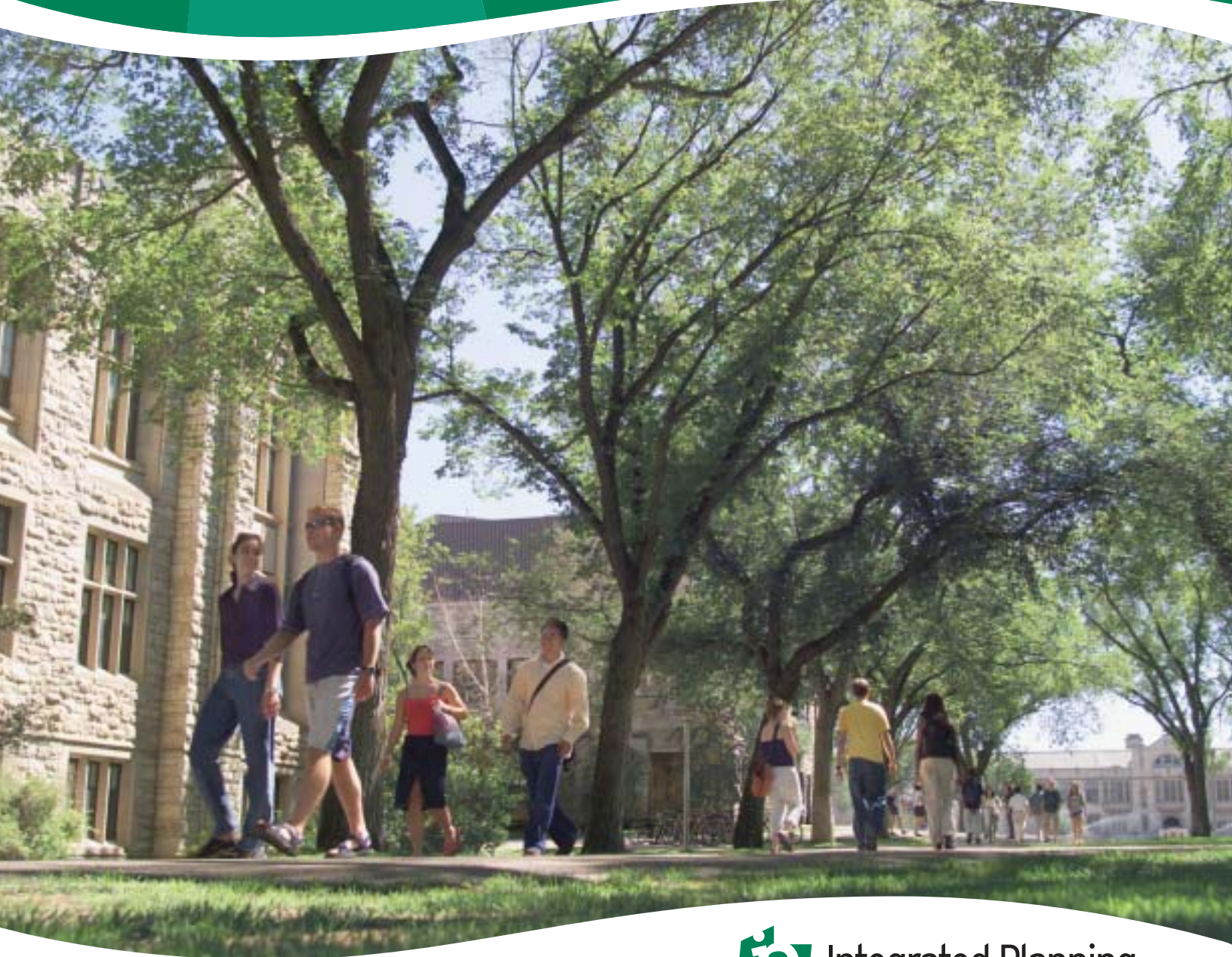




A Framework for Action University of Saskatchewan Integrated Plan 2003-07

Condensed Version



 Integrated Planning

For the complete version of this Plan, go to:
www.usask.ca/vpacademic/integrated-planning



"The Integrated Plan takes on the ambitious task of speaking to the entire institution and moving it toward fulfilling the aspirations captured in Renewing the Dream."



