



UNIVERSITY OF
SASKATCHEWAN

Horizons Project

Multi-Year Funding
Accountability Report

JUNE 2024



BE WHAT THE WORLD NEEDS



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BE WHAT THE WORLD NEEDS



**MESSAGE FROM
PROVOST AND
VICE-PRESIDENT
ACADEMIC**

AIRINI



These are exciting times for our university community—students, faculty, staff, leaders—and our province. Like our prairie horizon that we look towards and beyond, our aspirations for our institution, province, and its people are limitless.

With the extraordinary support of the Government of Saskatchewan's one-time investment of \$31 million in 2021, and the collective commitment from hundreds of people across our institution, the University of Saskatchewan's (USask) Horizons Project has made great strides in helping us deliver on our mission and unlock our potential for greater impact.

With the support and advice of President Stoicheff's executive committee, we prioritized 27 strategic initiatives that are building our capacity where it matters most. *Together*, we are enhancing academic programming to ensure our students, here in Saskatchewan, become the leaders of tomorrow. *Together*, we are recruiting top talent and research expertise from around the world to Saskatchewan to expand on our research infrastructure and drive innovation in our province. *Together*, we are building foundational and financially sustainable change within our

organization to enhance services and better support our students, faculty, and staff. *And together*, we are positioning our university for a future of bold ambitions.

It is an exciting time for USask—a time of great possibility and a time of optimism for the future. In the years ahead, we will be able to say we were here, building something important for generations to come.

Thank you for looking to our horizons, and beyond. Together, we will be the university the world needs.

A blue ink signature, likely belonging to the Vice-President Academic, Airini.

Airini
Horizons Project

1.0 EXECUTIVE SUMMARY

The University of Saskatchewan (USask) is entrusted with public funding to provide post-secondary education opportunities to the people of Saskatchewan, contributing to a better quality of life for everyone in our province. USask plays a critical role in realizing the province's goals for the next decade of growth through our educational programs research and innovation enterprise. Working together, we are making Saskatchewan the best place in Canada to live, work and get an education.

- The initiatives funded from the one-time multi-year funding have been chosen to support and strengthen these goals, in particular: growing a skilled labour force through education and training (e.g. *Living Skies Post-Doctoral Fellows Program*, *College of Medicine Business Case Development*, and *Micro-Credentials*), transforming Saskatchewan's economy through innovation and technology (e.g. *Entrepreneurship and Start-up Incubator*, *Research Grant Management*, and *Removing the Human Ethics Bottleneck*), reducing greenhouse gas emissions and securing Saskatchewan's Land and Water resources (e.g. *Path to Zero – Decarbonizing Campus*, and *Stewarding Water Resources for Sustainable Irrigation*) and keeping Saskatchewan's finances strong (e.g. *Administrative Services Renewal*, *Collective Bargaining Support*, *Cubane: UniForum Benchmarking*, *Integrated Services Renewal*, and *Enhanced Stores*).
- The one-time multi-year funding investment made to USask through the Horizon's Project has provided opportunities for investment in more efficient systems, processes, and structures thereby allowing more efficient use of resources, better data to inform decisions, and a framework for change resulting in a nimbler organization to meet the evolving needs of our students and the broader provincial community.
- The stable funding provided through the multi-year funding agreement has provided USask not only the opportunity to make a quicker pandemic recovery and implement a multi-year tuition plan and meet a key tuition setting principle on predictability, but most importantly has allowed us to be innovative and entrepreneurial in our approach to change over the last three years leading to a level of sustainability essential for contributing to *Saskatchewan's Growth Plan*.
- To achieve the outstanding success of the Horizons Project, it took engagement, commitment, and collaboration across USask, government sectors and the broad provincial community. A total of 408 USask stakeholders participated across all initiatives with additional contributions from industry, government agencies, and community members.
- Through the diligent monitoring of initiative progress, in alignment with investment spend, just over \$5M was released from projects to be reassigned to initiatives that result in financial impact and continue to align with priorities in the MOU, the *Saskatchewan Growth Plan*, and the *University Plan (UPlan) 2025*. This was an exceptional example of collaboration across the Horizons Project. As of April 30, 2024, a total of 97% of the \$31M one-time multi-year funding has been spent leaving just over \$800,00 identified as unspent. The remaining funding has been reassigned to either existing initiatives to move them into the next phase of development or progress implementation or invested into new initiatives to meet emerging priorities. Details on where the remaining funding has been invested can be found on page 18 with the intent to have the full \$31M spent by April 30, 2025.
- With the \$31M investment, a financial Return on Investment (ROI) of 186% has been achieved when taking into consideration restricted and unrestricted revenue generation. ***This represents a total financial return of \$47.3M over the 2022-23 to 2025-26 timeframe.*** When only considering unrestricted operating revenue generation that can be used to offset operational expenses, the total ROI is 121%. ***This represents a total financial return of \$20.2M over the 2022-23 to 2025-26 timeframe.*** A detailed table of those initiatives with financial ROI, the investment made and resulting gross revenue generation or cost reduction can be found in ***Appendix 1.***



- A total of 22 initiatives have fully expended the funding invested and achieved outcomes identified in the original scope of their initiative and are considered complete (*Upgraded Dental Patient Management Software System* was discontinued in 2022). The remaining three initiatives will require continued investment and a longer timeframe to either move into the next phase of implementation or become operationalized to fully realize their intended outcomes beyond the timeframe of the Horizons Project. The ongoing initiatives require additional time mainly due to the significant resources, project planning and/or change management (or combination) required.
- 15 initiatives are strategic in nature and are intended to provide overall benefits to the university and provincial *Growth Plan* as a whole. These are primarily in the categories of Growth Plan Alignment, Foundational, or Covid Recovery/Transition. Many of these initiatives have KPIs that have been updated in [Appendix 3](#).
- A key outcome of the Horizons Project that will continue to provide lasting impact and significant contribution to the stability of USask and achievement of *UPlan 2025* priorities in alignment with *Saskatchewan Growth Plan* goals is the development of the Strategy Realization Office. Based on the lessons learned from the governance, development, implementation, project, and financial monitoring of this project, combined with feedback provided through an internal process audit, this office is being established to ensure that the foundational groundwork achieved through this investment, and the outcomes gained, are not lost, and can be built upon for future success.
- The webpage highlighting the strong partnership between USask and provincial government that has led to the significant investment into these initiatives, and the success that they have achieved, went is available [here](#).



Members of Opus, USask's Entrepreneurship and Startup Incubator, celebrating at the Horizons Project closing event on April 25, 2024, at the University of Saskatchewan.

2.0 HORIZONS PROJECT OVERVIEW (USASK STRATEGIC PRIORITIES INITIATIVE)

“Horizons” was chosen as the name of this unique endeavour. When you look at our Saskatchewan horizons, the prairie skies are wide open, expansive, limitless—just like our aspirations for this university, and its people.

The purpose of the Horizons Project is to contribute significantly and measurably to our university moving forward to a sustainable financial position so that budget can be reassigned to advance teaching and learning, research, and community engagement. Our vision is to contribute to a sustainable future by advancing our academic priorities and aspirations, within our means.

Mobilizing the \$31M as a catalyst for USask’s financial sustainability strategy through a series of 27 funded initiatives ensures the university is sustainable for decades to come. These important initiatives are inspired, and inspiring: They helped us transition from the COVID-19 pandemic. They generated revenue and reduced expenses. They will grow our teaching, research, and community engagement. They will build on our foundation for a sustainable future. And they will provide students with the knowledge and skills needed for social, cultural, and economic development in Saskatchewan and the world.



BY THE NUMBERS

Total Funding Allocated
\$31,006,000

Funding Spent
97% To Date

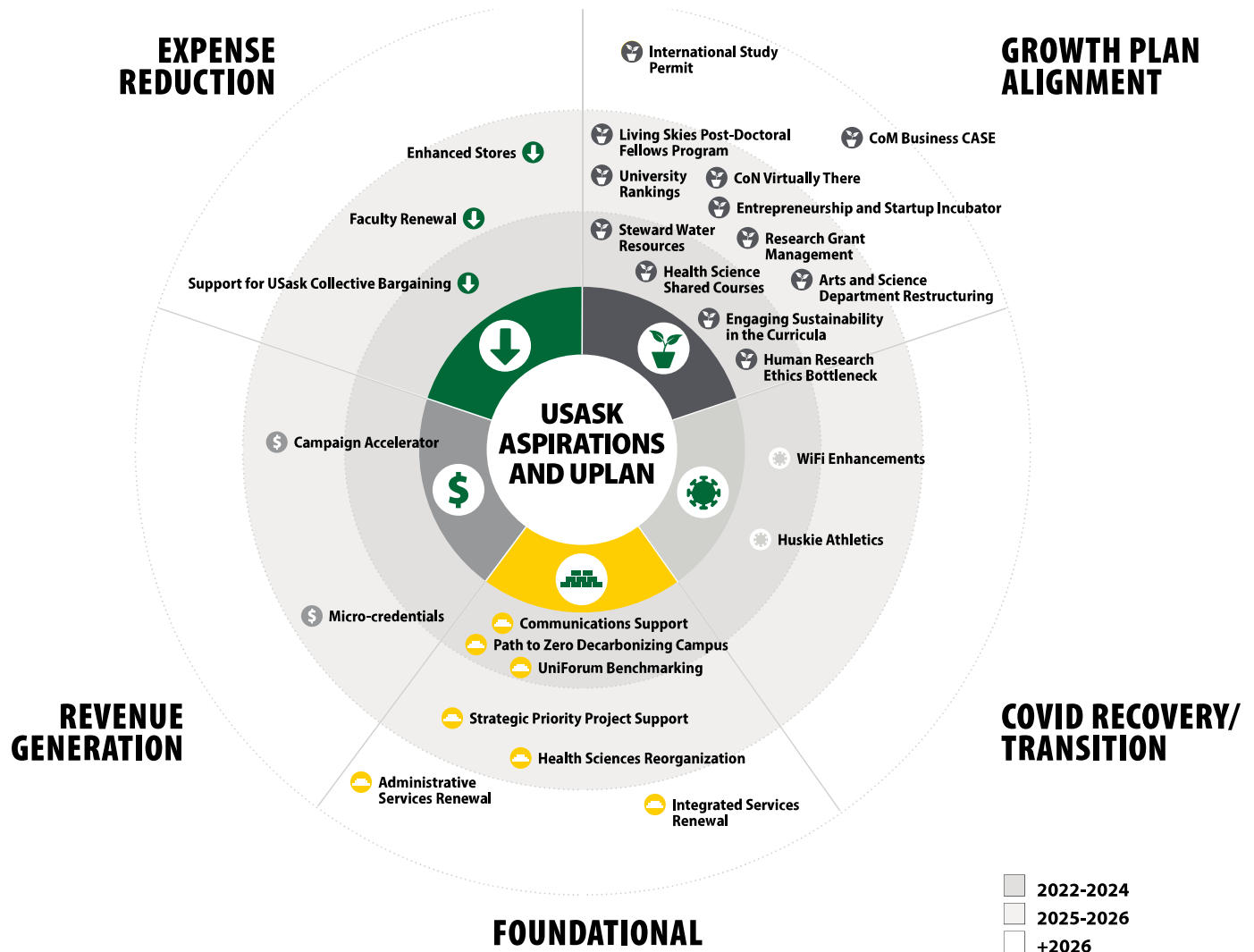
3 Initiatives receiving
the remaining 3% in
continued investment.

