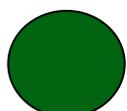


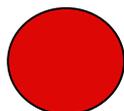
Provost's Final Report Card on Progress Towards Completion of Initiatives in the First Integrated Plan



Assigned to those initiatives which have already been completed during the First Planning Cycle.



Assigned to those initiatives that are 'on track' and 'on time' and roughly unfolding the way they were initially conceptualized in the First Integrated Plan.



Assigned to those initiatives which are no longer being pursued.



Assigned to those initiatives which are continuing into the Second Planning Cycle.

The "report card" signalled progress and prospects towards achievement of the initiatives outlined in the First *Integrated Plan* (2003 - 2007). This final report card is based on information available to the Provost's Committee on Integrated Planning (PCIP) as of March 31, 2009.

Overall 'Report Card'

Section of First Integrated Plan	As of Spring 2009			Total
A. Core Themes				
B. Strategic Initiatives	18	5	4	28
C. Supporting Success	11	3	0	14
D. Changing Practices	13	6	0	18
E. Enriching the Physical Environment	5	0	1	6
F. Measuring Our Progress	2	2	0	4
G. Changing Structures	1	1	0	1
Total	50	16	5	71

No.	Status 2006	Status 2007	Status 2009	Section B Initiatives: Strategic Initiatives	Position Title of Primary Contact Assigned Responsibility by PCIP for Overseeing Initiative	Primary Contact	Comments
Health							
<i>Interdisciplinary Research and Graduate Programming</i>							
1				Research Groups	Vice-President, Research	Steven Franklin	The First Integrated Plan called for the formation of at least ten major research groups with faculty appointments made within these groups as a point of reference. By February 2006, a mechanism to support the research groups had been established by VP Research Office. Currently over 10 research groups exist in the health sciences and an additional 5 exist in Engineering.
2				Graduate Program in Public Health	Acting Director, School of Public Health	Bruce Reeder	The Master's of Public Health program was approved by University Council in March 2006. For more information on the program, visit http://www.usask.ca/sph/graduate_programs/mph .
3				School of Public Health*	Acting Director, School of Public Health	Bruce Reeder	A proposal for a School of Public Health was approved by University Council in May 2007. For more information on the activities of the school, visit: http://www.usask.ca/sph . * The School of Public Health is not specifically described as a discrete initiative in the First Integrated Plan.
4				Graduate Program in Vaccinology and Immunotherapeutics	Dean, Graduate Studies and Research	Tom Wishart/ Lawrence Martz	A proposal for a graduate program in Vaccinology and Immunotherapeutics was approved by University Council in May 2007. For information on the program, visit: http://www.usask.ca/sph/graduate_programs/vaccinology_and_immunotherapeutics .
5				Inter-Professional Health Sciences Council (IPHSC)	Chair, Health Sciences Deans Committee	William Albritton	The IPHSC has become the Council of Health Science Deans. For their white paper on governance, visit www.usask.ca/vpacademic/news/news_items/White-Paper-on-
6				Student Wellness Initiative Towards Community Health (SWITCH)*	Director, Institutional Planning	Pauline Melis	In the past three years, SWITCH has maintained an operating, interdisciplinary student-run health clinic in conjunction with health professionals and community partners to serve clients in Saskatoon's core neighbourhoods. For more information, visit: http://www.usask.ca/switch .

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7				School of Biomedical Sciences	Associate Dean (Basic Sciences), Medicine	Bernhard Juurlink/ Nick Ovsenek	This initiative has been re-conceptualized as a Division of Biomedical Sciences within the College of Medicine. The Division has been established and spans the basic biomedical sciences. For more information, visit: www.medicine.usask.ca/biomedical .
8				Common Health Sciences Curriculum	Chair, Health Sciences Deans' Committee	William Albritton Carol Rodgers	This initiative is in the process of reconceptualization as two new initiatives: 1) Bachelor of Arts and Science in Health Studies and 2) the Biomedical Sciences Common Foundational Core Curriculum.
8a				B.A.Sc in Health Studies	Deans of Arts and Science and Medicine	Harley Dickinson Bernhard Juurlink Tom Steele	Building upon the University's interdisciplinary accomplishments and developing a niche for students well versed in the science and social science of health, a Bachelor of Arts and Science in Health Studies is under development. This program will supersede the B.A. in Health Studies and B.Sc. in Health Studies originally proposed in the First Integrated Plan. A proposal has been distributed to stakeholders for feedback. A notice of intent was presented to the Planning Committee of Council in Spring 2007.
8b				Biomedical Sciences Common Foundational Core Curriculum	Acting Associate Dean (Basic Sciences), Medicine	Bernhard Juurlink	A platform identifying a common two-year program or foundation is being developed for the biomedical sciences programs. For more information, visit http://www.medicine.usask.ca/biomedical/common_core_courses .
9				B.A. in Health Studies	Head, Sociology	Harley Dickinson	This program is currently being reconceptualized as a Bachelor of Arts and Science in Health Studies. The new program is under active development for Council consideration following college-level approval. A notice of intent was received by the Planning Committee of Council in Spring 2007. See item 8a above.

