



Innovation, Impact & Integration

**JSGS STRATEGIC PLAN
2021-2025**



**JOHNSON
SHOYAMA**



GRADUATE SCHOOL OF PUBLIC POLICY

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ABOUT JSGS

Founded in 2007 by the University of Regina and the University of Saskatchewan, the Johnson Shoyama Graduate School of Public Policy (JSGS) is well known and respected for its innovative degree and micro-credential programs offered to both graduate students and current policy practitioners. Through its thought-provoking research, JSGS provides a Saskatchewan perspective on local, provincial, national, and global policy issues spanning areas of innovation, science, technology, health, society and inequality, and governance.

MISSION

We inform public policy, develop thoughtful and skilled decision makers, and improve the quality of life in our communities through excellence in our research, teaching, and engagement activities.

VISION

To be Saskatchewan's world-class policy school that educates, informs, and engages with public policy and administration.



VALUES



Collaboration

We collaborate in all our activities, combining our respective strengths and expertise across campuses, disciplines, and communities of practice.



Creativity

We embrace a spirit of curiosity in our research and are creative in our problem-solving, program and course development and community engagement activities.

Relevance

We are accountable to each other and to the communities we serve, and see continuous improvement as vital to remaining responsive to society's public problems.

Diversity

We draw on a diversity of disciplines, cultures and experiences. We celebrate what we hold in common and what makes us unique, recognizing that our differences are key to our strengths.



A MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear JSGS community
and friends,



The Johnson Shoyama Graduate School of Public Policy is truly unique. We operate across two universities that serve Saskatchewan, with a team of academic teacher-scholars, experienced former public servants, and an integrated support staff. Our commitment to research excellence, relevance, and impact has shaped professional programs and research that confronts 21st-century policy challenges.

Our approach has attracted students, talented scholars, and interdisciplinary collaboration with public and private sector partners. Our efforts have advanced knowledge and propelled the career growth of individuals at all levels in government, non-profits, academia, consulting, the health sector, and co-operatives.

Our mission, vision, and values remain constant in a world where the future feels incredibly uncertain. To determine how to best move forward as a school in these uncertain times, we conducted an iterative strategic planning process. Working through the difficult COVID-19 period—with team members working from home offices while balancing care responsibilities—our faculty, executives-in-residence, staff, and researchers worked together in Zoom rooms, through online surveys, and over email to identify how we will use our strengths to continue to meet our mission.

We title our plan *Innovation, Impact, and Integration*. These words capture the key themes of how we will advance our mission while staying true to the spirit of our namesakes, Albert Johnson and Tommy Shoyama, two public

service leaders whose innovation and professionalism allowed them to have lasting impact in Saskatchewan and in Canada.

Our plan's power comes from its focus. It builds on our legacy to weave together the strengths, talents, and capacity of all parts of the school. It demonstrates our values of collaboration, creativity, diversity, and relevance. It is a plan we are excited to enact and achieve.

From 2021-2025, we will:

- Embody an evidence-based Whole Career professional training model.
- Expand and deepen our impact within Saskatchewan and Canada while maintaining our strong international research profile.
- Achieve a sustainable and entrepreneurial professional One School approach.

In realizing our strategic plan, we will advance USask's vision to be the university the world needs and the University of Regina's vision to honour who we are, where we are, where we have been, and where we are going. We will bring the best of Saskatchewan policy training and thinking to our communities, province, country, and the world.

While the future may be uncertain, our plans moving forward are clear. Guided by our mission, vision, and values, we are focused on where we are going, what we will achieve, and how this will contribute to the future. We invite you to join us in this endeavour.

A handwritten signature in black ink that reads "L. Berdahl".

Loleen Berdahl



“Our plan’s power comes from its focus. It builds on our legacy to weave together the strengths, talents, and capacity of all parts of the school. It demonstrates our values of *collaboration, creativity, diversity, and relevance.*”

▼ INNOVATION

EMBODY AN EVIDENCE-BASED WHOLE-CAREER PROFESSIONAL TRAINING MODEL.

JSGS is **committed to innovative and flexible professional training** for Canada's and the world's current and future public sector leaders and policy researchers. Working across both of our campuses and Executive Education, we strive to create a signature JSGS pedagogy that supports public sector leaders and policy researchers to develop the competencies and skills they need for success, whether they are beginning their career, are seeking to advance their career, or are looking for a full career change.

We continually refine our degree and non-degree programs based on evidence from higher education pedagogical research; government, community, student, and alumni feedback; and our own wisdom of practice.