 **408**

Total **USask Stakeholders**
Participating Across All Initiatives

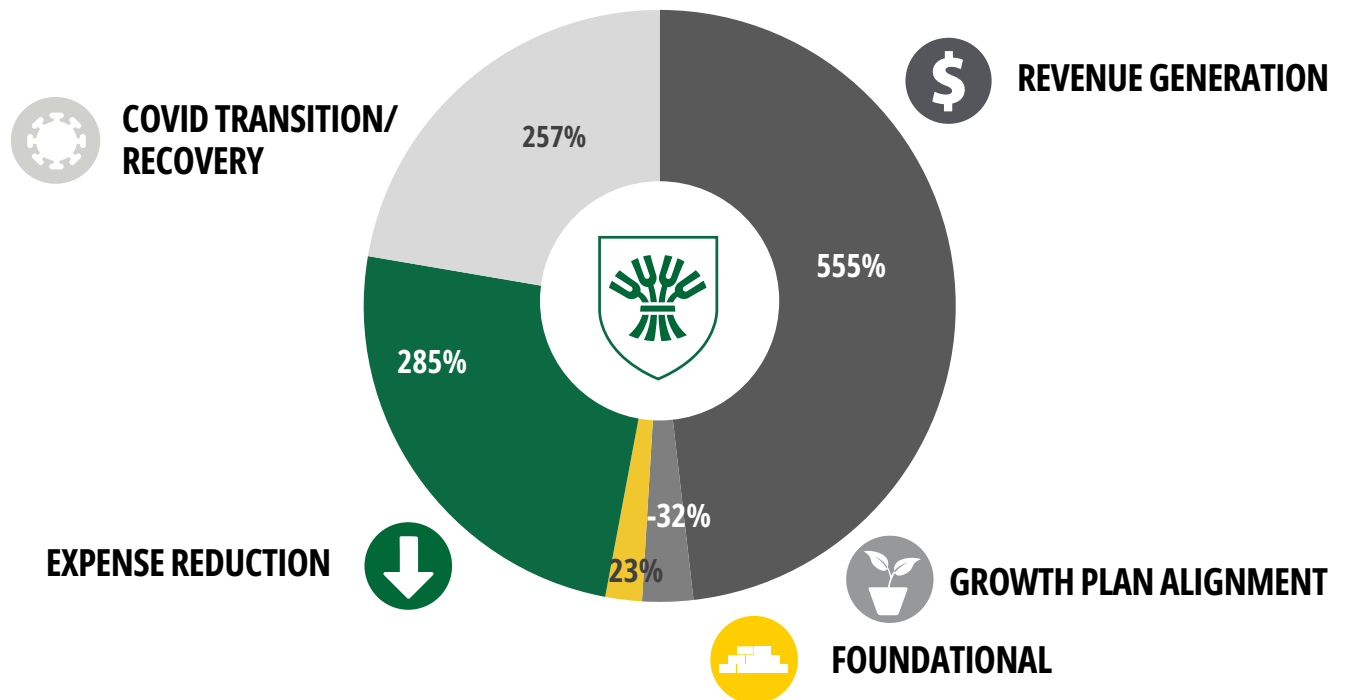


Strategic Initiative Priority Alignment and Outcomes Timeline

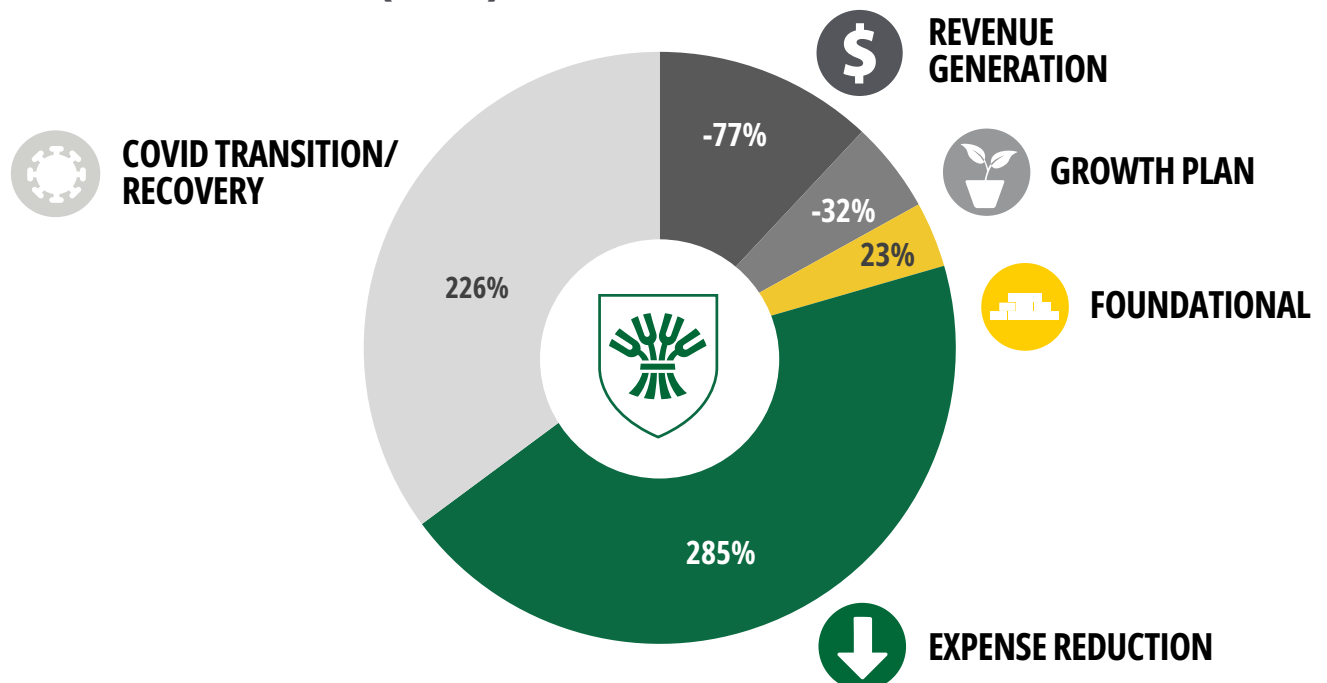


*The Upgraded Dental Patient Management Software System project was discontinued.

Forecasted Return on Investment Restricted and Unrestricted Revenue (186%)



Forecasted Return on Investment Unrestricted Revenue (121%)



A portrait of Shannon Forrester, a woman with short blonde hair and blue eyes, wearing a black top. She is standing outdoors with a blurred background of yellow and green foliage. A green rectangular box is overlaid on the bottom left of the image, containing white text.

**3.0 DEVELOPING
PROGRAMMING FOR
TOMORROW'S LABOUR FORCE**

**SHANNON
FORRESTER**

USask Sustainability Fellow



Engaging Sustainability in the Curricula

University of Saskatchewan (USask) College of Kinesiology lecturer and alumnus [Shannon Forrester](#) inspired students and colleagues through her participation in the sustainability faculty fellowship.

Forrester (BSc, MSc '01), one of six faculty appointed to the [two-year sustainability faculty fellowship](#), said by bringing the community into her classroom, she was able to make a significant impact.

"Students became more engaged, but they also gained greater confidence and a skill set to address sustainability challenges in their personal and professional lives."

Dr. Wendy James, Director, Gwenna Moss Centre for Teaching and Learning, saw the impact Forrester made on students and colleagues.

"Shannon's students reported how engaging they found her course, and that they developed competencies to tackle sustainability problems. Even more significantly, Shannon led work with her colleagues in the College of Kinesiology, embedding sustainability competencies across the program."

The fellowship facilitated Forrester's work with colleagues and the integration of the United Nations' Sustainability Development Goals (SDG) into the College of Kinesiology's teaching practices. As a result, SDGs were incorporated across all four years of

undergraduate programming, and sustainability competencies were extended to the graduate program.

Forrester said the concept of tackling sustainability can be overwhelming, but she is confident there is an SDG that speaks to everyone, regardless of what discipline they are in.

"As a fellow, I've had the privilege of observing an incredible transformation among my students and colleagues. It's a shift that surpasses mere obligation; it's a change of heart. By embracing the SDG framework, we have allowed everyone to be a part of the conversation and solution."

[More information on sustainability in teaching and learning can be found on the Gwenna Moss Centre for Teaching and Learning website.](#)

3.0 DEVELOPING PROGRAMMING FOR TOMORROW'S LABOUR FORCE

USask responds to the evolving needs of learners, community, and industry. Curriculum renewal reflects the environmental, social, and economic needs of our province-wide communities, the initiatives within this collective provide responsive opportunities to engage and educate the current and lifelong learners of our province. Virtually There: Inspiring, Innovative and Inclusive Nursing Education is developing virtual reality and 2D simulation platforms allowing learners to engage in real life experiences without real life consequences and allowing them to do so at their pace and place. Through the *Micro-Credentials*, eight micro-credentials are offered with several others in development. USask has set the standard in Canada by being the only institution that assures our micro-credentials are competency based and truly validate the skills that our learners build. USask's innovative micro-credential framework has been specifically built to allow these to be stackable into non-credit certificates and ladder into degrees thereby contributing to continuous skill development for our province.

The impact of collaborating with community strengthened the learner experiences (*Engaging Sustainability in the Curricula*), engaging industry and government ensures learning outcomes align with industry needs (*Stewarding Water Resources for Sustainable Irrigation*) and embracing co-design benefiting from the generous contributions of our Indigenous communities. Through the USask Stepping Stones to Indigenous Health & Wellness webpage, resources, programs, and professional development opportunities that have been developed by and/or in consultation with Indigenous community members are now available to all interested community members rather than limiting accessibility of these through registration only programming. Engaging Sustainability in the Curricula is moving towards enhancing programming and practices grounded in Indigenous worldviews and increasing opportunities for students to reflect on international and cross-cultural knowledges and experiences.

Directly linked to development of our province's future labour force, the College of Medicine Business Case for the Development of School of Rehabilitation Sciences Programs demonstrates what can be accomplished through sector (Ministry of Advanced Education, Ministry of Health, and Ministry of SaskBuilds and Procurement) and USask collaboration. Building upon previous USask work on the development and implementation of the School of Rehabilitation Sciences, an initial investment of \$250,000 combined with investment through the Health Human Resources strategy, a business case was developed for Occupational Therapy and Speech Language Therapy that highlighted the need and opportunity for a homegrown approach to these specialties. With recent approval through Saskatchewan's 2024-25 budget announcement, and continued investment into these programs, Saskatchewan will soon be training and retaining learners in these under resourced areas.

Horizons Project Initiatives

- Engaging Sustainability in the Curricula
- Micro-Credentials
- Stewarding Water Resources for Sustainable Irrigation
- Health Sciences Shared Courses
- College of Medicine Business Case Development
- College of Nursing: Virtually There

HIGHLIGHTS

Engaging Sustainability in the Curricula

- Six sustainability fellows appointed.
- Six sustainability courses offered & 265 students registered.
- 24 students participated in community engaged projects.
- USask placed 16th worldwide among post-secondary institutions and first in Canada for contributions towards the United Nations Sustainable Development Goal #17: Partnerships.

Micro-Credentials

- Eight micro-credentials developed across five distinct areas: (1) climate resilience and sustainable irrigation, (2) mental health support, (3) public health and community support, (4) law and community support, and (5) arts and culture.
- USask micro-credential enrolment is anticipated to exceed +200 learners this year.
- USask is the only university in Canada that offers competency-based micro-credentials that are assessed.
- USask has developed institutional guidelines for developing and delivering micro-credentials that are responsive to industry demand.

Stewarding Water Resources

- Six modules and two micro-credentials were developed for graduate and continuing education.

Health Sciences Shared Courses

- 11 Health Sciences shared modules developed and integrated across six health programs.

College of Medicine Business Case Development

- Fall 2025: Launch of the occupational therapy and speech language pathology graduate programs.

A full-page photograph of a man, Joel Ens, standing in a shallow stream with orange-brown water. He is wearing a dark blue t-shirt, light-colored shorts, sunglasses, and a watch. He has a camera in his right hand and a bag slung over his shoulder. The background is a lush forest with green foliage and trees.

**DEVELOPING PROGRAMMING
FOR TOMORROW'S LABOUR
FORCE**

JOEL ENS

USask Micro-Credential Developer

Micro-Credentials at USask

Alumnus, College of Agriculture and Bioresources sessional lecturer, and Micro-credential Developer [Dr. Joel Ens](#) (BSc, PhD '12) says we are at a pivotal moment with regards to water security in Saskatchewan.

"Irrigation expansion, drought and climate change as well as a combination of global factors are outpacing the necessary speed of knowledge transfer that would be possible with a traditional degree program."

That's where the [Sustainable Irrigation program](#) comes in. Ens, who is the program lead, says the micro-credentials are best suited for those in the irrigation industry looking to upgrade their skills.

These micro-credentials serve the agricultural community in our province by building skills related to sustainable practice. Learners are introduced to the conditions required for sustainable irrigation. Topics included water management and farm management, regulations, technical design, and protection of the environment. The program focuses on developing the foundational knowledge and skills required for sound decision making in irrigated agriculture, with some elements completed online at a learner's own pace.

Ens says sound management practices must be implemented early on for long-term success of irrigation with other water users.

"Though our Sustainable Irrigation micro-credentials, we are able to extend learning in this area across a broad audience, to those already involved with, as well as those entering the irrigation industry, in a timely, accessible and targeted approach. This, I think, is the strength of micro-credentials."

[More information about the Sustainable Irrigation micro-credential program, can be found on the USask Continuing Education website.](#)



4.0 ENSURING A PATH OF
ORGANIZATIONAL
SUSTAINABILITY

LIBBY EPOCH

Be What the World Needs
CAMPAIGN AMBASSADOR



Be What the World Needs **Comprehensive Campaign** **Accelerator**

A national champion and an All-Academic Canadian standout in her time as a point guard for the University of Saskatchewan (USask) Huskies, Libby Epoch knows the importance of an assist. She has also been the recipient of big assists off the court, earning donor-funded awards which eased her financial burden as a student.

Epoch is completing her Bachelor of Science in Engineering and is also earning a Certificate in Professional Communication from the Ron and Jane Graham School of Professional Development, in the College of Engineering at USask.

Epoch's academic achievement and passion for representing USask have made her an ideal ambassador for the *Be What the World Needs* campaign—the largest campaign in Saskatchewan history – to raise \$500 million for Indigenous achievement, student success, visionary spaces, and critical research.

"Gifts to the *Be What the World Needs* campaign will support our classrooms and labs as well as provide student support through scholarships and bursaries that allow us to focus on our studies, and in turn, help us reach our full potential," Epoch said.

Epoch has volunteered with initiatives like Huskie Home Room, the Engineering Advancement Trust (EAT), and the CJWW Secret Santa program. She has also been a spokesperson for USask Giving Day, a one-day fundraising blitz which raised more than \$250,000 for the campaign. Her efforts have earned her USask's Youth in Philanthropy Award.

"Our students have signified how powerful the *Be What the World Needs* campaign is," said Cheryl Hamelin, Vice-President of University Relations at USask. "Not only has it captured the attention of our alumni and friends who have generously supported the campaign, but it has also inspired current students like Libby to enthusiastically promote the campaign and share their vision for how they want to shape the world."

"I am forever grateful to have received donor support during my time at USask and I cannot emphasize enough how lasting the impact is on students," said Libby. "I look forward to becoming an alumna and hope to give back in the same way."

USask engineers like Libby play a role in enhancing the sustainability of our planet and building communities for future generations. Support for the *Be What the World Needs* campaign has been an investment in our future leaders in science, engineering, technology, and math who will shape Saskatchewan.



Libby Epoch speaking at the *Be What the World Needs* campaign launch on April 18, 2023, at Merlis Belscher Place, University of Saskatchewan.