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10				B.Sc. in Health Sciences	Acting Associate Dean (Basic Sciences), Medicine	Bernhard Juurlink	This program is currently being reconceptualized as a Bachelor of Arts and Science in Health Studies. The new program is under active development for Council consideration following college-level approval. A notice of intent was received by the Planning Committee in Spring 2007. See item 8a above.
Science, Technology and Society							
11				Science Education	Dean, Education	Cecilia Reynolds	The First Integrated Plan calls for the University community to take greater advantage of the possibilities available in distinct and new combinations of programs with a science emphasis. Following approval of the First Integrated Plan, a partnership was formed with the Saskatoon Public School Division to pilot a new approach to delivering the teacher education program, with a focus on science teachers. The approach includes more field-based activities for teacher candidates and a cohort approach which allows for greater peer mentorship. ITEP is also piloting courses in community settings that can be used as pre-requisites for entry into ITEP for teacher preparation with Science, particularly Biology, as one of the designated teaching areas. Both pilots are being studied for applications and inclusion in the College of Education plan for the Second Planning Cycle.

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12				Computer Engineering	Head, Electrical Engineering	David Dodds	A new computer engineering program was approved by Council in January, 2006 and the first cohort entered the program in September 2006.
13				Digital Research Centre	Associate Dean (Humanities and Fine Arts), Arts and Science	Peter Stoicheff	The Digital Research Centre was officially opened in March 2007. For more information, visit http://drc.usask.ca .
14				Biotechnology	Director, Biotechnology; Designated Dean, College of Agriculture and Bioresources	Peter Phillips/Graham Scoles	The First Integrated Plan called for new directions for the University's existing undergraduate and graduate programs in biotechnology. Following a number of discussions with faculty and staff engaged in biotechnology programs on campus, the Virtual College of Biotechnology was discontinued. A new undergraduate program is under development within the College of Arts and Science. Graduate programming and some of the resources allocated under the Priority Determination Process are anticipated to be transferred to the newly formed School of Public Policy. The remaining resources are to be made available to biotechnology initiatives as part of the Academic Priorities Fund.
Environment							
15				Environment	Associate Dean (Social Sciences), Arts and Science/Associate Dean (Research), Agriculture/Acting Executive Director	Lawrence Martz Bob Tyler Maureen Reed	A proposal for a School of Environmental Studies and Sustainability was approved by University Council in May 2007. For more information on the school and its programs, visit: http://www.usask.ca/sens .
Business and Entrepreneurship							

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16				BComm Combinations	Assistant Dean, Business	Alison Renny	The First Integrated Plan signalled the need to expand business and entrepreneurship offerings to students in a wide variety of fields of study. The Edwards School of Business offers a number of second degree programs with other colleges, as well as offering service programming to support other colleges. While conversations with other colleges are ongoing, additional degree combinations are not currently under development.

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17				Entrepreneurship Programs	Dean, Business Dean, Engineering	Grant Isaac Janusz Kozinski	Entrepreneurship or business minors are available to students in Agriculture and Bioresources, Engineering, Arts and Science and Kinesiology.
18				Graduate Education in Business	Dean, Business	Grant Isaac	While the University of Saskatchewan is a national leader in innovation in accounting education and has built an impressive track record through the Master's of Professional Accounting (MPAcc) program, the limited number of qualified faculty available in Canada has meant that a PhD program in Accounting cannot be developed.
19				Commercialization	Director, Industry Liaison Office	Glen Schuler	The First Integrated Plan called for the ILO to increase its professional staff and its capacity to understand the research potential of the University and add value to it via commercialization. Since the Plan's approval, through funding support from the Indirect Costs of Research, the ILO has increased its staff from 3 to 12 and established 3 satellite offices to better serve three colleges and will be establishing two more offices in fall 2007. The ILO has been able to connect the needs of a number of companies with U of S researchers and technologies. Income generated by the ILO fluctuates significantly from year to year; expenditures have also increased as the cost of services such as the Forge Ahead Fund for prototyping and proof of principle increases. In 2008/09, a new director was appointed and two years of additional funding was provided to the ILO.

