

CONTEXT

After consultation with the University Executive Team and approval by the Board of Governors, what follows are six primary strategic objectives – including measurables – to help guide my work for the 2022-2023 academic year.

These objectives have been developed based on the following premises:

- They continue or build upon progress made on my 2021-2022 objectives;
- They address challenges and opportunities I have identified over the course of my first year as President;
- They address the changing landscape as we move out of the acute phase of the pandemic that has frozen many in-person operations over the past two years; and
- They are closely aligned wherever possible to the five areas of focus outlined in the University's 2020-2025 Strategic Plan.

These objectives also reflect the University's Vision and Mission, which, together, state that we:

- Contribute to a world that “values empowered citizens, generates high-impact scholarship, and embraces Canada's diversity”; and
- Provide “high-quality and accessible education, influential research, creative endeavours, and meaningful scholarly experiences in pursuit of local and global contributions to knowledge.”

In doing so, we must embrace the University's values of: Equity, Diversity and Inclusion; Mutual Respect; Indigenous Ways of Knowing and Being; and Community and Social Responsibility.

To these ends, each of my objectives, save one, is aligned with one of the pillars of the Strategic Plan. The remaining objective, related to financial sustainability, derives from the profound budgetary implications the COVID-19 pandemic has had on the University, and underpins the institution's ability to move forward in all other areas of focus.

These objectives are followed by a dashboard “heat map” chart that I will include with each report during the year so that at a glance the Board can quickly gauge progress made toward each objective.

OBJECTIVES

Objective 1: Strengthen the long-term stability and sustainability of the University's finances (not aligned with any particular Strategic plan pillar)

- Given that the COVID-19 pandemic has had a negative impact on the University's finances at a time when operating funding from the Government will remain at the current level for the foreseeable future, it is imperative to ensure the University's long-term fiscal sustainability. To that end, key measures to be taken over the coming year are:
 - Developing an operating budget for 2023-2024 that supports the commitments in the Operations Forecast leading toward a balanced budget in 2024-2025;
 - Developing an Ancillary Budget that returns the ancillary budget plan to pre-COVID targets;
 - Ensuring that, through effective administration, the projects funded through the Government of Saskatchewan's one-time MOU funding meet their first-year targets for revenue generation, finding efficiencies, and overall outcomes;
 - Making substantial progress toward ratifying the University's four outstanding Collective Agreements;
 - Returning both domestic and international enrolment to pre-pandemic levels, which will require a significant increase of first-year and other incoming students, as well as ongoing retention efforts; and
 - Establishing clear priorities for both annual fundraising and a future comprehensive campaign centred on clear strengths of the University.

Objective 2: Enhance the overall student experience of teaching, learning, and research (aligns with Strategic Plan pillar "Discovery")

- To attract, retain, and graduate engaged and satisfied students, it is imperative to provide them with well-rounded, meaningful, supportive learning experiences that enrich their education and ensure they are career-ready. In this regard, measurables for the year will be to:
 - Produce an institution-wide academic plan that will include specific recommendations, targets, and means of assessment to enhance teaching excellence, program development, and supportive technologies;
 - Implement key aspects of the five-year institutional research action plan, focusing on initiatives designed to increase external funding, enhance the dissemination of scholarship, advance areas identified as current and emerging research strengths, and better support student research;
 - Consider and begin implementing key recommendations from the "Task Force on the Future of Technology Infrastructure." Recommendations will focus on five areas: modalities of teaching and learning (eg., hyflex, hybrid, online and remote to provide additional flexibility and program learning options for students); program architecture and admissions; technology infrastructure, governance, and user requirements; partnerships with post-secondary institutions; and current and future fund allocation;
 - Develop revenue-sharing and University-level coordination models for both non-credit and credit microcredentials;

