

President's Report to the Board
Submitted by Dr. Jeff Keshen
July 12, 2022

This is the final report on my six strategic objectives that the Board finalized in September 2021 for the 2021-2022 academic year.

In April, as part of my performance review process I provided the Board with an end-of-year report summarizing progress toward these objectives. Consequently, this final report for 2021-2022 is not a comprehensive summary of the year; rather, it provides an update on any significant developments in the intervening two months, and is thus essentially an *addendum* to the April report.

This report contains three sections:

- Section 1: A general overview of my activities and engagement with the University and wider communities during the reporting period, and an update on my academic research program;
- Section 2: An “At a Glance Dashboard Heat Map” that gives a visual representation of the status of each Board-approved objective and attendant measures; and
- Section 3: An update on progress made during the reporting period related to my six strategic objectives for the year.

Two measures on the “heat map” have changed status since the end-of-year report: “Create Office of Sustainability” has moved from yellow to green, and “Created Graduate Advanced Training and Entrepreneurship Centre” has moved from green to blue.

Should the Board require additional information, I would be pleased to provide it either at the July 26 meeting or as follow-up.

In a separate document, I have provided the Board with an updated draft of my strategic objectives and accompanying measures for 2022-2023. If approved, they will form the basis for my reporting for the September Board meeting and beyond.

Section 1: Activities and Engagement with University and Wider Communities;
My Academic Research

Activities and Engagement with the University Community:

During the reporting period, key activities to engage with members of the University community included:

- Continuing my regular meetings with the University Executive Team, Senior Leadership Team, URSU, URFA, CUPE, and the Presidents of the Federated Colleges – meetings at which we typically deal with a variety of operational and administrative matters;
- Conducting the annual performance reviews of my direct reports;
- Overseeing the process by which a review was conducted of the Confucius Institute. The review established expectations on reporting, travel-related guidelines, transparency, and a focus on non-academic programming;

- Chairing the Search Advisory Committees for both the Provost and Vice-President (Academic) and Vice-President (Administration). The search process for the Provost is now complete, and the search for the Vice-President (Administration) is well under way;
- Chairing meetings of Executive of Council and participating in the June meeting of Senate;
- Participating in Convocation and having dinner with this year's three honorary degree recipients;
- Attending monthly Alumni Association Board meetings as an *ex officio* member;
- Sending monthly messages to campus and holding a University town hall session;
- Meeting with Chartwells management about a strategy to enhance food service for students;
- Joining the Honourable Carolyn Bennett, Federal Minister of Mental Health and Addictions and Associate Minister of Health, to emcee the announcement of \$20 million in funding from the Public Health Agency of Canada. This was the University's largest-ever research grant, and one that recognizes our emerging expertise in mental health-related research;
- Participating in an "Every Child Matters" scholarship funding announcement at the ta-tawâw Student Centre; and
- Participating in and providing greetings at a number of other University events. These included the 50th anniversary of Luther's federation with the University, the 45th anniversary of the Seniors' University Group, the annual campus beautification day, the UR Leading program wrap-up, and a teaching and learning showcase put on by the Humanities Research Institute.

Activities and Engagement with the Wider Community:

To continue building and enhancing the University's relationships with the wider community, I:

- Participated in an open house for prospective students and their families, and attended the graduation ceremonies of the Regina Huda School;
- Joined some 30 academic leaders, staff, faculty, and several students who generously donated their time to visit schools in Prince Albert, Weyburn, Yorkton, Swift Current and Regina for "UR Days." We connected with some 3,000 prospective students from grades 10-12 through education expos in schools. Plans are already underway for the coming year's UR Days, which will take place in fall and early winter when most students are making their decision about where to attend University;
- Travelled to Melfort to meet with students, local leaders, and officials from Cumberland College;
- Travelled with the Lieutenant Governor to La Ronge to celebrate University of Regina graduates from Northlands College. I also attended the official portrait unveiling for former Lieutenant Governor Vaughn Solomon Schofield, a longtime friend of the University;
- Continued my regular meetings with Regina Mayor Sandra Masters, as well as the Presidents of the University of Saskatchewan and Polytechnic and officials from the Ministry of Advanced Education. I also met with a number of provincial MLAs, from both government and opposition, to build greater awareness of our impressive range of activities and accomplishments, and to better acclimatize them to our institutional priorities;
- Presented a proposal to the Ministry of Advanced Education for a provincial teaching award that would help position recipients to apply for national awards. The Ministry has now submitted the proposal to the Office of the Lieutenant Governor for consideration;
- Met with the Minister of Education regarding our expansion of dual credit programming for high school students, and together with the Provost, Vice-President (Research) and Vice-President (Administration), spoke before the provincial government's Standing Committee on Human Services;

