

This report summarizes my progress to date on the six key areas of priority that the Board and I have identified for the remainder of 2014. It also includes updates on my academic research, University events and accomplishments, and other matters that may be of interest to the Board. To avoid duplication, the update on the Strategic Research Plan and research audit recommendations, which has been part of past reports, is included in the information provided to the Audit and Risk Management Committee.

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**Objective: oversee the successful development and approval of the University's 2015-2020 strategic plan**

Throughout the reporting period, the University completed its objective of following an inclusive and consultative process to develop a strategic plan that was endorsed by campus and which will guide the institution for the next five years and beyond:

- Development of the new Strategic Plan for 2015-2020 has been completed after wide consultations with stakeholders, including students, faculty, staff, alumni, postsecondary partners, employers, and government. The new plan received strong support from Executive of Council and Senate prior to approval by the Board of Governors.
- The plan will come into effect in January 2015, and will be formally launched at that time. At the launch, the name of the plan will be announced.
- The plan provides clear direction for the University's way forward in the next five years, at a time when many of our operating parameters are changing. These parameters include:
  - patterns of recruitment and enrolment;
  - student demand for various programs;
  - research requirements and research impact;
  - government funding and the need to maintain competitive levels of tuition, especially for graduate students; and
  - heightened public expectations around accountability and transparency.
- The new plan positions the University to respond to that changing environment in ways that will meet the needs of our students and ensure a thriving institution for the next five years and beyond.

- A key component of the new plan is the implementation framework, which will guide the institution on the operational and performance management levels to help ensure that the University realizes the plan's key objectives. This framework will help bring the plan to life by providing guidance to senior administrators, Deans, Directors, and department and unit heads as they develop their own academic, research and administrative plans.

**Objective: increase overall enrolment at the University, including the Federated Colleges, by 2% year-over-year**

The University continued to have success in its efforts to recruit, retain and support students:

- Enrolment as of the fourth week of classes for Fall 2014 was 13,902 students, which represents an increase of 2.3% over Fall 2013. The number of credit hours being taught was up 1.3% over the previous year.
- The Faculties of Engineering and Applied Science and Nursing have helped drive this growth, each with year-over-year enrolment increases of more than 20%. Nursing has now reached a full complement of students for its fourth year of operation, and Engineering and Applied Science is currently at capacity.
- It is of note that enrolments are once again up in two key segments of the student population. The number of self-declared Aboriginal students at the University is up 5.9% over the previous year, meaning Aboriginal students now represent 11.3% of the student population. In addition, the number of international students has increased by 10.9% year-over-year, bringing the total number of international students to 13.1% of the student body.
- Over the past five years, the number of self-declared Aboriginal students at the University has grown by close to 50%, and the number of international students has grown by more than 96%. As a result, the student population is more diverse than at any time in the institution's history.
- A number of initiatives were undertaken or continued throughout the fall to build upon this momentum. More than 1,600 students participated in Orientation Day, for example (approximately 300 more than the previous year). Orientation Day featured a formal welcoming ceremony to introduce new students to the history and traditions of the University, and 94% of students surveyed said that the ceremony gave them a sense of belonging.
- In September, the annual UR Update event was held to update guidance counsellors from across the province and beyond about the University's programs. A total of 92 counsellors attended, with 12 of them coming from outside the province.

- In October, the fall open house for potential students was attended by approximately 1,000 people. At the event itself, 140 students were admitted on the spot.
- The UR Guarantee program took in 347 new students for 2014-15, bringing the total to approximately 1,400.
- The Master of Health Administration program that was launched last fall has now more than doubled its initial enrolment projections. The new Master's degree for nurse practitioners is being launched in conjunction with Saskatchewan Polytechnic, and the new Master of Journalism degree has been approved and will be launched next September.
- The new timetabling protocols have been fully implemented, and are being adjusted in response to faculty input. This will enable a more effective response to student course needs, and a more effective use of instructional space on campus.
- To help meet the needs of the University's changing student population, Food Services has been adjusting its offerings to provide halal food daily.

