I would like to begin this report by acknowledging that the University is situated on Treaty 4 territory, with a presence in Treaty 6. These are the ancestral territories of the Cree, Saulteaux, Dakota, Lakota and Nakoda people, and the traditional homeland of the Métis. This has been an important part of our history, and will be equally significant for our future.

This report summarizes progress since late November on the five key areas of focus that the Board and I have selected for the 2017-18 academic year. These areas of focus have been specifically identified to align with the University’s strategic plan, peyak aski kikawinaw, with its three priorities and two overarching themes: student success; research impact; commitment to communities; sustainability; and Indigenization. The report also includes updates on my academic research, University events and accomplishments, and other matters that may be of interest to the Board.

**Objective: Amid the budget challenges the University will face in 2017-18, ensure that the institution’s recruitment and retention activities are not negatively affected**

It was a priority throughout the reporting period to ensure that recruitment and retention activities continued at an appropriate level:

- Things remained active on the domestic recruitment front. A number of areas have been identified where additional recruitment activities could be particularly effective, including Estevan, Yorkton, Swift Current, Prince Albert, the Punnichy district, the Horizon School Division, southwest Manitoba, and the school division that surrounds Saskatoon.

- Additional work took place to recruit students from these areas. This included focusing on conversion in these regions with activities such as personal emails, social media engagement, scholarship workshops, and enrolment counselling. These activities are showing early success, although it will not be possible to know full results until fall registration is complete.

- Since the last report, a breakfast was held to familiarize Saskatoon-area high school counsellors with the University, and an “admission on the spot” event took place in Saskatoon. Further “admission on the spot” events were held in Yorkton, Regina, Moose Jaw, Prince Albert, and Calgary. Additional sessions are planned for Calgary in early March.
Enrolment Services held an on-campus event in February for Grade 11 students, and is in the process of planning on-campus conversion events for the coming months with the Faculties of Arts, and Media, Art and Performance, and Engineering and Applied Science. Enrolment Services is also planning visits to Grade 11 classrooms in Regina for May and June.

External Relations has continued to work with Enrolment Services to promote these recruitment events and generate applications for Fall 2018. Together, the units have segmented markets and implemented marketing plans most appropriate for the target demographics. A mix of social and digital media engagement, combined with direct marketing, has reduced overall cost for marketing while increasing audience engagement.

As a result, there have been increases in attendance at student recruitment events this semester. One example of this was the above-mentioned “admission on the spot” event in Prince Albert, which generated more than 150 undergraduate admission applications with the help of a $250 targeted social media push.

It is also of note that the Faculty of Education has expanded its domestic recruitment efforts. The Faculty is now admitting students at “admission on the spot” events, and an incentive has been introduced for applications received prior to March 1. A social media marketing campaign has been undertaken, and a special Faculty of Education information night took place in Yorkton on February 27.

The University is currently working to improve the “future student” section of the website and connect its customer relationship management (CRM) system to Banner. These two initiatives will enhance the University’s web presence and allow for targeted communication with different student audiences.

The University has also begun expanding its domestic recruitment focus by implementing strategies to recruit non-traditional students such as transfer students, new Canadians, and adult learners.

Work also continued in the areas of student success and retention. The Academic Recovery Program (ARP), for example, which is designed for students who are forced to withdraw from their studies, had 104 participating students in Fall 2017. A total of 60 of these students were successful. For Winter 2018, there are 82 students enrolled in the program.

The Arts Transition Program (ATP), which is designed to help students transition into the Faculty of Arts if they are required to discontinue from another faculty or transfer to the University with a UGPA below 60%, had 111 participating students for the Fall 2017 semester. 77 of them were successful. There are now 94 students enrolled in ATP for Winter 2018.

For students who do not live in Regina or are unable to easily come to campus, ARP and ATP now have an online option. The Student Success Centre and Distance Learning Division have worked together closely to provide the best possible online learning experience.
The Pathways initiative began in the Fall 2017 semester for students who do not meet their Faculty’s admission requirements. It allows students an alternate entry point to University, through two semesters of mandatory support programming, with the Faculties of Science, Kinesiology & Health Studies, and Media, Art and Performance participating. For Fall 2017, 10 students participated in Pathways, eight of whom continued to a second semester in Winter 2018. Two new students have begun Pathways for Winter 2018.

