

## President's Report to the Board

For the period from July 1, 2018 – August 29, 2018

*Submitted to the Board of Governors*

*Submitted by Dr. Vianne Timmons, President and Vice-Chancellor*

In keeping with the University of Regina's commitment to Indigenization and reconciliation, I would like to begin this report by acknowledging that the University is situated on Treaty 4 territory, with a presence in Treaty 6. This is the ancestral territory of the Cree, Saulteaux, Dakota, Lakota and Nakoda people, and the traditional homeland of the Métis – something that has been an important part of our history, and will be equally significant for our future.

This report summarizes progress over the past two months on the six key areas of focus that the Board and I have selected for the 2018-19 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.

As in past years, the report also includes updates on my academic research, University events and accomplishments, and other matters that may be of interest to the Board. Information about continuing efforts to enhance the student experience, for example, is included in the section on "Student and Alumni Success."

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### **Objective: Ensure that the University's centralized assessment and exam accommodation facility is on track to be operational for the fall 2019 semester**

Planning for the creation of a centralized testing and accommodation facility was a key priority last year. Following on this preliminary work, a major student success objective for this year is to ensure that the construction and staffing of the facility are on track so it can be operational for the fall 2019 semester. Work continued on this throughout the summer:

- After the project went to the Board for Level III approval in mid-July, the RFP for construction management services was posted to SaskTenders. The RFP will have closed by the time of the Board meeting.
- With September being such a busy month for the Bookstore, work is not scheduled to start in the Bookstore space until October. In the meantime, work in the College West basement is well underway, because the basement will house temporary Bookstore shipping and receiving operations during construction. Work on the basement must be complete before any work can be begun in the Bookstore space itself.

- In terms of design, Facilities Management has assumed the role of lead architectural designer, and the design for both spaces is quite far advanced. Facilities Management is in the final stages of selecting mechanical and electrical consultants, who will revise the mechanical and electrical systems to suit the new layout. Based on the proposals received to this point, the consultant will not require a great deal of time to complete work, and construction should be able to proceed in October.
- The project schedule is built around a soft opening of the Test Centre by no later than September 2019. Once construction management services are fully engaged, Facilities Management will look at all opportunities to improve on that schedule.

**Objective: Implement two key short-term aspects of the recently developed revenue-generation strategy and increase year-over-year revenue in those areas by 3% and 15%, respectively**

A key objective for 2017-18 was the development of a plan to enhance revenue generation. With that plan now being implemented, there is an added focus on two key aspects of it for this year— increasing year-over-year revenue at the College Avenue campus and in Hospitality Services. A considerable amount of progress was made toward this objective over the summer:

- Given that Centre for Continuing Education (CCE) programming is only approximately one-third of the way through the year, it is important to note that end-of-year revenue estimates based on the summer’s activities are only projections, and unforeseen events could affect actual numbers by year’s end. At this point, however, CCE is on track to meet and potentially exceed its net revenue targets, including a 3% year-over-year increase. A number of factors have contributed to this:
  - ESL has had a strong summer with increased enrolments in regular program overcoming some small decreases in the EXPLORE programming. ESL is continuing to grow its relatively new contract with the federal government to provide Language Instruction to Newcomers to Canada (LINC) by expanding from only evening classes to also have some daytime classes, offering them in space at the newly revitalized College Avenue campus. The net result is that ESL is projected to be ahead of net revenue targets;
  - Summer registration revenues for Conservatory summer camps were approximately 3 percent above targeted revenues;
  - CCE’s online and face-to-face credit certificate registrations for the summer are projected to lead to revenues above targets. It is also of note that as of August 22, overall Spring/Summer enrolment at the University and Federated Colleges was 3.5 percent above last year’s levels, with CCE providing course instruction in many instances;

