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 nation – something that is an important part of both our history and our future.

This report summarizes progress throughout the fall on the six key areas of focus that the Board and I have selected for the 2019-20 academic year. 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 of these objectives are designed to lead to a more sustainable university system.

The report also includes updates on my academic research, University events and accomplishments, and other matters that may be of interest to the Board. Information about continuing efforts to enhance the student experience (including student success and retention), for example, begins the section on “Student and Alumni Success.”

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

The strategic planning process is well underway:

- The membership of the facilitation team was finalized in September, as was the contract with the consultant who is helping facilitate the planning. Soon after, the facilitation team participated in two and a half days of workshops with the consultants, during which time they discussed the potential format of the forthcoming plan, strategies for stakeholder engagement, and visions for the University’s next five years.

- Following these workshops and with the guidance of lead facilitator Dr. Kerri Finlay, the facilitation team and the consultant began receiving feedback from a number of groups in a variety of formal and informal settings. As of mid-November, feedback had been solicited from the following groups:

  - University Administration (one-on-one interviews with members of the University Executive Team, group input from Deans’ Council, and interviews with some Directors and Associate Vice-Presidents);
- University Council (meeting with members of Council Committees on Research and Academic Mission, and an introduction to the planning process at Executive Council will have taken place by the time of the Board meeting);

- Faculty and staff (Zoom meeting with Nursing and Social Work in Saskatoon, presentation to Facilities Management, and presentation to Enrolment Services staff);

- Students (one-on-one meeting with URSU president, postcards distributed during URSU breakfast); and

- The University community-at-large (email sent to President’s listserv advising of dates and locations of public engagement sessions, as well as advising of new strategic planning website located at https://www.uregina.ca/strategic-plan/2020-2025-strategic-plan/index.html).

- A series of other engagement opportunities are being planned for the coming weeks to help create a first draft of the report. Many of them will be complete by the time of the Board meeting:

  - Updates to the President, University Leadership Team and University Executive Team will take place in December, as will a discussion at the December Deans’ Council meeting;

  - Other meetings with faculty and staff will solicit input from groups such as the Indigenous Advisory Circle and Human Resources, and the Town Hall meeting prior to the December 6 meeting of University Council will also provide an opportunity for feedback;

  - Work to engage with students will continue through postcards distributed across campus and at URSU breakfasts, as well as a survey; and

  - Come-and-go sessions throughout November will allow a wide cross-section of stakeholders to provide input.

- As noted above, an update on the planning process to date will be presented to those attending the Town Hall meeting that will be held on December 6 prior to the meeting of University Council. World Café-style engagement sessions will then take place in mid-December, and the facilitation team will continue to receive feedback from stakeholders as it completes a first draft, most likely early in the new year. Like other members of the University community, the Board of Governors will have the opportunity to provide input on that draft once it is completed.
Objective: Develop a comprehensive teaching and learning plan based on student data

During the fall term, preliminary work continued that will lead to the development of a comprehensive teaching and learning plan to complement and support the University’s forthcoming strategic enrolment management plan and retention and graduation strategy:

- With the appointment of Dr. Katherine Ricketts of the Faculty of Education, the position of Director of the Centre for Teaching and Learning (CTL) was filled effective November 4 for a three-year term. Following closely on this, the new position of Associate Vice-President (Teaching and Student Analytics), which will have oversight of CTL, was filled effective November 15 with the appointment of Dr. Fay Patel. Dr. Patel has three decades of experience in teaching, research and educational development.
- In the coming months, Dr. Ricketts and Dr. Patel will together play a major role in developing the forthcoming teaching and learning plan.

