

UNIVERSITY COUNCIL
PLANNING AND PRIORITIES COMMITTEE
REQUEST FOR INPUT

PRESENTED BY: Dirk de Boer, chair, planning and priorities committee of Council
Tony Vannelli, provost and vice-president academic

DATE OF MEETING: January 18, 2018

SUBJECT: University Plan

COUNCIL ACTION: For input only

DISCUSSION SUMMARY:

The planning and priorities committee last reported to Council on the University Plan on June 17, 2017. The plan was at that time referred to as the University Integrated Plan and Council was presented with a draft of the plan at the June meeting with a request for comments and input. Over the summer months, a new visual representation and concept of the plan was developed under the direction of Debra Pozega-Osburn, vice-president university relations, and the president's executive committee, which now included Tony Vannelli as the university's new provost and vice-president academic. Throughout the fall and winter months, Council was informed monthly about the development of the plan through the Provost's Report and comments from President Stoicheff and Provost Vannelli.

The president's executive committee and the Institutional Planning and Assessment Office (IPA) continued to be advised about the plan by an *ad hoc* planning advisory group, whose membership includes the chair and vice-chair of Council and the chairs of the planning and priorities committee, academic programs committee, and research, scholarly and artistic work committee.

The new visual approach employs an infographic to represent the strategic framework of the plan. The infographic has come to be commonly referred to as the "*weave*" due to the interlacing ribbons of text. The *weave* is a depiction of the fundamental values and commitments of the university – sustainability, diversity, connectivity, and creativity – as stated in university's new [Vision, Mission, and Values](#) document. The *weave* is supported by a narrative which articulates the specific commitments of the plan as *Courageous Curiosity*, *Boundless Collaboration*, and *Inspired Communities*.

The planning and priorities committee discussed the *weave* extensively over the fall months, providing feedback and reviewing iterations of the infographic. On December 13 and January 3, the committee discussed the draft narrative for the *weave*, culminating in a motion that the *weave* and narrative of the University Plan be provided to Council as a request for input at the January 18 Council meeting. The version of the *weave* and narrative attached is the same version that was discussed by the planning and priorities committee on January 3.

There were several suggestions made at the January 3 meeting for further revisions to the narrative, notably to remove the reference in the last line of the document to “top-150” in the line “*And we will take our place among the world’s top-150 institutions of higher learning*” and that the document further describe the “sense of place” of the university, with several examples provided of how this might be achieved. Apart from these points, the committee was satisfied with the revisions to the narrative in response to earlier feedback, and supported both the process of the development of the plan and the substance of the plan itself. Those Council committees consulted earlier about the *weave* will have the opportunity to provide feedback on the narrative to Provost Vannelli and/or Associate provost John Rigby over the coming weeks.

On January 17, the planning and priorities committee will see and discuss the milestones for the plan, presently noted as TBD in the draft plan. The purpose of the milestones is to serve as markers along the path of the plan. Metrics are being developed within the IPA office that will support the milestones and articulate those achievements by which the success of the plan will be measured.

The university plan has been developed with broad consultation, including with Indigenous elders and knowledge-keepers. The academic programs; research, scholarly and artistic work; international activities; and teaching, learning and academic resources committees of Council discussed the *weave* framework and provided feedback to the planning and priorities committee and to Provost Vannelli. Substantive comments included suggestions for a stronger reflection of teaching and internationalization within the plan. A generalized concern has been the need for guidance on how to operationalize the plan, and those institutional structures, such as the university’s resource centre management (RCM) budget allocation model, that will require change to support the goals of collaboration and interdisciplinarity within the plan.

Comments and feedback about the plan may be submitted to Dirk de Boer at dirk.deboer@usask.ca and to Tony Vannelli at tony.vannelli@usask.ca Responses are requested by January 25 to allow sufficient time for revisions to the plan, in order to meet the February 2 Council deadline. Council will be presented with a revised version of the plan, which will include milestones, at its meeting on February 15 with a notice of motion to approve the plan. The plan will then be presented for approval at the March 15 Council meeting.