- Establish a centralized website information hub for all microcredentials offered at the University;
- Submit three new dual credit courses to the Ministry of Advanced Education by Fall 2022;
- After finalization of the MOU with the Regina Public School Division, offer dual credit courses in Regina high schools during the Fall 2022 and Winter 2023 terms;
- Identify further introductory-level University courses to be offered as part of the high school accelerated program in Winter 2023;
- Complete all preparations so the University can launch full-year registration in Fall 2024 to better serve students;
- Through the work of the Academic Program and Articulation Agreements Officer, finalize three joint program or articulation agreements during the year;
- Through a variety of initiatives, improve yield rates on student transfers from other institutions by 5%;
- Establish a Centre for Experiential and Service Learning to operate a comprehensive service learning program and officially record students' co-curricular activities;
- Render the final architectural plans for the Centre for Teaching and Learning's new location;
- Through the Centre for Teaching and Learning, offer the new UR² Fellows program to 20-25 instructors to enhance the quality of teaching in introductory course and thus improve first-year student experience and success; and
- Through the work of the Centre for Teaching and Learning's newly hired Indigenous Education Developer, create programming to help instructors incorporate Indigenous ways of knowing into their curriculum and teaching.

Objective 3: Advance Truth and Reconciliation, Indigenization, and decolonization (aligns with Strategic Plan pillar "Truth and Reconciliation")

- Advancing Truth and Reconciliation, Indigenization and decolonization will remain a priority so the University can, among other things: strengthen relevant supports for Indigenous students, faculty and staff; provide opportunities for all learners to engage with Indigenous ways of knowing; enhance relationships with Indigenous communities, educational institutions, and businesses; and enhance Indigenous engagement in the research enterprise. To those ends, key measures of success in the coming year will be to:
 - Complete and formally adopt a five-year Indigenous Strategic Plan that will include teaching, curricular development, research, policies, hiring, identity, decolonization, and Indigenization;
 - Establish and implement an Indigenous procurement policy that includes targets and timelines;
 - Establish an MOU and new academic agreement with First Nations University of Canada that reflect a strong partnership and commitment to meaningfully support the institution in achieving its goals;
 - Expand programming and remote access for Indigenous students through new community-based program agreements delivered in partnership with First Nations University of Canada, the Gabriel Dumont Institute, and the Regional Colleges; and

- Establish clear processes and protocols for engaging in research with Indigenous peoples, and create an Indigenous Research Officer position to help ensure proper respect for an ownership of Indigenous knowledge and experiences.

Objective 4: Enhance faculty, staff, and student engagement with the University, particularly among groups that have traditionally been marginalized or underserved (aligns with Strategic Plan pillar “Well-being and Belonging”)

- Pursuing systemic change in the way students, faculty, and staff view and relate to the University is crucial to buoying morale, supporting mental health, and enhancing overall engagement with the institution. To those ends, measurable actions for the coming year will be to:
 - Finalize an Equity, Diversity, and Inclusion action plan and implement key aspects focusing on senior leadership commitment, policy review, demographic and cultural climate, teaching and learning, and community engagement;
 - Enhance mental health literacy services and training for students by offering *Inquiring Mind* sessions once per term, and *From Surviving to Thriving* and *Student Resiliency Program* sessions once per month;
 - Enhance mental health literacy services and training for faculty and staff during the year by offering 10 Employee Family Assistance Sessions, 2 *Working Mind* workshops, 4 *SafeTalk* workshops, and 4 *Building Resilience in the Workplace* workshops;
 - Implement an effective employee remote work program and principles governing flexible work hours; and
 - Adopt specific responses to address improvements identified in the March 2022 Employee Engagement Survey.

Objective 5: Enhance the University’s efforts toward environmental sustainability and climate action (aligns with Strategic Plan pillar “Environment and Climate Action”)

- It remains both a moral and an operational imperative for the University to make meaningful progress toward environmental sustainability and climate action. For the coming year, key measurables in this area will be to:
 - Fully establish a Sustainability Office and an Energy Manager position, both of which have clear goals and performance metrics;
 - Finalize and share the University’s Sustainability Action Plan, and where possible, address priority recommendations; and
 - Build capacity and industry research partnerships in carbon capture, storage, and utilization, low-carbon hydrogen, and energy alternatives such as small modular reactors, geothermal, batteries, and energy storage.