The U-Turn program, which is available for free to students who were placed on academic probation following their first semester of studies at the University of Regina, is proving to be increasingly popular. There are 44 students registered in the program for Winter 2018, which is almost double Winter 2017, when 23 students were registered. The Faculties of Arts, Education, Kinesiology & Health Studies, and Social Work participate in the program.

Plans are underway to expand the Summer Bridge Program (SBP), which was piloted in August 2017. The program provides an opportunity for new students to come to campus in August to participate in various support workshops, campus tours, and social events while taking ENGL 100 for credit. There were 40 participants for August 2017, with a 95% success rate in the ENGL 100 course, and preparations are being made to accommodate 60 students in August 2018.

Throughout the reporting period, UR International undertook a wide variety of recruitment and retention initiatives for international students. These included conducting market research and cost analyses on more than 25 countries, making visits to key countries such as China, India and Mexico, and working with the Faculties to provide mandatory academic advising. These activities are outlined in more detail in a separate information item that is part of the Board package.

Together, these domestic and international recruitment and retention activities have once again contributed to strong enrolment numbers. As of December 5, the last day of classes for the Fall 2017 semester, overall student enrolment was 15,147, which equated to a 3.0% increase over Fall 2016. This increase has continued in the Winter 2018 semester. As of February 5, the end of the fourth week of classes, enrolment stood at 14,469, which was 3.5% higher than the same time last year.

In the last report, I noted that ISM and the Office of Resource Planning were in the final stages of analyzing data from the 2016 Canadian University Survey Consortium (CUSC) survey of first-year undergraduate students. This analysis, which has now been completed, determined that creating a feeling of “belonging” is integral in fostering the best possible student experience. Key contributing factors in creating such an environment are:

- Ensuring students get involved in campus social activities and make friends;
- Assisting personal and social transition at orientation to build students’ confidence and impart information about available student services; and
- Ensuring that students feel they are treated as individuals by the University.

  ▪ The results of this research will be presented to the University Leadership Team in mid-March for discussion and follow-up.

**Objective: Transition student support and Faculty offices toward more shared services and spaces for assessment and exam accommodations in order to streamline processes and better serve students with disabilities**

Effecting a transition to more shared services for assessment and exam accommodation remained a priority:

  ▪ The scope and design are currently being finalized for a shared services space in College West for centralized assessment and exam accommodation. It is anticipated that an open construction tender will be issued in June, and site work will begin in the summer. With such a schedule in place, the centre would be operational by September 2019.

**Objective: Increase the number of faculty applications for Tri-Agency funding by 10%**

Work continued to increase the year-over-year number of Tri-Agency faculty research applications:

  ▪ As noted in previous reports, through the Research Office the University has been working in a variety of ways – including developing a cohort program to support applicants – to increase the number and enhance the quality of faculty applications for Tri-Agency funding. These initiatives are beginning to show results.
  
  ▪ To date, 122 applications to CIHR, NSERC and SSHRC have been submitted in 2017-18, which is more than a 25% increase over the 97 applications that were submitted in 2016-17. A total of 35 of the 2017-18 applications were from individuals in the new cohort program.
  
  ▪ It is too early to know the results of all the applications, but it is of note that of the three applications put forward to CIHR from individuals in the cohort program, two were successful. Further results should be available in April and June.
  
  ▪ The pilot cohort program was well received by researchers and is being revised based on feedback from participants, mentors, and Deans/Associate Deans (Research). It will be rolled out again in March for the coming year.
Throughout the reporting period, External Relations continued to profile research by University of Regina scholars as part of efforts to promote and encourage Tri-Agency and other applications. This work included publishing the Fall 2017/Winter 2018 issue of Discourse, the University’s research magazine. The magazine profiled the success of more than 25 Tri-Agency-funded researchers:

- One of the featured researchers in a long-form article was Canada Research Chair and NSERC-funded computer scientist Dr. Sandra Zilles. Her work in Computational Learning Theory and autonomous vehicles was also the focus of CBC’s Morning Edition on November 29, and she appeared in a full-page advertisement in the January edition of University Affairs;
- Another long-form article highlighted SSRHC-funded researcher Dr. Sandeep Mishra and his work on unlocking the links between risk-taking and inequality. His research was also featured in a full-page paid advertisement in the February issue of University Affairs;
- Discourse was sent to the University of Regina research community, and to more than 700 external stakeholders, including municipal, provincial and federal governments, and media; and
- Discourse was also sent via email to the inboxes of more than 600 University alumni. With 21 per cent new visitors to the magazine’s web page and 79 per cent returning readers, this has proven to be an effective means of promoting the work of Tri-Agency-funded and other researchers.

