

For the period from July 1, 2024 – June 30, 2025

For the Board's consideration, and for evaluation of my performance as President and Vice-Chancellor during 2024-2025, what follows is an end-of-year report on progress toward my annual objectives that were approved by the Board at its July 2024 meeting. For the Board's information, in a separate document I have provided an update on other of my activities as President since the last meeting.

This end-of-year report includes:

- Section 1: A dashboard "heat map" chart so that at a glance the Board can quickly gauge progress made toward each objective and its attendant measures;
- Section 2: A brief narrative of progress made over the course of the year toward the objectives and measures; and
- Section 3: An overview of my academic activities and research program for the year. Although not part of my formal objectives, they remain an important part of my work as a member of the academy.

SECTION 1: AT-A-GLANCE DASHBOARD "HEAT MAP"

| Strategic Plan Connection | President's Objective | Measurable | Status (colour-coded per the legend below) |
|--------------------------------------|--|--|--|
| Discovery Impact and Identity | Enhance the teaching and research missions by increasing engagement and investment in top priorities | Broad engagement of constituents in 50 th anniversary celebrations | Complete |
| | | Increase Chancellor's Community support and grow membership by 20 percent | Complete |
| | | Implement a new external investment priority process to support fundraising campaign | Complete |
| | | Increase alumni engagement by 10 percent over two years | Complete |
| | | Begin developing new Strategic Plan | Complete |
| Impact and Identity | Complete planned facility and service upgrades | Complete Ad-Hum Pit renovation | Well Under Way |

| | | | |
|--|---|--|----------------|
| Well Being and Belonging | | Complete transition to new food services model | Well Under Way |
| | | Finish enhancements to Student Wellness Centre | Complete |
| Discovery Environment and Climate Action | Amplify the University's research impact through multidisciplinary research, community engagement, and entrepreneurial activities | Launch new multidisciplinary research projects co-led by Faculties | Complete |
| | | Establish GIEMS and develop governance structure | Complete |
| | | Demonstrate leadership in sector-wide contributions to innovation in energy and minerals | Complete |
| | | Increase number of research contracts, MOUs, and MOAs with community and industry partners by 5 percent | Well Under Way |
| | | Help build an Indigenous-led health and wellness research program for Indigenous communities | Complete |
| | | Support the creation of an Indigenous-led and Indigenous-focused research centre | Complete |
| Truth and Reconciliation Well Being and Belonging | Increase recruitment of Indigenous faculty and staff | Develop and implement an Indigenous recruitment strategy and show improved results in number of applicants and hires | Well Under Way |
| | | Implement an Indigenous identity verification policy and validation process | Complete |
| | | Communicate the policy and processes, and provide training | Well Under Way |
| | | Provide additional communication and support to promote self-identification, and improve reporting | Well Under Way |

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|--------------------------|---|---|------------------|
| Well Being and Belonging | Set measurable health and safety goals and implement strategies to achieve them | Progress on outstanding health and safety recommendations | 7 Complete |
| | | | 1 Well Under Way |
| | | Year-over-year increase in health and safety training and participation | Complete |
| | | Year-over-year reduction in health and safety incidents | Well Under Way |

| Progress Status | |
|-----------------|-------------------------------|
| BLUE | Complete |
| GREEN | Well Under Way |
| YELLOW | Partially Under Way |
| RED | Little or No Progress to Date |

SECTION 2: OVERVIEW OF PROGRESS TOWARD 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

This objective was designed to target priorities related to reputation, engagement, fundraising, and academic mission. With the advancement-related measures complete and the strategic planning process under way as planned, overall this objective is complete as envisioned. Progress on each individual measure is as follows:

MEASURE: Celebrate the University's 50th anniversary with broad engagement of constituents in the various events throughout the year: This measure is complete, through a year-long, multi-faceted celebration of the University's 50th anniversary.

July 1, 2024 (which the Province of Saskatchewan declared to be "University of Regina Day") marked the official date of the University of Regina's 50th anniversary as an independent, degree-granting institution. To commemorate this important anniversary, the University embarked on a year-long celebration of the institution's history and future with a wide variety of internal and external events, communications and marketing campaigns, fundraising appeals, and other initiatives. Throughout the year, the University made it a priority to showcase its impact in the community as a leader in teaching and learning, research, student support, and community engagement.

The efforts to achieve this were led by staff and faculty from across the institution. Well in advance of the beginning of the anniversary year, a University-wide 50th Anniversary Committee was struck, and it met monthly throughout the year to coordinate and collaborate on activities across the institution. University Advancement and University Communications and Marketing took the lead on institutional events, and also supported individual Faculty/unit activities that were tailored toward the 50th anniversary. Central support enabled outbound communication and invitation lists to be coordinated, a central website and calendar to be developed and maintained, and systems such as registration and email communication to be shared.

The 50th anniversary events officially kicked off for faculty, staff, and students at a special 50th anniversary edition of the annual “Gathering on the Green” celebration in August 2024, with more than 1,100 people attending. Celebrations concluded in late June 2025 with a wrap-up event for faculty and staff at Rebellion Brewery. In between, over the course of the year the University held close to 100 anniversary-related events of various types – ranging from outdoor movie nights, to public lectures, to individual Faculty and departmental celebrations, to a big band all-star reunion 50th-anniversary concert that featured current music students as well as alumni dating back to 1974. Other highlights included Alumni Week (discussed in more detail below), the Inspiring Leadership Forum, and the University of Regina Alumni Association’s annual general meeting, which took place 50 years to the day of the Association’s inaugural meeting on March 12, 1975.

Together, these events saw broad engagement from the University and wider communities, with in-person attendance of more than 17,000 students, faculty, staff, alumni, and members of the wider community. This was nearly double the target of 10,000 attendees.

The celebration will come to an official close later this summer when a time capsule (to be opened on the University’s centennial in 2074) is deposited in the University Archives.

In summary, the 50th anniversary celebrations exceeded expectations in terms of both the number of events held, and the number of participants.

MEASURE: Continue to increase Chancellor’s Community scholarship support and grow membership by 20 percent: This measure is complete, with the target in fact exceeded.

Created in 2023, the Chancellor’s Community was designed to connect campus to community and community to campus by building a philanthropic network of community leaders. Members of the community make an annual donation or multi-year pledge to the University in support of the Chancellor Community Scholarships and Fellows. Throughout the year, members of the community are invited to unique experiences where they learn more deeply about the University, meet the Chancellors Community Scholars, connect with distinguished faculty members, and network with other members of the community.

