



CONTEXT

My proposed objectives for 2024-2025 are guided by two main areas of emphasis:

1. The 2020-2025 Strategic Plan, *kahkiyaw kiwâhkômâkaninawak: All Our Relations*, and more specifically, its five pillars:

- Discovery;
- Truth and Reconciliation;
- Well Being and Belonging;
- Environment and Climate Action; and
- Impact and Identity.

It is of note that Performance Measurement Framework (PMF), as approved by the Board, annually contains specific targets and measures for each of the above strategic pillars. These are separately tracked and reported, and, as such, are not duplicated as part of my objectives.

That said, as appropriate at Board meetings throughout the year I will continue to report separately in several areas that link to previous years' goals, including:

- Revenue generation;
- Implementation of the Strategic Enrolment Plan;
- Effective government relations;
- Increasing Tri-Agency funding; and
- Implementing the EDI Action Plan.

2. Priorities identified in the University's Risk Register:

- Budget/Funding
- Student Recruitment and Retention
- IT Security and Privacy
- Labour Relations
- IT Innovation
- Health and Safety
- Employee Recruitment and Retention
- Student, Faculty, and Staff Mental Health
- Space and Facilities Management
- Research Oversight

With that in mind, my proposed 2024-2025 objectives, together with attendant measurable outcomes, were developed through consultation the University Executive Team.

2024-2025 OBJECTIVES

Objective 1: Through institution-wide integrated advancement, enhance the teaching and research missions of the University by increasing engagement and investment in the top priorities of the University

Rationale: Last year, two priorities were to develop a fundraising strategy and a matrix for capital builds. In addition, the Chancellor's Community was launched, promotion of the University's institutional identity continued, and efforts were put into enhancing the alumni model. In light of these successes, it is now possible to introduce and begin implementing targeted advancement priorities – reputation building, engagement and fundraising – in conjunction with the 50th anniversary.

Outcomes:

- Celebrate the University's 50th anniversary with broad engagement of constituents in the various events throughout the year;
- Continue to increase Chancellor's Community scholarship support and grow membership by 20 percent;
- Implement a new external investment priority process (related to government, industry, alumni, and other key stakeholder investment in the University) that supports the development and implementation of a comprehensive fundraising campaign;
- Increase alumni engagement – namely financial support and event attendance by at least 10 percent over the next two years; and
- Commence development of new Institutional Strategic Plan that will guide the institution for the next five years and beyond.

Objective 2: Complete planned facility and service upgrades to enhance student satisfaction

Rationale: Both the 2023-2026 *Academic Plan* and student survey results have identified gaps that negatively impact the student experience. In addition, student wellness services continue to increase in demand, including by our international students who arrive without health and wellness supports.

Outcomes:

- Complete the Ad-Hum Pit renovation to enhance student space;
- Complete the transition to a new food services model; and
- Finish enhancements to the student wellness centre.

Objective 3: Amplify the University's research impact through growth in multidisciplinary research, community engagement and entrepreneurial activities

Rationale: The province is faced with many challenges and opportunities that will require the strengths and expertise of university researchers. Many of the major challenges facing Saskatchewan will require solutions derived from multi-disciplinary research efforts, and ultimately knowledge mobilization and uptake by community and industry partners. In this context, over the past year the University has continued to see growth in its research success and overall funding, supported by increased capacity in partnership development and research commercialization. Building on this success, in the coming year it will be important to focus on research impact by emphasizing support for multi-disciplinary research initiatives, multi-sector collaborations, and opportunities for entrepreneurial activities with industry partners. Enhancing the research – and hence, reputation – of the University will also require sustained success with Tri-Agency funding, as well as research opportunities for students.

Outcomes:

- Successful launch of new multidisciplinary research projects that are co-led by collaborating Faculties (an example being bridging computer science and humanities research through use of machine learning and big data processing in advancing approaches to protect social media networks from malicious uses);
- Establishment of the Global Institute for Energy, Minerals, and Society through the successful hiring of an executive director and the development of an effective governance structure for the tripartite collaboration between the University of Regina, the University of Saskatchewan, and Saskatchewan Polytechnic;
- Demonstrate leadership in sector-wide contributions to innovation in energy and minerals, including nuclear energy development;
- Increase by at least 5 percent the number of research contracts, MOUs and MOAs with community and industry partners for research and knowledge mobilization, with attendant rise in research-related revenue generated;
- Support the recently announced CIHR Applied Health Research Chair by helping to build an Indigenous-led health and wellness research program for Indigenous communities which will also create new opportunities to support graduate students; and
- Support the creation of an Indigenous-led and Indigenous-focused research centre by engaging Indigenous scholars in developing the centre's governance structure and research focus areas.

Objective 4: Increase recruitment of Indigenous faculty and staff

Rationale: *Tapwewin kwayaskwastâsowin*, the newly developed Indigenous Engagement Strategic Plan, identified the need to hire more Indigenous faculty members and staff to better reflect the diversity of the student body, and also highlighted that increased Indigenous

representation would ensure that Indigenous perspectives are considered in University decision-making processes.

Outcomes:

- Collaboratively develop and implement an Indigenous recruitment strategy to attract Indigenous talent, and show improved results in the number of qualified applicants and hires;
- Implement an Indigenous identity verification policy and validation process;
- Communicate the Indigenous identity verification policy and processes, and provide education/training to faculty and staff; and
- Provide additional communication and support to promote self-identification, and improve reporting to increase understanding and accuracy.

Objective 5: Set measurable goals related to developing a health- and safety-conscious campus culture, and implement strategies to achieve those goals

Rationale: As the COVID-19 pandemic recedes in our collective memory, it is important not to forget how it shone a spotlight on health and safety on our campuses – both how critical it is, and where there may have been gaps that we did not foresee. Ensuring the health and safety of our University community was a hallmark of our pandemic experience, and is imperative to uphold the trust that people place in the institution. The time is right to build on this by setting goals and implementing targeted initiatives to enhance and ingrain the culture of health and safety at the University.

Outcomes:

- Year-over-year reduction in health and safety incidents (including near-miss);
- Continued progress on outstanding health and safety recommendations provided by the Internal Auditor; and
- Year-over-year increase in health and safety training and participation.