Objective: Develop a campus-wide enrolment management strategy

Work also continued throughout the reporting period to develop a comprehensive campus-wide strategic enrolment management strategy:

- It is of note that since it was first envisioned, the enrolment management project has grown in scope and now involves three components – the strategic enrolment management strategy as well as a graduate and retention strategy and a website redesign. The two latter projects were in the very early planning stages when the original objective was created. Because they stand to complement the enrolment management strategy, updates on them will be included as part of this objective in this and forthcoming reports.
- Through a competitive bid process per the University’s procurement policy, the University contracted the consulting firm of Ruffalo Noel Levitz (RNL) to help develop the strategic enrolment management plan. RNL has years of experience working with American and Canadian universities in the area of enrolment and retention planning.
- In mid-November, RNL met with University staff to discuss aspects of the strategic enrolment plan such as timelines, expectations, stakeholder involvement, and project scope.
- As part of the tender, RNL is also working on the institutional website redesign. This is a significant initiative for the University, because the finished product will be a primary platform for student recruitment and retention, a vehicle to engage with diverse communities, and an avenue to promote the University and strengthen its reputation. University staff also met with RNL in mid-November to discuss this project and its relationship to the strategic enrolment plan.
Throughout the fall term, the Working Group on Retention and Graduation continued its work toward a retention and graduation strategy, with a focus on data collection and analysis. The Working Group will also engage with RNL over the next few months to develop a proactive strategy for improving retention and degree completion rates. As noted in the last report, this strategy will include predictive analysis that will help identify students who are at risk, and include initiatives to enhance student success and retention.

By the time of the Board meeting, the University-wide Advisory Council on Retention and Graduation will have met to assess the Working Group’s progress and determine next steps.

In the meantime, a great deal of other enrolment-related work continued:

- Enrolment Services hosted Admission on the Spot (AOTS) events throughout the fall in locations such as Regina, Saskatoon, Brandon, and for the first time, Swift Current. Planning is also underway for additional AOTS sessions in the winter semester in Prince Albert, La Ronge, Calgary and Regina;

- Enrolment Services also implemented a new process to help eliminate some of the backlog experienced from processing paper applications at AOTS events. Students were given extra incentive to apply online prior to AOTS events, and could then pick up their packages on-site;

- The University continued targeting adult students and students who have stopped out, in part by creating a landing page and a promotional piece for this group. Faculties were also asked to identify programs that are flexible/partly flexible (online, evening, weekends, for example) to help promote programs specifically to adult students;

- Enrolment Services has also been collaborating with some Faculties to help facilitate Faculty involvement in high schools. Some faculty members are serving as guest speakers in high school courses, for example – something that helps with recruitment and relationship-building in the high schools;

- The URConnected website has been enhanced to incorporate pages for transfer students, American students, and parents;

- The University continued recruiting in the United States for the first time in many years, specifically targeting Montana and North Dakota due to the domestic tuition offer that exists for students from these states. These recruitment efforts included sending targeted messages to prospective students, and participating in three weeks of education fair travel in the two states;

- Work continued on something that was noted in the last report – a feasibility study for a new admissions and customer relations management software package that would enhance recruitment and admissions; and

- Fall 2019 enrolment numbers as of the end of the fourth week of classes totalled 16,501, an increase of nearly 1,000 students over Fall 2018. This
represents the largest year-over-year increase in students in 37 years and the 11th consecutive year of increased enrolment – something that is a testament to the work of faculty and staff in all areas of the University.

**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**

Developing a comprehensive Equity, Diversity and Inclusion (EDI) strategy remained a priority throughout the fall, with an eye toward supporting the principles of the federal “Dimensions” program, establishing LGBTQ2S+ as an equity research group, and promoting the existing Indigenous equity research group:

- The updated Canada Research Chairs EDI Action Plan, which included an environmental scan, employment systems review, and comparative policy review of other post-secondary institutions, was submitted to the Tri-Agency Institutional Programs Secretariat at the end of September.

- The EDI Officer for Research, Pauline Streete, began work at the University in early October. Since that time, she has immersed herself in the University through a variety of stakeholder meetings that will inform her as she leads the design of an equity framework for the University’s research enterprise.

- On November 19, the University hosted an Equity, Diversity and Inclusion (EDI) Town Hall, moderated by the EDI Officer and including participation from members of the University Executive Team. The Town Hall is one of the mechanisms being used to engage the University community in designing, implementing and evaluating a transformative model of mainstreaming equity, diversity and inclusion.

- Also to this end, the EDI Advisory Committee has been formed, and will have had its first meeting by the time of the Board meeting. In the coming weeks, the Committee will issue a call both for faculty who have self-identified as members of equity groups, and for persons who are allies in the University community. Targeted focus groups will then take place to gather additional input to inform the EDI strategy.