External Relations also continued to feature student and faculty research on the University website, and worked with NSERC to promote stories to NSERC’s 76,500 Twitter followers. The featured researchers included:

- Dr. Mehran Mehrandezh, associate professor in the Faculty of Engineering and Applied Science, whose research is working to make driverless farm equipment smarter;
- Lushani Nanayakkara, a PhD candidate in aquatic ecology in the biology department, who is helping to stop the next wave of invasive species in Saskatchewan lakes;
- Graduate students Xiujuan Chen and Xiaying Xin, along with Dr. Chunjiang An, adjunct professor in the Faculty of Engineering and Applied Science and Laboratory Scientist in the Institute for Energy, Environment and Sustainable Communities. They are engaged in water research taking aim at chemicals that may harm fertility; and
- An international team led by associate professor of Chemistry and Biochemistry Dr. Mohan Babu, who recently published research into understanding and combatting antibiotic resistance in the prestigious journal Nature Biotechnology. The team’s work is funded through NSERC, CFI and CIHR. Both NSERC and SHRF promoted this story on Twitter, significantly boosting the number of people receiving information about our researchers’ efforts to improve public health.
Faculty member and Congress 2018 Academic Convenor Dr. Andre Magnan of the Department of Sociology and Social Studies was the focus of a full-page University Affairs advertisement. The content was centred on his SSHRC-funded research that seeks to understand how far the corporatization of farming will go, and also encouraged readers to join Dr. Magnan at Congress 2018.

External Relations also organized a news conference at the RCMP’s “Depot” Division to announce that the federal government has awarded a contract of $8.9 million to a team led by Dr. Nicholas Carleton of the Department of Psychology. The team will conduct a long-term study designed to help the RCMP identify, treat and prevent PTSD among its officers. This project received substantial media coverage across the country, including from the Hill Times, Business Insider, Crossroads Today, CBC news, Global News, National Post, Leader-Post, StarPhoenix, Halifax Chronicle Herald, CKOM, CKRM, and Occupational and Health and Safety Canada. This story was also re-tweeted by Minister Goodale, who has more than 31,000 followers.

In conjunction with the Government of Canada, a news conference was also held on the last day of the reporting period – March 2 – at which Minister Goodale announced a total of $30 million in funding for the University of Regina-based Canadian Institute for Public Safety Research and Treatment to address first responders’ and public safety personnel’s mental health concerns. At the time of submitting this report, it is expected that this will generate a great deal of positive national media attention.

It is also noted that of the three applications for Canada 150 Research Chairs that the University submitted this past fall to attract top researchers from universities outside Canada, one was selected for further consideration. It is not known when a final decision will be made by the federal adjudicating body.

With four Canada Research Chairs having been recruited in recent months, the University is continuing the process of determining how to internally reallocate three other existing Canada Research Chair positions.

Objective: Enhance the network of community champions who engage with the University and advocate for the institution’s programming and continuing development

Building relationships to help advance the institution’s academic mission remained a priority:

- As noted in the last report, initiatives to enhance the University’s network of community champions are being pursued in three broad categories:
  1. Improving the infrastructure for connecting with potential community champions:
- An RFP for a new platform to replace Banner as the University’s primary information technology tool for fundraising and alumni engagement closed on February 16. A project management team is in place to determine the successful vendor and see the project through to completion.

2. Cultivating future community champions:

- Alumni and Community Engagement staff continued working to develop alumni as community champions. Over the reporting period, this included:
  
  ➢ Hosting an event in Regina on February 3 to celebrate the Chinese New Year. More than 70 of our Chinese alumni attended; and
  
  ➢ Hosting an event for Edmonton-based alumni on February 7.

