

## President's Report to the Board

For the period from July 1, 2018 – April 24, 2019

*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 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 is an important part of both our history and our future.

At the end of the 2017-18 academic year, I worked with the University Executive Team to draft my 2018-19 performance objectives for submission to the Board of Governors. As in past years, these objectives were selected to promote the academic mission of the institution by aligning with the three priorities and two overarching themes of the University's strategic plan, *peyak aski kikawinaw: Together We Are Stronger* – student success; research impact; commitment to communities; sustainability; and Indigenization. Throughout all of our work we look at activities through the lens of indigenization and sustainability, therefore there are no separate objectives on these two threads. With the Board's input, these objectives were finalized and formed the basis of my reporting to the Board throughout the academic year beginning July 1, 2018.

The six objectives for 2018-19 as finalized by the Board were:

- 1. Student Success: Ensure that the University's centralized assessment and exam accommodation facility is on track to be operational for the fall 2019 semester;**
- 2. Student Success: 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;**
- 3. Research Impact: Complete a one-year review of the University's funding grants and contracts related to Post-Traumatic Stress Injury research;**
- 4. Research Impact: Complete a review of the University's undergraduate research culture and develop a strategy to enhance and promote research opportunities for these students;**
- 5. Commitment to Our Communities: 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; and**
- 6. Commitment to Our Communities: Develop a strategy that results in a 20% year-over-year increase in the University's annual giving total.**

For each subsequent Board meeting in 2018-19, I provided a written report on these six objectives as well as on my academic research program. This report summarizes that progress to the end of April, and is intended to help the Board as it evaluates my performance for the year. Should there be any substantial updates to these objectives by year-end in June, they will be noted in my report for the July meeting.

Most of these objectives were met over the course of the year – something that speaks to work of the many people on campus whose contributions made this possible. The development of the Central Testing Facility, for example, was a collaboration between areas as diverse as the Bookstore, Student Affairs, Facilities Management, and Supply Management Services. The different areas within the Centre for Continuing Education worked collaboratively to enhance that unit’s revenue generation, and the staff in Hospitality Services re-envisioned their service delivery to help the University develop a new source of revenue. The Office of the Vice-President (Research) worked diligently to review the University’s Post-Traumatic Stress Injury research, and worked with the Faculty of Graduate Studies and Research to examine ways to enhance research opportunities for undergraduate students. In addition, External Relations played a leading role in increasing annual giving to the University and beginning the process of evaluating the institution’s community outreach.

This work took place in the context of another busy year at the University. Throughout 2018-19, employees from across campus engaged in the collective bargaining process and helped the University reach agreements with various employee groups. During a time of fiscal restraint in the province, the University community worked together once more to implement the institution’s 24<sup>th</sup> consecutive balanced budget, while at the same time finding new ways to serve a student population that was larger and more diverse than at any time in our history. There was record attendance of more than 800 participants at the 10<sup>th</sup> annual Inspiring Leadership forum, and the University launched an anti-racism campaign entitled “You belong here. Racism doesn’t.” Years of work culminated with the re-opening of the newly renovated College Building, and the College West residences were also re-opened as modern, accessible and inclusive student accommodations.

These and the many other successes that marked 2018-19 could not have taken place without the support of the University community, including the Board of Governors. I wish to thank the Board for its guidance and support, and I look forward to receiving your evaluation of my performance as we plan for the next year and beyond.

Respectfully,



Dr. Vianne Timmons  
President and Vice-Chancellor

**Objective 1: Student Success – Ensure that the University’s centralized assessment and exam accommodation facility is on track to be operational for the Fall 2019 semester**

**This objective has been met.** Although at the time of reporting the Central Testing Facility is not yet fully constructed and staffed, it is on track to be completed, and if the staffing budget allows, it will be fully operational during Fall 2019 as planned.

**Context:** By beginning of the 2017-18 academic year, the number of students accessing services through the Centre for Student Accessibility had grown by close to 300% from 270 to 740 over the preceding decade. For this reason, a key priority for that year was to begin transitioning to more shared assessment and accommodation services – something that would better serve these students, reduce long-term costs, and help address workload challenges in the Faculties.

The creation of a centralized testing and accommodation facility was the primary initiative undertaken in this area in 2017-18, but it remained in the planning stages and was yet to be fully developed during the year. Following on this preliminary work, a major student success objective for 2018-19 was to ensure that the construction and staffing of the facility were on track so it could be operational for the Fall 2019 semester.

