected from a pool of more than 35 applicants. The team, chaired Dr. Joseph Piwowar, comprises a total of 13 members from across campus, including members of Council, administrative representatives, an alumni representative, and an undergraduate student.
- The University Executive Team has endorsed an initiative to design and deliver an appropriate leadership development program for the University that will support the development of current and future campus leaders such as department heads, Associate Deans, directors and managers.
- At the request of a faculty member, a public forum on academic freedom is being planned for late March.

Objective: ensure that we recruit, retain and foster the success of a growing and diverse student body

Efforts to diversify and grow our student body over the long term are having positive results:

- Enrolment is up for the Winter 2014 semester compared to same time last year, with a total of 12,773 students registered. This represents a 3.3% year-over-year increase, or approximately 400 students. Undergraduate enrolment is up by 3.2%, and graduate enrolment is up 3.9%. This follows on similar year-over-year increases for the Fall 2013 semester, in which enrolment was also up 3.3% over the previous year.
- The increasing number of Aboriginal and international students on campus shows a real transformation in the University's student body over the past several years, and one that reflects the new reality of post-secondary education in Canada today.
- The number of self-declared Aboriginal students at the undergraduate level has increased by 10.4% over the past year, meaning that Aboriginal students now represent 11.6% of the undergraduate total.
- The number of international undergraduate students has increased by more than 17% this year, with international students now making up 10.6% of all undergraduate students. International students currently represent approximately 30% of the total number of graduate students on campus.

- Student Recruitment employees have continued visiting high schools and conducting workshops to help students apply both for the March 15 priority deadline and for scholarships. As of February 18, the total number of undergraduate applications was up by 27% compared to the same time last year. This includes a 9% increase from Saskatchewan high schools. Actual admission and enrolment levels for Fall 2014 will not be known for some time, but these preliminary figures are encouraging.
- Construction is continuing as scheduled for the new residence and day care facility that will be crucial to meeting housing needs of our students in the future. Financing the building was very successful, with \$58.5 million borrowed at a rate of \$3.93% locked in for 15 years.
- Dr. Shauneen Pete, Executive Lead – Indigenization, delivered 34 presentations throughout the fall to introduce faculty and staff to the Aboriginal Advisory Committee’s work. In December, she helped organize the inaugural RED/Talk event, in January she participated in a panel discussion on the liberal arts, and in February she hosted an Indigenous alumni event with the Aboriginal Student Centre. She is currently co-ordinating an Indigenous Research showcase, and as part of a working group is developing a conceptual framework for academic Indigenization.
- In February, Dr. Pete and Dr. Dena McMartin, Associate Vice-President (Academic and Research), attended meetings with the presidents of the intercultural universities of Mexico, whose purpose is to represent and support distinctive regions of Indigenous culture across that country. The University of Regina currently has agreements with two of those universities and is considering additional opportunities.
- While focusing on student diversity, the University continued working to ensure that its workforce is as also diverse and representative as possible. As of January 31, the faculty and staff complement consisted of:
 - 55.4% women
 - 2.7% self-declared Aboriginal
 - 1.8% persons with a disability
 - 7.4% members of a visible minority

OUR COMMUNITIES: Presence and Partnerships

Objective: promote community involvement in and support of the University

Over the reporting period, work continued to promote the larger community’s engagement with and support of the University:

- A number of public lectures took place both on and off campus, including the Philosophy Department's "Philosophy Café," the History department's Centenary Reflections, and the Faculty of Arts' Woodrow Lloyd lecture.
- The fifth annual Inspiring Leadership forum, which takes place in early March, is sold out, with more than 500 people to be in attendance. Among the list of international speakers is Ariana Huffington, founder of the Huffington Post.
- A fundraising update is included as part of the Board package. One of the most highly-publicized contributions to the University over the reporting period was Roberta McKay and Elmer Brenner's gift in January of a Fazioli piano to be the centrepiece of the refurbished Darke Hall.
- The annual President's Community Award was presented on January 16 the Honourable Ralph Goodale. More than 200 guests were in attendance.
- After a brief delay related to the availability of stone from a quarry in Manitoba, the bulk of the work at the Kramer Boulevard entry to campus – which is phase 1 of the larger gateway and wayfinding project – is expected to be completed between late March and mid-April. Final landscaping will take place in the spring, weather permitting, and the enhanced and more accessible main entrance to campus will be officially opened as part of the University's larger 40th anniversary celebrations.
- The employee-led United Way campaign surpassed its \$100,000 target, which is a great show of support for the community beyond our campus.
- In February, Provost and Vice-President (Academic) Dr. Thomas Chase gave a presentation to the Conference Board of Canada on "Universities and their cities." He made this presentation in collaboration with City of Regina City Manager Glen Davies, Edmonton Mayor Don Iveson, and former Edmonton Mayor Stephen Mandel.
- Collaboration and information exchange with the provincial government and the Ministry of Advanced Education have been increased and regularized through monthly meetings between senior officials in the University and the Ministry.
- Minister Norris has attended and been actively engaged in a number of events on campus, including ones intended to raise awareness and profile of aspects of the University such as research, business school accomplishments, and international student education. In addition, I have met with other ministers who have an interest in the University's programs, and a presentation on the University was given to government caucus Regina MLAs.