4.0 ENSURING A PATH OF ORGANIZATIONAL SUSTAINABILITY

Large organizations with the breadth of governance, programming, systems, processes, policies, and diverse communities such as USask require sizeable investment of time and resources to plan, consult, assess, and implement change. The support from the Ministry of Advanced Education's \$31M investment provided USask with the dedicated resources and efforts to test innovative frameworks, tools, and methodologies for change that will have lasting impact on the future sustainability of our organization. A key outcome from this work is the creation of the Strategy Realization Office under the Provost and Vice President Academic which will be accountable to ensure collaborative development and implementation of strategy, cross-institutional initiatives to deliver outcomes, and return on investment. This office builds on the positive feedback and recommendations from the internal process audit which reviewed the governance, project management and financial management framework applied to the Horizons project.

USask is committed to enhance, integrate, and align our operational structures and resources to optimize and create administrative efficiencies and limit redundancies, built upon the data gained through USask's participation in the *UniForum Benchmarking Project*. This information laid the foundation for continued structural reorganization in Health Sciences, progression of shared services through the *Administrative Services Renewal* and the *College of Arts & Science Amalgamation*. USask has continued its commitment in the benchmarking project and is not only using this data internally for evidence informed decision making and is participating internationally in the sharing of data and discussion of best practices.

USask's transition from a global pandemic to a more stable but more nimble organization would not have been possible without this investment. The resounding success of our Comprehensive Campaign was accelerated through this investment by supporting strategic, campaign-specific programming over the three years and led to not only increased revenue generation but also increased reach which will have an impact on faculty, staff, and students for decades. An investment of \$2.3M into this initiative has resulted in gross revenue generation of almost \$20M and an ROI of 734% when including the restricted revenue that is targeted by donors to specific purposes. The *Huskie Athletics Post-Pandemic Recovery* was also extremely successful in ensuring that their investment was well used for the replacement of resources and programming lost during the pandemic. Through this investment, they have surpassed their billings and fundraising goals. External billings have increased 190% over pre-covid levels, with fundraising (targeted donations) 40% higher and external revenues from camps and other activities also 40% higher than pre-covid levels.

Delivering on our high-quality academic mission requires infrastructure that reflects and responds to the evolving needs and services of our students, staff, and faculty and continues to offer attractive and competitive work environments. Initiatives related to collective bargaining (*Faculty Renewal* and *Support for USask Collective Bargaining*) resulted in long-term savings for USask by providing upfront investment for one-time payments rather than negotiated multi-year increases, and given the provincial oversight of collective agreement negotiations, it is likely that this strategy will result in reduced collective agreement costs across the province.

The engagement of external expertise has identified a path forward for many of our outdated software systems (*Integrated Services Renewal*) as well as identified opportunities for reducing our consumption, carbon tax implications, and utility costs associated with natural gas leading to direct cost savings and more importantly move USask towards a path to zero emissions by 2050. Based on current consumption, USask's natural gas costs are forecasted to escalate from \$6M per year to over \$16M per year. Through the completed technical review, this level of cost escalation can be avoided through the identified pathway to implementation over the next five to 10 years leading to retrofits, renewal of infrastructure, and alternative energy solutions.

Details on revenue generated and costs reduced through the Horizons Project investment can be found in Appendix 2.

Horizons Project Initiatives

- Comprehensive Campaign Accelerator
- Integrated Services Renewal
- Huskie Athletics Post Pandemic Recovery
- Health Sciences Reorganization
- Administrative Services Renewal
- College of Arts & Science Amalgamation
- Director of Communications
- Strategic Priorities Project Support
- Stores Enhancement Project
- Wi-Fi Enhancement
- UniForum Benchmarking Project
- Support for USask Collective Bargaining
- Faculty Renewal
- Path to Zero: Decarbonizing Campus

Initiatives Receiving Continued Investment

Through careful monitoring of initiative progress and investment spend, a total of \$800,588 remains unspent as of April 30, 2024. Initial decisions were made to continue funding for existing initiatives to allow them to complete key pieces of work that has been initiated, to progress them further towards implementation or move them fully into operationalization. This resulted in continued investment in the *Integrated Services Renewal: Procurement* and *Strategic Priorities Project Support*. Three emerging priorities were also identified for investment including support for the *International Study Permit* process, and further nodes of the *Integrated Services Renewal: Post-Secondary Collaboration Strategy*. Details on each of these initiatives can be found in the *Strategic Priorities at a Glance* document.

International Study Permit - \$315,000

- Changes to the admissions process imposed by the Federal Government on new international undergraduate degree students as well as all levels of international student seeking to be at USask for more than six months (e.g., exchange, visiting research student) has resulted in a significant increase in the work of units supporting enrolment management and student conversion.
- To remain stable in our planned international enrolment, we need to approach our admissions differently and will require a specific marketing campaign targeted at international students from specific nations that positions USask as a destination of choice.
- Investment will support additional staff capacity required to support the processes changes and a marketing strategy for international student recruitment.

Administrative Services Renewal - \$71,092

- Investment in annual institutional Canva license to ensure access to standard tools and templates to support the communications and marketing professionals on campus, as well as to decrease the individual license costs.

Integrated Services Renewal: (1) Job Architecture - \$275,000

- This initiative was identified through the assessment phase of the broader Integrated Services Renewal and is further supported through the outcomes of our UniForum Benchmarking Project, which clearly demonstrates a proliferation of uniquely defined roles across the institution.
- A USask-wide comprehensive effort took place to design a formal job architecture and associated job profiles, position descriptions, and titling standards.
- Investment to support the change management and readiness for implementation in winter 2025.

Integrated Services Renewal: (2) Post-Secondary Collaboration Strategy - \$115,494

- Investment into resources for planning stage to ensure progress is made over the next year.

Integrated Services Renewal: (3) Procurement - \$24,000

- Investment to complete contract with external consultant as part of the procurement service enhancement. Finalizing the work to support establishing standard rates that apply to construction trades.



“The Huskie Hockey Excellence Funds are pivotal in advancing both programs. With the additional support, we can enhance nutrition, facilitate non-conference travel for competitiveness and recruitment, boost academic support for scholarships, expand travel opportunities for players, upgrade equipment and technology, and intensify scouting and recruitment efforts,” said Brandin Cote and Steve Cook, Huskie Athletics head coaches for the men’s and women’s hockey. This fund is instrumental in elevating our program to unprecedented levels of success and is a significant factor in securing the top players in the country.”

With Horizons Project funding, Huskie Athletics was able to recover from the pandemic by hiring a full-time dedicated fundraising professional who was instrumental in the creation of the Women’s and Men’s Huskie Hockey Excellence Funds, which to date has already raised \$1.467M.

HIGHLIGHTS

Comprehensive Campaign Accelerator

- \$8.2M raised by five donor relations professionals hired specifically to support campaign fundraising (as of April 30, 2024).
- 436 donors contributed a combined \$256,524 through the *Be What the World Needs* Day of Giving event.
- Since April 2023, donor relations professionals have engaged potential donors in conversations to support eleven \$1M+ transformative gifts to the comprehensive campaign.

Integrated Services Renewal

- Province-wide procurement agreements signed to supply products and services to USask, the University of Regina, and Saskatchewan Polytechnic.
- New procurement policy and process implemented.
- Completed foundational work to ready USask for implementing modern systems and processes (Job Architecture framework designed and Enterprise Service Management technology solution selected).

Path to Zero: Decarbonizing Campus

- Goal of reaching net zero emissions by 2050.

Wi-Fi Enhancements

- 100% of USask classrooms benefited from improved Wi-Fi coverage.

Supports for Collective Bargaining and Faculty Renewal

- 2,357 employees benefitted from Collective Agreement supports, including 1,060 CUPE members, 1,217 ASPA members, and 80 faculty who opted for early retirement.
- \$2.812M in anticipated savings achieved through CUPE's expedited agreement.
- \$5.97M in anticipated savings through ASPA's expedited agreement.

Huskie Athletics Post-Pandemic Recovery

- 190% increase in external billing for physiotherapy and related services over pre-covid levels (\$306,000).
- Philanthropic gifts of \$6M+ and counting over the past three years (2021/2022 - 2023/24).
- Over 50 donors, many of which are new to USask.
- \$1.467M committed to the Women's and Men's Huskie Hockey Excellence Funds to support player and coach development, recruitment, academic development for student-athletes, and student scholarships.

A portrait of a man with short brown hair, wearing black-rimmed glasses and a blue and white vertically striped button-down shirt. He is smiling slightly and looking directly at the camera. The background is a soft-focus outdoor scene with green foliage and a warm, golden light source in the upper right corner.

ENSURING A PATH OF
ORGANIZATIONAL
SUSTAINABILITY

**KYLE
JURGENS**

MANAGER, ENTERPRISE
PROCUREMENT

Integrated Services Renewal

Since receiving funding from the Horizons Project, as part of the *Integrated Services Renewal (ISR)*, the Enterprise Procurement office has been able to make great strides to simplify and streamline buying goods and services on campus.

Currently, the university spends over \$480 million annually for procuring goods and services. Many of these transactions occur at a local level within the university. To better support for the campus community, a new Procurement Policy was introduced. This policy streamlines the purchasing process through effective spend management and improved service delivery, leveraging proven industry best practices.

“The funding we received helped us introduce a new procurement policy that will modernize our procurement practices on campus, improve the user experience, and position the university to take advantage of its institutional buying power and realize bottom line savings,” said Kyle Jurgens, Manager of Enterprise Procurement at USask. “The new policy ensures that USask follows legislated requirements, including risk management, and principles that reflect transparency and fairness.”

Enterprise Procurement has also leveraged this funding to enhance their day-to-day services. This involved creating a centralized information hub where all procurement-related information can be accessed conveniently. Additionally, the team has established preferred supplier agreements with external vendors, streamlining the purchasing process for individuals and eliminating the need to search for the best deals—which saves the institution both time and money.

“In the past year, we signed several preferred supplier agreements—including several province-wide contracts with the University of Regina and Saskatchewan Polytechnic—to ensure the university is getting the best value for items procured while utilizing procurement best-practices for public institutions,” said Jurgens.

Some of these agreements include office supplies, rental cars, scientific supplies, and vehicle maintenance, saving the university both time and money.

In addition to the work led by Enterprise Procurement, the *ISR* supported the university in transitioning units to the same budgeting platform. Not only did this simplify the budgeting and forecasting process, but it allowed for greater collaboration, a reduction in duplicate and manual processes, and additional institutional oversight.

Through *ISR*, USask also worked diligently to build an Enterprise Service Management (ESM) solution to facilitate incident and request management, and knowledge management that use workflow and automation to create efficiencies.

“Much of the change that has been implemented through the *ISR* initiative has focused on creating efficiencies and value, improving consistency and collaboration, and identifying resource savings,” says Marnie Wright, Associate Vice President, People and Chief Human Resources Officer. “Over the next year, USask will be implementing a Job Architecture framework that will improve consistency in job title standards across campus. This will ensure better compensation alignment and greater role clarity, and more visibility for career paths across campus. We have some of the best employees and we want to ensure that they have rewarding and successful careers at USask.”

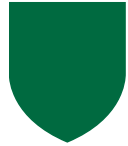
[Visit us online to learn more about the various projects within the Integrated Services Renewal Initiative.](#)



5.0 ADVANCING RESEARCH AND
INNOVATION FOR GREATER
IMPACT

TAYAB SOOMRO

CO-FOUNDER & CEO, PATHOSCAN;
OPUS PROGRAM GRADUATE



Opus—Entrepreneurship and Startup Incubator

USask alumnus, Tayab Soomro (BSc, Bioinformatics '20), attributes much of his business success to Opus—USask's new entrepreneurship and startup incubator that was funded through the Horizons Project.

"We joined Opus in 2023 as part of the i2Build cohort. The programming, events, mentoring and networking opportunities have really impacted our business trajectory," said Soomro, CEO and founder of PathoScan, a revolutionary crop diagnostic tool.

"Up to 30% of crop production is lost worldwide every year due to absolutely preventable plant diseases," says Soomro. "Current methods of pathogen detection are extremely costly and take too long to produce results. This can be detrimental for farmers—especially those in remote areas with limited access—who want to be proactive in protecting their crops."

PathoScan's crop diagnostic is a portable device that allows farmers, without any technical background, to test for pathogens in even the remotest of fields. Because of its simplicity, the device is both cost effective and allows for farmers to turn results around within an hour.

"Our device allows farmers to test for crop diseases quickly and cost effectively, reducing yield losses and increasing prosperity."

As a scientist, Soomro admitted that before working with Opus he had limited knowledge of core business fundamentals such as finance, marketing, patent protection, and more. Opus helped in providing foundational knowledge and mobilizing the right mentors to support him at different stages of his venture.

As Soomro continues to build PathoScan, the support he has received and will continue to receive through Opus has been key to his company's success.

"Opus has truly been PathoScan's incubator in every sense of the word, nurturing our journey from a mere concept to tangible reality. Providing us with a workspace, invaluable business development training, and opportunities to network at key events, Opus has gone above and beyond."

Soomro believes that Opus is more than just a program, it has become PathoScan's family. The conversations and unwavering support have helped propel his company forward with a sense of belonging and encouragement that's unparalleled.

"With Opus' support, we have secured over \$100,000 in funding and have established connections with mentors and key figures in the agriculture industry and network of business accelerators, which has been a lifeline for the company."

Soomro is excited for PathoScan's future and for the future of the startup ecosystem in Saskatchewan as a whole.

"The greatest value of Opus is its ability to mobilize innovation and inventions out of the University of Saskatchewan through startup companies that create jobs, economic impact, and generate value for the province and the world," said Alix Hayden, USask director of innovation mobilization and partnerships.

For more information about USask's *Entrepreneurship and Startup Incubator*, visit [Opus' website](#).

