

*Together, We Serve  
Community, Discovery, Impact*

**Strategic Plan**

**University of Regina**

**Fourth Draft**

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# Executive Summary

*Together, We Serve* is the University of Regina's strategic framework that will guide the institution toward 2035. Rooted in the University's enduring motto, *As One Who Serves*, the plan articulates a clear, shared direction for how URegina will learn, discover, engage, reconcile, and innovate in service to people, place, and community.

By 2035, URegina will be recognized as a leading comprehensive university. URegina will rank among Canada's top ten research-intensive comprehensive universities, known for impactful research, teaching excellence, transformative learning, and deep community engagement. The plan is built around a simple but powerful idea: URegina is strongest when it acts collectively.

By aligning learning, research, community engagement, reconciliation, and innovation, URegina will direct its collective effort where it can have the greatest impact.

*Together, We Serve* is organized around five Strategic Priorities that provide the primary structure for action, investment, and accountability:

Together, We Learn – delivering a distinctive, relational, and community-connected learning experience that prepares students for meaningful futures.

Together, We Discover – advancing focused, high-impact research and engaged scholarship that serves Saskatchewan and contributes nationally and globally.

Together, We Build – strengthening reciprocal partnerships that translate knowledge into social, cultural, and economic benefit.

Together, We Put Things Right – advancing truth and reconciliation through sustained, accountable, institution-wide action.

Together, We Innovate – pursuing thoughtful, values-driven innovation that strengthens learning, research, service, and human connection.

Each Strategic Priority includes a future-facing statement, a shared institutional commitment, and key pathways that guide planning and decision-making across Faculties, Federated Colleges, and administrative units. While responsibilities differ across roles, progress will be assessed at the level of these shared priorities rather than through isolated initiatives. Measurement will support learning and accountability rather than compliance, emphasizing trends, evidence of impact, and continuous improvement.

*Together, We Serve* affirms the University of Regina's confidence in who it is and clarity about the difference it seeks to make. Grounded in its Prairie identity and shaped by long-standing relationships, URegina moves toward 2035 with a renewed collective commitment to serve students, communities, and future generations with integrity, care, and purpose.

## A message from the President of the University of Regina

The University of Regina has been shaped by a commitment to service since its earliest days. Founded as Regina College in 1911, the institution was guided by the Latin phrase *Ut Qui Ministrat*, expressing the belief that an education prepares a person – and gives them the responsibility – to serve others.

In 1974, when the University of Regina became an autonomous institution, that phrase was intentionally translated into the plain language motto *As One Who Serves*. At a time when many universities retained Latin mottos, this choice reflected the University of Regina’s openness, accessibility, inclusiveness, and deep connection to community.

That same commitment guides us today. *Together, We Serve* is not a departure from our history, but rather a renewal of it. By re-envisioning our motto as the guiding principle of our new Strategic Plan, we affirm that service is not an individual act, but a collective responsibility shared by students, faculty, staff, and partners. It reflects how the University of Regina works at its best: as one institution, aligned in purpose and grounded in meaningful relationships.

Universities are long-term institutions, built over generations through trust, collaboration, and care. *Together, We Serve* takes that long view. It honours our past while setting a clear direction for how the University of Regina will learn, discover, contribute, and serve in a period of profound change.

Public trust in knowledge is under pressure. Technology is reshaping how learning and research occur. Communities are asking universities to demonstrate relevance and impact. In such a context, this plan affirms that the University of Regina will meet these challenges by working as one university, aligning teaching, research, community engagement, reconciliation, and innovation around a shared purpose.

Our Prairie location and our scale are strengths because they allow us to remain connected, responsive, and grounded in the communities we serve while contributing knowledge and leadership beyond our region. *Together, We Serve* calls on all of us to be confident in who we are, clear about what we value, and deliberate in how we move forward together.

I am grateful to the many students, faculty, staff, alumni, and partners who contributed their insight and care to shaping this plan. Its success will depend not on words alone, but on our shared commitment to put its principles into practice.

Inspired by *Ut Qui Ministrat*, guided by *As One Who Serves*, and carried forward as *Together, We Serve*, the University of Regina moves into the future with purpose, integrity, and a renewed collective commitment to serve the communities that surround and support us.

Jeff Keshen  
President and Vice-Chancellor  
University of Regina

# Honouring Our Roots and Mission

The University of Regina's identity has been shaped by a long-standing commitment to service, responsibility, and connection to community. From its earliest days, the institution has understood education not only as the pursuit of knowledge, but as a responsibility to apply that knowledge in ways that strengthen society and respond to shared challenges.