- Fall registration numbers for CCE’s online and evening and credit certificate courses are currently running ahead of targets;
  - CCE continued working with the Gabriel Dumont Institute to finalize a contract to offer the Certificate of Liberal Arts in Métis communities, starting in January. This process is just in the initial phases, but if it comes to fruition, it would lead to some net revenues as well as more Indigenous students at the University, especially since some students likely would continue on from the certificate program to other areas of study;
  - CCE has been working to use the opening of the revitalized campus as the springboard to a marketing campaign that will bring back former students and bring in new ones in the crucial areas that use the College Avenue campus – the Conservatory, Lifelong Learning Centre, and non-credit professional certificates in Career and Professional Development. This project is well underway, with funding in place and close engagement with External Relations. The marketing has focused on a multi-pronged approach that is building up softly in the late summer and early fall by focusing on social media, the website, and the actual return to the College Avenue campus. A larger marketing effort with more mass promotion focusing on the new space and expanded programming will coincide with the official opening of the College Avenue Campus in October. An example of this marketing is the creation of a new Instagram account (a key channel for CCE’s target audiences), which just recently launched at <https://www.instagram.com/uofrcce/?hl=en>; and
  - Going forward in the newly revitalized College Avenue space, CCE is starting to take advantage of its new facilities and their improved, purpose-built spaces and classrooms. For example, since the College Building now has a new and better art classroom, there is an increased focus on art classes.
- Hospitality Services is another area identified as part of this objective for a significant increase in year-over-year revenue generation. Gross revenues during Congress totalled approximately \$300,000 for housing, \$450,000 for food services, and \$100,000 for the Bookstore. It is also of note that guests stayed in residence during the Memorial Cup and the recent CP Women’s Open. Once net revenues from these totals are factored into final numbers for the year, it is expected that this will help provide a revenue increase over 2017-18.
  - Congress also provided a model on which future activities may be based to increase net revenue in the future. To this end, Hospitality Services continues working to get other groups to stay in residence, and has discussed this with organizations such as the RCMP and the Saskatchewan Roughriders. Hospitality Services is also being creative with its use of space through initiatives such as family housing, Colourful Campus House in College West, and one-year rooms rather than eight-month contracts.

- Although not specifically related to the objective for CCE and Conference Services, other initiatives outlined in last year’s revenue generation strategy are moving forward:
  - In terms of new academic programming, a coordinator is being recruited for the planned Master of Health Information Management program, and the MSc in Organizational Studies has been launched for Fall 2018. In addition, the Faculty of Nursing continues to develop new programming – specifically, a bilingual option for the Saskatchewan Collaborative Bachelor of Science in Nursing degree. A number of other academic programming initiatives are in discussion or are being researched; and
  - As of August 22, Fall 2018 enrolments and course registrations at the University and Federated Colleges were up 1.8% compared to last year, exceeding the 1% revenue target, with international registrations holding steady. Increased student retention appears to be an important factor in this enrolment increase, demonstrating that past efforts to increase retention rates are paying off.

**Objective: Complete a one-year review of the University’s funding grants and contracts related to Post-Traumatic Stress Injury research**

Given the increasing importance of Post-Traumatic Stress Injury research at the University, it is imperative to be proactive in ensuring that a major project in the area, the RCMP Longitudinal PTSD study, delivers as promised and provides a model for other projects. For that reason, reviewing the RCMP study’s progress throughout the year was identified as a key objective and work took place throughout the summer to that end:

- The Office of Vice-President (Research) has undertaken a “lessons learned” exercise focusing on how the RCMP Longitudinal PTSD study has progressed since it was announced late last year. This includes gathering stakeholder feedback through a survey, conducting multiple interviews, and holding a meeting between the project team and members of the University administration. It is anticipated that a report of findings and recommendations will be complete in September.
- In advance of the report, some preliminary steps have been taken to address points raised in the initial feedback. For example, a Project Director was hired in mid-July to provide delivery oversight and coordination of activities across sub-projects managed by the University’s suppliers as well as those managed internally. Since that hiring, the Project Director has been able to focus attention on completing execution of contracts with suppliers in a more timely manner. In addition, with the hiring of the Project Director, the bi-weekly reports provided by the project team to the University Executive Team have been adjusted and are now presented in person rather than in writing only.