Objective: Enhance collaboration with and among First Nations University of Canada, Campion and Luther Colleges, and the Institut français

This remained a focus throughout the reporting period:

- The search for a new President of FNUniv is proceeding on schedule, and should be completed by the end of March.
- Finding a permanent director for the Institut français was deemed to be the most urgent priority for the Implementation Task Force responsible for addressing the 35 recommendations received regarding the Institut. With that search now well underway and on track to be completed for July 1, the Task Force – which includes representation from the Assemblée communautaire fransaskoise – met in late January to begin developing the plan to address the other recommendations.
- In addition to overseeing these processes with regard to French-language education on campus, newly appointed Associate Vice-President (Academic and Research) Dr. Dena McMartin is overseeing academic relations with the three Federated Colleges.
- Like the University, the three Federated Colleges have all completed reviews of their accountability and governance practices to ensure that they are appropriate and effective.
- The Federated Colleges indicated a desire to have representation on the recently formed President's Liberal Arts Advisory Group. The terms of reference were finalized to accommodate this request, and representatives of each institution have now been named to the group.
- In late November, I had the honour of participating in and speaking at the installation of Campion College President Father John Meehan.
- Planning continued for the sixth annual Forward Together lecture, which is sponsored by the University and the three Federated Colleges. The lecture takes place on March 26.

REPORT ON THE PRESIDENT'S ACADEMIC RESEARCH

This report outlines developments in my academic research program since the last Board report.

INCLUSIVE EDUCATION

- Planning continued for the “Voices of the Community” appreciative inquiry project I am undertaking as part of a multi-university SSHRC-CURA disability policy research project. Invitations extended in the fall to schools and inclusive work settings generated a positive response, and together with two professors from the Faculty of Education, I will make site visits and conduct interviews at 12 sites in the province from mid-March into April. Documentary photography and interview analysis will follow as work continues on the final report and possibly a book.
- As President of the International Association for the Scientific Study of Intellectual and Developmental Disabilities, I chaired several conference calls related to the organization’s business and upcoming conferences.

FAMILY LITERACY

- In early January, I conducted a day-long workshop in Calgary for an organization that has begun implementing the English as an Additional Language family literacy program I developed.
- A representative from an organization in Vancouver that inquired about my Aboriginal family literacy and Train-the-Trainer programs has indicated that the program will be under consideration by the organization’s board, and a decision could be made shortly regarding potential implementation.

ACADEMIC PUBLICATIONS

- A book entitled *Health Promotion for People with Intellectual Disabilities*, for which I wrote the foreword with a colleague, was published in early January.
- My article entitled “Aboriginal Students’ Perceptions of Post-Secondary Success Initiatives” has now been published in the 2013 volume the *Canadian Journal of Native Studies*.
- A commentary I provided on New Brunswick’s recently announced Inclusive Education Policy was published in the Winter 2014 edition of “education watch,” a Canadian newsletter on inclusive education.

CELEBRATING OUR CAMPUS

This report highlights faculty, staff and student successes as well as some other notable campus events since the last Board report.

