

For the period from July 1 – December 2, 2025

Per discussions with the Board of Governors when my 2025-2026 performance objectives were finalized in July, this comprehensive mid-year report to the Board consists of:

- 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 deliverables;
- Section 2: An overview of progress toward each of the 2025-2026 objectives;
- Section 3: An update on other of my activities as President since the September Board meeting; and
- Section 4: An update on my academic research program.

Should the Board require additional information on any of the items discussed below, I would be pleased to provide it either at the December 16 meeting or as follow-up.

SECTION 1: AT-A-GLANCE DASHBOARD “HEAT MAP”

| Strategic Plan Connection | President's Objective | Deliverable | Status (colour-coded per the legend below) |
|----------------------------------|--|---|---|
| Discovery | Ensure the University of Regina's long-term future | Complete a new institutional strategic plan | Well Under Way |
| | | Complete final preparations for the move of the Social Work and Nursing programs in Saskatoon | Well Under Way |
| Impact and Identity | Enhance student satisfaction | Complete a review of institutional advising processes and structures | Complete |
| | | Review domestic and international scholarship programs and develop a strategy to enhance them | Partially Under Way |
| | | Assess the degree of experiential learning that exists | Well Under Way |

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|--------------------------|---|---|---------------------|
| Truth and Reconciliation | | in doctoral programs, and develop options to enhance it | Green |
| | | Produce a report on the feasibility of a University-wide Indigenous Access Program | Well Under Way |
| | | Develop and disseminate a comprehensive AI strategy for students, professors, and staff | Well Under Way |
| Student Success | Pursue long-term financial sustainability | Complete a report on campus housing occupancy and initiate actions to enhance occupancy rates | Well Under Way |
| | | Complete a report on domestic and international recruitment and develop strategies to maximize return on investment | Well Under Way |
| | | Develop more centralized, effective, timely, and trusted data to better project budgetarily | Partially Under Way |
| | | Produce recommendations on more effective use of vacant University land | Well Under Way |
| Discovery | Build reputation and recognition | Develop, implement, and report on an institutional plan to elevate the University's provincial and national reach | Well Under Way |
| | | Produce a report with operational strategies to improve the University's performance in ranking lists | Well Under Way |
| | | Establish a roadmap for securing approximately \$50 million in philanthropic support | Partially Under Way |

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|---|---|---|----------------|
| <p>Discovery</p> <p>Impact and Identity</p> | <p>Build research capacity and impact</p> | Undertake construction of the Small Modular Reactor-Safety, Licensing, and Testing Centre | Well Under Way |
| | | Advance commercialization of clean technologies in energy and environment | Well Under Way |
| | | Implement a long-term strategic planning approach to develop competitive national research grants | Well Under Way |
| | | Advance the establishment of the Innovation Centre of Energy Development | Well Under Way |
| | | Assess and revise internal support program for social sciences and humanities grant applications | 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 2025-2026 OBJECTIVES

Objective 1: Ensure the University of Regina's long-term future

Progress is as follows on the deliverables related to this objective:

DELIVERABLE: Completion of a new institutional strategic plan, including its approval by the **Board of Governors:** This deliverable is well under way.

The University of Regina's next strategic plan – tentatively titled *Envision 2035* – is nearing completion after more than six months of intensive engagement across our campuses and with external partners. A first draft of the plan has been written, and reflects the voices of hundreds

of students, faculty, staff, alumni, and community members who have participated with great enthusiasm and candour in this project designed to shape the University's future.

To get to this point, since May the project team has sought University-wide input from more than twenty-five structured engagement sessions, dozens of interviews with senior leaders, sessions with students, and a qualitative survey filled out by more than 800 members of the broader University community. Campus consultations included sessions with the Senior Leadership Team, Deans' Council, the Academic Leadership Group, the Federated Colleges, and administrative units including Facilities Management, Human Resources, the Registrar's Office, and Student Affairs. Conversations covered a wide variety of topics such as teaching and learning, artificial intelligence and educational transformation, Indigenous voices, and Reconciliation. In terms of external outreach, input was sought from alumni and community partners, and included discussions with nonprofit and civic leaders.

Across these consultations, a remarkable degree of alignment emerged. Consultations confirmed that the University's greatest challenges stem not from a lack of ideas or talent but from fragmentation and disconnection: between teaching and research, between students and campus life, and between the University and the community it serves. Participants also expressed pride in the University's community-connected identity, a desire to strengthen teaching quality and research excellence, and a shared belief that the University should communicate its achievements more confidently. Consensus was that only by aligning efforts as one institution can the University fully realize its potential to serve the public good and shape a resilient, innovative future for Saskatchewan and beyond.

As a result, the organizing theme emerging from this work was the need to act as a unified institution that works more closely together across faculties, units, and communities to achieve shared goals. This was incorporated into a draft that was reviewed by the Strategic Planning Committee on November 10. The draft articulates a unified, forward-looking vision that is rooted in but also reimagines the University's historic motto – *As One Who Serves* – as a shared call to action capturing the unity and collaboration that will define the institution's next decade.

The draft plan, which seeks to foster a culture of collaboration, mutual accountability, and shared identity, is anchored by five foundational commitments and priorities:

1. Transformative Learning and Student Success – ensuring that every student experiences personal, applied, and partner-enabled learning;
2. Research and Discovery for Impact – aligning research strengths with the social, cultural, and economic needs of Saskatchewan and the world;
3. Partnerships that Strengthen Communities – making civic and Indigenous partnerships central to teaching, research, and innovation;
4. Reconciliation as Transformation – embedding Indigenous knowledge, leadership, and accountability across the University; and
5. Digital Futures that Serve People – leading nationally in responsible, human-centred use of emerging technologies.