PETER MACKINNON

President, U of S

As we prepare for our University's second century, we rise to new challenges: to gauge ourselves by the highest international standards; to achieve pre-eminence in a number of disciplines; and to be relevant to our place in Canada and the world. To succeed in an increasingly competitive world, we must rigorously organize ourselves so that our high-quality faculty, staff, and students can pursue excellence at the University of Saskatchewan. This first Integrated Plan is an outstanding beginning to that critical organizing process. With it, we are embarking on an exciting renewal of the founders' dream for our University.

Introduction

The University of Saskatchewan has spent the last two years considering its past, taking stock of the present, and thinking about the future. Guided by the Strategic Directions document *Renewing the Dream* and a number of Foundational Documents, the University community has developed its first-ever Integrated Plan for 2003/04 to 2006/07. The Integrated Plan identifies institutional priorities and addresses the common concerns of faculty, staff, students. It takes on the ambitious task of speaking to the entire institution and moving it toward fulfilling the aspirations captured in *Renewing the Dream*.





BOB LUCAS
Past Chair, University Council

Council's approval of the Integrated Plan represents an important first step in developing academic initiatives at the University over the next four years. The Integrated Plan used the common themes in the College Plans and Foundational Documents to develop institutional priorities. The Plan provides ample opportunity for all members of the University community to contribute to the various initiatives.

Core Themes

The Integrated Planning process has given us a chance to share with one another our perspectives on the future of the University of Saskatchewan. What emerged were certain core themes:

- **Adherence to the *Strategic Directions and Foundational Documents*** is key, with the Integrated Plan translating these ideas into concrete programmatic and organizational changes.
- **Systematic Program Review** generated many proposals for new directions in academic planning and pointed out that many of our programs could be made even stronger by building on institutional strengths.
- **Innovation, flexibility, and interdisciplinary programming** will help the University of Saskatchewan capitalize on its strengths for the benefit of current and future students.
- **Critical mass** – the need for new programs – is apparent, as is our commitment to make decisive judgments about priorities and follow up by shifting resources to areas of greatest need and opportunity.
- **Pathways for students** that lead to success require investments in technology and student advising, as well as more funding for students and student-based projects.
- **Effective use of limited resources** means fully exploiting the sources of revenue we now have and finding new sources for new initiatives, as well as establishing funding partnerships wherever appropriate.

These and other themes have emerged from the Integrated Planning process. They are connected by the widespread understanding that we must change, innovate, economize, and invest in order to compete in the post-secondary environment of the 21st century.



Strategic Initiatives

The Integrated Planning process produced a host of initiatives that build on our strengths and capitalize on opportunities. They represent our attempt to set clear priorities at the University of Saskatchewan that move us closer to becoming one of Canada's top 10 medical/doctoral research universities, dedicated to international standards, known for areas of academic pre-eminence, and committed to the future of the Province of Saskatchewan.

Our Sense of Place

The University of Saskatchewan has a strong commitment to the community and the people of Saskatchewan and we will take steps to strengthen that bond. The program and organizational changes in this Plan are premised on the concept of engagement, a concept that means communication, partnerships, openness, and attentiveness. The University of Saskatchewan will excel in policy, trade, and business issues vital to Saskatchewan, Canada and the world, and that means putting the knowledge inside the University at the disposal of the people of the province and beyond.

Health

The University of Saskatchewan, with its significant investment in health sciences education and research—the broadest array of health sciences programs in Canada including medicine, nursing, pharmacy, nutrition, dentistry, physical therapy, veterinary medicine, and kinesiology—is uniquely positioned to develop made-in-Saskatchewan solutions to concerns about health and health care in Canada. Our goal is to bring teaching and research together in a collaborative way that will address issues of importance to the people of Saskatchewan and to the country at large. High priority will be given to:

- Interdisciplinary research and graduate programming;
- Common health sciences curriculum;
- New Bachelor of Science in Health/Bachelor of Arts in Health programs; and
- New graduate programs in Public Health.

Science, Technology, and Society

The University has built a national presence in several key areas of science and creative arts infrastructure, including the structural sciences, materials science, Aboriginal education, biotechnology, toxicology, infectious disease, rural health, and many aspects of environmental sciences and public policy. Recent investments in faculty, research chairs, scientific equipment, and facilities, including the Canadian Light Source synchrotron, will be matched by investments that draw the humanities, social sciences, fine arts, and professional schools into closer contact with science, technology, and society. There are many areas where the University can make important contributions in this broad, multi-disciplinary field of study:

- New degree combinations to expand science education;
- A computer engineering program through the Colleges of Engineering and Arts and Science;
- A new Media Centre to capitalize on information and communications technology; and
- New directions in undergraduate and graduate concentration in Biotechnology.