**Discussion:** A great deal of work took place throughout the year toward this objective:

- Facilities Management assumed the role of lead architectural designer, and the design for both the Central Testing Facility and Bookstore spaces was far enough along to issue requests for proposals for construction management services as well as mechanical and electrical consultants after the project went to the Board for Level III approval in mid-July. By early fall, the successful bidders were selected, with Ledcor awarded the construction management contract, and the electrical and mechanical consulting contracts awarded to ALFA Electrical and Stantec Consulting, respectively.
- Prior to the awarding of these contracts, work focused on the front-end tasks required to allow construction to begin in earnest in the College West Bookstore space that ultimately will house both the Central Testing Facility and the Bookstore. This included work in the College West basement, which would house temporary Bookstore shipping and receiving operations during construction. Work on the basement had to be complete before any work could be begun in the Bookstore space itself, and it was imperative to minimize any disruption to the Bookstore’s operations during September, its busiest time of year.
- Throughout the fall, logistical work took place to ensure that the Bookstore could continue operations while construction of the Central Testing Facility and reconfigured Bookstore space took place in its former location. The closure of PC Place in College West provided the opportunity to move Bookstore operations into four separate temporary locations that could house all of the Bookstore’s required functions: athletic wear sales in CK 167.5; supplies, merchandise and University of Regina branded apparel sales in CW 150; Bookstore office and e-

commerce pick-up location in CW 148; and shipping and receiving in CW 019. Student Affairs, Facilities Management and the Faculty of Kinesiology and Health Studies worked together to develop retail layouts for each temporary space, and the entire move was completed by early November.

- With the former Bookstore space now completely vacant, the need to construct in phases was eliminated. As a result, construction of the Central Testing Facility and the reconfigured Bookstore began simultaneously, which is expected to provide both time and cost savings over the course of the project.
- While demolition and construction continued in its former space, the Bookstore operated from its temporary locations on campus, with all book orders being done online. Construction activity was temporarily slowed down during both final exam periods to minimize noise for students, but resumed at full speed once several different work packages were completed and required materials were delivered.
- Construction activity is expected to increase from May onward, and be essentially complete toward the end of the summer. The Bookstore will move back to its renovated space by September, and the Central Testing Facility space is expected to be complete at the same time.
- Full operation of the Central Testing Facility for September is dependent on the staffing budget, which is not yet known. In the meantime, however, planning for staffing the facility has taken place, and preparations have continued. Software demonstrations have been scheduled for late April and early May, and a decision is expected shortly thereafter. Furniture and computer orders are also in process.
- Throughout the year, the Central Testing Facility and Bookstore Construction Committee, composed of representatives from relevant units across campus and chaired by the Associate Vice-President (Academic), met as needed to ensure strong campus communication and coordination and to address any issues that might arise with the construction of the facility.
- External Relations developed a communications plan to support the project through to October 2019. The initial focus into late January was to ensure that students, faculty and staff knew how and when to order textbooks, where to pick them up, and knew the timelines for the new booklist, buybacks, and refunds. The plan also ensured that the Bookstore's temporary locations could be easily found. In April, email and social media messages reinforced the launch of the spring/summer booklist, explained how to order textbooks and where to pick up online orders, and informed students of the new five-day pick up requirement intended to reduce backlogs in the Bookstore space.
- A new section was created on the Associate Vice-President (Academic) website for the project, where all emails continue to be posted for easy review. Additionally, the Bookstore's website continues to be regularly updated and promoted as a source of current information.
- The next phase of the communications plan will relate specifically to the re-opening of the Bookstore and the opening of the Central Testing Facility. It will

take place through to October 2019 to ensure that the students, faculty and staff are aware of the Bookstore's status, and to increase understanding about the need for the Central Testing Facility and how it supports student success. The plan will help ensure that students, faculty, and staff understand the process changes affecting those who may need to use the facility.

**Summary:** Facilities Management has tendered and awarded all major work packages, and the construction of the Central Testing Facility is on track to be complete for September. Processes are currently underway to furnish the facility as well as purchase and install specialized equipment. This will continue in the coming months, and if the soon-to-be finalized staffing budget allows, the facility will be staffed and operational for exam accommodations by the second half of the fall term, in time for mid-term examinations. The Bookstore will move into its reconfigured space in time for the fall term.

## **Objective 2: Student Success – 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**

**This objective has been met.** The Centre for Continuing Education (CCE) and Hospitality Services are both on track to exceed their revenue targets by approximately 28% and 23%, respectively. Also during the year, the University continued working to develop other identified revenue-generation opportunities.

**Context:** During the period from 2009-10 to 2017-18, the proportion of the University's overall revenue provided by provincial government funding declined from 59.6% to 48.2%. In light of the 2017-18 provincial budget which drastically cut the University's operating funding, and in anticipation of further such budgets as the Province continues working to balance its books, an objective for 2017-18 was to develop a revenue-generation strategy that would guide the University in the coming years as it seeks to both sustain and grow programs for students.

With this strategy developed last year, and with investments having been made in the College Avenue campus and Hospitality Services, it was a priority for 2018-19 to increase year-over-year revenue by 3% in CCE to \$12.6 million, and in Hospitality Services by 15% to \$2.2 million. (It should be noted that these 2018-19 revenue targets are higher than those of \$11.3 million and \$1.58 million quoted in the original objective. This is because the original targets were calculated based on early revenue projections for 2017-18 rather than final revenues for the year, which proved to be higher than projected.) At the same time, the University would continue pursuing longer-term revenue generation initiatives in other identified areas such as academic programming, student retention, and land development.

**Discussion:** Work toward this objective focused primarily on two areas throughout the year – CCE and Hospitality Services.