- With these measures in place, the RCMP project is progressing well. Preparations are being made for data collection to begin in January 2019. This work includes developing the data collection system, hiring clinicians and other project staff who will be required to collect data or support data collection, and preparing promotional materials to recruit study participants from troops of cadets as they enter training at the RCMP's "Depot" Division.

**Objective: Complete a review of the University's undergraduate research culture and develop a strategy to enhance and promote research opportunities for these students**

To help position the University as an institution of choice for new students, it is a priority for this year to evaluate the undergraduate research culture on campus and develop a plan to enhance it for future years. Preliminary work on this objective has begun:

- The newly appointed Associate Vice-President (Research) and Dean of Graduate Studies and Research is creating a work plan to review the undergraduate research culture. The plan is anticipated to be finalized in October, with the review to be completed by the end of April 2019.

**Objective: Create an inventory of the University's community outreach projects in Regina, identify gaps, and develop a plan to engage different organizations in community-based programming**

As a publicly funded institution, the University must continue to demonstrate a strong commitment to the community that supports it, so developing a plan to enhance community based programming is priority for the year. Work has begun on that objective:

- During the summer, a new University Spokesperson and Community Engagement Officer was hired, and in late August he began working within the External Relations unit. One of his responsibilities is to engage with each of the Deans and other members of senior administration in the coming weeks and then develop an inventory of the University's existing community outreach projects and activities. Once compiled, this inventory will be presented to the University Executive Team so next steps can be considered.
- The annual University Leadership Team retreat was focused on the ways in which the University can increase its social impact in the Regina area. The retreat generated a number of ideas that will be explored in the coming months.

**Objective: Develop a strategy that results in a 20% year-over-year increase in the University's annual giving total**

The University has a number of clearly identified funding needs for the future, including the completion of Darke Hall's interior, so it is a priority to develop a plan that will increase the institution's year-over-year annual giving total. A considerable amount of work has been done on this front in the past two months:

- The first step in the Annual Campaign for 2018-2019 is the wrap-up of the 2017-2018 Campaign, which involves producing the University's Report to Donors to thank them for their support over the past year. This report was conceptualized and drafted by External Relations over the summer, and will be distributed in September. The first significant appeal to donors for 2018-19 will follow in November.
- External Relations will implement the 2018-19 annual giving strategy over the next 12 months. Major pieces within it will include the Fall Appeal, Spring Appeal, and, new for 2018-2019, reinvigorating the University's Family (Faculty and Staff) Giving Campaign, which was last undertaken in 2012.
- Through the Family Campaign, the University will look to reach new levels of participation amongst all members of the University family including the Board of Governors, Senate, University Leadership Team, and faculty and staff. Engagement and solicitation activities will begin in September with University leadership.
- To support the development of an enhanced culture of philanthropy at the University, communication and education will be key priorities for the upcoming year as efforts are focused on increasing the awareness and understanding of the role philanthropy plays in the future of the University. The strategy to build a strong culture of philanthropy is a long-term objective and one that will be driven through campus-wide collaboration and support. Efforts to engage with the University community are ongoing and will continue through the External Relations unit.
- As of July 31, the Annual Giving Campaign had raised just over \$410,000 – down slightly from 2017-18. This year's target for annual giving is still within reach, however, particularly with the Fall and Spring appeals as well as the Family Giving campaign still in development.

# 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 RESEARCH

- In July, I attended the 5<sup>th</sup> Europe Congress of the International Association for the Scientific Study of Intellectual and Developmental Disabilities, which was held in Athens, Greece. At the Congress, I participated in the organization's meetings in my role as Past President of the Executive.
- In June, I was interviewed by journalist and University of Regina honorary degree recipient Craig Oliver for a television program he has developed entitled *Challenges and Change*. The interview, which focused on how the University of Regina has become more accessible and inclusive for students with disabilities, aired nationally on Accessible Media Inc. from August 21 to 24.

## PROGRAM PRIORITIZATION RESEARCH

- As noted in my previous report, one of my co-investigators submitted our final report on program prioritization at Canadian universities to the academic journal *Planning for Higher Education*. We are still awaiting word on potential publication of the article.

