




Final Report on the Second Integrated Plan: Toward an Engaged University

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Office of Institutional Planning and Assessment

June 4, 2012



This report provides a high level overview of the progress against the “By 2012” statements in the Second Integrated Plan, the funding commitments from the Academic Priorities Fund (APF) and recognizes the individuals who served as executive sponsors, commitment leaders and working group members in the second planning cycle. For further information and updates on progress for *Promise and Potential*, the university’s Third Integrated Plan, please visit www.usask.ca/plan.

The Second Integrated Plan aimed to build on the accomplishments of the First Integrated Plan by pushing further toward becoming a fully engaged university: one that was distinguished by its integration of teaching and research, university and community, students and faculty and staff, in both focused and collaborative endeavours.

In the first planning cycle, the University of Saskatchewan made great strides with new structures, new programs, new services and new initiatives, even in circumstances of limited financial resources. University Council approved a document setting out the schools policy and the establishment of three interdisciplinary

schools: Public Health, Public Policy and Environment and Sustainability. The university’s outreach and engagement commitments evolved with the creation of the Centre for Continuing and Distance Education and the Senate Round Table on Outreach and Engagement. New entrepreneurial programs were created in the Colleges of Engineering, Arts and Science, Agriculture and Bioresources and the Edwards School of Business. The Centennial Chairs program was launched. The University Learning Centre and the Gwenna Moss Centre for Teaching Excellence were founded to support learning and teaching across campus. The *Second Integrated Plan* built on all of those accomplishments (see key highlights overleaf).

The Second Integrated Plan put metrics at the forefront by identifying “By 2012” statements for each priority area and by articulating Quality and Accountability as one of the 20 commitments. The institution reported progress against the “By 2012” statements annually and a final summary of progress made for each priority area is found in this report. The Quality and Accountability commitment identified key indicators for the institution that are simple, meaningful or important to the organization, and support multiple purposes. These indicators formed the University’s first Achievement Record and are, and will continue to be, updated and publicly reported on an annual basis.

There will be cultural change at the University of Saskatchewan in coming years. Our attitudes, behaviours, and perhaps even some structures will look different than they do now. They will be more collaborative, more open, more flexible, and more effective at producing inspiring and satisfying results. We cannot achieve the goals set in our plan any other way but collaboratively. It builds on the collaborative process used in creating the university’s plan. It encourages more interdisciplinarity and engagement in the workplace, which means a more connected University of Saskatchewan community. It distributes leadership throughout campus at all levels.

– Provost Fairbairn, 2008

The second planning cycle put more emphasis on plan execution through the development of a new implementation model of commitment leaders – facilitators, animators and individuals who inspire collaboration. Commitment leaders worked across silos, colleges, schools and administrative units to increase engagement and leverage expertise in the 20 commitments articulated in the Second Integrated Plan. They worked with working groups – grassroots faculty and staff and students.

The work of the commitments evolved in one of two ways: in concrete projects with tangible outcomes and in campus discussions of transformative strategies or pathways forward. The first resulted in the formation of learning communities, teaching

excellence awards, scholarships for undergraduate and graduate students, new programs and new research centres. The second laid the groundwork for action in the third planning cycle in areas such as supports and services for research success, Aboriginal and community engagement, increasing the visibility of Aboriginal culture on campus, sustainability and data-driven decision-making. The last has been the driver for the development of the Transparent, Activity-Based Budget System (TABBS) which will begin to be implemented in May 2012 as well as the strategic enrolment management (SEM) project currently underway.

Key Highlights of the Second Planning Cycle

- Increased funding for graduate student scholarships, assistantships and fellowships
- Funding for undergraduate student learning communities – a proven high-impact educational practice
 - Now available to students in Arts and Science, Agriculture and Bioresources, Kinesiology and Engineering
- Funding to support Centennial Chairs – one each in environment, public health and public policy to support the new interdisciplinary graduate schools
- Funding to support the Matching Research Grant Program which provides up to \$100,000 in graduate student support for large, collaborative grants which are of strategic significance to the University
- Funding to support Academic Innovation including:
 - Curricular innovation through increased institutional supports accessed by faculty, departments and colleges through the University Learning Centre and the Gwenna Moss Centre for Teaching Effectiveness
 - Undergraduate research (Office of the Vice-President, Research)
 - Community outreach and engagement (Vice-President Advancement)
 - Aboriginal student recruitment, support services, and student transition, mentorship, leadership and cultural programming (Student and Enrolment Services Division and the Aboriginal Students Centre)
 - Academic Advising (College of Arts and Science)
- Construction of new campus residences
- Release of a draft campus sustainability plan
- Development of a faculty mentorship program
- Support for experiential learning
 - Student Wellness Initiative Toward Community Health (SWITCH)
 - Community Legal Services for Saskatoon Inner City (CLASSIC)
- Development of a new budgeting system – the Transparent, Activity-Based Budget System (TABBS)
- Development and annual updates of the University’s Achievement Record