Additional information about the university plan is available on the IPA website at www.usask.ca/plan. The Provost’s Report to Council outlines how colleges, schools, and academic support units will develop and align their strategic plans with the University Plan. The University Plan is intended to be a “living” plan that at a very high, conceptual level provides direction to the university and builds synergy among units and with Indigenous communities.

ATTACHMENTS:

1. Draft University Plan, as of January 3, 2018
2. Consultation Summary

UNIVERSITY PLAN 2025: STRATEGIC FRAMEWORK



PREAMBLE

In January of 2017, the University of Saskatchewan embarked on a journey to develop the university's next strategic plan—a fully integrated and engaged plan that will see us to 2025. The university plan is inspired by our four Principles—Connectivity, Sustainability, Diversity, Creativity—and reflects our Mission, Vision and Values. They are woven into the plan and will help ensure that it represents who we are and what we can achieve as an institution.

This plan aims to be bold. The intent of this plan is to position the University of Saskatchewan as *the university the world needs*, and our three strategic commitments—Courageous Curiosity, Boundless Collaboration, Inspired Communities—are the embodiment of this conviction.

This plan aims to be an authentic expression of the university's commitment to Indigenization. The language, concepts and spirit woven into this plan have been shaped by our relationships with Indigenous communities. These relationships have profoundly deepened our understanding of the principles, values and strategic directions that will define our future.

This plan aims to be accountable. The commitments, goals and aspirations we describe represent a substantive proposition for institutional development, growth and impact. We have therefore appointed a cross-functional committee to help us define the milestones that will allow us to mark and measure our progress over the coming years, and we look forward to integrating the output of this committee's deliberations into the plan over the coming weeks.

We're looking for your input. We seek your thoughts on the plan's intent, three strategic commitments and twelve bold yet achievable goals.

We look forward to your guidance as we prepare our university for an inspiring journey over the next seven years.

The deep roots of our principles... and a new way of seeing them

This plan is rooted in the university's four principles: sustainability, creativity, diversity and connectivity. Originally conceived in English, our journey has led us to Cree and Michif language and concepts that have brought depth, complexity and the unexpected to our understanding of these principles. We are honoured to shed new light on our plan by describing the principles in a way that is genuine to the Cree and Michif languages and concepts.

The Cree and Michif Elders and Language Keepers who have helped us to discover the language of this plan have given our university a great gift and an inspiring source of strength.

Their generosity is matched only by their patience—by their faith that things will happen when they're supposed to happen. After generations of forced irrelevance, Indigenous traditions, language and systems of knowledge imbue our university's future in ways that were unimaginable even a few years ago. This plan at last attempts to bind together parallel paths and uplift all traditions in a space of peace, respect and friendship. This plan is both a description of our university's future and a framework for mutual learning and reconciliation. And for this, we will all be immeasurably stronger.

Nākatēyihitamowin | Nakaatayihitaamoowin

The principle of sustainability ensures that we take care of the relationships with which we've been entrusted—with the land, with the air and water, with our students, colleagues and neighbours—guided by mindfulness, respect and reverence. In Cree and Michif, the idea is much bigger, extending to the attention we pay to protecting and honouring the linguistic and cultural identities—the baskets of stories—our students, staff and partners bring to our community. For the University of Saskatchewan, Nākatēyihitamowin | Nakaatayihitaamoowin is a cultural and ecological touchstone.

Nihtāwihcikēwin | Nihtaoshchikaywin

At its core, our university is a creative organism. **The principle of creativity** testifies that we are curious about the unexplored possibilities for growth, enrichment and justice around us; attentive to the needs and opportunities for change that inspire imagination and invention; and intentional about the future to which we aspire to contribute. Nihtāwihcikēwin | Nihtaoshchikaywin requires both discipline and optimism—faith that our efforts can bring to fruition the possibilities we envision—and it is animated by a playful spirit that summons a lifelong journey of learning and discovery.