To help raise awareness of and increase membership in the Chancellor’s Community, events in support of this initiative throughout the year included:

- A Fall 2024 barbecue to welcome the first cohort of 14 Chancellor’s Scholars and two Chancellor’s Fellows into the Chancellor’s Community. The event showcased the impact

of the generous donations made by the Chancellor's Community members and provided an opportunity for them to connect with the first cohort of scholarship recipients;

- The second annual "Taste of Research" event, which was held in early November and was very well received by donors and alumni. Several Chancellor's Community members attended these research presentations which highlighted the University's commitment to showcasing high-impact research while providing meaningful opportunities for donors to strengthen their connection to the campus community; and
- An astronomy-themed "Explore the Stars and Dream" community dinner in mid-March that featured presentations by faculty members and the Royal Astronomical Society of Canada – Regina Centre, as well as a series of physics demonstrations by students. The event was open both to current members and to prospective donors, providing an opportunity to grow the Chancellor's Community even further and deepen engagement.

These efforts were very successful. By September 2025, the target to increase membership by 20 percent had already been met, and by the end of the 2024-2025 academic year, membership had increased year-over-year by more than 90 percent – far exceeding the target.

With this support in place, the scholarship program is in place for another year. The next cohort of 14 undergraduate and two graduate students was announced in March, further publicizing the scholarship program and its benefits. Efforts to increase support for the Chancellor's Community continue, and over the next year will focus on creating additional Chancellor's Community-specific events to highlight the impact of donor support, including the September barbecue to welcome new and returning Chancellor's Scholars and Fellows. In addition, the identification and solicitation of new prospects to the Chancellor's Community continues, and a project-specific case for support has been developed to further advance these fundraising efforts.

MEASURE: 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: This measure is complete, with a new process in place to prioritize fundraising opportunities.

Beginning in the summer of 2024, the Philanthropy team led the development and implementation of a new fundraising priority identification and approval process whereby Faculties and administrative units identified and then prioritized their fundraising priorities based on the goals and objectives set forth in the University's Strategic Plan. This marks a significant shift in the Philanthropy team's approach, focusing on a comprehensive and strategic model that emphasizes streamlined resource allocation and deeper collaboration across Faculties and administrative units. This approach prioritizes cross-disciplinary initiatives rather than individual projects, and aims to secure larger, transformative gifts aligned with the University's long-term vision and strategic goals. University Advancement will now seek priority updates from Faculties annually.

To help develop the external investment priority process, an external consultant specializing in institutional fundraising was engaged. The consultant completed training for the Deans on "Fundamentals of a Campaign," presented to the University Executive Team on "Campaign Trends in Canada," and engaged the Advancement Team in a campaign readiness exercise to assess the fundraising pipeline. The consultant's work also included providing input on

fundraising strategies, supporting internal capacity building on fundraising, assessing the University's potential for a campaign, and helping draft the University's case for support.

Through the prioritizing process, Faculties and administrative units identified a total of ten new fundraising priorities, which were then presented to an Executive Committee for review. Ultimately, five of those were approved as institutional priorities, and added to the eleven priorities that had already been identified. Additionally, outside of this process another three priorities were approved by the University Executive Team for inclusion. The consultant provided support to develop the case for support of these institutional priorities to form the basis of a comprehensive fundraising campaign.

With the investment priority process now implemented and a case for support complete, the focus will now shift to refining prospecting and pipeline development strategies, as well as assembling a campaign cabinet to lead and champion this transformational initiative. The Advancement team is collaborating with the University Communications and Marketing team to develop strategies to promote the priorities, and the level of funding targeted through the forthcoming comprehensive campaign is under review.

Overall, this new campaign model provides opportunities to incorporate new priorities as others receive funding – a flexible approach ensuring that the campaign can adapt to emerging needs and opportunities.

MEASURE: Increase alumni engagement – namely financial support and event attendance – by at least 10 percent over the next two years: This measure has been achieved, and in fact exceeded.

By year's end, the University had exceeded its target of increasing overall alumni engagement by 10 percent in large part due to the success of the ongoing 50th anniversary celebrations – and in particular, due to the Alumni Week events that took place in October 2024 as well as the regional alumni events hosted during the year.

During the 2024-2025 academic year, 34 alumni events were held, which represents a 62 percent increase over the previous year. Alumni attendance at these events was up 84 percent year-over-year, with 3,373 alumni in attendance compared to 1,838 in 2023-24. The inaugural Alumni Week in late October was a particular success in this regard, attracting 2,762 attendees, including 687 alumni. Presented by the University of Regina Alumni Association, Alumni Week included events such as the Alumni Crowning Achievement Awards, and the Golden Aluminaries induction reception where 69 alumni received pins and certificates celebrating 50 years or more as University of Regina graduates. It is also of note that for "Alumni in the Classroom," 24 distinguished alumni came to campus and presented to a total of 1,160 students. Engagement with alumni was also enhanced by five 50th anniversary regional alumni celebrations held in Saskatoon, Calgary, Vancouver, Victoria, and Ottawa.

Email communication and alumni engagement with benefit programs during the year also exceeded expectations. The number of email communications to alumni increased by nearly 50 percent year-over-year to a total of 66. Perhaps more importantly, the University now averages approximately 20,000 alumni recipients per communication (an increase of 40 percent over the previous year), and had a 77 percent increase in the email open rate. Additionally, participation

levels in key alumni benefits programs such as TD Home and Auto Insurance and Manulife Life Insurance have increased by 10 percent and 20 percent, respectively. This indicates an increasing level of alumni engagement with the institution, and one that far exceeds the target for the year.

In terms of donations, the number of alumni donors decreased by 12 percent year-over-year. At the same time, however, the overall amount of alumni donations increased by 28 percent to \$578,590 – further indication of increased donor engagement. Also of note is that faculty, staff, and retirees who are University of Regina alumni contributed 59 percent of the \$68,985 that was raised through the Spring 2025 50th anniversary “Big Hearts Family Giving” faculty and staff appeal.

In summary, alumni engagement increased dramatically over the course of the 50th anniversary year, which bodes well as the University prepares for its forthcoming comprehensive fundraising campaign.