Together, these foundations form a coherent vision of a University of Regina that is academically excellent, socially engaged, and technologically agile – an institution that turns purpose into progress.

With the completion of the first draft, the committee has now entered the member-checking phase during which broader themes and priorities will be adjusted based on feedback from groups such as the Board of Governors, University Council, the Senior Leadership Team, and Deans' Council. The draft will also be shared with key constituents in the wider community to confirm that it accurately reflects their aspirations. This process began on November 26 when the draft was presented to the Board of Governors for its input.

The plan will be refined as necessary in coming weeks, and after undergoing all necessary approvals, will be launched as planned in early 2026.

DELIVERABLE: Final preparations completed for the move of the Social Work programs and Nursing Faculty and staff situated in Saskatoon, including being well advanced on needed renovations and logistics, and having clear plans on financing within the confines of a balanced University budget: This deliverable is well under way.

Preparations to move the Faculties are progressing within the project's scope, schedule, and budget, with the move on track to be complete as required by June 30, 2026.

Facilities Management continues working closely with Nursing and Social Work's Directors of Finance and Administration to make all necessary arrangements. The ten-year, two-month lease for the new Saskatoon space was finalized in August, to take effect in April 2026. In the meantime, the site owner is undertaking the required permitting, planning, demolition, and construction to ensure that renovations to the space are completed on time. Renovation is expected to be complete by April, with a brief fixturing period to follow in May before the site is occupied in June.

The University identified the move as its highest-priority capital project for 2026-2027, and is awaiting a funding decision from the Ministry of Advanced Education.

Objective 2: Enhance student satisfaction

Progress is as follows on the deliverables related to this objective:

DELIVERABLE: Complete an evidence-informed review containing recommendations concerning institutional advising processes and structures: This deliverable is complete.

Through the leadership of the Dean of the Faculty of Kinesiology and Health Studies, a final report on academic advising at the University – including recommendations for next steps – has been completed and submitted to the Provost.

The Provost's Office is now preparing a draft framework on how the recommendations may be implemented. The report and implementation framework will then be presented to the University Executive Team for discussion. After this consultation takes place and any refinements are made, the report and framework will be discussed with the Deans early in the new year to determine how best to implement the agreed-upon recommendations.

DELIVERABLE: Review domestic and international scholarship programs and develop a strategy to increase enrolment, improve retention, support under-represented groups, enhance academic excellence, and optimize financial resources: This deliverable is partially under way.

With the review of academic advising processes and structures now complete, the Dean of Kinesiology and Health Studies has initiated the review of domestic and international scholarship programs. He is currently gathering scholarship data to inform the report and subsequent strategy.

DELIVERABLE: Identify current PhD programs that incorporate experiential learning, as well as programs where such pedagogy is absent, and develop appropriate options to enhance both as appropriate: This deliverable is well under way.

Having done a preliminary assessment of doctoral programs at the University, the Dean of the Faculty of Graduate Studies and Research has determined that by virtue of the research undertaken by PhD students, all doctoral programs incorporate at least some level of experiential learning. That said, the level of experiential learning is not consistent from program to program, and could stand to be enhanced in some areas. For that reason, in Winter 2026 the Dean will examine all doctoral programs to determine precisely where and how experiential learning could be better incorporated – particularly outside the University setting in community, industry, and field research settings.

In the meantime, based on the Dean's preliminary assessment the Faculty of Graduate Studies and Research is developing two experiential learning initiatives.

The first is a doctoral internship program intended to address the need for more career readiness for students at the PhD level. This program, which will be available to all doctoral students regardless of their program of study, will support them as they work from one to three months for an employer outside academia. The paid internship will offer them a valuable chance to learn about career options, gain professional experience, and apply transferable skills in different work settings.

This pre-defence internship program will be open to PhD students who are in their mid-to-final stages of their doctoral studies, in good academic standing, and have completed enhanced skills training modules through Graduate Advanced Training and Entrepreneurship Centre (GATE) and/or Centre for Experiential and Service Learning (CESL) programming. To ensure the program is viable, the Faculty of Graduate Studies and Research will offer some funding to doctoral students to support their internship and experiential learning. Events such as the CEO Networking Event and Reverse Career Fair that GATE coordinates will provide venues to promote these internships and strengthen doctoral experiential learning.

The second initiative is a transdisciplinary seminar for Special Case graduate students – those who are completing a thesis-based degree in an area of study that does not normally offer a graduate program. This initiative is intended address issues emanating from the lack of cohort experience as well as the limited access to strong mentorship and other experiential learning opportunities that is common to the experiences of graduate students enrolled in Special Case programs.

The proposed transdisciplinary seminar will create a cohort experience for students in Special Case programs across campus. Given that most Special Case students are in programs in the social sciences (with a few in the sciences and humanities), the focus of the transdisciplinary seminar will be on the sharing of skills and experiences that can be of value to students in these disciplines. Such skills may include Indigenous pedagogies, cultural and psychological safety, research and teaching ethics, academic integrity in teaching and research, library skills, thesis formatting, responsible use of artificial intelligence tools in research, using software to organize data, using software to create graphs and perform simple statistical analyses, and working effectively as a teaching assistant.

It is of note that the Transdisciplinary Seminar initiative will pave the way to explore the development of a graduate program in transdisciplinary studies that will aim to:

- Support the re-invigoration of graduate programs in Arts;
- Foster more collaboration and innovation across graduate programs;
- Create new community and industry partnerships to support experiential learning in doctoral education; and
- Enhance research mobilization at the University of Regina.