Over time, this commitment has guided how the University approaches learning, discovery, and engagement. It reflects an understanding that universities are deeply connected to the places they inhabit and the people they serve, and that their relevance depends on trust, relationships, and responsiveness to changing social, cultural, and economic contexts.

This strategic plan builds on that foundation by articulating how the University of Regina will carry its mission forward in a period of significant change. It affirms the importance of learning and discovery that are grounded in real-world challenges, informed by diverse ways of knowing, and strengthened through partnership and collaboration.

Rooted in its Prairie context and shaped by enduring relationships with communities and Indigenous Peoples, URegina moves toward 2035 with a renewed focus on clarity of purpose and collective responsibility. *Together, We Serve* expresses how the institution will carry this foundation forward, aligning its strengths, values, and actions in service to define a clear and confident vision for the future.

## Our 2035 Vision

By 2035, the University of Regina will be known across the Prairies and beyond as a university where we learn, lead, and discover together. The University of Regina will rank among Canada's top ten research-intensive comprehensive universities and will be known nationally for teaching excellence that is relational, inclusive, and grounded in strong academic communities. It will be a first choice for students seeking strong cohort experiences, meaningful community partnerships, interdisciplinary opportunities, a commitment to reconciliation, and an accessible and inclusive learning environment that supports diverse learners.

Our size and Prairie roots will remain strengths. We are small enough to remain connected and responsive, yet ambitious enough to be bold. These qualities allow us to build meaningful academic communities, collaborate across disciplines, and respond quickly to emerging opportunities and challenges.

URegina will be recognized for work that is locally energized and grounded in partnership and impact. Learning and discovery will be shaped by real-world challenges and informed by strong relationships with communities, Indigenous Peoples, and partners. Students, faculty, and staff will work together to address complex issues through interdisciplinary inquiry, creativity, and care. This work will be defined by action rather than aspiration, with learning, research, and service reinforcing one another in practice.

By 2035, URegina will be confident and clear about the difference it makes. Graduates will leave with purpose, adaptability, and strong relationships that support meaningful futures. Research will generate solutions that matter locally while shaping national and global conversations, and success will be measured by the tangible change experienced by students, partners, and communities. Through partnerships that strengthen communities and reinforce public trust in universities as institutions that serve, URegina will model what is possible when a university works as one.

*Together, We Serve* expresses this vision. It reflects a shared commitment to act as one university, aligned around learning, discovery, reconciliation, and innovation, in service to people, place, and the future we are building together.

## Our Values and Guiding Commitments

The University of Regina's values are expressed through the guiding commitments that shape how we work, make decisions, and serve communities.

### Relational University

We work together as an academic federation, with Faculties, Federated Colleges, and administrative units aligned within a shared academic framework. Collaboration replaces silos, creating space for ideas, people, and resources to move more freely across the institution. Students, faculty, and staff contribute to the university's mission through their distinct roles and strengths.

Learning, research, and service are strengthened when efforts are aligned and systems are designed to support connection rather than fragmentation. By simplifying processes and focusing collective energy on student experience, experiential learning, research excellence, and service to communities, URegina's campuses become places of connection and creativity.

Academic service is an essential expression of this relational approach. Faculty and academic staff contribute through governance, program leadership, curriculum development, mentorship, peer review, disciplinary engagement, and service to the university and broader community. This work sustains academic quality, supports shared governance, and reinforces a collegial and accountable environment in which teaching and research can flourish. Service is recognized as vital institutional citizenship and a core contribution to the collective work of the university.

## **Sustainability Through Knowledge That Serves**

Sustainability at the University of Regina is grounded in the integration of teaching, research, and service in ways that respond to social, economic, and ecological responsibilities. Knowledge is pursued not as an end in itself, but as a means of strengthening communities, supporting well-being, and stewarding resources responsibly.

This commitment shapes academic priorities and daily decisions across the institution. Informed by First Nations, Inuit, and Métis worldviews, sustainability calls for action across learning, research, and operations, recognizing the interdependence of people, land, and living systems. Knowledge at URegina is intended to serve both present and future generations through responsible, place-responsive practice.

## **Research and Innovation**

Research and innovation at URegina are guided by ethical judgement, academic integrity, and public purpose. We pursue bold and creative ideas that enhance quality of life and contribute to social, cultural, and economic well-being locally, nationally, and globally.

This work is grounded in academic freedom and strengthened through interdisciplinary collaboration and diverse ways of knowing. Thoughtful risk-taking, responsible use of emerging technologies, and attention to long-term impact ensure that innovation advances learning, discovery, and community benefit while respecting people and the natural systems that sustain life.