WE WILL:

- ▼ Consult with students, public sector and non-governmental employers, Indigenous knowledge holders, and alumni, as well as peer-reviewed scholarship on teaching and learning to inform our programs and student support services.
- ▼ Enrich our experiential professional and research skills training.
- ▼ Expand micro-credential certificate and Executive Education training.
- ▼ Adopt innovative cohort models to build community while offering accessible, flexible programs.
- ▼ Embed Indigenous perspectives consistently throughout all our programs.
- ▼ Incorporate equity, diversity, and inclusion (EDI) frameworks and include diverse voices in our curriculum and research.
- ▼ Advance foundational knowledge and innovative research in Canadian, Indigenous, and comparative policy and governance.
- ▼ Foster lifelong JSGS career networks through alumni-student connections and active alumni associations.

▼ IMPACT

EXPAND AND DEEPEN OUR IMPACT WITHIN SASKATCHEWAN AND CANADA WHILE MAINTAINING OUR STRONG INTERNATIONAL RESEARCH PROFILE.



Our work matters. Our innovative research, training, and outreach are relevant to federal, provincial, municipal, and Indigenous governments; Indigenous organizations; and the not-for-profit, co-operative, health, and private sectors.

We provide a **much-needed Saskatchewan perspective** on current and emerging national and international governance and policy issues, connect our research and training with key policy and workforce needs, and align our work to partner with Indigenous organizations and governments and northern communities in their efforts to build their future. Expanding and deepening our connections will increase our ability to serve our communities, Saskatchewan, and Canada.

WE WILL:

- ▼ Grow our relationships and connect our research with governments; the not-for-profit, co-operative, and private sectors; and international organizations.
- ▼ Expand our experiential learning opportunities across multiple sectors and governments.
- ▼ Encourage curiosity-driven research collaborations that connect with real-world problems.
- ▼ Strengthen our engagements with Indigenous organizations and governments, northern communities, and with First Nations University of Canada.
- ▼ Embed equity, diversity, and inclusion in our events, curriculum, research, publications, and programming.
- ▼ Engage a broad community in our programs, publications, and events.

▼ INTEGRATION

ACHIEVE A SUSTAINABLE AND ENTREPRENEURIAL PROFESSIONAL ONE SCHOOL APPROACH.



Our team—including our faculty, staff, executives-in-residence, and researchers—is central to our success. The One School approach means that our full team—located across two campuses, within Executive Education, and within our centres and research labs—works together to fulfill our mission. Our two-campus model provides opportunities for our students, faculty, staff, and researchers to **work collaboratively**.

We will advance **entrepreneurship and sustainability** through increased integration of JSGS academic programs, research, outreach, and operations. We foster a workplace culture that prioritizes work-life balance, teamwork, and mutual trust and respect. We model professionalism and embrace innovation, flexibility, and creativity in all that we do.



WE WILL:

- ▼ Reinforce our commitment to work-life balance, professionalism, inclusion, and teamwork.
- ▼ Adopt cross-campus operations, teaching, and graduate supervision strategies to harmonize academic programs, research, outreach, and operations.
- ▼ Pursue team-based, collaborative research opportunities.
- ▼ Use strategic enrolment growth to advance our mission.
- ▼ Develop new revenue streams to ensure our financial sustainability.
- ▼ Strengthen the connection of JSGS-based centres to our core academic, research, and outreach activities.

As an evidence-based professional school, we care about outcomes.

We will measure our success in five ways:

01

WHOLE-CAREER PROGRAMMING

Do our programs meet the needs of career starters, advancers, and changers? Are alumni engaged in and connected to our programs? Do our programs and events foster lifelong JSGS career networks?

02

SIGNATURE PEDAGOGY

Do our programs provide students with experiential professional and research skills training? Are our programs evidence-based?

Do our programs and curricula incorporate Indigenous perspectives; equity, diversity, inclusion (EDI) frameworks; and diverse voices?

03

RELEVANCE

Do our programs meet the needs of the current and future policy workforce? Do our research and outreach speak to pressing governance and policy issues?

Do our activities and research address issues of equity, diversity, inclusion, and Indigenization?



04

CONNECTION

Do we have strong connections with governments; the not-for-profit, co-operative, health, and private sectors; and Indigenous and northern communities and organizations?

Do our experiential learning activities include multiple sectors and governments? Do our programs, publications and events engage a broad and diverse community?

05

ONE SCHOOL

Do the core classes in our MPA, MPP, and PhD programs use cross-campus teaching approaches? Do we have integrated Student Success, Advancement, and Operational teams?

Do we have collaborative research projects that engage teams of JSGS faculty and researchers? Are our centres and research labs integrated into our core activities?

Is the school financially sustainable? Does our team feel valued, respected, and motivated to achieve our vision?



We are excited to achieve these goals and to continue to advance our larger mission. We welcome you to join us in the next steps of the JSGS journey.

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