MEASURE: Commence development of a new institutional Strategic Plan that will guide the University for the next five years and beyond: This measure is complete, with the strategic planning process firmly under way and on track to see a first draft of a ten-year plan produced by January 2026.

The process began in earnest in September 2024, when Higher Education Strategy Associates (HESA) was engaged to provide an environmental scan of trends in university strategic planning in Canada, as well as insights into options that the University of Regina might consider. As part of its deliverables, in November HESA provided a report entitled *Strategic Planning: Pre-Development Considerations and Decisions*.

Together with the Vice-Presidents and the Chief Governance Officer, I weighed options outlined in the report to determine the University’s best course of action related to factors that include: the size of the steering committee; length of the plan; themes from the existing plan to be built upon going forward; and possible new thematic areas to be included in the new strategic plan. All agreed that the new plan should be guided by “what we want to be” rather than “what we want to do,” developing a bold, unified, aspirational vision that will take the University to the next level of achievements and its rightful place in the Canadian post-secondary community as it enters its second half-century.

Early in 2025, Dr. Aziz Douai, Dean of the Faculty of Graduate Studies and Research, was appointed to head the strategic planning process, and he assembled and announced a steering committee in March. A Project Manager, Strategic Planning, was recruited in May to support the steering committee. Since that time, the steering committee has participated in two workshops to establish guidelines and align key principles to guide the strategic planning process, and the Project Manager has developed a workplan and consultation schedule. This work included designing an initial survey and getting it approved under the University’s surveys policy.

The public launch of the strategic planning process took place on June 17 in a hybrid event attended by more than 100 people. At that time, members of the steering committee had the opportunity to speak to the University community, and the survey was formally launched with

both internal and external stakeholders. To date, there have been approximately 400 survey responses submitted.

Dr. Douai has also assembled a ten-member student advisory group to provide and promote student input into the plan's development. He first met with the group on June 23 to discuss its role and garner its initial feedback.

Thus far, a total of 27 group consultation sessions (including town halls, come-and-go sessions, meetings, and interviews) have been scheduled between July and December. The first of these will take place in mid-July, focusing on institutional identity, mission, and values.

Next steps include reviewing results from the initial survey in order to inform subsequent consultations, updating the strategic planning website as required, and engaging a senior writer to help develop a first draft of the document once the consultation input has been collated. The process is on track for a first draft to be developed by January, with the final plan to be approved by the appropriate bodies, including the Board of Governors, by Spring 2026.

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

This objective was designed to enhance the student experience in key areas identified in student surveys and the *2023-2026 Academic Plan*. Overall, the objective is well under way and nearing completion.

Progress on each individual measure is as follows:

MEASURE: Complete the Ad-Hum Pit renovation to enhance student space: This measure is well under way and projected to be complete by the end of August.

Once the Level 3 "Tender and Construct" approval was provided by the Board in July 2024, work began quickly on revitalizing the space. Major demolition took place, and the layout for all spaces – the Pit itself, all-gender washrooms, perimeter seating areas, vestibule, front entry, and upper-floor safety enhancements – was finalized.

As part of this process, consultation took place with a representative of UR Pride to ensure that the all-gender washrooms will be appropriate. A call for Indigenous artists to help ornament the space closed in October, and a committee with strong Indigenous representation including Elders and Knowledge Keepers was formed to assist with selection of an artist and to help guide the final artwork. An artist was selected, the artwork was completed, and Facilities Management worked out the logistics of construction and installation.

A survey was also undertaken to help capture student perspectives, the selection of the final finish and furnishings was approved, and required material was sourced. Tender packages for new construction closed in November, and all major contracts were awarded. Major concrete construction is now complete, including vestibule floor tie-in, ramp, and bench modifications. Most major scope items have been completed, while others are scheduled to be finished in phases over the next two months. Installation of prominent Indigenous art was done by end of June, including main entrance floor inlay and upper-level window vinyl.

Troubleshooting of on-site design and construction issues is ongoing, but is not expected to alter the revised final completion date in August. This includes a major revision to the acoustic panel

installation detail for upper floor guardrails, with the need for additional material that has a longer delivery time.

Such delays mean that project completion – originally anticipated for early June – is now scheduled for August 2025. A smudging ceremony will take place in mid-August, with an official grand opening to take place on September 4 to coincide with the beginning of the fall term. The project remains close to budget, with adequate contingency still in place.

MEASURE: Complete the transition to a new food services model: This measure is well under way and will be complete in early fall.

The Ultimate Experience Group – whose offerings have grown over the past year to comprise Java Junction, Fresh Junction, Ultimate Rotisserie, Chick ‘N Tendeeds, and Grab and Go in the Riddell Centre and Kīšik Towers – has completed its first fiscal year in business on campus. As a testament to the food quality and selection under this model, these initial concepts generated \$1.5 million more in revenue than Chartwells did in its final fiscal year on campus.

Starbucks, located in front of the Archer Library, began operations in mid-August of 2024 and has been a popular addition to campus for students, faculty, staff, and visitors. It is heavily used on weekdays during classes, and the University is working with the owners to develop additional options to enhance their weekend business.

Trifon’s Pizza is scheduled to open in the last week of July, offering “Regina-style pizza” and pub-style food. In addition to the newly remodelled and licensed Lab Commons, Trifons will operate a 48-seat outdoor patio (to be completed in July) across the hall from the location, just out the doors in the academic green area. The Lab Commons is now open and being used by students, with small deficiencies to be addressed throughout July. The new design has proven popular due to the comfort and amenities it has brought to a space that was long overdue for renovation.

The Riddell Centre Food Court is currently under construction, with mechanical and electrical rough-in, framing, and flooring under way. It is scheduled to open in the third week of August, in time for New Student Orientation and Residence Move-In. This will see the entire dining area renovated, with all vendors having a modernized look that matches the new look and feel of the dining area.

Da India Curry Express is also under construction and scheduled to be open in time for the first week of the fall term. It will be in the old Common Ground location across from the Fifth Parallel Gallery in the Riddell Centre. The outlet will offer Indian fare as well as a subscription tiffin service for students who wish to have regular catered meals. Delayed delivery of some rooftop mechanical equipment has pushed construction back, but the project team has worked to move delivery forward by four weeks to better align with the tenant’s schedule.

