

INTRODUCTION

With the new University of Regina Strategic Plan finalized and launched, I have worked with the University Executive Team to develop a set of 2026-2027 presidential objectives that correspond with the five strategic priorities outlined in the plan:

1. Together, We Learn;
2. Together, We Discover;
3. Together, We Build;
4. Together, We Put Things Right; and
5. Together, We Innovate.

Given that the new Strategic Plan covers a ten-year operational period, I recognize that the objectives outlined below cannot be fully achieved over the course of only one year. With that in mind, the objectives and their attendant deliverables – which reflect the collective commitment of the University community – will provide an appropriate starting point from which the University can make concrete early progress toward fulfilling key long-term priorities outlined in the Strategic Plan.

Having been approved by the Board of Governors at its July 2026 meeting, these objectives and deliverables are intended to complement and support those identified in the University's annual Performance Measurement Framework. They will inform much of my work over the next year and form the basis for the Board's annual review of my performance as President and Vice-Chancellor.

OBJECTIVE 1 – TOGETHER, WE LEARN: ENHANCE OUR TEACHING AND LEARNING ENVIRONMENT FOR THE BENEFIT OF STUDENTS AND FACULTY

Context and rationale:

In its "Together, We Learn" section, the Strategic Plan states that the University will be known for offering one of Canada's most distinctive and transformative learning experiences. To reach this goal, academic advising, career opportunities, and other supports must be well-defined and well-coordinated for students. At the same time, faculty members must feel valued and supported, and teaching excellence must be appropriately fostered and recognized. Intentional connections should be developed between students and alumni, and academic integrity must be upheld. Achieving the deliverables below will constitute a productive start toward fulfilling the overall objective of enhancing the teaching and learning environment.

Deliverables:

1. Develop and implement a plan to streamline academic advising and make it more consistent
2. Consider and implement as appropriate the recommendations from the scholarship review that took place in 2025-2026

OBJECTIVE 2 – TOGETHER, WE DISCOVER: ENHANCE OUR RESEARCH ENTERPRISE AND PROCESSES TO BECOME A MORE RESEARCH-INTENSIVE UNIVERSITY

Context and rationale:

The “Together, We Discover” section of the Strategic Plan states that the University will be recognized as a research-intensive institution known for its engaged scholarship. To do this, the plan outlines that the University must enable success in competitive national and international research funding programs, and foster the active involvement of undergraduate and graduate students in the research enterprise. In addition, the plan calls on the University to streamline internal supports for researchers across the full research lifecycle and enable more cross-disciplinary research. The following deliverables will contribute meaningfully to this vision.

Deliverables:

1. Augment the President’s Tri-Agency funding and cohort program with a new focus on supports to create a "grant accelerator"
2. Implement supports that promote the engagement of undergraduate students in research labs and help encourage them to pursue graduate studies in future

OBJECTIVE 3 – TOGETHER, WE BUILD: ALIGN INSTITUTIONAL CAPACITY WITH COMMUNITY PRIORITIES

Context and rationale:

The “Together, We Build” section of the Strategic Plan states that the University will be recognized as a trusted institution that works alongside communities to address shared priorities and strengthen social, cultural, ecological, and economic wellbeing beyond our campuses. To do this, the plan calls on the University to undertake actions that will: strengthen relationships with communities and partners; recognize community-engaged teaching, research, and service; and support community-driven research that addresses partners’ needs. The deliverables below will contribute to this effort.

Deliverables:

1. Move forward as appropriate with a land development project that has demonstrated benefit for both the University and wider community
2. Build relationships between students and the wider community per the University’s existing Memoranda of Understanding with the North Central Family Centre and with the City of Regina
3. Advance the comprehensive campaign by converting early momentum into leadership gifts, deepening major donor engagement, expanding volunteer advocacy, and enhancing institutional reputation

OBJECTIVE 4 – TOGETHER, WE PUT THINGS RIGHT: ADVANCE RECONCILIATION ON OUR CAMPUSES

Context and rationale:

The “Together, We Put Things Right” section of the Strategic Plan states that the University will be recognized for advancing Truth and Reconciliation as a sustained, institution-wide commitment embedded across learning, research, governance, and campus life. To this end, the plan calls on the University to: deepen relationships with urban Indigenous organizations; support transitions from K-12 to post-secondary; support First Nations University of Canada’s long-term educational goals; align existing policies and procedures wherever possible with the Truth and Reconciliation Commission of

Canada's 94 *Calls to Action*; and incorporate land-based learning into curricula. The deliverables below will represent significant early progress in this regard.

Deliverables:

1. Develop and implement a plan to enhance access to the University for urban Indigenous youth
2. Work with First Nations University of Canada to produce a detailed report on implementing an Indigenous Nursing program

OBJECTIVE 5 – TOGETHER, WE INNOVATE: STRENGTHEN LEARNING, RESEARCH, AND SERVICE THROUGH VALUES-DRIVEN AND RESPONSIBLE IMPLEMENTATION AND USE OF DIGITAL TECHNOLOGIES

Context and rationale:

The “Together, We Innovate” section of the Strategic Plan states that the University will be recognized for the thoughtful and values-driven use of digital technologies to strengthen learning, research, service, and human connection. To do this over the long term, the plan commits the University to: invest in shared innovation spaces; strengthen digital literacy among students, faculty, and staff; establish clear expectations for ethical use of AI technologies; and apply technologies to enhance rather than replace human judgement and relationships. The deliverables below will constitute a strong starting point to achieve this longer-term goal.

Deliverables:

1. Create a plan to mobilize technology in the transformation of the University's administrative functions
2. Promote responsible, ethical practices related to AI use across the University, including through development of guidance that will define AI-specific rules for privacy and data security