Nanātohk pimātisowina | Nanaatoohk pimatishoowin

Life is movement and change—an unscripted journey of expanding awareness and understanding—and no two journeys follow quite the same path. Through **the principle of diversity**, our university is a meeting place for diverse journeys. Our strength derives from our respect for and belief in the tapestry of traditions and ways of knowing and being that enrich our humanity and bring us closer to an enlightened understanding of the world around us.

Āniskōmohcikēwin | Naashkoopitamihk

The principle of connectivity requires The University of Saskatchewan to be a global village. Our vibrant community is tied together by shared values, shared intentions, and a commitment to sharing our diverse stories in a place of mutual respect and learning. Our connectivity is our source of resilience. Together, we have the flexibility to flourish in the face of change—and the confidence to take our place among leaders, emboldened by the unity of the community we carry with us.

These principles give truth, life and a sense of mission to the spirit of our plan. **Nikānītān manāchitowina | Ni manachihitoonaan** (“Let us lead with respect”) reflects the humility and boldness that inextricably define the University of Saskatchewan's spirit. Our university aspires to lead in a good way. Through this plan, we will bring the creativity and courage to pursue a more sustainable future—and we will instill the reverence for individual expression and identity to embrace humanity's complexity and realize this future connected in our diversity. Through this plan—and through the spirit embodied in Nikānītān manāchitowina | Ni manachihitoonaan—the University of Saskatchewan will be **the University the World Needs**.

UNIVERSITY PLAN 2025: STRATEGIC FRAMEWORK

TITLE: TBD

INTENT OF THE UNIVERSITY PLAN:

Through this plan, the University of Saskatchewan will be the university the world needs.

We will achieve our vision of contributing to a sustainable future by fulfilling our mission to lead interdisciplinary and collaborative approaches to discovery, teaching and outreach. Informed by principles of connectivity, sustainability, diversity and creativity, we will engage communities to discover and share knowledge and solutions that impact lives and create opportunities throughout Saskatchewan, across Canada and around the world.



2025 ASPIRATIONS

Authentic Indigenization. We have enriched the spirit and methodologies we inhabit in partnership with Indigenous students, faculty, staff and communities.

Productive Collaboration. Community, private-sector and international partnerships animate every facet of our research enterprise.

Meaningful Impact. We have translated knowledge and innovations that are helping our communities achieve their social and economic goals.

Distinguished Learners. Our graduates are among the most inventive, collaborative and sought-after in Canada and around the world.

Global Recognition. Our research, graduates, academic programming and reputation are recognized as world-class.



COMMITMENT #1:

Courageous Curiosity

Commitments:

Empower a culture of innovation with the courage to confront humanity's greatest challenges and opportunities.

Goals:

- **Be Curious.** Inspire students, faculty and staff with the responsibility and expectation to be boldly curious as learners, researchers, scholars and artists.
- **Uplift Indigenization.** Expand the understanding and practice of Indigenous ways of knowing and concepts of innovation.
- **Embrace Interdisciplinarity.** Cement and catalyze interdisciplinary endeavour as a core premise of learning, research, scholarship and creativity.
- **Seek Solutions.** Unleash a problem-solving, entrepreneurial ethic among students, faculty and staff, harnessing opportunities to apply our research, scholarly and artistic efforts to community and global priorities.

BE CURIOUS

Curiosity is the lifeblood of our university. Our passion for knowledge and understanding is the driving force of our culture of discovery—and the courage that allows us to ask tough questions and push boundaries is a direct reflection of our inherent optimism, our pragmatic skepticism, our scholarly discipline and our aspiration to make the world a better place. Curiosity impelled University of Saskatchewan Nobel Laureate Gerhard Herzberg's pioneering work on the structure and geometry of molecules. Curiosity has given voice and vision to the many distinguished writers and artists who have found inspiration on our campus. Curiosity has propelled the growth of our research enterprise by nearly a third in just five years.

Curiosity is both a privilege and a responsibility. The freedom we enjoy to pursue knowledge and understanding is inextricably linked to our willingness to subject our work to the scrutiny of our peers and to share our discoveries in the public sphere in ways that are timely, relevant and useful.

