



Integrated Planning – The Foundational Documents: Process and Timelines for Consultation and Approval

Approved by University Council – December 2002

INTRODUCTION

As part of its Integrated Planning initiative, the University has identified a series of “Foundational Documents” which must be put in place to provide detailed guidance on key planning dimensions. ***Foundational Documents are university-wide planning documents which are strategic in nature and which cut across college and unit structures.*** They are intended to signal general overarching direction to the university community on selected aspects of the *Strategic Directions*. They will describe, at the highest level, the general direction the University is prepared to take on a particular issue.

Given the role for the President and the Council identified in the *University Act*, it is clear that a collaborative approach to the development and consultation process for this component of Integrated Planning is required.

The *Provost’s White Paper on Integrated Planning* outlines an initial set of Foundational Documents envisioned for the first integrated planning cycle:

Completed:

- A Framework for Planning
- Standards for Tenure and Promotion
- The Strategic Directions Statement: Renewing the Dream

In Progress:

- Enrolment Plan
- Plan for Research, Scholarly and Artistic Work
- Conceptual Framework for Aboriginal Initiatives
- Internationalization Plan
- Complement Plan
- Information and Communications Technology Plan
- Campus Core Area Master Plan
- Contributing Together: Administrative Unit Plan

As the *White Paper* indicates, this is not a definitive list; there is always the potential to add new documents, or to divide existing ones. This list is, however, a starting point, reflecting the broad goals outlined in the *Strategic Directions* and the specific areas where signaling documents are required to assist colleges and units in completing their strategic plans for the first cycle of Integrated Planning.

Given the inter-relationship between the College plans and the Foundational Documents (i.e., the College plans are meant to identify strategies to move the University forward on the *Strategic*

Directions and the Foundational Documents are meant to signal the University's commitment on several of the key planning dimensions), it will be important for Council to approve the Foundational Documents in a timely fashion so that the colleges and units can incorporate these into their plans. It is anticipated that specific strategies addressing the Foundational Documents will result from the college and unit planning process and that these will be identified and reported to Council separately.

This document provides an overview of the general principles and process that will be followed in the development, consultation and approval of the Foundational Documents. It is based on ongoing consultation with the Chair of Council, the chairs of Council committees and the administration as represented by the Provost and the Provost's Committee on Integrated Planning. The process described below should be viewed as an initial starting point; it provides a general outline of the major events associated with the consultation process for these essential documents. It should not be viewed as static, or final; additional suggestions for consideration of these documents within the campus community are welcome and should be forwarded to Pauline Melis at –8488 or via email to Pauline.Melis@usask.ca.

GENERAL PRINCIPLES

For University Council

1. Given that the Foundational Documents discuss broad matters of academic policy generally falling within the purview of Council, they will involve the active participation of Council and its committees in their development and discussion, and, at minimum, “in principle” approval.
2. Members of University Council may comment on the Foundational Documents as individuals or as members of committees.
3. The Planning Committee, through its chair or designate, will participate on the drafting committee for each Foundational Document. Other Council committees will participate on drafting committees for selected Foundational Documents they have expressed a particular interest in to the Planning Committee.
4. The Committee of Council Chairs will take responsibility for ensuring that all Council committees who wish to participate in the development/discussion of the Foundational Documents are invited to do so. It is anticipated that the Planning, Academic Programs, Budget, Capital Planning, and Research committees will participate in the development, discussion and approval of several of the Foundational Documents. Other committees, such as the International Activities or Information Technology committees, may decide to participate only on specific Foundational Documents directly related to their committee mandate.
5. Comments from Council committees on specific Foundational Documents will be forwarded to the Planning Committee, which will take the lead responsibility for reporting to Council on the general position of the Council Committees on each of the Foundational Documents. It is anticipated that the Planning Committee will share responsibility for some of the Foundational Documents where these specifically address the terms of reference of a specific

Council committee. In such cases, committees may prepare separate reports for Council's consideration on a specific Foundational Document. For example, the Capital Planning Committee may wish to prepare a separate report on the Campus Core Area Master Plan. In such cases, the Planning Committee will be responsible for coordinating the comments of other committees and for determining whether a joint presentation to Council is appropriate.

