

For the period from July 1, 2025 – June 30, 2026

For the Board's consideration, and for evaluation of my performance as President and Vice-Chancellor during 2025-2026, what follows is an end-of-year report on progress toward my annual objectives that were approved by the Board at its July 2025 meeting.

This comprehensive year-end report 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; and
- Section 3: An update on my academic activities and research program throughout the year. Although not part of my formal objectives, they remain an important part of my work as a member of the academy.

Also for the Board's information, I have provided a separate activities report outlining my engagement with the University and wider communities since the previous Board meeting in late April. Should the Board require additional information on that report or any of the items discussed below, I would be pleased to provide it either at the July 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 Impact and Identity	Ensure the University of Regina's long-term future	Complete a new institutional strategic plan	Complete
		Complete final preparations for the move of the Social Work and Nursing programs in Saskatoon	Complete
Student Success	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	Complete

Truth and Reconciliation				
		Assess the degree of experiential learning that exists in doctoral programs, and develop options to enhance it	Well Under Way	
		Produce a report on the feasibility of a University-wide Indigenous Access Program	Well Under Way	
Discovery		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	Complete	
		Discovery	Develop more centralized, effective, timely, and trusted data to better project budgetarily	Well Under Way
		Produce recommendations on more effective use of vacant University land	Complete	
Discovery	Build reputation and recognition	Develop, implement, and report on an institutional plan to elevate the University’s provincial and national reach	Complete	
Impact and Identity		Produce a report with operational strategies to improve the University’s performance in ranking lists	Complete	

		Establish a roadmap for securing approximately \$50 million in philanthropic support	Complete
Discovery Impact and Identity	Build research capacity and impact	Undertake construction of the Small Modular Reactor-Safety, Licensing, and Testing Centre	Complete
		Advance commercialization of clean technologies in energy and environment	Complete
		Implement a long-term strategic planning approach to develop competitive national research grants	Complete
		Advance the establishment of the Innovation Centre of Energy Development	Complete
		Assess and revise internal support program for social sciences and humanities grant applications	Complete

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 complete.

The University of Regina’s new strategic plan – titled *Together, We Serve* – is complete and was launched in early April after a nearly-year-long process of planning, consultation, drafting, revision, and approvals. The plan reflects the voices and aspirations of hundreds of students, faculty, staff, alumni, and community members who participated with great enthusiasm and candour in this project designed to shape the University’s future.

To get to this point, the Institutional Strategic Plan Steering Committee, led by the Chair, Dr. Aziz Douai (Dean of the Faculty of Graduate Studies and Research), 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 as well as the Ministry of Advanced Education.

Across these many 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 rather 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 overarching theme that emerged was the need to act as a unified institution – “One University” – that works more closely together across Faculties, units, and communities to achieve shared goals. This theme guided the various drafts that were presented to and subsequently revised according to the feedback provided between November 2025 and March 2026 by groups such as the Board of Governors, University Council, the Senior Leadership Team, and Deans’ Council. Drafts were also shared with key constituents in the wider community to confirm that they accurately reflected community aspirations.

The completed plan, which was endorsed in March by the Board of Governors as the final approving authority, 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. *Together, We Serve* seeks to foster a culture of collaboration, mutual accountability, and shared identity, and is anchored by five strategic priorities:

1. Together, We Learn;
2. Together, We Discover;
3. Together, We Build;

4. Together, We Put Things Right; and
5. Together, We Innovate.

Grounded in “what we want to be” more so than “what we want to do,” these priorities provide a clear framework for action and accountability across the University. They focus efforts on providing transformative learning experiences, advancing research that addresses the challenges facing our communities, strengthening partnerships, advancing truth and reconciliation, and embracing thoughtful, values-driven innovation.

With this clear set of priorities in place, operational plans and the setting of measures/targets to identify progress will be the next steps so that *Together, We Serve* can guide institutional and faculty/unit decisions, investments, and priorities as the University continues to serve students, communities, and society. Progress will be measured through coordinated annual reporting to ensure transparency and shared accountability as the institution advances its goals.

As the Board of Governors will see from my proposed 2026-2027 objectives that are included in the Board package for approval, I have framed my objectives for next year around the five strategic priorities so that the University may begin making early progress toward the long-term aspirations outlined in *Together, We Serve*.

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 complete.

After well over a year of planning and preparation, the Faculties of Nursing and Social Work vacated their former Saskatoon premises at Innovation Place ahead of the May 30 deadline, and moved into their new space.

Throughout relocation the process, Facilities Management worked closely with Nursing and Social Work’s Directors of Finance and Administration to make all necessary arrangements. After evaluating multiple possible locations, the University finalized the ten-year, two-month lease for the selected new Saskatoon space in August, and it took effect in April 2026.

Upon finalization of the lease, the site owner undertook the required permitting, planning, demolition, and construction to ensure that renovations to the space were completed on time and would allow a brief fixturing time before the site was formally occupied in June 2026.

Unlike the previous shared facility, the new space is a standalone building of approximately 16,000 square feet. It includes classrooms, offices, student lounge space, teaching studios to support online and blended learning, and shared meeting areas for the Faculties.

In addition, La Cité universitaire francophone is a tenant in the new space, providing the unit with a “home base” for developing programming and connections with the Fransaskois and French-speaking communities in and beyond Saskatoon. This allows La Cité to tangibly expand its operations outside Regina in a wider provincial context to support the nursing bilingual option and the upcoming bilingual social work program in Saskatoon.