## ACADEMIC PRESENTATIONS

- In August, I delivered a presentation at the 2018 D'arcy McGee Canada Ireland International Forum on the subject of how Canada and Ireland can learn from each other's experience in the area of reconciliation. Throughout the summer I also began work on a number of other presentations I have been invited to deliver on this fall on other subjects.

## PUBLICATIONS

- I am lead author on a policy brief that I submitted to the Johnson-Shoyama Graduate School of Public Policy in August. The policy brief, which has been in development for approximately a year, deals with the related problems of domestic violence and homelessness.

## 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.

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### FACULTY AND STAFF SUCCESS

- Two decanal appointments came into effect on July 1:
  - Dr. Jerome Cranston assumed the role of Dean of the Faculty of Education. Dr. Cranston was previously with the University of Manitoba, where he was the Executive Director, Student Engagement and Academic Success, and Associate Professor of Educational Administration; and
  - Dr. Gina Grandy began her term as Dean of the Faculty of Business Administration. Dr. Grandy, who previously served as Associate Dean (Research and Graduate Programs) in the Faculty, has held funding from the Social Sciences and Humanities Research Council of Canada and Canadian Institutes of Health Research.
- Some other administrative appointments took effect on July 1:
  - Dr. Kathy McNutt became Associate Vice-President (Research) and Dean of Graduate Studies and Research. Dr. McNutt was previously Executive Director of the Johnson-Shoyama Graduate School of Public Policy;
  - Dr. Nilgün Önder began as Associate Vice-President (Academic). Dr. Önder previously served as Acting Associate Dean (Research and Graduate) in the Faculty of Arts; and
  - Dr. André Magnan joined La Cité universitaire francophone as Associate Director. Dr. Magnan, an Associate Professor of Sociology and Social Studies at the University of Regina who recently served as Academic Convenor for Congress 2018, will continue to teach and conduct research during his three-year administrative appointment with La Cité.
- Dr. Allyson Stevenson has joined the University of Regina as the Canada Research Chair in Indigenous Peoples and Global Social Justice. She is based in the department of Politics and International Studies.
- Dr. Ranjan Datta has joined the Johnson-Shoyama Graduate School of Public Policy after receiving a prestigious Banting Postdoctoral Fellowship. The award is funded for two years through the federal government. Dr. Datta's project focuses on working with Indigenous communities to learn how to best mitigate the negative impact that pipeline leaks have on their communities.
- Dr. Kara Fletcher, an Assistant Professor in the Faculty of Social Work at the Saskatoon campus, received a grant of \$117,213 from the Saskatchewan Health



Research Foundation to examine the treatment experience and outcome of people who have used mental health and substance abuse services.

- Dr. Shadi Beshai, an Assistant Professor in the Department of Psychology, has been awarded a grant of \$117,539 from the Saskatchewan Health Research Foundation to conduct research on self-compassion as a way to reduce depression.
- Dr. Patrick Neary of the Faculty of Kinesiology and Health Studies published his latest findings in conjunction with *The Conversation Canada*, an independent news organization driven by the academic and research community. Dr. Neary's research is funded by the Canadian Institute for Health Research, the Saskatchewan Health Research Foundation and the National Sciences and Engineering Research Council. His most recent work looks at the impact sport-related concussions can have on the heart.
- Art Exner, Associate Vice-President (Information Services), was honoured by the Canadian University Council of Chief Information Officers (CUCCIO) with the 2018 CUCCIO Community Award. The award recognizes his service to the organization both as a Board member and as the leader of several important programming initiatives.
- In July, I was named a member of the Independent Advisory Board for Senate Appointments by the Honourable Karina Gould, Minister for Democratic Institutions. The board provides the Prime Minister with non-binding, merit-based recommendations for Senate appointments that will reflect Canada's diversity, make a significant contribution to the work of Parliament, and ensure a high standard of integrity, collaboration, and non-partisanship in the Senate.