- Worked with many on campus as well as the Regina Exhibition Association Limited and the University of Saskatchewan to organize and launch the U Prairie Challenge, an annual inter-university varsity sports competition between the two provincial universities that will begin this fall to help promote university athletics and generate pride in our institutions;
- Participated in the Queen City Pride Parade together with other members of the University community;
- Met with 35 leaders of Regina’s Indo-Canadian community and participated in events held by the Regina Malayalee Association;
- Met with Rawlco Radio to discuss possible marketing strategies;
- Met with community organizations including the Regina Immigrant Women’s Centre, Heritage Saskatchewan, the Royal United Services Institute, and the Saskatchewan Health Authority about existing and potential partnerships;
- Had research discussions with industry and research groups including the Saskatchewan Research Council, Innovation Saskatchewan, the Saskatchewan Centre for Cyclotron Sciences, and the Canadian Nuclear Association, and attended industry presentations at Estevan City Hall;
- Held discussions with the Assemblée communautaire francosaskoise, the French-language school board, Collège Mathieu, and La Cité regarding a more robust future for La Cité;
- Attended a provincial symposium on Indigenization, as well as one on Indigenous fatherhood, and attended the First Nations University of Canada Pow Wow;
- Provided greetings to students from across Canada at the annual Nursing Doctoral Conference and the Johnson Shoyama Graduate School of Public Policy’s Master of Health Administration residency; and
- Participated in the University’s continued engagement with institutions from other countries. This included joining the Premier for an event with India’s High Commissioner to Canada, meeting with India’s Consul General and Vietnam’s Ambassador to Canada, signing our first-ever MOUs with institutions in Mongolia, and planning a fall trip to Vietnam to finalize student mobility arrangements and enhance our efforts to attract even more high-quality students from that country.

Academic Research:

As noted in past reports, I continue to participate in history-related academic research wherever possible. To that end, I:

- Continued work on my book detailing the 50-year history of Memorial University’s Grenfell Campus. During the reporting period, I provided edits to the book’s second chapter; and
- I served as external examiner for a York University history student’s doctoral defence, and as a reader for a University of Regina history student’s honours thesis.

Section 2: “At a Glance” Dashboard Heat Map: Progress toward Annual Objectives

Strategic Plan Connection	President’s Objective	Measurable	Status
General operations – no specific thematic focus	Bring activity to near-pre-pandemic levels	Return to a majority of in-person coursework	BLUE
		Resume public events	BLUE
		Make a full return to research	BLUE
		Refine international and domestic recruitment	GREEN
		10% international enrolment increase	BLUE
		Consider and approve MOU proposals as appropriate	BLUE
		Launch comprehensive fundraising campaign	YELLOW
Truth and Reconciliation	Advance Truth, Reconciliation, and Decolonization	Develop an Indigenization/decolonization inventory	BLUE
		Develop Indigenous Strategic Plan	YELLOW
Impact and Identity	Implement consultation process related to institutional identity	Discuss at Board, SLT, and UET retreats	BLUE
		Discuss with internal/external stakeholders	BLUE
		Launch Phase 1 of website redesign	BLUE
		Implement enhanced web analytics	BLUE
		Explore ways to improve in national rankings	GREEN
Environment and Climate Action	Advance sustainability and climate action	Launch Sustainability Action Plan	GREEN
		Create Office of Sustainability	GREEN
		Participate in Times Higher Education rankings	BLUE
Discovery	Create and grow research innovation ecosystem	Create Commercialization Unit	GREEN
		Create Graduate Advanced Training and Entrepreneurship Centre	BLUE
		Partner with provincial incubators to involve graduate students	GREEN
		Develop research programming for graduate students	GREEN
Well-being and Belonging	Advance Equity, Diversity and Inclusion	Create an EDI and anti-racism committee	BLUE
		Partner with URSU to co-fund a BIPOC advocacy position	GREEN

Progress Status	
BLUE	Complete
GREEN	Well under way
YELLOW	Partially under way
RED	Very Little or No Progress

Section 3: Overview of Progress toward Objectives

Objective 1: Bring activity on the University's campuses to a level near that of full pre-pandemic operations

Return to a majority of in-person coursework: As noted in the April end-of-year report, this was completed on March 1 with the return of all previously scheduled in-person coursework. Effective May 1, the mask mandate was removed everywhere on the University's campuses except in classrooms, labs and studio spaces, and the University Library. Effective June 1, the mask mandate was lifted altogether (masks now optional but encouraged) and the University is continuing with full pre-pandemic in-person academic operations for the Spring/Summer term. The Fall 2022 and Winter 2022 terms are also slated to take place without pandemic-related restrictions, but as is always the case, the University will monitor the trajectory of the pandemic and adjust operations if necessary.