5.0 ADVANCING RESEARCH AND INNOVATION FOR GREATER IMPACT

The impact of innovation and research on the provincial economy, labour market, immigration, tech sector and the reputation of the Province of Saskatchewan and USask cannot be overstated. Investment in the initiatives within this collective led to improvements in USask's rankings, awards recognition, increased grant obtainment and improvements in the implementation and management of these, increased recruitment, and retention of outstanding post-doctoral fellows from within Canada and abroad as well as development of OPUS, USask's entrepreneurship and startup incubator.

USask and the province's high quality international reputation leads to increased enrolment (and tuition revenue), recruitment and retention of graduate students, post-doctoral fellows (*Living Skies Post-Doctoral Fellows Program*) and productive faculty including top researchers who all drive success in our signature areas of research. A favorable research and innovation reputation attracts federal and international investment and participation in organizations such as VIDO, the Canadian Light Source, Global Water Futures, and Global Institute for Food Security, as well as recruitment of post-doctoral fellows from within Canada and abroad. Investment in the *University Rankings, Awards and Recognition* has resulted in a five-pillar strategy and dedicated resources to ensure USask's reputation is maintained and elevated. A direct outcome of this is increased positions in world rankings including the QS Universities, Times Higher Education (THE), Shanghai and QS Sustainability rankings (see [KPIs page 33](#)). The *Living Skies Post-Doctoral Fellows (PDFs) Program* directly contributed to growing our population through increasing immigration to the province. A total of 31 PDFs were recruited through this initiative with 11 of these recruited from across Canada and the remaining 20 from countries including Iran, Brazil, India, and Ghana. USask leveraged the initial Horizons investment into this initiative of \$1.6M into faculty matching of just under \$2M and additional ongoing support from VIDO.

Improvements to processes related to grant management (*Research Grant Management*) and ethics approvals (*Removing the Human Ethics Bottleneck*) have resulted in structures and processes that created efficiencies that allow researchers more time to increase their research productivity leading to more applications. As USask's success in obtaining grants increases, so does the amount of overhead funding provided by funding agencies that can be used to support our growing research enterprise resulting in a more stable organization. Through investment in this collective, the number of research funds in deficit within the College of Arts & Science social science areas, that would require offset from operating funding or other sources to balance, has decreased from 5.6% to 3.6%. Total grant applications have increased by 46% since investment began in 2022 (see [KPIs page 33](#)). The turnaround time for the ethics approval process has also been brought in line with peer institutions allowing researchers to get started on their work sooner once a grant has been awarded. In addition, a key conference on "Authentic Research Partnerships" is being organized through an Indigenous sub-committee of the ethics board. This sub-committee includes four members with indigenous ancestry who will aid USask in ensuring Indigenous ways are considered throughout the ethics process.

A direct connection to developing Saskatchewan's labour force and transformation and growth of the technology sector has been created through the development of USask's *Entrepreneurship and Start-up Incubator* (now called Opus) which would not have been possible without the Horizons Project investment. Through the demonstrated success of the three program levels developed, Opus has secured ongoing funding of approximately \$1.3M. The initial investment of \$1.194M has engaged 46 mentors and 61 participants, led to the creation of 10 startups out of USask, and the creation of nine jobs.

Horizon Project Initiatives

- Entrepreneurship and Startup Incubator (Opus)
- Living Skies Postdoctoral Fellow Program
- Research Grant Management
- University Rankings, Awards, and Recognition
- Removing the Human Research Ethics Bottleneck

HIGHLIGHTS

Entrepreneurship and Startup Incubator (Opus)

- Launched three levels of programming (i2Explore, i2Build, and i2Market) to support USask students, faculty, staff, and recent alumni with deep tech inventions.
- 10 startups created out of USask; nine jobs created.
- More than 46 expert mentors supporting and 130 stakeholders engaging mentees.
- \$842,000+ external funds accessed by startups with Opus' support.

Research Grant Management

- 46% increase in the overall number of research applications (81 to 118 applications within the College of Arts and Science social science areas).

Removing the Human Research Ethics Bottleneck

- Reduced turnaround times to be in line with peer institutions.

Living Skies Postdoctoral Fellows Program

- Contributed 31 new Living Skies Postdoctoral Fellows (LSPF) to USask's and Saskatchewan's research ecosystem.
- \$1,817,529 contributed to matching research funding to support LSPF.
- 20 LSPF were recruited from Brazil, India, Peru, Malaysia, Bangladesh, Iran, Jordan, Ethiopia, Zimbabwe, China, Pakistan, and Ghana.
- 11 LSPF were recruited from Saskatchewan, Ontario, and Quebec.

University Rankings, Awards, and Recognition

- Among more than 5,000 institutions globally in the 2024 QS World University Rankings by Subject, USask highest subject rankings were in Veterinary Science (51-70), Agriculture and Forestry (101-150), and Environmental Science (128).
- USask ranked in all 11 possible subjects in the Times Higher Education (THE) World University Rankings by Subject and leapt more than 100 spots in the overall rankings to enter the 351 - 400 tier.
- USask reaches top 100 worldwide in two Shanghai Rankings subjects: Water Resources (17) and Veterinary Sciences (51-75). Overall, USask ranked in 23 out of 25 subject areas, an increase from previous years.

A man with dark hair and a beard, wearing a dark sweater over a blue collared shirt, is speaking on a stage. He is wearing a small microphone in his ear. The background is a vibrant red curtain. A green rectangular box is overlaid on the left side of the image, containing white text.

ADVANCING RESEARCH AND
INNOVATION FOR GREATER
IMPACT

**SAURABH
BISWAS**

LIVING SKIES POSTDOCTORAL
FELLOW

Living Skies Post-Doctoral Fellows Program

“Wickedly complex sustainability problems usually arise because of sociotechnical failures that aren’t anticipated and addressed in good time,” said Dr. Saurabh Biswas (PhD), USask Living Skies Postdoctoral Fellow. “On the flip side, sustainability solutions that are heavily based on technology or infrastructure, ignoring the human and societal context, usually fail and create significant consequences that deepen problems.”

Biswas is a sustainability scientist and energy systems engineer studying societal transformations and sustainable development linked to energy transitions. His research explores the energy-poverty nexus among marginalized and vulnerable groups of people.

“Sustainability problems often occur out of insufficiently consulted and poorly collaborated solutions—think of energy, food, biodiversity loss, poverty, climate change, and more. Not only are they connected, but they are connected in different configurations, depending on where they occur and who they impact. Solutions that are not sensitive to the connectedness, place, or people configuration, fail to solve the problem and give rise to spillover that deepens the sustainability problem.”

Biswas has worked collaboratively with community organizations, grassroots entrepreneurs, university partners and international development agencies in seven countries to co-develop research-based programs to leverage renewable energy technology for local sustainable development. Prior to USask, he worked at the Pacific Northwest National Laboratory, conducting multi-disciplinary research for the US Department of Energy. He also taught courses on energy justice and grassroots energy innovation at Portland State University and Arizona State University.

“My research is driven by problems societies face on an everyday basis. Of course, climate change is a major problem, but along with it comes multiple problems in the social, environmental, economic, and cultural lives of people. My work is highly relevant to that nexus of food, energy, water, and reconciliation in the province

of Saskatchewan. So, working with community partners in Saskatchewan gives me the opportunity to make knowledge-based, evidence-based advances in crafting real-world solutions with my partners.”

Biswas believes that the interdisciplinarity nature of the *Living Skies Postdoctoral Fellows Program* and how it is hardwired into its structure, has enhanced his experience, training, and scholarship as a postdoctoral fellow. This, combined with his exposure to industry and community partners, has enhanced his understanding as a sustainability scientist.

“The Living Skies fellowship has enabled me to advance frontiers of knowledge on the science and practice of sustainability. With colleagues and external partners, I have developed robust research projects intersecting contemporary social issues and new technologies, including small modular reactors. This work is as locally unique to the needs of remote and northern communities as it is globally connected—a truly bold undertaking.”

Visit USask’s [Living Skies Doctoral Fellows Program website](#), for more information on the program, the postdoctoral fellows, and their research. To learn more about Biswas’ research listen to his [TEDx talk](#).

6.0 BEYOND THE HORIZON

The one-time multi-year investment of \$31M to USask is not the first time we have been asked to be a leader in our province and it will not be the last. We take our responsibility to educate the learners of our province by providing them the knowledge and skills they need to contribute to Saskatchewan's social, cultural, and economic growth, to support the provincial research and innovation enterprise, and be responsible stewards of public dollars, and to do so in a collaborative way, very seriously. The Horizons Project facilitated significant foundational work and the development of infrastructure to be *The University the World Needs*. We cannot lose the momentum and progress made over the past three years. To do so would squander the financial investment entrusted to USask.

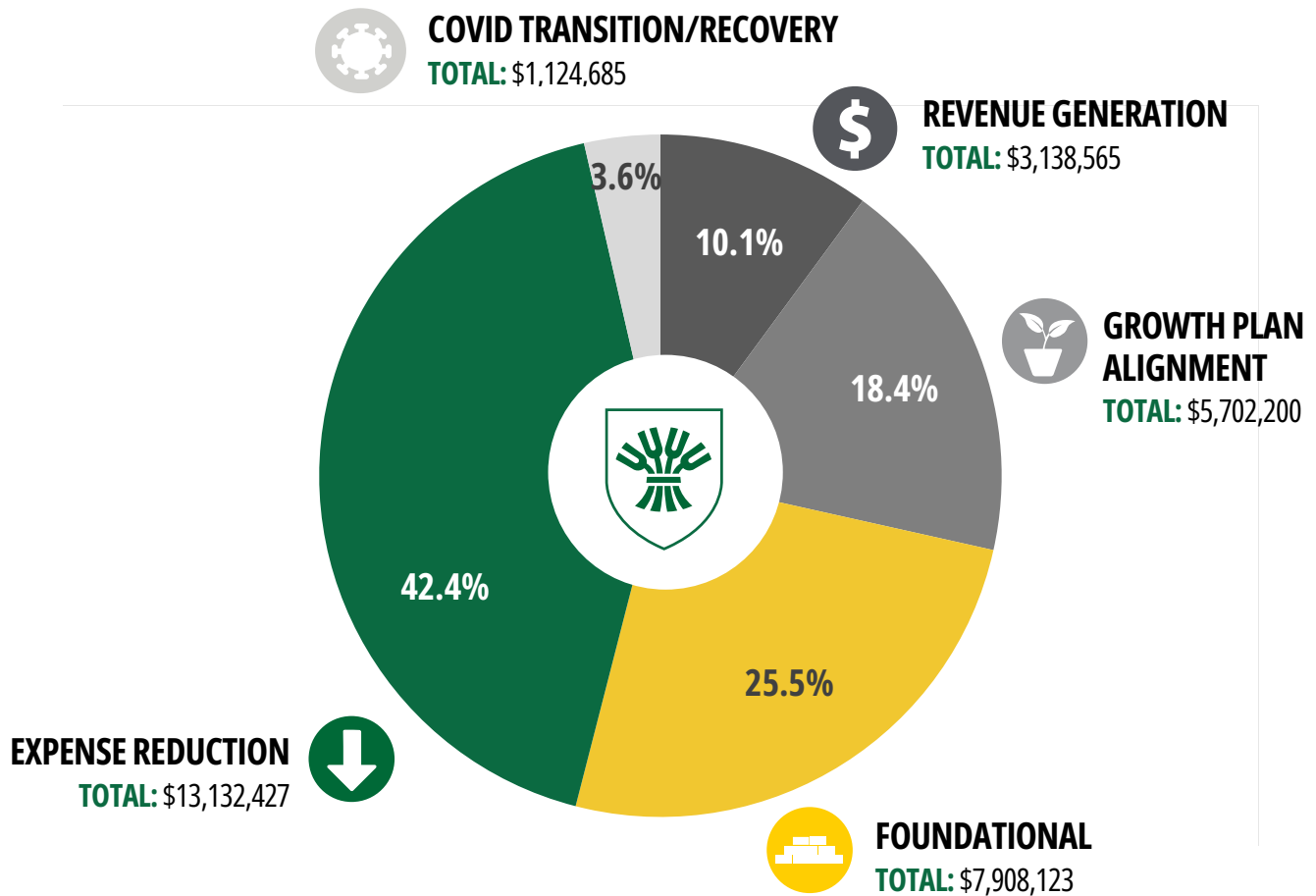
We have aspirational goals to continue to build upon this success at USask and advance our academic and research priorities, within our means. We aim to continue our contributions to the *Saskatchewan Growth Plan* in more robust ways, to contribute to the improvement of sector collaboration, and leverage this investment. The *Integrated Services Renewal* can lead to enhancements for a sector-wide approach for IT architecture, data integration, human resources, and finance systems to create greater savings. We also see opportunities to improve the offerings, structure, accessibility, and experience of students in the Health Human Resources programs. While progress has been made, there is still work to be done to reach a stable state before focus can shift to these aspirational goals. Much of this work is focused on faculty and staff complement planning, strategic enrolment management, decarbonizing campus, updating significantly outdated systems that are consuming significant people and financial resources, and integrated planning to ensure priorities are clearly identified and resources aligned to these. This requires a continued shared commitment and investment with our provincial government and sector partners.

As we move into discussions on the next multi-year funding agreement with our provincial partners, we are ready and eager to continue our partnership to drive forward and look to the future horizon of what is possible at USask and within the province of Saskatchewan as we continue to progress towards being *The University the World Needs*.



