

**March 1 - June 30, 2021 (Prior to official start of term as President and Vice-Chancellor)**

Recognizing that effective performance as President of the University of Regina requires vast learning and relationship building, I started upon this soon after my appointment was announced on March 1 – well in advance of my official July 1 start date.

On March 1, I participated in a town hall with the University community in which I shared some general observations, priorities, hopes, and aspirations, and answered questions about my vision for the University. That day, I also participated in a virtual meet and greet with several community members as well as provincial media.

Also in early March I provided remarks at the Inspiring Leadership Forum, participated in the President's Breakfast for Athletics, and recorded several introductory videos. Over subsequent weeks, I participated virtually in several events organized by academic units and student groups, including the Departments of History, English, Philosophy, and Politics and International Studies. Media interviews took place with CTV, the *Regina Leader-Post*, and John Gormley on CKOM 650/CJME 980. I also gave interviews for the University's research and alumni publications.

A variety of introductory meetings took place to help me familiarize myself with people and units on campus, as well as the regular cycle of events that will be an important part of my activities. The Presidential Transition Advisory Committee has been extremely productive in mapping out strategies to engage with the University community and connect with key external stakeholders. Equally beneficial were my weekly meetings with the Chair and Vice-Chair of the Board of Governors, other meetings with Board members, and observing the May 2021 Board meetings.

Until the end of his term I participated in virtual weekly meetings with Interim President Dr. Thomas Chase, and, since April, with the University Executive Team both as individuals and in some of their weekly group meetings. I also had regular meetings with administrative staff in the President's Office to familiarize myself with the area's operations, and attended meetings of the Senior Leadership Team and Academic Leadership Group that includes the University's Associate Deans.

I held introductory virtual meetings with many others on campus, including the University Librarian, Registrar, Director of Institutional Research, Deans of nearly every Faculty, Presidents of the Federated Colleges, and the Associate Vice-Presidents Academic, Human Resources, Facilities Management, Information Services, Finance, Indigenous Engagement, Student Affairs, and International. I also met with the Chancellor, Director of the Centre for Continuing Education, URFA leadership, and the URSU President. Virtual visits and question and answer sessions were also held at meetings of the Johnson Shoyama Graduate School of Public Policy, the Faculties of Arts, Science, Social Work, Engineering and Applied Science, and Education, as well as the Departments of History, Physics, and Psychology. Such sessions also occurred with units such as Human Resources, Athletics, University Advancement & Communications, the Research Office, the Dr. John Archer Library, and the University of Regina Alumni Association. In addition, I met with a group of professors to discuss Equity, Diversity, and Inclusion,

attended the June meeting of University Senate, and participated on the University's behalf in a community roundtable session held by the McConnell Foundation.

These interactions have deepened my understanding of the University and its opportunities and challenges, and have helped me make progress on identifying some areas upon which to focus during the upcoming year. These include raising the University's external profile, fully re-establishing on-campus operations, enhancing research capacity, undertaking collective bargaining, enhancing student recruitment and retention, developing opportunities for revenue generation, and refocusing the Comprehensive Fundraising Campaign.

Considerable planning also took place for the August leadership retreats that will revolve around the theme of what we want the University of Regina to achieve and be poised to pursue by 2024 as it enters its second half-century. These will involve focused sessions with the production of goals/targets in line with our strategic plan, government key performance indicators, and the tools *Maclean's* uses to determine annual university rankings.

Seeking to lay the groundwork for external outreach and potential partnerships, I met with the Presidents of the University of Saskatchewan and Saskatchewan Polytechnic, as well as the Chief Executive Officers of the Regina and District Chamber of Commerce, the Saskatchewan Chamber of Commerce, the Provincial Capital Commission, and Conexus. Other meetings included the Minister of Advanced Education, the Director of Saskatchewan's French-language schools, Regina Wascana Member of Parliament Michael Kram, and former Member of Parliament Ralph Goodale. Meetings also took place with Deputy Minister of Advanced Education Mark McLoughlin, Regina Mayor Sandra Masters, Moose Jaw Mayor Fraser Tolmie, and key donors.

### **July 1 – 13, 2021 (Since official start of term as President and Vice-Chancellor)**

Effective July 1, I continued my regular meetings – both virtual and, when possible, in person – with the Chair and Vice-Chair of the Board of Governors, as well as members of University Executive Team and the University's broader leadership structure. At a July 8 town hall, I shared some of my general priorities for the upcoming year in the context of advancing the University's strategic plan.

A communications plan was finalized with University Advancement & Communications to facilitate regular consultation with and updates to the University, and to initiate a social media presence. Plans are also being developed for a provincial tour to meet with leaders in Indigenous communities, as well as other Saskatchewan education, political, and business leaders. Other outreach activities being planned for the fall include participation in student orientation sessions, and supplementing recruitment work in Saskatchewan communities whenever possible.

Meetings continue to be arranged to ensure personal interaction in coming months with every Faculty Council, department, and administrative unit at the University. Regular meetings are also taking place or being scheduled with the Deputy Minister of Advanced Education, the Presidents of the federated colleges, my counterparts at Saskatchewan's other post-secondary institutions, and URSU, URFA, APT, and CUPE leadership.

In early July I met with key donors and community leaders, conducted interviews with provincial media, and published an opinion-editorial piece in the *Regina Leader-Post*. I also met with Elders at the

University and participated in Indigenous ceremonies, including a pipe ceremony and one of the feasts held at First Nations University of Canada in honour of those whose unmarked graves were discovered at the former site of the Marieval Indian Residential School.

In light of the successful provincial vaccination program, the reduction in the number of COVID-19 cases in Saskatchewan, and the relaxation of COVID-19 public health measures, it is my intention over the summer to increase the number of face-to-face meetings and activities in which I participate. This will include attending and hosting events, meeting donors, helping to facilitate partnerships with the potential for revenue generation, and ensuring effective relations with all levels of government and First Nations across the province.

### **Future reports to the Board of Governors**

For the July meeting, I have submitted a proposed set of my 2021-22 objectives for the Board's consideration. After these objectives together with their measurables are considered, adjusted as necessary, and approved by the Board, they will form the basis for my reports this year.

More broadly, throughout the year I will frame my activities and decisions around ensuring advancement of the University's strategic plan and delivering strong results to the provincial government on its key performance indicators.