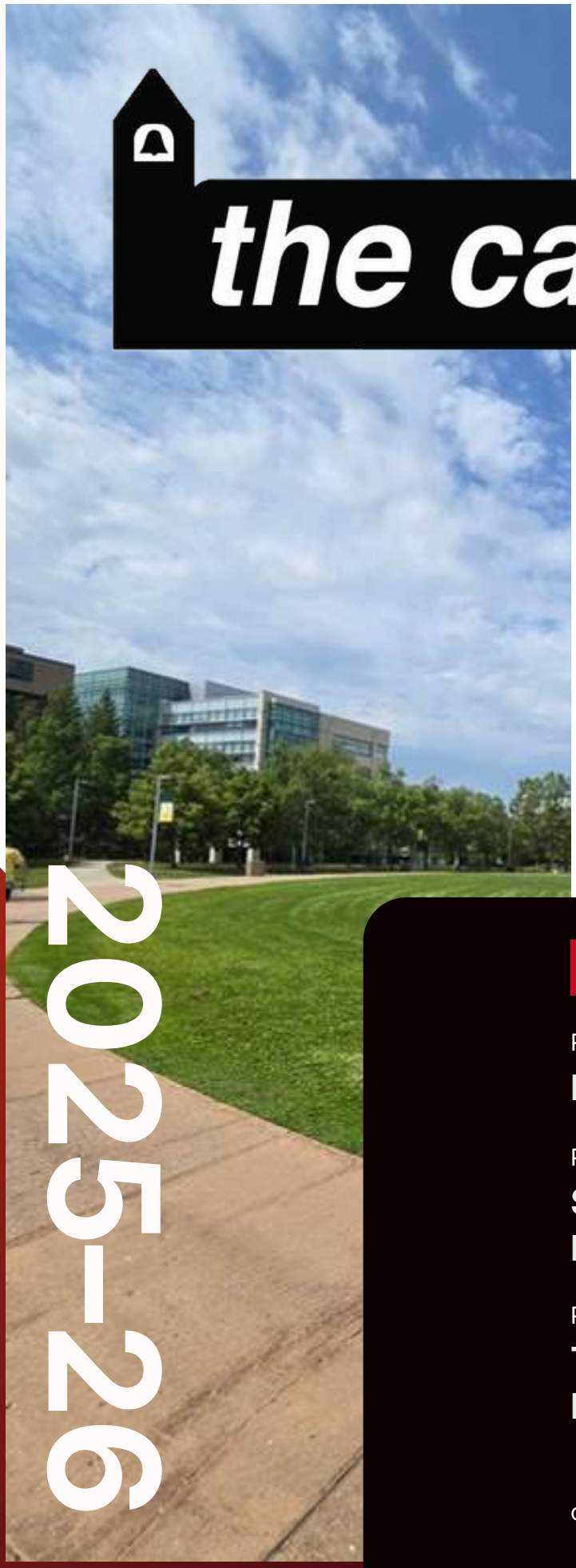


the carillon

2025–26

Annual Report 2025–26

Reporting period:

May 1, 2025 – April 30, 2026

Prepared by:

Samia Nawreen, Ziyang Li
Emma McGill, Anya Peppler

Presented by:

The Carillon
Board & Staff

carillonregina.com

Table of Contents

03 Executive summary

05 Message from the Board Chair

07 Executive Director’s report

09 Editorial report

10 Editorial independence and accountability

11 Audience and community reach

12 Organizational chart

13 Equity, inclusion, accessibility, and community standards

15 Priorities for the next year

The Carillon is based in Treaty 4 territory and the homeland of the Métis people. The Nêhiyaw/Cree, Nakawē/Saulteaux, Nakota, Lakota, Dakota and Métis/Michif Peoples continue to be in kinship and practice reciprocity with this land that has sustained them for countless generations.



Executive Summary

The 2025–26 fiscal year was a year of continued service, organizational transition, and development for The Carillon Newspaper Inc. As the independent student newspaper at the University of Regina, The Carillon serves students and the broader Regina community by providing independent journalism, opportunities for student and emerging journalists, and a platform for diverse student voices.

18 **issues published**
during the 2025–26 year

The organization also made progress in strengthening its organizational foundation. During the year, The Carillon developed and implemented new policies and operational guidelines, continued diversifying revenue sources, strengthened community partnerships, and expanded opportunities for staff and contributors to develop their journalism skills.