- In addition, the Canadian Centre for Diversity and Inclusion (CCDI), with which the University now has membership, is in the process of developing a cultural climate survey of the University to gauge perceptions of and attitudes toward EDI.

- Based on the aforementioned feedback – from the EDI Town Hall, the work of the EDI Advisory Committee, the focus groups, and the cultural climate survey –
the EDI Office will begin developing the overall EDI strategy, which is still in the early stages.

- It is also of note that an updated self-declaration survey for faculty and staff has been created to include LGBTQ2S+ for the first time, and that plans are underway for the University Executive Team to have an EDI training session in early December as a follow-up to the one they participated in during the summer.

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

A great deal of progress was made toward the objective of completing the socio-economic impact assessment and developing a plan to help address a key community need:

- The first part of this objective – completing the socio-economic impact assessment – was completed with the assistance of Praxis Consulting. 1,500 faculty and staff members were surveyed. Of the respondents:
  - 48% currently participate in or are engaged with a community organization for the benefit of the community as part of their work duties;
  - 81% freely volunteer their personal time in the community;
  - 52% indicated that they serve a Board in a leadership capacity;
  - 29% of researchers engage with community organizations or groups to address a community need through research; and
  - 36% of respondents are involved in delivering educational programming in which members of the community participate.

- As a result of these findings, Praxis estimated the University’s community engagement efforts to be equivalent to:
  - $128 million in gross economic activity for the provincial economy; and
  - $98 million locally, i.e. in Regina.

- From an economic impact perspective, the University’s community and social impact activities:
  - Generate $76.1 million in provincial GDP;
  - Generate $55.6 million in local GDP for Regina; and
  - Support the equivalent of 743 jobs provincially and 493 jobs locally.
The report also included potential recommendations to enhance this impact in key areas. The report and recommendations were shared with the University Executive Team and University Leadership Team for feedback, and the University Advancement & Communications unit is now developing a strategy to address these recommendations.

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

Throughout the fall, the Advancement team continued working toward its objective of increasing its year-over-year revenues by 10% from $8.665 million last year to $9.532 million for 2019-2020:

- A number of targeted activities were undertaken, including:
  - Promoting the “Darke Hall Challenge,” through which total donations made to Darke Hall up to $500,000 will be matched by donor Dr. Ann Phillips;
  - Distributing the annual Fall Appeal through a number of channels including direct mail, email, and the alumni *Degrees* magazine;
  - Soliciting University leadership as a lead-in to the “Big Hearts Family Giving” campaign that will soon begin in earnest; and
  - Hiring resources to be placed within each of the Advancement Pilot Faculties (Business Administration, Engineering and Applied Science, and Kinesiology and Health Studies). The purpose of this three-year pilot project is to test the results of a dedicated Faculty-embedded development structure against that of the centrally resourced development structure currently being utilized with the rest of the Faculties.

- Fundraising results to this point of the year are encouraging. As of the end of October, approximately $527,000 is outstanding for the *College Avenue Campus Renewal Project*, which includes Darke Hall. In total, $3.651 million has been raised toward the overall 2019-20 target of $9.532 million. This represents a 62% increase over the $2.257 million raised over the same period last year. In addition, the Advancement team is nearing completion of an additional $3.548 million in gifts.

- Included within the current amount raised and the gifts nearing completion are four gifts of $1 million each. This represents the highest number of $1 million or greater gifts in a single year since 1993 – the first year for which records of that type exist.

- Results from the capital campaign feasibility study have been received. The study indicates a positive reception from the community regarding the potential for a new comprehensive capital campaign for the University of Regina.
A complete report on fundraising – including additional information about the capital campaign feasibility study – is part of the Board material provided for the forthcoming meeting.

REPORT ON THE PRESIDENT’S ACADEMIC RESEARCH

This report outlines progress on my academic research program and other activities throughout the fall.

INCLUSIVE EDUCATION RESEARCH

With my term as Past President and Chair of the Governance Committee of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD) now at an end, over the past couple of months I worked to complete some outstanding governance and finance items for the organization, and help my successors transition into their new roles.