FACULTY AND STAFF SUCCESS

- Three faculty members – Dr. Thomas Hadjistavropoulos, Dr. Josef Buttigieg and Dr. Andrew Cameron – received a total of \$400,000 in research funding from the Canada Foundation for Innovation and the Saskatchewan Innovation and Science fund.
- Dr. Greg Marchildon, Canada Research Chair in Public Policy and Economic History, received the 2013 Achievement Award from the Saskatchewan Health Research Foundation in recognition of his career contributions to the field of health care research.
- Dr. Gordon Asmundson has been chosen to receive the 2014 Donald O. Hebb Award for distinguished contributions to the scientific field of psychology. This is the highest honour given by the Canadian Psychological Association.
- Dr. James Daschuk's book entitled *Clearing the Plains: Disease, Politics of Starvation, and the Loss of Aboriginal Life* continues to be very successful. In February, it was nominated for several Saskatchewan Book Awards. Other University of Regina authors nominated for awards include Dr. Emily Eaton and Dr. Wes Pearce.
- Dr. Esam Hussein, Dean of Engineering and Applied Science, has been appointed by the provincial government to be the Saskatchewan representative on the university advisory board of the Dallas-based Centre for Legislative Energy and Environmental Research.
- Following a thorough review, University Librarian William Sgrazzutti has been reappointed to a second term effective July 1, 2014. Decanal searches in the Faculties of Fine Arts and Education are well underway, and it is expected that new deans will be in place for July 1.
- The 2013 President's Awards for Service Excellence have been presented. The recipients were:
 - Eric Exner, Bookstore – Service Excellence
 - Theresa Dibble, Department of Chemistry and Biochemistry – Service Excellence
 - Wendy Whitebear, Department of Economics – University Spirit
 - The Darke Hall Five (Dr. David Gerhard, Dr. David Gregory, Dr. David Malloy, David McLennan, Bill Sgrazzutti) – University Spirit

- Champion College hosted a book launch for two new publications – one edited by Dr. Ann Ward and Dr. Lee Ward on *Natural Right and Political Philosophy*, and one edited by Dr. Ann Ward on *Philosophy and Art in Dialogue*.
- Darlene Freitag is retiring from the University at the end of February. During her more than 20 years in the Donor Relations area, she was responsible for raising approximately \$50 million in funds for the University’s students and programs.
- Kim McKechney began in early February as Director of Communications, Marketing and Alumni Relations.

STUDENT AND ALUMNI SUCCESS

- In December, the University of Regina Cheer Team won the national championship in the small co-ed division. This marked the fourth time in six years that the team finished first overall. In January, members of the team represented Canada at the University World Championships in the Group Stunt competition, in which they finished second.
- The Co-op program had a record year in 2013, with 835 placements, through which students earned \$9.7 million in wages toward their education.
- In mid-January, the Paul J. Hill School of Business played host to the JDC West business competition. The School finished in the top three in six of the 11 competition categories, and was named “School of the Year.” It is of particular note that the School finished first in the charitable activities competition, contributing more than 3,300 hours of community work. This amounted to more than one-third of total number the community volunteer hours for all 12 teams. These results are a clear indication of the quality of our students, and the faculty members who supported them throughout the competition.
- Islam Awareness Week was held at the University of Regina in late January. This type of student-organized initiative is important in breaking down stereotypes on an increasingly multicultural campus.
- UR Guarantee Students launched their third annual “Relay for Life” to raise funds for the Canadian Cancer Society. The event will take place in March.
- A total of 51 students from the Faculty of Arts spent reading week volunteering with 21 community organizations as part of the “Arts Cares” program.
- The Aboriginal Student Centre organized the “Neekaneewak” Aboriginal Youth Leadership forum on campus.
- At the University’s annual Spring Career Fair, more than 2,000 students and recent alumni explored career options with the 125 employers who were represented at the event.
- University of Regina alumna Yongping Li was one of 99 scientists to receive the Chinese National Award for Youth in Science and Technology. Li is currently

Associate Dean of the Energy and Environmental Research Academy at North China Electrical Power University.

- Former University of Regina Ram Jon Ryan was a member of the Seattle Seahawks when they won the 2014 Super Bowl. Ryan is one of three former Rams playing in the NFL, along with Akiem Hicks and Stefan Charles. There are currently only three other former CIS players in the NFL, meaning that the University of Regina has as many former players in the NFL as all other Canadian universities combined.
- Former Ram player and quarterback coach Marc Mueller has been named an assistant coach with the Calgary Stampeders at age 24. This is a further testament to the quality of our athletics programs.

CAMPUS EVENTS AND ANNOUNCEMENTS

- Based on the quality of its original expression of interest, the University has been invited to submit a formal bid for the 2018 Congress of the Federation of the Humanities and Social Sciences, which brings together approximately 7,000 scholars annually.
- Subject to final confirmation later this spring, the University will host the 2017 National Science Fair, which involves approximately 1,000 participants.
- In late February, the Confucius Institute at the University and its counterpart at the University of Saskatchewan signed an agreement with the Saskatchewan Organization for Heritage Language to support that organization as it delivers Chinese language lessons in the province.
- The University is hosting the CIS national women's volleyball and the Canadian University curling championships this semester.