DELIVERABLE: Produce a report on the feasibility (academic, as well as financial) of a comprehensive University-wide Indigenous Access Program: This deliverable is well under way.

The Provost and Associate Vice-President (Indigenous Engagement) have established a plan and timeline and begun reviewing comparable long-standing Indigenous access models at other post-secondary institutions. In October, for example, they met with the Dean of Extended Education and the Director of the Access and Aboriginal Focus Programs at the University of Manitoba to learn from that institution's structures and best practices.

The information obtained at that meeting was helpful in determining how to evaluate the Indigenous student support and education ecosystem at the University of Regina. The Associate Vice-President (Indigenous Engagement) is now leading the development of an Indigenous student ecosystem map for the University of Regina, which will include a scan of supports across Faculties, recruitment activities, registration services, services of the ta-tawâw Student Centre, and the awards, scholarships, and bursaries process.

This mapping will be completed before the December break, after which an analysis of strengths and gaps will be undertaken early in the new year. Preliminary findings on the academic and financial feasibility of an Indigenous Access Program will be ready for the March Board meeting, with a final comprehensive report to follow.

DELIVERABLE: Develop and disseminate to students, professors, and staff a comprehensive strategy, including a web-based hub, on the use of Artificial Intelligence. The strategy will include guidance on Artificial Intelligence's appropriate use, misuse, means of avoidance, and potential penalties in a University of Regina-specific context: This deliverable is well under way.

The Provost's Advisory Group on Generative Artificial Intelligence and Academic Integrity has completed an interim report and submitted it to the Council Committee on the Faculty of Graduate Studies and Research for information and discussion at its December 18 meeting. The report will also be submitted to the Council Committee on Undergraduate Admissions and Studies for its January meeting. A likely next step is that a subcommittee comprising some members of both committees and the Associate Vice-President (Academic) – with the Chief Governance Officer serving as a resource – will then determine how best to implement the report's recommendations on academic integrity regulations and procedures.

In conjunction with this work, the Advisory Group has begun creating an online Generative AI Hub that will bring together existing but disparate resources in different areas of the University website and augment them to create a “one-stop shop” of relevant information that will advise students, faculty, and staff on the appropriate use of Generative AI.

Objective 3: Pursue long-term financial sustainability

Progress is as follows on the deliverables related to this objective:

DELIVERABLE: Complete a report – including with cost analysis, revenue projections, and assessment of indirect benefits – and initiate actions, as deemed appropriate, to enhance campus housing occupancy rates: This deliverable is well under way.

Having developed and begun implementing a number of strategies last year in its *Housing and Hospitality Services Tactical Occupancy Plan*, Student Affairs has now completed an *Occupancy, Performance, and Strategic Initiatives Report*.

The report demonstrates that incentives, operational improvements, and strategic partnerships have contributed to a sustained positive trend in overall housing utilization for 2025-2026. For example:

- There has been an 8 percent increase in total Fall term occupancy compared to Fall 2024, with occupancy now at more than 75 percent of total capacity;
- Despite the overall drop in international enrolments, housing applications and conversion rates among international students have risen, demonstrating the effectiveness of targeted housing strategies;
- Student resident rent revenue is projected to exceed budget expectations by approximately \$600,000 for 2025-2026;
- Overall student housing applications continue to show robust growth, reflecting positive trends in both student retention and student recruitment. Since the Fall/Winter 2026-2027 housing application period opened in October, 146 applications have been received, substantially higher than the 34 and 33 applications submitted over the same period in the previous two years, respectively;
- Looking forward, Hospitality Services has secured several large group bookings for the 2026 summer conference season, projected to generate \$1.4 million in external conference housing revenue; and
- Indirect benefits include student affordability through rent-reduced long-term residency incentives, improved academic success for students living in campus housing, and enhanced institutional reputation in terms of student experience.

Status updates on recent initiatives contributing to this success include:

- Counsellor's Pick Award: launched for 2025-2026, this was designed to equip Saskatchewan high school counsellors with an incentive to recommend the University as a strong post-secondary option. It generated 38 student nominations for this year, with 30 of those nominees choosing to move into residence;
- Restructured programming and staffing: the Residence Life Program was restructured with the addition of three full-time professional Residence Life Coordinators and an expanded Resident Assistant team to support a growing resident population. This has reduced costs while improving the quality, consistency, and accessibility of student support;
- Mixed-use housing: there are now eight mixed-use units where students and non-students reside together on campus, and the possibility exists to expand this capacity;
- Staff housing discount and partnership: currently there are seven faculty and staff members living on campus. There has been a request for accommodations for an additional five post-doctoral fellows, and this initiative could be expanded in partnership with Human Resources to assist new hires from outside the Regina area.

Several other incentive initiatives are planned for the Fall 2026 intake:

- Refer a Friend Housing Award;
- Returning Student Loyalty Award;
- Alumni Legacy Award, which would provide discounted rental fees and additional benefits for the children and grandchildren of University of Regina alumni who choose to live in campus housing. This would boost student occupancy while strengthening alumni relationships;
- 12-month contracts rather than traditional 8-month contracts to provide stability and cost savings for student taking courses in the Spring/Summer terms; and
- Family housing to support mature students relocating to Regina with partners and/or children.

Going forward, the possibility also exists to establish a formal partnership with Saskatchewan Polytechnic to provide housing options for that institution's students while diversifying the University's residence population and increasing year-round occupancy.

As outlined above, the implementation of new tactical and operational enhancements earlier this year, together with a comprehensive marketing and communications strategy, has driven substantial gains in housing occupancy. With more tactical and operational enhancements being implemented for fall 2026, the University expects stable and even growing campus housing occupancy levels.