Likewise, Liang’s Kitchen (under construction in the old Tim Hortons location) has experienced a delay in the delivery of rooftop equipment. With fit-up drawings finalized and a building permit approved, it is scheduled to open in early fall. It will be the final vendor as part of the new food services model. Operated by the owners of China Liang’s Buffet, it will further diversify food options on campus.

MEASURE: Finish enhancements to the Student Wellness Centre: This measure is complete in terms of both construction and staffing.

On the construction side, completion was on budget and only slightly over time. During the year, required demolition took place, mechanical and electrical rough-ins were completed, and final construction and installation took place. This increased the number of medical examination rooms from four to seven, and created a new accessible washroom. All of this was done with no disruption to the Student Wellness Centre's current operations.

The nature of the construction had the added benefit that it has allowed a secondary project to be undertaken at minimal cost – the construction of a parenting room, and the connection of an existing all-gender washroom to the Student Wellness Centre. Those additional enhancements will be complete in coming weeks.

The enhancements to the Student Wellness Centre are also complete from a staffing perspective. Two more Nursing Practitioners were hired, and the proposed Student Health Educator position was reconfigured to allow the hiring of another additional Nurse Practitioner. This brings the Centre to a full-time complement of five Nurse Practitioners, dramatically enhancing services and the availability of appointments now that a schedule with walk-in hours is in place. A new Accommodations Officer position was added to make a full complement of three, and a doctoral psychologist has been hired in a managerial role to ensure that student mental health needs are adequately met both in Regina and at the Saskatoon campus.

These enhancements were made possible through a funding agreement with the provincial government. Per that agreement, the University is now reporting usage data to government to ensure that demand and capacity for service remain in balance.

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

This objective was intended to enhance the University's research capacity, impact, and reputation in the province and beyond. Overall, the objective has been met as designed, and work will continue in the coming year to advance the research enterprise. Progress on each individual measure is as follows:

MEASURE: Successful launch of new multidisciplinary research projects that are co-led by collaborating Faculties: This measure is complete, with activity ongoing.

Two new multidisciplinary research projects have received funding in the form of Saskatchewan Health Research Fund "Align Grants," which are community-engagement grants to support stakeholder involvement in research projects. The two projects are:

- "Understanding the influence of urban design on healthcare costs: Stakeholder perspectives." Project Lead: Dr. Harminder Guliani. Collaborating Faculties: Arts, Kinesiology & Health Studies, and the Johnson Shoyama Graduate School of Public Policy; and
- "Exploring the social acceptability of wastewater-based health surveillance." Project Lead: Dr. Nicole Hansmeier. Collaborating Faculties: Science, Luther College, and the Johnson Shoyama Graduate School of Public Policy.

In addition, a multidisciplinary and multi-institutional team of researchers has received funding from the Sylvia Fedoruk Canadian Centre for Nuclear Innovation (Fedoruk Centre) for their project entitled “Fueling the future: Training the future nuclear workforce in Saskatchewan.” The project leader is Dr. Alaz Manzur, Assistant Professor, Johnson Shoyama Graduate School of Public Policy (JSGS) at the University of Saskatchewan. Co-applicants are Dr. Margot Hurlbert, Canada Research Chair in Climate Change, Energy and Sustainability Policy and Professor, JSGS at the University of Regina, and Dr. Graeme Drysdale, Research Chair, Sustainability-Led Integrated Centres of Excellence at Saskatchewan Polytechnic. The Government of Saskatchewan’s Crown Investments Corporation is also involved as a project partner. The desired outcome of this project is to develop educational offerings and training curricula that will enhance recruitment and retention of a strong and sustainable workforce in the nuclear power sector.

It is also of note that co-applicants Dr. Eman Almehdawe (Faculty of Business Administration), Dr. Golam Kabir (Faculty of Engineering and Applied Science), and Dr. Sharfuddin Khan (Faculty of Engineering and Applied Science) received NSERC Alliance funding for their project: “Enhancing Operational Efficiency to Match Supply and Demand for the Regina Food Bank.”

Another multidisciplinary application is still under review through the CFI Innovation Fund. Co-team leads Dr. Kerri Finlay (Science – Biology) and Dr. Leslie Robbins (Science – Geology) have submitted a proposal for “Sustainable prairie water resources: Solutions for balancing economic development with environmental stewardship.”

Two other multidisciplinary and multi-institutional project proposals are being finalized for submission:

- “Re-mining of coal fly ash” (the aim is to pursue an NSERC Alliance Society grant); and
- Development of interdisciplinary innovation space for social innovation research on nuclear energy (Phase 2 of the Small Modular Reactor – Safety, Licensing, and Testing Centre).

Also of significance is that the the Child Trauma Research Centre has several projects under way that bring together researchers from different Faculties. One is the PSPNET Families project that has Dr. Nathalie Reid (Education) and Dr. Heather Hadjistavropoulos (Arts – Psychology) working together as Co-Principal Investigators. Another is entitled “Cross-Sectoral Collaboration to improve outcomes for children and youth in vulnerable contexts,” in which Dr. Reid is working with Dr. Akram Mahani (JSGS – Regina) as co-investigator and principal investigator.

With this initial measure complete for the year, the University will continue to facilitate high-impact multidisciplinary projects wherever possible.

MEASURE: Establishment of the Global Institute for Energy, Minerals, and Society (GIEMS) 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: This measure is complete.

The Office of the Vice-President (Research) and the Office of Research Services (ORS) conducted comprehensive consultation and engagement with members of the University research community in all faculties to obtain input on the proposed governance structure and objectives of GIEMS.

A business case document was then prepared to seek institutional approval for the University of Regina to partner in the creation of GIEMS as a separate non-profit entity. GIEMS was subsequently approved by the Council Committee on Research, Executive of Council, and University Senate.

An external consultant was then contracted to prepare governance and incorporation documents, and GIEMS has now been officially incorporated as a not-for-profit organization. The founding directors met in April 2025 to ratify the bylaws and governance structure. With funding for GIEMS having been received in the 2025-2026 provincial budget, the job ad for an Executive Director was posted in May. An offer has been extended to the successful candidate, who has provisionally accepted it. With the position filled, this measure is complete, and GIEMS is now in a position to formally begin its operations.

MEASURE: Demonstrate leadership in sector-wide contributions to innovation in energy and minerals, including nuclear energy development: This measure is complete.

