



# UNIVERSITY OF SASKATCHEWAN

## *The Second Integrated Plan* Toward an Engaged University

TO  
2008/09  
2011/12

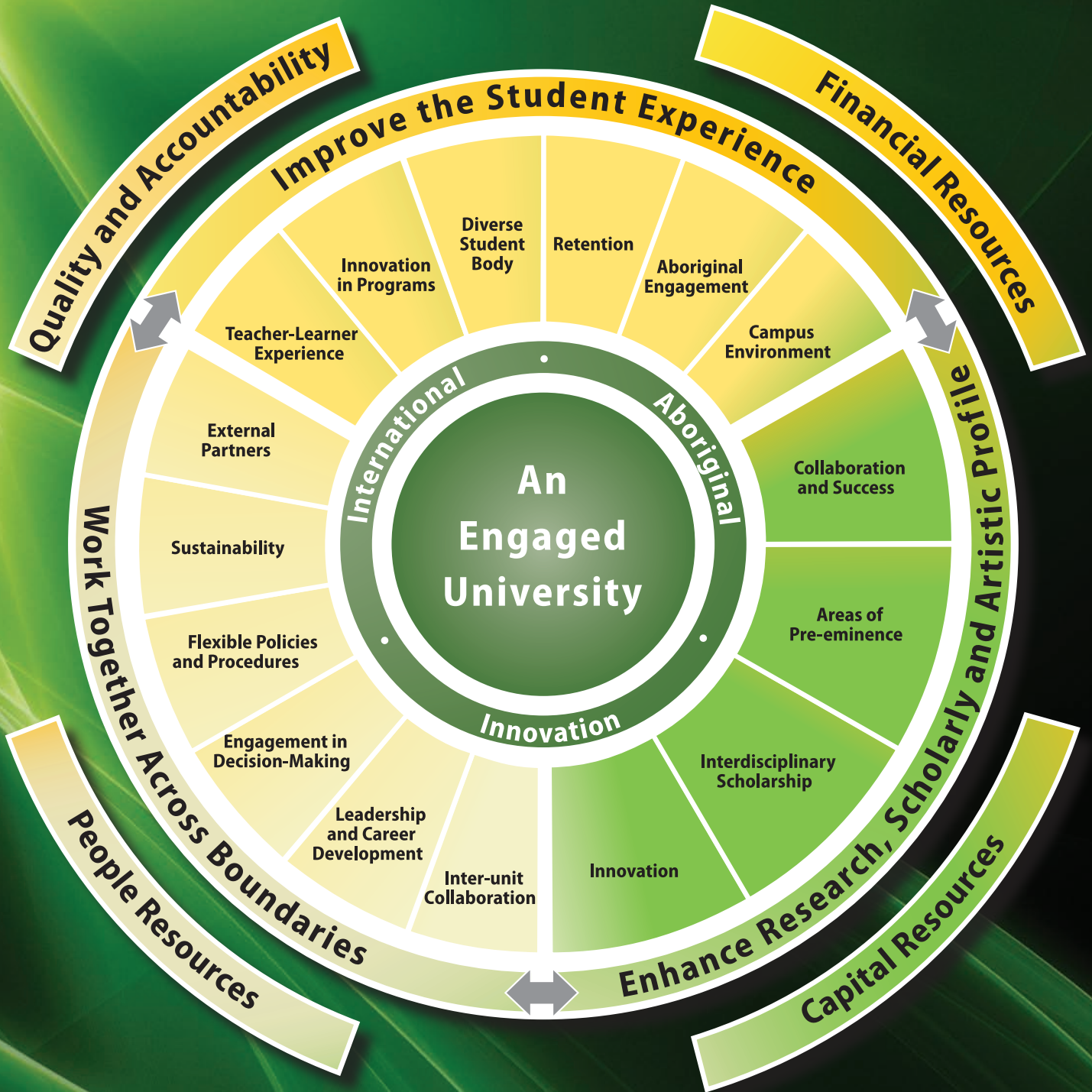
SUMMARY VERSION



### Overview

The *Second Integrated Plan* (approved May 2008) commits the University of Saskatchewan to concentrate resources and energy on three interconnected areas of priority over the next four years: improve the undergraduate and graduate student experience, both inside and outside the classroom; enhance the University's profile in research, scholarly and artistic work; and work together more effectively across unit and institutional boundaries. Building on the accomplishments of the First Integrated Plan and on the goals articulated in the *Strategic Directions*, the plan steers the University of Saskatchewan toward becoming a fully engaged university, one that distinguishes itself by the integration of teaching and research, university and community, students and faculty and staff, in focused and collaborative endeavours. Twenty commitments within the plan will generate university-level initiatives to accomplish these aims. Cutting across the three priorities are three institutional imperatives: to engage more fully with Aboriginal peoples; to internationalize the University and the student experience; and to foster innovation throughout the University's programs and services.

# The University of Saskatchewan's Second Integrated Plan



## Planning Context

*The Second Integrated Plan occurs within a complex and rapidly changing context. While the University remains committed to its Strategic Directions, the University must also consider changing circumstances within the external environment that influence its activities and choices.*

- Universities around the world must work even harder to attract the best, most talented students, faculty, and staff in a time where all three will be in short supply;
- Universities will be encouraged to develop innovative, interdisciplinary teaching and research programs that address societal issues and respond to the needs and interests of today's learners;
- Universities will be increasingly known for their profile and performance in research, scholarly and artistic work;
- A successful enrolment strategy for undergraduate students will be critical for creating a vibrant, supportive learning environment and maintaining the University's financial stability;
- Public expectations of universities will grow; and
- Universities will be expected to partner effectively with others.