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Extending Community							
<i>Aboriginal Academic Programs</i>							
20				Aboriginal Secondary Teacher Education Program	Dean, Education	Cecilia Reynolds	The First Integrated Plan called for an extension of the teacher education programs to the secondary level to meet provincial and national demand for Aboriginal high school teachers. This was a priority initiative within the College of Education plan. The Dean has established a task force and is exploring funding models for the full range of teacher education programs including the secondary program. A program proposal, including the identification of funding sources, is anticipated by the middle of the Second Planning Cycle. The College of Education's second plan featured Aboriginal Teacher Education programs in a substantial way.
21				Department of Native Studies Curriculum	Head, Native Studies	Roger Maaka	Curricular changes were completed through Council's Course Challenge process. Two faculty positions were approved by PCIP and funded by the Academic Priorities Fund. A Centre for Aboriginal and Indigenous Graduate Studies and Research was approved by University Council in the 2006/07 academic year. For more information, visit: http://www.usask.ca/nativestudies/ .
22				The Aboriginal Education Research Centre (AERC)	Dean, Education	Cecilia Reynolds	A proposal for AERC was approved by the Planning Committee and Council following the process for approval of new research centres. The Aboriginal Education Research Centre became operational as of September, 2005. Leadership for the Centre is provided by Professor Marie Battiste, an internationally renowned scholar in the College of Education. For more information, visit http://aerc.usask.ca/resources-fn.html .

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23				Agricultural Outreach	Chair in Entrepreneurship, Agriculture	Marilyn Poitras	The Indigenous Land Management Certificate Program was approved by University Council in May 2006 with funding support from Indian and Northern Affairs Canada. It serves as an example of the kind of outreach activities which the College of Agriculture and Bioresources has employed to assist Aboriginal communities, companies, and organizations in the development of agricultural practices and opportunities.
24				Outreach and Engagement	President	Peter MacKinnon	The Foundational Document was approved by University Council in January, 2006. The University Learning Centre and the Centre for Continuing and Distance Education have been established (January 2006; July 2006). The Extension Division was discontinued effective June 30, 2007. University Senate approved a proposal and terms of reference for the President's Round Table on Outreach and Engagement at its April 2007 meeting. Faculty and students in several colleges are working on the Station 20 West. Faculty and students in the College of Law have opened CLASSIC a legal aid clinic in Saskatoon's inner city.
International Studies							
25				International Studies Program/School of International Studies	Dean, Arts and Science	Jo-Anne Dillon	The First Integrated Plan envisioned consideration of a School of International Studies along with a revamped International Studies Program during the First Planning Cycle. The College of Arts and Science sponsored several discussions associated with the development of a School, however these discussions have not yet resulted in a proposal for University-wide consideration.
26				Masters of International Trade	Department, Political Studies	Hans Michelmann	The program was approved by University Council in June 2005 as a distributed delivery program with courses developed and funding through provincial Technology-Enhanced-Learning (TEL) funding. The first cohort of 15 students was admitted for September, 2007. For more information, visit http://www.mit.usask.ca .
Public Policy							

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27				Public Policy	Department, Political Studies	Peter Phillips	University Council approved a proposal for a School of Public Policy in May 2007 and announced, along with the University of Regina, an MOU in June 2007. For more information on the Johnson-Shoyama Graduate School of Public Policy, visit http://www.usask.ca/gssp .

No.	Status 2006	Status 2007	Status 2009	Section C Initiatives	Position Title of Primary Contact	Primary Contact	Comments
Investing in Students							
28				Graduate Student Support	Dean, Graduate Studies and Research	Tom Wishart/ Lawrence Martz	Establishing the University of Saskatchewan as a major presence in graduate education in Canada is one of four objectives in the Strategic Directions. Funding of \$1 million was provided in 2003/04 from the Saskatchewan Universities Funding Mechanism for graduate scholarships. An additional \$500,000 was allocated from the Academic Priorities Fund in each of 2005/06 and 2006/07.
29				Undergraduate Student Support	Associate Vice-President, Student and Enrolment Services	Dave Hannah	The First Integrated Plan acknowledged that the level of undergraduate student support available at the University of Saskatchewan is lower than it should be in light of competition for students across the country and the growth in tuition fees at the University of Saskatchewan and elsewhere. The Provost's Committee allocated \$500,000 from the Academic Priorities Fund in each of 2004/05 and 2005/06 aimed at academically talented students. In addition, in conjunction with the Capital Campaign, University Advancement and the Colleges raised a significant amount of new funds for undergraduate student support. In 2002/03 the Colleges distributed \$1.5 M in award funds to undergraduate students and by 2005/06 this had increased to \$2.5 M. Overall, the total number of awards paid to undergraduate students almost doubled, and the value of awards increased by \$2 M over this three year period. While funding has increased, competition continues to be strong for high-performing students.

