

**J O H N S O N  
S H O Y A M A**



**GRADUATE SCHOOL OF PUBLIC POLICY**

**U R E G I N A ▼ U S A S K**

*JSGS Strategic Plan for 2016-2020*

## *Who We Are*

### *Saskatchewan's Public Policy School*

The Johnson Shoyama Graduate School of Public Policy (JSGS), established in June 2007, was named after two of Saskatchewan's best-known public servants, Albert W. Johnson and Thomas K. Shoyama, both of whom began their careers in Saskatchewan and served as deputy ministers in Ottawa. The JSGS is the first provincial school of its kind and is the product of an innovative partnership between the University of Regina and the University of Saskatchewan. It is the home of 21 Faculty members, including three Tier One Canadian Research Chairs and one Cisco Systems Research Chair. As a community of scholars, we strive to develop sound and innovative policy analysis and advice that is theoretically grounded, methodologically rigorous and empirically based and to translate that knowledge through teaching and pro-active engagement with policy practitioners, debates and processes.

In a very short time the Johnson Shoyama Graduate School of Public Policy had established a reputation for innovative educational programming that features adult-centered learning. The School offers five degree programs, including the Master of Public Administration (MPA), Master of Public Policy (MPP), PhD in Public Policy (PhD), Master of Health Administration (MHA), Master of International Trade (MIT), and a number of Master's Certificates, including the Economic Analysis for Public Policy Certificate, Health Systems Management Certificate, Public Management Certificate, Public Policy Analysis Certificate, and Social Economy and Co-operatives Certificate. The School's internship is one of our most successful programs and has resulted in 160 students placed and 90% rate of transitions to employment. The current success of the MHA program has increased our student body by 24% and the adoption of competency-based learning in the MPA demonstrates our commitment to program demand and quality. Our graduate programmes provide various learning opportunities for students including professional development training, discussions with senior public officials and Ministers, and experiential learning opportunities such as the annual Case and Poster Competitions. The JSGS provides numerous executive education offerings including the Government of Saskatchewan Policy Workshop Series, governance training, and customized offerings for a variety of public sector clients. The JSGS Executive Education programming has been extraordinarily successful with 375 participants achieving a Certificate of Completion for the Policy Workshop Series and 244 receiving their Professional Director certification.

Research is a vital part of our mandate. We have come a long way in a short period of time. In our first seven years of operation, our faculty have generated in excess of \$10.8 million of externally peer reviewed funds and delivered; over 130 books, over 720 articles and translated our findings to policy makers widely in Canada and abroad. The spirit of cooperation and collaboration defines the culture of the School and has resulted in a strong commitment to leverage our individual research expertise and successes through the creation of three strategic research clusters: Innovation, Science and Technology Policy; Governance; and Social Policy and Inequality. By pooling our capacity in these areas, we strive to assume national scholarly leadership and to transfer our findings into critical national and international policy debates over the next five years. Our Johnson Shoyama Series on Public Policy with the University

of Toronto Press, the JSGS Policy Brief Series, and our annual Tansley Lecture are all signature aspects of the School's reputation and efforts to translate our knowledge and expertise to the policy arena.

Our relationship with the Government of Saskatchewan has resulted in significant networking opportunities for both faculty and students. In addition, the on-going exchange of knowledge through workshops, leadership development, internships, embedded research placement, secondments, and co-designed projects is evidence of our commitment to supporting the professional development of public servants and advancing a distinctive voice in policy debates at all levels of government.

### *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.

*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.

*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.