In light of the fact that the circumstances necessitating the move were beyond the University's control, the University has identified the move as its highest-priority capital project for funding in 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 – was completed by late November 2025.

Having received the completed report, the Provost's Office moved to the next phase by preparing a first draft of a conceptual advising framework. After the report and conceptual framework were presented to the University Executive Team for consideration, they next went to Deans' Council and the Student Services area for feedback. Based on that input, a second draft of the framework was prepared and then discussed with those two groups to enable further refinement of the agreed-upon recommendations related to a "hub and spoke" model for academic advising.

Based on that input, a third and final draft of the implementation framework was developed and shared with the new Provost, Dr. Ellyn Lyle, who began her role effective July 1. Dr. Lyle will now review the report and framework, consult with the relevant parties, and determine next steps.

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 complete.

With the review of academic advising processes and structures complete, the Dean of Kinesiology and Health Studies then led a consultative process to review domestic and international scholarship programs. After gathering scholarship data, he completed the report and submitted it to the incoming Provost at the end of 2025-2026.

The Provost will now consider the report's recommendations and begin the necessary consultations with relevant Faculties and units regarding next steps.

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 an assessment of doctoral programs at the University, the Dean of the Faculty of Graduate Studies and Research determined that by virtue of the research undertaken by PhD students, all doctoral programs already 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. Based on this assessment, the Faculty of Graduate Studies and Research began developing two experiential learning initiatives over the past year.

The first, which is more advanced in its planning, is called “The Doctoral Community Experience Program.” As context, although the University has long offered work-integrated and experiential learning opportunities such as practica and Co-op placements for undergraduate students, a gap exists in terms of such opportunities specifically at the doctoral level. Doctoral students (whose numbers have increased steadily at the University over the past five years) gain extensive research experience in preparation for possible academic employment. However, they have few opportunities to engage in mutually beneficial collaborations with local community partners in service of the public good, and which may at the same time enhance their career readiness outside academia.

The proposed Doctoral Community Experience Program aims to address this need for more career readiness for students at the doctoral level. Through the program, doctoral students would complete one research-based project for a local not-for-profit organization. The focus of this project would be identified by the organization and then refined in consultation with the student and the Faculty of Graduate Studies and Research. The approximately four-month-long internship would allow students to learn more about community-engaged research, develop approaches to making academic research relevant to communities, engage in different forms of scholarship, and explore diverse career trajectories. Furthermore, doctoral students bring transferrable skills that can benefit community organizations – attributes such as critical thinking skills, creativity, research and technical skills, expertise in oral and written communication, knowledge transfer and mobilization, and project management skills.

Over the long term, this pre-defence internship program will be open to doctoral 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, as well a stipend to participating organizations. Events such as the CEO Networking Events and Reverse Career Fairs that GATE regularly coordinates will provide venues to promote these internships and strengthen doctoral experiential learning.

The Doctoral Community Experience Program is in the advanced stages of planning, and is expected to be piloted in late 2026, at which point the Faculty of Graduate Studies and Research will be able to apply for an external grant to help expand it.

The second initiative – a transdisciplinary seminar for Special Case doctoral students who are completing a thesis-based degree in an area of study that does not normally offer a graduate program – is in development but not yet as far along in the process. 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 would 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.

Discussions are under way regarding the structure, content, funding, and delivery of the seminar, and a considerable amount of work needs to be done before it can be offered.

Over the longer term, the seminar could lead to the development of a transdisciplinary doctoral program. Different from current interdisciplinary programs that are housed and delivered through a single Faculty, a transdisciplinary program would be housed in the Faculty of Graduate Studies and Research and be delivered across multiple Faculties. Such a program would:

- 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.

The development of this degree program appears feasible because it would involve the repositioning of existing programming rather than the wholesale development of something entirely new. That said, it does have funding implications for graduate students, among other considerations, and its development would by necessity follow that of the transdisciplinary seminar.

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.

In the fall, the Provost and Associate Vice-President (Indigenous Engagement) established a plan and timeline and began 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) then led the development of an Indigenous student ecosystem map for the University of Regina, which included a scan of supports across Faculties, recruitment activities, registration services, services of the ta-tawâw Student Centre, and the awards, scholarships, and bursaries process.

With the Indigenous student ecosystem scan now complete, the Associate Vice-President (Indigenous Engagement) is leading work to analyze the findings alongside leading Indigenous access models from other Canadian post-secondary institutions. This comprehensive report,

which will identify strengths, gaps, and recommend opportunities for future development, will be completed by late August.

The next phase of planning will take place from September to December. At that time, the former Provost, Dr. David Gregory, will be under contract to help the Associate Vice-President (Indigenous Engagement) develop a feasibility report on pathways to the University of Regina (including a possible enhanced transition program) for Indigenous high school graduates in Regina.

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.

Formed in late 2024, the Provost's Working Group on Generative Artificial Intelligence and Academic Integrity continued its work throughout 2025-2026. With misuse of generative artificial intelligence (GenAI) and its impacts on academic integrity as a priority, and recognizing that the development of an overarching institutional GenAI strategy for students, faculty, and staff would be a longer-term undertaking requiring broader University representation, the Working Group focused on three primary activities:

1. Conducting an environmental scan of best practices, principles, and policies, and preparing a report with recommendations related to GenAI and academic integrity policies and procedures;
2. Creating a GenAI Hub on the University website to act as a central resource for understanding and using GenAI across the University, and to be a focal point for communicating the overarching GenAI strategy to the University community over the long term; and
3. Surveying students and faculty members to gather information about their experiences with GenAI to help inform the overall GenAI strategy.