## **Truth and Reconciliation**

Truth and reconciliation are understood as sustained institutional responsibilities that shape how the University of Regina governs, teaches, researches, and engages with communities. This commitment requires ongoing attention to local histories, the enduring impacts of colonialism and genocide, and the lived realities of First Nations, Métis, and Inuit Peoples.

Reconciliation is pursued through accountable action grounded in relationship, respect, and reciprocity. Indigenous knowledge systems, languages, and ways of knowing inform learning, research, and decision-making across the institution. This work is advanced through partnership and shared responsibility, recognizing reconciliation as an ongoing process rather than a symbolic gesture.

## **Belonging and Connection**

Belonging at URegina is built through respectful relationships with people, lands, and living systems, grounded in our Prairie context. The University creates space for curiosity, dialogue, and thoughtful challenge, approaching complex ideas with openness, care, and a willingness to learn from one another.

Equity, diversity, accessibility, inclusion, and belonging are foundational responsibilities that shape how the University learns, works, and serves. By supporting the well-being of students, faculty, and staff, URegina strives to create ethical, accessible, and inclusive environments where diverse identities, experiences, and ways of knowing are respected and able to fully participate in university life.

## From Commitments to Collective Action

Together, these Values and Guiding Commitments describe how the University of Regina operates at its best. They affirm that learning, research, and service are relational, interconnected, and grounded in responsibility to people and place. Moving from commitment to action requires operating through a shared institutional approach, aligning purpose and practice across Faculties, Federated Colleges, and administrative units so that effort is focused, experiences are coherent, and priorities are shared rather than fragmented.

### Working as One: Claiming Our Place With Confidence

*Together, We Serve* is a whole-university framework that brings clarity, coherence, and shared direction to the University of Regina. It calls the institution to work collectively, aligning learning, research, community engagement, reconciliation, and innovation so that they reinforce one another. This alignment strengthens how URegina serves students, partners, and communities and ensures that its purpose, priorities, and strengths are clearly understood and confidently expressed.

Removing barriers to collaboration across Faculties, campuses, Federated Colleges, and partner institutions is essential to operating as one university. Faculty are supported to collaborate across disciplines, co-teach, pursue interdisciplinary research, and engage with community partners through systems designed to enable cooperation rather than slow it down. Students experience one coordinated network of academic, advising, wellness, and support services throughout their academic journey, regardless of program, campus, or mode of study. *Together, We Serve* calls us to speak with confidence about who we are and the difference we make, grounded not in rhetoric but in the quality, integrity, and impact of our work.

Our reputation will reflect the strengths we choose to name, invest in, and demonstrate over time. High-impact research in low-carbon energy and emerging energy, including nuclear-related areas, health innovation and wellness, and areas of creative excellence will distinguish URegina within the Canadian post-secondary landscape. These strengths build on decades of research that serves people and place and form the basis of a long-term reputation as a research-intensive comprehensive university defined by impact, interdisciplinarity, and partnership.

A more connected university also improves the daily experience of learning and work. When systems are coordinated and easier to navigate, faculty, staff, and students spend less time managing complexity and more time teaching, researching, learning, and contributing to community. This creates space for creativity, collaboration, and innovation while reinforcing the values that define URegina.

Students will remain central to this story. Our size will enable close-knit learning environments, meaningful mentorship, and frequent opportunities to connect theory to practice through research and experiential learning. By ensuring these advantages are consistent and accessible across programs and pathways, student experience becomes a defining feature of our identity and reputation. Clear evidence of student success, belonging, and outcomes will demonstrate the value of a URegina education.

Community partners benefit from a university that is easier to engage with, more responsive, and aligned around shared goals. Alumni and supporters see themselves reflected in a confident institution that recognizes contributions, celebrates achievement, and remains connected across generations and geographies. Through storytelling, events, and visible recognition of excellence, collective effort is translated into shared pride and momentum.

A whole-university approach amplifies our strengths, honours diverse populations, and creates conditions for excellence to flourish. *Together, We Serve* is not a collection of isolated goals, but a unified commitment to serve people, communities, and place through knowledge, integrity, and collaboration as we move toward 2035.

# From Purpose to Action

The Strategic Priorities that follow provide the primary framework for action, planning, and accountability across the University of Regina. Each priority outlines a future direction, a shared institutional commitment, and key pathways that guide decisions and investments over time. Progress will be assessed at the level of these priorities through coordinated annual reporting, ensuring that learning, research, engagement, reconciliation, and innovation advance together rather than in isolation.