DELIVERABLE: Complete a report on domestic and international recruitment that includes assessments of the cost per student recruited, and outlines strategy on improving that figure and attracting a sustainable number of students through such things as more effective focus, marketing, and bringing the most appropriate personnel to different venues: This deliverable is well under way.

In the context of institutional budgetary constraints and challenges caused at the federal level by Immigration, Refugees and Citizenship Canada's (IRCC) delays in processing international student visas, it is imperative that by year's end, both international and domestic recruitment be more strategic than ever, and based upon the best possible data.

In terms of international recruitment, India remains the most important source of students, followed by Nigeria and Bangladesh, so recruitment in these countries will continue at its current level. It is important to note, however, that students from these three countries have experienced significantly lower student visa approval rates over the past two years than previously – partly due to IRCC restrictions and delays, and partly due to strained bilateral relations between these countries and Canada. Ghana and Pakistan have shown promise for recruiting students, but instability in those countries poses challenges in obtaining student visas.

As a result, the University needs to assess other areas for more targeted international marketing and recruitment, so throughout the year UR International is broadly measuring the return on investment in international recruitment, beginning with Presidential missions.

Given that the Philippines is an important market for students in health care fields, and that Thailand has a large number of students interested in mining and geology, UR International has determined that it will be beneficial for the President to join the Minister of Advanced Education on a mission to those countries in February 2026.

After careful consideration – and with the apparent thawing of Sino-Canadian relations – UR International is also placing a renewed focus on China. Even with study restrictions still in place for Chinese students, UR International believes that certain parts of the country could produce increased numbers of students.

In addition, both China and Vietnam have proven to be exceptionally strong enrolment source countries in the current federal immigration policy climate. While the overall international study permit approval rate currently stands at approximately 35 percent, Vietnam and China consistently see approval rates above 90 percent – providing the highest return on investment in terms of international recruiting missions.

In recent years, Vietnam has proven to be a resilient enrolment source country, demonstrating enrolment growth even through the pandemic and recent federal policy shifts. The University has also seen growing interest from prospective students in China, and the country recently announced changes to its regulatory framework for Transnational Education (TNE). This will ease international study restrictions for Chinese students, presenting an opportunity for the University to leverage its nearly five decades of relations with China to explore new TNE partnerships that could increase the intake of students from that country.

The 141 students from China and Vietnam who are registered at the University for Fall 2025 represent more than \$3 million in annual tuition revenue. Sustaining and enhancing recruitment in these countries directly supports the long-term enrolment health of the University, so the President will join UR International on a mission to both China and Vietnam in March.

To ensure diversity in the student body and mitigate negative effects on international enrolment that can occur if the University relies too heavily on a limited number of primary source

countries, the international recruitment team continues to actively and selectively engage with a wide range of other countries, including the United Arab Emirates, Taiwan, Mauritius, Morocco, and Indonesia. This engagement included missions to Sri Lanka and India this fall, which entailed high school visits, attending recruitment fairs, and organizing recruitment partner events to build trust and strengthen brand visibility. Expanding this network in these strategic markets remains a priority.

Mexico has consistently produced short-term students for the University, generating more than \$1.2 million in revenue since 2022 outside of standard tuition streams. The country remains important in terms of student mobility, particularly through exchange programs and initiatives such as Mitacs and the “Emerging Leaders in the Americas Program.” Consequently, a planned Provost’s mission to Mexico in early 2026 will focus on engagement with government and institutional partners.

In summary, while low international study permit approval rates present short-term challenges, carefully evaluating and targeting recruitment efforts abroad is critical for long-term enrolment growth, market diversification, productive institutional partnerships, and building trust and brand visibility.

At the same time, domestic recruitment has become increasingly important as the University works to compensate for lower international enrolment caused by federal government policies. In this regard, the targeted “UR Days” recruitment events, as well and the more general and ongoing recruitment activities, are both yielding positive results.

For example, UR Days events specifically involving the President have helped the University gain visibility in targeted centres across the province in recent years. Analysis of the 2024 UR Days events reveals a strong return on investment. The 2024 UR Days recruitment events led to a year-over-year increase of 43 students registering from the targeted high schools for Fall 2025. With recruitment costs of approximately \$900 per student taken into account, this translates to a return on investment of close to \$290,000 in additional tuition revenue for 2025-2026 from UR Days events alone (estimated based on eight classes annually per student at the Faculty of Arts rate).

In Fall 2025, Enrolment Services hosted six UR Days events at schools around the province, which included a total of more than 30 guest lectures by faculty members in addition to recruitment presentations. These events saw many positive outcomes, including the fact that Indian Head hosted its first event successfully, Lumsden attracted more than 100 students, and the North Battleford and Prince Albert events strengthened engagement with Indigenous students. A seventh UR Days event is being planned for Lloydminster in the Spring.

Looking more broadly at domestic recruitment, there is reason for optimism for the Fall 2026 intake – particularly in light of the fact that after several years of near-static enrolment, overall undergraduate domestic enrolments were up 1.3 percent in Fall 2025 compared to Fall 2024.

This positive trend appears to be continuing, in large part because the domestic recruitment plan currently being undertaken for the Fall 2026 intake aims to attract a diverse student population through targeted strategies and events, leveraging population growth and improved outreach methods. The plan focuses on specific audiences such as high school students in

Saskatchewan, Manitoba, and Alberta, transfer students, adult learners, Indigenous students, newcomers, and “stealth applicants,” with tailored approaches for each group. It emphasizes collaboration across campus units, Faculty partnerships, and the use of Slate for tracking effectiveness, alongside hosting numerous in-person and virtual events to support recruitment and conversion.