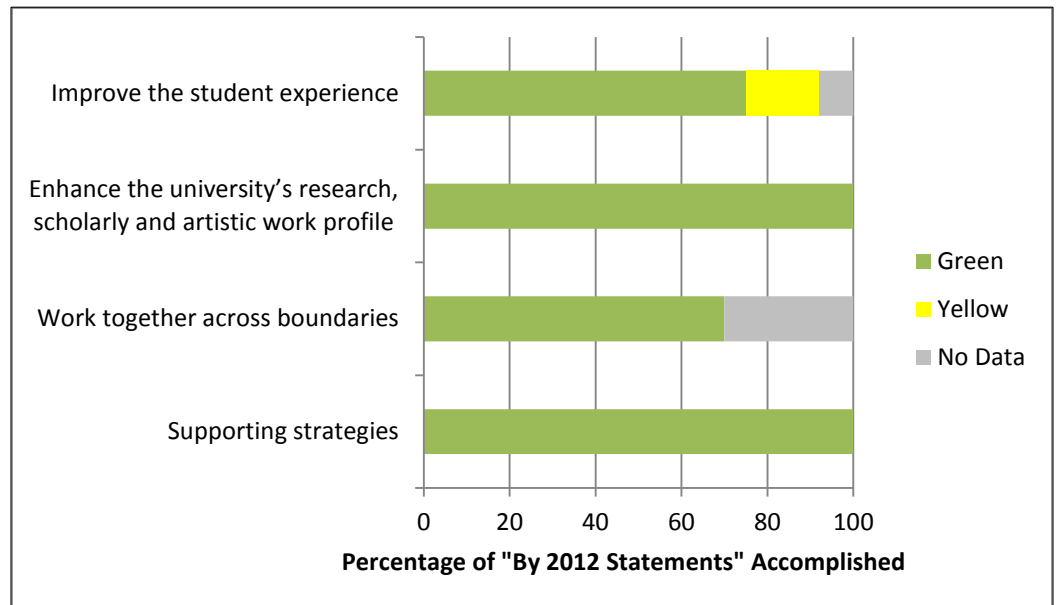
An evaluation of the commitment leader model in 2011 found that the individuals engaged, both as commitment leaders and working group members, enjoyed working with a diverse set of people outside of their regular unit and felt that the work was good professional and personal development. While the continual use of this model was widely endorsed, some felt their work may have been more productive if the objectives were clarified earlier in the process. Some members of campus leadership, which includes deans and associate vice-

presidents, would have liked to have been more closely connected to the work of the commitment leaders. This information has influenced the development of the implementation plan for *Promise and Potential*, the university's Third Integrated Plan.

“By 2012 Statements” Summary

The Second Integrated Plan identified a series of “By 2012 statements” - combination of key performance indicators and tasks that together would indicate substantial progress in any one area of the plan. In the

adjoining table, green indicates that the goal/task described was achieved; yellow indicates that progress towards the goal/task was made; and no data indicates that progress was unable to be measured at this time. A key outcome for the Third Integrated Plan was a stronger focus on ensuring that the “By 2016” statements can be measured.



More information on each “By 2012 Statement” can be found at www.usask.ca/plan.

Thank You to the Commitment Leaders, Executive Sponsors and Working Group Members!

The implementation of the Second Integrated Plan was a highly collaborative, engaged process which drew on over 160 individuals throughout the University.

*Commitment leaders and executive sponsors are bolded below.