No.	Status 2006	Status 2007	Status 2009	Section C Initiatives	Position Title of Primary Contact	Primary Contact	Comments
30				Recruitment	Associate Vice-President, Student and Enrolment Services	Dave Hannah	The Enrolment Plan foundational document (http://www.usask.ca/ip/inst_planning/docs/new_EP_lanFINAL.pdf) committed the University to increase the size of its student body, attract more students from out of province, and increase the number of international students attending the University. Over the last three years , a solid undergraduate recruitment program has developed, including new guaranteed entrance scholarships for gifted students, an electronic information and communication systems/strategies for prospective students, an on-line application process, streamlined admission policies and procedures, and improved transfer credit processes. For updated statistics on university enrolment, visit http://www.usask.ca/ia/statistics/stats_summary.php . Recruitment is a key aspect of the enrolment action plan, a new project being co-led by the associate vice-president, student and enrolment services and the vice-provost, teaching and learning.

No.	Status 2006	Status 2007	Status 2009	Section C Initiatives	Position Title of Primary Contact	Primary Contact	Comments
31				Retention	Associate Vice-President, Student and Enrolment Services	Dave Hannah	<p>The First Integrated Plan identified student retention as a serious problem which needed to be addressed during this planning cycle. The First Integrated Plan envisaged the creation of an Academic Skills Centre in the Main Library to consolidate support programs currently available. Discussions surrounding the University Learning Centre incorporated these ideas into that initiative. Student and Enrolment Services Division (SESD) oversaw the completion of a comprehensive retention study. Preliminary results were made available in Spring 2006 and complete results were provided to the general University community through a number of information sessions during the Fall of 2006 and Spring of 2007. SESD is actively working with the direct entry colleges to identify mechanisms and initiatives which will assist the University to meet its recruitment and retention goals. This is a key aspect of the enrolment action plan for the second planning cycle being co-led by the associate vice-president, student and enrolment services and the vice-provost, teaching and learning.</p>

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	-----	-----		Mathematics and Science Transition Program for Aboriginal Students	Special Advisor on Aboriginal Initiatives	George Lafond/ Joan Greyeyes	This initiative was incorporated into the Aboriginal Achievement Program (see below).
32				Aboriginal Achievement Program	Special Advisor on Aboriginal Initiatives	George Lafond/ Joan Greyeyes	A proposal was approved in principle with funding of \$140,000 per year over five years from the Academic Priorities Fund matched by funding from the provincial government. The Provost's Committee has requested additional information on benchmarks, performance measures and program review.
33				Expanding Work-Based Learning	Associate Vice-President, Student and Enrolment Services	Dave Hannah	The First Integrated Plan called for an increasing variety of work-based learning experiences available to the University's students. Except for community service learning initiatives, progress is uneven and limited to selected colleges/programs. A community service-learning (CSL) project was piloted in 2006 and with PCIP support has been expanded in 2006/07 to include the development of a community service-learning course in the College of Arts and Science, one-day community service-learning events and an expanded offering of "Alternative Reading Week" in 2007. Experiential learning is a key component of the Innovations in Programs commitment of the Second Integrated Plan.
34				Global Commons	Associate Vice-President, Student and Enrolment Services	Dave Hannah	The Provost's Committee approved \$70,000 in funding from the Academic Priorities Fund to establish the Global Commons to assist in consolidating and enhancing existing services to students. A number of objectives established for the Global Commons have been implemented including improved recognition for International students studying at the U of S Language Centre, provision of space within the Global Commons for international student groups, implementation of international travel policies for students, and an online travel registry. In collaboration with colleges plans are being developed and implemented to expand study abroad and exchange opportunities. For more information, visit: http://www.usask.ca/sesd/enrolment