Objective 6: Enhance the University’s reputation by actively promoting the institution’s identity and societal impact (aligns with Strategic Plan pillar “Impact and Identity”)

- Identifying, fostering, and communicating the University’s community impact and unique characteristics are important means of enhancing the institution’s reputation and reach, generating public support, and instilling pride within the University and wider communities. Over the next year, key measures of success toward this objective will be:
 - Increasing Tri-Agency and Canada Foundation for Innovation research funding by 5 percent compared to the five-year average;
 - Launching an institutional identity campaign between July and September using radio, print, social, and digital media, and continue as necessary in following months;
 - Ensuring that all Faculties and units have the appropriate training and tools to continue the transition of their individual web pages to the mobile-friendly web template; and
 - Planning and holding “UR Days” in five Saskatchewan communities in Fall 2022.

AT-A-GLANCE DASHBOARD “HEAT MAP”

Strategic Plan Connection	President’s Objective	Measurable	Status (to be colour-coded through the year)
Financial sustainability – no specific Strategic Plan thematic connection	Strengthen the long-term stability and sustainability of the University’s finances	Develop an operating budget for 2023-2024 that prepares for a balanced budget in 2024-2025	
		Develop a comprehensive budget plan for ancillary operations	
		Ensure that MOU-funded projects meet targets through appropriate administration	
		Make substantial progress toward ratifying the four outstanding Collective Agreements	
		Return enrolment to pre-pandemic levels	
		Establish clear priorities for both annual fundraising and a comprehensive campaign	
Discovery	Enhance the overall student experience of teaching, learning, and research	Produce an institution-wide academic plan	
		Implement key aspects of the five-year institutional research action plan	
		Consider and begin implementing key recommendations from the Task Force on the Future of Technology Infrastructure	
		Develop credit and non-credit microcredential revenue-sharing and University-wide coordination models	

		Establish a centralized microcredential hub	
		Submit three new dual credit courses to Ministry	
		Offer dual credit courses in Regina public high schools	
		Identify accelerated courses for Winter 2023	
		Finalize three joint program or articulation agreements	
		Complete preparations to launch full-year registration in Fall 2024	
		Improve transfer student yield rates by 5%	
		Establish a Centre for Experiential and Service Learning	
		Render architectural plans for CTL	
		Offer UR ² Fellows program to 20-25 instructors	
		Create programming for instructors to integrate Indigenous ways of knowing into curriculum and teaching	
Truth and Reconciliation	Advance Truth and Reconciliation, Indigenization, and decolonization	Complete and formally adopt a five-year Indigenous Strategic Plan	
		Establish and implement an Indigenous procurement policy	
		Establish an MOU and new academic agreement with FNUniv	
		Expand programming and access for Indigenous students through new community-based program agreements	
		Establish clear processes for engaging in research with Indigenous peoples	
Well-being and Belonging	Enhance faculty, staff, and student engagement with the University, particularly among groups that have traditionally been marginalized or underserved	Finalize EDI action plan and implement key aspects	
		Enhance mental health literacy services and training for students	
		Enhance mental health literacy services and training for faculty and staff	
		Implement an effective employee remote and flexible work program	
		Adopt specific responses to address improvements identified in Employee Engagement Survey	
Environment and Climate Action	Enhance the University's efforts	Fully establish Sustainability Office and Energy Manager position	

	toward environmental sustainability and climate action	Finalize and share the Sustainability Action Plan and address priority recommendations	
		Build capacity and partnerships in CCUS and energy alternatives	
Impact and Identity	Enhance the University's reputation by actively promoting the institution's identity and societal impact	Increase Tri-Agency and CFI research funding by 5 percent over the five-year average	
		Ensure an effective and wide-reaching launch of an institutional identity	
		Ensure that all Faculties and units have the appropriate training and tools to continue the website transition	
		Plan and hold 5 "UR Days" in Saskatchewan communities	

Progress Status	
BLUE	Complete
GREEN	Well Underway
YELLOW	Partially Underway
RED	Little or No Progress