

## TERMS OF REFERENCE: FACULTY COMPLEMENT PLANNING WORKING GROUP

### Context

Going forward, we are in need of principles to inform a comprehensive view of faculty complement planning. These principles must align the complement we need to prepare our students to have the drive, and the curiosity to work with others in addressing the greatest challenges the world faces, to continue amplifying our research, scholarly and artistic works, and to have a positive impact for Saskatchewan and from Saskatchewan. These principles will support our complement renewal efforts in a context of both bold ambition and a need to live within our means. These principles will serve as a guide and to inform how we can integrate a multiyear complement planning process at an institutional level, with academic priorities, complement planning and budget processes within each College/School. To

### Alignment With USask Vision

The Faculty Complement Planning Working Group will seek to find alignment between complement planning and the USask Vision (see below):

*We will contribute to a sustainable future by being among the best in the world in areas of special and emerging strengths, through outstanding research scholarly, and artistic work that addresses the needs and aspirations of our region and the world and through exceptional teaching and engagement. We will be an outstanding institution of research, learning, knowledge-keeping, reconciliation, and inclusion with and by Indigenous peoples and communities.*

*University of Saskatchewan Vision*

### Guiding Principles and Priorities

The Faculty Complement Planning Working Group will consider the following principles and priorities with respect to faculty complement planning:

- **Alignment** with the university's strategic priorities.
  - In 2024/25 the president's priorities are innovation and entrepreneurship, RSAW, globalization and external outreach, Campaign, and financial sustainability. Priorities are updated annually.
- Strengthening **research, scholarly and artistic work** consistent with KPIs and building pre-eminence in the signature research areas.
- **Teaching** needs in the college/school/department for courses and programs, based on evidence pertaining to need, graduate students, and enrolment targets including in strategic priority areas.
- Taking action on the university's commitment to **stronger representation from Indigenous and equity-deserving groups.**

## Strategic Focus

The Faculty Complement Planning Working Group will consider the following strategic focus going forward:

- **We seek to increase the number of tenure-stream faculty** over the next five years.
- Align hiring practices of **all professorial hires with diverse research needs, signature research areas, and the research targets** of the hiring college/school and the institution.
- Consider how the complement planning can gradually **increase faculty: student ratios** institutionally to align with a benchmark level.
- Consider how the **teaching specialist hires** (i.e., APA & Without Term hires) can be factored into our complement planning. Also consider how to foster an institutional culture that values both research and teaching as vital contributions to our mission and recognizes the interaction between them.
- **Grow the number of Indigenous and equity-deserving hires**, to reach parity with the regional and provincial demographic.
- Align hiring with the (emerging) needs of a diverse and changing student body and **support leading edge educational delivery options** incorporating active learning, experiential pedagogies, digital literacy, and flexible learning.

## Mandate

The **primary objective** of Faculty Complement Planning Working Group is to develop principles to guide the hiring of faculty across USask in manner that is strategic, inclusive, and cognizant of the dual mandate of USask around research and teaching.

## Decision-Making Process

Executive sponsors, Vice-President Academic and Provost, Airini, and Vice President Research, Baljit Singh will seek endorsement from the President's Executive Committee. The Working Group will strive for consensus in the process and with the principles produced. In the case that consensus cannot be achieved then the working group will detail the scenarios where customization may apply.

## Projected Timeline and Activities

### Process:

- January 2024: Launch the Complement Planning Working Group
- February 1, 2024: Complete a landscape review around complement planning at other national and international institutions explore how leading practices might influence the design of our work, and to prepare the organization to adopt a change.
- January 15 to April 15th: Review USask documents and processes related to faculty complement planning and develop a draft set of principles for discussion.
- May 1, 2024: Submit principles for review by Vice-President Academic and Provost, Airini, and Vice President Research, Baljit Singh.
- May 15, 2024: Submit principles to the Presidents Executive Committee (PEC) for insights.
- April 1, 2024 – Sept 2024: The following groups will be consulted to gather feedback on the proposed principles and insights about how to implement the proposed principles at USASK:
  - April 2024– Sept 2024 - RSAW, TLARC, PPC & Dean Teams
  - Other groups: retiree's association, research centers, Indigenous faculty, EDI focused groups (e.g., Scarborough Charter Advisory Committee & Indigenous leaders at USask), and UFSA.

## Faculty Complement Planning Working Group Structure

The Faculty Complement Planning Working Group will be comprised experts and leaders engaged in faculty complement recruitment and retention and with a strategic focus around research and teaching.

### Membership

NAMES	ROLE
<b>Vince Bruni-Bossio</b>	Chair
<b>Scott Walsworth</b>	Vice-Provost, Faculty Relations
<b>Terry Fonstad</b>	Associate Vice-President Research Ethics and Infrastructure
<b>Angela Jaime</b>	Vice-Provost Indigenous Engagement
<b>Steven Rayan</b>	Signature Research Area Lead
<b>Carey Simonson (Dean of Engineering)</b>	Deans Council Member – Planet
<b>Julia Paulson (Dean of Education)</b>	Deans Council Member – Society
<b>Walter Siqueira (Dean of Dentistry)</b>	Deans Council Member- Health Sciences

### Support Members

NAMES	ROLE
<b>Brooke Klassen</b>	Assistant Professor
<b>Jacqueline Morris</b>	Research Assistant

### Reviewers

The Faculty Complement Working Group will draw on the following leaders for insights on various drafts:

NAMES	ROLE
<b>Patti McDougall</b>	Deputy Provost
<b>Dawn Wallin</b>	Associate Vice-President, research Engagement

Other Reviewers may include:

<b>Marnie Wright</b>	AVP People
<b>Jerome Cranston</b>	Vice-Provost TLSE
<b>Jennifer Beck</b>	Chief Resource Allocation Officer

## Meeting Frequency, Standing Agenda and Coordination

- The Faculty Complement Planning Working Group will meet bi-weekly starting January 2024.
- All meetings will be coordinated by the Chair.