Resume public events on campus: This also was completed on March 1, 2022, with masking required for the remainder of the term, but proof of vaccination or negative test results not required for those visiting campus. Effective May 1, masking was no longer required for events on campus except, as noted above, in classrooms, labs and studios, and the Library. Those mandates were lifted on June 1, and a wide array of in-person public events – including summer camps for children – continue on our campuses.

Make a full return to research: The return to research took place effective July 2021 and the status has not changed since then. The research enterprise remains in "Phase 4 – Green," with most restrictions removed and management of COVID-19 research-related risks decentralized to the Faculty level.

Refine existing international and domestic undergraduate and graduate recruitment, enrolment, and student success strategies, while developing new ones as appropriate: As always, the University's recruitment, enrolment, retention, and student success activities by necessity remained an evolving work in progress, with a wide variety of activities taking place at any given time, including both new initiatives and adaptations of existing ones. Some highlights of new initiatives are:

- The first UR Days (noted above), which allowed the University to connect in person with approximately 3,000 prospective students in five cities;
- The launch of the "Really Big Deal," a housing and tuition savings program for both domestic and international students that includes locked-in tuition and fees, discounted housing rates, and a variety of other financial benefits while a student lives in residence. Through the program, domestic students could save a total of \$18,000 in tuition and fees over a four-year period;
- The development of an enhanced first-year experience within Housing Services;
- Continued work between Housing Services and the Faculty of Graduate Studies and Research to develop enhanced programming and dedicated space for graduate students living in residence;
- Hiring two recruiters – one in Prince Albert and one in Regina – to focus on areas in the province and neighbouring jurisdictions where the University traditionally has not been as successful as it might be in attracting students;
- Continuing preparations for the Fall 2022 launch of the Centre for Experiential and Service Learning (CESL). This includes making offers to two Academic Leads (one of whom will begin work in July), designing badges and designations, preparing space in the Riddell Centre, and

working with Information Services to develop and implement an experiential learning software platform that will be the administrative backbone of the CESL;

- Continuing preparations for full-year course scheduling. The Registrar's Office has met with all Faculties and the Federated Colleges to identify specific needs and resolve any potential student issues that have been identified. Software and other systems are being prepared for the conversion from term-by-term to full-year registration;
- Developing and posting the Transfer Credit Advisor position created through provincial MOU funding to increase the conversion rate of transfer students. It is expected that a successful candidate will begin work in August;
- Hiring an Academic Program and Articulation Agreements Officer on a two-year pilot project appointment to actively seek academic program and credit transfer agreements with other post-secondary institutions as a recruitment strategy;
- Moving forward with the Student Relationship Management project, which stands to have a significant impact on enrolment in future years. The University expects to evaluate responses to its RFP in coming months;
- Running COGNOS reports more frequently to track current students who are not yet registered for courses, and holding training sessions so Faculties can better analyze the reports and reach out to unregistered students;
- Advising all academic areas to take whatever action is possible to reduce/eliminate course wait lists, and to be proactive and flexible when dealing with things like transfer credits from colleges and other universities;
- Continuing efforts to establish dual credit arrangements with different high schools, where select courses taken during high school will count for both high school and university credit. An MOU is ready to be reviewed by the Regina Public School Division. Two courses were approved by the Ministry of Education to be offered this way, with applications to be made shortly for two others. A pilot project will see student fees covered through a Dual Credit Course Award Fund;
- Planning for a Fall 2022 official opening of the Accommodations Test Centre;
- Launching the "UR2 Fellows" first-year instruction cohort program, which will have a full complement of participants beginning in August. The program is designed to improve teaching of first-year courses by providing facilitated professional opportunities to help participating faculty members and sessionals implement best practices in their instruction; and
- Initiating a search for an Indigenous Educational Developer to help instructors Indigenize curriculum, and to design academic supports for Indigenous students.