## Strategic Priority 1: Together, We Learn

By 2035, the University of Regina will be recognized as the Prairie university offering one of Canada's most distinctive and transformative learning experiences. URegina will be a university of lifelong learners, welcoming students at every stage of life, and preparing them to adapt, contribute, and lead in a changing world shaped by complexity and change.

Learning at URegina will be applied and deeply connected to community. Every program will include partner-enabled, experiential, and work-integrated learning that links academic knowledge to real-world challenges and opportunities. Learning will be strengthened through inquiry, collaboration, and mentorship that connects theory to practice and reinforces a sense of shared purpose.

Students will feel supported, valued, and inspired throughout their studies. Advising, wellness, career, and accessibility services will operate as one coordinated system, helping students address challenges and achieve success.

Emerging technologies, including artificial intelligence, will be integrated thoughtfully and ethically into learning environments. These tools will expand access and deepen engagement while preserving the personal relationships, mentorship, and academic integrity that define the URegina learning experience.

### ***Our Commitment***

Learning at the University of Regina will take place across campuses, communities, and the province, including through the Federated Colleges and La Cité universitaire francophone. Collaboration with employers, governments, community organizations, and cultural institutions will extend learning beyond classrooms, creating opportunities for academic credit, leadership development, and civic engagement. This commitment also requires a sustainable approach to enrolment that supports access, success, and long-term institutional resilience.

Internationalization strengthens this learning environment by connecting local experience to global perspectives. At URegina, internationalization extends beyond recruitment to encompass student services, global learning, mobility, and international partnerships that enrich the

academic experience for all learners. Through UR International, the University supports international students throughout their academic journey, expands study abroad and global mobility opportunities, and builds partnerships that strengthen teaching, research, and community engagement.

Every student will have a personalized learning pathway that combines strong academic foundations with applied, interdisciplinary, and research-connected experiences, designed to support diverse learners and learning needs. Advising, wellness, career, and accessibility services will function as an integrated system that provides timely, coordinated support and helps students navigate their academic journey with confidence.

URegina will make education attainable and worthwhile by exploring ways to reduce costs where possible, including the use of open educational resources and greater transparency in student fees, while maintaining a clear focus on quality and long-term value. Teaching excellence will be strengthened through coordinated faculty development, recognition, and support for pedagogical innovation, including the scholarship of teaching and learning, guided by human connection, creativity, care, and academic integrity.

### ***Key Pathways***

- Embed work-integrated, partner-enabled, and experiential learning across all programs.
- Strengthen flexible, relationship-centred learning across in-person, hybrid, and online delivery.
- Expand co-teaching and interdisciplinary learning through shared and modular course offerings.
- Integrate advising, wellness, career, and accessibility services into one coordinated student support system that improves navigation and access for students while preserving discipline- and program-specific advising expertise within Faculties.
- Embed inquiry-based and research-connected learning throughout undergraduate and graduate programs.
- Prepare students for lifelong learning through adaptable, skills-focused, and interdisciplinary education.
- Resource faculty development and recognition to support teaching excellence and innovation.
- Advance coordinated supports that strengthen student well-being, safety, accessibility, and belonging.
- Advance ecological and sustainability literacy across curricular and co-curricular learning.
- Strengthen sustainable student enrolment by supporting pathways for domestic, international, Indigenous, transfer, and adult learners, aligned with academic strengths, student success, and long-term institutional resilience.
- Apply digital tools, including AI, to enhance learning quality and access while preserving mentorship and human connection.
- Advance academic integrity through relational, educational, and restorative approaches.

## Strategic Priority 2: Together, We Discover

By 2035, the University of Regina will be recognized as a research-intensive comprehensive university and a national example of engaged scholarship. Our research intensity will be defined by focused areas of strength, strong graduate training, success in external funding, and meaningful collaboration across disciplines and with communities.

Our discoveries will address challenges that matter to the Prairies while contributing knowledge of national and global significance. Research will be shaped by real-world questions, informed by community priorities, and guided by a commitment to impact that extends beyond academic audiences.

Research culture at URegina will be shaped by a commitment to service grounded in partnership and shared purpose. Research practice will be defined by work across disciplines, campuses, and Federated Colleges, supported by strong relationships with Indigenous Nations, governments, communities, and industry. These partnerships will shape how research is conceived, conducted, and mobilized, grounded in trust, reciprocity, and shared responsibility.