The revitalized facilities at the College Avenue campus provided CCE with the opportunity to enhance its marketing efforts and program offerings throughout the year. For example:

- CCE worked with External Relations to use the opening of the revitalized campus as the springboard to a marketing campaign that would bring back former students and bring in new ones in the crucial areas that use the College Avenue campus – English as a Second Language (ESL), the Conservatory, Lifelong Learning Centre, and non-credit professional certificates in Career and Professional Development.
- This marketing focused on a multi-pronged approach that built 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 coincided with the official opening of the College Avenue campus in October. An example of this marketing was the creation of a new Instagram account (a key social media channel for CCE's target audiences) at <https://www.instagram.com/uofrcce/?hl=en>. CCE also began taking 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 was an increased focus on art classes.

Through these and other efforts, over the course of the year CCE exceeded its revenue targets. Key factors in this success were lower administrative costs in most areas, on-target revenue in two programming areas, and increased revenue in three others:

- The Lifelong Learning Centre's revenue was on budget. This was the result of a combination of factors: higher-than-anticipated enrolments in Fall 2018, lower-than-anticipated Winter 2019 enrolments, fewer grants and donations due to the declining stock market, and fewer expenses overall.
- The Conservatory's operations were also essentially on budget. This was driven mainly by higher-than-anticipated summer and fall registration revenues, which were tempered somewhat by additional teaching expenses.
- At the time of writing, the Flexible Learning Division's revenues were well ahead of target. Year-over-year enrolment numbers in Fall 2018 classes and again in the Winter 2019 term (both in evening/weekend classes and in online ones) increased compared to budget forecasts in all areas, especially in the number of international students. As a result, net revenues are forecast to be 16% ahead of target, with transfers of revenue-sharing to the faculties anticipated to be 10% above budget target.
- The Flexible Learning Division also began exploring the possibility of doing revenue-creating contracts for the creation of online support for coursework outside of the University, as well as in support of some specific internal University initiatives. The division had initial discussions on how it might use its expertise on the creation of online learning to support new opportunities, and is working on a business case to ensure it has the sufficient human resources (or can get those resources) to do this in an efficient manner.

- The Career and Professional Development Division is forecast to have net revenues approximately 75% above budget. One contributing factor in the early part of the year was higher-than-anticipated online and face-to-face credit certificate program registration. Another was the 3.5% year-over-year increase in overall Spring/Summer enrolment at the University and Federated Colleges, with CCE providing course instruction in many instances.
- Enrolments in the credit certificates in Career and Professional Development were approximately 30% above budget targets for Fall 2018, with all of those extra enrolments being international students. Increased student numbers in the Winter 2019 term were driven by international student enrolments, high school accelerated students and increased numbers of new Certificate of Liberal Arts students. These new Certificate in Liberal Arts students began their studies on February 1 through a newly developed agreement with the Gabriel Dumont Institute by which CCE offers the certificate in Métis communities. Students have now been accepted, and classes began on February 1 for the Winter 2019 term.
- The English as a Second Language (ESL) program is forecast to exceed its budget forecasts through enrolments that are approximately 13% higher than anticipated. The unit began the year in a positive way, with increased enrolments in summer regular courses overcoming some small decreases in the EXPLORE programming. It then followed this with increased year-over-year Fall 2018 and Winter 2019 enrolments in the regular program.
- In addition, ESL continued 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. These enrolments generated additional net revenue of approximately \$147,000. At the time of writing, ESL had been renewed by the Government of Canada for its LINC contract in 2019-2020, with classes having started on April 8, and had finalized its application for a five-year renewal that would generate additional revenue in the coming years.
- Overall, CCE's expenditures and revenues to this point in the year – coupled with estimates for the remainder of the year – indicate that the unit is well on track to exceed its target of a 3% net revenue increase, barring any unforeseen events that could alter actual results. Ten months into the academic year, the forecast surplus is now \$16.12 million (compared to \$12.6 million in the original budget), which is 27.9% above the budget target.

Having been identified for increased year-over-year revenue generation of 15%, Hospitality Services worked throughout the year toward this objective in three main areas – non-student accommodations, room booking, and food services:

- Non-student accommodation revenues are projected to be very close to the projected target of \$1,050,000 for 2018-19 fiscal year. Contributing to this was the ongoing accommodation of a number of groups throughout the year including visitors for the Memorial Cup and the CP Women's open, as well as doctors from

the University of Saskatchewan. In addition, the hosting of Congress 2018 generated gross revenues of \$300,000 for housing, although this number was lower than anticipated in part because the College West residence was not yet available.