7.0 APPENDIX 1

Strategic Initiative Investment Summary



INITIATIVE NAME/TITLE (ORIGINAL INVESTMENT)	MAXIMUM AMOUNT SPENT	% TOTAL ALLOCATION	PRIORITY AREA	FORECASTED ROI (Unrestricted Only)	FORECASTED ROI (Restricted Only)
College of Arts & Science Amalgamation	\$144,257	0.5%	Growth Plan Alignment	29%	-
Engaging Sustainability in the Curricula	\$153,000	0.5%	Growth Plan Alignment	-	-
Living Skies Postdoctoral Fellows Program	\$1,600,000	5.2%	Growth Plan Alignment	-14%	-
Research Grant Management	\$398,782	1.3%	Growth Plan Alignment	-	-
University Rankings, Awards and Recognition	\$605,300	2.0%	Growth Plan Alignment	-58%	-
Health Sciences Shared Courses	\$96,000	0.3%	Growth Plan Alignment	-	-
Entrepreneurship and Startup Incubator	\$1,192,385	3.8%	Growth Plan Alignment	-67%	-
Removing the Human Research Ethics Bottleneck	\$631,652	2.0%	Growth Plan Alignment	-55%	-
College of Medicine Business Case Development	\$230,976	0.7%	Growth Plan Alignment	-	-
College of Nursing: Virtually There	\$225,000	0.7%	Growth Plan Alignment	-102%	-
Stewarding Water Resources for Sustainable Irrigation	\$109,848	0.4%	Growth Plan Alignment	52%	-
Wi-Fi Enhancements	\$725,000	2.3%	Covid Recovery/Transition	-	-
Huskie Athletics Post Pandemic Recovery	\$399,685	1.3%	Covid Recovery/Transition	636%	724%
Integrated Services Renewal	\$2,571,118	8.3%	Foundational	83%	-
UniForum Benchmarking Project	\$736,801	2.4%	Foundational	-	-
Health Sciences Reorganization	\$243,758	0.8%	Foundational	-	-
Strategic Priority Project Support	\$1,033,189	3.3%	Foundational	-	-
Director of Provost Communications	\$135,000	0.4%	Foundational	-	-
Path to Zero: Decarbonizing Campus (Phase 1)	\$399,872	1.3%	Foundational	-	-
Administrative Services Renewal	\$2,302,799	7.4%	Foundational	-12%	-
Labour Force Sustainability (Faculty Renewal)	\$7,323,349	23.6%	Expense Reduction	380%	-
Enhanced Stores	\$357,002	1.2%	Expense Reduction	229%	-
Support for USask Collective Bargaining	\$5,452,076	17.6%	Expense Reduction	161%	-
Micro-Credentials	\$838,565	2.7%	Revenue Generation	66%	-
Comprehensive Campaign Accelerator	\$2,300,000	7.4%	Revenue Generation	-130%	734%
Upgraded Dental Patient Management Software System	\$0	0%	(Project discontinued)	-	-
INITIATIVE NAME/TITLE (CONTINUED INVESTMENT)	MAXIMUM AMOUNT SPENT	% TOTAL ALLOCATION	PRIORITY AREA	FORECASTED ROI (UNRESTRICTED ONLY)	FORECASTED ROI (RESTRICTED ONLY)
Administrative Services Renewal	\$71,092	0.2%	Foundational		
Integrated Services Renewal: Job Architecture	\$275,000	0.9%	Foundational		
Integrated Services Renewal: Post-Secondary Sector Collaboration (<i>pending</i>)	\$115,494	0.4%	Foundational		
Integrated Services Renewal: Procurement	\$24,000	0.1%	Foundational		
International Study Permit	\$315,000	1.0%	Foundational		

8.0 APPENDIX 2

Gross Revenue Generated and Costs Saved by Initiative

The table below provides a summary of the gross revenue or cost savings generated by the Horizons Project investment for each of the 26 initiatives. Note that this represents the gross increases that were used in the determination of Return on Investment ("ROI") amounts, but that the calculation of ROI also took into account offsetting costs that were incurred during the initiation and subsequent ongoing operations from these initiatives. Those initiatives below without gross revenue or cost savings were categorized as Foundational or Growth Plan Alignment with outcomes intended to provide value beyond financial benefit.

INITIATIVE	INVESTMENT	GROSS REVENUE	COST SAVINGS	TOTAL
Integrated Services Renewal	\$2,571,118	\$4,000,000	-	\$4,000,000
UniForum Benchmarking Project	\$736,801	-	-	-
Health Sciences Reorganization	\$243,758	-	-	-
Living Skies Postdoctoral Fellows Program	\$1,600,000	\$400,000	-	\$400,000
Research Grant Management	\$398,782	\$230,000	-	\$230,000
Entrepreneurship and Startup Incubator	\$1,192,385	\$823,500	-	\$823,500
Strategic Priorities Project Support	\$1,033,189	-	-	-
University Rankings, Awards and Recognition	\$605,300	-	-	-
Upgraded Dental Patient Management Software System	-	-	-	-
Director of Provost Communications	\$135,000	-	-	-
Health Sciences Shared Courses	\$96,000	-	-	-
WI-FI Enhancements	\$725,000	-	-	-
Removing the Human Research Ethics Bottleneck	\$631,652	-	-	-
College of Arts and Science Amalgamation	\$144,257	-	\$42,000	\$42,000
Pathway to Zero: Decarbonizing campus	\$399,872	-	-	-
Engaging Sustainability in the Curricula	\$153,000	\$114,096	-	\$114,096
Huskie Athletics Post Pandemic Recovery	\$399,685	\$3,504,910	-	\$3,504,910
Administrative Services Rejuvenation	\$2,302,799	-	\$454,378	\$454,378
Labour Force Sustainability (Faculty Renewal)	\$7,323,349	-	\$27,837,743	\$27,837,743
Comprehensive Campaign Accelerator	\$2,300,000	\$19,856,093	-	\$19,856,093
Micro-Credentials	\$838,565	\$ 550,795	-	\$550,795
Stores Enhancement	\$357,002	-	\$818,658	\$818,658
College of Medicine Business Case Development	\$230,976	\$5,240	-	\$ 5,240
College of Nursing: Virtually There	\$225,000	-	-	-
Stewarding Water for Resources for Sustainable Irrigation	\$109,848	\$120,727	-	\$120,727
Support for USask Collective Bargaining	\$5,452,076	-	\$8,778,469	\$8,778,469
TOTAL:	\$30,205,412	\$25,605,361	\$41,931,249	\$67,536,610

9.0 APPENDIX 3

KPI Dashboard

It continued to be important to recognize that many of the projects are “enabling” or “binary” in nature and are only measured based on whether completion has been attained (and therefore do not have associated KPIs). Some projects do have KPIs identified, but for intended measurement in the future, and updates on KPI identification in those instances have been provided within the *USask Strategic Initiative Profiles at a Glance*. This appendix is intended to provide insight on the remaining projects that do have KPIs identified and where activity is ongoing, and data is already being collected.

Baseline years are identified where available and intended to provide a reference point prior to any investment being made. Time references are typically university fiscal years, but can be calendar years, or are identified otherwise.

COLLEGE OF ARTS & SCIENCE AMALGAMATION

The purpose of the targeted support was to establish a new organizational model for the Fine Arts within the College of Arts & Science. With interdisciplinarity fundamental to the college’s identity, the provided funding was intended to help renew the college’s vision for the Fine and Performing Arts by combining three existing departments into a single academic unit. One primary goal is to increase enrolment in these collective disciplines.

Baseline: 2022/23 2023/24: Current year reporting	Baseline: 2023																																
<div><p>Student Enrolment</p><table><thead><tr><th>Year</th><th>Arts and Art History</th><th>Drama</th><th>Music</th><th>UG</th><th>Grad</th></tr></thead><tbody><tr><td>2022/23</td><td>147</td><td>49</td><td>69</td><td>264</td><td>28</td></tr><tr><td>2023/24</td><td>180</td><td>49</td><td>75</td><td>272</td><td>32</td></tr></tbody></table></div>	Year	Arts and Art History	Drama	Music	UG	Grad	2022/23	147	49	69	264	28	2023/24	180	49	75	272	32	<div><p>Qualifications</p><table><thead><tr><th>Year</th><th>Arts and Art History</th><th>Drama</th><th>Music</th><th>UG</th><th>Grad</th><th>Cert</th></tr></thead><tbody><tr><td>2023</td><td>38</td><td>9</td><td>16</td><td>46</td><td>11</td><td>6</td></tr></tbody></table></div>	Year	Arts and Art History	Drama	Music	UG	Grad	Cert	2023	38	9	16	46	11	6
Year	Arts and Art History	Drama	Music	UG	Grad																												
2022/23	147	49	69	264	28																												
2023/24	180	49	75	272	32																												
Year	Arts and Art History	Drama	Music	UG	Grad	Cert																											
2023	38	9	16	46	11	6																											
<p>The preliminary ‘academic year’ enrolment numbers for 2023/24 increased to just over 300 for the three departments combined, mostly undergraduate, with the majority of this group enrolled in Art and Art History. This will be monitored as the ‘School for the Arts’ is formalized in 2024.</p>	<p>There were 63 students who graduated from these three departments over the course of the last full calendar year, primarily with undergraduate degrees. Nearly two-thirds of the graduates were enrolled in Art and Art History. Qualifications will be further observed as students participate in programs offered through the new school.</p>																																

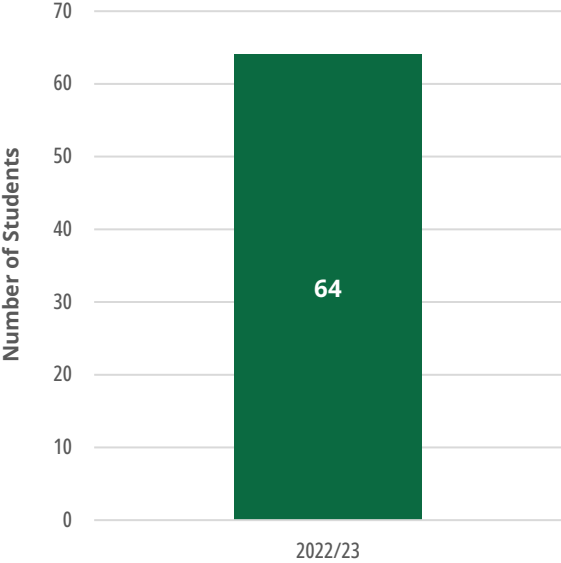
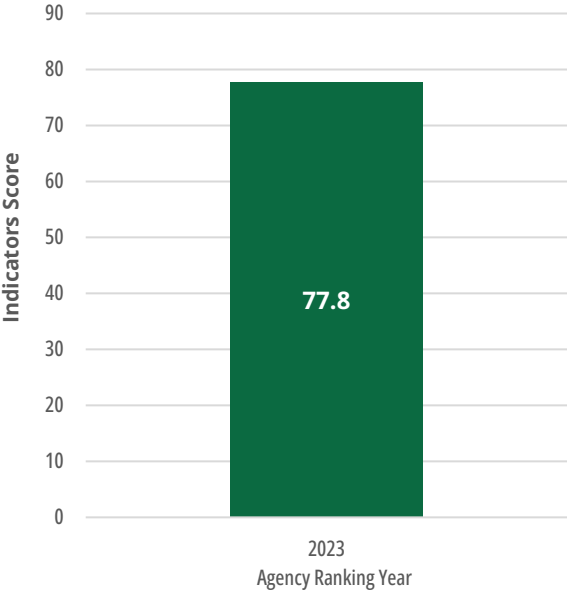
COMPREHENSIVE CAMPAIGN ACCELERATOR

The purpose of the targeted support was to increase specific fundraising programming over a four-year period starting in 2022/23, and ultimately accelerate the Comprehensive Campaign enabling it to reach its achievement goal of 60% by its revised public launch date.

Baseline: no data 2022/23: First year activity 2023/24: Current year reporting YTD	Baseline: no data 2022/23: First year activity 2023/24: Current year reporting YTD																	
<div><p>Fundraising Revenue from Term Development Staff</p><table><tr><th>Year</th><th>Revenue (Millions)</th></tr><tr><td>2021/22</td><td>\$0</td></tr><tr><td>2022/23</td><td>\$1.9</td></tr><tr><td>2023/24 (YTD)</td><td>\$8.5</td></tr></table></div>	Year	Revenue (Millions)	2021/22	\$0	2022/23	\$1.9	2023/24 (YTD)	\$8.5	<div><p>Qualifications</p><table><tr><th>Year</th><th>Percentage</th><th>Amount (\$M)</th></tr><tr><td>2022/23</td><td>66%</td><td>\$331M</td></tr><tr><td>2023/24 (YTD)</td><td>84%</td><td>\$422M</td></tr></table></div>	Year	Percentage	Amount (\$M)	2022/23	66%	\$331M	2023/24 (YTD)	84%	\$422M
Year	Revenue (Millions)																	
2021/22	\$0																	
2022/23	\$1.9																	
2023/24 (YTD)	\$8.5																	
Year	Percentage	Amount (\$M)																
2022/23	66%	\$331M																
2023/24 (YTD)	84%	\$422M																
Investment in five new term positions has successfully resulted in nearly \$10.5M of total fundraising in the initial two years of support. This activity has exceeded the original goal of \$8M over a four-year period.	By the end of 2022/23, the overall campaign reached \$331M, or 66% of the total campaign goal of \$500M, which exceeded the fundraising goal of \$300M (60% of \$500M) for that period. Fundraising over 2023/24 has grown the campaign total to 84.4% of the overall goal, or \$422M.																	

ENGAGING SUSTAINABILITY IN THE CURRICULA

The goals of this initiative included taking inventory of course offerings with sustainability objectives, recruiting faculty as Sustainable Development Goal (SDG) champions, and growing student participation in community engaged projects. Progress has been made on all these fronts, including the creation of six ‘faculty fellows’ who are embarking on triggering departmental change and embedding sustainability across academic programs rather than individual courses.