## **STUDENT AND ALUMNI SUCCESS**

- Work to enhance the student experience on campus continued throughout the summer in many areas, including:
  - Preparing for another year of the *Nitôncipâmin Omâ* ("We are Here") Student Success Program, operated through the Aboriginal Student Centre. There are currently 25 students registered in the program for 2018-19. Last year, 22 students completed the Omâ Program, with 21 of them being retained for their second year of study. That represented the program's most successful cohort to date. Since 2010, 165 students have participated in the program, with 126 of them being retained for their next year of study. Given this remarkable success rate, the Omâ Program continues to focus on narrowing the education and funding gaps commonly experienced by Indigenous youth entering post-secondary education;
  - Helping students gain valuable work experience through the Co-operative Education & Internships program, which is run through the Career Centre. Placements throughout the summer are indicative of strong program growth

again this year, with a 50-year record high of 414 placements secured through the summer. This includes a record high of 78 Indigenous internship placements. Students are on pace for a record number of placements in 2018, with 845 placements to date, only two placements short of the record of 847 placements set in 2014. Participating students will earn in excess of \$10 million this year to contribute towards completion of their degree, exceeding all scholarships awarded on campus in the past year;

- Enhancing the counselling services that are provided to students. Counselling Services has been implementing VSee, a video counselling service for remote learners. The University will be the first post-secondary institution in Canada to provide this service to students, and it is anticipated that the service will be functional in September;
- Preparing to staff the Centralized Testing Centre that is currently in development. The Centre for Student Accessibility is beginning to create job descriptions for classification to staff the centre, and is exploring best practices at other Canadian institutions;
- Preparing to operate the UR Guarantee program for the coming year. Current UR Guarantee students are in the process of being transitioned to their next levels, and active recruitment efforts, including at orientation, will continue into September. Four Habitat for Humanity builds involving UR Guarantee students are scheduled for fall, and service activity recruitment is planned for Welcome Weekend;
- Planning this year's iteration of the Ambassador program. 547 Ambassadors have been recruited so far for the 2018/2019 year, and recruitment will continue into the fall semester. 327 of these Ambassadors have already been trained;
- Operating the Summer Bridge Program. A total of 51 students (an increase from 41 in 2017) participated in the Summer Bridge program, which gives incoming students a head start on their studies by completing English 100 during the summer while gaining valuable insight into academic expectations at the post-secondary level. The University will be looking at ways to grow this program in future years, with the possibility of adding alternate course options, or specializing a section for international students;
- Planning for this year's Academic Recovery Program (ARP) and Arts Transition Program (ATP). As of mid-August, 161 students were registered in the ARP and ATP programs, which is slightly higher than the number in 2018. Efforts continue to identify and contact students who may be eligible for these programs which provide support for students to resume their studies;
- Providing centralized academic advising. From January 1 – July 31, 2018, the two advisors saw 2037 students – up 196 students from the same time period in 2017. As the new academic year progresses, advisors will continue

this work, which includes targeting probationary and other at-risk students and providing guidance and referrals to other services if required; and

- Managing course enrolments. The Student Success Centre continued to monitor course enrolments and request additional seats/sections if lack of space impeded student registration and progression through their programs.
- By the time of the Board meeting, dozens of faculty, staff and alumni will have volunteered to move new and returning students into on-campus housing, and a full suite of orientation events will have taken place to help new students transition to life at the University.
- August saw the reopening of the newly renovated College West residence, which includes designated spaces for 12 2LGBTQI+ students through the Colourful Campus House initiative.
- For the first time, an Indigenous Summer Research Institute was held at the University of Regina. The Institute, which was a partnership between the Faculty of Graduate Studies and Research and the Office of Indigenization, gave nineteen undergraduate students from a variety of disciplines training in Indigenous-centred research methodologies and ethics. Participants included students from the University of Regina as well as other universities in Canada, Mexico and Norway.
- Kenechukwu Obi, who will begin his final year of Business Administration at the University this fall, released a mystery novel, *End it by the Gun*, on July 5. The story is about an aspiring writer from rural Nebraska who becomes obsessed with having big Hollywood studios make movies based on his fiction stories.
- In July, Alumnus Perry Bellegarde was re-elected leader of the Assembly of First Nations for a second term. In 1984, he became the first Treaty Indian to graduate from the University of Regina with a Bachelor of Administration.
- Glen Nelson was one of six individuals inducted into the Regina Sports Hall of Fame Class of 2018. Nelson finished his career as the all-time scoring and rebounding leader of the University of Regina Cougar men's basketball team, averaging 18 points and 9.2 rebounds in 79 games. He was the President's Award winner for top graduating male athlete in 1985.
- The Regina Planning Commission recommended that a plot of land in The Creeks neighbourhood in the southeast edge of the city be named Okimasis Park, after Dr. Jean Okimasis, who has a strong connection to the University of Regina. Dr. Okimasis is known for her work teaching and preserving the Cree language in Saskatchewan as a Cree language instructor and curriculum designer at the Saskatchewan Indian Federated College (SIFC) in Regina. Her work with SIFC led to the development of Indian languages as a full department in what would eventually become the First Nations University of Canada. She was awarded an honorary doctorate from the University of Regina in 2005.
- Alumna Kali Weber (Education and Theatre) has been named the new general manager of the Dekker Centre for the Performing Arts in North Battleford.