Target a 10% overall year-over-year increase in the number of new international students (April 2022 compared to April 2021): As noted in the April year-end report, this target was surpassed for 2021-22. Building on this and with an eye to the 2022-23 academic year and beyond, UR International undertook a wide range of recruitment activities in the reporting period. These included:

- Welcoming the first cohort of 22 students from the State of Yucatan, Mexico to the English Language Enhancement program. Two more cohorts will arrive this summer, making a total of 65 students;
- Developing Discovery Camp Canada for July 2022 delivery. This is a program with both virtual and in-person options for approximately 100 students worldwide who are interested in sustainability from a Saskatchewan perspective;
- Adding a Vietnamese recipient to the existing Circle of Scholars award program;
- Waiving the application fee for students applying from Ukraine;

- Holding recruitment events in Nigeria and Ghana through African representatives, with approximately 440 prospective students registered;
- Signing partnership agreements with institutions from China and Mongolia; and
- Staff from UR International also participated with the Government of Saskatchewan on a mission to Mexico, visited partner agents in the Philippines, and participated in a mission to Vietnam which made the University the first educational institution to have a presence in Vietnam since before the pandemic.

Ensure that proposals for revenue generation and finding efficiencies are submitted, carefully considered, adjusted and approved as appropriate, and developed to include detailed business plans:

The final proposals for 2021-2022 were considered in April per the established principles and criteria. A total of 28 proposals have now received approval, with \$9.19 million allocated toward them out of the \$11 million available.

The required bi-annual report on the MOU funding was submitted to the Ministry of Advanced Education on June 30. It included updates on the status of the 21 previously approved projects (including timelines, implementation, investment amounts and progress toward targets), as well as an overview of the seven projects approved since the January report to government.

The projects approved since January are:

- Classroom conversion for hybrid/hyflex teaching;
- New Master’s degree programs in both the Faculty of Arts and the Faculty of Science;
- An Experiential and Work-Integrated Learning platform for the CESL;
- A Student Relationship Management system;
- A review of the University’s online educational platform; and
- Reimbursement of direct costs incurred because of the COVID-19 pandemic.

The next report will be provided to the Ministry in January 2023.

Finalize the priorities and launch the “quiet phase” (Phase 1) of a multi-year Comprehensive Fundraising Campaign that will support the University’s operations in multiple areas: As noted in the April end-of-year report, the University expects to re-engage with campaign counsel once the campaign priorities – which have changed since the campaign’s was originally conceived – have been finalized. Currently, health sciences are a focus because of the expertise that exists across many Faculties, most notably Nursing, Science, Arts (Psychology in particular), and Kinesiology and Health Studies.

With a new Provost and Vice-President (Academic) having been appointed effective October 1, University Advancement & Communications will consult with her at the earliest opportunity to gain her perspectives on priorities before finalizing the campaign priorities and re-engaging with campaign counsel to begin planning for the campaign.

Objective 2: Advance Truth and Reconciliation, Indigenization, and decolonization at the University

Take a full inventory of the institution’s Indigenization and decolonization initiatives: The institutional inventory is was complete in raw form in May. A final thematically organized report has now been prepared and provided to the Board as part of the material for the July meeting.

Develop an Indigenous Strategic Plan to address key gaps: As noted in the April end-of-year report, information from the preliminary Indigenization and decolonization inventory revealed strengths and gaps that are helping inform the forthcoming plan.

Now that the final inventory report has been prepared, over the summer the Office of Indigenous Engagement will lay out a preliminary general framework for the Indigenous Strategic Plan. This will be shared with the Indigenous Advisory Circle for its input and advice in early fall – an important step toward producing a final Strategic Plan.

Other Indigenization/decolonization activities: During the reporting period:

- The Office of Indigenous Engagement secured a donation from the South Saskatchewan Community Foundation from their Reconciliation Fund to host an Indigenous Speaker Series in the 2022-2023 academic year. Lectures will be delivered in Moose Jaw, Swift Current, Yorkton, and Regina. Dates and speakers will be announced shortly;
- Dr. Raven Sinclair of the Faculty of Social Work was appointed the lead of the Indigenous Faculty Task Force. Under her and the Task Force’s leadership, work will begin this fall to provide institutional direction to address fraudulent claims of Indigeneity, implement best hiring practices for Indigenous faculty, and determine other ways to best support and advance the work of Indigenous colleagues;
- A process was developed by which the Buffalo Robe that was recently presented to the University can be used as a teaching tool in classes. Nearly a dozen bookings have already been made for Fall 2022;
- Work continued toward adopting the 1794 Jay Treaty in the educational context to provide domestic tuition rates to Indigenous peoples from across North America. It is expected that partnerships will be announced with two American universities in coming months; and
- The Associate Vice-President (Academic) has been working with the Associate Deans of First Nations University of Canada to draft an academic relationship agreement that in the spirit of partnership will clarify and establish processes and regulations concerning the academic aspects of the two institutions’ relationship within the framework of the federation agreement.