Working closely with faculties to align strategies, leverage targeted outreach, and maximize event engagement for prospective students is yielding results. Excluding applicants to the four-year Collaborative Bachelor of Science in Nursing program (numbers are currently unavailable due to timing issues with Faculty data), the University is currently seeing a 10 percent increase (from 1,216 to 1,339) in applicants and more than a 40 percent increase (from 494 to 705) in accepted offers for Fall 2026 compared to Fall 2025. The Fall Open House (which included Admission on the Spot) was a particular success, with 1,196 registrations (a 3.1 percent increase over last year) and 970 attendees (a 10.5 percent increase). Total applications collected during Admission on the Spot and half-price application week were 788 compared to 722 last year.

It is too early in the current recruitment cycle to assess the full impact of this year’s activities. As data become available in the new year, however, Enrolment Services will begin assessing the return on investment (including cost per recruited student) for UR Days and wider domestic recruitment activities. In January, the team will meet to determine how best to undertake this analysis.

In the meantime, the team is already considering some adjustments to strategies and tactics for next year’s recruitment cycle. Preliminary ideas for 2026-2027 UR Days include having the recruitment team members meet with departments and Faculties to encourage participation, encouraging alignment of sample lectures with high school course curriculum, and undertaking earlier scheduling of and planning of events. With respect to wider recruitment activities, a plan is under way for targeted recruitment in the new year in Calgary, in collaboration with the Deans of Arts, Science, and Engineering and Applied Science, as well as University Communications and Marketing.

DELIVERABLE: Develop more centralized, effective, timely, and trusted data to better project budgetarily. This data will be delivered through easy-to-understand online dashboards divided for each major academic and administrative unit. As part of this process, the University will hire an Executive Director to properly organize, oversee, and ensure the revitalization of a data office that will generate and disseminate essential data: This deliverable is partially under way.

Due to budgetary constraints, the University has paused the hiring of an Executive Director, but other activities continue related to the gathering and dissemination of data.

With the transition to Microsoft 365, for example, the Office of Institutional Research (OIR) has begun to implement Power BI as a tool to create reporting dashboards. This infrastructure has been shared with Human Resources and the Registrar’s Office, and it is now being considered by the Provost’s Office and Financial Services.

Specific to budget projections, OIR has been working with a consultant to develop a forecasting tool to estimate future revenues based on student registration and retention levels. Early results show promise in assisting with revenue forecasts for 2026-27 and beyond.

DELIVERABLE: Produce recommendations on more effective use of vacant University land in accordance with our current 10-year Capital Plan – use that prioritizes better serving students, while also respecting community concerns and needs as well as our responsibility to demonstrate environmental stewardship: This deliverable is well under way.

Exploring land development is part of the University's broader strategy to diversify revenue streams, ensuring sustainable growth that enhances the student experience while aligning with the institution's vision, mission, and mandate over the long term. With that in mind, the University recently prioritized analysis of potential development options for its land holdings.

This analysis highlighted an opportunity for the University to take a strategic approach to the development of one site in particular – development that would align with how comparable post-secondary institutions support the student experience and broader institutional objectives. Review of best practices noted that engagement of experienced third-party developers would be critical to successful project delivery and risk management; for that reason, the University intends to advance the concept by procuring an experienced land developer to lead potential development of the site.

To that end, The University intends to issue a public tender in December 2025 to seek a third-party developer to propose land use concepts that are driven by local demand. Once a land use plan is finalized, a business case will be developed to detail the plan's value proposition, and the University will make a decision on advancing the concept. Further details will be released publicly as the University advances through key milestones, with targeted engagement of partners and stakeholders planned throughout the process.

Objective 4: Build reputation and recognition

Progress is as follows on the deliverables related to this objective:

DELIVERABLE: Develop, implement, and report on an institutional plan to strategically elevate the University's reach to provincial and national audiences. Quarterly reports will evaluate the success of marketing campaigns, media coverage, top-performing social media content, and website analytics as outlined in the plan: This deliverable is well under way.

In April 2025, University Communications & Marketing (UCM) implemented quarterly reporting to effectively measure the University's reach and engagement on a variety of platforms. This approach streamlines data collation and ensures performance metrics are available in a timely manner. Indications thus far are that the University continues to receive a significant volume of media interest and positive coverage. Highlights in recent months included:

- Wide and sustained media interest (including from *Smithsonian Magazine* and CBC's "The Nature of Things") in a doctoral student's study of Scotty the T-Rex;
- The Vanier Cup marketing campaign, which generated considerable provincial and national media interest;
- Reaching a milestone of 200,000 followers across social media platforms; and

- A quarter-over-quarter increase of 5.5 percent in website traffic, with strong performance in recruitment-focused content.

Once the new strategic plan is finalized in coming months, the data gained from these reports will help inform the development of comprehensive longer-term strategies to enhance provincial and national reach in areas of institutional focus such as recruitment, research priorities, community partnerships.

DELIVERABLE: Produce a report, with operational strategies, to improve the University's results in premier national and international ranking lists, namely *Maclean's*, QS, Times Higher Education list of best universities, and the Times Higher Education Impact Rankings (measuring progress toward fulfilling the United Nations' 17 Social Development Goals): This deliverable is well under way.

A working group led by the Chief Governance Officer and the Director of the Office of Institutional Research was formed to meet and discuss strategies that could be undertaken to improve the University's ranking results. Members of the group included representatives from the University's governance and OIR teams, Communications and Marketing, UR International, Office of Research Services (including Sustainability), the University Library, and the Department of Computer Science.