**Objective: finalize plans to proceed with the College Avenue campus revitalization**

Because *Building Knowledge: The College Avenue Campus Renewal Project* is the University's number one capital fundraising priority, the College Avenue campus (CAC) campaign continued to be a primary focus during the reporting period:

- Donations to the CAC campaign now total approximately \$8 million toward the \$10 million goal. This total includes received cash and cash pledges of almost \$5 million. In September, the University accepted a donation of Drs. Morris and Jacqui Shumiatcher's art collection, valued at approximately \$3 million. In addition, several major gifts are expected to be announced in the few months.
- The CAC Executive Leadership Committee continued to meet and is assisting the Development Office in identifying and connecting with potential donors.
- When meeting with current and prospective donors, relationship managers ensured that the CAC remains a top initiative within the defined fundraising priorities for the University.
- As indicated at the last Board meeting, a funding request has been submitted to the provincial government. The Minister of Advanced Education has indicated that this request is a top Ministry capital priority for spring 2015.
- A group of City Councillors recently toured the College Avenue campus, and discussions continue about how the City of Regina might support the campaign.

- Planning is underway to wind up the CAC fundraising campaign in 2015, likely by mid-June with full expectations of reaching the fundraising targets by that time.

**Objective: promote community involvement in and support of the University by visiting and hosting events in eight Saskatchewan communities as part of the “Community Connections” tour**

A number of provincial outreach initiatives were undertaken this fall:

- From September 22-24, I visited Prince Albert, Buffalo Narrows, La Ronge, Stanley Mission and Pinehouse as part of the “Community Connections” outreach. The meetings allowed me to participate in discussions with schoolchildren from the region, meet with First Nations leaders, and discuss possible partnerships with municipal officials.
- A “Community Connections” visit to Moose Jaw has been scheduled for December 11, and will include a presentation to the Moose Jaw Chamber of Commerce.
- Additional “Community Connections” visits to North Battleford, Lloydminster and Meadow Lake were delayed due to scheduling and logistical challenges, and will now be conducted in 2015.
- In mid-November, I and other members of the University’s administration met with the presidents of Saskatchewan’s regional colleges to discuss their relationship with our institution and celebrate 40 years of partnership. This meeting was important because the regional colleges play a key role in delivering University of Regina programming across the province.
- Preparations are underway for several events later this winter and into the spring to connect with community members in Regina and area, including a “State of the University” address co-hosted by the Regina and Saskatchewan Chambers of Commerce in January, the sixth annual Inspiring Leadership forum in March, and a President’s Gala in April.
- Additional community outreach for 2015 is in the early stages of planning. To reflect the priority put on the “Commitment to our Communities” in the new strategic plan, I intend to include 12 communities outside Regina in the various legs of the “Community Connections” tour for 2015. I also plan to include more outreach to First Nations and Métis communities in these tours, as I seek input and ideas on how we can fulfill the commitment made in the new strategic plan to furthering the University’s efforts on Indigenization.

**Objective: oversee the development of a comprehensive alumni outreach plan whose implementation in the coming years will strengthen the alumni connection with the University**

Enhancing the University's engagement with its alumni continued to be a priority this fall:

- Preliminary research and consultation have been undertaken to inform the development of an alumni outreach strategy. An independent review of both the donor and alumni relations units at the University will take place in either January or February, delaying the completion of the alumni outreach strategy until the spring.
- In the meantime, however, a great deal of work has taken place to ensure continued engagement with our alumni. In early September, for example, 315 people attended a tailgate party hosted by the Alumni Relations unit prior to the Rams' home opener. In addition, more than 50 alumni attended a tailgate party in Edmonton prior to the September 26 Roughrider-Eskimo game, with 40 of the attendees purchasing tickets to sit together at the game.
- In mid-September, an "Evening with the Saskatchewan Mafia" alumni event held in Ottawa attracted close to 100 alumni and friends to celebrate Saskatchewan's continuing impact on public policy in Canada. The event specifically highlighted the innovated research being done in the Johnson-Shoyama Graduate School of Public Policy, and helped raise the University's profile among alumni and key policy-makers in Ottawa.
- The School of Journalism hosted an alumni reception to celebrate the launch of the Master of Journalism program. More than 30 alumni were in attendance.
- More than 30 alumni also attended the September 26 announcement of Dr. Jacqui Shumiatcher's donation of her art collection to the University. This represented over one-third of the total attendance. A similar percentage of alumni attended the October funding announcement for the George Reed Centre for Accessible Visual Communication.
- The 10<sup>th</sup> Annual Alumni Crowning Achievement Awards were celebrated on October 22. The event, which was a collaboration between the Alumni Association and Alumni Relations, was well-attended by faculty, staff, alumni, and members of the larger community.
- By the time the Board meets, the alumni relations unit will have hosted a Grey Cup alumni party at Red Card Sports Bar in Vancouver on November 26. Attendance is expected to be about 40 people.
- Plans are underway to hold a number of other alumni-related events in the new years, including receptions prior to public lectures as well as an event in Regina in March for Chinese alumni of the University. The alumni branches in Toronto,

Ottawa, Saskatoon and Regina are all in the early stages of planning their next events as well.