<p>Baseline: no data 2022/23: First year activity <i>No data update since last provided report</i></p>	<p>Baseline: 2023 <i>No data update since last provided report</i></p>								
<p>Student Participation in Community Engaged Programs/Projects</p>  <table border="1"><thead><tr><th>Year</th><th>Number of Students</th></tr></thead><tbody><tr><td>2022/23</td><td>64</td></tr></tbody></table>	Year	Number of Students	2022/23	64	<p>THE Impact Ranking - SDG 17 17.4 Education for SDGs</p>  <table border="1"><thead><tr><th>Year</th><th>Indicators Score</th></tr></thead><tbody><tr><td>2023</td><td>77.8</td></tr></tbody></table>	Year	Indicators Score	2023	77.8
Year	Number of Students								
2022/23	64								
Year	Indicators Score								
2023	77.8								
<p>64 students benefited in the initial academic year from experiential learning instances through community projects or co-curricular programming. The majority of students were involved in EcoHack (40), while the remaining students were engaged in other community projects, frequently with the City of Saskatoon as a partner.</p>	<p>The metrics within SDG 17.4 of the Times Higher Education (THE) Impact Rankings include measures of education across the university, levels of specific courses on sustainability, and education and outreach in the wider community. As such, this aggregate indicator includes a component relevant to this project. Future ranking releases will be monitored to assess our continued success in this area.</p>								

ENTREPRENEURSHIP AND STARTUP INCUBATOR

The focus with this initiative was to stimulate entrepreneurial thinking and provide opportunities for such culture to flourish on campus. Three levels of entrepreneurial programming were launched and the new Opus space at Innovation Place has also been launched. In addition, 51 MITACS internships were facilitated over the course of the initial year.

<div>Baseline: No data</div> <div>2022/23: First year activity</div> <div>2023/24: Current year reporting</div>	<div>Baseline: No data</div> <div>2022/23: First year activity</div> <div>2023/24: Current year reporting</div>												
<div><div>Number of Program Mentees</div><table><thead><tr><th>Year</th><th>Number of Program Mentees</th></tr></thead><tbody><tr><td>2022/23</td><td>16</td></tr><tr><td>2023/24</td><td>45</td></tr></tbody></table></div>	Year	Number of Program Mentees	2022/23	16	2023/24	45	<div><div>Number of Program Coaches/Mentors</div><table><thead><tr><th>Year</th><th>Number of Program Coaches/Mentors</th></tr></thead><tbody><tr><td>2022/23</td><td>32</td></tr><tr><td>2023/24</td><td>32</td></tr></tbody></table></div>	Year	Number of Program Coaches/Mentors	2022/23	32	2023/24	32
Year	Number of Program Mentees												
2022/23	16												
2023/24	45												
Year	Number of Program Coaches/Mentors												
2022/23	32												
2023/24	32												
<div>There were 16 program mentees who participated in the first year of pilot programming. This exceeded the initial goal and participation tripled in 2023/24 in specialized programming areas (i2Build and i2Explore).</div>	<div>Over the initial year of programming, there were 32 community members who were engaged through roles of mentorship and/or coaching. This engagement remained strong through 2023/24 with 32 participants taking on similar roles within existing and expanded programming offerings. There were 46 unique coaches/mentors involved overall.</div>												

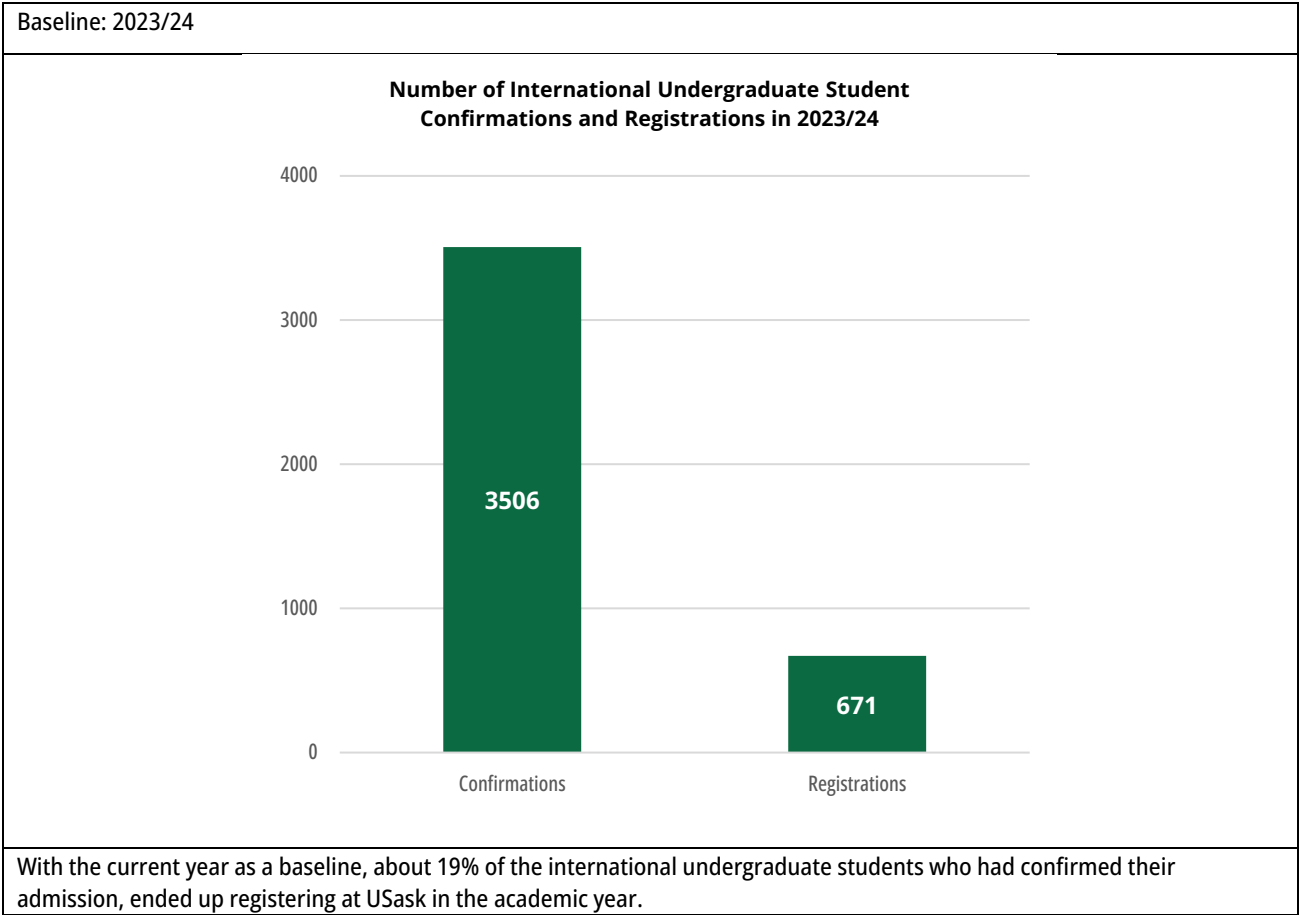
HUSKIE ATHLETICS POST-PANDEMIC RECOVERY

The pandemic impacted many aspects of university operations, particularly Huskie Athletics. Multiple initiatives are ongoing, helping to trigger a continued recovery to Huskie programs for student athletes and the important surrounding support community. To date, all have been successful in their implementation.

<p>Baseline: pre-COVID 2022/23: First year activity 2023/24: Current year reporting YTD</p>	<p>Baseline: pre-COVID 2022/23: First year activity 2023/24: Current year reporting YTD</p>												
<p>Annual Fee for Service Revenue</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Revenue (Thousands)</th> </tr> </thead> <tbody> <tr> <td>Baseline Year (Pre-COVID)</td> <td>~100</td> </tr> <tr> <td>2023/24 (YTD)</td> <td>297</td> </tr> </tbody> </table>	Year	Revenue (Thousands)	Baseline Year (Pre-COVID)	~100	2023/24 (YTD)	297	<p>Annual Donation Revenue</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Revenue (Thousands)</th> </tr> </thead> <tbody> <tr> <td>Baseline Year (Pre-COVID)</td> <td>~1,200</td> </tr> <tr> <td>2023/24 (YTD)</td> <td>1,270</td> </tr> </tbody> </table>	Year	Revenue (Thousands)	Baseline Year (Pre-COVID)	~1,200	2023/24 (YTD)	1,270
Year	Revenue (Thousands)												
Baseline Year (Pre-COVID)	~100												
2023/24 (YTD)	297												
Year	Revenue (Thousands)												
Baseline Year (Pre-COVID)	~1,200												
2023/24 (YTD)	1,270												
<p>In 2023/24, annual fee for service revenues is close to triple the levels realized over the pre-COVID baseline.</p>	<p>The projected annual donation revenues for 2023/24 are similar to the baseline year, however the annual average over the last three years is \$1.8 million.</p>												
<p>Baseline: pre-COVID 2022/23: First year activity 2023/24: Current year reporting YTD</p>													
<p>Ticket Sales, Camp & Sponsorship Revenue</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Revenue (Thousands)</th> </tr> </thead> <tbody> <tr> <td>Baseline Year (Pre-COVID)</td> <td>~1,500</td> </tr> <tr> <td>2023/24 (YTD)</td> <td>2,000</td> </tr> </tbody> </table>	Year	Revenue (Thousands)	Baseline Year (Pre-COVID)	~1,500	2023/24 (YTD)	2,000							
Year	Revenue (Thousands)												
Baseline Year (Pre-COVID)	~1,500												
2023/24 (YTD)	2,000												
<p>The annual external revenues from other activities for 2023/24 are similar to prior year and will again exceed the pre-COVID baseline level by about \$500K or 40%.</p>													

INTERNATIONAL STUDENT PERMIT

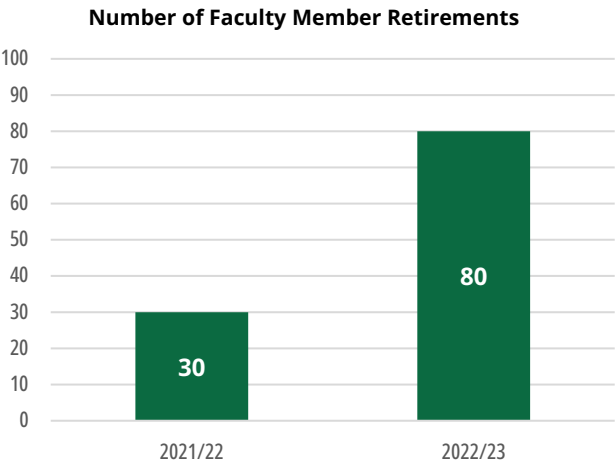
Changes to the admissions process now imposed by the Federal Government on new international undergraduate degree students, as well as all levels of international student seeking to be at USask for more than six months (e.g., exchange, visiting research student), have resulted in a significant increase in the work of the admissions cycle. The focus of this initiative is to operationalize some modifications to both the existing support structure as well as the marketing campaign, to optimize recruitment at the university as a preferred choice for these students, and to enhance their academic success.



LABOUR FORCE SUSTAINABILITY (FACULTY RENEWAL)

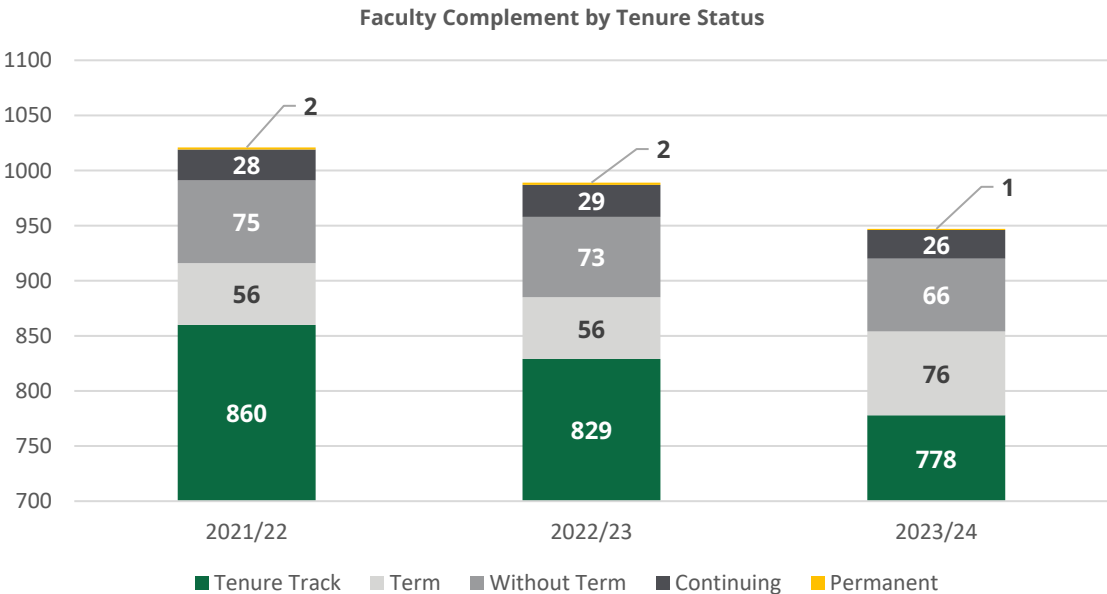
The purpose of this initiative is to assist the university in managing the faculty complement renewal process, with goals including the identification of more predictable retirement patterns, reducing payroll, and hiring new faculty who are better aligned with academic priorities. Two rounds of this incentive program were completed.

Baseline: 2021/22
2022/23: First year activity
No data update since last provided report



On average there are typically 30 faculty annually taking retirement. With added incentives targeted over the project, 80 faculty have selected the retirement incentive support.

Baseline: 2021/22
2022/23: First year activity
2023/24: Current year reporting



Reviewing faculty complement numbers in comparison to the baseline year, the number of tenure-track appointments has dropped each of the last two years (close to 10% decline over two-year period).