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35				Improved ICT Services for Students	Associate Vice-President, Information and Communications Technology	Rick Bunt	The First Integrated Plan envisioned on-line, on demand, service delivery as a key component of student support. On-line registration, fee payment and other student services have been introduced through SiRIUS. On-line service delivery through the implementation and evaluation of the PAWS portal has been consolidated. Wireless access capabilities have been expanded. The Learning Commons (located in the Library) as a joint Library/ITS project has been expanded. The Provost's Committee provided one-time funding of \$150,000 to PAWS for 2005/06 with permanent funding commencing in 2006/07.
Investing in Research and Teaching Support							
36				Increasing Research Intensiveness/Leveraging Ideas	Vice-President, Research	Steven Franklin	Funding provided by the federal Indirect Costs of Research program has been utilized to leverage organizational capability to support researchers in responding to grant opportunities, new competitions, and calls-for-proposals, and in developing key partnerships, mentoring, and support proposals. A review of research policies is nearing completion. Research communications has received additional support and is distributing a regular newsletter celebrating accomplishments to the campus community. The relationship between the Office of the Vice-President Research and the College of Graduate Studies and Research has been strengthened through closer organizational connections. The 'research landscape' document was completed in Spring 2007 and distributed to the University community (http://www.usask.ca/university_secretary/council/committees/research/report_files/research_extending_horizons.php). Other activities to enhance research and to support it are ongoing both at the University-level and within the colleges.

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37				University Learning Centre	Provost and Vice-President Academic	Michael Atkinson/ Ernie Barber	The University Learning Centre was officially opened in January 2007. For more information, visit: http://www.usask.ca/ulc .
38				Teaching and Learning Foundational Document	Provost and Vice-President Academic	Michael Atkinson/ Ernie Barber	This foundational document was approved in December 2008. For a pdf version, visit http://www.usask.ca/vpacademic/integrated-planning/key_planning_docs/all_documents.php#teach_and_learn .
39				University of Saskatchewan Chairs	Vice-President, Research	Steven Franklin	The University of Saskatchewan Chairs Program was approved in 2006 with funding from the <i>Thinking the World of Our Future</i> Campaign. For information on the three Centennial Chairs associated with the three new Schools, visit: http://www.jsgspp.ca or http://www.usask.ca/sens or http://www.usask.ca/sph . The terms of reference for Distinguished Chairs was approved by Council in spring 2009.
40				Enhancing Research Structures	Vice-President, Research	Steven Franklin	The Vice-President Research has formed an Associate Deans Research group which meets regularly to discuss issues of mutual interest. The Vice-President Research has taken an active role in strengthening University-wide research centres that now report directly to that office including sponsoring a Task Force to develop guidelines for the assessment and effective management of centres. The report from this taskforce is available at http://www.usask.ca/vpresearch/docs/Final%20Report%20of%20Task%20Force.pdf

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41				Libraries	Director, Budget Strategy and Planning	Jim Spinney	The First Integrated Plan called for the provision of annual 5% increases to the Library's acquisitions budget to acknowledge and support the Library's critical role as a resource for faculty and students. These annual increases were provided in each year of the first planning cycle. In the transition year (2007/08), rather than allocating a 5% increase to the acquisitions budget, an equivalent amount was allocated to support the capital costs of the University Learning Centre/Library Transformation capital project and will continue until the project has been fully funded. A 5% annual increase to the Library acquisitions budget was included in the Multi-Year Operating Budget Framework for the Second Planning Cycle.

No.	Status 2006	Status 2007	Status 2009	Section D Initiatives	Position Title of Primary Contact	Primary Contact	Comments
42				Graduate Funding Allocations	Dean, Graduate Studies and Research	Tom Wishart/ Lawrence Martz	The First Integrated Plan called for changes to the Devolved Scholarship program based on a consultative process initiated by the dean of the College of Graduate Studies and Research. The dean introduced a new scholarship program focused on recruiting high calibre Canadian doctoral students. The program has been very successful and has attracted additional Tri-Council scholarship funding to the University.
<i>Tuition and Fees</i>							
43				a) Method of Assessment of Graduate Tuition	Dean, Graduate Studies and Research	Tom Wishart/ Lawrence Martz	The College of Graduate Studies and Research obtained approval from the Board of Governors for a new standard term tuition model. This model was implemented for new graduate students registering in Spring 2005.
44				b) National Norm Tuition Policy	Director, Budget Strategy and Planning	Jim Spinney/ Ginger Appel	The First Integrated Plan called for the extension of the national norms tuition policy (which has been applied to undergraduate programs since 2001/02) to graduate programs and a review of the existing policy in advance of the next planning cycle. However, as a result of the Province's tuition management program that commenced in 2005/06, the national norm policy was put on hold. With an anticipated change in government policy, a taskforce under the Provost was established in June 2008 and principles developed for implementation when the tuition management policy ends. The College of Graduate Studies and Research has developed tuition policies for each of the new professional master's programs and will continue to review the tuition and international differential fee policies for traditional graduate programs.