- Invitations have been sent to the University community as well as the larger community for the annual holiday receptions to be held at the President's residence on December 12 and 13. These events are anticipated to attract many alumni of the University.
- It is also of note that the University now has approximately 65,000 alumni around the world, and that our growing international student numbers are rapidly increasing our global reach not only in China, but also in countries such as Saudi Arabia, Nigeria, Mexico, Brazil, Pakistan and India. Our rapidly changing student population is leading quickly to a much more global alumni base – one that presents great opportunities for the University in terms of future student recruitment, research partnerships, alumni giving, and more.

### **Objective: successfully launch the search for the Vice-President (Research)**

The search for a new Vice-President (Research) is well underway:

- In September, the consultant who has been engaged to assist with the search met with individuals and groups from across campus to gain their perspectives on what the successful candidate must bring to the position.
- The search committee was formed in mid-September, and after consultation with the University community, was expanded to include a student representative as well as an additional faculty member.
- The position description was developed and widely advertised in the fall, and the search committee has met twice to develop a longlist of candidates to be contacted prior to the finalization of a shortlist.

# REPORT ON THE PRESIDENT'S ACADEMIC RESEARCH

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

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## INCLUSIVE EDUCATION

- The “Voices of Inclusion” appreciative inquiry into inclusive education and employment practices in Saskatchewan is progressing well. Final analysis of the interview transcripts is almost complete, and the next stage will involve starting to draft the final report. All of the required documentary photography has now been taken, and photographs and quotations will be evaluated and selected to reflect the identified themes that will be the focus of the report, and possibly a book.
- My work as President of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD) continued. I participated in several conference calls related to IASSIDD business, and provided input to IASSIDD members who are planning upcoming regional and world conferences on behalf of the organization.
- As part of my membership in Inclusive Education Canada’s Network of Associates, I have been asked to prepare an article for the organization providing my perspective on the state of inclusive education around the world.
- On November 14, the Regina and District Association for Community Living recognized me with its Distinguished Member Award for my research and advocacy in the area of inclusive education.

## ACADEMIC PRESENTATIONS

- In early October, I gave a keynote presentation at the University of Canterbury, New Zealand, on the subject of Aboriginal Post-Secondary Education.
- Also in early October I was a participant in a “presidents’ panel” at the annual NATVAC conference of Canadian academic vice-presidents and provosts. Subjects covered included the role of a university president, my experience in the position, as well as the challenges facing universities today. In late October, I presented to the Regina Executive Club on similar themes.
- On November 14, I presented a day-long interactive workshop on inclusive education for participants at the New Brunswick Association for Community Living’s conference. The next day, I delivered a keynote address to families at a family retreat held in conjunction with the conference.
- On November 19 in Ottawa in conjunction with the Canadian Bureau for International Education’s annual conference, I provided both an opening and a

closing address to frame a three-hour roundtable discussion on international academic collaborations.

- On November 20, as part of the same conference, I delivered a keynote address on women and leadership at EMULIES (the Common Space for Women Leaders from Higher Education Institutions from the Americas).



## CELEBRATING OUR CAMPUS

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

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### FACULTY AND STAFF SUCCESS

- Tina Beaudry-Mellor, a longtime sessional lecturer in Politics and International Studies, has been named Director of the Saskatchewan Legislative Internship Program.
- Sarah Abbott, an award-winning independent filmmaker and associate professor of film production, has received a Vanier Canada Graduate Scholarship to support her doctoral studies at Royal Roads University. The scholarship is valued at \$50,000 per year for three years. The Vanier CGS is one of the most competitive graduate scholarships in Canada.
- Dr. Thomas Bredohl has agreed to serve as Acting Dean of Arts from July 1, 2015 – June 30, 2016 while Dr. Richard Kleer is on administrative leave between terms.
- This fall, while taking classes and teaching at the Prince's School of Traditional Arts in England, Judy Anderson, an associate Professor of Indian Fine Arts at First Nations University of Canada, had the opportunity to teach Prince Charles how to sew beads and porcupine quills onto moose hide. This stemmed from a partnership developed after Prince Charles' 2012 visit to First Nations University of Canada.
- Dr. Randal Rogers and Dr. Christine Ramsay of the Faculty of Fine Arts are co-editors of a book entitled *Overlooking Saskatchewan: Minding the Gap*. This book, published by the University of Regina Press, seeks to challenge stereotypes about the province.
- Dr. Dena McMartin, Associate Vice-President (Academic and Research), was recognized with the Regina Engineering Society's Award for Volunteer Service.
- Dr. Carrie Bourassa, professor of Indigenous Health Studies at FNU, has been named a member of the inaugural cohort of the Royal Society of Canada's College of New Scholars.
- On November 3, Dr. James Daschuk was at Rideau Hall in Ottawa to receive the Governor General's History Award for Scholarly Research (the Sir John A. Macdonald Prize) for his bestselling book *Clearing the Plains: Disease, Politics of Starvation, and the Loss of Aboriginal Life*. The book has received numerous awards already, including the Writers' Trust of Canada Award, and was named a Book of the Year by the *Globe and Mail*.