After analysis and discussion, the working group agreed that a focus on the Times Higher Education (THE) rankings has potential to provide the highest benefit to the University's reputation. Therefore, the group met THE's Commercial Director – Americas to better understand THE methodology as well as services that could be provided by that organization.

One of the immediate actions was to transfer responsibility for THE Impact Rankings to the Sustainability Office, as the University's subject matter experts. The working group also prioritized other actions based on cost/benefit analysis, some of which will be immediately implemented, while others may be considered in the future as resources allow. The report outlining these actions and their rationale is in the final stages of completion.

DELIVERABLE: Establish a road map for securing approximately \$50 million in philanthropic support aligned with the University's strategic priorities. This process will include engaging key internal and external stakeholders to foster broad buy-in, and developing a foundational framework for integrated messaging, strategic alignment, and campaign execution: This deliverable is partially under way, with the campaign target now revised from \$50 million to \$100 million.

With the assistance of Campaign Counsel, KCI – and through a consultative process that included developing a Case for Support for identified University strengths and priorities – University Advancement now has a proposed roadmap to secure \$100 million in philanthropic support through a Comprehensive Campaign. This proposal – which supports the pursuit of emerging fundraising opportunities in the area of health and human resources – is being presented as a Decision Item at the December Board Meeting.

The proposed Comprehensive Campaign is a strategic, multi-year fundraising initiative designed to serve as a vehicle for advancing the University's mission and priorities. Following approval, it

will leverage the University's existing strengths, resources, and relationships to secure transformative philanthropic support. By aligning donors and stakeholders around a shared vision, the proposed campaign will enhance the University's ability to innovate, expand access, and achieve long-term sustainability while strengthening its reputation as a leader in education, research, and community impact.

Pending approval, the first step will be to establish a Campaign Working Committee. The role of this committee will be to enhance collaboration that enables strategic communications, relationship building, and external investment strategies to be aligned and leveraged. University Advancement proposes that this committee include representatives from Philanthropy, Engagement, Communications and Marketing, Government Relations, the Research Office, and the academy.

In Spring 2026, University Advancement would then lead the recruitment of a campaign cabinet comprising approximately ten champions of the University who have the personal capacity or connections to help the University achieve its \$100 million campaign target.

Objective 5: Build research capacity and impact

Progress is as follows on the deliverables related to this objective:

DELIVERABLE: Undertake construction of the Small Modular Reactor-Safety, Licensing, and Testing Centre (SMR-SLT). The SMR-SLT will be a test loop facility with capabilities for research, quality assurance testing, training, and public outreach that supports the development of the nuclear energy sector. The SMR-SLT will provide critical research infrastructure at both a provincial and national level. 2025-2026 will see completion of construction of Test Loop 1, and the design phase of Test Loop 2: This deliverable is well under way.

The University has secured a six-year lease agreement for the 6A Pilot plant in the Research and Technology Park Regina to house the SMR-SLT, and discussions are under way with the Saskatchewan Research Council to negotiate their potential role in operating the commercial aspect of the SMR-SLT once it is operational.

Test Loop 1 was planned to be completed in the 2025-2026 academic year, but will take longer due to delayed shipping of a major component. Completion is now slated for December 2026, and bi-weekly update meetings are being held between the University, Innovation Saskatchewan, and the vendor to ensure that the new timeline is met.

The design of Test Loop 2 is currently underway in consultation with partners. When complete, the design will support an RFP submission on Test Loop 2's construction.

Efforts to coordinate public announcements with partners are ongoing, and discussions are taking place with other potential funding partners.

DELIVERABLE: Advance commercialization of clean technologies in energy and environment. For example: supporting our spin-off company EcoLoop and its work on PFAS remediation

with the Regina Airport Authority and Buffalo Pound Water Treatment Plant; and engaging in collaboration with PTRC and the Energy Innovation Hub to develop University of Regina technology in methane abatement technologies in the energy sector: This deliverable is well under way.

There have been a number of successes in this regard over the past several months.

For example, the University achieved a milestone through its first equity agreement in a research-based spinout company, EcoLoop Sustainable Technologies Ltd. (EcoLoop). Founded by Dr. Jinkai Xue, EcoLoop has partnered with the University of Regina, Buffalo Pound Water Treatment Corporation, and the Regina International Airport Authority, and has received significant funding from Innovation Saskatchewan. EcoLoop is developing cost-effective solutions to remediate PFAS (per- and polyfluoroalkyl substances) – or toxic “forever chemicals” – from water and soil, as well as transform sludge waste from water treatment into ceramsite, a value-added biproduct.

In addition, Dr. Paitoon Tontiwachwuthikul and Postdoctoral Research Associates Drs. Congning Yang and Tianci Li co-founded EOCO Solutions Inc. (EOCO), a spinout company commercializing a technology for automation of emissions testing at carbon capture facilities. The University is supporting EOCO through intellectual property protection and assignment, company development, and entrepreneurship training.

Five additional patents were filed by Clean Energy Technologies Research Institute (CETRI) researchers for novel solvents used in Carbon Capture and Storage and licensed to Entropy Inc. for application in its Glacier Gas Plant near Grande Prairie, Alberta. The University also supported broader business development activities for CETRI’s portfolio of patented technologies.

Dr. Denise Stilling founded EcoFlexPlus Inc., a research-based spinout company that is developing building and consumer materials from agricultural waste. The University has supported company development, as well as fundraising from ElevateIP for patent protection.