The Working Group completed the report and submitted it to Executive of Council for its consideration. One initiative arising from the recommendations was the creation of two GenAI Teaching Fellows in the Centre for Teaching and Learning. These two Fellows, funded by their own salaries but with the addition of a stipend and course release, will offer workshops for faculty members on a host of topics related to the use of GenAI in teaching and learning. The workshops will be recorded so a resource library will be built up over time.

Another key step taken to address recommendations from the report included the creation of the Discipline Regulations Subcommittee. This body is a subcommittee of the Council Committee on the Faculty of Graduate Studies and Research (CCFGSR), Council Committee on Undergraduate Admissions and Studies (CCUAS), and the Council Discipline Committee (CDC). With an eye to the use of GenAI and its implications, this subcommittee will review the Regulations Governing Discipline for Academic and Non-Academic Misconduct, the Academic Conduct and Misconduct regulations in the Graduate Calendar, and the Student Code of Conduct in the Undergraduate Calendar and produce recommendations to harmonize the three sets of regulations into one coherent set of regulations.

Concurrently, the Working Group created an online GenAI Hub (available [here](#)) that brings together existing but disparate resources from different areas of the University website and augments them to create a “one-stop shop” of relevant information to advise students, faculty, and staff on the appropriate use of GenAI. The hub is designed to provide guides and resources for students, faculty, and staff regarding the ethical, responsible, and effective use of GenAI in teaching, learning, and administrative work. It currently includes: an overview of GenAI; ethical considerations, risks, and limitations concerning its use; and guides and supports focused on teaching and learning. The Generative AI Hub is a living site which will be updated and expanded as appropriate, with the research- and administrative work-focused pages to be released in the future.

The Working Group administered two GenAI and academic integrity-related surveys – one for students and one for faculty members – and is now analyzing the results. Once that analysis is complete, the Working Group will have completed its mandate and dissolve, with a larger “One University” committee to be formed. This forthcoming committee, whose terms of reference are being finalized, will include representation from the academy, administration, and the research enterprise. The committee will serve in an advisory capacity for the Provost and Executive Team regarding all matters related to GenAI in its extant forms, and will ultimately develop and disseminate the University’s overarching GenAI strategy. This work will include expanding and updating the GenAI Hub as the University’s primary GenAI resource and guide.

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 and nearing completion.

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

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

- Student resident numbers increased from 944 in Winter 2025 to 1091 in Winter 2026. This represents a 15.6 percent increase in total Winter term occupancy compared to last year, with overall occupancy holding at 75 percent of total capacity;
- Despite an overall decline in international enrolments, Campus Housing continues to see strong performance in this segment, with both applications and conversion rates increasing year over year. The number of international students residing in University of Regina housing rose from 401 in Winter 2025 to 467 in Winter 2026, representing a 16.5% increase;

- Overall, and taking into account an eight percent increase in resident numbers from Fall 2024 to Fall 2025, student residence rental revenue exceeded budget expectations by \$840,000 for 2025-2026;
- Student housing demand continues to demonstrate strong momentum, reflecting positive trends in both student retention and recruitment into the 2026-2027 academic year. As of June 24, 2026, Housing Services had received 1,300 completed student applications for Fall 2026, representing a 64% increase over the 795 completed applications received during the same period in 2025;
- While application volumes do not directly translate into final occupancy levels, the substantial year-over-year growth provides a strong indicator of increased demand for on-campus housing. Based on current trends, Housing Services is anticipating higher student occupancy levels for the 2026-2027 academic year;
- Hospitality Services is also projecting a strong financial performance for 2026. The department is currently in the midst of a busy conference season, with several large group bookings confirmed. These events are expected to generate approximately \$1.4 million in external conference housing revenue, contributing to the unit's overall financial results and demonstrating continued demand for campus accommodations during the summer months; 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 the student experience.

Status updates on recent initiatives contributing to this success include:

- Counsellor's Pick Award: Launched for 2025-2026, this program allows high school counsellors to use their discretion to select a graduating high school student for a \$1,000 housing award at the University. In 2025-2026, 30 award recipients stayed in campus housing through this program that helps position the University as a strong post-secondary option. The award is currently in process for 2026-2027;
- Restructured programming and staffing: The Residence Life Program was restructured in 2025-2026. With the elimination of the Assistant Manager, Residence Life position, three full-time professional Residence Life Coordinators were hired and the expanded Resident Assistant team to support a growing resident population. This initiative reduced costs while improving the quality, consistency, and accessibility of student support, and has proven to facilitate a successful transition to residence life for students;
- Mixed-use housing: In 2025-2026 there were eight mixed-use units where students and non-students reside together on campus. As a result of the substantial increase in student application numbers, Housing Services anticipates that mixed-use housing options will decrease in 2026-2027;
- Staff housing discount and partnership: Currently there are 10 faculty and staff members living on campus; and
- Long-term hospitality contracts: The University continues to have long-term housing arrangements with the Saskatchewan Police College and the Saskatchewan Roughriders. In appreciation for Housing Services' ongoing relationship with the team, the Roughriders brought the 2025 Grey Cup to the Housing office this winter to celebrate with Housing & Hospitality staff.

Arising from the report, other incentive initiatives are planned for the Fall 2026 intake:

- The Alumni Legacy Award will 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 award will boost student occupancy while strengthening alumni relationships;
- Housing Services continues to explore the viability of long-term family housing to support mature students relocating to Regina with partners and/or children. For example, short-term emergency family housing is currently being offered to a single mother who is a student with three children; and
- Housing Services continues to partner with Saskatchewan Polytechnic to provide housing options for its students. Saskatchewan Polytechnic student occupancy increased from 20 students last year to 31 students this year, representing a 55% year-over-year increase.