- Dr. Nick Carleton, Associate Professor in Psychology, has received a prestigious New Investigator Salary Award from the Canadian Institutes of Health Research (CIHR). This award is valued at \$300,000 and will allow him to devote his time to overseeing research projects and teams.
- Dr. Thomas Hadjistavropoulos is first author on a paper that has been published in the December 2014 issue of the Lancet Neurology. This is the highest impact journal in the field of neurology, and one of the world's most prominent academic publications. The title of the article is "Pain Assessment in Older Adults with Dementia."
- Dr. Gordon Asmundson, a Fellow in the Royal Society of Canada and professor of clinical psychology, is leading an extensive study into the effects of post-traumatic stress disorder and possible treatments. Dr. Asmundson and his team received funding of approximately \$450,000 from the Canadian Institutes of Health Research (CIHR).
- Dr. Iryna Kryvoruchko, Assistant Professor at the Johnson-Shoyama Graduate School of Public Policy, is part of a team from six universities, two American institutions, and several foundation partners examining the role of grant-making foundations in Canada. The project, supported by \$198,300 in SSHRC funding, will provide greater insight into how Canadian foundations can bring about social change.
- In October, the University of Regina achieved top ranking among comprehensive Universities with respect to international research collaboration in results released by Research InfoSource. More than 51% of all articles published by University of Regina researchers have an international co-author.
- Over the course of the fall, several members of the Office of Resource Planning gave presentations on various facets of institutional research at both national and international conferences.
- The recipients of the President's Awards for Service Excellence have been named:
  - Winnia Zhang, UR International – Spirit Award
  - Donnell Schoenhofen, Enrolment Services – Service Excellence
  - Centre for Continuing Education, Central Business Services – Creative Initiative
  - University Library, User Services Unit – Team Award for Innovation
- The President's Teaching and Learning Scholar Awards for 2015-16 have been named. They will be working on projects designed to enhance the practice of teaching and learning on campus:
  - Dr. Scott Murphy (Principal Investigator), Department of Chemistry and Biochemistry, and Dr. David Gerhard, Department of Computer Science – Development of a Responsive Online Homework and Quiz System for Large Enrollment Courses

- Dr. Tom McIntosh, Department of Politics and International Studies - Further Development of SPHERU's History of Health in Saskatchewan Timeline
  - Dr. Kerri Finlay (Principal Investigator) and Dr. Josef Buttigieg, Department of Biology, and Myra Zubot-Mitchell, Flexible Learning/Centre for Continuing Education and Faculty of Nursing – Evaluating the Effectiveness of Online vs. Face-to-face Supplemental Instruction in Introductory Biology Courses
  - Dr. Michael Cappello (Principal Investigator), Faculty of Education, Dr. Claire Carter, Women and Gender Studies, Leo Keiser, UR Pride, and Krista Baliko, Centre for Continuing Education – Queering Teacher Education: Enhancing Teacher Understanding to Support Gender and Sexually Diverse (GSD) Students
  - Dr. JingTao Yao (Principal Investigator) and Dr. David Gerhard, Department of Computer Science – Student Centred Self-Assessment for Computer-based Skilled Development
- By the time of the Board meeting, the annual “Celebrate” event will have been held to honour approximately 80 faculty and staff who were recognized over the past year with awards both internal to and external to the University.
  - The Darke Hall Five are giving a performance to raise funds to help a four-year-old Regina boy receive medical treatment in England for a rare eye disease.