Throughout the year, the University pursued funding from Crown Investments Corporation, SaskPower, and PrairiesCan to create an on-campus test loop facility to support research and training in nuclear energy. The test-loop facility project, which would also include in-kind contributions from Innovation Saskatchewan, will help establish the University as an important hub for nuclear innovation in the province.

Funding has been secured, construction has begun, and the University is actively developing what will be known as the Small Modular Reactor – Safety, Licensing, and Testing Centre. This will be the only facility of its kind in western Canada, and will be used nationally. Coupled with the establishment of GIEMS, in which the University is a founding and equal partner, this places the University in a distinct national leadership role.

Also in the area of nuclear energy research, the University has signed a Memorandum of Understanding with Canadian Nuclear Laboratories (CNL) and Atomic Energy of Canada Ltd to foster student training and research collaboration opportunities. As part of the CNL student engagement agreement, a group of University of Regina students will be visiting the Chalk River nuclear research facility in August.

In addition, a Memorandum of Understanding has been signed with Southeast College and Southeast Tech Hub to support the establishment and development of the Innovation Centre of Energy Development in Estevan, whose work will take place throughout southern Saskatchewan.

Following up on the existing Memorandum of Understanding with the Colorado School of Mines (Mines), the University hosted John Bradford, Mines' Vice-President of Global Initiatives, for a full-day meeting with Saskatchewan post-secondary leaders, provincial government officials, and provincial organizations including the International Minerals Innovation Institute (IMII), the

Petroleum Technologies Research Centre, and the Fedoruk Centre. Participants discussed challenges and potential collaborative solutions to meeting the mineral needs of the energy transition, as well as future workforce development. A graduate student exchange program has been completed, and also arising from the Memorandum of Understanding, the University of Regina will collaborate with Mines and IMII to hold a mining summer school at the University. Originally planned for summer 2025, this summer school has been postponed until at least the fall.

It is also of note that the University organized a first-of-its-kind IDEATHON event to bring together researchers from Saskatchewan Polytechnic and the two provincial universities to discuss collaborative projects that will support innovation in energy and minerals. As a result of this event, one project proposal was submitted for funding but was unsuccessful. That said, making connections with and building relationships between researchers from different Saskatchewan post-secondary institutions was a valid and valuable outcome.

MEASURE: 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: This measure was not achieved exactly as designed, but it is well under way, and was met in a key respect: although the number of research agreements with community and industry partners declined year over year, overall revenue and the value of contracts awarded during the year both increased substantially.

The total number of research-related agreements (including Tri-Agency awards and internal awards) executed in 2024-2025 was 381, a 15.1 percent decline over the 449 executed in 2023-24. Likewise, the portion of contracts and Memoranda of Understanding/Agreement with industry partners, community groups, and not-for-profit organizations declined 17.7 percent from 232 in 2023-24 to 191 in 2024-2025.

This means that the anticipated target of a five percent increase in the number of agreements was not met, but it does not mean that the University did not strengthen its relationships with industry, community, and not-for-profit organizations as intended. By another other key criterion – the amount of research revenue generated during the year from executed agreements – the institution exceeded expectations. For example, attendant research revenue from the executed agreements was \$14.7 million in 2024-2025 – a year-over-year increase of \$1.7 million, or 13.1 percent.

Another criterion is even more telling. When comparing the financial impact of contracts executed within a given period, the total amount of funds awarded is a clearer indicator than revenue, which is a lagging measure. With this in mind, the total amount of funding awarded during the year – \$58.6 million – was a 100 percent increase over the \$29.2 million awarded in 2023-24. So while the number of executed agreements declined, the overall value and impact of them grew substantially because most of the contracts are shifting from many small, short-term projects toward larger multi-year, strategic collaborations that often yield greater societal impact.

Notably, the University secured several large-scale agreements supporting innovation in sustainable agriculture, community health, and energy transition. Examples are:

- Dr. Nicholas Carleton's longstanding research project involving the Royal Canadian Mounted Police saw a funding increase of \$2.6 million in 2025;
- Dr. Heather Hadjistavropoulos' Internet-based Cognitive Behavioural Therapy (ICBT) project with the Government of Saskatchewan received \$1.2 million in additional funding;
- The federal Ministry of Public Safety and Emergency Preparedness awarded \$15 million to advance research on the project entitled: *"Establishing the National Research Consortium Knowledge Exchange Hub and the Development of ICBT Pilot in Support of PTSD Among Public Safety Officers"*; and
- SaskPower awarded total funding of \$4 million over three years for Dr. Arthur Situm's project: *Small Modular Reactor – Safety, Licencing and Testing Centre ("SMR-SLT")*, and the federal government committed approximately \$2 million to the project as well.

In short, the University is securing larger and higher-impact partnerships than in the past, and partners are placing increasing trust in the institution and its research enterprise.

MEASURE: Support the recently announced CIHR Applied Health Research Chair by helping to build an Indigenous-led health and wellness research program for Indigenous communities:
This measure is complete, with considerable effort having gone into assisting the Chair in launching her research activities.

Various individuals and groups within the University's research enterprise provided a wide range of supports to the Chair throughout the year in terms of administrative support, grant facilitation, and outreach. For example:

- The Vice-President and the Associate Vice-President (Research) meet regularly with the Chair to ensure that the appropriate supports are in place so that this first-of-its-kind appointment at the University is successful. This practice will continue throughout the appointment;
- The Office of Research Services (ORS) has provided administrative and clerical support related to expense reports and financial procedures as requested, and will continue to do so throughout the duration of the appointment;
- The Research Engagement Managers provided pathfinding support during the initial project launch;
- Also through the work of the Research Engagement Managers, ORS facilitated three bilingual intercultural meetings involving the Chair and two International Indigenous midwives' associations from Latin America;
- ORS supported the development of two Memoranda of Understanding with the Amupakin Indigenous-led Health Centre and Amawtay Wasi Indigenous University, and has provided support for an international event in Alaska;
- ORS assisted the Chair in a series of events from December 2 to December 6 with two guest speakers from Latin America; and
- The Vice-President (Research) has committed funds toward a CUPE administrative position to support the Chair, and the position has now been filled.

It is also of note that the Roots to Wellness Research Collaborative led by the Chair has now been launched. The collaborative is dedicated to advancing health equity through decolonized

research, community-driven practices, and culturally responsive approaches rooted in Indigenous knowledge.