### ***Our Commitment***

URegina will foster a research culture grounded in academic freedom, ethical engagement, and thoughtful risk-taking. Institutional supports will be strengthened to enable success in competitive national and international research funding programs, including the Tri-Agencies. We will invest in shared research infrastructure, data systems, and training environments that support collaboration and excellence.

Research success will be defined not only by funding, but through collaboration, mentorship, interdisciplinarity, equitable participation, and knowledge mobilization that serves communities and society. Students at all levels will engage in discovery as contributors to research teams and partners in inquiry that informs policy, practice, and innovation.

URegina will build on established strengths in health innovation and wellness, low-carbon energy and environmental sustainability, water, Indigenous community partnerships, and creative excellence, while investing strategically in emerging areas where the capacity to contribute is greatest. Discovery at URegina will function as both scholarly pursuit and public responsibility, reinforcing the University's role as a trusted source of knowledge and leadership.

Research assessment at URegina will align with evolving best practices that emphasize quality, integrity, and impact over narrow metrics. The University will continue to advance responsible approaches to research evaluation, recognizing diverse scholarly contributions, community-engaged outputs, and multiple forms of impact in ways consistent with emerging national and international standards.

### ***Key Pathways***

- Strengthen collaborative, cross-disciplinary research aligned with priority areas of strength.
- Support community-driven and Indigenous-led research through funding, mentorship, and recognition.
- Integrate research with teaching by embedding inquiry-based learning across programs.
- Deepen partnerships with governments, industry, non-profit, and community organizations.
- Invest in shared research infrastructure and scholarly-controlled digital tools that support responsible data stewardship with community partners and Indigenous data sovereignty.
- Improve knowledge mobilization through accessible, plain-language, and community-focused dissemination.
- Advance equity, inclusion, and fairness in research funding, mentorship, and recognition.

## **Strategic Priority 3: Together, We Build**

By 2035, the University of Regina will be recognized as a trusted and responsive partner that works alongside communities to address shared priorities and strengthen social, cultural, and economic well-being. Teaching, research, and service will be grounded in reciprocal relationships that respect local knowledge and respond to community-identified needs.

Community-engaged learning and research will be embedded across programs, campuses, and disciplines. Students, faculty, and staff will collaborate with Indigenous Nations, governments, non-profit organizations, industry, and cultural institutions to translate knowledge into action in ways that are ethical, respectful, and impactful.

Distinct academic communities, including the Federated Colleges and La Cité universitaire francophone, will strengthen engagement through linguistically, culturally, and disciplinarily grounded connections. These relationships will deepen trust, extend reach, and reinforce the University's role as an engaged public institution.

### ***Our Commitment***

URegina will deepen its role as a reliable and responsive partner that listens, collaborates, and contributes with humility and purpose. Partnerships will be reciprocal, sustained, and aligned with community priorities, recognizing that meaningful impact is built through trust over time.

URegina will recognize and support community engagement as core academic work. Faculty, staff, and students will be supported to integrate community-based teaching, research, and service into their roles, with appropriate recognition in workload, evaluation, and career development.

Coordinated engagement across Faculties, Federated Colleges, campuses, and administrative units will strengthen relationships with communities and partners, reduce duplication, improve responsiveness, and make it easier for partners to work with the University. Knowledge will be mobilized through accessible communication, dialogue, and collaboration that strengthens communities and public trust.

### ***Key Pathways***

- Embed community-engaged learning across programs and Faculties.
- Support reciprocal and sustained partnerships through shared planning, accountability, and clearly defined roles with community partners.
- Provide funding, mentorship, and academic recognition for community-based and Indigenous-led research, while building institutional capacity to embed and sustain Indigenous knowledge and leadership.
- Coordinate engagement across campuses, Faculties, and administrative units.
- Recognize community-engaged teaching, research, and service in institutional policies, evaluation, and promotion processes.
- Leverage Federated Colleges and La Cité universitaire francophone to advance engagement.
- Mobilize knowledge for public benefit through accessible communication and dialogue.

## **Strategic Priority 4: Together, We Put Things Right**

By 2035, the University of Regina will be recognized for advancing truth and reconciliation as a sustained, institution-wide commitment embedded across learning, research, governance, and campus life. Putting things right reflects how the University understands and acts on this responsibility through accountable relationships grounded in respect and partnership.

The University of Regina recognizes the distinct history, mandate, and governance of the First Nations University of Canada and is committed to supporting its continued evolution as an autonomous Indigenous-led institution, while working collaboratively to advance shared academic and community priorities.