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International Services							
45				a) Internationalizing the Student Experience	Associate Vice-President, Student and Enrolment Services	Dave Hannah	The First Integrated Plan called for a major reorganization of the University's international services. The Global Commons envisioned in the Plan has been established. It is expected that additional initiatives will arise from the recently released implementation plan for the Globalism and the University of Saskatchewan: The Foundational Document for International Activities. For more information on the implementation plan, please contact the Special Advisor on International Activities (tom.wishart@usask.ca).
46				b) Promoting International Contract Research and Training	Vice-President, Research	Steven Franklin	The First Integrated Plan called for a major reorganization of the University's international services. An International Research Unit has been established. It is actively developing strategies and procedures to promote international research activities and to strengthen relationships between international and national U of S research activities. A thorough review and analysis of these activities was conducted in Spring 2007 including recommendations for future activities. Some of these were incorporated into the implementation plan for the foundational document. For more information on the implementation plan, please contact the Special Advisor on International Activities (tom.wishart@usask.ca).
47				c) Protocol and International Visits	University Secretary	Lea Pennock	The First Integrated Plan called for a major reorganization of the University's international services. The Office of Global Relations has been established within the University Secretariat to manage delegations and visitors from other countries and other universities.

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48				Enrolment Incentives and Revenue Enhancements	Director, Budget Strategy and Planning	Jim Spinney/ Ginger Appel	The First Integrated Plan called for significant changes to the allocation of funds to colleges based on enrolment expectations such as undergraduate credit units taught in a given academic year. A commitment to sustainable budgeting and more effective resource allocation was included in the Second Integrated Plan. Consideration of differential tuition for selected colleges has been affected by the Province's tuition management program that commenced in 2005/06.
49				Faculty Position Management	Vice-Provost	Jim Germida	In 2004, the Provost's Office put into place a new process for the approval and management of faculty positions. Colleges submit comprehensive faculty complement plans to the Vice-Provost and discuss these at meetings convened annually for this purpose. This process provides more flexibility to colleges to allocate resources internally towards strategic priorities but requires some adaptation from past practices.
50				Assignment of Duties and Recognition of Graduate Teaching	Provost and Vice-President Academic	Michael Atkinson/ Ernie Barber/ Brett Fairbairn	The First Integrated Plan called for decisive action to formally recognize graduate teaching and to demonstrate a commitment to equity in workload among academic staff. The Provost's Office has requested and received initial documentation on college-wide assignment of duties for faculty. Discussions have not yet taken place on these submissions.

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51				Addressing Low Enrolments	Provost and Vice-President Academic	Michael Atkinson/ Ernie Barber/ Brett Fairbairn	The First Integrated Plan charged the Provost's Office and Council committees to review programs which graduate a small number of students each year. The Planning Committee established a subcommittee which, following extensive data collection and discussion with Deans and other committees, presented a report on viable enrolments to Council. This report which set out principles for viable enrolments in courses and programs was endorsed by Council in January 2007. In the second planning cycle, the provost has requested that the vice-provost teaching and learning and the associate vice-president, student and enrolment services division co-lead an enrolment action plan.
52				Managing Classroom Resources and Timetables	Associate Vice-President, Student and Enrolment Services	Dave Hannah	The First Integrated Plan called for more flexible approaches to the scheduling of courses and to the delivery of instructional programs. It also called for the development of a proactive, responsive, and efficient means of allocating classroom resources. An analysis of classroom utilization has been completed by Facilities Management Division. Work to develop a proactive, responsive, efficient means of developing the academic timetable and allocating classroom resources and better use of non-peak times was featured as a prominent initiative in SESD's second plan.
53				Human Resource Management	Associate Vice-President, Human Resources	Barb Daigle	The First Integrated Plan identified four areas for development: recognition of employee diversity; a review of compensation packages; measures to support and enhance recruitment and retention across employee groups; and a review of benefit programs. Substantial progress has been made on all of four areas since 2004.

