



peyak aski kikawinaw

Together We Are Stronger

STRATEGIC PLAN **2015-2020**

University
of Regina



peyak aski kikawinaw

“We are one with Mother Earth”



Sweetgrass has been used by the First Nations people of the Great Plains for millennia to cleanse, heal and prepare for ceremony. Elders teach us that sweetgrass is the hair of Mother Earth and that each of the three strands of the sweetgrass represent body, spirit and mind.

Many minds, unique in perspective but united in purpose, envisioned our new strategic plan, *peyak aski kikawinaw*.

And now, like the braided strands of the sweetgrass, we are woven together – one body, one spirit, one mind – with one vision for our future.

Together we are stronger.



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Together we are stronger

The sweetgrass braid is a powerful and fitting symbol of the University of Regina's 2015-2020 strategic plan. Entitled *peyak aski kikawinaw* – Cree for “We are one with Mother Earth” – this plan builds on our rich heritage, recognizes the growing importance of our place in the world, and brings together many strands of thought to set forth a bold collective vision for the future.

It should not be surprising that such a vision has emerged from a university in Saskatchewan, where our provincial motto translates to “From Many Peoples, Strength.” Our strategic plan came into being through the involvement of many people – faculty, staff, students, alumni, University Council, Senate, the Board of Governors, and members of the larger community – who provided both general guidance and specific input that were critical to the plan's development.

The resulting plan identifies and expands upon three key priorities – student success, research impact, and commitment to our communities – that will be crucial for the University of Regina's success over the next five years and beyond. At the same time, the plan includes Indigenization and sustainability as overarching areas of emphasis that contribute to our shared vision of being a national leader in developing educated contributors, career-ready learners, and global citizens while generating meaningful, high impact scholarship.

peyak aski kikawinaw has within it the means of realizing our collective vision for post-secondary education – a vision for which we are all responsible. In the coming years, we must continue working together to bring this vision to life.

By assuming this responsibility, we will rise to the challenge we have set for ourselves. Together we are stronger, and an even stronger University of Regina will be the result of our collective efforts.

Dr. Vianne Timmons
President and Vice-Chancellor

Lee Elliott
Chair, Board of Governors

From Then to Now: The Context & Process

Update on Previous Plan Accomplishments

The University's 2009-2014 Strategic Plan, *mâdawohkamâtowin, Our Work, Our People, Our Communities*, has served us well over the past five years. The implementation of this Plan has strengthened the University in a number of key areas, and has helped bring about many accomplishments. Some highlights are:

- Significant growth in student enrolment and retention. Total enrolments have grown by 17% from Fall 2009 to Fall 2014, setting record highs in the past four years and closely approaching 14,000 students.
- Increased relevance for Aboriginal, international, and graduate students. From 2009 to 2014, the number of self-declared Aboriginal students has grown by nearly 50% and now makes up 11% of the student population.
- International student growth. From 2009 to 2014, international student enrolments grew by more than 96% to comprise 13% of all students. Over 1800 students from more than 90 countries are enrolled in credit studies while more 350 students are in the non-credit English as a Second Language preparatory program.
- Graduate studies expansion. From 2009 to 2014, graduate student enrolments have increased 13%.
- Continued program development including the establishment of a very successful undergraduate Nursing program with 1,205 students now enrolled, new Master's degree programs in areas such as Health Administration, Journalism, and Nursing, the revamped MBA program, and successful national accreditations in areas including Engineering, Nursing, Actuarial Science, and Clinical Psychology.
- A renewed commitment to teaching and learning through the Strategic Plan for Teaching and Learning, a new suite of faculty teaching awards, and increased response to shifting patterns of student needs by doubling the number of online courses, increasing early morning, evening, weekend and spring/summer offerings, and continuing to expand course offerings in areas of high student demand.
- The University of Regina currently leads Canadian comprehensive universities in research impact¹ and research collaboration.²
- Approximately 1,400 students participating in the UR Guarantee Program, which has been designed to keep them engaged in campus life and support their transition from university to employment.
- Significant increases in student financial assistance, with help from new provincial government programs. The operating budget allocation for scholarships has more than doubled from 2009-10 to 2014-15 from \$3.7 million to \$7.6 million. Among 14 comprehensive Canadian universities, the University of Regina ranks second-highest in total financial aid to students (all university sources) as a percentage of tuition revenue (35% in 2012-13).
- The University of Regina is the only postsecondary institution in Saskatchewan to offer programming, across multiple academic programs, in both of Canada's official languages.
- The President's Task Force on the Future of the Institut français recommended measures to strengthen French language programming. These recommendations are now being implemented.