- Other work took place to engage and develop alumni as volunteers for the University in several capacities:
  
  ➢ As Recruitment Ambassadors – members of our alumni participated in the Admission on the Spot Recruitment events in Saskatoon and Regina this semester, sharing their positive experiences and enthusiastic endorsements;
  
  ➢ As Volunteers for Congress – calls for volunteers were issued via our alumni communication channels;
  
  ➢ As Leadership Advisory Councils – alumni in cities across Canada serve on Leadership Advisory Councils to support our efforts to keep alumni in their cities engaged with the Universities. Councils in Edmonton, Calgary and Saskatoon have been particularly active within their communities; and
  
  ➢ As Alumni Engagement Program Advisors – six individuals participate in a Young Alumni Advisory Panel providing advice and assistance to the Alumni Engagement office in its efforts to engage this demographic.

- The University continued to build relationships with the provincial business community. For example:

  ➢ I delivered the annual State of the University address at a luncheon hosted by the Regina & District Chamber of Commerce on January 25. Approximately 300 members of Regina’s business community were in attendance.

  ➢ Prahba Mitchell, CEO of Women Entrepreneurs of Saskatchewan, has been engaged to emcee the upcoming Inspiring Leadership Event on March 7. The event will feature three prominent women in business – Barbara Stegmann, Manjit Minhas and Bonnie Brooks. More than 600 people are expected to attend.
3. Connecting with specific individuals about being community champions:

- City Councillors Barbara Young and Mike O’Donnell are the City of Regina’s’s Congress 2018 Champions. The councillors are provided with monthly updates on Congress planning and key messaging that they can use to engage citizens in the coming event.

- Councillors Young and O’Donnell were among the guests at the University’s “Kickoff to Congress” event on January 29. His Worship, Mayor Michael Fougere, fellow councillors Lori Bresciani and Dr. Andrew Stevens, as well as community partners including Tourism Regina, Tourism Saskatchewan, the Regina Hotel Association, Regina Downtown, and the Regina Airport Authority also attended the event.

- An informal program is in development involving key community leaders who can promote and create positive interest around events and activities that occur at the University and ultimately influence public perception of the institution.

**Objective: Develop a comprehensive revenue-generating strategy**

Work toward developing a comprehensive revenue-generating strategy continued:

4. A comprehensive report of initiatives currently underway to generate revenue for the University has been provided as part of the Board package. With this list now in hand, it is expected that for the May Board meeting, a draft strategy to guide future revenue generation will be forthcoming based on ideas generated by the University Leadership Team at its August 2017 retreat and subsequently discussed with the Board.
REPORT ON THE PRESIDENT’S ACADEMIC RESEARCH

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

INCLUSIVE EDUCATION RESEARCH

- In my role as Past President of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD), I participated in Executive meetings to help guide the organization’s operations.
- Working with a graduate student, I continued compile the latest research on inclusive education. Once this is complete, I will begin work on a policy brief for submission to the Johnson-Shoyama Graduate School of Public Policy.

PROGRAM PRIORITIZATION RESEARCH

- As noted in the last report, having completed my own case study on program prioritization for a multi-university study, I am still awaiting those by other researchers so I may provide my feedback.

ACADEMIC PRESENTATIONS

- Since late November, I have delivered several invited presentations. These have included:
  - Giving a presentation on labour relations at Universities Canada’s session for new university presidents;
  - Moderating a workshop on the student experience at Universities Canada’s “Univation” event; and
  - Presenting on issues related to Indigenous student mobility on behalf of Canadian universities at a Universities Australia conference.
- I also began work on some other keynote speeches and presentations I have been invited to deliver in the coming months:
  - A round-table session at the Senior Women Academic Administrators of Canada conference;
  - An address for the South Saskatchewan chapter of the Canadian Association of Gift Planners;
  - An address at the Conexus Credit Union annual general meeting;
  - A workshop on Indigenous governance I will be co-facilitating for Yukon College as the institution prepares to assume university status;
  - The Association of Canadian Deans of Education’s inaugural Ann Sherman Memorial Lecture, to be delivered during Congress in May;
- A presentation at University College Dublin on the subject of Inclusive Education; and
- A presentation on inclusive universities to the Human Resources Association of Universities in Western Canada.