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54				Increasing Cost Recoveries	Vice-President (Finance and Resources)	Richard Florizone	The First Integrated Plan called for an audit and re-examination of support and services provided to tenants, non-academic, and affiliated units. The Associate Vice-Presidents identified a number of broad areas within which cost recoveries might be enhanced. These included, for example, review of long-term ground leases; GST savings; benefit savings; improved operating funding processes. Cost savings have already been realized in GST savings and recovery of CPP premiums. Financial outcomes and implications of other areas are still forthcoming.
55				Increasing Research Contract Recoveries and Revenues	Vice-President, Research	Steven Franklin	Policies and procedures on contracts and overheads related to research activities have been approved and implemented. Activities are ongoing regarding recovery and investment supporting research activities on campus but initial findings show an increase in centrally recovered overhead.
56				Managing Student Registration and Fees	Associate Vice-President, Student and Enrolment Services	Dave Hannah	The First Integrated Plan identified a number of areas for consideration including managing student registration and fees; tuition and fees policies and procedures including web payment of tuition and a review of deadline dates; and assessment procedures for graduate registrations. Substantial progress has been made in many of these areas. For example, between May 1, 2004 and April 30, 2007 over \$64 million in tuition was collected via web payment.

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57				Standardizing Systems			
				a) Standardizing IT Systems	Associate Vice-President, Information and Communications Technology	Rick Bunt	The First Integrated Plan called for the standardization of systems and centralization of expenditures to avoid duplication and inefficiencies. While much has been done at the University-level (e.g. significant efficiencies and improved services through the implementation of PAWS and improved standardization has occurred through vendor partnerships and software site licenses), much remains to be done at the college and unit level. Financial outcomes and implications are still uncertain.
				b) Standardizing Financial Services Systems	Associate Vice-President, Financial Services Division	Laura Kennedy	The First Integrated Plan called for the standardization of systems and centralization of expenditures to avoid duplication and inefficiencies. The UniFi system has been implemented with improvements and added functionalities planned on an on-going basis. This new financial system has resulted in a number of efficiencies, however, it is too early to tell the full impact of the new system. Financial outcomes and implications are still forthcoming.
58				Maintaining the Campus Buildings and Grounds	Associate Vice-President, Facilities Management	Colin Tennent	The First Integrated Plan indicated that, while protecting our long-term investment and minimizing life-cycle costs, the University would look for additional savings through sustainable development, changes to design practices and customization of operations, changes to landscaping and maintenance standards, and other changes in the operations of Facilities Management Division (FMD). A number of initiatives and efficiencies have been implemented to achieve the \$1.2 million budget reduction to FMD over this planning cycle.

No.	Status 2006	Status 2007	Status 2009	Section D Initiatives	Position Title of Primary Contact	Primary Contact	Comments
59				Alternative Service Delivery	Vice-President (Finance and Resources)	Richard Florizone	The First Integrated Plan indicated that the University should examine its internal service rates and its commitments to external professional agencies. PCIP approved a change in the manner in which stationery supplies are provided to the campus. An on-line system for ordering supplies through Grand and Toy was implemented May 1, 2007 with estimated cost savings for the campus community. A new project services fee model and infrastructure development charge were approved by the Board in December 2008 with implementation in early January 2009. The new model restructures existing fees for FMD and FSD in order to maximize the impact for capital project cost while ensuring a reasonable portion of planning and administrative costs associated with capital projects are appropriately allocated to projects. The infrastructure development charge recognizes the need for projects to contribute funding for expansion of the university's utility infrastructure.
60				Evaluation and Optimal Use of University Assets	Vice-President (Finance and Resources)	Richard Florizone	The First Integrated Plan called for completion of a full evaluation of physical assets and financial accounts. The Financial Services Division has completed its review of 'other appropriations' accounts while a review of 'special project' funds is on-going.