Bold curiosity fuels an innovative society—it's the foundation for creative problem-solving, invention, and social and technological change—and universities play a vital role in nurturing, empowering and unleashing the curiosity that will allow us to imagine a brighter, more sustainable future. It is for this reason that curiosity will be the central thesis of all colleges, schools and administrative units at the University of Saskatchewan.

MILESTONES

- TBD

UPLIFT INDIGENIZATION

Together, we are uplifting Indigenization to a place of prominence at the University of Saskatchewan. Words and phrases that capture the importance of Indigenous peoples and their ways of being, knowing and doing—philosophies, languages, methodologies, pedagogies—are evident throughout the University Plan and are a source of inspiration for our students, faculty, staff and community partners.

Indigenization challenges us to amplify the forces of decolonization. Decolonization practices contest divisive and demeaning actions, policies, programming and frameworks. Indigenization is the healing, balancing force. From an Indigenous perspective, the gesture of *uplifting* (open hands, palms up, raised arms) conveys value, openness, honour, trust and relationship. By uplifting Indigenization, we are welcoming ideas, knowledge and perspectives that enrich us all.

Indigenization strengthens the fabric of the university. It involves the respectful, meaningful, ethical weaving of First Nations, Métis and Inuit knowledges, lived experiences, worldviews and stories into teaching, learning and research. Indigenization is a gift that benefits every member of our community.

MILESTONES

- TBD
-

EMBRACE INTERDISCIPLINARITY

Interdisciplinarity is the hallmark of the University of Saskatchewan. It is the unifying model of discovery and innovation for a community of learners, researchers, scholars and artists with the courage to step outside safe disciplinary constructs; with the ambition to tackle questions they can't tackle alone; and with the humility to share knowledge and experience in an atmosphere of radical openness. It's why we're at the forefront of the discoveries, technological changes and social innovations needed to tackle global water and food security; it's why we're advancing an integrated view of health and wellness at the interface of humans, animals and the environment; it's why we're punching above our weight in so many of Canada's most prestigious funding competitions.

Interdisciplinarity is impelled by and built around complex problems. It requires integrated, big-picture thinking, comfort with ambiguity and discerning, nurturing leadership. Interdisciplinarity is not simply about probing the same question through different disciplinary lenses or traditions. It's about the new creative possibilities—the new and unexpected ways of perceiving, confronting and understanding a problem—that can arise from the productive collision of perspectives among novel configurations of learners, researchers, scholars, artists and communities.

With 17 colleges and schools—an almost unprecedented degree of diversity—our university enjoys a rich opportunity to harness scholarly and creative diversity to tackle some of the greatest challenges humanity faces. It is our task to unleash the fullness of our interdisciplinary potential.

MILESTONES

- TBD
-

SEEK SOLUTIONS

While our purpose as an institution of higher learning is to discover, the social license that enables this purpose derives from our commitment to applying knowledge that addresses challenges and creates opportunities for the world. This spirit of problem-solving, invention, entrepreneurship and community-building has always animated the University of Saskatchewan—from Harold Johns' development of Cobalt-60 as a revolutionary cancer treatment to our Crop Development Centre's role in securing Saskatchewan's leadership in the global pulse market.

Sustaining and amplifying this spirit will require *every* member of our campus to engage with the communities we serve and support. We will strengthen the connections linking discovery, social innovation and technology development essential to sustainable change. And we will become increasingly comfortable with informed risk-taking and the possibility of failure. This mindset is integral to the university's culture, inspiring all members of our campus community—students, staff, faculty and senior administration.

At the same time, the pursuit of solutions will require institutional focus to reward inventiveness and enable innovation; to facilitate knowledge translation, exchange and commercialization; and to foster the community partnerships essential to co-development and implementation of discoveries and new knowledge.

MILESTONES

- TBD

COMMITMENT #2:

Boundless Collaboration

Commitments:

Invigorate the impact of collaboration and partnership in everything we do.