As outlined above, the implementation of new tactical and operational enhancements, together with a comprehensive marketing and communications strategy, has driven substantial gains in housing occupancy. With more 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 complete as envisioned for 2025-2026, and work will continue to refine recruiting strategies over the coming year.

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 was imperative that over the year, steps were taken to ensure that both international and domestic recruitment are more strategic than ever, and based upon the best possible data. To that end, UR International and Enrolment Services carefully analyzed the returns on international and domestic recruitment efforts respectively, and adjusted their activities accordingly.

In terms of international recruitment, UR International's analysis demonstrated that across all countries, the unit's recruitment travel budget averages 0.22 percent of the total tuition revenue from recruited students – with some regional differences stemming from the number of students arriving from different countries. For example, recruitment travel to India, Sri Lanka, and the United Arab Emirates costs 0.1 percent of the tuition revenue generated from approximately 1,700 students, while travel to China and Vietnam costs 0.26 percent of the tuition revenue generated from approximately 140 students.

It is important to note, however, that 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.

Although low study permit approval rates in some countries present short-term challenges, discontinuing international recruitment engagement there would erode University's competitive position, weaken market presence, and reduce long-term enrolment potential. Each international student generates substantial tuition value, often offsetting recruitment costs, while contributing diverse academic perspectives to our classrooms and campus community. Travel also strengthens partnerships, improves application quality, and builds resilient pipelines for when approval rates recover—ensuring the University is positioned for growth rather than playing catch-up.

With that in mind, UR International took a balanced approach to its recruitment strategy in 2025-2026 – maintaining a presence in countries such as India where permit approval rates are low but the overall number of recruited students is higher, while enhancing efforts in countries such as China and Vietnam where the number of recruited students is lower, but study permit approval rates are higher and there is growing capacity to recruit new students.

For example, with India remaining the most important source of students, followed by Nigeria and Bangladesh, recruitment in these countries continued at its current level throughout the year. In the Fall term, for example, a presidential mission with UR International took place in both Sri Lanka and India, and in the Winter term, an invitation to speak at a university in Bangladesh – at that institution's expense – provided a cost-effective means of conducting in-person recruitment activities in that country. These missions included 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, so a presidential mission to India is scheduled for September 2026. Nepal, from where an increasing number of international students have enrolled in recent years, will also be part of that mission in order to develop partnerships and expand recruitment activities.

To complement this in-country recruitment, UR International conducted extensive international enrolment conversion activities with established markets such as Nigeria for the Fall 2026 intake. These initiatives included coordinated prospective student email outreach, personalized student engagement by phone, enhanced communication and training with recruitment agents, and strategic application fee waiver events.

Recognizing the need to build relationships in countries with higher rates of study permit approvals and growing recruitment capacity, UR International identified opportunities for two key presidential missions in the Winter term. A February recruitment trip to the Philippines and Thailand, for example, was coordinated in conjunction with a Ministry of Advanced Education mission to those countries. This was particularly important because the Philippines is an important market for students in health care fields, and Thailand has a large number of students interested in mining and geology.

UR International also organized a presidential mission to China and Vietnam in March. This was especially important for two reasons. Vietnam has proven to be a resilient enrolment source country, demonstrating enrolment growth even through the pandemic and recent federal policy shifts. In addition, with the recent thawing in Sino-Canadian relations the University has 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, and due to connections built upon the trip, is allowing the University to leverage its nearly five decades of relations with China to explore new TNE partnerships that would see the University deliver programs conveniently and cost-effectively to students in China who are not obligated to travel to Canada for their education.

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 continued to actively and selectively engage with a wide range of other countries, including the United Arab Emirates, Taiwan, Mauritius, Morocco, and Indonesia. Expanding this network in these strategic markets remains a priority.

Short-term programs also remain successful, with Mexico – the destination of a Provost’s recruitment trip in the Winter term – being the strongest source country for exchange and student mobility. The University has secured \$205,400 in Global Affairs Canada funding for 2026-2027 to support inbound short-term study and research opportunities. This funding will support students from Malaysia, Thailand, the Philippines, Vietnam, Egypt, Bangladesh, Brazil, Haiti, and Peru. These initiatives will expand research and knowledge exchange, strengthen global partnerships, and enhance the University’s reputation as a destination for international collaboration.

This balanced approach has delivered results. There are currently 227 new undergraduate students registered for Fall 2026, compared to 115 at this time last year, which is a 97 percent increase. The 227 students currently registered for Fall 2026 come from 40 different countries. They must still secure their study visas through IRCC, but their registration signifies that the University’s diversification strategies are indeed succeeding in the face of the international recruitment challenges being experienced by all Canadian universities.

In short, the international student recruitment environment continues to be shaped by evolving immigration policies and heightened global competition. In this climate, it is essential to maintain a steadfast and visible international presence, while being innovative and highly responsive to change. Recruitment resources prioritize direct engagement with students, parents, agents, and institutional partners, as these activities produce strong enrolment outcomes and high measurable return on investment. The application and registration pipeline for Fall 2026 provides encouraging evidence that the international recruitment strategy is producing positive results and will continue to establish a strong foundation for future recruitment success.

Throughout the year, domestic recruitment became increasingly important as the University worked to compensate for lower international enrolment caused by federal government policies.