- Congress also provided a model on which future activities may be based to increase net revenue in the future. To this end, Hospitality Services developed a marketing plan to attract businesses and groups to campus. This plan included creating promotional pieces to help communicate the services that can be offered to internal and external groups, and meeting more regularly with Events Regina and Tourism Regina to explore possible collaborations on any large-scale events that are being brought to the city. Staff continued discussions with other groups such as the RCMP and the Saskatchewan Roughriders to stay in residence, and identified a new market to be explored for the future – hosting conferences in partnership with faculties and faculty members who have memberships in different associations.
- Two other parts of the plan – creating a new Hospitality website and launching an Expedia booking option to make it easier for the public to learn about and book accommodations – are underway and expected to be completed by June. In the meantime, it is of note that Hospitality Services made creative use of available space through initiatives such as family housing, Colourful Campus House in College West, and developing a variety of contracts to better manage the short-stay and long-term tenant processes.
- Room booking revenue for events held on campus is also on track to meet its revenue target of \$20,400 for the year. To streamline room bookings, an online booking system was implemented which secures rooms through a portal managed by Hospitality Services. With the opening of College Avenue campus, Hospitality Services began coordinating the bookings associated with the first floor spaces, and continued working with CCE and other College Avenue campus units to configure additional spaces in the room booking system and develop processes around how space would be shared to optimize how they are used.
- Hospitality Services worked with the Faculty of Business Administration's Centre for Management Development during the year to develop a space usage report. Based on the results, the Centre for Management Development is now drafting a policy to help Hospitality Services make the best possible use of available space and facilities and share revenue for the future.
- In the area of food services, Chartwells is also on track to meet its 2018-19 catering target, driven in part by the fact that food services for Congress generated \$450,000 in gross revenue. This was less than originally projected and resulted in a \$50,000 decrease in commission from the original estimate because Congress took place over a condensed timeframe. Still, however, by the end of February Chartwells reported \$1.2 million in revenue and is projected to be close to target at \$1.3 million by the end of April.
- Overall, Hospitality Services' 2018-19 revenue is projected to be \$2.35 million. This represents a 23% increase over 2017-18.



Also during the year, the University moved forward with a number of revenue-generating initiatives not specifically related to the Centre for Continuing Education and Hospitality services. For example:

- Negotiations continued for a potential transfer of ownership of Innovation Place-Regina to the University.
- The new Master of Science in Organizational Studies program was launched for Fall 2018.
- The Master of Health Information Management program remained on track for a Fall 2019 launch.
- A number of other academic programs progressed through varying stages of development, including a bilingual option for the Saskatchewan Collaborative Bachelor of Science in Nursing degree, a doctoral degree in Nursing, and a Chemistry minor in bio-active compounds.
- A number of initiatives in the proposed 2019-20 budget plan can lead to further enrolment increases, including the development of a Strategic Enrolment Plan and the introduction of a central transfer credit operation. Other budget proposals related to revenue generation include enhanced marketing including website redesign for UR International and funding for another development officer in the Donor Relations area.
- It is of note that throughout all three terms in 2018-19, the University's enrolment was consistently above 2017-18 levels and above the 1% projected year-over-year increase. This is evidence that the recruitment and retention initiatives of the past few years are helping contribute to increased enrolment and revenue each year.

**Summary:** Overall, both CCE and Hospitality Services are on track to surpass their revenue targets for 2018-19 by a wide margin. Events such as Congress and the re-opening of the College Building contributed to this success in a very visible way, but on a day-to-day basis, staff in both areas quietly did a great deal of work to meet this objective for the benefit of the entire University. This day-to-day work, combined with other revenue-generating initiatives the University explored during the year, will continue to be important as the institution seeks to make up an increasing percentage of its operating budget through means other than provincial government funding in the years to come.

### **Objective 3: Research Impact – Complete a one-year review of the University's funding grants and contracts related to Post-Traumatic Stress Injury research**

**This objective has been met.** Over the course of the year, the University conducted a comprehensive review of its Post-Traumatic Stress Injury-related grants and contracts and implemented a series of recommendations.

**Context:** In recent years, Post-Traumatic Stress Injury (PTSI) has become one of the University's leading areas of research in terms of potential societal impact as well as the amount of external funding it has garnered. For 2018-19, evaluating the ongoing success

of this PTISI research was therefore immensely important for two reasons: to ensure that the University continues delivering what has been promised to funders, and to provide a model for other research areas and projects that stand to have a high impact.

To this end, a key objective for 2018-19 was to complete a one-year review of the University's PTISI research that would both evaluate its progress to that point and provide recommendations that can help advance high-impact research in other areas of demonstrated institutional expertise.

**Discussion:** A great deal of detailed work took place to review and implement process improvements on the University's PTISI-related research:

- Over the summer, the Office of Vice-President (Research) undertook a “lessons learned” exercise focusing on how the RCMP Longitudinal PTISI study had progressed since its announcement in 2017. This included gathering stakeholder feedback through a survey, conducting multiple interviews, and holding a meeting between the project team and members of the University administration.
- As the review took place, some preliminary steps were 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. With that hiring, the Project Director was 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 were adjusted and presented in person rather than in writing only.
- In September, the review was completed and the findings and recommendations were compiled in a report. Recommendations from the report that applied to the current RCMP Longitudinal PTISI study were project were then implemented. These included: improving project status reporting; enhancing two-way communication between the project team and sponsor; enhancing two-way communication between the project team and the University Executive Team (i.e. bi-weekly written and verbal reporting); and hiring business analysts with significant IT project experience.
- A multi-unit team including the project team, the Office of Vice-President (Research), Financial Services, External Relations, the Research Office, Human Resources and Facilities Management then ensured that other recommendations were being applied as process improvements to the projects arising from the Canadian Institute for Public Safety Research and Treatment funding announced in the 2018 Federal Budget.