MEASURE: 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: This measure is complete, with multiple supports now in place to enable the forthcoming creation of the centre.

Under the leadership of the Office of the Vice-President (Research) and the Associate Vice-President (Indigenous Engagement), initial consultations with Indigenous scholars at the University and Federated Colleges (including First Nations University of Canada) were completed in late spring 2024. Community engagement sessions were then conducted at Back to Batoche Days in July, as well as the Treaty 4 Gathering in Fort Qu'Appelle in September. This development process centres on relationship-building and community consultation.

A 16-member working group that includes representatives from the University, First Nations University of Canada, the Gabriel Dumont institute, the Métis Nation of Saskatchewan, and the Federation of Sovereign Indigenous Nations was then fully constituted to evaluate the feedback from these sessions and develop a proposal for the research centre. The group met in November 2024, January 2025, and April 2025. With input from a recently completed environmental scan of similar research centres at other Canadian universities, the working group is now moving forward on next steps to develop the formal proposal for the centre.

Objective 4: Increase recruitment of Indigenous faculty and staff

This purpose of this objective is to put the University in a strong position to attract and retain Indigenous faculty and staff who will better reflect the diversity of the student body and ensure that Indigenous perspectives are increasingly considered in the institution's decision-making processes. It may be several years before the outcomes of these efforts can be fully realized and measured, but with this overall objective well under way and nearing completion, the stage is set for the University to make significant strides forward. Progress on each individual measure is as follows:

MEASURE: Collaboratively develop and implement an Indigenous recruitment strategy to attract Indigenous talent, and show improved results in the number of qualified applicants and hires: This measure is well under way, with the University exploring options for an overall strategy, and enhancing Indigenous recruitment activities in other ways in the interim.

With respect to developing an overarching Indigenous recruitment strategy, the Interim Associate Vice-President (Human Resources) and Associate Vice-President (Indigenous Engagement) are exploring the possibility of the University joining the Reconciliation Action and Accountability Network (RAAN). Launched in March 2024, RAAN is a network of organizations dedicated to advancing Truth and Reconciliation Commission of Canada *Call to Action* 92 which includes ensuring that Indigenous peoples have equitable access to jobs. Membership would provide opportunities to use RAAN's Indigenous Recruitment Strategy that involves building awareness of career opportunities, enhancing Indigenous recruitment and retention efforts, and connecting with other organizations to strengthen staffing strategies. The financial implications of RAAN membership are being assessed.

Further to the development of the strategy, Human Resources is also exploring the opportunity to utilize the Indigenous Career Community Database, which would directly connect the institution with Indigenous talent, a valuable tool for expanding recruitment outreach. In addition, working with the Associate Vice-President (Indigenous Engagement), University Advancement has prepared a case for support for an Indigenous cohort hire, and will share this document with prospective donors as part of its comprehensive fundraising efforts going forward.

As these initiatives are undertaken with an eye to creating an overall Indigenous recruitment strategy, Human Resources has worked in other ways throughout the year to enhance Indigenous recruitment. For example, to make initial contact with prospective Indigenous employees and inform them of the career opportunities available at the University, in Fall 2024 Human Resources participated in four career fairs and networking events, including three that specifically had an Indigenous focus. In February 2025, the unit also participated in the All Nations Career Fair, which provided a valuable platform to engage with Indigenous talent because it also had an Indigenous focus. And in June, staff participated in the Indigenous Recruitment and Retention Conference that took place in Regina.

It is of note that as of June, 4.45 percent of employees who have completed the self-declaration survey have identified as Indigenous – a modest increase from the 4.16 percent the previous year. As the Indigenous recruitment strategy is finalized and implemented to help attract more Indigenous applicants than before, that percentage is expected to increase in coming years.

MEASURE: Implement an Indigenous identity verification policy and validation process: This measure is complete, with comprehensive Indigenous Identity Substantiation Guidelines having been finalized by the time of the Board meeting.

Since last year, the Associate Vice-President (Indigenous Engagement) had been working to develop guidelines to affirm the Indigeneity of faculty, staff, and students. While she was on leave, as an interim measure given the University's immediate intent to hire Indigenous faculty members, the Provost's Office developed a preliminary draft framework for the substantiation of Indigenous identity.

When the Associate Vice-President (Indigenous Engagement) returned from leave, through broad consultation and with the assistance of the Indigenous Advisory Circle, she revised the interim framework to produce a final set of Indigenous Identity Substantiation Guidelines. This involved engaging with a range of sources, including the Canadian Association of University Teachers, other post-secondary institutions, the Directive on the Tri-Agency Policy on Indigenous Citizenship, and the findings from the 2020 National Indigenous University Senior Leaders Association conference's *Indigenous Voices on Indigenous Identity*.

The result is comprehensive framework to support respectful and community-guided substantiation of Indigeneity for faculty, staff, and students. Grounded in Indigenous values and principles, the guidelines emphasize substantiation – not validation or verification – reflecting relational accountability, community recognition, and Indigenous self-determination.

The guidelines are a living document, intended to evolve as understandings, contexts, and community needs continue to grow. They will be jointly launched in Fall 2025 by the Associate

Vice-President (Indigenous Engagement), Provost and Vice-President (Academic), Vice-President (Research), and Associate Vice-President (Human Resources) – the key leaders responsible for its implementation across the institution.

At that time (as noted below), education about and implementation of the guidelines and substantiation process will take place in earnest.

MEASURE: Communicate the Indigenous identity verification policy and processes, and provide education/training to faculty and staff: This measure is well under way, and will be completed in early fall to coincide with faculty and staff's large-scale return to campus for the Fall 2025 term.

Until the Indigenous Identity Substantiation Guidelines are publicly launched, it is not possible to communicate them to faculty and staff and offer the requisite training. However, plans are well under way for a Fall 2025 launch of the guidelines, with education and training immediately to follow.

In preparation for the launch, Associate Vice-President (Indigenous Engagement) and the Interim Associate Vice-President (Human Resources) are drafting a campus communication to be released in the coming weeks. In addition, Human Resources has undertaken an environmental scan of CAUT recommendations and practices adopted at other universities so that best practices can be introduced for educating faculty and staff about the framework.