¹ For the time period spanning 2004-2013, the University's "impact" as calculated by Thomson Reuters' NCI (including all Web of Science subject areas) exceeded that of a comparator group of SFU, UVic, York, Waterloo, Guelph, UofS, and UNB.

² Research InfoSource, Spotlight on International Research Collaboration, www.researchinfosource.com/pdf/Spotlight2014Comprehensive.pdf.



- A growing number of experiential and international learning opportunities, with a record of more than 800 Co-operative education work placements in 2013 and more than 800 domestic students studying abroad over the past four years. Earnings by students in Co-op and other work placements now total more than \$9 million annually.
- The implementation of a number of important initiatives to help Indigenize the University for all members of the campus community. The success of Aboriginal students, faculty and staff on our campuses has been supported through the expansion of the Aboriginal Student Centre and the establishment of the Aboriginal Advisory Circle.
- The University has increased the resources of the Centre for Student Accessibility, enabling it to provide enhanced services and support to students with disabilities so that they can approach their studies as other students do.
- Enhanced engagement with the larger community through initiatives such as the President's Community Award. This engagement has helped increase the amount of annual donor contributions.

For a more complete summary, go to www.uregina.ca/strategic-plan/assets/docs/pdf/2009-14-sp-accomplishments.pdf.

Environmental Scan Considerations

Although the University of Regina has made significant progress over the past five years, we – like most Canadian universities – face a series of challenges:

- Financial challenges stemming from constraints on government contributions to operating and capital budgets;
- Faculty concerns regarding the direction of our academic mission, the balance between professional and non-professional programs, and the amount of support available for research and graduate students;
- Increasing student demand for career-directed and professional education;
- The responsibility to serve an increasingly diverse group of new Saskatchewan learners as noted in *The Saskatchewan Plan for Growth*;
- The need to make postsecondary education more accessible to a growing Aboriginal population in the province;
- Technological advancements and the challenge of adapting to them;
- A new generation of students with different interests and characteristics; and
- The aging physical infrastructure of our campuses.

These internal and external trends provided motivation and a sense of necessity for renewing the University's Strategic Plan. More detailed information can be found in the 2014 Environmental Scan, which provided context and considerations for the priorities and objectives defined in this new Strategic Plan.

Overview of Strategic Planning Process

In Winter 2014, a 15-person strategic planning facilitation team came together. Their task: to hear a rich and wide variety of input from hundreds of faculty, staff, students, alumni, community members, and other University stakeholders and community partners, and then, working from that input, to guide the development of this new Strategic Plan. Through extensive face-to-face consultation sessions, student postcard suggestions, email submissions, and web-based fora, blogs, and online forms, the team listened to the thoughts, ideas and dreams people have for the University of Regina for the next five years and beyond. This valuable feedback from hundreds of individuals was central to the team's work in putting together the 2015-20 Strategic Plan.



Our Vision, Mission & Values

Vision Statement

The University of Regina aspires to be a national leader in developing educated contributors, career-ready learners, and global citizens, and in generating meaningful, high-impact scholarship.

Mission Statement

The University of Regina:

- Provides high quality and accessible education, influential research, creative endeavours, and meaningful scholarly experiences in pursuit of local and global contributions to knowledge;
- Serves and engages a diversity of students, life-long learners, and communities, with particular emphasis on Aboriginal learners and global citizens;
- Offers a welcoming and rewarding academic and work environment for students, faculty, and staff; and
- Fosters innovative learning, community engagement, and critical and independent thought.

Values

Mutual Respect, Integrity & Honesty: We are a scholarly community engaged with many other communities. The members of our community are our defining resource. Our treatment of each other is principled, open, transparent and respectful.

Inclusivity & Diversity: We are a learning community. We value interaction between faculty members and students as the fundamental activity of the academy. We recognize and support the diversity of our students' needs, and are inclusive of our Aboriginal, new Canadian, and international students, employees and partners. We aim to be accessible to all who wish to learn with us. We welcome the world to our campuses.

Pursuit of Knowledge: We have a driving urge to know the unknown. Our investigation of and reflection upon varied intellectual pursuits is fundamental to us. We engage our students in these pursuits, seeking to instil in them a lifelong quest for knowledge and understanding. We reaffirm our commitment to education in the liberal arts, which is the historic core of our academic offerings. We balance our duty to academic integrity with our commitment to academic freedom in our work and interactions.

Community & Social Responsibility: We employ our expertise to serve each other and society. We illuminate pressing social problems and seek solutions. The knowledge we generate enriches the community. We are legitimately concerned with all aspects of our world. We are a bridge and an interpreter between our communities, other people and other nations.