ACADEMIC AND OTHER PRESENTATIONS

During the fall term I planned and delivered a number of presentations on areas of particular academic interest to me. These included:

- Planning a keynote presentation for the “Best Buddies” organization’s intellectual disability-related conference at the University. I will have delivered this address by the time of the Board meeting;
- Delivering a keynote presentation on accountability to the Province of Saskatchewan’s Ministry of Central Services at its annual retreat. This afforded me the opportunity to speak about issues such as equity, diversity, and inclusion;
- Speaking at a western Canadian “Women’s Leadership Accelerator” event in Regina;
- Presenting on “Working with Indigenous Communities in the North” at a conference organized by the Ministry of Advanced Education; and
- Speaking to the Government of Canada’s Executive Leadership Development program participants about equity, diversity, and inclusion and their roles in universities for the future.
PUBLICATIONS

- I wrote two opinion-editorial pieces that were published during the reporting period. The first, written prior to the federal election, was about people’s responsibility to vote. It was featured in the Regina Leader-Post, the Saskatoon StarPhoenix and the Calgary Herald. The second, on the topic of gender-based abuse, was published in the Leader-Post and StarPhoenix.

- I revised and submitted the book chapter I have written for inclusion in the forthcoming book Critical Reflections and Politics on Advancing Women in the Academy. Now titled “‘I didn’t expect YOU to be the president’: A critical reflection on three decades of women’s leadership in Canadian academia,” the chapter is with the publisher for additional editing and formatting.

- In September, I was featured in an article by Academica Group entitled “Addressing the stubborn underrepresentation of women in senior PSE leadership.” The interview for the article took place in the summer, and the article may be found here: https://forum.academica.ca/forum/addressing-the-stubborn-underrepresentation-of-women-in-senior-pse-leadership.

OTHER ACTIVITY

- I was interviewed by BBC Storyworks for a feature on the University of Regina that will appear as part of the International Association of Universities’ (IAU) “Aiming Higher” series. The feature was launched in mid-November at the IAU conference I attended in Puebla, Mexico, and may be viewed here: https://www.iau-aiminghigher.org/.

- I participated in my final set of meetings as Co-chair of the Social Sciences and Humanities Research Council’s Advisory Committee on Equity, Diversity and Inclusion.

- I visited South Korea with the Premier of Saskatchewan as well as representatives of the University of Saskatchewan and Saskatchewan Polytechnic. While in Korea, I participated in recruitment activities, signed Memoranda of Understanding with Korean institutions, and participated in a workshop for the Honorary Consul Generals of Korea.

- I participated in Universities Canada meetings and a meeting of the Business/Higher Education Roundtable in Ottawa.
CELEBRATING OUR CAMPUS

This report highlights some of the many student, faculty, and staff successes as well as other notable campus events since the last Board report.

STUDENT AND ALUMNI SUCCESS

- Ongoing efforts to enhance the student experience at the University during the reporting period included:
  - Collaborating with URSU in September to hold a “town hall” meeting for students to address any concerns they may have about the University’s operations and learning environment;
  - Launching the Alertus app so that participating students will receive emergency notifications directly on their personal mobile devices. By mid-November, close to 1,000 people had subscribed to it;
  - Holding two events designed primarily for students as part of the “You Belong Here. Racism Doesn’t.” campaign. On October 1, motivational speaker Anthony McLean challenged audience members to think critically about unconscious biases and delivered a powerful message about creating an inclusive environment. On November 19, inspirational storyteller and award-winning documentary filmmaker Mike Downie spoke about he and his late brother Gord’s work to aid in Canada’s reconciliation efforts, including their multi-media collaboration, Secret Path.
  - Continuing the Omâ Program in which senior Indigenous students mentor first-year students. For the current term, there are 27 new students enrolled in the program. In recent years, the retention rate from first- to second-year has been approximately 90 per cent.
  - Outfitting the Accommodations Test Centre. Construction of the physical space will be completed by mid-December, with systems testing to commence in anticipation of a limited launch in May 2020 and a campus-wide launch in September 2020. A manager has been hired, with subsequent positions to be filled in the next few months;
  - Continuing to operate the long-running Co-operative Education Program, which is now in its 50th year. By the end of the Winter 2019 term, a record number of 865 work placements will have been completed, helping students earn approximately $10.4 million toward their schooling;
  - Running the UR Guarantee program for its tenth year, with enrolment of more than 1,900 students. Activities for students during the fall term included volunteering in the RPIRG Green Patch, attending presentation skills
workshops, participating in two Habitat for Humanity builds. Planning also took place for activities in the winter term such as Relay for Life;

