

For the December Board of Governors meeting, I provided a detailed mid-year update on my Board-approved 2024-2025 objectives – including the “at-a-glance heat map” – to succinctly indicate progress made toward each individual measure. For the July meeting, I will provide a similar end-of-year report that will summarize the year’s progress toward the objectives and form the basis for my annual performance review.

In the meantime, my report for this Board meeting will have three areas of focus:

1. A progress update on three objectives undertaken but not completed last year;
2. A report on my engagement activities in both the wider and campus communities since the December report; and
3. An update on my academic research activities.

It is also of note that in late January the University provided its final report to the Ministry of Advanced Education on projects undertaken over the past few years through the provincial government’s provision of multi-year funding. That report has been provided to the Board as resource material.

As always, should the Board have any questions about any of the information below – or about progress toward the 2024-2025 objectives – I and the appropriate members of the University Executive Team would be pleased to discuss them either at the March meeting or as follow-up.

Strategic Enrolment Plan Update:

The Strategic Enrolment Plan (SEP) draft has undergone continued revision and refocus and is nearing completion. Following submission to the University Executive Team for feedback, since September it has been presented to – and revised as necessary by – the following University bodies: Deans’ Council; Executive of Council; the Council Committee on Academic Mission; the Council Committee on Budget; the Retention Committee; the Audit & Risk Management Committee of the Board of Governors; and most recently, Senate at its February meeting. A penultimate version will be presented in Spring 2025 for endorsement and final approval from the appropriate University bodies.

Academic Plan Update:

In Spring 2025, all academic units will be asked to submit an interim update on accomplishments attained under the auspices of the Academic Plan per its four main areas of focus:

- Recruitment and Retention;
- Teaching and Learning;
- Academic Programming; and
- Student Success and Experience.

This update, which will mark the half-way point to completion of the Academic Plan, will be shared with Executive of Council and Senate. Together with the updated and re-designed Academic Plan document, it will then be publicly available as the new Executive Offices webpages are launched.

Strategic Plan Update:

To help set the context for the strategic planning process, in October 2024 Higher Education Strategy Associates provided the University Executive Team (UET) with a report entitled “Strategic Planning: Pre-Development Considerations and Decisions.” Taking into account the recommendations in this report, and in consultation with the Board of Governors, UET determined that the plan should encompass a longer horizon than the typical five years, and will be guided by the identity-focused concept of what the University wants to *be*, rather than simply what it wants to *do*. More than just a directional set of tactics, the forthcoming plan will allow the University to claim its place nationally and internationally through visionary, aspirational, and inspirational thinking.

Dr. Aziz Douai, Dean of the Faculty of Graduate Studies & Research, agreed to Chair the committee that will oversee the development of the plan. The process kicked off following the Board of Governors retreat in early February, and is expected to be complete by the end of 2025. The new plan undoubtedly will carry forward some themes and priorities from the plans preceding it – related to teaching, research, and Truth and Reconciliation, for example – and will also reflect emerging areas of focus such as AI.

Engagement with the University community: Since the last report, my activities within the University community have included:

- Daily participation in a variety of the University’s operational decisions;
- Weekly meetings with the individual Vice-Presidents, the Chief Governance Officer, and the Government Relations Advisory, as well as weekly meetings with the entire University Executive Team;
- Weekly meetings with other direct reports, including the President’s Office administrative team;
- Meetings with the Senior Leadership Team, Federated College Presidents (both individually and as a group), Government Relations Advisor, as well as various Deans and Associate Deans, other administrators, faculty members, and students as requested;
- Participation in University Council, Senate, and meetings of different Faculty Councils and administrative units;
- Attendance at different athletics events, student performances, and faculty lectures;
- Providing input for the University’s “spotlight” publicity campaign;
- Meeting virtually and in person whenever possible with alumni, donors, and prospective donors;
- Regular meetings with the URFA and CUPE Chairs;
- Monthly meetings with the Alumni Association Board;
- Monthly update messages to the University community;
- Continuing to participate as a member of Luther College’s presidential search committee. That search has now been successfully concluded;
- Attending and in many cases speaking at different University events, including but not limited to:
 - Several faculty and staff retirement recognitions;

- A networking event for students of the Kenneth Levene Graduate School of Business;
- The University of Regina Rams awards dinner;
- The University's Spring Career Fair;
- The Faculty of Science's "Science Pub" series, which featured Vice-President (Research) Dr. Christopher Yost;
- The Faculty of Kinesiology & Health Studies holiday social;
- Winter 2025 incoming student orientation;
- Dinner with the International Students of Distinction scholarship holders; and
- A thank-you event for the 50th Anniversary planning committee.