The organization welcomed three part-time writers and worked with three editors, while also benefiting from the experience and mentorship of an editorial consultant with more than 20 years of journalism experience. Training and mentorship resources were developed to support our editorial staff members and strengthen editorial capacity.

Our coverage was addressed to the University of Regina student body and its community. We dedicated our publication to stories topical to this community, with particular attention to events directly related to student activity, and profiles of university faculty and students.

Executive Summary

These activities were supported by student contributions and levies, government funding, advertising revenues, as well as the time and commitment of our volunteers, contributors, staff, directors, alumni, and community partners.

The year also presented significant challenges, including changes in student enrolment and the resulting impact on levy revenue, increased production costs, organizational transitions within student governance, and the need to strengthen revenue diversification.



In response, The Carillon continued to expand its fundraising and revenue-generation efforts, strengthen financial and operational controls, and develop partnerships within the University of Regina and the broader community.

As the organization entered 2026–27, the Board and staff remained focused on strengthening journalism, improving operational sustainability, diversifying revenue, engaging students and alumni, and maintaining the editorial independence of The Carillon.

Message from the Board Chair

The Board has had a great year of learning and getting to know the Organization, the writers, editors, staff, and the community that we serve. We are still learning as The Carillon spans 65 years and it is our responsibility to ensure that the governance of the organization is strong enough to carry forward to many more years and generations of students to come.

This Board's goals are to ensure that policies and governance are strong and oriented in a way that supports the Organization, the staff, and the membership community as a whole. We believe in consultation and collaborative progress where the people making up the organization are present at the discussion table and contributing towards the positive advancement, organizational sustainability, and the student and community advocacy that The Carillon stands for.

We are working towards building a Strategic Plan, Key Performance Indicators, policy documents, and stronger staff, student and local community, and board engagements and relationships. We have provided governance and finance training for the new Board members of the past year, and we held a staff retreat to develop a values statement for the starting work of the Strategic Plan. The goal is to continue this work by providing more training and professional development opportunities to staff and develop the Strategic Plan in collaboration with all valuable contributors and readership.

This Board's goals also include ensuring concrete succession plans for staff and board members during student turnover, such as graduation and completion of studies, so that training resources and documentation are in place for smoother transition, without hindrance at operational, leadership, and governance levels.

Message from the Board Chair

The Carillon is now a member of the Canadian University Press (CUP), a national cooperative of student newspapers across Canada. Through CUP, we can share content with other student publications, take part in national journalism conferences and training, and connect our staff and contributors with a wider network of student journalists.

Our next steps are to work collaboratively and consultatively with staff, student membership, and the alumni, university, and the Regina communities to create a holistic and success-driven Strategic Plan for the present and future preservation of The Carillon Newspaper Inc.



Samia Nawreen, Board Chair



Samia
Board Chair



Andrew
Director



Kevinya
Director



Sena
Director



Bukunmi
Director



Jane
Director

Executive Director's Report

2025–26 was a year of transition and rebuilding for The Carillon Newspaper Inc. My focus as Executive Director was to keep operations steady through a period of external change, strengthen our policies and controls, and lay the groundwork for long-term sustainability as we approach our 65th year.

Operations and finances. Changes in student enrolment affected levy revenue, production costs went up, and the transition in student governance from URSU to URSA meant we had to rebuild relationships and processes that our core funding depends on. In response, we strengthened our financial and operational controls and kept a close watch on spending. Our work was funded by student levies, government funding and advertising revenue.

Revenue diversification. Relying mainly on levies is no longer enough since our fees have not been increased for years. Over the year we expanded our fundraising and revenue work. We grew advertising, pursued grants and sponsorships, and developed partnerships within the University of Regina and across the Regina community. This work continues into 2026–27 with a dedicated sponsorship package and funding applications for The Carillon at 65.

Governance support. I worked closely with the Board as it took on new members. That included governance trainings facilitated by Ivy + Dean Consulting and Lori Whiteman.

Executive Director's Report

People and policies. We are developing new policies and operational guidelines to clarify roles and responsibilities across the organization. We also welcomed new part-time writers, supported three editors, and brought on an editorial consultant with more than 20 years of journalism experience to mentor staff. We built training and onboarding resources so that knowledge stays with the organization through student turnover. Working with the Board, we started on succession planning for staff and board roles.