PUBLICATIONS

- In late December, my opinion-editorial piece entitled “2018: A Year for Women” was published in the Regina Leader-Post.

- My commentary entitled “Campus For All: A Reflection of the World in Which We Want to Live” was published by the organization Inclusive Education Canada. The article outlines some of the successes of the University’s Campus For All program over the past decade.

- Working with Melissa Coomber-Bendtsen of the Regina YWCA, I completed a first draft of a policy brief on domestic violence and homelessness that we plan to submit to the Johnson-Shoyama Graduate School of Public Policy. Revision of the draft is now underway.
CELEBRATING OUR CAMPUS

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

FACULTY AND STAFF SUCCESS

- In early December, Dr. Swati Mehta received the Saskatchewan Health Research Foundation’s 2017 Santé Award for Top Research Fellowship in Socio-Health Research. Mehta, a post-doctoral research fellow in the Psychology Department, is working to improve mental health services for people with spinal cord injuries.

- Jennifer Gordon, Assistant Professor in the Faculty of Arts, was lead author of a research study examining depression and hormones in perimenopausal women. Results of her research recently appeared in *JAMA Psychiatry*, a prestigious peer-reviewed medical journal published by the American Medical Association.

- Dr. Bridget Kest of the Department of Psychology received national media attention in January for her research in the area of “institutional betrayal.”

- Duncan Campbell, Art Director at the University of Regina Press, has been honoured by the Association of American University Presses. Campbell’s cover design of *Memoirs of a Muhindi – Fleeing East Africa for the West* by Mansoor Ladha, has been selected as one of the top 50 among scholarly presses.

- Dr. Gordon Asmundson of the Department of Psychology has been honoured by the Canadian Pain Society with its 2018 Distinguished Career Award. The award will be presented in May.

- Vice-President (Administration) Dave Button and Associate Vice-President (International) Livia Castellanos were recognized by the Canadian Chamber of Commerce in Mexico and Universidad Panamerica’s School of Management of Institutions for their work in helping strengthen educational ties with Mexican institutions.

- Dr. Thomas Chase, Provost and Vice-President (Academic), won an award from the Canadian Association of University Business Officers for a two-part article he drafted for the organization in 2017.

- The decanal searches are now complete for the Faculties of Education and Business Administration. The Search Advisory Committee for Business Administration recommended that Dr. Gina Grandy currently the Associate Dean of Research and Graduate Programs, be appointed Dean effective July 1, 2018. The Search Advisory Committee for Education recommended that Dr. Jerome Cranston of the University of Manitoba be appointed Dean of that Faculty effective July 1, 2018.
Noel Starblanket was named the University’s Elder-in-Residence at our Office of Indigenization. He works to advise faculty and students on matters related to curriculum, offers spiritual advice, and provides personal counselling.

Lisa Mitchell, formerly of Evraz Place, has begun work as the new Associate Vice-President (External Relations). She will be a strong asset for the University in terms of our relations with the larger provincial community.

STUDENT AND ALUMNI SUCCESS

- Works by Kevin McKenzie, an undergraduate visual arts student, were recently featured at the National Museum of the American Indian at the Smithsonian Institute in Washington, DC.

- Faculty of Engineering and Applied Science graduate students working under the supervision of Dr. Raman Paranjape have been working with the Wascana Rehabilitation Centre to develop modified ride-on cars for children with disabilities.

- Students from the Paul J. Hill School of Business did very well in recent competitions. The team competing at the JDC West competition placed second for School of the Year, and took home first place in the Business Strategy and Volunteer categories. The team that competed at the ICBC competition at Queen’s University finished first in the Accounting category, finishing ahead of universities from Canada as well as other countries. And the team that competed at the 13th Annual Organizational Behaviour Case Competition in Toronto finished first among 11 Canadian universities.

- For the second year in a row, undergraduate engineering students Kaylee Hayko, Emma Fraser and Kailey Lowe were part of a team that brought home first-place honours in the Western Engineering Competition at the B.C. Institute of Technology. The event is Canada’s largest undergraduate engineering competition, bringing together up to 14 schools.

- Sarah Timewell, a fourth-year Indigenous Arts student at the First Nations University of Canada, showcased her work Little Medicine Dress at the Fifth Parallel Gallery. The exhibit tells the story of Timewell’s discovery of her Métis roots during a 2011 meeting with her birth mother.