Alec Aitken, Geography and Planning, Arts and Science

Louise Alexitch, Psychology, Arts and Science

Tom Allen, Bioresource Policy, Business and Economics, Agriculture and Bioresources

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Doug Clark, University Advancement

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Barb Daigle, Human Resources

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Gordon DesBrisay, History, Arts and Science

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Linda Ferguson, College of Nursing & Board of Governors

Alex Ferwerda, Student

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Troy Harkot, Information Strategy and Analytics

David Harris, Research Services

Liz Harrison, School of Physical Therapy

Karen Hayward, Centre for Continuing and Distance
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Sakej Henderson, Native Law Centre

David Hill, Pharmacy and Nutrition

Phaedra Hitchings, University Learning Centre

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Rani Kanthan, Pathology, Medicine

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Charles Maulé, Chemical & Biological Engineering,
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Linda McMullen, Psychology, Arts and Science

Dean McNeill, Music, Arts and Science

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Nola Woods, University Advancement

Terry Wotherspoon, Sociology, Arts and Science

Brad Wuetherick, Gwenna Moss Centre for Teaching Effectiveness

Summary of Funding from the Academic Priorities Fund

Below is a summary of funds committed from the Academic Priorities Fund (APF) between May 1, 2008 and April 30, 2012. Additional information on each of these initiatives is available at www.usask.ca/jpa.

Permanent Commitments - \$ 4,833,495*

Interdisciplinary Graduate Schools	\$ 573,835	Enabling Innovation in Social Science	
College of Graduate Studies and Research	\$ 1,000,000	Research	\$ 219,571
Implementation of Assessment Function	\$ 300,000	Academic Innovations/Research	\$ 2,521,493
		Vice-Provost, Teaching and Learning	\$ 218,596

*includes funding transferred from the close of the priority determination initiatives over the planning cycle

One-Time Commitments - \$ 19,578,171

IP Commitments Fund \$ 1,193,000

Improve the Student Experience

Community Legal Services for Saskatoon	
Inner City (CLASSIC)	\$ 260,000
Biomedical Sciences	\$ 868,000
Interdisciplinary Centre for Culture and Creativity (ICCC)	\$ 666,000
College of Grad Studies and Research	\$ 780,000
Student Information Systems (SESD)	\$ 130,000
Huskie Athletics Marketing Director	\$ 200,000
Learning Communities Project	\$ 1,169,470
Graduate Student Assoc Commons	\$ 59,000
Student Wellness Initiative Toward Community Health (SWITCH)	\$ 90,000
Student Evaluation of Educational Quality	\$ 115,900
Recognizing and Rewarding Teaching	\$ 265,000
Undergrad Student Advising Review	\$ 100,000
Aboriginal Student Achievement	\$ 55,433
Guaranteed Scholarships	\$ 730,000
Edwards interest payments on internal loan	\$ 209,600
Grad Student Housing Design Phase	\$ 500,000
Clarion Project Design	\$ 105,761
College Quarter Amenities Building	\$ 129,500
College Quarter Construction Design	\$ 150,000
Museums and Galleries	\$ 28,506
Indian Teacher Education Program	\$ 25,000
Reform to Respect and Privilege	
Aboriginal Education	\$ 240,000
Televised Courses (CCDE)	\$ 205,000
Academic Innovation Initiatives	\$ 1,902,076
English for Academic Purposes	\$ 12,144
Vice-Provost, Teaching and Learning	\$ 20,000

Enhance Research, Scholarly and Artistic Profile

Indigenous Land Management Institute	\$ 560,000
Centennial Chairs	\$ 1,080,000
Centre for Study of Cooperatives	\$ 100,000
International Centre for Northern Governance and Development (ICNGD)	\$ 275,000
Matching Research Grant Program	\$ 1,120,000
Chair in Quality Improvement Science	\$ 350,000
Dairy Research Facility	\$ 150,000
Geographical Information Systems	\$ 330,000
Post-Graduate Diploma in Aboriginal Agriculture and Land Management (AALM)	\$ 388,530
School of Public Health Enrolment Growth	\$ 70,000
Johnson-Shoyama Graduate School of Public Policy Director	\$ 100,000
Enabling Innovation in Social Science Research	\$ 57,584
Undergrad Research (Academic Innovation)	\$ 285,000

Work Together Across Boundaries

Wanuskewin Agreement	\$ 120,000
Sustainability	\$ 315,000
Implementation of Globalism	\$ 875,000
Leadership Development	\$ 665,800
International Recruitment and Advising	\$ 809,377
EcoPass	\$ 19,550

Supporting Strategies

Financial Resources Commitment	\$ 147,500
Assessment Function Implementation	\$ 208,491
Information and Communications Technology	
Innovation Fund	\$ 300,000
Priority Determination Program Transition	
Costs	\$ 714,710
Graham Centre	\$ 327,239