Following the launch, training will be provided for hiring managers and hiring committee members to ensure the guidelines are well understood and applied consistently and respectfully. Additionally, an Indigenous Substantiation Advisory Council will be established to support ongoing implementation, provide guidance, and ensure that the principles of the framework remain aligned with Indigenous ways of knowing and governance.

MEASURE: Provide additional communication and support to promote self-identification, and improve reporting to increase understanding and accuracy: This measure is well under way, with communications set to take place in Fall 2025.

In anticipation of the Indigenous Identity Substantiation guidelines being finalized, and to help inform forthcoming campus-wide communications, Human Resources gathered testimonials from current employees on why it will be important to participate in the substantiation of identity process. In addition, the Employment Equity and Consultative Committee has met four times, and will be a key resource in connecting with faculty and staff – and students as well as prospective employees as they apply to the University – regarding substantiation of identity.

With the guidelines now complete, these communications will begin in Fall 2025 – when there is a more broad and immediate reach to campus than in the summer months – and continue thereafter.

Together, the recruitment strategy, substantiation guidelines, and communications are expected to increase the number of Indigenous faculty and staff and help develop a more accurate picture of the University's demographics than ever before.

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

This objective was designed to enhance and reinforce the culture of health and safety at the University. It has been met in most respects, and work will continue in the next year and beyond to build upon the progress made to date. Progress on each individual measure is as follows:

MEASURE: Continued progress on outstanding health and safety recommendations provided by the Internal Auditor: This measure is well under way and moving to completion, with seven of the eight priority recommendations now addressed.

The University Executive Team agreed to address eight priority items from the Internal Audit and External Review of safety at the University. Currently, seven of these items are complete, with the remaining one either under way or soon to be undertaken.

With respect to the seven completed recommendations:

- As of the end of June, 37 percent of currently employed supervisors had electronically signed the [UofR Safety Charter](#) (up from 27 percent in December 2024, and 33 percent in March 2025). Overall, a total of 405 staff have signed the Charter (up from 250 in December 2024, and 325 in March 2025);
- As of the end of June, 45 percent of currently employed supervisors had taken the [Safety for Supervisors training course](#) (up from 38 percent in December 2024, and 43 percent in March 2025). In-person sessions continue to be offered monthly, and beginning in July, virtual sessions will also be available. Alumni of the program now receive semi-regular emails with information to assist them in initiating safety conversations with staff and maintaining a positive safety culture in their area;
- An online [Health & Safety Orientation course](#) has been developed and is available to all faculty, staff and students. This course is now mentioned as required training in all offer letters for new employees. As of the end of June, 290 employees had taken this course, which represents approximately 12 percent of staff. This is up from the 175 employees (10 percent of staff) who had taken the course as of March 2025;
- Health and Safety, in partnership with Communications and Marketing, has launched a campaign to raise awareness and engage the University community on a variety of health and safety topics. So far, the campaign has focused on the three safety rights, the online Health and Safety Orientation course, and incident reporting. A Health & Safety Expo showcasing on- and off-campus safety resources and partners, as well as hands-on demonstrations, was held March 25. Nearly 300 people attended the event;
- All Decanal job descriptions have been updated to include safety responsibilities;
- All faculties and administrative units have been asked to designate the Health and Safety Orientation course as required training for all staff; and
- Having “safety moments” at the start of Board/Board committee meetings and other leadership and governance meetings. In discussion with the Internal Auditor, Health and Safety changed the approach to this recommendation to make it more effective. For the coming year and beyond, the monthly Safety Shares published by Health and Safety are now shared with the Board as part of the regular operational updates provided by the Office of the Chief Governance Officer.

The University Executive Team has also endorsed the remaining priority recommendation to be undertaken in the coming year:

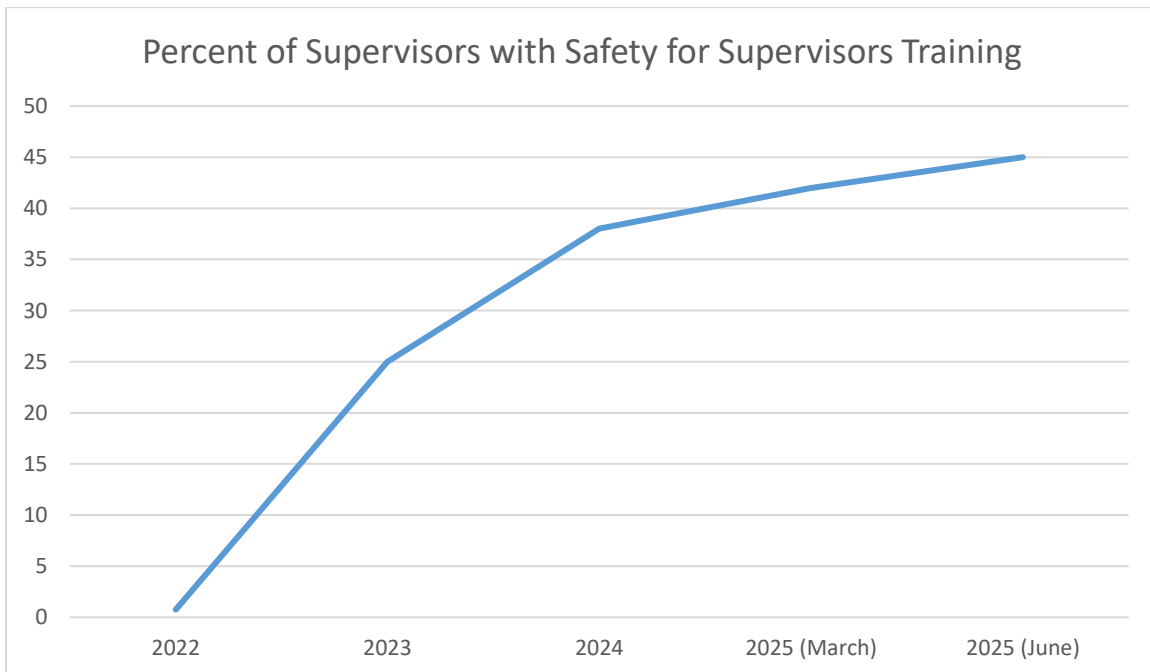
- Identifying safety as a core value in the forthcoming Strategic Plan.

MEASURE: Year-over-year increase in health and safety training and participation: This measure is complete and ongoing.