- Moving to an almost exclusively drop-in model for Central Advising, due to its effectiveness and popularity and serving an increasing number of students;

- Recruiting more than 900 student ambassadors (with more than 500 of them trained by November 1) who gain valuable experience while helping with a variety of University events; and

- Continuing UR International’s work to better serve the growing number of international students at the University. This included:
  
  - Holding orientation events specifically designed for international students;
  
  - Offering a variety of academic support services and workshops through a partnership between Counselling Services and the Global Learning Centre. This includes English coaching, tutoring services, as well as workshops on plagiarism and academic citation; and

  - Re-evaluating the International Peer Advisor Program to ensure the best possible delivery of organized leadership activities.

The past few months saw University of Regina students have success in a variety of areas:

- At the 46th annual Fall Convocation, held on October 18, 738 students received 758 degrees, diplomas and certificates. Among the students honoured were Quinn Bast of the Faculty of Engineering, who received the President’s Medal, and Dr. Tegan Beattie of the Faculty of Science, who received the President’s Distinguished Graduate Student Award;

- Also in October, the Hill Business Students’ Society organized and hosted its 46th annual dinner, bringing together members of the University and business communities. The keynote speaker was Paul Sobey, former President and CEO and current Director of the Board of Directors of Empire Company Limited – the holding company of Sobeys Inc.;

- Four student teams from the Hill School – Accounting, Finance, Marketing and Debate – have qualified for the finals of the ICBC student competition at Queen’s University in January; and

- The University of Regina women’s softball team won the Canadian Collegiate Softball Association championship for the second consecutive year.

University of Regina alumni continued to make important contributions to the provincial and larger communities:

- University of Regina alumna Bonnie DuPont, BSW’76, HonDeg’08, was inducted into the Alberta Order of Excellence; and
The 2019 Alumni Crowning Achievement Award ceremony took place in early October, honouring:

- Gary Drummond, QC, BA’72 – Lifetime Achievement Award;
- Janine Windolph BFA’06, MFA’11 and Trudy Stewart BFA’08 – Distinguished Professional Achievement
- Brianne Urzada BA’12 (with distinction), Bed’12 – Humanitarian and Community Service Award
- Tyler Willox BBA’11 – Young Alumni Award
- Paul McLellan BAdmin’81, MBA’09 – Dr. Robert and Norma Ferguson Award for Outstanding Service.

FACULTY AND STAFF SUCCESS

- Dr. Nicholas Carlton of the Department of Psychology was named a Member of the Royal Society of Canada’s College of New Scholars, Artists and Scientists. His research activities focus on the prevention of, and early intervention for, mental health injuries among public safety personnel.
- A research team led by Dr. Michelle Stewart, an associate professor in the Faculty of Arts, received nearly $1 million dollars in research funding through Public Safety Canada’s Indigenous Community Corrections Initiative. The funding is for a three-year program designed to show that person-centred, proactive supports can help achieve better justice outcomes for Indigenous individuals in the justice system with Fetal Alcohol Spectrum Disorder. This work will contribute to the Truth and Reconciliation Commission of Canada’s Call to Action number 34 – addressing the over representation of Indigenous individuals with FASD in the justice system.
- A research team led by Dr. Mohan Babu of the Department of Chemistry and Biochemistry has made a discovery that will help understand a rare disease called human mitochondrial respiratory chain deficiency. The team includes collaborators from the as far away as Japan and Italy, and its findings were published in the journal *iScience*.
- Dr. Mark Brigham of the Department of Biology was featured in a National Geographic UK article about how animals prepare for winter in extreme climates.
- David Garneau, a professor of visual arts in the Faculty of Media, Art, and Performance, designed the silver one-dollar collector coin celebrating the 175th anniversary of the birth of Métis leader Louis Riel.
- The University Advancement & Communications unit was honoured with a CASE Award in the “Advancement Practices and Initiatives: Special Events” category following the success of the University’s 10th annual Inspiring Leadership Forum: *Defying the Odds*. 
- Kristine Luecker has been appointed Director of the University of Regina Press, effective October 2. She comes to the University from a press in Alexandria, Virginia.