Goals:

- **Enrich Disciplines.** Build, enhance and sustain research, scholarly and artistic strength central to vibrant collaboration within and among all disciplines and academic units.
- **Align Structures.** Ensure that academic, administrative and physical infrastructure enable collaborative opportunities for all students, faculty and staff.
- **Embolden Partnerships.** Foster, expand and diversify local, national and global partnerships—with governments, businesses and civil society in rural and urban communities—rooted in reciprocal learning and the co-creation of knowledge.
- **Experience Reconciliation.** Nurture the humility and conviction central to embedding the spirit and practice of reconciliation in all our engagement efforts.

ENRICH DISCIPLINES

Interdisciplinary possibilities arise from disciplinary strength. The University of Saskatchewan's leadership in global food security did not begin with the establishment of the Global Institute for Food Security; it was built over decades of excellence in plant genetics, soil science, zoonotic microbiology, hydrology, agriculture policy, community extension and development, among other fields, and continues to depend on uncompromising disciplinary focus and leadership.

If we are to realize the full potential of an engaged, collaborative, solutions-focused university with the courage to tackle humanity's greatest challenges, we need to harness scholarly strength, creativity and inventiveness across our campus—which means that we will need to acknowledge and tackle unevenness in the quality of research, learning, teaching and citizenship within our disciplines.

Uncompromising cultivation of disciplinary depth is essential to preparing the university for sustainable leadership in interdisciplinary research, scholarship and creative pursuits in the future. Without exception, we will hold ourselves to the highest disciplinary standards. The measure of our success lies in attracting and retaining top talent, competing successfully for external resources and partnerships, and ensuring readiness and appetite to contribute to the university's larger collaborative and interdisciplinary efforts.

MILESTONES

- TBD

ALIGN STRUCTURES

A culture rooted in collaboration must be enabled by an environment purpose-built for collaboration.

Over the past decade, the University of Saskatchewan has invested substantially in creating the conditions for collaboration, and today many institutional supports have been integrated into the fabric of our campus or are continuing to mature: we are home to some of Canada's most unique and valuable research infrastructure, including the Canada Light Source, VIDO-InterVac and the Health Sciences Complex; our campus design and physical connectivity inspire creativity and create dynamic spaces for interdisciplinary interaction; our research and innovation

enterprise is increasingly focused on providing services that accelerate internal and external partnerships; leaders across campus have demonstrated creativity and nimbleness in facilitating transformative collaborations.

However, we still have much work to do in modernizing our institutional practices and policies; eliminating gratuitous barriers that reinforce counterproductive silos; empowering leadership to recognize and facilitate opportunities for collaboration; aligning reward and recognition systems with our collaborative aspirations; and ensuring that the built form of our campus creates cohesive environments in which disciplines can flourish and collaborations will multiply.

MILESTONES

- TBD
-

EMBOLDEN PARTNERSHIPS

The resilience, reputation and relevance of the University of Saskatchewan derive in large measure from the strength of community partnerships woven into the tapestry of our institution—with the Indigenous peoples whose stories enrich us; with the farming and Northern communities that inspire our ecological and socioeconomic mission; with the extractive industries whose competitiveness and sustainability depend on University of Saskatchewan innovations; with local policymakers whose decisions rely on the evidence our scholars generate; with the cultural institutions, such as the Remai Modern, that illuminate our humanity and stir our creative potential.

This plan calls on us to do even more in deepening, diversifying and internationalizing our community relationships—governed by unwavering commitment to our values, to the principles of connectivity, sustainability, diversity and creativity, and to respectful, reciprocal creation and application of knowledge. To this end, we will embrace the view that a vigorous partnership ethic is not simply a matter of getting better at “reaching outward”: it’s about redefining the scope and reach of what’s integral to our notion of a vitally engaged university community.

As we invigorate our partnership ethos and become even more agile in recognizing and unlocking new alliances, we will exercise the cultural competency needed to develop partnerships across sectors, geographies, languages, belief systems and traditions—while remaining resolutely grounded in the authenticity of our values.

MILESTONES

- TBD
-

EXPERIENCE RECONCILIATION

“Reconciliation,” said Senator Murray Sinclair, Chair of the Truth and Reconciliation Commission, “is about forging and maintaining respectful relationships. There are no shortcuts.”