6. Committee opinions will be shared with the Provost's Office, through the Director of Academic Affairs (Pauline Melis), and with the person assigned overall responsibility for each Foundational Document [as described in the *White Paper*].
7. When committees discuss the Foundational Documents, they are encouraged to invite the Provost, the Director of Academic Affairs and/or the person responsible for the development of the specific Foundational Document to ensure that opinions expressed by the committee members are transmitted to those responsible for drafting the documents. If it is not possible to schedule meetings at a time when these persons are able to attend, notes or minutes of meetings should be transmitted to the Director of Academic Affairs so that these can be shared with the drafting committee responsible for the Foundational Document and to the Planning Committee for incorporation into a report for Council.
8. When the Foundational Documents are ready for consideration for approval, they will be introduced to Council by the Planning Committee. Council will have an opportunity to discuss each Foundational Document at a specific meeting and, if necessary, adjustments will be made by the drafting committee, prior to presentation for final approval. (This process would follow the pattern established when Council considered, among other documents, *A Framework for Planning at the University of Saskatchewan*.)
9. It is envisioned that all Foundational Documents will be presented to Council for, at minimum, "in principle" approval. In the event that the Planning Committee determines that the subject matter of a particular Foundational Document does not require such approval, the Planning Committee will report its decision to Council.
10. The monthly meetings of the Provost's Committee on Integrated Planning with the Council Committee Chairs will form a "steering committee" for directing the flow of the Foundational Documents through the Council committees.
11. Council committees participating in the development/discussion of Foundational Documents should keep in mind that the colleges and units will require general direction from the Council on the acceptability and priority attached to broad themes identified in these documents in the development of their plans. While timelines will not be considered rigid, committees should work towards completing their discussions on these documents within the announced timelines.

For the General University Community

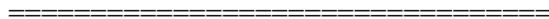
12. All Foundational Documents will be posted on the Integrated Planning Website in their initial and revised formats for the general information of the University of Saskatchewan community. Members of the general university community will be invited to provide feedback on any and all documents of specific interest.
13. In some instances, in addition to the solicitation of written comments, specific persons, groups or units will be identified and invited by the Provost's Office to comment on specific

Foundational Documents. For example, persons working in units across the campus that are directly involved in internationalization efforts will be invited to provide their comments on the Internationalization Plan to the Provost’s Office.

14. In cases where the Foundational Documents raise issues that are not within the sole jurisdiction of the Council, they will be forwarded to the appropriate university governing body for comment and approval (where this may be required).

For the Development of Foundational Documents

15. The Provost’s Office will appoint one person (or a group of persons) for ultimate responsibility for each Foundational Document – preparation and implementation. An initial list is described in the *White Paper*.
16. For each Foundational Document, a drafting committee will be struck. The drafting committee will be composed of up to 8 (maximum) individuals, at least two of whom will represent Council and its committees. The drafting committee will usually be chaired by the persons assigned ultimate responsibility for the creation of the document. A representative of the Provost’s Office will participate on each drafting committee.
17. The Provost’s Office will accept responsibility for determining when draft outlines and initial document drafts are ready for distribution. The Provost’s Office will distribute the Foundational Documents to the general university community, obtain feedback, distribute feedback to the drafting committees, and release documents for discussion/approval considerations.
18. The Foundational Documents will be forwarded to Council for approval jointly by the Provost’s Office and the Planning Committee.
19. A “current status” report on each of the Foundational Documents will be provided by the Director of Academic Affairs, who will have ultimate responsibility for distribution of documents to the University community, and, in some cases, for acting as document editor/writer.



CONSULTATION PROCESS

The consultation process outlined below describes the preferred consultation activities at this time; it is not meant to preclude other consultation possibilities which might emerge from discussion with various groups or committees.

The consultation process will recognize that the Foundational Documents are not all at the same stage in their development: some, such as the Enrolment Plan have been under development and discussion at the university level and within the Council committees for at least two years; others, such as the Complement Plan, are newly initiated with the Integrated Planning process and are a direct result of the approval of the *Strategic Directions*. To the extent practicable, the consultation process contemplated for each Foundational Document will take the general process outlined below into account.

The consultation process followed for each Foundational Document will be recorded and provided to the Planning Committee when the final document is forwarded to it for initiation of the Council approval process.

The consultation process will involve at least three phases, as described below.

1. **The Initial Consultation Phase.** Experience with the Enrolment Plan suggests that it is highly desirable to provide an opportunity for Council to interact in a proactive manner with the Foundational Documents, and, in particular, to involve Council early in the identification of initial ideas and directions. In addition, several of the Foundational Documents have been in discussion, in a variety of formats, over the past 12 – 18 months and their current state of progress needs to be taken into account.