**Summary:** The improvements and changes stemming from the review have had a significant positive impact on the RCMP project, which has progressed over the year. The data collection system was developed, clinicians and other project staff who will be required to collect data or support data collection were hired, and promotional materials was created to recruit study participants from troops of cadets as they enter training at the RCMP's “Depot” Division. By the time of the Board meeting, the data collection phase of the project will be officially underway.

The remaining recommendations were lessons learned that will be taken into account for any future, large-scale research projects or research centres.

#### **Objective 4: Research Impact – Complete a review of the University’s undergraduate research culture and develop a strategy to enhance and promote research opportunities for these students**

**This objective has been met.** Over the course of the year, a comprehensive review took place that yielded several recommendations that the University will now consider as it works to enhance the undergraduate research culture.

**Context:** The University has grown its research enterprise significantly in recent years in terms of research impact, Tri-Agency activity, international collaborations, and graduate student enrolment. A further opportunity to do so exists in the area of undergraduate student research. As a result of the University’s enviable student-to-professor ratio (fourth among mid-sized comprehensive Canadian universities), we have the opportunity to enhance and promote a research environment in which undergraduate students work closely with experts in their field of study.

To that end, throughout 2018-19 a key objective was to conduct a review of the University’s undergraduate research environment across all disciplines and develop a strategy that would identify current strengths and explore future research possibilities to help make the University an institution of choice for these emerging scholars.

**Discussion:** The newly appointed Associate Vice-President (Research) and Dean of the Faculty of Graduate Studies and Research took the lead on this objective. Progress was as follows:

- Throughout the late summer and early fall, a work plan for the review was developed. This work plan was finalized in October, and outlined the following components to be completed by April 2019:
  1. Research into smart practices of undergraduate research in North America;
  2. A comparative examination of other Canadian post-secondary institutions’ initiatives for undergraduate research;
  3. An inventory of current undergraduate research practices across the University of Regina; and
  4. Recommendations on how the University might further advance its undergraduate research and creative inquiry.
- In subsequent months, these constituent parts of the review were finished in turn, and in early April a draft report was completed. In the coming weeks, it will be submitted to the Council Committee on Research, the Associate Deans (Research) and Deans’ Council for consideration. The report contained eight recommendations:

1. Market undergraduate research opportunities and celebrate student success on the website and through social media channels;
  2. Create a centralized undergraduate research portal that houses all opportunities available to students across the campus;
  3. Host an annual research fair showcasing undergraduate research and include three grand prizes for students to attend the World Congress on Undergraduate Research;
  4. Continue to provide centralized support for the Mitacs Globalink Research Award, the NSERC's Undergraduate Student Research Awards, and the newly established University of Regina Undergraduate Research Fellowship;
  5. Identify opportunities for undergraduate Indigenous students to engage in Indigenous research in the community;
  6. Establish an undergraduate research council that includes the Associate Vice-President (Academic), the Associate Vice-President (Research), the Director of the Research Office, and faculty representatives mandated to design and implement a University of Regina undergraduate research plan;
  7. Offer supports through the Centre for Teaching and Learning in designing research-rich curriculum to advance faculty members' pedagogical skills; and
  8. Create faculty awards for undergraduate student research mentorship.
- As an intermediate step while this review took place, a proposal for a pilot Undergraduate Research Fellowship program was drafted for consideration by the Associate Deans (Research). This proposal was accepted, and a two-year, \$120,000 pilot project for part-time and full-time undergraduate research fellowships is now underway. The first fellowships will be awarded for Spring/Summer 2019, providing between eight and 16 students with the opportunity to build their research competencies. It is of note that at the time of reporting, approximately 50 students from all Faculties had applied for fellowships – triple the number that was expected. Continuing to fund these fellowships beyond the initial pilot period is one of the recommendations under consideration, and one of increasing importance given the early popularity of the program.
  - In support of this work to enhance the undergraduate research culture, throughout the year External Relations worked to highlight undergraduate students' work in both traditional and social media to emphasize its impact and importance. Students featured included:
    - Undergraduate psychology students Calum Neill and Janelle Gerard, who co-authored a peer-reviewed article with Dr. Katherine Arbuthnott in *The Journal for Positive Psychology*. The article demonstrated that spending just five minutes in nature can significantly improve a person's emotional well-being. External Relations promoted the research on the University's

Facebook page, Twitter feed, and website. This led to local appearances by the researchers on both Global News and CTV Morning. The research was also picked up by *PsyPost* (a psychology and neuroscience news website), *Bustle* (a digital media group aimed at reaching millennial women), *Travel and Leisure*, Fox News, and the *LifeHacker* website. The research also received attention from Sheldon Kennedy, who tweeted it to his 17,000 followers, and Martha Stewart, who tweeted it to her more than 482,000 Twitter followers.