Engagement with the wider community: Over the past couple of months, my engagement in the wider community has included:

- Meeting with a variety of officials from different levels of government – including the Minister and Deputy Minister of Advanced Education and the newly elected Mayor of Regina – to discuss matters of mutual interest;
- Discussions with the Presidents of University of Saskatchewan and Saskatchewan Polytechnic, as well as heads of some of the Regional Colleges and Notre Dame High School;
- Discussing possible partnerships and experiential learning opportunities with different community organizations and business and industry representatives, including the Regina Flying Club and the North Central Family Centre;
- Attending recruitment events in several Saskatchewan high schools, both in Regina and beyond. I also participated in the "Winter Snowcase" event in Regina's Southland Mall, where different Faculties featured some of their programming for members of the public;
- Travelling to Washington, D.C. and Newport News, Virginia with UR International as well as the Vice-President (Research), two physics professors, and a faculty member from the Faculty of Media, Art, and Performance. We met with representatives from the Embassy of the Kingdom of Saudi Arabia about existing research partnerships and the possibility of having students from that country return to the University of Regina. We also met with representatives of the Jefferson National Research Lab as well as the Chadwick Boseman College of Fine Arts at Howard University regarding our academic partnerships with those institutions. A Memorandum of Understanding with Howard University has now been signed;
- Travelling with UR International to Pakistan to visit several high schools and universities, meet with a variety of other education and business representatives, and finalize other educational partnerships;
- Meeting with diplomats and representatives of organizations from other countries (including a delegation from Japan's JERA power generation company) as they have visited the city and province to discuss educational and research partnerships. I also met with federal government representatives of PrairiesCan to discuss research which the organization funds at the University;
- Signing a Memorandum of Understanding with India's MIT World Peace University;
- Attending the Western Canada Economic Forum in Regina;
- Working with community partners to plan for the 2025 Vanier Cup in Regina, as well as those hoping to bring the Jeux de la francophonie canadienne to Regina in coming years;
- Continuing my activities representing the University in the Canadian Military, Veteran and Family Connected Campus Consortium;

- Participating as a member of the Regina Police Service Community Advisory Board, to which I was recently appointed; and
- Attending and in many cases speaking on the University's behalf at a variety of events in the wider community, including:
 - The University's annual community holiday reception held at Darke Hall;
 - A variety of other organizations' holiday receptions, including that of the Regina and District Chamber of Commerce;
 - Diwali and Lunar New Year celebrations in the community;
 - An announcement by the Regina Airport Authority;
 - An alumna's presentation to the Royal United Services' Institute;
 - International Language Day celebrations hosted on campus by the Saskatchewan Association of International Languages;
 - The inauguration ceremony for the new Chair of the Regina and District Chamber of Commerce; and
 - The installation of Her Honour the Honourable Bernadette McIntyre, Lieutenant Governor of Saskatchewan, as well as a community reception held for her at the College Avenue campus.

My academic research program: I continued my academic research program since the December report. Work included:

- Completing drafts of my final chapters for *A History of Canada in 15 Moments*, the textbook that I am writing for Bloomsbury Press with Dr. Raymond Blake of the Department of History. With drafts of all eight of my chapters complete, I then worked with a structural editor to ensure that they were in proper form for submission to the publisher. In late January, Dr. Blake and I submitted the completed manuscript to the publisher;
- Confirming that in October 2025 the English department press at the Grenfell Campus of Memorial University of Newfoundland and Labrador will publish *With Thought and Not by Accident* – the manuscript that I co-authored on the history of that campus. The book will be published to coincide with Grenfell's 50th anniversary and should my schedule permit, I will travel to Corner Brook to participate in the book launch;
- Conducting preliminary research that could lead to a book project on a key figure in Saskatchewan's political history; and
- Preparing to participate in a SSHRC-funded research workshop at the University of Western Ontario in late March. This workshop is related to a book being edited for McGill-Queen's University Press by Dr. Amy Shaw of the University of Lethbridge. Last year, I submitted 5000-word chapter entitled "Canada's Homefront in the Second World War: A Brief Overview" for inclusion in the book.