No.	Status 2006	Status 2007	Status 2009	Section E Initiatives	Position Title of Primary Contact	Primary Contact	Comments
61				Governance Model for Major Projects	Director, Integrated Facilities Planning	Bryan Bilokreli	A Major Project Planning Process for capital building and major information systems projects was approved by the Board of Governors in Spring 2005. For more information, visit http://www.usask.ca/vpacademic/integrated-planning/planning_office/major_projects/planning_process.php
Major Building Projects							
62				Building Projects to be completed by end of Planning Cycle	Executive Sponsors for each initiative vary.	Colin Tennent	The First Integrated Plan identified a number of major building projects and major information system projects which would be completed, come on stream, or begin development during this planning cycle. For more information, visit http://www.usask.ca/vpacademic/integrated-planning/planning_office/major_projects/progress_report.php
63				Building Projects expected to begin construction during the planning cycle	Executive Sponsors for each initiative vary.	Colin Tennent	The First Integrated Plan identified a number of major building projects and major information system projects which would be completed, come on stream, or begin development during this planning cycle. For more information, visit http://www.usask.ca/vpacademic/integrated-planning/planning_office/major_projects/progress_report.php
64				Major Projects Identified in the First Integrated Plan for priority development during the first planning cycle	Associate Vice-President, Facilities Management / Director, Integrated Facilities Planning	Colin Tennent/ Bryan Bilokreli	The First Integrated Plan identified a number of major building projects and major information system projects which would be completed, come on stream, or begin development during this planning cycle. For more information, visit http://www.usask.ca/vpacademic/integrated-planning/planning_office/major_projects/progress_report.php

No.	Status 2006	Status 2007	Status 2009	Section E Initiatives	Position Title of Primary Contact	Primary Contact	Comments
65				Deferred Maintenance	Associate Vice-President, Facilities Management	Colin Tennent	The Facilities Management Division completed a major audit and assessment of deferred maintenance on campus in 2005/06. This initiative requires significant resources outside traditional funding sources. Requests for additional funding have been made to the provincial government but funding has not been secured to date. Funding available for deferred maintenance is decreasing while liability is increasing.
66				University Infrastructure Needs Plan	Associate Vice-President, Facilities Management	Colin Tennent	The First Integrated Plan called for the development of an Infrastructure Master Plan to support the University's physical plant. Work is progressing on this initiative and should be distributed for consultation in fall 2009.

No.	Status 2006	Status 2007	Status 2009	Section F Initiatives	Position Title of Primary Contact	Primary Contact	Comments
67				Responsibility Assignments for Implementation of the First Integrated Plan	Assistant Provost, Integrated Planning and Analysis	Barrie Dubray	The Integrated Planning Office developed an 'action map' assigning primary contacts for all of the initiatives contained in the First Integrated Plan in Fall 2004. This report card provides an updated indication of primary contacts responsible for each initiative contained in the First Integrated Plan.
68				Performance Measures and Benchmarking	Assistant Provost, First Integrated Planning and Analysis/Director, Institutional Analysis	Barrie Dubray/ Rob Schultz	The First Integrated Plan identified the need for development of institution level performance indicators and benchmarks and called for the establishment of a Task Force to identify institutionally appropriate performance measures, to identify a set of peer universities for comparisons, and to report to the campus and Board on Governors on progress by June 2006. This initiative has become the Quality and Accountability commitment of the Second Integrated Plan
69				Integration of Assessment	Director, Institutional Planning	Pauline Melis	The First Integrated Plan called for a study of the feasibility of coordination of assessment activities on campus drawing from the experience of Systematic Program Review (SPR). The Framework for Assessment was approved by University Council in December 2008. For a copy of this document, visit www.usask.ca/ip .

No.	Status 2006	Status 2007	Status 2009	Section F Initiatives	Position Title of Primary Contact	Primary Contact	Comments
70				Evaluation of First Integrated Planning Itself	Director, Institutional Planning	Pauline Melis	The First Integrated Plan called for an evaluation of the Integrated Planning process. Information has been collected from a variety of participants over the First Planning Cycle and a full evaluation took place in 2008/09. The adoption of the Report Card for reporting out on progress towards First Integrated Plan initiatives is one way in which the Plan is being monitored and in which Integrated Planning can be assessed.

No.	Status 2006	Status 2007	Status 2009	Section G Initiatives	Position Title of Primary Contact	Primary Contact	Comments
71				Task Force on Changing Structures	Provost and Vice-President Academic/ Chair, Planning and Priorities Committee of Council	Michael Atkinson/ Ernie Barber and John Rigby	The First Integrated Plan challenged the University community to engage in a thorough consideration of its existing structural arrangements with the expectation that changes could be introduced as the Second Planning Cycle began. The Task Force on Changing Structures, a joint committee of Council and the Provost's Office, developed substantial documentation on the concept of 'Schools', including their potential to support interdisciplinary programs through platforms. The Task Force commissioned the Centres report and was instrumental in the development of an Undergraduate Forum. Given completion of a substantial body of work, through mutual agreement, the Task Force was disbanded in June 2007.