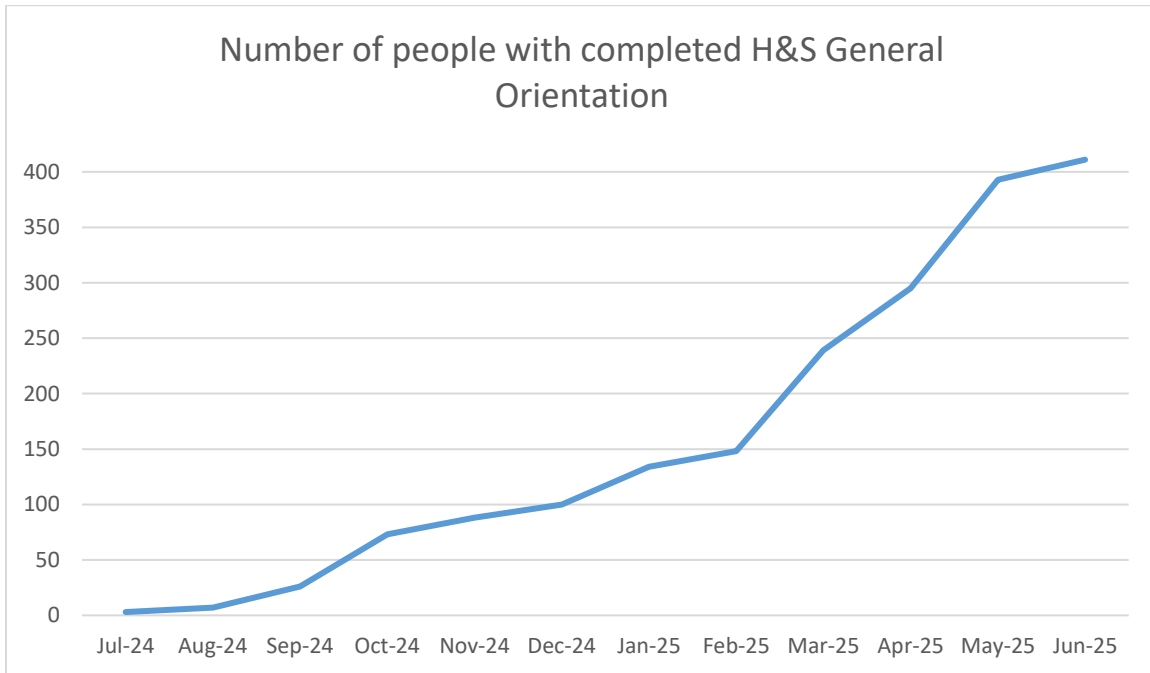
Many health and safety courses are valid for only three years; therefore, training numbers can vary widely year to year depending on when certain cohorts are due to renew a particular course.

A more meaningful metric in many cases is the percentage of the University community that has the training which is recommended or required for their roles.

For example, as noted above, 45 percent of staff in a supervisory role have completed the Safety for Supervisors course, compared to 25 percent in 2023, and 38 percent in 2024. Health and Safety continues to offer this course on a regular basis, so this metric should continue to increase through 2025-2026:



Similarly, the number of people who have completed the newly launched Health & Safety Orientation course has increased dramatically, and is expected to continue rising as the University Executive Team drives the initiative to make this course required training for all staff:



MEASURE: Year-over-year reduction in health and safety incidents (including near-miss): This measure is well under way. While it has not been met for this year, groundwork has been laid for reductions in future years.

Last year, there was a slight year-over-year increase in the number of incidents reported to Health and Safety (108 in 2024 compared to 96 in 2023). As of June 24, a total of 123 incidents and near misses had been reported in 2025 (up from 63 in March), meaning the University has had a year-over-year increase rather than the hoped-for decrease.

This does not necessarily indicate that the University is an increasingly unsafe environment in which to work, or that it is not making progress in developing a safety-conscious culture, however. In the past, many members of the University community were unaware of both the importance of reporting incidents and near-miss events, and how to report such incidents. As awareness grows and health and safety become greater priorities for employees, a rise in reporting is expected – and should be viewed as an early indicator of a safety culture that is undergoing significant and positive change. This is because the upward trend likely reflects the success of recent awareness campaigns, including the aforementioned training programs and the Safety Expo that was held on March 25. Notably, nearly half of the 2025 incidents were reported after the Safety Expo, suggesting that these efforts are encouraging more people to engage with safety processes.

As levels of participation in safety training continue to increase, it is expected that the initial year-over-year rise in reported incidents and near-miss events will decrease in future years.

SECTION 3: MY ACADEMIC ACTIVITIES AND RESEARCH PROGRAM

Throughout the year, I continued work on my academic research program, as well as my activities as a faculty member in the Department of History:

- I have received confirmation that my book entitled *With Thought and Not by Accident*, which I wrote with co-author Pat Rediger to celebrate the Grenfell Campus of Memorial University of Newfoundland and Labrador's 50th anniversary in 2025, will officially be launched at the end of October. I have been invited to travel to Corner Brook to participate in the book launch at the Grenfell Campus.
- Throughout the fall, Dr. Raymond Blake and I worked with a structural editor to complete the manuscript of our history textbook entitled *A History of Canada in 15 Moments*. We submitted the manuscript to the publisher, Bloomsbury Press, early in 2025. After we received the reviewers' feedback, we completed final revisions for resubmission. They were accepted, we are currently reviewing proofs, and the book will be published by the end of the year.
- I completed a 5000-word chapter entitled "Canada's Homefront in the Second World War: A Brief Overview" for a book being edited by Professor Amy Shaw of the University of Lethbridge and Professor Graham Broad of King's College, Western University. I then presented on the book chapter for a SSHRC-organized workshop at the University of Western Ontario. The book is to be published by McGill-Queen's University Press in 2026.
- I taught high school classes in Lloydminster and at the Regina Christian School during recruitment visits to those schools during the year. I focused the classes on my research into the Second World War.
- In September, at the request of the Royal United Services Institute, I delivered a lecture on "Children in World War II Canada."
- During the year, I conducted preliminary research on the life of a notable politician from Saskatchewan's history to determine if a biography would be warranted. After determining that the project was not feasible, I began preliminary research on a book I plan to write about key moments in the University of Regina's history. The book will draw heavily on material held in the University Archives.