To help refine its recruitment activities for the year, Enrolment Services estimated the return on investment for recruiting students across different regions, target audiences, and with different recruitment strategies. This complex process entailed calculating key recruitment-related costs such as events and travel, marketing, recruiter salaries, UR Days travel, and scholarships and application waivers. Costs were also analyzed by geography (comparing Regina, the rest of Saskatchewan, and out-of-province) and by recruitment pathway (comparing high school and non-high school audiences).

Based on this analysis, Enrolment Services undertook strategic recruitment initiatives with an eye to three areas in particular: 1. Clarifying focus; 2. Enhancing marketing; and 3. Ensuring that the most appropriate personnel from the University participated in recruitment activities in different venues.

In terms of focusing activities strategically, Enrolment Services made and continues to make a number of adjustments. These included broadening target recruitment audiences with additional focus not just on high school students, but also on adult and transfer recruitment. As a result, the number of transfer student applicants and registrants is up 27 percent and 23 percent respectively for Fall 2026. Out-of-province recruitment efforts were enhanced, resulting in a 38 percent increase in the number of out-of-province high school registrants for the Fall term. Indigenous recruitment has focused on the Treaty 4 region and Indigenous students in urban schools, resulting in a 22 percent increase in the number of new registrants. The shift to fewer, larger, and more integrated on-campus recruitment events has been more efficient and allowed for better-attended events with stronger messaging, and will continue in 2026-2027.

Other refinements will help focus activities and improve their efficiency in the coming year. Enrolment counselling sessions will be shortened to increase capacity, for example, and there will be expanded on-campus tour availability with student ambassadors who have received enhanced training. A tier system will be incorporated for school visits which prioritizes recruitment in high-enrolment schools or those where there are identified opportunities. With two fewer recruiters available for 2026-2027, a more strategic and focused approach to recruitment will be employed by being selective about the school visits and event invitations that are accepted, rather than engaging with every opportunity or attempting outreach to all schools as has been done in the past. In addition, UR Days locations are being selected based on data and their proximity to Regina to limit costs and increase the return on investment. Communications with prospects and applications will be streamlined to ensure more strategic touchpoints, and the scholarship and awards strategy will be reviewed to ensure that entrance awards have the greatest impact on student conversion and enrolment growth.

Data-informed activities to enhance marketing activities for 2026-2027 are also well under way. For example, from January through March 2026, the “Apply Now” webpage saw a 46% increase in users compared to the previous quarter. Sustained growth in the first quarter of the year presents an opportunity to strengthen conversion efforts by focusing on application-orientated messaging and calls to action during such peak decision periods, helping translate interest into completed applications. With more students than ever before researching and applying online with limited direct engagement, website data will be used to deliver timely, action-oriented messaging to re-engage prospective students.

In addition, data indicate that in high-potential markets beyond Saskatchewan, Winnipeg demonstrates the strongest application intent, while Calgary shows the highest social media audience engagement. These insights are informing targeted investments in both cities, along with strategic testing in other priority western Canadian markets to support growth and brand expansion. In conjunction with University Communications and Marketing, Enrolment Services will also undertake two key marketing initiatives this year – running a consistent and coordinated brand campaign across Saskatchewan, Manitoba, and Alberta, and piloting a

program-specific approach with individual Faculties in target markets to align prospective student interests with the University's unique strengths and differentiators.

With respect to ensuring that the appropriate University personnel participate to best effect in recruitment activities, several strategies have been implemented or are in process. With the rate of return high on UR Days events in high schools, Enrolment Services held seven such events in 2025-2026 with the President in attendance along with approximately 30 guest lecturers from the Faculties. As noted above, UR Days will continue for 2026-2027, with seven currently being planned. Participation is being aligned with historical applicant data, demonstrated student interest, school-specific program strengths, and institutional priorities. By matching the right faculty experts to the right audiences, more relevant and high-impact interactions can be delivered that resonate with prospective students. This approach also improves cost efficiency by reducing low-impact travel and ensuring that each recruitment activity is purposeful.

Other initiatives will include partnering with the Faculties of Kinesiology and Health Studies and Media, Art, and Performance in Medicine Hat, where there is strong interest in these program areas. Engineering will be prioritized in Calgary to remain competitive in a region where engineering programs attract significant interest, but have limited capacity. Recruitment will also align with school specific strengths, such as bringing Business-focused faculty members to schools like Campbell Collegiate that have strong business programs.

By strategically implementing and/or preparing for these domestic recruitment activities over the past year, Enrolment Services has made great strides. While the numbers are still preliminary, current Fall 2026 enrolment numbers demonstrate a 14 percent year-over-year increase in applicants and a 7 percent increase in registrants. This builds on momentum from the past year, in which Fall 2025 saw undergraduate domestic enrolments increase by 1.3 percent after years of roughly static numbers.

In summary, strategic data-informed recruitment strategies are helping drive a slight rebound in both international and domestic enrolments for 2026-2027, and refinements to recruitment practices will continue over the coming year.

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 well under way.

Due to budgetary constraints, the University has paused the hiring of an Executive Director. Due to recent and pending retirements in the Office of Institutional Research (OIR), however, OIR foresees an opportunity to add skill sets aligned with the need for increased governance and analytics focus to support institutional decision-making.

With the transition to Microsoft 365, OIR has begun to implement Power BI as a tool to create reporting dashboards. In June 2026, OIR and Information Services commenced a one-year pilot

of a curated Reporting Hub Portal to manage secure distribution and regular updates of managerial analytics in Power BI.

As revenue forecasts based on factors such as student registration and retention levels are developed for 2026-27 and beyond, they will now be shared through the Reporting Hub Portal.