LIVING SKIES POST-DOCTORAL FELLOWS PROGRAM

The purpose of this initiative is to increase the complement, as well as the quality of postdoctoral fellows (PDF) recruited to USask. Such highly qualified personnel can be instrumental in stimulating new research activity as well as strengthening existing programs and initiatives. Over the course of two completed calls, there was significant interest with 34 application packages from faculty totalling 85 unique PDF applications covering many different disciplines. Efforts continue to secure additional program funding beyond the initial investment, with \$400K of support from VIDO in place.

Baseline: No data 2022/23: First year activity 2023/24: Current year reporting	Baseline: 2021/22 2022/23: First year activity 2023/24: Current year reporting														
<p>Post-Doctoral Fellows Recruited</p> <table><thead><tr><th>Year</th><th>Recruited</th></tr></thead><tbody><tr><td>2022/23</td><td>15</td></tr><tr><td>2023/24</td><td>16</td></tr></tbody></table>	Year	Recruited	2022/23	15	2023/24	16	<p>Number of Post-Doctoral Fellows at USask</p> <table><thead><tr><th>Year</th><th>Number of Fellows</th></tr></thead><tbody><tr><td>2021/22</td><td>168</td></tr><tr><td>2022/23</td><td>188</td></tr><tr><td>2023/24</td><td>189</td></tr></tbody></table>	Year	Number of Fellows	2021/22	168	2022/23	188	2023/24	189
Year	Recruited														
2022/23	15														
2023/24	16														
Year	Number of Fellows														
2021/22	168														
2022/23	188														
2023/24	189														
Over the course of two fiscal years, 31 post-doctoral positions were recruited through the support of this initiative and integrated into faculty teams.	Campus wide, there has been an increase of over 12% in the number of post-doctoral fellows actively engaged in research in 2023/24 as compared to the baseline year.														

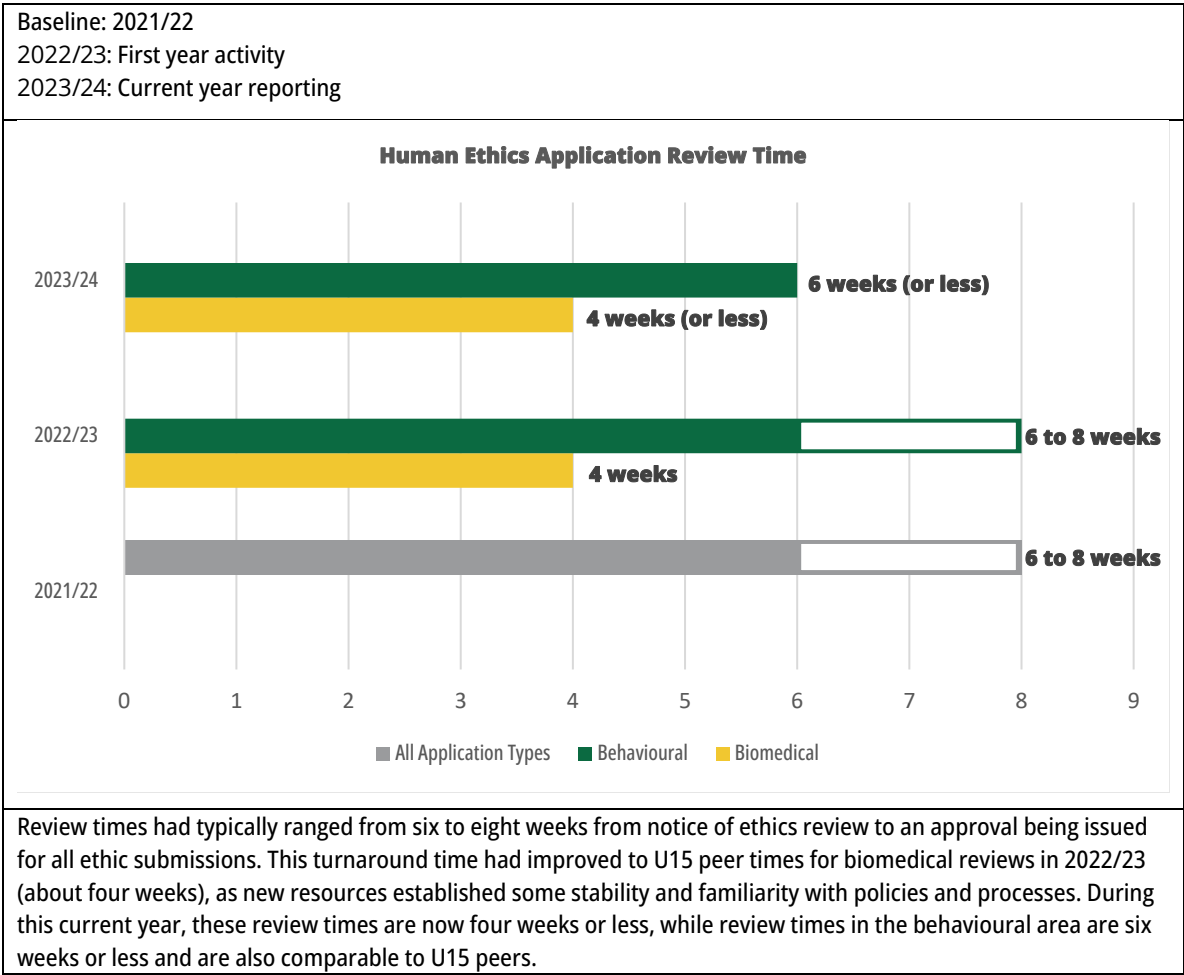
MICRO-CREDENTIALS

The primary goal was to establish an operational framework to support an institutional micro-credential strategy, ensuring USask is responding in a timely and innovative manner to a rapidly changing environment. Progress continues to be made on several fronts, including the piloting of courses, assessment of needed resource support including IT infrastructure, and design of curriculum and guidelines.

Baseline: No data 2022/23: First year activity 2023/24: Current year reporting	Baseline: 2021/22 2022/23: First year activity 2023/24: Current year reporting												
<p>Micro-Credential Courses Offered</p> <table><thead><tr><th>Year</th><th>Courses Offered</th></tr></thead><tbody><tr><td>2022/23</td><td>2</td></tr><tr><td>2023/24</td><td>3</td></tr></tbody></table>	Year	Courses Offered	2022/23	2	2023/24	3	<p>Student Learner Participation</p> <table><thead><tr><th>Year</th><th>Participation</th></tr></thead><tbody><tr><td>2022/23</td><td>32</td></tr><tr><td>2023/24</td><td>65</td></tr></tbody></table>	Year	Participation	2022/23	32	2023/24	65
Year	Courses Offered												
2022/23	2												
2023/24	3												
Year	Participation												
2022/23	32												
2023/24	65												
Two micro-credential courses were successfully piloted in the initial academic year, both helping to inform requirements to scale broader efforts across the institution. An additional three course offerings were created and implemented in 2023/24.	Student participation reached 32 through the initial two offerings and their input on their experience was invaluable in helping inform further development of the framework and guidelines. In the current year, participation more than doubled with 65 new students.												

REMOVING THE HUMAN RESEARCH ETHICS BOTTLENECK

Due to a growing research enterprise and an expansion of health-related research due to COVID-19, the important function of human ethics review and approval was impacted with a significant backlog. Strategic initiative support providing new resources has re-established review turnaround times to be comparable to U15 averages in each of the biomedical and behavioural areas.



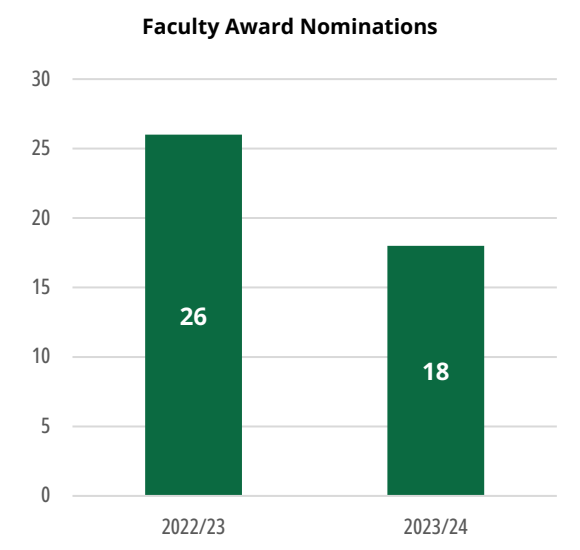
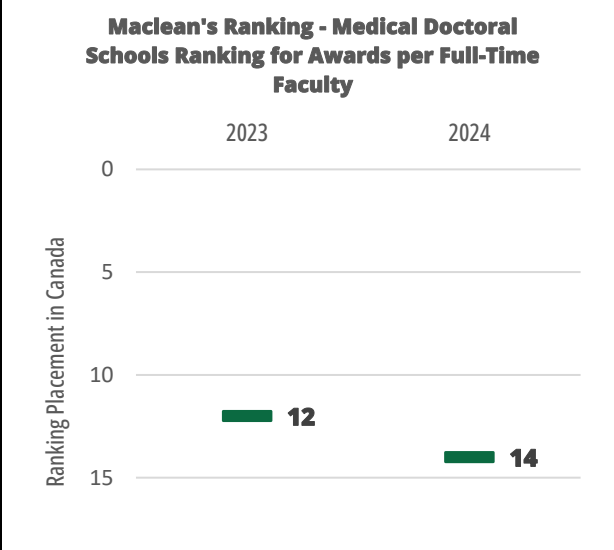
RESEARCH GRANT MANAGEMENT

This investment is solely intended to enhance the research support to the researcher faculty complement in the areas of Social Sciences, Fine Arts, and the Humanities. Enhanced post-award support should result in allowing faculty to dedicate more time and focus on application development, doing 'research', and the important aspect of dissemination and/or outputs of their efforts.

Baseline: 2021/22 2022/23: First year activity 2023/24: Current year reporting	Baseline: pre-COVID 2022/23: First year activity 2023/24: Current year reporting	Baseline: pre-COVID 2022/23: First year activity 2023/24: Current year reporting																																				
<p>Number of Annual Funding Applications</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total # External Funding Applications</th> <th>Total # Tri-Agency Applications</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>81</td> <td>58</td> </tr> <tr> <td>2022/23</td> <td>82</td> <td>47</td> </tr> <tr> <td>2023/24</td> <td>118</td> <td>75</td> </tr> </tbody> </table>	Year	Total # External Funding Applications	Total # Tri-Agency Applications	2021/22	81	58	2022/23	82	47	2023/24	118	75	<p>% Faculty Holding Research Funding</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Faculty Holding External Funding</th> <th>Faculty Holding Tri-Agency Funding</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>51.9</td> <td>49.2</td> </tr> <tr> <td>2022/23</td> <td>52.5</td> <td>49.7</td> </tr> <tr> <td>2023/24</td> <td>52.7</td> <td>47.9</td> </tr> </tbody> </table>	Year	Faculty Holding External Funding	Faculty Holding Tri-Agency Funding	2021/22	51.9	49.2	2022/23	52.5	49.7	2023/24	52.7	47.9	<p>Number of Annual External Funding Awards</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total # External Funding Awards</th> <th>Total # Tri-Agency Awards</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>80</td> <td>42</td> </tr> <tr> <td>2022/23</td> <td>57</td> <td>30</td> </tr> <tr> <td>2023/24</td> <td>83</td> <td>41</td> </tr> </tbody> </table>	Year	Total # External Funding Awards	Total # Tri-Agency Awards	2021/22	80	42	2022/23	57	30	2023/24	83	41
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<p>The total number of funding applications to Tri-Agency, as well as all external sources, has significantly grown this most recent year. This is a very positive outcome as related to the increase in post-award support.</p>	<p>As compared to the baseline year, there was a slight upward trend in the percentage of faculty holding external funding over the last two years. Over the same period, about 48-50% of faculty have been holding Tri-Agency funding.</p>	<p>Although there was a small drop in total awards (external and Tri-Agency) in the first year for this faculty group, award success has jumped higher in 2023/24, also a good signal, as supports have been enhanced.</p>																																				

UNIVERSITY RANKINGS, AWARDS AND RECOGNITION

University rankings outcomes are largely based on research productivity and impact, in addition to indicators including success in faculty and student awards, collaboration and international engagement, as well as continuing to build a positive reputation and profile, nationally and globally. Some of these parameters can take years to influence with new measures or initiatives.