Working in partnership with Indigenous Peoples and Nations and the First Nations University of Canada, URegina will respect Indigenous sovereignty and support Indigenous leadership across academic and administrative roles. Indigenous knowledge systems, languages, and ways of knowing will be reflected across curricula, research practices, and learning environments.

Indigenous students, faculty, and staff will experience campuses that foster belonging, safety, and success. Reconciliation will be understood not as a discrete initiative, but as an ongoing responsibility that shapes how the University teaches, learns, governs, and engages with the world.

## ***Our Commitment***

URegina will advance reconciliation through sustained, accountable action guided by humility, listening, and ongoing learning. Reconciliation will be understood as a long-term process requiring shared responsibility, institutional commitment, and continuous reflection across learning, research, governance, and campus life.

Reconciliation at URegina also includes a clear responsibility to Indigenous learners in urban contexts. Many Indigenous students live and learn in cities such as Regina, Saskatoon, and Prince Albert, and the University recognizes the need to strengthen pathways, partnerships, and supports that reflect these realities. This includes deepening relationships with urban Indigenous organizations, schools, and community partners, supporting transitions from K–12 to post-secondary education, and ensuring that Indigenous learners experience belonging, visibility, and opportunity throughout their academic journey.

The partnership with the FNUniv will be strengthened through continued respect for its governance, academic leadership, and long-term vision as an Indigenous-led institution. Collaboration will be guided by FNUniv leadership and grounded in mutual respect, trust, and reciprocity.

Alongside its partnership with the FNUniv, the University of Regina recognizes and affirms its own growing Indigenous capacity across teaching, research, and student support. This includes Indigenous faculty and scholars across disciplines, Indigenous-focused academic programs, community-engaged research, student services such as the ta-tawâw Student Centre, and leadership through the Office of the Associate Vice-President Indigenous Engagement. Partnerships with Indigenous organizations, including the Gabriel Dumont Institute, further strengthen programming, research, and access for First Nations and Métis learners. Together, these efforts reflect a shared institutional responsibility for reconciliation and Indigenization across the University of Regina.

Reconciliation will be embedded in institutional policies, governance, and accountability structures, aligned with the Truth and Reconciliation Commission’s Calls to Action and priorities identified by Indigenous Peoples and partners. Indigenous presence, language, ceremony, and leadership will be visible, supported, and sustained across campus life.

## ***Key Pathways***

- Advance Indigenous-led learning, land-based education, and knowledge systems.
- Strengthen partnership with the First Nations University of Canada in support of its autonomy.
- Support Indigenous student access, retention, well-being, and graduation.
- Embed reconciliation in research through Indigenous-led and community-driven approaches.
- Strengthen Indigenous-informed leadership and governance.
- Increase Indigenous representation and leadership across academic and administrative roles.
- Align governance, policy, and decision-making with reconciliation commitments.

- Build institutional capacity for learning and unlearning across the University.
- Make reconciliation visible in campus life through language, ceremony, art, and land stewardship.

## Strategic Priority 5: Together, We Innovate

By 2035, the University of Regina will be recognized as a values-driven and thoughtful digital institution where innovation strengthens learning, research, service, and human connection. Technology will extend rather than diminish the relational character that defines the URegina experience.

Students, faculty, and staff will have the confidence and skills to use digital and emerging technologies, including artificial intelligence, creatively, critically, and responsibly. Digital tools will expand access, collaboration, and efficiency while safeguarding academic integrity, privacy, and public trust.

Institutional systems will be simpler, more transparent, and more sustainable. Innovation will support adaptability and resilience, enabling the University to respond to change while remaining grounded in its purpose and responsibilities.

### *Our Commitment*

URegina will pursue innovation with care, responsibility, and public purpose. Technologies will be adopted thoughtfully, aligned with institutional values, and designed to enhance rather than replace human judgement and relationships.

Investments will be made in shared innovation spaces, including the Academic Technologies Lab, to support interdisciplinary learning, research, and community collaboration. URegina will strengthen digital and AI literacy across the institution, with clear expectations for ethical use, authorship, data stewardship, and privacy.

Innovation will also transform how the University works. By simplifying systems, reducing duplication, and designing processes around people, URegina will improve service experiences and institutional effectiveness while aligning innovation with sustainability goals and long-term resilience.

### *Key Pathways*

- Integrate digital and AI literacy through curricula, training, and professional development.
- Apply technology to enhance learning, research, and collaboration.
- Activate an Academic Technologies Lab as a hub for interdisciplinary teaching, research, and engagement.
- Strengthen governance and guidance for ethical and responsible innovation.

