

The following is a proposed set of objectives to guide my work until the completion of my term as Interim President and Vice-Chancellor of the University of Regina.

In light of the COVID-19 pandemic and its current impact on the University's operations, these objectives are strongly focused on the continuity and sustainability of the institution's core operations. As we move through the pandemic, the University's academic, research, and fiscal health, and the wellbeing of faculty, staff, and students must take precedence.

While we deal with its immediate effects, we must also prepare for the pandemic's medium- and long-term potential consequences, whether enrolment challenges, student economic hardship and job loss, operational changes occasioned by the continuation of physical distancing, lengthened degree completion, potential challenges to government funding, and more.

Once this continuity is assured, I will turn to the implementation of the new strategic plan and, with it, prepare the transition to new leadership that will take place when the presidential search concludes next year.

With the help of many at the University, I will work toward and report on these strategic objectives until the next full-term President takes office, which is anticipated to be 1 July 2021. Together with the University Executive Team, I will count on the Board's support and advice as we confront and surmount the unique circumstances thrust upon us in March.

Objective: Ensure that the teaching and learning functions of the University continue in the most academically fulfilling way possible for the Spring/Summer 2020, Fall 2020 and Winter 2021 terms.

Following the mid-March decision to hold the Spring/Summer 2020 term at a distance, it will be imperative to ensure that, throughout the term, the University provides the best possible teaching and learning experience for students and faculty. This process will include applying lessons learned from the rapid transition in March to remote delivery of courses. At the same time, depending on how the COVID-19 situation develops in the province, it will be a priority to determine, in conjunction with our sector partners, the best way forward for the Fall 2020 and Winter 2021 terms. An important part of this will be to remain attentive to the highly varied needs of students experiencing unparalleled disruption to their studies and, in many cases, to their co-op terms, internships, summer employment, and their income.

Objective: Ensure that the University's research enterprise is disrupted as little as possible over the next year

Given the importance of the research enterprise to the University's faculty and students as well as the larger community, it will be a priority over the next year to mitigate the effects of the COVID-19 pandemic on research operations. Designing and implementing processes related to things such as in-person research, travel, operation of labs, fieldwork, sabbaticals, grant applications, and research ethics approvals will be essential so research faculty, graduate students and post-doctoral fellows may continue their work effectively.

Objective: Ensure operational continuity and stability across the entire University

With the challenges posed by COVID-19, it will be imperative over the next year to ensure that the University's core administrative operations - including human resource functions, facilities management processes, budget preparation and implementation, enrolment management and relationships with other organizations - continue effectively.

Objective: Launch the new strategic plan and begin implementing key aspects

After the new strategic plan was approved by the Board in early 2020, its planned April launch was put on hold as we focused all our time and efforts on the immediate challenges of the COVID-19 pandemic for our operations. As the pandemic abates and the University's operations become more normalized, the University will officially launch the new plan and begin implementing key aspects of it.

Objective: Help the next full-term President transition into the role

Completion of the objectives listed above will help the University in the near term by providing a stable academic and fiscal foundation on which the next full-term President may begin work. With an eye to the longer term, it will also be important to help with the presidential transition by ensuring that once selected, the incoming President has a comprehensive grounding in areas such as the University's history, institutional strengths and challenges, budgeting processes, and Faculty and governance structures.