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 complete as envisioned for the year, and the University will now work with the selected developer to determine the best option for land development.

Exploring land development remains part of the University's broader strategy to diversify revenue streams and strengthen long-term financial sustainability in support of the student experience and institutional priorities. With that in mind, over the past year the University prioritized analysis of potential development options for its land holdings.

Following completion of the Land Development Strategy, the University identified the 33-acre parcel of land at the corner of Wascana Parkway and Grant Road for potential development through a third-party approach. Such development – which comparable post-secondary institutions have undertaken in the past to support the student experience and broader institutional objectives – aligns with objectives to enhance the University community, support regional growth, foster strategic partnerships, and optimize long-term value from existing assets.

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 decided to advance the concept by procuring an experienced land developer to lead potential development of the site.

A public Request for Proposals was issued in December 2025 to seek an experienced development partner to lead planning and implementation of a market-driven land use concept for the site. Six proposals were received and evaluated through a comprehensive process that considered proponent experience, project approach, understanding of University objectives, and anticipated financial returns. Following evaluation and interviews, the University selected a development corporation to enter a Letter of Intent allowing the corporation to engage with the City of Regina with regard to site servicing as well as development of the site overall.

Pending successful contract negotiations, the selected corporation will begin preliminary implementation activities, including technical site assessments, concept development, municipal and stakeholder engagement, and evaluation of servicing and transportation requirements. This work will support refinement of the development concept and provide greater certainty regarding project feasibility, financial returns, community impacts, and environmental considerations. The University will continue engaging key stakeholders throughout the process, including community groups and partners affected by future development decisions.

Work is also progressing with the Provincial Capital Commission in terms of allocating the land to the University for this purpose. At this time, the plan is for preliminary site work to begin in late 2027, with full construction of phase 1 commencing in the spring of 2028.

Further details will be released publicly as the University advances through key milestones, with targeted engagement of partners and stakeholders planned throughout the process as specific recommendations for use of the land are evaluated and decided upon.

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 complete.

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 that performance metrics are available in a timely manner. UCM continues to play a key role in elevating the University's reputation and expanding awareness of its academic, research, and institutional strengths among local, national, and international audiences.

Highlights from the year 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;
- National and international media coverage – including in *The Globe and Mail*, *Bloomberg*, and *World Nuclear News* – for the announcement of the Small Modular Reactor Safety, Licensing and Testing Centre (SMR-SLT);
- University of Regina researcher Darren Candow being featured on *The Diary of a CEO*, one of the world's largest business and leadership podcasts (13.8 million YouTube subscribers);
- The Vanier Cup marketing campaign, which generated considerable provincial and national media interest;
- Reaching a milestone of 200,000 followers across the University's social media platforms;
- 8.7 million social media views generated for University of Regina videos;
- A 46% increase in annual website users (now totalling 1.8 million) compared to the same timeframe last year;
- The University being featured in a national Universities Canada marketing campaign, increasing visibility to audiences across Canada; and
- A Vietnam recruitment campaign pilot that generated more than 24 million impressions and 170,000 website clicks.

UCM also led the planning, development, and execution of the communications and marketing strategy to support the launch of the University's new strategic plan, *Together, We Serve*. This

included a multi-channel communications and marketing campaign that engaged faculty, staff, students, alumni, partners, and community members while ensuring consistent messaging across key audiences. Deliverables included a dedicated website, media relations, video and social media content, campus communications and stories, event materials, and photography.

These efforts and deliverables helped build awareness of the University's vision, priorities, and direction for the decade ahead. Phase 1 of this deliverable is complete, with Phase 2 now under way.

As implementation of the strategic plan moves forward, UCM is working with Faculties, units, and leaders across the institution to align communications and marketing activities with institutional priorities. This coordinated approach supports the “One University, One Voice” concept by amplifying the collective impact of communications and marketing efforts across the University.

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 Sustainable Development Goals):
This deliverable is complete.

A working group led by the Chief Governance Officer and the Director of the Office of Institutional Research was formed to 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, UCM, UR International, the Office of Research Services (including Sustainability), the University Library, and the Department of Computer Science.

After analysis and discussion, the working group completed a report recommending 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.

As a result, some of the immediate actions undertaken in the current year were:

- The transferral of responsibility for THE Impact Rankings to the Sustainability Office, as the University's subject matter experts;
- Gaining membership in the THE Impact Rankings, to ensure continued participation in these rankings to measure alignment with the United Nations' 17 Sustainable Development Goals; and
- Upgrading the University's THE profile web page to connect interested prospective students and others to University-specific content and links, and measuring interest by geographical area.

Efforts have also been made to improve data collection for the THE Impact Rankings and to take additional steps to ensure accuracy of all ranking submissions.

Possible future actions identified in the report will be considered and implemented as resources allow.

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 complete, with the campaign target now revised from \$50 million to \$100 million and efforts well under way to advance the campaign.

During campaign readiness activities undertaken in 2024-2025, a key priority that was identified was to conduct a comprehensive review of the University's fundraising pipeline. With the assistance of Campaign Counsel, KCI, this review was completed in 2025-2026, allowing for future pipeline review, opportunity assessment, and reporting to be completed in a detailed and comprehensive manner. As a result of this consultative review – which included developing a Case for Support for identified University strengths and priorities – University Advancement developed a roadmap to secure \$100 million in philanthropic support through a proposed Comprehensive Campaign.

This proposal – which supports the pursuit of emerging fundraising opportunities in the area of health and human resources – was approved by the Board at its December meeting, with the expectation that the target of \$100 million will be reached by April 30, 2030.