- Form ethical and reciprocal innovation partnerships with Indigenous Nations, government, industry, and community partners, aligned with Indigenous priorities, institutional values, and the public interest.
- Redesign digital systems to improve clarity, efficiency, and service experience.
- Invest in shared digital infrastructure and research technologies.
- Build institutional capacity for experimentation, learning, and adaptation.
- Align innovation with sustainability goals and long-term resilience.

## Enacting the Plan

This plan is a framework for collective action and a renewed expression of our mission. *Together, We Serve* reflects the spirit that will guide its implementation. It calls on every part of the University of Regina—students, faculty, staff, and community partners—to work together toward shared goals. While structures, systems, and resources matter, the success of this plan ultimately depends on relationships built on trust, shared responsibility, and the willingness to learn and adapt together.

As we move towards 2035, URegina will stand as a confident, innovative, and trusted leader in higher education. Our Prairie identity, rooted in service, will continue to shape how we teach, learn, research, and engage with our communities. We will be known for learning that transforms lives, research that addresses pressing challenges, and partnerships that strengthen our University and the social and economic fabric of our province.

Our success will be reflected not only by results, but also by the integrity and accountability that guide our actions and sustain trust in learning and scholarship, and in the long-term value of a URegina degree. The best solutions arise when ideas and people connect across boundaries. Even in times of constraint, we will draw on creativity and shared purpose to turn challenges into opportunities.

Our growing international connections will also contribute to long-term sustainability and extend the University's reputation as a global institution that serves with integrity and purpose. Yet our heart will remain in the Prairies, grounded in relationships of trust and service to the people who shaped us.

To deliver on this plan, we will:

- Empower leadership that promotes clarity, trust, and action.
- Commit to continuous learning by testing, evaluating, and scaling what works while ending or revising what does not.
- Align financial stewardship with shared priorities to sustain long-term success.

Success will depend on how well we listen, learn, and adapt together. Guided by our motto *As One Who Serves* and inspired by the spirit of this plan, we will connect ideas to outcomes and ambition to purpose. Working side by side across teaching, research, operations, and partnerships, we will move forward together in service to Saskatchewan and the world. *Together, We Serve* will be our shared promise and our shared practice.

The conversations that shaped this plan will continue. We will maintain regular dialogue with communities, partners, alumni, and students so that the plan evolves with the needs of the province and its people. This commitment to continuous relationship building will keep us grounded, relevant, and accountable to those URegina aims to collectively serve.

## How Will We Measure Progress?

*Together, We Serve* is a whole-university framework, and our approach to measurement reflects that same commitment to coherence, transparency, and shared responsibility. Measurement in this plan is designed to support learning, accountability, and informed decision-making, rather than compliance or ranking.

Progress will be assessed by examining how learning, research, community engagement, reconciliation, digital transformation, and institutional effectiveness are advancing together rather than in isolation. Success will be understood not only through outcomes, but through evidence that our actions are strengthening student experience, research and community impact, reconciliation, system effectiveness, and public trust.

Our approach intentionally emphasizes indicators rather than fixed targets. This recognizes the diversity of academic disciplines, units, and communities across the University of Regina, and acknowledges that meaningful progress may take different forms in different contexts. Measurement will focus on trends over time, patterns of improvement, and alignment with shared priorities, rather than short-term performance snapshots.

URegina will review progress through a coordinated annual process aligned with this plan. Faculties, Federated Colleges, and administrative units will demonstrate how their work is advancing the University's shared direction. Reporting will highlight evidence of progress, identify barriers that require attention, and support course correction where needed, with an emphasis on collaboration, consistency of experience, and reduced duplication.

Results will be shared openly with the university community and the public. This transparency reinforces shared accountability and ensures that *Together, We Serve* remains a living framework that guides action and adaptation over time.

## Why This Matters

*Together, We Serve* is a commitment to clarity, accountability, and public responsibility at a time of profound change for higher education. Universities are expected not only to educate students and generate knowledge, but to demonstrate how their work strengthens communities, builds trust, and contributes to a more just and sustainable future.

For students, this plan affirms that learning at the University of Regina is purposeful, relational, and connected to real life. Our scale allows students to be known and supported, to engage in

experiential and community-based learning, and to develop the confidence and adaptability needed for meaningful futures.

For research and discovery, this plan reinforces that excellence and relevance are inseparable. By focusing on areas of strength and aligning discovery with community priorities, the University ensures that research contributes both to scholarly advancement and to solutions that matter locally, nationally, and globally.