Dr. Omar El-Halfawy founded PharoSynergy Therapeutics Inc., a research-based spinout company to license Antimicrobial, Antibiotic Adjuvant and Therapeutic Compounds for application in the biotechnology and/or clean technology industries. The Office of Research Partnerships and Innovation (ORPI) has worked with Dr. El-Halfawy to file two related patent applications, assign intellectual property rights, and develop the company.

Dr. Gordon Huang and doctoral student Jing Huang have co-founded an early-stage commercial venture to develop a solution to the problem of water pollution based on a cost-effective purification technology using a porous ceramic filter coated with colloidal silver. To advance this work, Jing has recently completed the prestigious Lab2Market Launch entrepreneurial training program, with the goal of scaling their clean water technology.

Dr. Shahid Azam is working closely with ORPI to raise funds to develop a new research centre for sustainable methods of tailings disposal, site reclamation, and mine closure, with the aim of developing intellectual property for commercialization.

DELIVERABLE: Implement a long-term strategic planning approach to develop competitive institutional research grants for national programs such as the Canada Excellence Research Chairs and Canada First Research Excellence Fund: This deliverable is well under way.

To enable a proactive strategic planning approach to submitting proposals, the Office of Research Services has prepared comprehensive timelines of the anticipated major institutional research funding programs.

In addition, the Deans have been engaged in strategic planning for the 2027 Canada Foundation for Innovation – Innovation Fund competition. As part of this effort, the Office of the Vice-President (Research) is piloting the implementation of a project management-based approach to the development of a 2027 Canada Foundation for Innovation – Innovation Fund application for a health-research core facility. The pilot will operationalize a framework developed in response to recommendations arising from the 2023 Internal Audit of Big Research Projects.

DELIVERABLE: In collaboration with the Southeast Tech Hub and Southeast College under the terms of the recently signed Memorandum of Understanding, advance the establishment of the Innovation Centre of Energy Development (ICED) in Estevan, with work throughout southern Saskatchewan to drive economic diversification, energy security, and technological advancement: This deliverable is well under way.

The University's efforts to support ICED-related projects through research and development collaboration are in the early stages. For example, CETRI has been working with the Southeast Tech Hub to develop a lifecycle assessment required for one of its projects that is in development. Also, work is underway to match a University of Regina researcher and graduate student with a local entrepreneur who is looking for computational flow design analysis for his innovative wind turbine prototype.

In addition, the University supported in multiple ways the September 2025 ICED Rural Conference that was held in Estevan. In keeping with the conference theme of "Energy and Education," Dr. Phillip Choi, Dean of the Faculty of Engineering and Applied Science and Arthur Situm, Assistant Professor and Tier 2 Canada Research Chair in SMR Safety and Licensing, both spoke at the conference. The Office of Vice-President (Research) staffed a booth on the exhibition floor, and two graduate students, supported by the Graduate Advanced Training and Entrepreneurship Centre, prepared and staffed a research exhibit in collaboration with Dr. Michael Wagner of George Washington University on his project to convert Estevan lignite coal to battery-grade graphite.

Monthly virtual meetings continue to be held between the Southeast Tech Hub, Southeast College, and the University to plan and provide updates on ICED-related activities.

It is also of note that Southeast College, in partnership with the University, is offering a non-credit nuclear engineering professional development course in the Fall 2025 term.

DELIVERABLE: Assess, and as appropriate, revise internal support programming to maximize effectiveness, research activity, and long-term research grant application success in the social sciences and humanities: This deliverable is well under way.

The internal support for social science and humanities researchers has been expanded to include the Social Sciences and Humanities Research Council (SSHRC) Exchange grant program. The funding is made available through the annual SSHRC Institutional Grant Fund. SSHRC Exchange grants can be used to support knowledge mobilization initiatives and conference attendance.

In addition, the indirect costs of research recovery rate and allocation are being reviewed and benchmarked against those of other comprehensive universities to ensure that internal funding sources are equitably and effectively used to enhance external grant application success.

The Office of Research Services and the Office of the Vice-President (Research) are piloting a revision to the reporting requirements for SSHRC Explore and Exchange grant holders. Beginning in Spring 2026, the Vice-President (Research)'s Research Symposium will replace written reports to contribute to the development of a strong social sciences and humanities research culture.

SECTION 3: ENGAGEMENT WITH THE UNIVERSITY AND WIDER COMMUNITIES

Engagement with the University community: My activities within the University community since the Board meeting in September included but were not limited to:

- Participation in a wide variety of the University's daily operational decisions;
- Weekly planning meetings with:
 - The individual Vice-Presidents;
 - The Chief Governance Officer;
 - The Interim (and now permanent) Associate Vice-President (Human Resources);
 - The Government Relations Advisor;
 - The entire President's Executive Team; and
 - The President's Office administrative team.
- Regularly scheduled meetings with:
 - The University Executive Team;
 - The Senior Leadership Team;
 - The Federated College Presidents;
 - The Budget Committee; and
 - The URFA/APT and CUPE Chairs.
- Meetings with Deans, faculty members, administrative employees, and students as requested. This has included meeting with student groups who are working to establish a new representative student organization;
- Chairing meetings of Executive of Council, and attending Faculty Councils and meetings of administrative units to provide updates on University activities;
- Meeting with the Academic Leadership Group, which includes the Associate Deans, to address any concerns;
- Chairing the successful search process for the next Associate Vice-President (Human Resources);
- Chairing the search that is currently under way for the next Provost and Vice-President (Academic);
- Hosting a hybrid in-person/online Budget forum for the University community;