- Carolina Goncalves, a first-year player with the Cougar women’s basketball team, was selected as a member of Portugal’s senior national women’s team.

- On January 29, the Students’ Union hosted a pie-in-the-face fundraiser. The students “pied” a number of University and community leaders. They raised more than $1,400 for Hope’s Home, an early learning centre that serves children with complex medical needs and children from the larger community.

- In early February, the Muslim Students’ Association held events across campus as part of United Islam Awareness Week 2018.
Also in early February, the University of Regina Students’ Union organized Mental Health Week events to help educate the University community about mental health issues. As part of the week, the students brought Margaret Trudeau to campus to share her personal experience in dealing with bi-polar disorder, and offer inspiration for people dealing with mental health issues.

Business Administration student Olivia Arnal co-ordinated student volunteers for “Random Acts of Kindness Day” on campus on February 12.

On February 14, students across several faculties manned a booth outside the Aboriginal Student Centre in support of Have-a-Heart Day – a day that calls for increased educational supports for First Nations children.

Naomi Fortier-Fréçon and Leia Laing, alumnae of the Faculty of Education, were presented with the Governor General’s History Award for Excellence in Teaching in recognition of having co-founded the Treaty4Project while they were teachers at Campbell Collegiate in 2014.

Devin Heroux, a graduate of the School of Journalism, traveled to Pyeongchang, South Korea, as a member of the CBC team covering the Winter Olympics and the Paralympics.

Avnee Paranjape, the 2016 recipient of the University of Regina President’s Medal, is one of only 10 parliamentary interns from across the country currently working on a 10-month term on Parliament Hill.

CAMPUS EVENTS AND ANNOUNCEMENTS

In December, the University began soliciting public and campus input for renaming the Language Institute Building.

In mid-December, the University permanently displayed the Treaty 4 flag on campus, in the Research and Innovation Centre near the Aboriginal Student Centre and the Office of Indigenization. Also that day, Elder Roy Bison of the Ocean Man First Nation presented the University with an Eagle Staff – a sacred symbol traditionally presented to a warrior or leader in recognition of service to community. The Eagle Staff was created by Elder Bison, his son Teddy, and his grandson.

An exhibit celebrating the contributions of Jewish Canadians was on display on our campus. The Canadian Jewish Experience: A Tribute to Canada 150 featured photographs that illustrated the extraordinary contributions by Jewish Canadians to the growth and development of Canada, through themes including the arts, human rights, public service and sports.

In mid-January, the University of Regina, Saskatchewan Polytechnic and Collège Mathieu signed a Letter of Intent to collaborate on nursing/health-related French-language programs. A French-language bilingual option will be available for
students in the Saskatchewan Collaborative Bachelor of Science in Nursing (SCBScN) program.

- On January 29, a standing-room only event was held to inform the University community about the progress of Congress planning far, and help publicize the need for volunteers Congress. Those in attendance included His Worship Michael Fougere, Mayor of Regina.

- On February 5, the Career Centre hosted its annual Spring Career Fair. More than 100 employers participated and answered students’ questions about summer, part-time, full-time, co-op, internship, practicum, fieldwork and volunteer opportunities.

- On February 9, the Lifelong Learning Centre (LLC) at the Centre for Continuing Education presented the University with the proceeds from their annual Big Book Sales. The $25,000 they donated is designated to support the College Avenue Campus Renewal Project through the refurbishment of the LLC student lounge.

- A number of the University’s annual public lectures took place this semester:
  - The School of Journalism’s Minifie Lecture featured Peter Mansbridge, former chief correspondent for CBC News and anchor of The National;
  - The Faculty of Arts’ Woodrow Lloyd Lecture was delivered by Mi’kmaq lawyer, scholar, and author Dr. Pamela Palmater, a prominent advocate for and media commentator on Indigenous issues and rights; and
  - Campion College’s Nash Memorial Lecture featured poet and author Dr. Greg Kennedy, SJ, who discussed the confluence of spirituality, ecology and creativity.

- The University raised $105,012 in its annual United Way campaign, just surpassing its goal of $105,000. The funds raised for the United Way Regina this year are earmarked to help improve literacy rates among young children.