For communities and partners, this plan signals a commitment to relationships grounded in trust, reciprocity, and shared benefit. Working alongside Indigenous Nations and communities, governments, non-profit organizations, industry, and cultural partners ensures that knowledge moves into action and strengthens the social and economic fabric of Saskatchewan.

For truth and reconciliation, this plan affirms that progress must be ethical, accountable, and human-centred. Reconciliation is a shared institutional responsibility, and innovation must enhance human connection, protect integrity, and sustain public trust.

*Together, We Serve* brings these responsibilities into shared focus. Measurement makes progress visible, but purpose gives that progress meaning. Through coordinated effort and shared responsibility, the University of Regina commits to serving people, place, and future generations with integrity and care as it moves toward 2035.

## Measuring our Progress

Focus Area	What We Will Look For	Evidence & Indicators
<b>Student Learning &amp; Experience</b>	Learning that connects knowledge to purpose and supports student success	<ul style="list-style-type: none"> <li>Participation in experiential, partner-enabled, and work-integrated learning</li> <li>Retention, progression, and graduation trends</li> <li>Access to advising, wellness, and accessibility supports</li> <li>Student feedback on belonging, satisfaction, and value</li> <li>Post-graduation outcomes</li> </ul>
<b>Research &amp; Discovery</b>	Research excellence that serves people, place, and community and societal priorities	<ul style="list-style-type: none"> <li>External research funding and grant success</li> <li>Collaborative, interdisciplinary, community-driven, and Indigenous-led research</li> <li>Graduate enrolment and supervision</li> <li>Knowledge mobilization, open access, and public engagement</li> <li>Use of shared research infrastructure</li> </ul>
<b>Community Engagement &amp; Partnerships</b>	Reciprocal partnerships that create real impact	<ul style="list-style-type: none"> <li>Evidence of depth of community partnerships</li> <li>Community-based teaching and research activity</li> <li>Partner satisfaction and co-developed initiatives</li> <li>Social, cultural, and economic impacts</li> </ul>
<b>Truth &amp; Reconciliation</b>	Reconciliation embedded in learning, research, governance, and campus life	<ul style="list-style-type: none"> <li>Progress aligned with the Indigenous Engagement Strategic Plan</li> <li>Indigenous student recruitment, retention, and graduation</li> <li>Indigenous faculty and staff representation</li> <li>Indigenous-led courses, research, and land-based learning</li> <li>Visible Indigenous languages, culture, and leadership</li> </ul>
<b>Digital Transformation &amp; Institutional Effectiveness</b>	Technology that strengthens learning, service, and human connection	<ul style="list-style-type: none"> <li>Digital and AI literacy across the university</li> <li>Responsible use of digital tools that protect integrity and privacy</li> <li>Simpler systems and improved service experience and responsiveness</li> <li>User satisfaction with digital platforms</li> </ul>
<b>Identity, Reputation &amp; Public Trust</b>	A clear, confident, and credible university story	<ul style="list-style-type: none"> <li>Consistent storytelling and knowledge mobilization</li> <li>Recognition of student, faculty, staff, and alumni achievements</li> <li>Alignment of communications with shared priorities</li> <li>Growing recognition locally, nationally, and internationally</li> </ul>
<b>Working as One University</b>	Coordination, collaboration, and reduced duplication	<ul style="list-style-type: none"> <li>Evidence of cross-unit collaboration</li> <li>Shared approaches to student support and engagement</li> <li>Reduced barriers and duplication</li> <li>Alignment between unit plans and the university strategy</li> </ul>

# Acknowledging the Process and Contributions

*Together, We Serve* was developed through a collaborative strategic planning process shaped by shared responsibility for the University of Regina's future. The process emphasized listening, dialogue, and consideration of the institution's purpose, strengths, and aspirations.

The Strategic Planning Committee provided leadership throughout the process, stewarding the development of a long-term framework that reflects both institutional ambition and URegina's values. Committee members contributed their time, expertise, and perspective to guide discussions, test ideas, and refine the plan.

Input from across the university community also informed this work. Students, faculty, staff, and leaders shared insights through surveys, workshops, town halls, and discussions, helping to identify priorities and ensure the plan reflects lived experience across the institution. The University of Regina also appreciates perspectives shared by alumni and members of the broader community, which helped inform reflection on the university's public role and responsibilities.

*Together, We Serve* reflects a shared commitment to learning, discovery, reconciliation, and innovation in service to people and place. Its success will depend on the continued collaboration and collective effort that shaped its development.

## Strategic Planning Committee

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Aziz Douai, Dean of Graduate Studies and Research

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