Objective 3: Implement a consultation process with the Board, University Executive Team, Senior Leadership Team, faculty, staff, students, and the wider community regarding the University’s identity and reputation

Discuss the University’s identity in meetings with key internal and external stakeholders: After a great deal of consultation and planning, which included feedback from internal and external focus groups, at the June 23 University town hall, members of Institutional Identity Committee presented the proposed institutional identity – “Go far, together” – to the wider University community for discussion and

feedback. The identity is intended to differentiate the University from other post-secondary institutions in a manner that helps students identify with our institution in a more meaningful way, and inspires alumni to engage, donors to contribute, and the community to partner with us.

University Advancement & Communications is now developing a launch plan and associated marketing materials that will be rolled out in phases over the coming months.

Launch Phase 1 of the website re-design, and develop a strategy to capture and use enhance analytics to inform marketing and recruitment decisions: With Phase 1 complete, during the reporting period University Advancement & Communications continued Phase 2 of the re-design, through which all remaining pages of the website, including landing pages for all Faculties and academic departments, will be redone.

Phase 2 is on track to be completed over the next year, with all units and faculties receiving the appropriate training, guidance, and tools needed to transition their pages to the newly designed web-friendly templates by April 2023.

Monitor national rankings and explore how the University might enhance its performance in areas that may need attention: The cross-campus working group established by the Provost continued its work during the reporting period, with a focus on student satisfaction:

- All Faculty administrators and non-Faculty units have been asked to provide an updated list of positions (and percentages of their work) that should be included as “Student Services” in annual data provided to the Canadian Association of University Business Officers. Follow-up with the Federated Colleges is also taking place to ensure their separate submissions are up-to-date;
- The University has reached out to *Maclean’s* and received a copy of its Student Satisfaction Survey as well as information related to the Reputational Survey so they may be analyzed to identify areas for improvement;
- The Provost’s Office conducted a thematic analysis of Canadian Undergraduate Survey Consortium survey data to better understand student experiences at the University. Five themes emerged: infrastructure; Faculties; quality of education; wellbeing and belonging; and tuition, fees, scholarships and bursaries. Further analysis of this data will take place this summer to identify areas for improvement;
- An External Student Awards Committee has been formed to support and encourage student applications and nominations for national awards;
- An External Faculty Awards Committee has been formed to support and encourage faculty applications and nominations for external awards; and
- The Senior Leadership Retreat – set to take place this fall – will have a strategic focus on how the University can take tangible steps to enhance the student experience, and by extension, the University’s reputation and performance in national rankings.

It is also of note that, separate from the activities of the working group, the Research Office continues its activities to address areas such as Social Sciences and Humanities Research Council grants, medical/science grants, and total research dollars, all of which factor into national rankings.

Objective 4: Enhance the University's efforts toward environmental sustainability and climate action

Complete and launch the Sustainability Action Plan: Since the last Board report, the working groups that contributed to the Sustainability Action plan gave it a final review and it is now complete. It will be formally launched in October once the Sustainability Office is operational.

Create an Office of Sustainability: The University is now in the process of staffing the proposed Sustainability Office, which is slated to begin operations on September 1.

Participate in the Times Higher Education Impact Rankings: Earlier this year, led by the Office of Institutional Research and supported by many others, the University compiled sustainability-related information on the institution's operations and research related to the United Nations' 17 Sustainable Development Goals (SDGs). This information was then formally submitted to the Times Higher Education (THE) Impact Rankings for the 2022 cycle. The rankings were published during the reporting period, providing benchmark information on how the University's sustainability efforts compare with those of other institutions.

Overall, the University scored in the middle of the pack for most of the SDGs. The best score was for SDG #7 (Affordable and Clean Energy) in which the institution placed 54th overall and 3rd among Canadian universities. The University scored lowest in SDG #2 (Zero Hunger) due to the lack of food waste measurement and composting on campus, as well having no agriculture-based graduates.