Environment

Climate change, water quality, toxins, erosion, and habitat preservation are examples of issues of global interest and increasing urgency. Many universities seek solutions through science, but few focus in a sustained, critical, interdisciplinary way on the intersection of science, communities, and environment. This intersection is a place where the





University of Saskatchewan can make a distinctive contribution. Environmental problems and their solutions ultimately stem from the way in which humans interact with their environment. The challenge is to develop opportunities for students to integrate coursework in the environmental sciences with complementary work in the social sciences, health sciences, and policy studies. This can be done through:

- Coordinated environmental sciences undergraduate programs;
- Interdisciplinary science centres; and
- Collaborative graduate concentration in environmental sciences.

Business and Entrepreneurship

The University of Saskatchewan is key in the economic, social, and cultural development of the Province of Saskatchewan and our original mandate – to serve the interests of Saskatchewan – remains a cornerstone of this institution. Now, the University will make a renewed commitment to the province to compete in the 21st century by continuing to study and foster the province's social economy, including the voluntary and not-for-profit sectors. The commitment will also be met by providing students with opportunities to understand and participate in business and by enhancing opportunities for them to pursue careers in the business side of the arts and humanities through:

- B.Comm. combinations with arts and science;
- Entrepreneurship programs;
- Graduate education in business; and
- Commercialization of research products.

Extending Community

Many people look to the global economy to find prosperity and development and yet, at the same time, global influences destabilize and sometimes threaten communities and values. One of the challenges today is to achieve competitiveness, productivity, and business innovation sufficient to support a desired standard of living, while at the same time achieving other things essential to quality of life. The University of Saskatchewan can help the province compete in the 21st century by developing not only the knowledge, human talent, and innovation needed by businesses, but also the elements that are key to the social economy – cooperatives, non-profit associations, performing arts, literature, sport, and culture. Key to our success will be:

- Development of Aboriginal academic programs that draw on our own leadership in the field of Aboriginal research and teaching;
- Refining and refocusing ideas about extension and outreach; and
- Expansion of international programming.

Public Policy

With a solid base to build from, including a long tradition of involvement in rural and community economic development, the University of Saskatchewan is positioned to continue to make contributions to the understanding and the development of public policy in Saskatchewan and Canada. An important step and a high priority is the creation of a School of Public Policy at the University of Saskatchewan. This School would complement, advance, profile, and sustain other research and graduate programs on campus that focus on public policy and governance and would also develop new strengths in research, particularly in areas that involve science, technology, and society.



Commitments

The initiatives that have emerged from the Integrated Planning process will require assistance and resource commitments. They require, first and foremost, a reallocation of current resources, and in some cases, new resources. In all cases, the University of Saskatchewan will make provision for leadership and coordination. Among the financial supports needed for the strategic initiatives are: funded chairs, scholarship support for graduate students, money for new faculty, start-up money for programs and centres, as well as space and infrastructure funding. We know energy must be devoted to making these initiatives happen; resource reallocations must occur, but the work does not end there. The University will need to obtain matching funds, research overheads, and partnership funding for many of these initiatives. We are committed to working together to achieve our goals.



GAVIN GARDINER
USSU President 2004-05

This Integrated Plan presents both challenges and opportunities for students, the biggest being its commitment to increase undergraduate and graduate student involvement.

The creation of a Global Commons is an exciting way to highlight the unique culture of this University, which attracts students from around the world.

Supporting Success

The University recognizes that in addition to the changes required in academic programming, extra effort will be needed to attract and retain both faculty and students. This is a clear message in our *Strategic Directions*, and one that was heard repeatedly throughout the first Integrated Planning cycle.

To better serve its students, the University of Saskatchewan will, among other initiatives:

- Increase support to all of our students in a variety of ways such as expanding work-based learning opportunities, funded research chairs, and graduate scholarships;
- Invest in research and teaching initiatives to ensure excellence in these areas; and
- Assist faculty in meeting their teaching and learning responsibilities, largely through a new Learning Centre designed to encourage and promote scholarship and innovation.



Enriching the Physical Environment



GORDON THIESSEN
Chair, Board of Governors

One of the principles of good management for any organization is to have a well-thought-out plan for the future, with an associated multi-year budget. I am proud that the University of Saskatchewan is one of the leaders in this area among

Canadian post-secondary institutions. The Plan should not be viewed as a final document, but rather a process that will constantly be updated as new challenges arise. With this initiative, the University of Saskatchewan is better organized to be successful in achieving the vision President MacKinnon and the University have set out for the future.