- Alexa Lawlor, an undergraduate student in the School of Journalism. Her summer internship at the *Saskatoon StarPhoenix* was the subject of a story in that paper;
- Nick Day, a Faculty of Education student. His compelling editorial piece – which discusses how his internship, and ultimately his teaching, has been affected by events such as the hearing for the Justice for our Stolen Children camp – was published by the *Regina Leader-Post*;
- Larissa Kitchemoni, a student majoring in Indian Art in the Faculty of Media, Art, and Performance. She was featured in the *Leader-Post* for her art installation of 14 teepees that helped bring to life the history of residential schools. The installation, titled *kêhtê-ayak*, was located in a circle on the lawn of First Nations University of Canada;
- The students in Dr. Susan Johnston’s English 349 class, who participated in the inaugural English Research Fair. External Relations promoted the students’ original, independent research on the University’s Facebook page, Twitter feed and website;
- Alexandria Ripplinger, a fourth year biology student, who is the inaugural recipient of the Jack and June Krogan Women in Science Scholarship. She was featured on the University’s website and in social media for her multiple sclerosis research. As a recipient of the Krogan Scholarship, she receives a \$3,000 bursary and an internship at the Krogan Lab in San Francisco;
- Students who participated in the Living Skies Student Film Festival – Canada’s longest-running student film festival. The festival is organized by undergraduate University of Regina film students and celebrates filmmakers on campus, from other film schools in Canada, and international filmmakers. University of Regina students were profiled on the University’s homepage, as well as in the *Leader-Post*;
- Theatre students who produced *Secrets from the Borne Settee* – a hybrid live theatre/cinematic experience that included live-to-screen camera work and live-streamed music in partnership with the Universidad Autónoma Metropolitana in Mexico City. Many students were highlighted on the University’s social media channels and in the *Leader-Post*;
- Natnael Alemu, an electronics engineering student in his final year. Global News ran a story about Engineering Project Day, an annual event that

enables undergraduate Engineering and Applied Science students to showcase their work to industry professionals. Alemu and his team were featured for their work monitoring rough roads through sensors attached to vehicles; and

- Electronics engineering student Bridget Palaschuk, who was also featured on Global News. Palaschuk developed a beer keg monitoring system that shows up-to-the-minute statistics such as temperature, amount of beer poured, and amount of foam. The system is already being used on taps at the Owl campus bar, enabling staff to monitor beer waste that occurs when pouring off foam and refilling the glass with beer.

**Summary:** A substantial amount of work took place throughout the year to fulfill this objective. The comprehensive review of undergraduate research opportunities yielded concrete recommendations for consideration and potential implementation in 2019-20 and beyond. The development of the two-year pilot Undergraduate Research Fellowship program will provide an immediate opportunity both to enhance and to promote the University research culture for students. External Relations' promotion of undergraduate researchers and their work throughout the year will carry into 2019-20, helping give both existing and prospective undergraduate students an idea of the research opportunities that exist for them at the University.

With this work continuing, the University will be well-positioned both to recruit and retain top students for whom the opportunity to pursue research at the undergraduate level is a priority, and to help them prepare for graduate work.

### **Objective 5: Commitment to Our Communities – 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**

**This objective will be partially met by year-end.** By the time of the May Board meeting, an internal campus survey will have been completed and a request for proposals for full analysis of the University's economic social impact will have been issued but not yet awarded. The full analysis of the University's economic social impact has yet to be completed, and the overall strategy for enhancing the University's social impact in key areas has not been developed. Once the tender is awarded, the economic social impact analysis may be completed by year-end in June, in which case the development of a comprehensive social impact plan will carry over into 2019-20.

**Context:** The concept of service to community, which is enshrined in both the University's motto and its current strategic plan, is fundamental to the institution's identity and role in the province. It is also an area where, through the expertise of faculty, staff and students, we have tremendous potential to make a positive difference in the lives of residents of our community of all ages who have not traditionally been engaged with the institution.

For this reason, a key objective for 2018-19 was to create an inventory of the University's current community outreach initiatives, identify gaps and areas of particular success, and develop a plan to engage different organizations in community-based programming that will help strengthen our impact on the educational, cultural and socio-economic life of the community in which our institution is based.

**Discussion:** Progress toward this objective was delayed due to staffing turnover in the External Relations unit. Even so, a considerable amount of work took place over the course of the year:

- During the summer, a new University Spokesperson and Community Engagement Officer was hired in External Relations. One of his responsibilities was to engage with each of the Deans and other members of senior administration and then develop an inventory of the University's existing community outreach projects and activities. He left the University prior to compiling the inventory, however, and his former position was restructured to focus entirely on Media and Public Relations.
- Community Engagement activities – including the development of a plan to engage organizations in community-based programming – were subsequently reassigned to the position of Director of Alumni and Community Engagement, which was in the process of being filled after a vacancy. The development of the inventory was thus delayed into the new year when a candidate was hired into the position.
- In the meantime, the annual University Leadership Team (ULT) retreat in late August focused on ways in which the University can increase its social impact in the Regina area. Based on the retreat – which included a presentation on community needs by the Chief of the Regina Police Service – ULT determined that until a full strategy was developed, vulnerable children and their families would be an appropriate focus for attention in the coming months.
- To that end, at the November ULT meeting, members of the Regina Police Service gave a presentation on *The Regina intersectional Partnership (TRiP)*, which is designed to provide social, educational and other supports for at-risk youth and their families. The Faculty of Engineering and Applied Science already supports TRiP through the EYES program, and a discussion took place on ways in which other units might be able to provide support going forward.
- Also during the year, Regina's Chili for Children organization provided a good example of how the University can enhance its social impact in the community. Chili for Children was presented in January with the President's Community Award to recognize the organization's four decades providing nourishing meals to schoolchildren in Regina's inner city. In conjunction with the award presentation, the University Executive Team served lunch with the Chili for Children's staff and volunteers at Albert Community School, and the University donated a week's worth of school lunches to the program. The University is now determining how it might support Chili for Children and other organizations over the long term with more regularized donations through our food services. The feasibility of a "food rescue" program is being explored, and the request for

proposals for the awarding of the forthcoming University food services contract included a proviso related to this.