As a community, we have a shared responsibility to honour and join in the journey of reconciliation. Relationships have been fractured; they require repair, redress and healing. The tragedy of residential schooling exploited education as a tool to destroy identity. As a learning institution, the university has an obligation to use its influence to celebrate diversity and bring to the forefront the strength and beauty evident in Indigenous thought: to move forward in a good way.

The Truth and Reconciliation Commission has also taught us that reconciliation is a goal that may take generations to realize. The University of Saskatchewan understands that reconciliation is an enduring journey, and we are steadfastly committed to actions that contribute to respectfully restoring the balance of relationships between Indigenous and non-Indigenous peoples. By providing opportunities to bring people together to share their experiences of truth, we will contribute to individual and collective healing and nourish deeper expressions of reconciliation.

MILESTONES

- TBD

COMMITMENT #3:

Inspired Communities

Commitments:

Inspire the world by achieving meaningful change with and for our communities.

Goals:

- **Embrace Manacihitowin (respect one another).** Strengthen bonds of respect, trust and shared benefit with Indigenous communities in Saskatchewan, across Canada and globally.
- **Amplify Value.** Distinguish the university as an essential community partner by growing and documenting our impact on prosperity, quality of life, social resilience, ecological sustainability and student success in rural Saskatchewan, in our towns and cities, and in communities across Canada and globally.
- **Celebrate Stories.** Equip all members of our community with the tools and opportunities to share and propagate the university's knowledge, successes and stories—locally and globally.
- **Energize Champions.** Galvanize and diversify relationships with alumni and the donor community.

EMBRACE MANICIHITOWIN (RESPECT ONE ANOTHER)

Strong relationships are built upon respect, reciprocity and continuous renewal of values and actions that support healthy connections. The English interpretation of this Cree/Michif phrase is “let us respect each other”. This phrase embodies humility and speaks to the spirit of the treaties. It is an invitation to walk alongside, to travel down a path, working together to realize goals and a vision that strengthen all cultures.

The University of Saskatchewan embraces the teachings of manacihitowin, which are drawn from the stories and songs of Elders and Traditional Knowledge Keepers.

Deep understanding of concepts like manacihitowin demands experiential cultural and language learning and an inquisitive learning spirit. We cannot achieve respectful relations passively; as a university, we have both an obligation and an opportunity to nurture the sharing of stories that will awaken understanding and inspire our community toward manacihitowin.

MILESTONES

- TBD

AMPLIFY VALUE

An inspired community is a community that recognizes and respects the value we create as a university.

The measure of our university's ambition is therefore expressed in the value we create with the communities that give us reason to learn, to discover and to innovate: improving lives, expanding opportunities, strengthening social cohesion, protecting the environment.

This animating premise and driver of accountability has three implications. First, we will do as much as we can to achieve the greatest possible impact for our communities—we can never rest, allow ourselves to feel satisfied that we've done enough or become complacent about the complex process of translating discoveries into results for communities. Second, in order to demonstrate that our value claims are genuine, we will work hard as a university

community to quantify, document and defend the impact to which our research, scholarly and artistic efforts are contributing—evidence of impact is both a moral obligation and a growing expectation of the partners and communities that support and work with us. Finally, we need to be very clear as a university community about when and how we can help to create the greatest value and commit energy and resources to realizing this potential.

MILESTONES

- TBD
-

CELEBRATE STORIES

The University of Saskatchewan has a compelling story—and countless individual stories—to tell, and it's our shared responsibility and interest to inspire the world with our ambition and achievements.

Effectively engaging communities, students, faculty and staff, and new partners with the power of our narratives is not simply the work of dedicated communications and public relations professionals. We must entrust and empower all members of our community as University of Saskatchewan ambassadors.

Achieving this degree of community engagement has several implications. We need to tell the stories that best represent our values and aspirations. We need to share our stories in ways that are meaningful, authentic and responsive to the diverse needs and traditions of our communities. We need to harness accessible, engaging tools—with an emphasis on digital platforms—to enable the widest possible reach and interaction with our stories. And we need to make storytelling intrinsic to our work and sense of fulfillment as students, faculty and staff.

