
For the Board's consideration, this document contains my six proposed strategic objectives for the 2018-2019 academic year, as developed in consultation with the University Executive Team.

These objectives align with the three priority areas of the University's strategic plan, *peyak aski kikawinaw* – student success, research impact, and commitment to communities. These objectives will inform my reporting to the Board for the next year effective July 1, 2018, and meeting them will be an important part of the University's ongoing efforts to implement the strategic plan and fulfill our academic mission of teaching, research, and service to community.

STUDENT SUCCESS

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

The number of students accessing services through the Centre for Student Accessibility has grown by close to 300% from 270 to 740 over the past decade. For this reason, a key priority for 2017-18 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 last year, but it remains in the planning stages and has yet to be developed. Following on this preliminary work, a major student success objective for this year is to ensure that the construction and staffing of the facility are on track so it can be operational for the fall 2019 semester.

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

Since 2009-10, the proportion of the University's overall revenue provided by provincial government funding has declined from 59.6% to 48.2%. In light of the 2017-18 provincial budget which drastically cut the University's budget, and in anticipation of further such budgets as the Province works to balance its books, an objective last year was to develop a revenue-generation strategy that would guide the institution in the coming years as it seeks to both sustain and grow programs for students. With this strategy now developed, and with investments having been made over the past year in the

College Avenue campus and Conference Services, it will be a priority for 2018-19 to increase year-over-year revenue by 3% (or \$420,000) in the Centre for Continuing Education from \$10.9 million to \$11.3 million, and in Conference Services by 15% from \$1.37 to \$1.58 million. At the same time, the University will continue pursuing longer-term revenue generation initiatives in other identified areas such as academic programming, student retention, and land development.

RESEARCH IMPACT

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

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. Evaluating the ongoing success of this PTSI research is therefore immensely important for two reasons: to ensure that the University is 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 is to complete a one-year review of the University's PTSI research that will both evaluate its progress to that point and provide recommendations that can help advance high-impact research in other areas of demonstrated institutional expertise.

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

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, over the next year the University will conduct a review of our undergraduate research environment across all disciplines and develop a research strategy that will identify our current strengths and explore future research possibilities that will help make the University an institution of choice for these emerging scholars.

COMMITMENT TO OUR COMMUNITIES

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

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 the year will be to create an inventory of our 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.

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

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 supports. By the end of the 2017-18 fiscal year, the University raised \$1.8 million through annual giving – faculty, staff and community-contributed funds that are 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 will be to develop a strategy that results in a 20% year-over-year increase over last year's annual giving total to \$2.2 million, and continued growth in the future.