## **STUDENT AND ALUMNI SUCCESS**

- Fall Convocation took place on October 17. It was the largest fall graduating class in the University's history, with 655 students receiving their degrees, diplomas, and certificates.
- A number of academic awards were presented to students at Fall Convocation. One of them was the President's Medal, which is awarded to the undergraduate student who best combines academics, extra-curricular activities, and leadership. This year's recipient was Denine Peterson of the Faculty of Education.
- Nicole Barber of the University of Regina was recently awarded a \$5,000 scholarship from ASHRAE, an international building systems organization. She was one of only 25 students from across North America to receive a scholarship.
- Olivia Arnal, a first-year student from Eastend, was named the recipient of the Governor General's Caring Canadian Award.
- Four University of Regina students were chosen to receive CIHR Master's Canada Graduate Scholarships:
  - Joelle Soucy (Clinical Psychology)
  - Adam Lanigan (Biology)
  - Lucas Robinson (Biology)

- Michelle Degelman (Health Studies)
- The Paul J. Hill School of Business held its annual pinning ceremony, and introduced its legacy rings. The rings were designed by Hillberg & Berk, the jewelry company begun by University of Regina alumna Rachel Mielke.
- The University's annual Career Day took place on September 22, with more than 130 employers and about 4,000 students participating. The event once again demonstrated how the University's graduates are in strong demand throughout Saskatchewan and beyond our provincial borders.
- Champion College recognized its Alumni of Distinction on November 6:
  - Curtis Kleisinger
  - Randy Garvey

## **CAMPUS EVENTS AND ANNOUNCEMENTS**

- The provincial cabinet held an off-site meeting at the University on October 15, which provided a good opportunity to speak with government about the University's work and priorities.
- The Department of Film received a significant gift from NBCUniversal, who provided funding for state-of-the art camera equipment for students.
- On October 23, the George Reed Foundation announced the creation of the George Reed Centre for Accessible Visual Communication, housed in the Faculty of Kinesiology and Health Studies.
- The national COHERE Conference (Collaboration for Online Higher Education Research) was held at the University in late October. The Centre for Teaching and Learning played a key role in organizing the conference.
- Several units on campus collaborated to organize "Man Up Against Violence," a series of events designed to raise awareness about and find solutions to domestic violence. Roz Kelsey of the Faculty of Kinesiology and Health Studies chaired the initiative.
- The new Psychology Training Clinic opened in College West in early November, strengthening the University's already nationally recognized program in clinical psychology.
- On November 14, the Faculty of Arts Community Research Unit held a Community-Based Research Showcase, which was a great way to profile the need for and success of research projects that involve both the University and the larger community.
- Representatives from academic institutions in Latin America and the Caribbean met with members of the University of Regina to discuss potential research collaborations, student mobility programs, and international special projects through the Emerging Leaders of the Americas program.

- A task force has been created to provide, by the end of March, recommendations to improve the University's rankings in Maclean's, the Globe and Mail, and elsewhere.
- A new international strategy has been endorsed by Deans' Council and is being taken to the Faculties for discussion.
- The provincial government chose to launch its new international education strategy at the University on November 24.
- A partnership is under development between the Faculty of Science and the Fedoruk Centre in the area of nuclear imaging in order to build on a key research strength in the Department of Physics.
- A new francophone unit (tentatively called the *Cité universitaire francophone*) is in the final planning stages, with a target for Senate approval in February and Board approval thereafter. This unit will consolidate the University's position as the primary provider of post-secondary French-language education in Saskatchewan.
- The fall semester provided the opportunity for members of the larger community to visit campus for many public lectures, including:
  - The "Centenary Reflections" series marking the 100 anniversary of the beginning of World War I;
  - Faculty-sponsored lectures such as the Faculty of Science's "Science Pub" and the Faculty of Business Administration's "Insight" speaker series;
  - Former federal Liberal Leader Bob Rae's lecture on the treaty relationship between the Crown and Canada's First Nations;
  - The annual Luther Lecture; and
  - Campion College and First Nations University of Canada's jointly sponsored lecture delivered by Canadian author Joseph Boyden
- Planning has continued for the seventh annual "Forward Together" lecture, sponsored by the presidents of the University, Campion College, Luther College and First Nations University of Canada, which will take place on the evening of January 27. The speaker will be ethnobotanist and explorer Dr. Wade Davis, who will discuss "Why Ancient Wisdom Matters in a Modern World."
- The spring meeting of University Council has tentatively been scheduled for February 25.