

For the Board's consideration, this document contains my six proposed strategic objectives for the 2019-2020 academic year, as developed in consultation with the University Executive Team.

The first objective is related to the development of the University's forthcoming strategic plan. The other five objectives align with the three priority areas of the University's current strategic plan, *peyak aski kikawinaw* – student success, research impact, and commitment to communities. All these objectives are designed to lead to a more sustainable university system. These objectives will guide my reporting to the Board for the next year effective July 1, 2019, and achieving them will be an important part of the University's ongoing efforts to fulfill our academic mission of teaching, research, and service to community.

### **STRATEGIC PLAN**

#### **Objective: Oversee the development and completion of a comprehensive strategic plan for the University**

With the timeframe of the University's 2015-2020 strategic plan coming to a close, it will be imperative throughout the year to develop a new strategic plan to guide the institution's operations and development for the next five years. The new plan must build on the University's existing strengths, identify new areas for exploration, and reflect the collective vision of faculty, staff, students, alumni, the provincial community, and many other stakeholders. Overseeing the development of this strategic plan will therefore be one of my primary objectives for the year.

### **STUDENT SUCCESS**

#### **Objective: Develop a comprehensive teaching and learning plan based on student data**

In 2017-2018, the scope of activities of the Centre for Teaching and Learning (CTL) was reduced while a review was undertaken to determine how the CTL could best serve the changing teaching needs of faculty – and ultimately, the changing learning needs of students. The review resulted in a series of recommendations that the new leadership of the CTL began implementing as part of a more comprehensive slate of programming in 2018-2019. In a context where the University has seen and will continue to see unprecedented diversity – more Indigenous students, new Canadians, international students, mid-career learners, and graduate students than ever before – one of the most

pressing needs is the development of a teaching and learning plan. Such a plan must be grounded in a new partnership between student data analytics and the University's teaching and learning supports in order to: foster a more dynamic and innovative educational environment for faculty and students; enhance academic quality; give faculty tools and knowledge to thrive at a time of dramatic change; and improve student outcomes. For that reason, a key objective for the year will be the development of a comprehensive and data-informed teaching and learning plan that will animate the CTL in its support of faculty across campus, and make the CTL more effective and consequently enhance student retention and graduation rates.

**Objective: Develop a campus-wide enrolment management strategy**

In any given year, a number of factors may affect enrolment numbers, and in turn, the revenues accrued to the University through tuition and fees as well as the provincial funding formula – revenues that are crucial to the University's ability to provide quality educational experiences for our students. Provincial high school demographics, world events that affect international student mobility, educational initiatives in other provinces, and the University of Regina's reputation – these are just some of the factors that the University must take into account each year. In this environment, it will be increasingly important for the University to have a comprehensive, campus-wide, long-term, adaptable and sustainable strategic enrolment strategy, so developing such a plan is a primary objective for the next year.

**RESEARCH IMPACT**

**Objective: Develop a research-focused equity, diversity and inclusion strategy that prepares the University to support the “Dimensions” principles, guides the revision of the CRC Action Plan, and engages the campus research community in the establishment of LGBTQ2S+ as a designated equity research group**

The Tri-Agency review of the University of Regina's 2017 Canada Research Chair Equity, Diversity and Inclusion (EDI) Action Plan strongly recommended that the plan be revised and resubmitted. This recommendation is particularly important in light of the Government of Canada's current development of a made-in Canada ATHENA SWAN Charter (known as the “Dimensions” program) to help advance the careers of women in the science, technology, engineering and mathematics disciplines. In this context, over the next year the University will develop an EDI strategy to: guide our engagement and early implementation of the “Dimensions” program; address the Tri-Agency review of the CRC Action Plan; engage researchers in the process of establishing LGBTQ2S+ as a recognized designated equity research group; and promote the existing Indigenous equity research group at the University. Over the long term, this will help build and enhance an institutional culture that embraces multiple equalities and intersectionalities and makes the University a national leader in equity, diversity and inclusion.

## **COMMITMENT TO OUR COMMUNITIES**

### **Objective: Through a review of the University's community outreach projects in the province, complete a socio-economic impact assessment of the University's community engagement efforts and develop a plan to help address a key community need through University engagement in community-based programming**

An objective for 2018-2019 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 the University's impact on the educational, cultural and socio-economic life of the province. By the end of the year, this work had been partially completed. An internal survey of community engagement activities had been undertaken and a request for proposals to calculate the socio-economic impact of these activities had been issued. The full assessment of the University's impact and the development of a plan to engage organizations in community-based programming had not been completed, however. For that reason, finalizing the impact assessment of the University in the province and developing a plan to help address a pressing community need will be a priority for 2019-20.

### **Objective: Increase the Advancement team's overall year-over-year fundraising by 10%**

In 2018-19, the University undertook a number of fundraising initiatives designed to enhance the institutional culture of philanthropy, engage current donors, appeal to new ones, and increase year-over-year annual giving. This work contributed to an overall year-over-year Advancement team revenue increase of 47%, from \$5.9 million to \$8.665 million as of April 30, 2019 (excluding Conexus' \$5.0 million 2018-19 contribution to the College Avenue campus revitalization and the City of Regina's land donation). Through continued focus on proven advancement practices and the collaborative creation of compelling faculty and administrative unit advancement priorities, over the next year the Advancement team will work to grow its 2019-20 revenues by 10% from \$8.665 million to \$9.532 million.