MILESTONES

- TBD
-

ENERGIZE CHAMPIONS

As a university, some of our most compelling stories require the power of voices beyond our students, faculty and staff.

Our greatest advocates, allies and supporters are our hundreds of thousands of alumni and our generous donors—who, over the past few years, have contributed tens of millions of dollars to enable learning, research, scholarship and creativity at the University of Saskatchewan.

We can and will do more with and for our alumni and donors by continuously cultivating opportunities for meaningful engagement; making our alumni and donors feel integral to the fabric, spirit and future of our university; ensuring that alumni and donors are as excited about our ambition and achievements as we are; and working together with alumni and donors to build a stronger, more engaged and more innovative university community.

MILESTONES

- TBD

2025 ASPIRATIONS (OR IMPACT)

The impacts to which we aspire as a university testify to our ambition to be the university the world needs.

- **Authentic Indigenization.** The world needs a university in which Indigenous concepts, methodologies, language and philosophy are respectfully woven into the tapestry of learning, research, scholarship, creativity and community engagement.
- **Productive Collaboration.** The world needs a university in which research and innovation are inspired by and accountable to community partners.
- **Meaningful Impact.** The world needs a university resolutely committed to measuring its own success in terms of the aspirations of the communities it serves.
- **Distinguished Learners.** The world needs a university whose graduates have the drive, the curiosity and the humility to work with others in addressing the greatest challenges and opportunities the world faces.
- **Global Recognition.** The world needs a university that sets the standard in learning, research, scholarship, creativity and community engagement.

To be the university the world needs is a bold ambition. It will require us to remain firmly focused on our three commitments: Courageous Curiosity, Boundless Collaboration, Inspired Communities. It will require us to be very disciplined about tracking our progress against the five areas of impact to which we aspire: Authentic Indigenization, Productive Collaboration, Meaningful Impact, Distinguished Learners, Global Recognition. And, it will require us to be consistent in communicating and defending our decisions in terms of these commitments and aspirations, and to confirm that the momentum driving these commitments is pushing us toward an enlightened understanding of the university the world needs.

If we're successful, we'll be stronger as a community—and the world will take notice. Students, faculty, staff and communities will understand the University of Saskatchewan as a trusted partner in the national project of reconciliation. Students around the globe will see the university as a place to develop the knowledge and skills they need to thrive in a future defined by constant change. Faculty will view the university as a place that creates unmatched possibilities for collaboration, discovery and impact. Staff will find inspiration in the opportunity to create solutions—systems, practices, physical spaces—that reflect the university's ambition. Our diverse communities will engage with and find inspiration in everything we do. And we will take our place among the world's top-150 institutions of higher learning.

UNIVERSITY PLAN CONSULTATION SUMMARY

(January to December 2017)

Aboriginal Advisors Circle

Aboriginal Advisors' Circle - Office of Aboriginal Initiatives

Academic and Assistant Associate Deans

Academic Programs Committee

Associate Deans Research

Arts and Science Faculty Council

Arts and Science Students' Office

Board of Governors

Campus Community Open Forums

Civil, Geological & Environmental Engineering

Colleges and Schools

Deans' Council

Elders and Language Keepers

Financial Leaders Forum

Financial Services Management Team (with HR & ICT)

Graduate Students Association Student Council

Human Resources Leadership Team and Staff

Information and Communications Technology (Town Hall)

Indigenous Advisors Circle

Indigenous Faculty

Indigenous Faculty Committee

Indigenous Students' Council

Indigenous Students

International Activities Committee

Leadership Network Sessions (formerly Department Heads Forum)

Office of the Vice President Research Executive

Office of the Vice-Provost Teaching and Learning (Town Hall)

Planning and Priorities Committee

President's Executive Committee

President's Sustainability Council

Projects and Planning Network

Provost's Committee on Integrated Planning (PCIP)

Research, Scholarly and Artistic Work Committee

Senate

Senior Leadership Forum

Strategic Business Advisors

Teaching, Learning & Academic Resources Committee

University Council

USSU Student Council

USSU Student Forum

Wicihitowin Conference