The approved Comprehensive Campaign is a strategic, multi-year fundraising initiative designed to leverage the University's existing strengths, resources, and relationships to secure transformative philanthropic support and ultimately serve as a vehicle for advancing the University's mission and priorities. By aligning donors and stakeholders around a shared vision, the 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.

The fundraising priority-setting process was strengthened in February 2026 when Faculties and operational units were invited for a second time to provide comprehensive fundraising priority proposals that leverage existing strengths and meet opportunities/needs of the University. All proposals were required to provide a high-level budget, anticipated outcomes and impact, the competitive advantage the initiative would provide, and key milestones with measurable results. Consequently, 22 Active and Secondary Priorities have now been approved by the President's Executive Team in support of the three campaign themes of "Future-Ready Students," "Intensive Research," and "Trusted Partner."

The comprehensive campaign is focused on leveraging the University's existing strengths, resources, and relationships to secure investment into these three key areas, which support the new 10-year strategic plan and are built off of institutional fundraising priorities. The campaign themes and messaging are being integrated into all areas of University Advancement's work, including alumni, event, and communication activities. This coordinated approach is effective in supporting the "One University" approach and ensures that the campaign is current and aligned well with donor interests as well as institutional communications and marketing campaigns.

University Advancement is working closely with the University Executive Team and Budget Committee to formalize funding to support this campaign. Once funding is in place, a Project Manager will be hired. Part of the Project Manager's initial responsibility will be to establish and oversee a Campaign Working Committee who will enhance collaboration that enables strategic communications, relationship building, and external investment strategies to be aligned and leveraged. The committee will include representatives from Philanthropy, Engagement, Communications and Marketing, Government Relations, the Research Office, and the academy. In addition, the Project Manager will recruit a campaign cabinet comprising approximately ten community champions of the University who have the personal capacity or connections to help the University achieve its \$100 million campaign target.

In the meantime, as these efforts to fund and hire the Project Manager continue, scalable planning of campaign activities is being undertaken. Currently, campaign implementation is being done with the current team in place.

Campaign counting began as of May 1, 2025, and a total of \$14.7 million had already been raised as of April 30, 2026.

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: Recognizing that the full operationalizing of the SMR-SLT is a multi-year project, this deliverable is complete in that construction of Test Loop 1 and the design of Test Loop 2 have both begun as envisioned during 2025-2026.

Early in the 2025-2026 academic year, the University secured a six-year lease agreement for the 6A Pilot plant in the Research and Technology Park Regina to house the SMR-SLT. Discussions then began with the Saskatchewan Research Council (SRC) to negotiate that organization's potential role in operating the commercial aspect of the SMR-SLT once it is operational. As a result of these discussions, the University signed a Letter of Intent with the SRC to develop a framework for joint ownership/operation of the SMR-SLT Centre. This partnership will leverage the University's strength in research and development, and the SRC's experience and expertise operating a commercial test loop facility and quality assurance program. The project charter and timelines for infrastructure upgrades at the 6A Pilot plant are now being finalized by Innovation SK.

Construction of Test Loop 1 (the Component Corrosion Test Loop) is well under way. Originally planned to be completed in 2025-2026, it will take longer due to delayed shipping of a major component. Completion is now anticipated for December 2026. Bi-weekly update meetings are being held between Innovation Saskatchewan, Stern Laboratories (the vendor), and the University of Regina team to ensure that the new timeline is met.

With Test Loop 1 to be operational for the first quarter of 2027, Dr. Arthur Situm has secured a grant of \$239,916 from the joint Canadian Nuclear Safety Commission/Natural Sciences and Engineering Research Council Alliance funding program to support fuel development research that requires Test Loop 1. Additional applications are in preparation to secure the operational funding needed to maximize the impact of Test Loop 1 as soon as it is commissioned.

The design of Test Loop 2 (the Natural Circulation Flow Loop) is currently under way in consultation with partners, with the statement of requirements being developed. When complete, the design and requirements will support a Request for Proposals in the fourth quarter of 2026 for the construction of Test Loop 2.

By January, the SMR-SLT project had advanced to the point that a major public announcement could be held. Attended by provincial and federal ministers that represent the major funding partners – PrairiesCan, SaskPower, and Innovation Saskatchewan – the announcement received considerable national and international media attention. The SMR-SLT was also featured as part of a panel discussion about national nuclear infrastructure at the 2026 Canadian Nuclear Society conference. In addition, delegations from Bangladesh, Vietnam, and the engineering company AtkinsRéalis have recently toured the 6A Pilot Plant to learn more about the future capabilities of the SMR-SLT, and have expressed interest in future partnerships and collaboration.

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 complete as envisioned for the year, and work will continue to further advance commercialization in clean technologies.

There have been a number of notable successes in this regard over the course of the year.

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 of the Faculty of Engineering and Applied Science and spun out in 2024-2025, 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. During the past year, the University provided backing with business and company development, fundraising efforts, industry liaison supports, and entrepreneurial resources. An additional round of patents is expected to be filed shortly with ElevateIP funds and fundraising support provided by the University.

In addition, Dr. Paitoon Tontiwachwuthikul of the Faculty of Engineering and Applied Science 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. The University is also currently finalizing its formal commercial agreement with EOCO in form of a licensing agreement. Multiple patents are expected to be filed soon through ElevateIP funds, with fundraising support also provided by the University.

