



UNIVERSITY OF REGINA

Shaping Our Future: Principles and Emphases to Guide Decision-Making

University of Regina Direction Statement

Vision

*A*s a scholarly community the University of Regina derives its strength, vision and purpose by the advancement, sharing and application of knowledge, and by facilitating the development of thoughtful, creative, adaptable, contributing and humane citizens.

Mission

*T*he University of Regina preserves, transmits, interprets and enhances the cultural, scientific and artistic heritage of humanity through the acquisition and expansion of knowledge and understanding. We apply our skills in the service of society by facilitating constructive criticism, independent thinking, free discussion, and the pursuit of truth, while respecting the rights and responsibilities associated with academic freedom.

By interpreting the past and examining and clarifying contemporary thinking we shape the possibilities of the future. We are open to change and enthusiastic about investigation and creativity. We combine a unity of purpose with a diversity of outlook.

By encouraging the development of their potential, we prepare our students to participate fully in society, and to respond to the demands of a rapidly changing world in ways that are consistent with the highest human values and aspirations.

Goals

- *People:* Make the University of Regina a preferred place to work and study.
- *Teaching and Learning:* Give our students an enviable learning experience.
- *Scholarship and Research:* Sustain a vibrant research enterprise where faculty members are enthusiastic about intellectual activity, both curiosity-driven and applied.
- *Service:* Take our academic expertise into the community in response to requests or our own perceptions of need.
- *Internationalization:* Integrate a national and international perspective into our fundamental threefold mission of instruction, research, and service.
- *Accountability:* Provide sufficient information to allow informed evaluation of our performance.

Principles and Emphases

Decision-making processes within the University are complex and involve a breadth of parameters and voices. This document builds upon the University of Regina Direction Statement both to outline the principles considered in decision-making and to distinguish a set of emphases. It will help us focus our activities and make wise use of our resources.

Many factors inform decisions made in the University, whether they are related to the allocation of resources, strategies regarding fundraising, program development, student and faculty recruitment, or whether or not a particular opportunity should be pursued. The most global factor of course is the Direction Statement, which guides all that we do. But that alone is not sufficient.

We are also guided by a set of basic *principles*. Within these principles themselves there is tension. The weight that each brings to bear upon a particular decision will depend on the issue under consideration and the circumstances in which the decision is to be made. Each such decision directs and shapes the institution. Consequently, these principles are intended to provide guidance and to be used regularly when important decisions are taken. They lie behind and inform both the development of institutional emphases and the determination of initiatives to be pursued within those emphases.

Principles

1. Consistency with the University of Regina Direction Statement.
2. Striving for quality in all that we do.
3. Establishment of priorities within each unit.
4. Appropriate fit between resources and activity.
5. Consideration of student and societal expectations.
6. Provision of service to the community provincially, nationally and internationally in accord with our motto “As One Who Serves.”
7. Suitable complementarity with programs offered by the University of Saskatchewan.
8. Potential for new opportunities and partnerships.

Emphases identify broad areas in which we have strength, significant opportunity for further development, and the potential for far-reaching impact provincially, nationally and internationally. They are intended to provide an increased sense of direction and focus, and a framework for enhancing opportunity.

The emphases do not describe all that the University does or is. Many activities currently undertaken by the University will continue much as they are, while others may seek redirection and new focus. In some cases, individual Departments and Faculties may choose to change direction, to replace one area of expertise with another or to combine efforts with other units to strengthen particular programs. Some units may propose structural changes in order to enhance their research initiatives or to facilitate the delivery of their teaching programs. It is also expected that initiatives will be undertaken which bring together an especially broad range of expertise to simultaneously address several of the emphases.

Through regular discussion the strategic emphases will evolve over time. In that evolution we can expect some will become more focused and others will be replaced.

Underlying Emphases

The first two of the underlying emphases will be expected to be considered and reflected within initiatives undertaken to realize the goals of the University and to support the strategic emphases. The third reflects our responsibility to work with and in support of the aboriginal people of Saskatchewan.

- *Scholarship and Research*: To be achieved through basic and applied research, the creation of new knowledge and the development of graduate studies.
- *Liberal education*: To be achieved through both liberal arts and science programs and as an integral component of professional education.
- *Aboriginal focus*: To be achieved through program development, faculty, staff and student recruitment and our unique partnership with the Saskatchewan Indian Federated College.

Strategic Emphases

The strategic emphases are intended to facilitate the development of creative new research and academic programs and partnerships, both inside and outside the University and also to support a range of ongoing activities. While providing increased focus to the activities of the University, the strategic emphases also support freedom to explore. They are areas of particular interest at the moment and for the immediate future.

- *Culture and Heritage*
- *Environment and Energy*
- *Informatics*
- *Population Health*
- *Social Justice*

The Deans play an important role in shaping the University through bringing forward proposals, providing information, facilitating change and offering advice and support. In particular, the Faculties, represented by the Deans, will develop their own directions and priorities consistent with the emphases and direction of the University. These in turn will inform program development and new opportunities for students – both graduate and undergraduate. It is anticipated that new partnerships will evolve between Departments and Faculties, the Federated Colleges and other institutions (notably SIAST and the University of Saskatchewan). Such partnerships will be based in either teaching or research. It is also possible that proposals for substantive structural change will emerge. Should this happen they will be considered in accordance with established procedures.

Most importantly while the emphases encourage different parts of the University to come together and build collective strength to achieve outcomes they could not have managed alone – at times through bold initiatives, they do not require it. We will continue to support individual areas of specialization.

Together, the principles and emphases provide us with guidelines for decision-making to ensure the University's resources will be used to the greatest effect and the accomplishments and reputation of the University will be enhanced.

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