**CAMPUS EVENTS AND ANNOUNCEMENTS**

- In mid-September, together with several others from the University, I visited a number of northern communities as part of the University’s 11th annual Community Connections Tour. The tour included stops in Birch Narrows Dene Nation, Clearwater River Dene Nation, Flying Dust First Nation, Meadow Lake, Wollaston Lake and La Ronge.

- On September 20, the Hill and Levene Business Schools released an Economic and Social Impact Study which found that the schools are responsible for $211 million in economic activity and support 868 jobs provincially. The study, conducted by Economic Development Regina, also found that since 2010 the Business Students’ Society has raised $300,000 for Carmichael Outreach, $75,000 for Hope’s Home, and logged 10,000 volunteer hours.

- The University participated in a number of initiatives designed to promote reconciliation and build relations between Indigenous and non-Indigenous communities. These included:
  - The annual Treaty 4 Gathering in the Qu’Appelle Valley in early September, at which all Faculties and many departments had a presence;
  - Indigenous Research Week from September 23-27, which featured presentations and activities that were free and open to the public;
  - The September 27 Glen Anaquod Memorial Tipi-Raising Competition held on campus;
  - Orange Shirt Day on September 30, which honours those who attended residential schools; and
  - *Whose Settlement?*, a conference on October 10 and 11 that explored Canada’s settlement agreements with Indigenous peoples. The conference, held in partnership with First Nations University of Canada, featured speakers discussing topics ranging from Indian Residential Schools and the ’60s Scoop, to the Independent Assessment Process and child welfare in Canada.

- A work of art created by local artist Elmer Brenner commemorating both the revitalization of the College Avenue Campus and the spirit of reconciliation was unveiled outside the College Building on September 23. Created with marble from the original steps of the 108-year-old building, the piece is called “Reclaiming the Past: One Step at a Time.”
On October 4, the Darke Hall interior design plans and the College Avenue Campus Donor Wall were both unveiled to the public. More than 550 donors have thus far contributed to the College Avenue Campus Renewal Project.

The University signed an expanded affiliation agreement with the Gabriel Dumont Institute (GDI), as well as a renewed agreement for the Saskatchewan Urban Native Teacher Education Program (SUNTEP), also offered through GDI. The affiliation agreement with GDI allows for programs delivered through that organization to be recognized as university-calibre, and to be accredited by the Senate of the University.

At the Fall Convocation ceremonies, Art Wakabayashi, CM, SOM received an honorary degree in recognition of his lifelong commitment to public service.

On November 5, the University held the inaugural Inspire. Emerging Leaders Forum. The event brought together 1,600 female grade 11 and 12 students from Regina high schools, as well as University students, to hear a line-up of speakers that included five-time Olympian Charmaine Crooks, 2019 Indspire award winner Kelly Fraser, and Parkland school shooting survivor, Jaclyn Corin.

On November 6, Dr. Renu Kapoor, Chair of Cultural Connections Regina, presented a cheque for $120,000 to support Campus For All’s 4to40 initiative, which connects people with disabilities with inclusive employers. Each year, the proceeds from Cultural Connection’s annual fundraiser, India Night, are donated to a worthy organization making a difference in people’s lives.

P3A Architecture was named a winner of the 2019 Premier’s Award of Excellence in Design-Architecture for its work on the College Avenue campus revitalization.

On November 20, the University and the MacKenzie Art Gallery announced the signing of a new 10-year partnership agreement that will see the institutions’ long-standing relationship continue. The agreement provides for the continuing stewardship of the University’s art collection held at the MacKenzie, and will facilitate a number of other academic and artistic collaborations.

Analysis by Facilities Management has shown that due to a variety of sustainability and efficiency initiatives, despite significant campus the University is spending approximately $2 million less per year on utilities than it did in 2005 – funds that are redistributed each year to assist with the institution’s academic mission.