- A campus survey on the University's existing community outreach projects and employees' volunteer activities in the community was undertaken in late April, and by the time of the Board meeting, will have been completed. The data from this survey will serve to create a current-state inventory of the University's social impact initiatives and will form the basis from which an external vendor will calculate the economic social impact that these initiatives have on our community.
- The request for proposals for an external vendor to create the economic social impact report has been issued, and the contract is expected to be awarded in mid-May. At this point, it is not known if the selected vendor will be able to complete the economic social impact report by the end of June. A progress report will be provided for the next Board meeting.
- Once the vendor assesses the social impact that the University of Regina, as a whole, is making on our local community, the University will use this report plus the inventory of community outreach activities to identify areas of opportunity where greater involvement by the University could have a significant impact. An institutional social impact strategy will then be developed to help address these key community needs. This process will continue into 2018-2019.

**Summary:** Staffing turnover delayed progress on this objective, but a considerable amount of progress was made leading into next year. The early focus on vulnerable children and their families provided concrete initiatives for the University to focus on while the process of developing a more comprehensive social impact strategy continued. I have proposed that the completion of this strategy be one of my objectives for 2019-20.

## **Objective 6: Commitment to Our Communities – Develop a strategy that results in a 20% year-over-year increase in the University's annual giving total**

**This objective is projected to be met by year-end.** With one month remaining in the fiscal year, annual giving amounted to \$1.876 million toward a target of \$2.16 million (which had been rounded to \$2.2 million in the original objective). This puts the University at 87% of the full-year annual giving target. Based on anticipated April activity, External Relations is on pace to meet the full-year target of increasing the University's annual giving by 20% over 2017-18.

**Context:** As an institution of higher learning whose operations are supported to a large degree through public funding and private or corporate fiscal gifts, the University must build awareness of that need and develop a culture of philanthropy both internally and with external supporters. In the 2017-18 fiscal year, the University raised \$1.8 million through annual giving – faculty, staff and community-contributed funds that were



essential in helping the institution develop and maintain programs and facilities for students.

With a number of clearly identified funding needs for the future – including scholarships, the completion of Darke Hall’s interior, and the restoration of the historic lecture theatre in the College Building – the need for increased and consistent annual giving will be even more acute in the coming years. To help address this need in light of other financial pressures faced by the University, a key objective for 2018-19 was to develop and implement a strategy that would result in a 20% year-over-year increase over last year’s annual giving total to \$2.16 million, and set the stage for continued growth in the future.

**Discussion:** Throughout the year, External Relations undertook a great deal of activity designed to increase the University’s amount of annual giving:

- The first step in the Annual Campaign for 2018-2019 was to wrap up the 2017-2018 campaign, which involved 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 was distributed in September.
- With the 2017-18 campaign complete, a strategy was then undertaken to engage a broader base of donors than in previous years, focusing on alumni, faculty, and staff including University leadership. To support the development of an enhanced culture of philanthropy at the University, communication and education were key priorities for the year as efforts focused on increasing the awareness and understanding of the role philanthropy must play in the future of the University.
- The Fall Appeal and Spring Appeal, both of which have traditionally generated a large portion of the University’s annual giving revenue, were major parts of the strategy.
- Two initiatives were new for 2018-19. The first was a social media campaign designed to educate the public on the University’s charitable priorities. The second was the reinvigoration of the University’s Family (faculty and staff) Giving Campaign, which was last undertaken in 2012. Through the Family Giving Campaign, the University worked 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 began in September with University leadership, and continued throughout the year.
- Another important component of the strategy was increasing engagement with alumni as well as the Faculties and other units on campus to enhance the University’s culture of philanthropy. Developing a strong connection between the student experience and the alumni experience has the potential to have a positive impact on alumni giving. The intent is to make supporting the University of Regina part of the culture of being a member of the alumni family.
- The College Avenue campus proved to be a success story in this type of alumni partnership, with the University of Regina Alumni Association being recognized in November at a National Philanthropy Day event for its support of the College

Avenue revitalization. Also that month, the launch of the \$1 million Cougar Alumni Basketball endowment initiative demonstrated the impact alumni can have on the experience of current and future students.

- By July 31, the 2018-19 Annual Giving Campaign had raised just over \$410,000 – a total that rose steadily throughout the year to almost \$980,000 by the end of October and more than \$1.8 million by the end of March.
- It is important to note that in one key respect, the effort to enhance annual giving was a victim of its own success. In a number of cases, current annual donors elected to increase the amount of their donations, which placed their contributions in the “major gifts” category. This removed them from the annual giving total, but increased the total amount of fundraising of which annual giving is only one component. Even with these annual giving revenue reductions that were a positive by-product of enhanced donor commitment, the 2018-19 target for annual giving is still within reach.