- Visiting each of the varsity sports teams as they began their competition for the year, and attending different games both at home and on the road as scheduling allowed. This included attending the Hardy Cup in Saskatoon in November;
- Attending a variety of student performances and events, including concerts put on by the Faculty of Media, Art, and Performance;
- Meeting with alumni, donors, and prospective donors, including those who have raised more than \$800,000 for Project Resilience to bring Afghan female students to the University. I also met with the first cohort of three Afghan students who arrived in late October;
- Monthly meetings with the Alumni Association Board as an *ex officio* member, including the October Annual General Meeting;
- Sending monthly messages and other updates to the University community as necessary;
- Addressing graduates at Fall Convocation ceremonies, hosting the Convocation dinner, and participating in the Fall meeting of University Senate;
- Attending different on-campus lectures and book launches by faculty members;
- Participating in meetings of the Space Allocation Committee, and providing my input as the University's annual risk register is developed;
- Hosting a campus holiday reception in early December, and planning for the forthcoming community holiday reception which will have taken place by the time of the Board meeting;
- Conducting media interviews as requested related to a variety of University-related matters; and
- Attending and in many cases speaking at different University-organized events, including:
 - A welcome barbecue for the Chancellor's Scholars and Chancellor's Fellows, as well as a "Lightning Talks" event featuring the first cohort;
 - The "Golden Aluminaries" event recognizing alumni from 1975 and earlier;
 - The First Nations University of Canada smudge walk;
 - The Alumni Awards and Sports Hall of Fame dinner;
 - Fall Open House events for prospective students as well as their parents and supporters;
 - The President's Celebration of Teaching, Research, and Service Achievement, which recognized faculty, staff, and student who were the recipients of awards over the past year;
 - The English Department's Orlene Murad Academic Discussion, which featured five faculty members discussing their work;
 - The opening of the Child Trauma Research Centre's Thrive Lab and Community Connections Centre;
 - The annual author recognition event hosted by the Dr. John Archer Library and Archives;
 - The third Regina and District Chamber of Commerce networking event for graduate students and Regina-area CEOs, which was again organized by the University's GATE Centre;
 - The School of Journalism's Minifie Lecture and the Faculty of Arts's Stapleford lecture; and
 - The inaugural Hill Summit professional development event for students in the Hill and Levene Schools.

Engagement with the wider community: Since the last report, my engagement with individuals and groups in the wider community has included:

- Participating in the Treaty 4 Gathering in Fort Qu'Appelle;
- Travelling with the recruitment team to meet with high school students for UR Days events in several communities, including Regina, Lumsden, Indian Head, North Battleford, Weyburn, and Prince Albert;

- Accompanying UR International on a mission to India and Sri Lanka during which I spoke at several high schools and universities and discussed potential research partnerships with representatives of other organizations;
- Discussing matters of mutual interest with representatives of other Saskatchewan post-secondary institutions, as well as post-secondary partners outside the province;
- Meeting with diplomats and representatives of organizations from other countries, including the Consul General of France and the Ambassador of Mongolia to Canada. I also met with the High Commissioner of India to Canada at a roundtable event hosted by the Premier;
- Meeting regularly with both the Deputy Minister and the Minister of Advanced Education, the Mayor of Regina, and a variety of other municipal, provincial, and federal officials;
- Attending the Premier’s breakfast to open Agribition;
- Discussing possible partnerships with a variety of community organizations and business and industry representatives;
- Continuing to represent the University in the Canadian Military, Veteran and Family Connected Campus Consortium, and on Economic Development Regina’s Growth Board; and
- Attending and in many cases speaking on the University’s behalf at a variety of events that were either hosted in or involved the wider community, including:
 - A Memorandum of Agreement with the Regina Medical Staff Association;
 - A luncheon with the Regina Executive Club;
 - The Saskatchewan Chamber of Commerce’s annual Chair’s dinner;
 - The Hospitals of Regina Foundation’s Gratitude Dinner;
 - A meeting of the provincial Advisory Committee on Francophone Affairs;
 - The Saskatchewan Sports Hall of Fame induction ceremony;
 - The Saskatchewan Association of International Languages’ 40th anniversary celebration held at Government House;
 - An event recognizing a member of the wider community who donated a 500-year-old copy of the Qur'an to the University;
 - An announcement of the provincial government’s support of Mitacs’ Indigenous Pathways program;
 - The announcement of a new multi-year funding agreement with the Ministry of Advanced Education;
 - The Chancellor’s Community “Taste of Research” event;
 - A strategic planning engagement event with external stakeholders;
 - The installations of the Presidents of both Luther College and Campion College;
 - Remembrance Day ceremonies at the Regina Cenotaph, and attending the Armistice Day dinner at which I signed a Memorandum of Understanding with the Royal United Services Institute on behalf of the University;
 - A variety of Vanier Cup-related events, including the U SPORTS All-Canadian Awards Gala and a reception hosted by the Lieutenant Governor; and
 - The graduation of Troop 7 at the RCMP’s “Depot” Division, at which I gave the commencement address.

SECTION 4: MY ACADEMIC RESEARCH PROGRAM

I continued to conduct my academic research program and participate as a member of the Department of History. This included:

- Delivering guest lectures on Canadian history on recruitment trips to Saskatchewan high schools during the fall term;
- Travelling to Corner Brook, Newfoundland and Labrador for the launch of the book I co-wrote on the history of Memorial University's Grenfell Campus;
- Providing final input prior to the publication of *A History of Canada in 15 Moments*, the textbook that Dr. Raymond Blake and I wrote for Bloomsbury Press over the past couple of years. The book is in the final stages of preparation by the publisher and scheduled to be released by the end of the year; and
- Continuing preliminary research on a potential book related to the history of the University of Regina.