Partnerships and networks. The Carillon is now a member of the Canadian University Press, which connects our staff and contributors with student newsrooms, training and conferences across Canada. We also started a partnership with the Dr. John Archer Library and Archives to preserve and share The Carillon's history.

Looking ahead. In 2026–27, my priorities are to build financial resilience, work on the Strategic Plan with the Board, strengthen operational continuity, and deliver The Carillon at 65: an archival exhibition at the Archer Library from April to August 2027 and an anniversary gala and reunion in April 2027. I'm grateful to the Board, our staff, contributors, alumni and partners for their commitment this year.



Ziyang Li, Executive Director

Editorial Report

Major coverage and editorial achievements

In the reporting year, our most significant work included:

- **Keeping students informed during the breakdown of URSU (University of Regina Students' Union) and the emergence of URSA (University of Regina Students' Association).**
- **Reporting on research developments taking place at the University of Regina.**
- **Advocating for marginalized students and community members by spotlighting their work.**
- **Allowing students to voice their opinions and have a platform for the things they care about through contributor pieces.**

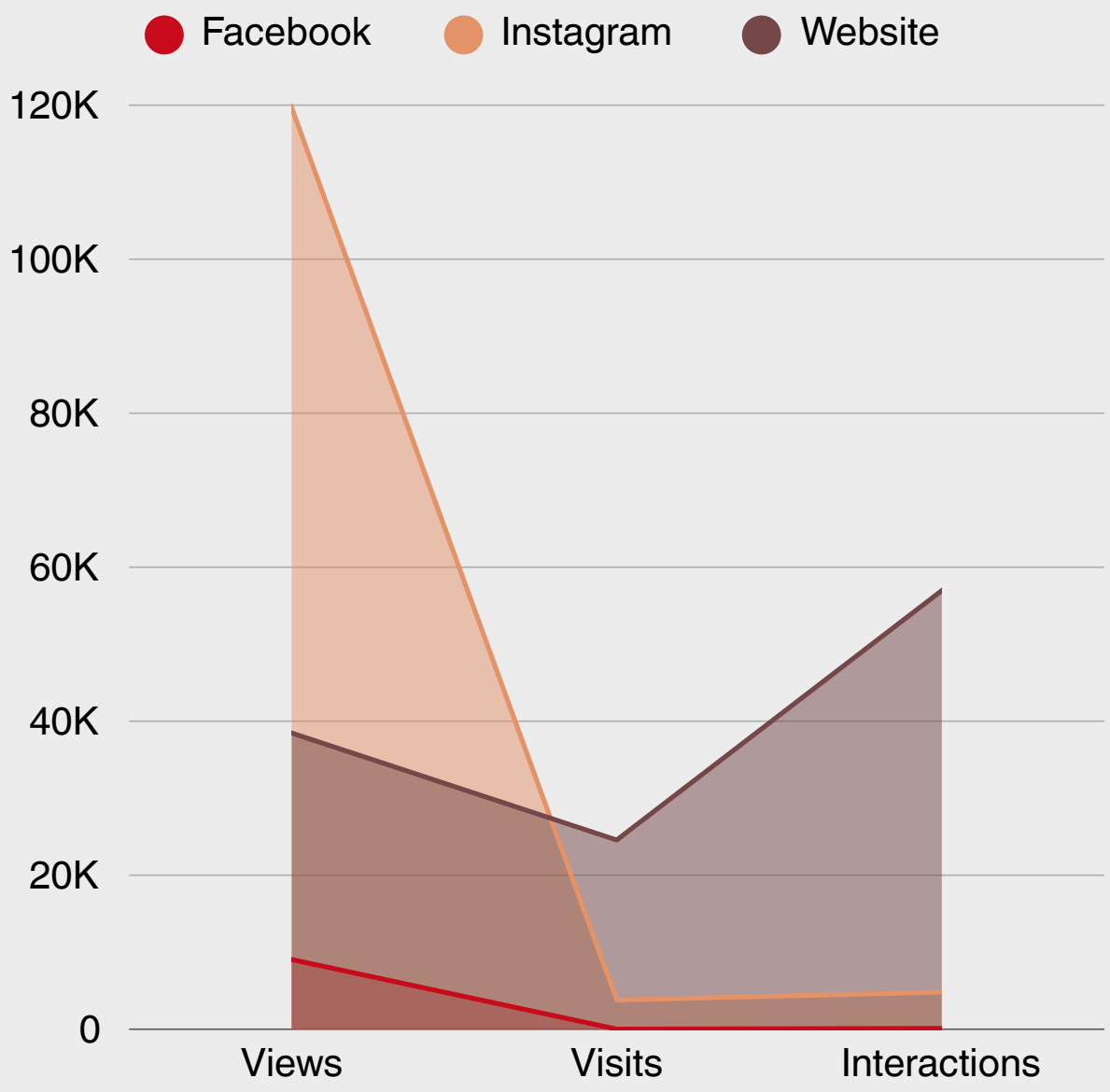
Editorial independence and accountability