## *STRATEGIC GOALS AND OBJECTIVES*

The JSGS has three intersecting strategic directions that will guide the School's planning, programming, student recruitment, and faculty hiring: innovation, indigenization, and internationalization. Innovation is a cornerstone of the School; and we will continue to be leaders in innovative graduate education, research and engagement. Through our scholarly curiosity and our capacity for collaboration we will support the incubation of new ideas to address the complex problems that face society. Indigenization, a major priority of both the University of Regina and the University of Saskatchewan, will guide the implementation of our strategic plan. The School's commitment to reconciliation will be apparent in our goals for students, faculty and staff recruitment and our facilitation of Indigenous-relevant events and policy dialogues. Internationalization will also be a pervasive strategic direction as the School engages in global policy debates and prepares students to be global citizens with the intercultural competencies future leaders increasingly require.

Embedded in these three strategic directions the School has also identified four major priority areas including:

- 1) Enriching the Education Experience
- 2) Research Excellence
- 3) Community Engagement and Knowledge Impact
- 4) Academic and Staff Professional Development

### *Enriching the Educational Experience*

- 1) Develop teaching methods and curriculum that are based on adult learning processes and professional expectations to produce exemplary professionals through JSGS programs and teaching by:
  - Providing effective academic supports for a diverse student body comprised of domestic students and international students with diverse disciplinary backgrounds and varied English language proficiencies.
  - Ensuring faculty has access to training in various types of adult learning appropriate for both pre-service and in-service students.
  - Expanding online and distance learning opportunities to reach new markets and serve the needs of adult in-service learners.
  - Adopting technologies that support integrated, collaborative learning environments.
  - Embracing the effective use of technology to engage, educate and inform.
- 2) Achieve and maintain the JSGS strategic enrolment targets by 2020 to ensure a diverse, talented student complement prepared to contribute to the public sector by:
  - Strengthening strategic marketing plans for student recruitment.
  - Reporting on the achievement progress record.
  - Developing a JSGS system that centralizes all student information.

- Increasing scholarships targeting students currently identified as being under-represented in the JSGS enrollment plan.
  - Recruiting well-qualified thesis-based graduate students who wish to study in one of the strategic research clusters.
- 3) Support experiential learning by:
- Continuing to strengthen and expand the Executive Internship Program with key partners.
  - Creating quality international internships to provide students access to international career opportunities.
  - Providing curriculum development support for case studies, experiments, scenarios, role playing and other experiential instructional methods into the academic classroom.
  - Increasing involvement by experienced practitioners in instructional settings.
- 4) Advance JSGS's executive education by:
- Expanding the JSGS co-design approach of faculty and public sector practitioners working together to develop and deliver workshops.
  - Delivering customized workshops to a greater number of public servants locally and nationally.
  - Expanding customized governance training to a current and new public sector markets.
  - Ensuring workshops are continually refreshed and reflect Indigenous policy content and case studies.
  - Developing robust revenue targets reported on annually in the achievement progress record.
  - Developing a senior and mid career public administration program.

### *Intensifying and Extending Our Research Effort and Impact*

- 1) Strive to position the School as a national leader in policy analysis and advice that is theoretically grounded, methodologically rigorous and empirically based, by:
- Leveraging existing research capacity in each of the clusters by assuming national leadership to develop proposals for large-scale research projects, networks and other initiatives and by supporting strategic applications to international research competitions.
  - Develop policy analysis and advice that is theoretically grounded, methodologically rigorous and empirically based, by:
  - Strategically hiring replacement and new faculty to complement our research clusters.
  - Creating three externally-financed research chairs in each of the strategic clusters by 2020.
  - Providing competitive scholarship funding opportunities to qualified MPP and PhD students.