- Media, Art and Performance alumna Madhu Kumar served as one of 12 Department of Visual Arts Summer Resident Artists. Her work is currently being exhibited at the Last Mountain Lake Cultural Centre in Regina Beach, and a second exhibition of her series on immigrant women kicks off in December with a reception at the Shurniak Art Gallery in Assiniboia.
- The recipients of the 2018 Alumni Crowning Achievement Awards were announced. A special event to celebrate their achievements will be held on October 18. The recipients are:
  - Ken Ottenbreit (BAdmin'80) – Lifetime Achievement Award;
  - Dr. Allan Bonner (BEd'78) – Distinguished Professional Achievement Award;
  - Jacqueline Tisher (Professional Leadership Certificate'16) – Humanitarian and Community Service Award;
  - Dr. Joana Cook (BAHons'10) – Young Alumni Award; and
  - Amy (Mickleborough) Moroz (BEd'98) and Andrea (Gottselig) Ward (BEd'00, MEd'10) – Dr. Robert and Norma Ferguson Award for Outstanding Service.

## **CAMPUS EVENTS AND ANNOUNCEMENTS**

- Genome Canada announced that the Canadian federal government, as well as various provincial governments, businesses, and other partners, have invested \$21 million in its Genomic Applications Partnership Program (GAPP). In the Prairie Provinces, Lallemand Plant Care is teaming up with researchers from the University of Regina to develop microbial inoculants and promote crop yield through biostimulation and biofertilization. \$427,000 of the announced GAPP funding will support the work of these researchers.
- The College Building at the College Avenue campus will be open for classes in early September, and the Centre for Continuing Education and the Johnson-Shoyama Graduate School of Public Policy have already returned to the building. Private tours and events are resuming at the Building, including a July 31 tour for media led by Dave Button, Vice-President (Administration). A short media scrum with Mr. Button and the Honourable Ralph Goodale, Minister of Public Safety and Emergency Preparedness, MP Regina-Wascana, was held immediately following the tour. A “sneak peek” event for donors was also held in late August.
- Effective August 1, the University of Regina campuses became 100% smoke-free, joining 23 other universities in Canada. This is an important commitment to the health and wellness of all who work, study, live on and visit our campuses.
- The Change Makers: Tools, Techniques and Strategies for Community-Based Research Summer Institute was held on campus from August 20 to 22. The sold-out Institute put members of the community together with experts in the field to

seek answers to community questions and foster positive action and change. The Institute was put on by Faculty of Arts Community Research Unit.

- For the sixth consecutive year, the Paul J. Hill School of Business and the student group Enactus Regina hosted the Prince's Operation Entrepreneur, a week-long business boot camp for former members of the Canadian Armed Forces.
- On August 29, the University held the annual "Gathering on the Green" faculty and staff appreciation picnic, with approximately 800 faculty and staff in attendance.
- By the time of the Board meeting, the Seniors' University Group will have held its 13<sup>th</sup> annual Big Book Sale to raise funds for the Lifelong Learning Centre.