Based on the results, the University has identified several recommendations with which to go forward:

- Continue to report on all 17 SDGs in order to chart progress compared to baseline in future years;
- Take substantive action on SDG 17 (Partnerships for the Goals) through meaningful education about and promotion of all 17 SDGs;
- Address identified policies and metrics gaps that improve scores in more than one category and align with the objectives of the institutional Strategic Plan (for example, policies related to the use of plastics, and related to waste measurement and diversion); and
- Ensure that, the Office of Institutional Research and the soon-to-be operational Sustainability Office collaborate to ensure all relevant information is captured and submitted to the rankings in future.

Overall Facilities Management activities: Since the last report, Facilities Management has moved forward with a number of sustainability-related initiatives:

- The position of Energy Manager (created as a three-year pilot project with provincial MOU funding) has been filled, with the candidate to begin on August 15. The new role is responsible for the analysis of the complex campus utility systems as well as electrical and mechanical building systems, with the goal of identifying projects that achieve energy savings while minimizing future capital renewal expenses, reducing operating costs, and enhancing required service capacities;

- The University's March Expression of Interest for the Federal Low Carbon Challenge Funding Program was been accepted, and the U of R has been invited to submit a detailed proposal for a large-scale solar photovoltaic installation by July 15; and
- The Carbon Reduction Pathways study is underway and will be complete by October.

Objective 5: Create and grow a research innovation eco-system and entrepreneurial strategy that will help position the University as the leading entrepreneurial post-secondary institution in western Canada

Create a commercialization and technology transfer unit: Three candidates are currently under consideration for the Commercialization Officer position. Once the successful candidate is in place, the Innovation Office will officially begin administering commercialization, industry outreach and partnerships, and the Mitacs program.

In the meantime, the Office of the Vice-President (Research) is assisting the team comprising members of the Faculty of Engineering and Applied Science and the Faculty of Science as they apply to patent their Mars airlock technology. A patent law firm has been engaged and a patent application will be filed this summer.

Create a centre for entrepreneurship and graduate development: The newly approved Graduate Advanced Training and Entrepreneurship (GATE) Centre had its soft launch in May with the Kickstart Cleantech Entrepreneurship Finale that featured three graduate student-led start-ups. The program was held in partnership with Innovation Saskatchewan and Foresight Cleantech Canada.

As it formally begins offering programming for students in the Fall, GATE is expected to play a vibrant role in the entrepreneurship and innovation ecosystem in the province.

Partner with provincial incubators to help graduate students commercialize their research: As noted above, Foresight Cleantech Canada was one of the partners in the Kickstart Cleantech Entrepreneurship initiative.

Develop programming to help graduate students refine essential research skills: The Faculty of Graduate Studies and Research has re-launched the Undergraduate Research Support Program to support undergraduate researchers this summer. A series of workshops will be available to all undergraduates and will conclude with the Undergraduate Research Day in August.

By offering this program to undergraduate students, the University is helping prepare them to succeed should they decide to move on to the graduate level, which is more research intensive.

It is also of note that the Faculty of Graduate Studies and Research has created an award for outstanding graduate supervision, the recipient of which will be nominated for a national award. This is an effort to recognize and incent the excellence in graduate supervision that is central to the success of graduate students.

Objective 6: Advance Equity, Diversity and Inclusion on our campuses

Create an EDI and Anti-Racism Committee: During the reporting period, to begin implementing key aspects of the Equity, Diversity, and Inclusion action plan, the members of the newly established Equity, Diversity, Inclusion and Anti-Oppression (EDI-AO) Advisory Committee committed to developing specific curriculum elements for teaching and learning at the University. Their first curriculum instalment is expected to be complete in the fall.

Also related to the EDI action plan, an EDI-AO working group on Policy Review has been formed. Its initial activity will be to review the University's Accommodations Policy.

Partner with URSU to co-fund a position to advocate for BIPOC students: As noted in the April end-of-year report, the focus of this measure broadened over the year. Rather than co-funding a specific position, it was decided that through a one-year pilot project the University would fund and provide advisory support for a variety of anti-racism initiatives to be administered by URSU for all students.

The University and URSU have reached an agreement in principle. Once the agreement is signed in the coming weeks, the University will transfer the agreed-to funding to URSU so it may begin offering programming during the Fall term.

Other EDI-related activities: The Faculty of Arts has committed to providing a student to work with the Senior Advisor on EDI-AO for 10 hours per week throughout the Fall term to help move ahead with key aspects of the EDI action plan.