- Creating new opportunities for post-doctoral fellows and professional research associates and scientists.
  - Increasing involvement of students from all of the JSGS programs in faculty research.
  - Developing flexible supervisory arrangements across campuses and faculties through research associates and adjunct faculty.
  - Engaging with Indigenous communities and the First Nations University of Canada to identify and collaborate on impactful research areas within the three research clusters.
- 2) Establish research supports so that all faculty members hold on-going external research grants and are able to use those grants to attract a strong cohort of thesis-based graduate students by:
- Establishing a mentoring program for JSGS emerging scholars and research students.
  - Ensuring that the research clusters have appropriate administrative support, including research officers and project managers.
  - Strengthening connections with other schools, faculties and departments on both campuses to maintain our status as the first choice partner for policy-oriented research.
  - Encouraging and supporting faculty to aggressively pursue new sources of research support, domestically and internationally.
  - Supporting the development of collaborative research teams to bid and deliver grants that reflect the disciplinary diversity of JSGS faculty.
- 3) Further disseminate JSGS research through various forms of knowledge transfer by:
- Creating an annual faculty lectures series that features the array of research underway in each of the research clusters.
  - Supporting faculty efforts in knowledge translation through the JSGS Policy Briefs and other practitioner-focused publications.
  - Increase knowledge mobilization by establishing a yearly Deputy Ministers' Forum where each research cluster shares current findings with the Government of Saskatchewan.
  - Continuing our commitment to the Johnson Shoyama Series on Public Policy with the University of Toronto Press by aligning the book series with the three strategic research clusters.
  - Working with the Governments of Saskatchewan, other provinces, Canada and key international governmental organizations to identify research projects within the cluster areas.
- 4) Protecting the distinctive culture of the JSGS by recognizing and celebrating the value of all faculty research by:
- Creating a single JSGS criteria document that evaluates tenure and promotion standards based on a portfolio approach.
  - Supporting a range of research and knowledge translation outputs and activities, including social media engagement, government and industry secondments, community research partnerships, public workshops, and professional advising.

- Recognizing the merit of academic publications, impact publications, and creative work.
- Continuing to protect and value the curiosity and drive that leads to the collaborative character of the JSGS faculty.

### *Expanding Community Engagement and Knowledge Impact*

- 1) Engage further with the broader community, including the general public and targeted groups, to expand the range of our knowledge transfer and policy advice by:
  - Improving the impact of JSGS public events by drawing on top academics and influential practitioners.
  - Expanding the School's traditional and social media presence or School initiatives.
  - Developing a JSGS data-base that centralizes all School information.
  - Creating a strong profile for JSGS Policy Briefs.
  - Enhancing the Tansley Lecture through greater investment in profiling and networking.
  - Creating an annual lecture in Saskatoon.
  - Ensuring that each research cluster has a knowledge mobilization plan to be used for a basis for creating an integrated School plan
  - Recognizing the importance of faculty engagement and community engagement activities through consideration for promotion, tenure and merit criteria.
  - Creating an alumni plan.
- 2) Collaborate with Indigenous peoples to forge and maintain respectful and meaningful relationships by:
  - Facilitating and participating in reconciliation initiatives, including, hosting events that provide opportunities for learning and reconciliation.
  - Expanding governance training to support First Nations and Métis owned and managed organizations.
  - Providing public sector education workshops that address First Nations and Métis policy, administration and governance.
  - Recruiting Indigenous students and expanding the number of Indigenous interns.
- 3) Enhance the relationship with the Government of Saskatchewan to strengthen the public service by:
  - Engaging in a consistent and targeted manner with Deputy Ministers and other key senior executive leaders.
  - Profiling the work of Deputy Ministers and other senior executive leaders to support knowledge exchange within learning environments.
  - Continuing to offer learning opportunities to public servants, and executive interns and their mentors, based on JSGS' signature adult learning models.
  - Co-designing with government officials new workshops that meet policy and administration needs of public servants.

## *Supporting Academic and Staff Professional Development*

- 1) Recognize and celebrate faculty, staff, and student contributions by:
  - Actively nominating faculty and staff for institutional, provincial and national awards.
  - Recognizing JSGS' outstanding alumni.
  
- 2) Support faculty and staff growth and professional development by:
  - Identifying activities for learning about Indigenous peoples, their histories and contemporary realities, and opportunities for relationship building.
  - Supporting a culture that values faculty and staff.
  - Supporting innovative professional development practices.