Accountability & Well-Being: We are accountable for our performance to each other, our students, our alumni and the public. We value a safe, healthy, and supportive community.



Our Strategic Priorities:

2015-2020 Strategic Plan

Over the next five years, the University of Regina is committed to three Strategic Priorities:



Student Success: A vibrant, challenging and stimulating learning environment with the services required to allow for student engagement, achievement, personal growth, academic success and career readiness.

Research Impact: An intellectually active and innovative research community with the supports and infrastructure to expand the boundaries of knowledge and to have a meaningful impact at home and beyond.

Commitment to Our Communities: A community of dedicated and passionate students, alumni, staff, and faculty who embrace our responsibilities to serve and engage our diverse peoples and communities in the pursuit of well-being and pride of place.

The University has also identified two overarching areas of emphasis that thread throughout each priority, and upon which we will continue to build to increase our impact, reputation and competitiveness:

1. **Indigenization**³: The University of Regina is situated on Treaty 4 and Treaty 6 lands. Aboriginal students, employees and community members are welcomed and supported at the University of Regina. Since the inception of the 2009-2014 Strategic Plan, we have been focused on implementing important initiatives to support the success of Aboriginal students, faculty and staff on our campuses, and Indigenize the University. This momentum is embedded and expanded in the 2015-2020 Strategic Plan.
2. **Sustainability**: Commitment to sustainability is critical to ensure institutional and societal longevity and success into the future. At the University of Regina sustainability is deeply rooted in social justice and is taken to encompass economic, cultural, social, and environmental sustainability.

Strategic Priority: Student Success

The University of Regina exists to provide quality postsecondary education to our students. Guided by the Strategic Plan for Teaching and Learning, the University will strive to provide the necessary supports required to meet diverse student needs. Together, we will work to ensure that all of our students are given the opportunity to encounter a variety of perspectives, reflect critically on their assumptions, and communicate effectively on a range of subjects.

STUDENT SUCCESS OBJECTIVES

- Enhance supports to better facilitate student preparedness for academic success.
- Embed Indigenous practices, ideas and principles in our academic pursuits.
- Strengthen the quality and impact of teaching and learning for all students.
- Expand and enhance experiential and service learning opportunities in academic programming.

Strategic Priority: Research Impact

“Research” encompasses creative endeavours and other scholarly activities that foster new knowledge. Critical to the University’s success are its strategic research clusters, which have been identified as a function of their critical mass (highly-qualified personnel), performance (impact) and distinctiveness: Anxiety, Stress & Pain | The Digital Future | Water, Environment, & Clean Energy | Health Equity | Social Justice & Community Safety.⁴ Not only is it key that the University continues focusing on high-impact research, but it is essential that research successes are communicated and celebrated within the community.

³ The Aboriginal Advisory Circle to the President (AAC) defines Indigenization as “the transformation of the existing academy by including Indigenous knowledges, voices, critiques, scholars, students and materials as well as the establishment of physical and epistemic spaces that facilitate the ethical stewardship of a plurality of Indigenous knowledges and practices so thoroughly as to constitute an essential element of the university. It is not limited to Indigenous people, but encompasses all students and faculty, for the benefit of our academic integrity and our social viability.”

⁴ Vice-President (Research).

RESEARCH IMPACT OBJECTIVES

Strengthen support required for students and researchers to deliver high impact outcomes.

Advance the profile and awareness of research successes locally, provincially, nationally and internationally.

Increase research partnerships and projects with First Nations and Métis people, communities and organizations, including the First Nations University of Canada.

Strategic Priority: Commitment to Our Communities

The University of Regina's motto, *As One Who Serves*, speaks to the deep connection and commitment to serving all of the communities the University touches in Saskatchewan, across Canada, and around the world. The University is committed to collaborative community service and engagement opportunities. This includes the communities within the institution as well as people and organizations external to the academy at the local, provincial, national, and global levels. This priority focuses on our people, on institutional sustainability, and on the importance of engaging with our communities in order to improve institutional and personal well-being through actions that address needs in our community.

COMMITMENT TO OUR COMMUNITIES OBJECTIVES

Focus on our people by continuing to build a friendly, respectful, diverse, safe and welcoming university for all.

Focus on institutional sustainability and transparency to ensure that we are a preferred institution at which to learn, conduct research, teach and work.

Focus on connecting and engaging with all the communities we touch.



For more information about the University of Regina's
2015-2020 Strategic Plan, visit our website at:
www.uregina.ca/strategic-plan