Editorial Output

Measure	Result	Notes
Issues published	18	18 issues in total.
Multimedia productions	17	11 Carillon connections, 6 online issues.
Total publications and productions	**35**	

Audience and community reach

May 2025 – April 2026



Organizational chart

BOARD OF DIRECTORS
Governance, strategy, compliance, and oversight of organizational affairs

↓

EXECUTIVE DIRECTOR
Operations, employment, administration, and implementation of policies

↓

EDITOR-IN-CHIEF
Chair of the Editorial Committee; delegated day-to-day editorial management and decision-making

EDITORIAL COMMITTEE
Independent authority over editorial and publication decisions

↓

SECTION EDITORS
Editorial guidance, story development, editing, and escalation within their sections

PRODUCTION EDITORIAL STAFF
Production workflow and editorial support; participate in the Editorial Committee if applicable

↓

WRITERS
Work within the assigned editorial structure for content production.

Equity, inclusion, accessibility, and community standards

Our Values

On Saturday, September 12, 2026, The Carillon's Board of Directors and staff met for a session facilitated by Lori Whiteman. Together we developed the organization's first formal values statements. Values clarify our roles, guide what we expect of one another, and lay a foundation for our future direction as we build a strong, sustainable and respectful culture for everyone who serves, works with and connects with The Carillon.



These values build on strengths we already share. Our board and staff are diverse and inclusive. We work hard, and we carry out our roles with commitment to The Carillon's 65-year legacy, with a sense of fun and joy. We are deeply committed to our readers and the wider community, and we strive to stay open, accessible and consistent while sharing the voices of students and Indigenous Peoples with courage.

Equity, inclusion, accessibility, and community standards

Our Values

Integrity: We report and exist without fear or favour, independent of outside force or influence.

Excellence and quality: We edit rigorously, constantly generate story ideas that matter to our readers and community, break stories ethically, and take journalistic sustainability seriously.

Our people and their well-being: We communicate well, which means we don't make assumptions and we share our opinions respectfully. Our independence depends on honesty, courage and freedom. We make safe spaces for everyone, and we build practices that keep our people's wellness sustainable and consistent. We are transparent in decision-making, financial accountability and personal commitment, and we accept that mistakes happen.

Our readership: We are open, receptive and supportive in how we communicate. We inform students about politics, advocate for our readers, and recognize that our impact comes from understanding how our actions and stories affect others.

Unity and growth: We think of ourselves as one team and build community within our organization. We develop skills together for everyone's benefit, and we practise equity, diversity and inclusion to foster a respectful culture.

Next steps: Over the coming months, the board and staff will review and refine these statements without changing them fundamentally. We will then place them in a strategic plan, with a vision, a mission and an implementation plan, and share them with our community.

Priorities for the next year

For 2026–27, The Carillon proposes the following priorities:

1. **Strengthen journalism and editorial capacity**
   Improve editorial planning, consistency, training, mentorship, and coverage of issues relevant to students and the broader community.

2. **Increase sustainable audience reach**
   Strengthen the website, print distribution, social media, and multimedia channels.

3. **Build financial resilience**
   Diversify revenue through advertising, fundraising, grants, sponsorships, and partnerships while maintaining responsible financial management.

4. **Strengthen governance and organizational continuity**
   Continue developing policies, board orientation, documentation, succession planning, committee structures, and clear governance and operational responsibilities.

5. **Improve accessibility, inclusion, and community engagement**
   Continue building an inclusive organization and strengthening relationships with students, alumni, and community organizations.

6. **Protect editorial independence**
   Maintain a clear distinction between governance, management, funding, advertising, and editorial decision-making.

7. **Empower The Carillon's institutional legacy**
   Continue preserving and promoting the organization's history and archives while preparing for The Carillon's 65th anniversary in 2027.



Get involved: write, photograph, or volunteer with us!

carillonregina.com