Faculty, staff, and students expect facilities and services at a premier university like ours to support their academic, research, teaching, and learning endeavors. Equally, investment within these buildings must be made in information and communications technology, multi-media systems, and equipment essential to the success of the academic and research mandate of the University of Saskatchewan.

The recently completed Physical Activity Centre, home to the College of Kinesiology, is one example of the renewal already underway on campus. Other plans include the restoration of the historic College Building in time for the University's 100th anniversary in 2007, completion of the Thorvaldson project to upgrade space for the Departments of Computer Science and Chemical Engineering, and construction of an academic health sciences centre, a facility dedicated to public service, interdisciplinary education, and innovative research. In combination, these efforts will ensure the long-term sustainability of our assets that are critical to academic, teaching, and research programs.

Changing Practices

Integrated Planning originated with a promise that the University of Saskatchewan would review all of its practices and priorities. That review has produced a commitment to change across the institution that will include:

- Systematic review of business practices;
- Rethinking the budgetary practices and financial arrangements already in use;
- Application of resources to the institution's top priorities – teaching, research, and community service; and
- Affirmation of the 'national norm tuition policy' for undergraduate programs.



Measuring Our Progress

The University of Saskatchewan, through University Council and its committees, the Board of Governors, and the administration, will develop key measures to assess our progress against the goals outlined in the *Strategic Directions*, the Foundational Documents, and the key priorities and initiatives outlined in this Integrated Plan. In doing so, we recognize that many of our activities are not easily quantifiable, nor should they be quantified. Data on our progress must be collected and used intelligently so that the large part that judgment plays in academic decision making can be exercised responsibly. This is best assured by taking academic decisions in a collegial setting where standards have been debated and agreed upon and where performance indicators are seen as critical aids to evaluation and decision making.



Changing Structures

The prolonged introspection required for Integrated Planning provided new insights into the strengths and weaknesses of our academic and administrative structures. The current arrangements have, with few exceptions, been in place for more than three decades, and their capacity to impede change has become increasingly evident. Loyalties run deep at the University of Saskatchewan; this has been a strength of the institution. Over time, however, this attachment to existing arrangements can become so important that the *status quo* often takes

precedence over responding to our students, our research potential, and our province. It is vital that our planning and our perspectives shift and that we focus first on what is needed to best serve our students and on our broad research agenda.

One approach is to closely examine existing structures. Through 2006-07, the University community will give thorough consideration to its existing structural arrangements with the expectation that changes can be made when the next planning cycle is underway.





SERIFE TEKIN
Past-President, Graduate
Students' Association

The Graduate Students' Association is impressed with the section of the Integrated Plan that calls for more student involvement in decision making. Many of the initiatives outlined in this document will have an impact on us, and we were pleased to have been invited to help shape the Integrated Plan.



**MICHAEL
ATKINSON**
Provost and
Vice-President
Academic

The University of Saskatchewan is a key player in Saskatchewan's social and economic future.

If it is to carry out its crucial roles of teaching, research, and community engagement, the University must be diligent in its efforts to make the best use of resources. This Integrated Plan anticipates significant programmatic and structural change within our organization and establishes a clear time frame for implementation of these changes. The University of Saskatchewan community looks forward with excitement to the challenge of making this Plan a reality for Saskatchewan and Canada.

Conclusion

This Integrated Plan, the first ever for the University of Saskatchewan, outlines future directions for the University and provides a 'framework for action' for 2003/04 to 2006/07. It focuses on change, collaboration, and community as hallmarks for the University's future. It identifies the new rather than the established, the interdisciplinary rather than the disciplinary, and the larger environment rather than the specifically academic as key to our collective future.

This plan is deliberately selective, highlighting some initiatives over others, and uses the opportunity afforded by Integrated Planning to integrate initiatives. It represents the framework for the work ahead which will aim at extending the excellent work we are currently doing. That is as it should be. It is time for us to move forward, to make the changes required to place the University of Saskatchewan among the most distinguished universities in Canada and the world.

*For the complete version of this Plan,
or for an electronic copy, related documents,
and more information about Integrated Planning
and the University of Saskatchewan's 2003-07
multi-year operating budget framework, go to:*

www.usask.ca/vpacademic/integrated-planning



A Framework for action



University of Saskatchewan Integrated Plan 2003-07 Condensed Version

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