For **new** Foundational Documents, (i.e. those that have not yet been distributed in written form), the initial consultation phase will consist of the following:

- Preparation of a draft document outline by the Provost's Office (or other office as indicated in the *Provost's White Paper on Integrated Planning*).
- Approval by the Provost's Office for release of outlines/documents to the Council and University community.
- Presentation of draft outlines to the Planning Committee for initial discussion. The Planning Committee will identify, in collaboration with the Provost's Office, any additional council committees for consultation/discussion purposes. It will also identify a Planning Committee member to assist each drafting committee.
- Presentation to other Council committees as appropriate for initial discussion. A member of the Provost's Office or the drafting committee will be present for the discussion of each Foundational Document.
- Presentation to the Deans' Council for initial discussion.
- Presentation to the Administrative Committee on Integrated Planning (ACIP) for initial discussion.
- Posting on the Integrated Planning Website for general reaction/comments from the university community.
- Other consultation as appropriate (including, for example, department heads, "town hall" meetings, specific groups with an identified interest in the Foundational Document, other presentations as requested).
- All comments will be forwarded to the Provost's Office (Director of Academic Affairs) and to the Planning Committee.
- **Timeline for completion of this phase will be January 31, 2003.** At that time, all comments on the Foundational Documents released by the Provost's Office should be received and copies made available to the drafting committees.

For the Enrolment Plan and the Campus Core Area Master Plan, the consultation to date will be considered part of the "initial" consultation phase. As the next versions of these documents are available, they will be shared with the Planning Committee which will determine, based on discussions with the Provost's Office, which of the next two phases (either Development or Approval) are most appropriate.

During this phase, the Provost's Office will develop an initial description of the "current state" of progress for each Foundational Document. This "current state" will consist of

indicators which will highlight our current activity related to the specific Foundational Documents as compared to other universities.

2. **The Development Phase.** While the Foundational Documents are distributed for the initial consultation phase, the drafting committees will be formed and will be invited to meet with the Provost's Office to discuss process for the Development Phase. Part of this discussion will include the format for the Foundational Documents (including possible common features), whether the document will become a written text, major issues that Council will be asked to address (including prioritization of the competing broad themes identified in these documents), order of completion of Foundational Documents, and timeline for distribution.

Given that the Foundational Documents are in various states of readiness and will not be discussed simultaneously by the Council, it will be important that comments are transmitted in a timely fashion. There is no intent to ensure that all are released for the second phase at the same time; Foundational Documents will be distributed as they are ready to the university community. For example, it is possible that the first consultation phase results in widespread support for several initiatives identified in a particular Foundational Document. In such a case, the time for re-drafting envisioned by the Drafting Committee may be much shorter than for documents which are more controversial or which elicit contradictory reactions.

When a Foundational Document is determined "ready" for the second consultation phase by the person assigned lead responsibility, it will be forwarded to the Director of Academic Affairs who will ensure that it is distributed to the Provost's Committee on Integrated Planning for approval for distribution. The second consultation phase will identify a series of issues to be discussed/debated and will request that those consulted identify specific priorities from among options presented.

The second consultation phase will consist of the following:

- Approval by the Provost's Office for release of outlines/documents to the Council and University community.
- Presentation of revised draft outlines to the Planning Committee for a second major discussion. The Planning Committee will identify, in collaboration with the Provost's Office, any additional council committees for consultation/discussion purposes.
- Presentation to Council committees, the Administrative Committee on Integrated Planning and to the Deans' Council as appropriate for discussion of revised draft and for ranking of initiatives in priority order.
- Posting on the Integrated Planning Website for general reaction/comments from the university community.
- All comments will be forwarded to the Provost's Office (Director of Academic Affairs) and to the Planning Committee.
- **Timeline for completion of this phase will be March 31, 2003.** At that time, all comments on the Foundational Documents released by the Provost's Office should be received.

It is important to note that **the timetable is suggested only**. Some Foundational Documents may be advanced through this process given earlier discussions at Council

committees or previous discussions over the past few years; others may require an elongated time period for discussion. While it will be important to keep the process moving, part of the process includes an appropriate consultation with the Council and the general university community.

During this phase, the Provost's Office will complete a "current state" analysis consisting of indicators which will highlight our current progress towards the Foundational Documents and the specific initiatives contained within them as compared to other universities.

3. **The Approval Phase.** As the discussion/consultation evolves, the approval process for specific Foundational Documents will become more apparent. It is anticipated that Council will begin considering Foundational Documents at its March 2003 meeting.

An initial statement by the Planning Committee about the general directions contained in the Foundational Documents should be presented to Council in February 2003 for discussion/debate so that the Colleges can be given some guidance about the acceptability of selected issues and the readiness of Council to support them.

All of the Foundational Documents will be presented to the Provost's Committee on Integrated Planning for recommendation for approval prior to distribution in the approval phase.



CURRENT STATUS/CONSULTATION PROCESS

In all cases, the Director of Academic Affairs will be responsible to ensure that the Foundational Documents move through the consultation/review/approval structure in a timely fashion. The Director will work collaboratively with all of the persons assigned primary responsibility for the Foundational documents and with the Council committee chairs.

A summary outlining the specific consultation process for each Foundational Document will be prepared and forwarded to the Planning Committee when the document is being considered for approval.

Initial timelines for each Foundational Document have been described in the *Provost's White Paper on Integrated Planning*.

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