**Summary:** Efforts to enhance annual giving at the University during the year were comprehensive and will have lasting benefits for the institution. A multifaceted campaign by External Relations to engage a broad base of donors has brought the University within reach of the \$2.16 million annual giving target for the year, and an updated total will be provided for the final Board report of 2018-19.

Perhaps more importantly, annual giving is only one of four revenue streams that make up the University’s total fundraising results. In 2018-19, External Relations worked diligently to increase overall fundraising in all categories, and as of March 31, had achieved 97% of the full-year total fundraising target of \$11.85 million – more than doubling the year-over-year total from 2017-18.

Given these results, the University appears to be well on its way toward its long-term objective of broadening its revenue base by building a strong culture of philanthropy across campus, among alumni, and in the larger community.

## **REPORT ON THE PRESIDENT’S ACADEMIC RESEARCH**

This report outlines progress on my academic research program over the past year.

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### **INCLUSIVE EDUCATION RESEARCH**

Throughout the year, I continued my work as a member of the Executive of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD). This work included:

- Chairing teleconference meetings of the Governance Committee as the organization explored partnerships with other organizations and prepared for a set of elections to take place at the August 2019 World Congress in Glasgow;

- Attending IASSIDD's 5th Europe Congress in Athens, Greece in July to chair in-person meetings of the Governance Committee and attend other Executive meetings;
- Participating in Executive meetings in London, England in January to prepare for the 2019 World Congress; and
- Helping to select venues for the 2022 World Congress in Chicago.

## **PROGRAM PRIORITIZATION RESEARCH**

- The final report on program prioritization at Canadian universities – on which I worked with researchers from several other institutions over the past few years – was submitted to and accepted for publication in the journal *Higher Education Policy*. It was published in the January 2019 issue, and may be found at this link: <https://link.springer.com/article/10.1057/s41307-018-00132-y>

## **ACADEMIC PRESENTATIONS**

Over the course of the year, I spoke publicly to approximately 100 different groups both on and off campus. These speeches and presentations, which ranged from providing greetings at events to delivering keynote addresses on subjects of particular academic interest to me, included:

- Delivering 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;
- Moderating a Universities Canada panel on advancing the case for global education for Canadians;
- Participating in a panel on women in academic leadership for the University of Manitoba's Centre for Higher Education Research and Development;
- Moderating a Universities Canada panel on inclusion, innovation and entrepreneurship;
- Delivering a keynote address on women and leadership for the Prince Albert Women's Council;
- Speaking about disability sector trends and advancements in diversity at a Special Olympics Saskatchewan Board meeting;
- Presenting in Ottawa to the Heads of Mission of the Southern African Development Corporation about partnership opportunities with the University;

- Speaking at an on-campus conference organized by the Saskatchewan Human Rights Commission in conjunction with the United Nations International Day against Racial Discrimination; and
- Moderating an Asia-Pacific Foundation panel on women's economic empowerment that included Dr. Mona Nemer, Chief Science Advisor of the Government of Canada, Dr. Ailish Campbell, Chief Trade Commissioner for Canada, and the Honourable Seiko Noda, former Deputy Prime Minister of Japan.

I also began work on some other presentations that I will deliver before the end of the year, including one to the Senior Women Academic Administrators of Canada that will have taken place by the time of the Board meeting.

## **PUBLICATIONS**

I was involved in or responsible for a number of publications during the year:

- As noted above, the final report on program prioritization was published in January in Higher Education Policy;
- I was lead author with two other researchers on a policy brief about the related problems of domestic violence and homelessness. It was published by the Johnson Shoyama Graduate School of Public Policy and may be found here: <https://www.schoolofpublicpolicy.sk.ca/research/publications/policy-brief/Gender-Based-Violence-and-Homelessness.php>;
- In March, two of my opinion-editorial pieces – one for International Women's Day and one for the International Day against Racial Discrimination – appeared in the Regina Leader-Post;
- And in late April I was asked to contribute a chapter to a book on women's leadership.

## **OTHER ACTIVITY**

During the year, I participated in some other activities that stemmed in part from my work in the areas of women's leadership, family literacy and inclusive education. These included:

- Providing expert witness material for a legal case related to disability and medical assistance in dying;
- Receiving a 2019 Indspire award in the Education category, in part to recognize my family literacy research in Atlantic Canadian Mi'kmaq communities;
- Being named the recipient of a YWCA Women of Distinction Lifetime Achievement Award for my efforts to promote gender equality;

- Presiding over a citizenship ceremony in my role as an Officer of the Order of Canada;
- Serving as Co-Chair of the Social Sciences and Humanities Research Council's Advisory Committee on Equity, Diversity and Inclusion Policy;
- Beginning work as a member of the Status of Women Advisory Committee on the Framework to Prevent and Address Gender-Based Violence at Post-Secondary Institutions;
- Being named to the Women Deliver National Committee;
- Recording a podcast for the "Women Don't Do That" organization; and
- Finishing my term as Chair of Universities Canada's Standing Advisory Committee on International Relations.

In addition, I continued my work as a Board member of the Canadian Institute for Military and Veteran Health Research, and was named to the Board of Directors of VIA Rail Canada.