<p>Baseline: No data 2022/23: First year activity 2023/24: Current year reporting</p>	<p>Baseline: 2023 2024: Current year reporting <i>No data update since last provided report</i></p>												
<p>Faculty Award Nominations</p>  <table border="1"><thead><tr><th>Year</th><th>Nominations</th></tr></thead><tbody><tr><td>2022/23</td><td>26</td></tr><tr><td>2023/24</td><td>18</td></tr></tbody></table>	Year	Nominations	2022/23	26	2023/24	18	<p>Maclean's Ranking - Medical Doctoral Schools Ranking for Awards per Full-Time Faculty</p>  <table border="1"><thead><tr><th>Year</th><th>Ranking Placement in Canada</th></tr></thead><tbody><tr><td>2023</td><td>12</td></tr><tr><td>2024</td><td>14</td></tr></tbody></table>	Year	Ranking Placement in Canada	2023	12	2024	14
Year	Nominations												
2022/23	26												
2023/24	18												
Year	Ranking Placement in Canada												
2023	12												
2024	14												
<p>Over the two years of activity, there were 44 faculty award nominations submitted. This was supported in many ways, including the development of laddering strategies and advisory groups.</p>	<p>Within the last Maclean's ranking release (2024), USask dropped to a 14th placement for faculty awards per full-time faculty, from a previous three-way tie for 12th. It is notable that Maclean's utilizes a limited award list for eligibility.</p>												

10.0 APPENDIX 4

Horizons Project Communications

THE HORIZONS PROJECT COMMUNICATIONS SUPPORT

- Project website: <https://leadership.usask.ca/horizons/index.php>

ENGAGING SUSTAINABILITY IN THE CURRICULA

- *USask researcher partners internationally to hone students' skills to tackle global sustainability issues.* USask News. (June 2022). <https://news.usask.ca/articles/research/2022/usask-researcher-partners-internationally-to-hone-students-skills-to-tackle-global-sustainability-issues.php>
- *USask researchers co-lead climate science satellite mission with Canadian Space Agency and NASA.* USask News (October 2022). <https://news.usask.ca/articles/research/2022/usask-researchers-co-lead-climate-science-satellite-mission-with-canadian-space-agency-and-nasa.php>
- USask Sustainability in Teaching and Learning website. <https://teaching.usask.ca/curriculum/sustainability.php>
- USask Undergraduate Competencies in Sustainability. <https://teaching.usask.ca/curriculum/sustainability.php#UndergraduateCompetenciesinSustainability>
- Sustainability Faculty Fellows panel presentation during SDG Week (March 6, 2023) https://www.youtube.com/watch?v=GntAZ2cel7A&ab_channel=GMCTLUSask
- *USask student puts sustainability lessons into practice.* USask News (April 2023) <https://news.usask.ca/articles/colleges/2023/usask-student-puts-sustainability-lessons-into-practice.php>

HEALTH SCIENCES RE-ORGANIZATION

- USask Health Sciences Website: Horizons Project Health Sciences Initiatives <https://healthsciences.usask.ca/about/health-sciences-strategic-priority-initiatives.php>
- "Institutional Context Report for the Health Sciences Reorganization project". (June 2022) Available online: <https://healthsciences.usask.ca/documents/unassigned/2022-6-7-institutional-context-report.pdf>
- Health Sciences Strategic Priorities Initiative presentation (Spring 2022) Available online: <https://healthsciences.usask.ca/documents/unassigned/health-sciences-faculty-council-presentation-2022-04-29.pdf>

HEALTH SCIENCES SHARED COURSES

- USask Health Sciences Strategic Priorities: Stepping Stones Resources. <https://healthsciences.usask.ca/education-and-research/stepping-stones-resources-for-indigenous-health-wellness-and-reconciliation.php>
- USask Health Sciences Shared Courses Initiative. (Aug 2023) Available online: <https://healthsciences.usask.ca/documents/unassigned/2023-08-26-shared-courses-project-status-progress-report-final-compressed.pdf>

HUSKIES ATHLETICS POST PANDEMIC RECOVERY

- Communications on this specific initiative not released.

RESEARCH GRANT MANAGEMENT

- USask Website: Post-Award Support – Research Acceleration and Strategic Initiatives – Office of the Vice-President Research
<https://vpresearch.usask.ca/rasi/grant-support/post-award-support.php>

COLLEGE OF ARTS AND SCIENCE AMALGAMATION

- *College of Arts and Science renewing a vision for fine and performing arts at USask.* USask News. (June 2022). <https://news.usask.ca/articles/colleges/2022/college-of-arts-and-science-renewing-a-vision-for-fine-and-performing-arts-at-usask.php>
- President's Executive Council Vision Document (Scope and Structure; Comms plan; Deans Brief). February 2022.
- Project website: <https://artsandscience.usask.ca/fine-arts/>
- University Council Motion 4.1 Merger of Departments of Art and Art History, Drama and Music into New College Level School.
- *USask takes significant steps to elevate fine arts programming.* USask News. (June 2023). https://artsandscience.usask.ca/news/articles/8636/USask_takes_significant_steps_to_elevate_fine_arts_programmi

UNIVERSITY RANKINGS

- *USask ranks 58th among 1,400 universities. Times Higher Education Overall ranking.* USask News (April 2022) <https://news.usask.ca/articles/research/2022/usask-ranks-58th-among-1,400-universities-worldwide-in-advancing-sustainable-development.php>
- *USask on the rise in Maclean's rankings.* USask News (October 2022). <https://research.usask.ca/research-stories/discovery-digest-articles/2022-october/news-usask-on-the-rise-in-macleans-rankings.php>
- *Education, Arts and humanities strong USASK performers.* USask News (October 2022). <https://news.usask.ca/articles/research/2022/education,-arts-and-humanities-strong-usask-performers-in-the-subject-rankings1.php>
- *USask No. 9 in Canada, in top 100 universities globally.* USask (November 2022). https://news.usask.ca/articles/research/2022/usask-no.-9-in-canada,-in-top-100-universities-globally-in-new-sustainability-ranking.php?utm_source=paws&utm_medium=email&utm_campaign=dd_2022november
- *USask signals upward trend in QS world subject rankings.* USask News (March 2023). https://news.usask.ca/articles/research/2023/usask-signals-upward-trend-in-qs-world-subject-rankings.php?utm_source=paws&utm_medium=email&utm_campaign=dd_2023april
- *USask soars in top-100 global impact rankings.* SaskToday.ca (June 2023). <https://www.sasktoday.ca/highlights/usask-soars-in-top-100-global-impact-rankings-7084>
- *USask skyrockets 100 places in QS World University Rankings* SaskToday (July 2023) <https://www.sasktoday.ca/highlights/usask-skyrockets-100-places-in-qs-world-university-rankings-7339491>
- *USask climbs higher than ever in Times Higher education rankings.* USask (Sept 2023) <https://news.usask.ca/articles/research/2023/usask-climbs-higher-than-ever-in-times-higher-education-rankings.php>

- USask climbs worldwide sustainability rankings. USASK (Dec 2023) USask climbs worldwide sustainability rankings - News - University of Saskatchewan
- *University of Saskatchewan Ascends Global Sustainability Rankings indiaeducationdiary* (Dec 2023) <https://indiaeducationdiary.in/university-of-saskatchewan-ascends-global-sustainability-rankings/>

UPGRADED DENTAL PATIENT MANAGEMENT SOFTWARE SYSTEM

- Project discontinued. No communications released.

WI-FI ENHANCEMENTS

- No communications released.

COLLEGE OF MEDICINE BUSINESS CASE DEVELOPMENT

Expanding the School of Rehabilitation Science. USask College of Medicine blog post (February 2023). <https://rehabscience.usask.ca/srs-news/2023/expanding-the-school-of-rehabilitation-science.php>

ENTREPRENEURSHIP AND STARTUP INCUBATOR

- Opus Incubating USask Startups. Initiative website: <https://opus.usask.ca/>
- *USask and Co. Labs join forces to foster tech innovation in Saskatchewan.* USask News (May 2021). <https://news.usask.ca/articles/research/2021/usask-and-co.labs-join-forces-to-foster-tech-innovation-in-saskatchewan.php>
- Opus i2Build Cohort 3 Application USask. (December 2023). Opus i2Build Cohort 3 Application Survey (surveymonkey.ca)
- Opus Newsletters (March 2024) <https://www.canva.com/design/DAF6KRTtbQg/cKHHPlyZ8I7iAVTyzCUeKQ/edit>
- Opus Newsletter (April 2024) <https://www.canva.com/design/DAGBeb97c7k/47VMrUoHeQljdZNYfxU9w/edit>

LIVING SKIES POST-DOCTORAL FELLOWSHIP PROGRAM

- *New USask post-doctoral fellows initiative to enhance interdisciplinary research activity.* USask News. (October 2022). <https://research.usask.ca/research-stories/discovery-digest-articles/2022-october/new-usask-post-doctoral-fellows-initiative-to-enhance-interdisciplinary-research-activity.php>
- Living Skies Post-Doctoral Fellow Program. Call for Applications. USASK. (January 2022). Microsoft Word - Living Skies Post-Doctoral Fellows Program.doc (usask.ca) <https://medicine.usask.ca/respiratoryresearch/documents/living-skies-post-doctoral-fellows-program.pdf>
- X (formerly Twitter): <https://x.com/USaskResearch/status/1720113234865467731>
- LinkedIn: <https://www.linkedin.com/feed/update/urn:li:activity:7125879513749618689/>
- USask Discovery Digest (November 2023) <https://research.usask.ca/documents/research-stories/discovery-digest/dd-nov2023.pdf>
- USask Living Skies Postdoctoral Fellows Initiative website: <https://research.usask.ca/about/our-living-skies-post-doctoral-fellows.php>
- USask Living Skies Postdoctoral Fellows YouTube video (June 2023). <https://www.youtube.com/watch?v=h7w7AikBolc>

MICRO-CREDENTIALS

- USask Continuing Education – Micro-Credentials website: <https://continuing.usask.ca/#Microcredentials>
- USask Continuing Education – Micro-Credentials website, Foundations in Science Communication: <https://continuing.usask.ca/microcredentials/foundations-in-science-communication.php>
- USask Continuing Education – Micro-Credentials website, Fundamentals in Collaborative Research: <https://continuing.usask.ca/microcredentials/foundations-in-collaborative-research.php>
- *USask moves forward with microcredentials*. USask News. (December 2021). <https://news.usask.ca/articles/colleges/2021/usask-moves-forward-with-microcredentials.php>
- University Council Agenda package item 7.1 (June 2023)

PATHWAY TO ZERO: DECARBONIZING CAMPUS

- USask 2020 Greenhouse Gas Emissions Inventory (2020) <https://sustainability.usask.ca/documents/2020-greenhouse-gas-inventory-report.pdf>
- USask GHG Emissions Overview. (2022) <https://sustainability.usask.ca/energy-operations/climate-action.php#USaskGHGEmissionsOverview>
- USask 2022 Greenhouse Gas Emissions Inventory. USASK (2022) <https://sustainability.usask.ca/documents/2022-greenhouse-gas-inventory-report.pdf>
- Critical Path to Sustainability USask's 2021-2042 Sustainability Strategy: <https://sustainability.usask.ca/strategy.php>

REMOVING HUMAN RESEARCH ETHICS BOTTLENECK

- No communications released.

COLLEGE OF NURSING: VIRTUALLY THERE

- *Using Virtual Reality to help Nursing Students*. USask College of Nursing News. (April 2020). <https://nursing.usask.ca/news/2020/20200409virtual-reality.php#:~:text=Dr.%20Don%20Leidl%20%28EdD%29%20of%20the%20University%20of,through%20clinical%20experiences%20that%20may%20traditionally%20be%20anxiety-provoking>
- *USask College of Nursing intensifies research focus*. USask College of Nursing News (May 2023). <https://nursing.usask.ca/news/2023/20230511research-focus.php>
- *North West College and USask join forces to expand registered nursing education*. USask News (Nov 2023) <https://news.usask.ca/articles/colleges/2023/north-west-college-and-usask-join-forces-to-expand-registered-nursing-education.php>
- *USask to deliver nursing program at Lloydminster's Lakeland College*. USask News (Nov 2023) <https://news.usask.ca/articles/colleges/2023/usask-to-deliver-nursing-program-at-lloydminsters-lakeland-college.php>

STEWARDSHIP WATER RESOURCES FOR SUSTAINABLE IRRIGATION

- *USask projects asks, 'what's water worth?'*. USask News (July 2022). <https://news.usask.ca/articles/research/2022/usask-projects-asks-what-water-worth.php>
- *USask leads national team in creating the next generation of food and water security leaders*. USask News (June 2022). <https://news.usask.ca/articles/research/2022/usask-leads-national-team-in-creating-the-next-generation-of-food-and-water-security-leaders.php>

- Singh, B. Pomeroy J. *Opinion: Time running out to secure Saskatchewan's water prosperity*. Regina Leader Post. (April 2022). <https://leaderpost.com/opinion/opinion-time-running-out-to-secure-saskatchewan-water-prosperity#:~:text=Time%20is%20running%20out%20to,it%20is%20becoming%20the%20present>
- *Global Water Futures Observatories a critical step towards water security for Canadians*. USask Research News. (October 2022). <https://research.usask.ca/research-stories/discovery-digest-articles/2022-october/news-global-water-futures-observatories-a-critical-step-towards-water-security-for-canadians.php>
- *Sophisticated tools enable USask researchers to advance water security, human health*. USask Research News (September 2022). <https://research.usask.ca/research-stories/discovery-digest-articles/2022-october/news-sophisticated-tools-enable-usask-researchers-to-advance-water-security-human-health.php>
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ADMINISTRATIVE SERVICES RENEWAL

- USask Administrative Services Renewal Initiative website: <https://leadership.usask.ca/horizons/initiatives/asr.php>

COMPREHENSIVE CAMPAIGN ACCELERATOR

- *USask embarks on largest campaign in Saskatchewan history*. USask News. (April 2023) https://news.usask.ca/articles/general/2023/usask-embarks-on-largest-campaign-in-saskatchewan-history.php?utm_source=paws&utm_medium=email&utm_campaign=dd_2023may
- *Giving Day supports USask Comprehensive Campaign as new school year begins* USask. USask News (Sep 2023) <https://news.usask.ca/articles/general/2023/giving-day-supports-usask-comprehensive-campaign-as-new-school-year-begins.php>
- *President's perspective: Campaign creates new opportunities for USask*. USask News (Jan 2024) <https://news.usask.ca/articles/general/2024/presidents-perspective-campaign-creates-new-opportunities-for-usask.php>

UNIFORM BENCHMARKING PROJECT

- No communications released.

INTEGRATED SERVICES RENEWAL

- USask Integrated Services Renewal Initiative website: <https://leadership.usask.ca/horizons/initiatives/isr.php>

LABOUR FORCE SUSTAINABILITY (FACULTY RENEWAL)

- No communications released.

ENHANCED STORES

- No communications released.

STRATEGIC PRIORITY PROJECT SUPPORT

- No communications released.

COLLECTIVE BARGAINING SUPPORT

- No communications released.

INTERNATIONAL STUDY PERMIT

- No communications released.



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