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. Andrew Cameron, a microbial geneticist in the Department of Biology as well as a Principal Investigator at the Institute of Microbial Systems and Society, is using his unique expertise to spin out a new company called DiversiSeq DNA Solutions. DiversiSeq will use environmental DNA metabarcoding to develop a number of products through its platform VeriSeq, which is a reproducible and scalable sample processing system. Clients will consist of First Nations organizations, federal and provincial regulatory agencies, environmental NGOs, and resource industries such as aquaculture, mining, and forestry. Currently, the University is supporting Dr. Cameron and his team with major funding applications and will soon be working with them on IP protection as well as assignment and partnership agreements.

Dr. Denise Stilling of the Faculty of Engineering and Applied Science 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 of the Faculty of Engineering and Applied Science 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 has worked with Dr. El-Halfawy to file two related patent applications, assign intellectual property rights, and develop the company.

Going forward, the University will continue to facilitate and support the commercialization of these and other clean technologies. It is of note that two projects mentioned in the mid-year report are not pursuing commercialization opportunities at this time.

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 complete.

A long-term planning approach for more competitive institutional grant applications has been developed and is being implemented. The strategic approach involves the following elements:

- The Office of Research Services has prepared comprehensive timelines of the anticipated major institutional research funding programs;
- Deans are being engaged in strategic planning for institutional research grants such as the 2027 Canada Foundation for Innovation – Innovation Fund Competition;

- The Office of the Vice-President (Research) and the Office of Research Services are piloting a project management-based approach to the development of institutional research grant applications. The pilot operationalizes a framework developed in response to recommendations arising from the 2023 Internal Audit of Big Research Projects;
- Responsibilities for developing an institutional research grant application have been divided whereby the Office of the Vice-President (Research) leads development of institutional support sections and the Office of Research Services leads and develops, with the researcher, sections that are project-specific such as the research plan and project budget; and
- Development of shared, core research facilities is being pursued. Core facilities are research infrastructure assets that are common in research intensive universities. They are also an increasingly important factor in competitive institutional research grant applications.

The project management-based approach was implemented for strategic decision-making for the 2027 Canada Foundation for Innovation's Innovation Fund (CFI-IF) competition. The new framework successfully enabled the prioritization of potential projects based on readiness, feasibility, and potential impact.

Based on the outcomes of the readiness assessment, the Office of the Vice-President (Research) is supporting the development of one CFI-IF application to develop a shared, interdisciplinary lab space for social innovation that will be co-located within the SMR-SLT.

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 complete as envisioned, and work in this regard will be ongoing.

The University's efforts to support ICED-related projects through research and development collaboration continued throughout the year. For example, CETRI worked with the Southeast Tech Hub to develop a lifecycle assessment required for one of its projects that is in development. The final report for the project – entitled *Life Cycle Assessment for Coal Gasification, A Pathway for Clean Hydrogen Production* – was delivered to the Southeast Tech Hub at the end of June.

Also, work took place to match a University of Regina researcher and graduate student with a local entrepreneur who is looking for air flow analysis for his innovative wind turbine design. To this end, Dr. Amr Henni of the Faculty of Engineering and Applied Science is preparing a Mitacs funding proposal in partnership with the bladeless wind turbine inventor. Funding will be used to conduct a second round of computational fluid dynamics analysis required to advance the design of the wind turbine. The research is targeted for the fall of 2026.

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 Dr.

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.

In addition, University of Regina representatives, including myself, supported the Southeast Tech Hub through attendance of the 2026 Rural Innovation Festival and Forum held in Estevan in late May.

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, offered a non-credit nuclear engineering professional development course in the Fall 2025 term. In January, Southeast College also hosted Dr. Arthur Situm for a public presentation in the technology behind and viability of small modular reactors in Saskatchewan.

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 complete.

Internal support for social sciences 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. To date, three SSHRC Exchange funding applications have been received, all for conference attendance.

In addition, the indirect costs of research recovery rate and allocation have been 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.

Lastly, 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 2026, the Vice-President (Research)'s annual hybrid in-person/online Research Symposium will replace written reports to contribute to the development of a strong social sciences and humanities research culture.

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:

- During the Fall term, I reviewed the final galley proofs of *A History of Canada in 15 Moments*, the textbook that Dr. Raymond Blake and I wrote for Bloomsbury Press. The book, which was published in early 2026, was the culmination of several years of work. I conducted an interview with the Carillon about the book, and the resulting article may be found here: <https://carillonregina.com/dive-into-history-of-canada-with-u-of-r-president-jeff-keshen-and-prof-raymond-blake/>. Dr. Blake and I also participated in a book launch that was held on campus during the Winter term.
- Also in the Fall term, I reviewed the final galley proofs of *With Thought and Not by Accident*, the book that I wrote with co-author Pat Rediger to celebrate the Grenfell Campus of Memorial University of Newfoundland and Labrador's 50th anniversary in 2025. I travelled to Corner Brook in late October to participate in the book launch at the Grenfell Campus.
- I provided the next round of edits on my 5000-word chapter entitled "Canada's Home Front in the Second World War: A Brief Overview." The chapter will appear in a book that is slated for publication by McGill-Queen's University Press.
- I provided publication advice to a member of the wider community who is seeking to publish the memoirs of a notable figure in Saskatchewan's history.
- I delivered guest lectures on Canadian history during recruitment trips to several Saskatchewan high schools over the course of the year.
- For one of Dr. Blake's history classes, I delivered a guest lecture on how to write history.
- I advised a Regina high school teacher on a history-related experiential project for his class.
- Throughout the year, I used materials from the University Archives to conduct research for a book I plan to write about key moments in the University of Regina's history.