## Institutional Imperatives

*In addition to the planning context, the Second Integrated Plan should be interpreted in the context of three institutional imperatives that are of specific importance to University of Saskatchewan and its success:*

- The University must embrace the fundamental importance of its relationships with First Nations, Métis, Inuit and Indigenous peoples;
- The University must tackle critical issues that face society by finding imaginative ways to link local issues to global ones; and
- Innovation is called for in much that we do.



## Supporting Strategies

*To be successful, the Second Integrated Plan will be supported by human, financial, physical and infrastructure resources and will be assessed against progress within a broader national context. Four supporting strategies underpin this plan: People Resources, Financial Resources, Infrastructure Resources, and Quality and Accountability. In the next four years, the University will:*

- enhance efforts to become an employer of choice in Saskatchewan and Canada by recruiting and retaining the best faculty and staff and supporting their career development;
- strengthen its financial position through sustainable budgeting and effective resource allocation, and enhanced transparency;
- develop its physical environment through existing and new capital projects and work closely with the Province to build a long-term deferred maintenance strategy; and
- put forward a comprehensive quality improvement and assurance framework and communicate progress at regular intervals.

***The University of Saskatchewan is charting a course for its future. We are determined to make the changes that are required to place the University of Saskatchewan among the most distinguished universities in Canada and in the world.***

*– The Strategic Directions*

## Priority Areas

*The priorities articulated in the Second Integrated Plan represent the shared choices about where the University's focus should lie over the next four years, although other valuable work not directly connected to these areas will still continue. In the second planning cycle, the University will make specific commitments in these three priority areas:*

### **1. Improve the undergraduate and graduate student experience, both inside and outside the classroom**

*This priority area addresses the University's academic mission, which includes equipping students for success, in part by increasing access to research and scholarship and linking learning with discovery. In the next four years, the University will:*

- improve the in-classroom experience for teachers and learners;
- be known for innovative, quality programs that connect learning and discovery in distinctive ways;
- diversify its student body while maintaining the existing undergraduate population and growing the graduate population;
- optimize the potential for success for every student;
- progress from accessibility programs for First Nations and Métis students toward graduate programs and enhancing community-based research; and
- improve the academic and non-academic services for students as well as the infrastructure that supports the student experience.

### **2. Enhance the University's research, scholarly and artistic profile**

*This priority area addresses the need for the University to build research intensity throughout the campus. A culture of research and scholarship across all disciplines is needed that separates the University of Saskatchewan from its peers. In the next four years, the University will:*

- build on existing supports for graduate students and faculty to ensure their continued success;
- identify existing areas of exceptional research achievement and celebrate these widely;
- pay particular attention to engaged and interdisciplinary scholarship, to the development of research centres and partnerships, and to ensuring that these are linked in beneficial ways to the whole life of the University; and
- be cognizant of its role as a cultural and economic driver in Saskatchewan and of the hopes and expectations attached to our institution by the people of Saskatchewan and beyond.

### **3. Work together more effectively across unit and institutional boundaries**

*This priority area stresses the University's commitment to develop a shared understanding of the goals and challenges and importance of collaboration between administrative and academic units. Other groups, such as alumni, also need to be more involved with the University's activities. In the next four years, the University will:*

- encourage academic and non-academic units to work together in more integrated, flexible and decentralized ways;
- place increased emphasis on leadership and career development among faculty, staff and students;
- enhance participatory decision-making, both in effectiveness and timeliness, thereby building collegiality and transparency of governance structures;
- call on academic units to continue developing flexible and collaborative approaches in programs, research, administration and in collegial matters, including appointments;
- address the great issues of our time, including sustainability, in the University's intellectual life and operational activities, and do so in collaborative ways; and
- engage with external partners to support mutually-beneficial goals.



## Components of the Integrated Plan

The *Second Integrated Plan* includes five components. Each component focuses on a specific area and together they form a comprehensive plan that will guide the University from 2008/09 to 2011/12. As the plan unfolds, quality and accountability will be monitored to ensure we are on track to fulfilling our stated commitments.



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|---------------------------------------|--|
| <i>The Second Integrated Plan</i>     | Identifies the priorities, strategies and commitments for the next four years  |
| University Implementation Plan        | Identifies leaders for each commitment area and principles that will guide the implementation process  |
| Multi-Year Operating Budget Framework | Provides a financial projection and guiding principles for the University's operating budget for the next four years   |
| College and Unit Planning Parameters  | Outlines expectations for colleges and units, including specific initiatives, and goals related to enrolment, research and scholarship, program innovation and resources |
| University Capital Plan               | Provides details on new and continuing infrastructure projects for the planning cycle  |



### For More Information

For an electronic or print copy of the *Second Integrated Plan*, related documents and more information about Integrated Planning and the 2008/09-2011/12 Multi-Year Operating Budget Framework, please visit [www.usask.ca/ip](http://www.usask.ca/ip)

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